Medal of Honor

ARMY RECIPIENTS

awarded for Valor in action

www.army.mil/medalofhonor/ (P) Indicates posthumous award
A STATEMENT ON THE
POSTURE OF THE UNITED STATES ARMY 2012

submitted by

THE HONORABLE JOHN M. MCHUGH AND
GENERAL RAYMOND T. ODIERNO

to the Committees and Subcommittees of the

UNITED STATES SENATE

and the

HOUSE OF REPRESENTATIVES

2ND SESSION, 112TH CONGRESS

FEBRUARY 2012
America’s Army:
The Strength of the Nation

Those of us who have the honor of walking into a building each and every morning where the word “hero” really means something have a duty and a responsibility to all of you: To ensure this nation’s continued respect, built on the valor and sacrifice and bloodshed of our all volunteer force—Active, Guard, Reserve—the young men and women of the United States military who committed and recommitted themselves to defending this great nation after attacks on America are never left short-changed again.

John M. McHugh
Secretary of the Army

Our Army is the Nation’s force of decisive action, a relevant and highly effective force for a wide range of missions. Trust is the bedrock of our honored profession—trust between each other, trust between Soldiers and leaders, trust between Soldiers and their Families and the Army, and trust with the American people. I am honored to serve in the ranks of the great men and women who willingly serve our country.

Raymond T. Odierno
General, United States Army
Chief of Staff
We have been a Nation at war for the past 10 years, and America’s Army has proven—that we are the premier warfighting force in the world. Over the past year, we successfully concluded combat operations in Operation Iraqi Freedom/Operation New Dawn. In Afghanistan, more than 65,000 Soldiers continue to conduct combat operations and transfer security responsibilities to the Afghanistan National Security Forces.

Today, over 192,000 American Soldiers remain committed to their missions while forward deployed in about 150 countries around the world. Our Army—Active, Guard, Reserve and Civilian—has demonstrated its versatility by supporting homeland defense while conducting a wide range of operations, including counterinsurgency, stability operations, regular and irregular warfare, counterterrorism, building partner capacity, and providing humanitarian assistance at home and abroad.

The 1.1 million Soldiers who deployed to combat during the past decade have demonstrated remarkable courage, mental and physical fortitude. In that time, U.S. Soldiers have earned 6 Medals of Honor, 24 Distinguished Service Crosses, more than 600 Silver Stars and nearly 14,000 other awards for valor. Our accomplishments in Iraq and Afghanistan have come with an enormous cost, as more than 4,500 Soldiers have rendered the ultimate sacrifice and almost 33,000 have returned as Wounded Warriors. Through all of this adversity, the courage and resilience of our Soldiers, Civilians and Family members have demonstrated repeatedly that our Army remains the Strength of the Nation.

As we look to the future, the uncertainty and complexity of the global security environment demands vigilance. In these challenging economic times, America’s Army will join Department of Defense efforts to maximize efficiency by identifying and eliminating redundant, obsolete or unnecessary programs, responsibly reducing end-strength and by evolving our global posture to meet future security challenges. We know, as President Obama has repeatedly said, that a strong economy is vital to our national security.

During this decade of conflict, we have dramatically transformed our Army, and we will continue to do so. We will emerge from the forthcoming budget reductions a leaner force, but one still fully capable of and committed to meeting our obligations to the Nation, the American people and our Soldiers, Civilians and Family members. Although our Army will become smaller in the coming months and years, we will preserve the quality of our all-volunteer force. We must ensure that our Army—as part of Joint Force 2020—is adaptive, innovative, flexible, agile, integrated, synchronized, lethal and discriminate.

This 2012 Army Posture Statement lays out the priorities and guiding principles for our year ahead. For more in-depth information, please visit www.army.mil/aps/12. With the continued support of the President, Congress, our Departmental leadership and the American people, we will continue not only to fight and win our Nation’s wars, but also to maintain our decisive edge into the coming decade.

Army Strong!

