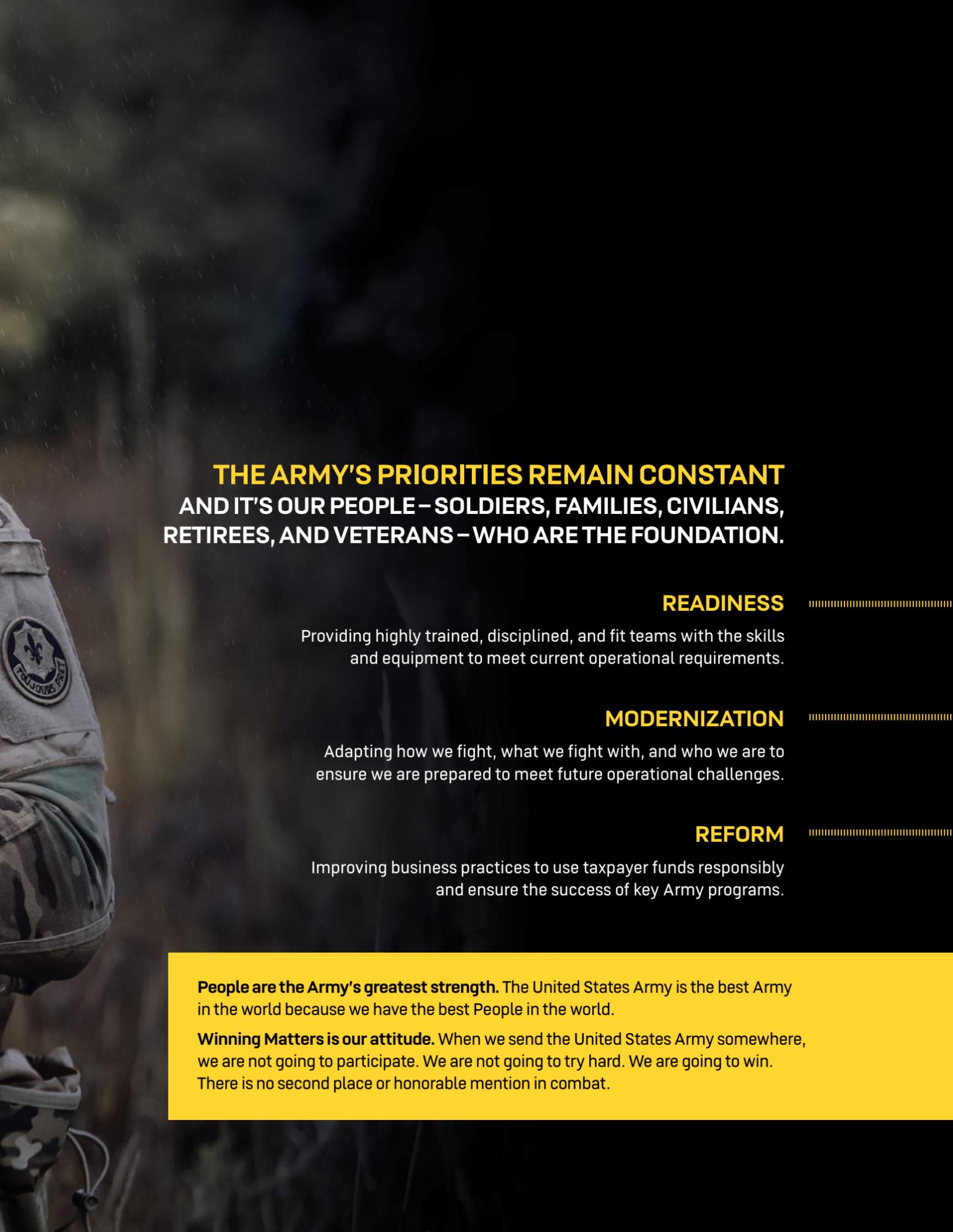


AMERICA'S ARMY: READY NOW, INVESTING IN THE FUTURE



WINNING MATTERS





THE ARMY'S PRIORITIES REMAIN CONSTANT
AND IT'S OUR PEOPLE – SOLDIERS, FAMILIES, CIVILIANS,
RETIREES, AND VETERANS – WHO ARE THE FOUNDATION.

READINESS

Providing highly trained, disciplined, and fit teams with the skills and equipment to meet current operational requirements.

MODERNIZATION

Adapting how we fight, what we fight with, and who we are to ensure we are prepared to meet future operational challenges.

REFORM

Improving business practices to use taxpayer funds responsibly and ensure the success of key Army programs.

People are the Army's greatest strength. The United States Army is the best Army in the world because we have the best People in the world.

Winning Matters is our attitude. When we send the United States Army somewhere, we are not going to participate. We are not going to try hard. We are going to win. There is no second place or honorable mention in combat.

TRANSFORMAT

America faced Great Power competition and a changing battlefield in the post-Vietnam era. Visionary leaders of the day recognized the need for transformational change and took decisive action to resource and build an Army for the future. Their vision took 20 years of commitment that provided an Army that protected America at home and abroad for over four decades and continues doing so today.

1970-1980s



AIRLAND BATTLE



RANGER REGIMENT 160TH SPECIAL OPERATIONS AVIATION REGIMENT SPECIAL MISSION UNITS



COMBAT TRAINING CENTERS



"BIG FIVE"

Abrams, Bradley, Apache,
Black Hawk, Patriot



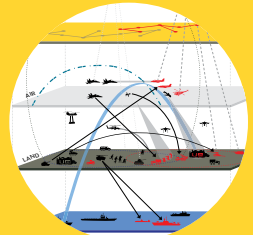
ALL VOLUNTEER FORCE NCO CORPS

TRANSFORMATIONAL CHANGE

America and its Army face a similar inflection point today with Great Power competition against two near-peer competitors and technology redefining the modern battlefield. We must now make the next transformational change to build the Army that can continue to compete, deter, and if necessary, fight and win on a future battlefield we know will be contested in every domain – land, sea, air, space, and cyberspace.

2019-2028

MULTI-DOMAIN OPERATIONS



ARMY FUTURES COMMAND
MULTI-DOMAIN TASK FORCES
SECURITY FORCE ASSISTANCE BRIGADES
SECOND ARMY (Information Warfare)



SYNTHETIC TRAINING ENVIRONMENT CYBER RANGES



SIX MODERNIZATION PRIORITIES

Long Range Precision Fires, Next Generation Combat Vehicle,
Future Vertical Lift, Army Network, Air and Missile Defense, Soldier Lethality



21ST CENTURY TALENT MANAGEMENT SYSTEM

Integrated Personnel and Pay System-Army,
Army Talent Alignment Process,
Battalion Commander Assessment Program



AMERICA'S ARMY: READY TODAY

THE ARMY IS MORE READY TODAY ...

The Army has rebuilt its tactical readiness and is expanding its focus to include strategic readiness.

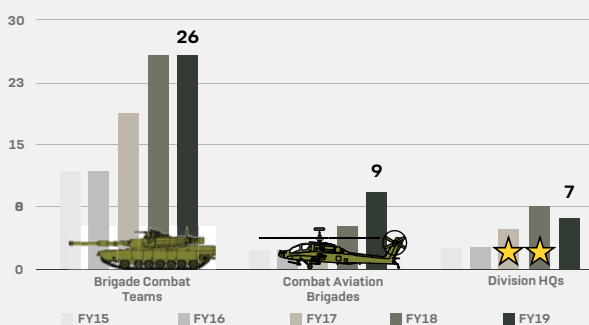


THE UNITED STATES ARMY ACCOUNTED FOR OVER **60%** OF COMBATANT COMMANDER REQUIREMENTS WORLDWIDE IN 2019.



U.S. Army Soldiers from the 82nd Airborne Division deploy from Pope Army Airfield, North Carolina to the Middle East, Jan. 1, 2020.

READINESS AT A GLANCE



CONDUCTED **21** DECISIVE ACTION COMBAT TRAINING CENTER ROTATIONS

INVESTED **\$1B** IN ARMY PREPOSITIONED STOCKS, REDUCING TIME IT TAKES TO EMPLOY FORCES

ACTIVATED **3RD** SECURITY FORCE ASSISTANCE BRIGADE IN FY19 AND WILL HAVE ALL **6** BUILT BY END OF 2020

INVESTED **\$1.7B** TO IMPROVE POWER PROJECTION INFRASTRUCTURE

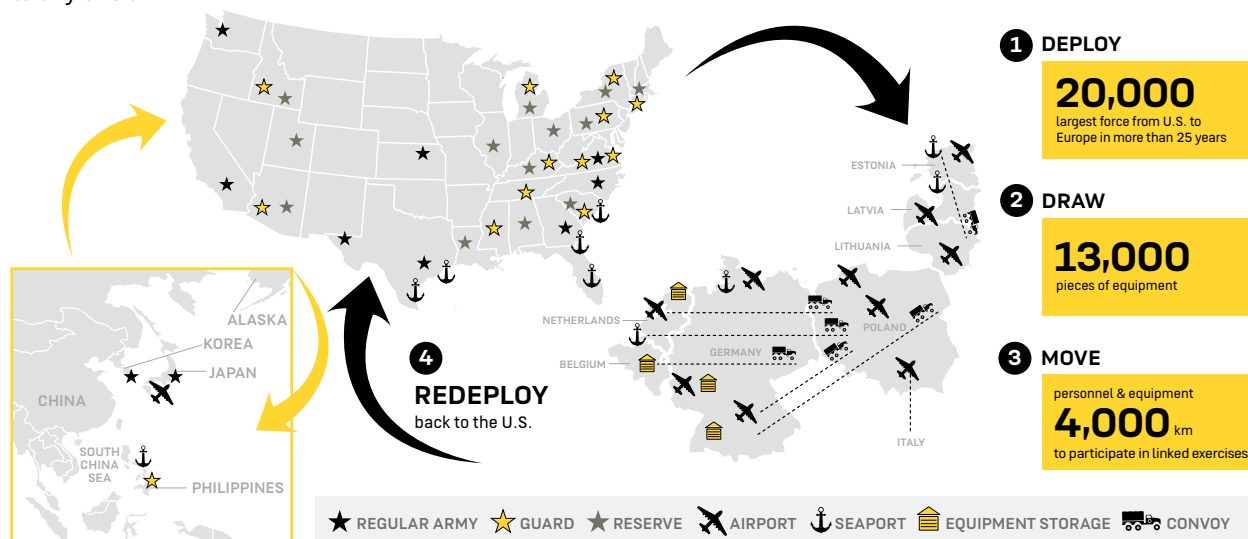
ENABLING THE ARMY TO BE MORE DYNAMIC ...