---

Raymond T. Odierno  
General, United States Army  
Chief of Staff

John M. McHugh  
Secretary of the Army
TABLE OF CONTENTS

I. The Strategic Context .................................................................... 1
   America's Army - The Nation's Force of Decisive Action
   2011 - The Army in Transition
      Operation Enduring Freedom
      Operation New Dawn
      Other Global Commitments
      Defense Support of Civil Authorities
      Army Special Operations Forces
   Fiscal Environment
      Challenges of Reduced Budget
      Challenges of Continuing Resolutions
   Security Environment
   Implications for America's Army
      Role of the Army: Prevent, Shape, Win
      Smaller but Reversible

II. The Army's Focus Areas ................................................................. 7
   Support to Operations in Afghanistan
   Responsible Stewardship
      Institutional Army Transformation
      Acquisition Reform
      Army Energy Security
   A Leaner Army
      Force Structure and Force Design
      Readiness
         - The Strength of Our Army is Our Soldiers
         - The Strength of Our Soldiers is Our Families
         - Honoring Service
      Modernization
         - Network
         - Ground Combat Vehicle
         - Joint Light Tactical Vehicle
         - Soldier Systems

III. Summary and Conclusion .............................................................. 15
ADDENDA

A. List of Online Information Papers ................................................................. 18

B. Websites .......................................................................................................... 25

C. Abbreviations .................................................................................................. 26

D. Definitions of Mission and Operational Terms ................................................... 30

E. FY 13 President’s Budget ................................................................................ 31

F. Reserve Component Readiness1*

G. Army Force Generation (ARFORGEN)*

H. Equipment Reset*

I. Transforming Business Practices*

J. Army Energy Security Enterprise*

K. Cyberspace: Army Cyber Command and Cyberspace Operations*

L. The Army Profession*

M. Leader Development*

N. Health Promotion & Risk Reduction (HP&RR) Transition*

O. Comprehensive Soldier Fitness*

P. Army Families*

Q. Equipment Modernization*

R. The Network*


* Online at www.army.mil/aps/12
I. The Strategic Context

Our Nation has weathered difficult circumstances since the attacks on 9/11, yet we have met every challenge. The mission in Iraq has ended responsibly, continued progress in Afghanistan is enabling a transition to Afghan security responsibility and targeted counterterrorism efforts have significantly weakened al Qaeda and degraded its leadership. In all these endeavors, the Army has played a leading role.

As President Barack Obama stated in introducing his new national defense priorities, the country is at a turning point after a decade of war and considerable increases in defense spending. Even as large-scale military campaigns recede, the Nation will still face a growing array of security challenges. These new priorities focus on the continuing threat of violent extremism, the proliferation of lethal weapons and materials, the destabilizing behavior of Iran and North Korea, the rise of new powers across Asia and an era of uncertainty in the Middle East.

On top of that, our Nation confronts a serious deficit and debt problem (in itself a national security risk) that will squeeze future Army budgets. However, declining defense budgets do not nullify our obligation to provide enough capacity and maintain a highly ready force that is sufficiently modernized to provide a leaner, adaptive, flexible and integrated force that offers the President a significant number of options along the spectrum of conflict.

Today the U.S. Army is the best-trained, best-equipped and best-led combat-tested force in the world. Today’s Soldiers have achieved a level of professionalism, combat experience and civil and military expertise that is an invaluable national asset. Our warriors have accomplished every assigned task they have been given. But all we have
accomplished in building this magnificent force can be squandered if we are not careful. We are an Army in transition, and we look to Congress to assist us in the difficult work to build the Army of 2020.

**America’s Army –
The Nation’s Force of Decisive Action**

Every day, America’s Army is making a positive difference in the world during one of the most challenging times in our history. Although stressed and stretched, the United States Army remains the most agile, adaptable and capable force in the world. Ours is an Army that reflects America’s diversity and represents the time-honored values that built our Nation—hard work, duty, selflessness, determination, honor and compassion.

Today, less than one-half of 1 percent of Americans serve in the Army. As members of one of our Nation’s oldest and most enduring institutions, these volunteers play an indispensable role in guarding U.S. national interests at home and abroad. Young men and women who want to make a difference in this world want to be part of our Army, which is why even after a decade of conflict, we continue to fill our ranks with the best the Nation has to offer. They have earned the gratitude, trust and admiration of an appreciative people for their extraordinary accomplishments.