- Alerted and deployed initial **750**-Soldier battalion from 1st Brigade, 82nd Airborne Division to the Middle East in **less than 24 hours**
- Deployed the rest of the **4,000**-Soldier brigade in 7 days
- Deployed **3,000** Soldiers to Saudi Arabia to assure regional partners and deter Iranian aggression
- Deployed **1,300** Soldiers from 2nd Brigade, 1st Armored Division from Texas to Europe in 7 days for a no-notice Emergency Deployment Readiness Exercise
- Deployed units from more than **40** Stateside locations, including Army National Guard armories and Reserve centers, and moved through 21 of 23 strategic seaports
- Conducted **83** brigade-sized operational movements in FY2019 using more than 100 U.S.-flagged vessels; 39,700 rail cars; and 271,000 trucks to move more than 26.3 million square feet of cargo

ENGAGING WITH MORE ALLIES AND PARTNERS WORLDWIDE ...

GLOBAL DEFENDER EXERCISES

Demonstrates the U.S. Army's ability to quickly deploy a large force to support contingency operations and respond to any crisis.



WHILE BUILDING A MORE LETHAL FORCE.

- Upgraded **143** M1 Abrams tanks with better armor, power generation, and fuel efficiency
- Upgraded **82** Stryker vehicles to improve survivability, power generation, and firepower
- Conducted initial fielding of **3,500** Enhanced Night Vision Goggles to Soldiers
- Began upgrading M109 Paladin Howitzers with upgraded electrical systems, providing **50% more** power with only **25% more** weight
- Soldiers in 22-week Extended Infantry Basic Training have shown significant improvements in physical fitness and rifle marksmanship skills

ARMY STRATEGIC READINESS

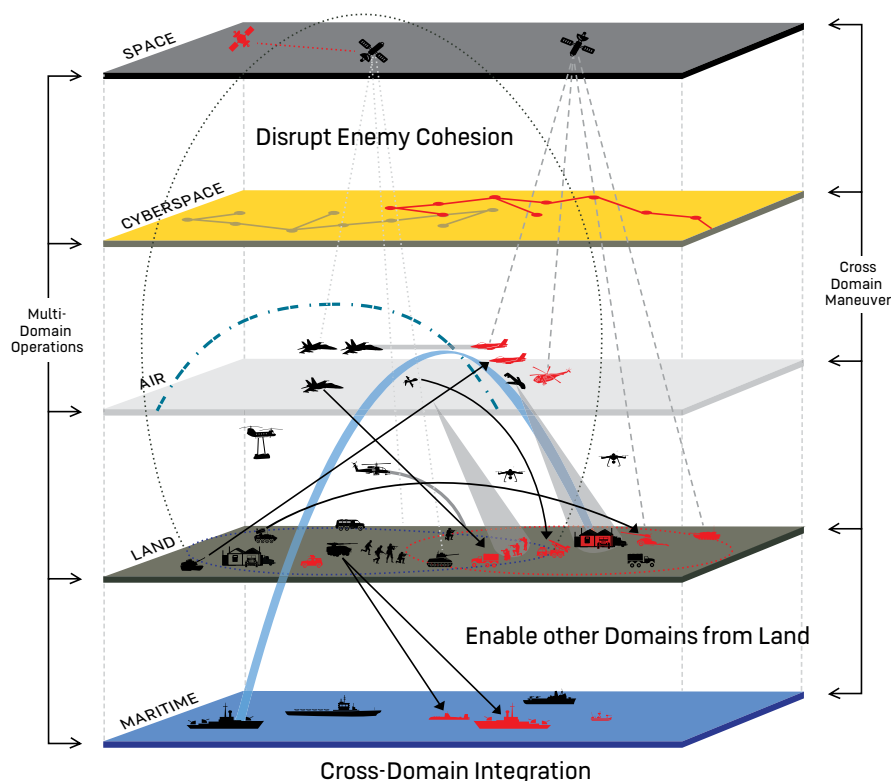
begins with a responsive force posture, the ability to mobilize and project power into contested environments, and the ability to sustain forces in large-scale combat operations.

MODERNIZING HOW WE FIGHT

Future combat will require a different approach than what the Joint Force has previously taken. Multi-Domain Operations (MDO) will enable the Army to give the Joint Force a decisive advantage by forcing an enemy to confront multiple threats simultaneously from multiple domains. The MDO concept guides our entire modernization effort, describing the capabilities we need to compete and win on the future battlefield.

MULTI-DOMAIN OPERATIONS

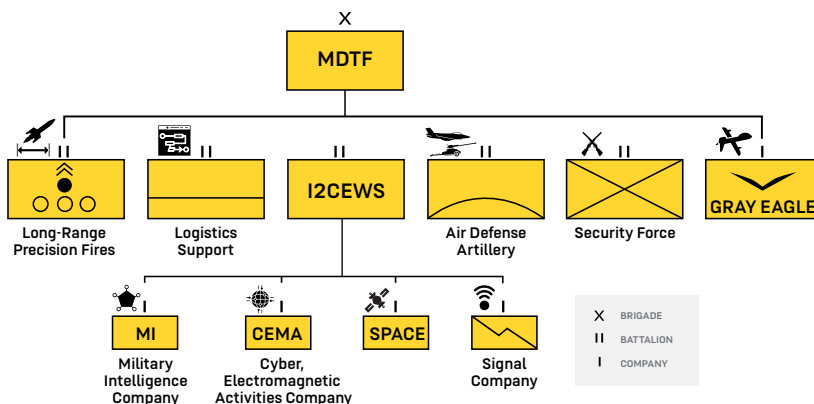
MDO relies on excellent Intelligence, Surveillance, and Reconnaissance (ISR) capabilities at all levels, including space. The Army is partnering with the National Reconnaissance Office and the National Geospatial-Intelligence Agency to deliver tactical space-based ISR capabilities to ground commanders to enhance situational awareness, force protection, and freedom of maneuver. This investment includes capabilities to gain and exploit geospatial information in contested electromagnetic environments.



WHAT IS A MULTI-DOMAIN TASK FORCE (MDTF)?

MDTFs are tailorable units that join intelligence, information, cyber, electronic warfare, and space (I2CEWS) capabilities with fires and other capabilities to deliver long-range, precision non-lethal, and as appropriate, lethal effects across Joint and multi-national platforms.

USINDOPACOM has requested 2 MDTFs after seeing their value during regional exercises. The Army will deliver the first MDTF in the summer of 2021 and the second in the fall of 2022.



THE ARMY OPERATING ACROSS MULTIPLE DOMAINS

Multi-Domain Operations and multi-domain Army forces support joint maneuver by providing the Joint Force with land-based, cross-domain capabilities.

SPACE. MDO relies on Intelligence, Surveillance, and Reconnaissance collection, including space-based capabilities. In 2019, the Army began working with the National Reconnaissance Office, the National Geospatial Intelligence Agency, and the Under Secretary of Defense for Intelligence and Security to develop space-based capabilities that meet tactical warfighter needs and provide more dynamic support.



CYBER. The Army has trained and deployed Active, Reserve, and National Guard Soldiers in support of multiple USCYBERCOM cyberspace operations such as Task Force Echo, and expertise to joint operations and exercises around the world. Army Cyber Teams are currently providing combatant commanders with cyber, electronic warfare, and information operations support.



AIR. Army Air and Missile Defense Soldiers deployed to the Middle East in October 2019 to protect U.S. interests in the region following Iranian aggression. These forces are assuring U.S. allies and partners and deterring further aggression.



LAND. On the heels of success in the Indo-Pacific, the Army is deploying an MDTF to Europe to support the USEUCOM European Deterrence Initiative later this year. This MDTF will provide the Joint Force with additional protection assets and information capabilities in competition and an increased force posture in the event of conflict.



MARITIME. In the Rim of the Pacific 18 exercise, the MDTF successfully engaged maritime targets from land-based platforms: U.S. Army AH-64E Apaches, Grey Eagle UAS, USAF E-3 Hawkeyes, and Australian and Japanese maritime patrol aircraft.



MODERNIZING WHAT WE FIGHT WITH



CLOUD COMPUTING

Cloud computing is central to the Army's modernization effort. Investment in data access and sharing will allow us to take advantage of machine learning and artificial intelligence. Cloud architecture will enable information to flow rapidly between headquarters and Soldiers on the ground. In FY18-19, we invested \$175M to begin migration and sustain data in the cloud. We will invest \$800M over the next few years to achieve this objective.



HYPERSONIC CAPABILITY

Development and demonstration of a land-based hypersonic capability enables the United States to deter, and if necessary, defeat near-peer competitors. This class of ultrafast, maneuverable, long-range weapons can launch from ground platforms and place an enemy's assets at risk anywhere in the world. We have invested \$1.3B towards these weapons, and continued funding will allow the Army to field a fully road-mobile prototype battery by FY23.



DIRECTED ENERGY

Directed Energy (DE) weapons will protect us from similar threat capabilities our competitors are pursuing. A variety of DE weapons, including lasers and high-power microwaves, will help protect us from the aerial, rocket, artillery, and mortar threats that continue to proliferate. We will field the first DE-equipped units in 2022.



ADVANCED MANUFACTURING

Advanced Manufacturing has the ability to fundamentally change the way we design, deliver, produce, and sustain capabilities. Its new ways of manufacturing and producing incorporates advanced materials, 3D printing, artificial intelligence, and robotics to allow us to modernize and innovate our systems like never before. The Army has already invested approximately \$19.25M to establish an advanced manufacturing center.

MODERNIZATION SYSTEMS FIELDING TIMEFRAME



SPURRING INNOVATION THROUGH RESEARCH

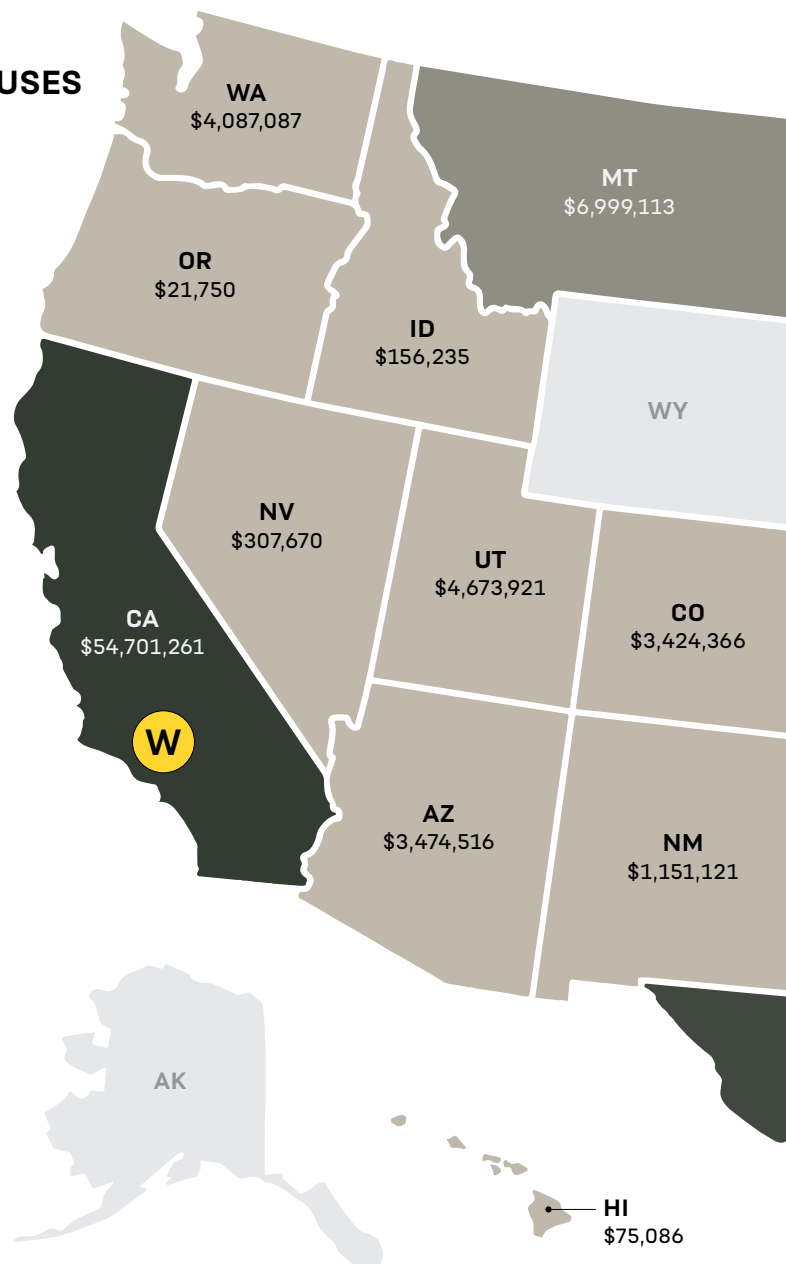
The Army is working with industry and academia to deliver our modernization priorities, including strategic partnerships with universities nationwide. Army Research Lab Open Campuses co-locate Army research and development teams with universities, start-ups, and established companies to accelerate science and technology innovation. Cross Functional Teams streamline Army acquisition processes, shorten acquisition time, and ensure fielded systems are affordable and meet warfighter needs.