**2011 – The Army in Transition**

Over the past year, the Army has concluded its mission in Iraq and commenced the drawdown of surge forces in Afghanistan while transferring responsibility to Afghan forces. We are beginning reductions in end-strength to face budgetary realities. We are also undertaking efforts to rebalance force structure and make investment decisions that will shape the Army of 2020— all during a time of war. These transformational efforts are both significant and unprecedented. As the President’s new national defense priorities are implemented, the Army will continue its transition to a smaller yet capable force fully prepared to conduct the full range of operations worldwide.
Operation Enduring Freedom
A decade into the war in Afghanistan, the Army continues to play a leading role in defending our national security interests in this vital theater. At the start of the war, following the attacks on 9/11, elements of Army Special Operations Forces led efforts on the ground to bring al Qaeda members to justice and remove the Taliban from power, thereby denying a safe haven to terrorists. With more than 70,000 Soldiers in Afghanistan at peak strength in 2011, the Army’s brigade combat teams conducted operations ranging from stability to counterinsurgency.

Today, over 63,000 Army Soldiers in both general purpose and special operations units continue to conduct a wide range of missions across Afghanistan to help Afghan citizens lay the foundation for lasting security. Simultaneously, the Army provided essential logistics capabilities to sustain the land-locked Afghan theater. In fact, only America's Army could provide the necessary theater logistics, transportation, medical and communications infrastructure capable of supporting Joint and Combined forces for an operation of this size and complexity.

Since the beginning of combat operations in Afghanistan, Soldiers have earned 5,437 valor awards, including 241 Silver Stars and 8 Distinguished Service Crosses. Four Soldiers have been awarded the Medal of Honor for their heroic actions: Sergeant First Class Jared C. Monti, Staff Sergeant Salvatore A. Giunta, Staff Sergeant Robert J. Miller and Staff Sergeant Leroy A. Petry. They exemplify the courage, commitment and sacrifice of all the men and women who have served in this conflict.

Operation New Dawn
In December 2011, the Army concluded more than 8 years of combat and stability operations in Iraq. Initially, powerful and agile forces liberated Iraq and then adapted to the new demand of suppressing the post-invasion insurgencies. Indeed, when the Nation needed a sustained effort to achieve its strategic objectives, the Army answered the call, adjusting its deployment tours from 12 to 15 months to enable a decisive surge in forces. Army units trained and equipped Iraq Security Forces, and when the mission changed, the Army executed the extremely difficult tasks of redeploying people and retrograding equipment to ensure future readiness.

Over one million Soldiers and Department of the Army Civilians served courageously in Iraq. They were essential to freeing more than 25 million Iraqi people from the tyranny of a brutal dictator, putting Iraq's future in the hands of its people and removing a national security threat to the United States.

Success came at a great cost in blood and treasure. But even during the most dire times, our Soldiers never wavered. Their heroic actions earned nearly 8,238 awards for valor, including 408 Silver Stars and 16 Distinguished Service Crosses. Two Medals of Honor were awarded posthumously to Sergeant First Class Paul R. Smith and Private First Class Ross A. McGinnis.

Other Global Commitments
In addition to the Army’s unprecedented contributions in Afghanistan and Iraq, we have continued to conduct operations across the globe to prevent conflict, shape the
environment and win decisively. Nearly 20,000 Soldiers remain stationed on the Korean peninsula, providing a credible deterrent and investing in our partnership with the Republic of Korea Army. Simultaneously, Army Special Operations Soldiers in the Pacific region continue to provide advice and support to the Philippine Armed Forces, enhancing our robust alliance. Both are examples of strategic investments in a region that is home to 7 of the world’s 10 largest armies. (In fact, in most countries around the world, the army is the dominant defense force.) And U.S. Soldiers continue to serve in places such as the Sinai, Guantanamo Bay, Bosnia, Kosovo and the Horn of Africa, developing and maintaining relationships on six of the world’s seven continents.

Defense Support of Civil Authorities
Over the past year, the Army has continued to provide instrumental support to civil authorities. The Army’s reserve component proved to be one of our great strengths for these missions, giving the force depth and flexibility. The National Guard provides a distinctive capability for the Nation. When floods, wildfires and tornados struck from the Midwest to the South over the span of a few days in spring 2011, more than 900 National Guard Soldiers supplied a coordinated response to address citizens’ needs across the affected region. Similarly, when Hurricane Irene knocked out power and flooded towns across the Northeast in the summer of 2011, nearly 10,000 National Guard Soldiers and Airmen across 13 States delivered critical services to sustain the region through the crisis.
In addition to ongoing counterdrug operations, approximately 1,200 National Guard Soldiers and Airmen supported the U.S. Department of Homeland Security in 4 States along the southwest U.S. border by providing entry identification and analysis to disrupt criminal networks and activities.