ARMY RESEARCH LAB (ARL) OPEN CAMPUSES

- NE** ARL North East Boston, MA
- C** ARL Central Chicago, IL
- S** ARL South Austin, TX
- W** ARL West Playa Vista, CA

CROSS FUNCTIONAL TEAMS (CFTs)

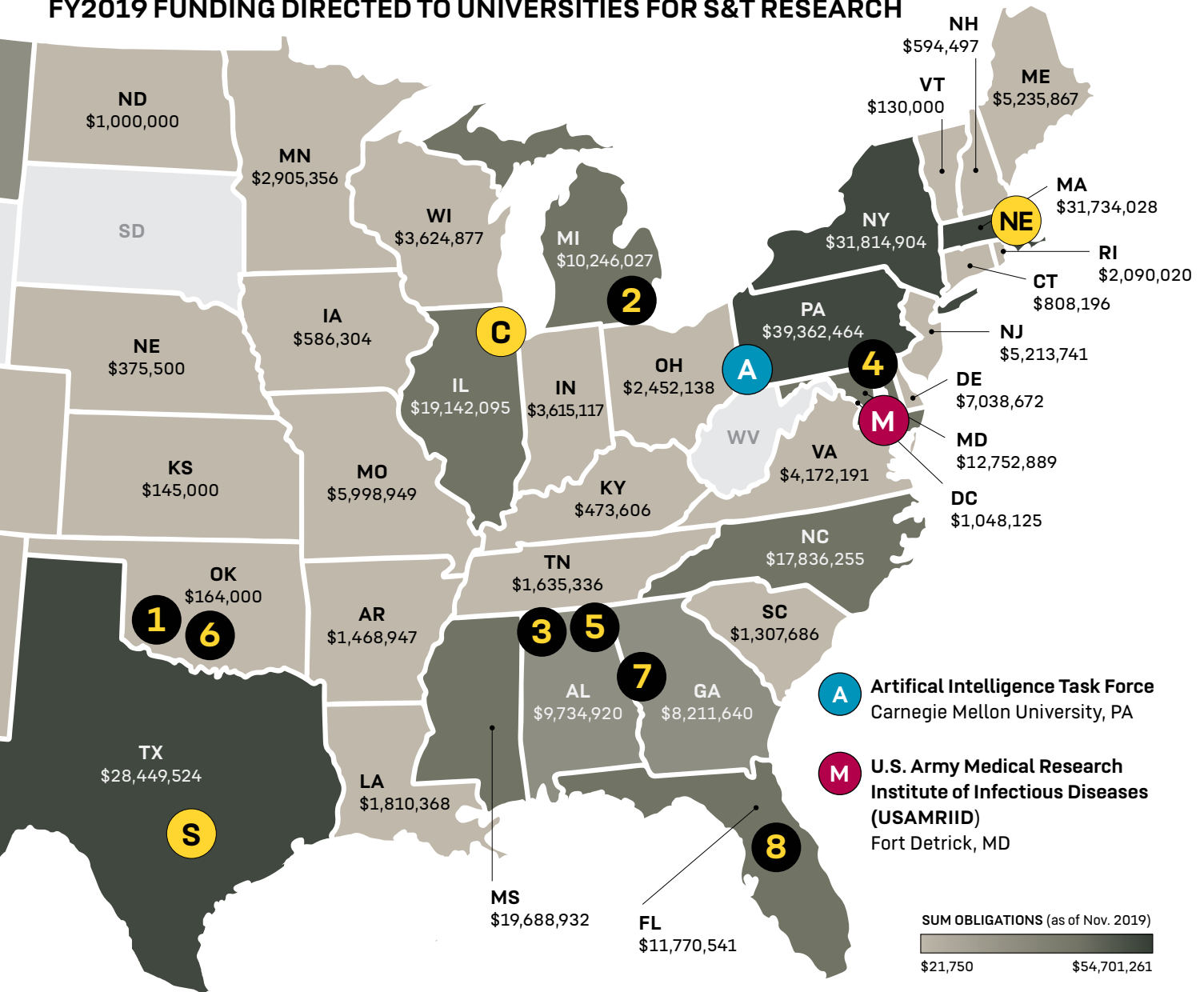
- 1** Long Range Precision Fires (LRPF)
Fort Sill, OK
- 2** Next Generation Combat Vehicle (NGCV)
Warren, MI
- 3** Future Vertical Lift (FVL)
Redstone Arsenal, AL
- 4** Network (NET)
Aberdeen Proving Ground, MD
- 5** Advanced Precision, Navigation, & Timing (APNT)
Redstone Arsenal, AL
- 6** Air & Missile Defense (AMD)
Fort Sill, OK
- 7** Soldier Lethality (SL)
Fort Benning, GA
- 8** Synthetic Training Environment (STE)
Orlando, FL



ARMY PRIORITY RESEARCH AREAS

- 1. Disruptive Energetics:** Greater than 2x energy over smaller footprints.
- 2. RF Electronic Materials:** Taking advantage of optical and thermal properties of diamond materials for directed energy.
- 3. Quantum:** Optimized information transfer, sensing, and communication with unparalleled security.
- 4. Hypersonic Flight:** Aerodynamics, materials, and processes.
- 5. Artificial Intelligence:** Increasing speed and agility in which we respond to emerging threats.
- 6. Autonomy:** Maneuverability and off-road mobility of platforms.
- 7. Synthetic Biology:** Reactive and responsive skins/spectrally selective materials/anti-material properties.
- 8. Material by Design:** Protection overmatch against future threats.
- 9. Science of Additive Manufacturing:** For next generation munitions for increased range and lethality.

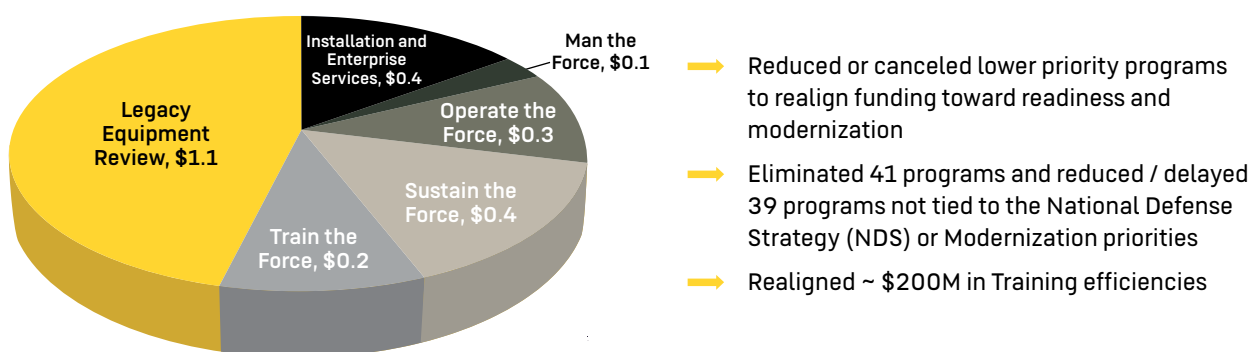
FY2019 FUNDING DIRECTED TO UNIVERSITIES FOR S&T RESEARCH



FY20-21 PRIORITIES REINVESTMENTS

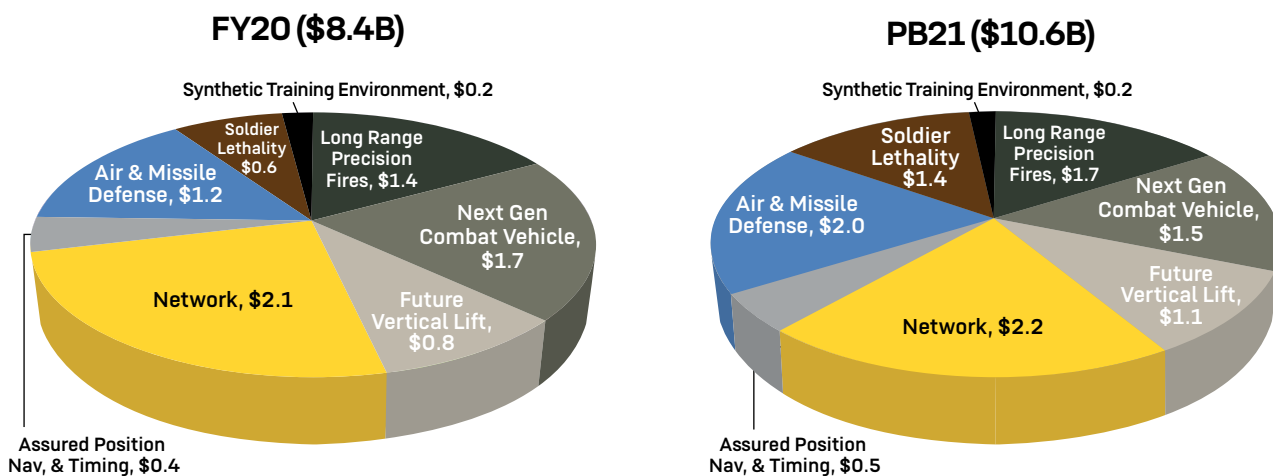
To preserve readiness and continue modernization, the Army must prioritize our resources to achieve our readiness and modernization goals in a flat fiscal environment. We will continue to ruthlessly prioritize these resources to ensure the Army remains a good steward of money Congress has appropriated.