Army Special Operations Forces
To conduct unified land operations, the U.S. Army fields a suite of Special Operations capabilities that range from the world’s finest precision strike and special warfare forces to the world’s most lethal combined arms maneuver formations. The Army draws from across its broad set of capabilities to provide the Joint commander the blend of Army assets required to ensure mission accomplishment. True in Afghanistan today, Army Special Operations Forces are also providing assistance in the Philippines, Yemen, the Arabian Gulf, Lebanon, Colombia, the African Trans-Sahel and across the Caribbean and Central America. As Army regular forces become available, they will increasingly integrate with Army Special Operations Forces to promote trust and interoperability with allies and build partner nation capacity where mutual interests are at risk from internal or external enemies.

Fiscal Environment
Challenges of Reduced Budget
Today’s global fiscal environment is driving defense budgets down for our partners and allies, as well as our Nation. Historically, defense spending has been cyclic with significant reductions following the end of major conflicts. The Army understands it cannot be immune to these fiscal realities and must be part of the solution. Our focus areas for the FY 13 budget demonstrate our concerted effort to establish clear priorities that give the Nation a ready and capable Army while being good stewards of all our resources.

Challenges of Continuing Resolutions
Timely and predictable funding enables the Army to plan, resource and manage the programs that produce a trained and ready force. The Army very much appreciates that Congress approved the FY 12 budget earlier than had been the case in recent years when we were forced to operate for long stretches under continuing resolutions. Long-term continuing resolutions force the Army to slow its spending, freeze production rates and delay the start of new programs. Such delays pose a risk to the Army’s operational readiness and investment strategy. We stand ready to help Congress once again pass defense bills in a timely manner.

Security Environment
A series of powerful global trends continue to shape the current and future strategic environment: increased demand for dwindling resources, persistent regional conflict, empowered non-state actors, the continuing proliferation of weapons of mass destruction and failed states. We anticipate a myriad of hybrid threats that incorporate regular and irregular warfare, terrorism and criminality. We also face cyber-threats to an increasingly critical and vulnerable information technology infrastructure and the destabilizing effect of global economic downturns. Together, these trends create a complex and unpredictable environment in all of the Army’s operational domains: land, sea, air, space and cyberspace.

"The Joint Force will be prepared to confront and defeat aggression anywhere in the world. It will have the ability to surge and regenerate forces and capabilities, ensuring that we can meet any future threats, by investing in our people and a strong industrial base. It will remain the world’s finest military.”

~Secretary of Defense Leon E. Panetta

Implications for America’s Army
Role of the Army: Prevent, Shape, Win
In the uncertain environment our country faces, the Army remains central to our Nation’s defense as part of the Joint Force. No major conflict has been won without boots on the ground. Listed below are the three essential roles the Army must play.

First, our Army must prevent conflict just as we did during the Cold War. Prevention is most effective when adversaries are convinced that conflict with your force would be imprudent. The Army’s ability to win any fight across the full range of operations as part of a Joint Force must never be open to challenge. It must be clear that we will fight and
win, which requires a force with sufficient capacity, readiness and modernization. That means quality Soldiers; agile, adaptive leaders; versatile units; realistic training and modern equipment. Prevention is achieved through credible readiness, sometimes requiring decisive action. Our Army must continue to be a credible force around the globe to prevent miscalculations by those who would test us.

Second, our Army must help shape the international environment to enable our Combatant Commanders to assure our friends and contain our enemies. We do that by engaging with our partners, fostering mutual understanding through military-to-military contacts and helping them build the capacity to defend themselves. These actions are an investment in the future that the Nation cannot afford to forego. We must cultivate positive relationships before they are needed and be a reliable, consistent and respectful partner to others.

Finally, the Army must be ready to win decisively and dominantly. Nothing else approaches what is achieved by winning, and the consequences of losing at war are usually catastrophic. With so much at stake, the American people will expect what they have always expected of us—decisive victory. The Army must never enter into a terrible endeavor such as war unprepared. Although we may still win, it will be more expensive, cost more lives and require more time.