THE ARMY ACHIEVED \$2.4B IN SAVINGS ACROSS THE FORCE TO REALIGN FUNDING FOR ARMY PRIORITIES IN FY 2021



Numbers may not add due to rounding

MODERNIZATION INVESTMENTS IN CROSS FUNCTIONAL TEAMS (CFTs) INCREASED 26% (\$2.2B) OVER PRIOR YEAR

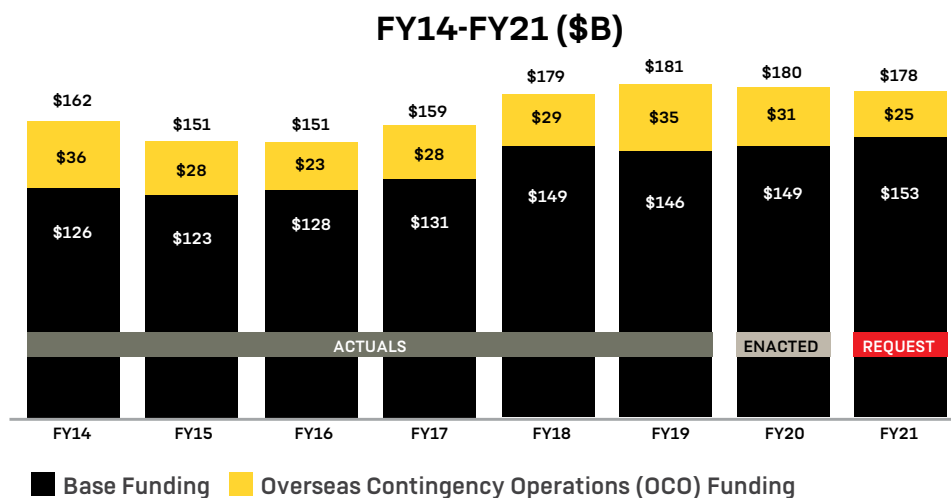


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FY21 PROPOSED SPENDING

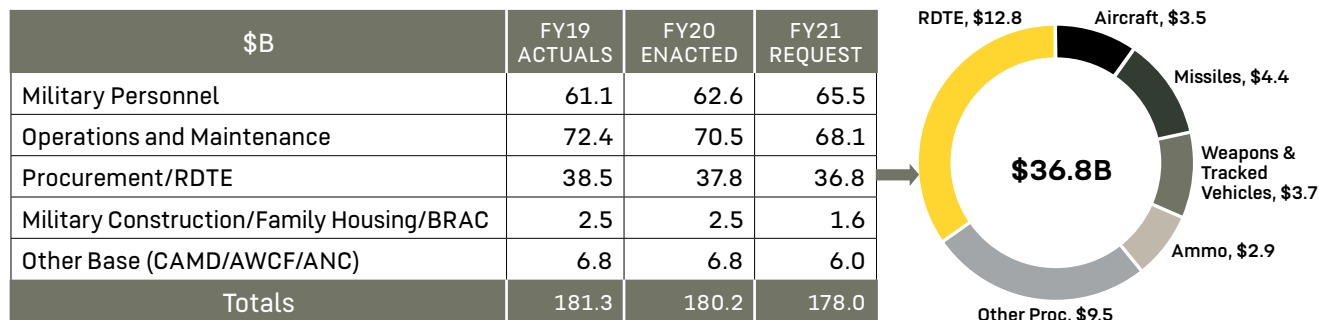
BUDGET TRENDS

Future funding levels are expected to be flat at best. While the Army budget grew from a 2016 funding level of \$151B to \$179B in FY 2018, it has essentially flat-lined since. Flat-lined Army funding levels in FY 2018, FY 2019, and FY 2020 represent a cascading loss of purchasing power when accounting for inflation.



FY21 BUDGET REQUEST (Base and Overseas Contingency Operations Funding)

The next 24 months of budgets (FY 2020 and FY 2021) are paramount for a successful and enduring change in the Army's future capabilities. The Army will continue to aggressively optimize our resourcing but we need consistent funding levels and a predictable pattern of growth across all accounts to be prepared for missions outlined in the NDS.



Numbers may not add due to rounding

FOR MORE DETAILED BUDGET INFORMATION, SCAN THE QR CODE AND VISIT OUR WEBSITE.



MODERNIZING WHO WE ARE

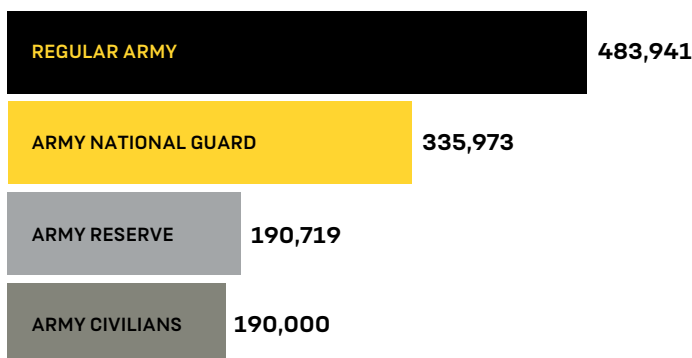
Modernization isn't just about equipment; it's also how we build the trained, disciplined, and fit teams of Soldiers who win for the Nation. People are the Army's only enduring weapon system, and they define who we are.

ARMY AT A GLANCE

Active Army growth to 483.9K in FY19, with commensurate growth in the Army National Guard and Army Reserve, increased capabilities in fires, air defense, cyber, electronic warfare, and information operations.

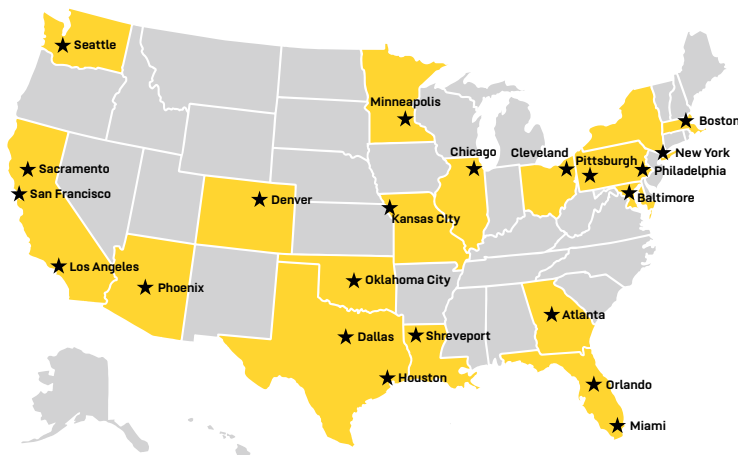
In FY 2019 the Active Army recruited over 68,000 Soldiers and improved recruiting in 16 of the Focus 22 Cities.

ARMY END STRENGTH (FY19)



FOCUS 22 CITIES

To meet our recruiting goals for 2020, we are focusing our recruiting and marketing efforts in 22 cities across the country to inform and educate young men and women about the robust career opportunities, incentives, and benefits the Army offers to those who join and serve their country. The Focus 22 Cities are areas with large populations that have little exposure to Soldiers because most of the cities are not located near active Army training centers and installations.



WHAT'S YOUR WARRIOR?

We designed our What's Your Warrior? campaign to introduce the diverse array of opportunities in Army service. This targeted and engaging campaign is meant to bring together everything the Army does to become something greater than the parts, and show that our Army team is stronger when diverse talents join forces.



TALENT MANAGEMENT

The Army is investing in who we are – updating leader development and education programs and improving Soldier performance – to also modernize our Soldiers, in addition to our equipment.

★ ARMY TALENT ALIGNMENT PROCESS (ATAP)

ATAP is a decentralized, market-based hiring system that aligns Officers with jobs based on their preferences. ATAP uses a data-rich, Information Age approach to ensure units receive Soldiers with the best mix of knowledge, skills, behaviors, and preferences. The Army will eventually use ATAP to manage officers and NCOs.



★ TALENT MANAGEMENT

The Battalion Commander Assessment Program (BCAP) institutionalizes much of what we've learned about the Army's best selection processes. It combines our central selection board system with a new assessment process to ensure we make the most informed choices for battalion command and key billet selection. The Army will use the BCAP results to screen an officer's fitness for command and strategic potential.

The Army is creating a merit-based talent management system for the NCO Corps. This will enhance the Army's ability to employ Soldiers to their maximum potential by applying the unique talents of each individual to their assigned position. Upcoming NCO evaluation boards are replacing the legacy promotion system. This will help the Army to get the right Soldier with the right talents to the right assignment at the right time.



★ MERIT-BASED PROMOTIONS

Merit-based promotions will help modernize the officer management system and rapidly adapt the Army to shifting missions and new requirements. The Army will more narrowly define competitive categories and job specialties for grouping and promoting officers. The Army will begin promoting top performers based on their promotion board order of merit list. The new authority allows promoting first the highest quality officers by recognizing and rewarding their performance more than their time-in-grade.



★ INTEGRATED PAY AND PERSONNEL SYSTEM-ARMY (IPPS-A)

IPPS-A is the Army's new Web-based HR system. It integrates personnel, pay and talent management functions and will provide Soldiers and units unmatched access and security. Once fully deployed, IPPS-A will provide the Army with a single, comprehensive HR and talent management record.



FY20 AND FY21 QUALITY OF LIFE INITIATIVES





HOUSING & BARRACKS

- 100% "change of occupancy" inspections and assurance checks on life, health and safety work orders.
- Hired 113 additional government personnel to oversee privatized housing at a cost of \$14.2M in salaries.
- 24-7 telephone hotlines and phone apps to track work order completion.
- \$549.3M in Housing and Barracks Improvements enacted in FY20.
- New Performance Management Plan and Fee Structure to improve RCI company accountability.



HEALTH CARE

- Army Medicine will continue to deliver high-quality, safe care in our Medical Treatment Facilities while we focus efforts on the medical readiness of our force.
- Quality healthcare is an essential part of taking care of Soldiers and their families. The Defense Health Agency has assumed control of military hospitals in an effort to standardize operations in each facility. Senior Mission Commanders will continue to ensure Warfighters and their families get the care they deserve.



CHILD CARE

- Increased child care staffing by 7%, increasing available childcare spaces by 5,000 since 2018.
- Increasing Family Child Care homes to 300.
- Exploring "Home Child Care" pilot to expand access, choice and childcare capacity for Army families.



SPOUSE EMPLOYMENT

- Expediting on-base hiring: through the Child and Youth Employee Assignment Tool (CEAT).
- Reimbursement up to \$1,000 in relicensing costs due to relocation.
- Simplified the Home Based Business Application process.
- Participant in the Military Spouse Employment Partnership, which connects military spouses with over 340 employers in the U.S.



PCS MOVES

- Inspected over 41,000 shipments while increasing overall customer satisfaction from 85% to 90%.
- Standardized overseas tour lengths for first-term Soldiers to reduce number of moves during peak times.
- Developing an educational smartphone app for release ahead of the 2020 summer peak moving season.



FOR MORE DETAILED INFORMATION, SCAN THE QR CODE TO DOWNLOAD THE ARMY PEOPLE STRATEGY.