In addition to being trained, sized and equipped to win decisively in the more traditional operational domains, the Army also will require robust capability in cyberspace. As demonstrated over the past decade of conflict, the information environment has changed the way we fight. Military and cyberspace operations have converged, and protecting information in cyberspace is more essential than ever to how our Army fights. The advantage will go to those able to maintain the freedom to operate and able to gain, protect and exploit information in the contested cyberspace domain. This requires the Army to be dominant in both the land and cyberspace domains.
Smaller but Reversible

As our new national defense priorities drive us to a smaller Army, we must avoid the historical pattern of drawing down too fast or risk losing leadership and capabilities, making it much harder to expand again when needed. It is critical that the Army be able to rapidly expand to meet large unexpected contingencies, and four components are key to that ability. First, the Army must maintain a strong cadre of noncommissioned and mid-grade officers to form the core of new formations when needed. Second, we will make significant investments in Army Special Operations Forces to increase their capabilities and provide the President with more options. Third, it will require ready and accessible Army National Guard and Army Reserve forces. The Army’s reserve component has proven essential in contingency operations around the world. From Kosovo, the Sinai and Horn of Africa to Afghanistan and Iraq, homeland defense along America’s southwest border, humanitarian assistance and disaster relief at home and abroad, the Army National Guard and Army Reserve have evolved into indispensable parts of our operational force, and we will continue to rely on them to provide depth and versatility to meet the complex demands of the future. The fourth critical component of the Army’s ability to expand is the Nation’s industrial base. We rely on the industrial base to perform research and development and to design, produce and maintain our weapons systems, components and parts. It must be capable of rapidly expanding to meet a large demand. Reversibility is the sine qua non to ensuring that the Army can rapidly grow when our Nation calls.

II. The Army’s Focus Areas

Support to Operations in Afghanistan

Our immediate focus remains on providing the best trained and most ready land forces in the world to win the current fight while maintaining responsiveness for unforeseen contingencies. The support of the American people is paramount to our success. We must fulfill our responsibilities to them without draining their goodwill and treasure.

Despite continued challenges and tough conditions, our forces are making measureable progress against an adaptive enemy. Army Security Force Assistance Teams continue to train both Afghan National Army forces (now almost 180,000 strong) and Afghan National Police forces (made up of nearly 144,000 men and women in uniform). The increased capability of Afghan Security Forces is allowing security of the region to be turned back over to the government of Afghanistan district by district. During the coming year we must continue to provide trained and ready forces equipped to support operations. We remain focused on doing everything we can to ensure that we meet our national objectives and provide what our brave men and women in the field need to succeed.

★ Reversibility: Structuring and pacing reductions in the Nation’s ground forces in a way that preserves the ability to make a course change to surge, regenerate and mobilize the capabilities needed for any contingency.

★ Expansibility: Managing the force in ways that protect the Army’s ability to regenerate capabilities that might be needed to meet future, unforeseen demands, maintaining intellectual capital, rank structure and other assets that could be called upon to expand key elements of the force.

This involves reexamining the mix of elements in the active and reserve components, maintaining a strong National Guard and Army Reserve, retaining a healthy cadre of experienced noncommissioned and midgrade officers, and preserving the health and viability of the Nation’s defense industrial base.
In Afghanistan, the commitment and performance of our Soldiers and Civilians continues to be nothing short of extraordinary. Not only have they taken the fight to our enemies, but they have proven equally effective as emissaries. Our investment in leader development prepared them to operate in this demanding environment.

In the coming year we will continue to increase the Afghan lead of security responsibilities, target key insurgent leaders, retain and expand secure areas and help Afghan National Security Forces earn the support of the people through improved security capacity and capability. Because of its geography, distance, infrastructure and harsh environment, the difficulty and complexity of the drawdown in Afghanistan will exceed that in Iraq. The United States Army is the only organization in the world with the capability to plan and execute a logistical operation this complex and difficult.

The Army places great emphasis on properly maintaining its equipment to restore readiness to the force and ensure it is prepared to meet Combatant Commander requirements. The Army reset program reverses the effects of combat stress and restores equipment to a high level of combat capability to conduct future operations. Reset is a lengthy process, and even after the drawdown from Afghanistan is complete, the Army will require funding for 2 to 3 years to reset our equipment from the harsh demands of war.

**Responsible Stewardship**

**Institutional Army Transformation**

The drive to reform the Institutional Army is about doing things better, smarter and faster while taking advantage of available technology, knowledge and experience. Our Institutional Army—the part of the Army that trains, educates and supports Army forces worldwide—will become more flexible by improving our ability to quickly adapt to changing environments, missions and priorities. The Institutional Army is also working to rapidly address the demands placed on the organization by the current and future operational environments. It performed magnificently to produce trained and ready forces, even while seeking to adapt institutional business processes.

Further, the Army is working to provide “readiness at best value” to help us live within the constraints imposed by the national and global economic situation. In short, the need to reform the Army’s institutional management processes and develop an integrated management system has never been more urgent. To enhance organizational adaptive capacity while shepherding our resources, the Army initiated a number of efforts, such as the Army Financial Improvement Plan, which will enable the Army to achieve full auditability by FY 17.

**Acquisition Reform**

As a result of uncertain funding, insufficient contract oversight, and an ineffective requirement determination process, the Army has initiated a significant reform of the way we develop and acquire our products and weapons. As part of this initiative, we have taken steps towards improvement through a series of capability portfolio reviews. These platforms serve to revalidate, modify or terminate programs based on the Army’s need and the affordability of the program. We have also started to fix an inefficient procurement system that too often wastes precious resources and fails to provide needed systems in a timely manner. For example, the Army commissioned a comprehensive review of our acquisition system that, based on the findings and recommendations, produced a blueprint for acquisition reform. These changes fall into four broad areas:

- realignment of acquisition requirements combined with a sharper focus on the needed competencies of acquisition professionals;
“...the world’s largest consumer of energy -- the Department of Defense -- is making one of the largest commitments to clean energy in history. That will grow this market, it will strengthen our energy security.”

- President Barack Obama
  Remarks on American Energy, January 26, 2012
  Buckley Air Force Base, Aurora, Colorado

Operational energy is the energy and associated systems, information and processes required to train, move and sustain forces and systems for military operations. The Army is developing new doctrine, policies, plans and technologies that will improve the management and use of operational energy to better support Soldiers’ needs. Less energy efficient systems in an operational environment require more fuel, increasing the number of fuel convoys, and thus risking more lives and limiting our flexibility.

Garrison energy is the energy required to power Army bases and conduct Soldier training. Dependence on fossil fuels and a vulnerable electric power grid jeopardize the security of Army operating bases and mission capabilities. The impact of increasing energy prices is a decrease in the quantity and quality of training the Army can conduct.

Initiatives such as cool roofs, solar power, stormwater management and water efficiency are positive steps toward addressing the challenges of energy security in the operational and garrison environments. Innovative and adaptive leaders, seeking ways to increase energy efficiency and implement renewable and alternate sources of energy, are key to saving lives and increasing the Army’s flexibility by reducing costs.

• expansion of stakeholder (acquisition professional and Soldier end-user) participation in developing requirements, planning and acquisition solicitation;

• reappraisal and streamlining of acquisition strategies and the attendant risk in such streamlining; and

• improvement in the selection, development and accountability of the people involved in the acquisition process.

We are implementing these recommendations as part of our broader effort to reform the Institutional Army.

Army Energy Security
Supplying energy to our Army around the world is increasingly challenging, expensive and dangerous. The Army must consider energy in all activities to reduce demand, increase efficiency, obtain alternative sources and create a culture of energy accountability. Energy security is an imperative that can be described in two categories, operational and garrison.
A Leaner Army

The Army is committed to providing Combatant Commanders with the capabilities, capacity and diversity needed to be successful across a wide range of operations. With a leaner Army, we have to prioritize and also remain capable of meeting a wide range of security requirements. We will reduce in a manner that preserves our readiness and avoids any hollowing of the force. To satisfy this enduring requirement, we have three rheostats that must be continuously assessed and adjusted: end strength/force structure, readiness and modernization. We will balance these three foundational imperatives throughout the next several years to provide Combatant Commanders trained and ready forces in support of Joint Force 2020.

Force Structure and Force Design

The Army will maintain a versatile mix of tailorable and networked organizations, operating on a rotational cycle, to continue providing a sustained flow of trained and ready forces for the full range of military operations. This will give Combatant Commanders a hedge against unexpected contingencies and enable a sustainable tempo for our all-volunteer force. Over the next five years, the Army will decrease its end-strength from a peak authorized strength of about 570,000 to 490,000 Active Army, 358,000 to 353,500 Army National Guard and 206,000 to 205,000 Army Reserve Soldiers as directed. Reducing our end strength over a deliberate ramp through the end of fiscal year 2017 allows the Army to take care of Soldiers, Families and Civilians; to continue meeting our commitments in Afghanistan; and to facilitate reversibility in an uncertain strategic environment.

An unpredictable and dynamic global security environment requires the Army, as a force in transition, to adjust and reduce its size while remaining flexible, capable and ready to meet the Nation’s requirements and maintaining an ability to reverse course to readily expand if necessary. In accordance with the new defense priorities, the Army of 2020 must have a versatile mix of capabilities, formations and equipment that is lethal, agile, adaptable and responsive. As the Army transitions from the current force to a leaner force, it will do so while remaining engaged in the current conflicts. The Army will prioritize force structure and committed assets in the Pacific Region and the Middle East, and will shape the future force to support the Army’s requirements as part of the Joint Force to fulfill the Nation’s strategic and operational commitments.

“The Army will optimize force structure to maintain reversibility, and achieve maximum operational strategic flexibility. Today we plan on reducing at least 8 active component Brigade Combat Teams (BCT); however, we continue to assess the design and mix of these modular formations based upon the lessons from the last ten years of combat while looking to the future. This analysis may lead to a decision to reorganize BCTs into more capable and robust formations, requiring further BCT reductions in order to increase overall versatility and agility for tomorrow’s security challenges.

As the Army’s active component reduces in size, the composition of combat support and combat service support enablers in the active and reserve components will be adjusted to give the Army the ability to conduct sustained operations, and to mitigate risk. The Army will continue to rely on the reserve components to provide key enablers and operational depth. An operational reserve comprised of a discrete set of capabilities combined with an enhanced level of readiness will be essential. This force will consist of three elements: select combat formations prepared to respond to crisis; combat support and combat service support enablers employed

Above all, our freedom endures because of the men and women in uniform who defend it. As they come home, we must serve them as well as they’ve served us.

~President Barack Obama
State of the Union Address, January 2012
early in support of operational plans; and forces aligned to support steady-state Combatant Commander requirements. Ensured access to the reserve component is essential to providing the operational depth and flexibility Combatant Commanders require. During the transition, we must manage our people carefully to neither compromise readiness nor break faith with those who have served the Nation so well.

**Readiness**

Army unit readiness is measured by the level of its manning, training and equipping. The current Army force generation model, known as ARFORGEN, has served us well in meeting the requirements for Iraq and Afghanistan; however, we will adapt it to ensure we meet future Combatant Commander requirements in the uncertain, complex strategic environment. We envision a progressive readiness model for most active and reserve component early deploying units which will align forces for Combatant Commanders. Because of their unique capabilities, our low density, high demand units do not lend themselves to a rotational pool like ARFORGEN. These units must be sustained in a constant readiness model.

**The Strength of Our Army is Our Soldiers**

Soldiers and Families form the foundation of unit readiness. People are the Army, and our enduring priority is to preserve the high-quality, all-volunteer force—the essential element of our strength. The Army has gained the trust of the American public more than at any other time in recent history while developing a force that is very different from what it was a few short years ago. Our Army must maintain the public’s trust while our Nation fulfills its responsibilities toward Soldiers and their Families. The United States Army is unique from other professions because our core attributes are derived from American values, the Constitution and law. Today’s Army is building on a successful foundation with the trust, respect and support of the American people. This foundation, and our enduring commitment to strengthening our Army Profession, will improve our force as it adapts to meet the Nation’s evolving needs.

The Army is the Nation’s preeminent leadership experience. The all-volunteer force is our greatest strategic asset, providing depth, versatility and unmatched experience to the Joint Force. We must continue to train, develop and retain adaptive leaders and maintain this combat-seasoned, all-volunteer force of professionals. We will continue to adjust in order to prepare our leaders for more dynamic and complex future environments. Our leader development model is an adaptive, continuous and progressive process grounded in Army values. We grow Soldiers and Army Civilians into competent and confident leaders capable of decisive action. We must give our leaders broadening opportunities to better prepare them for the myriad challenges they will encounter. In addition, we must reinvigorate unit training, training management skills and leader development to build versatile units. By providing our leaders with the professional challenges they expect, we will retain them and nurture their adaptive spirit.

Our challenge in the coming years is not just about attracting and selecting the best available candidates to be Army professionals. We must also engage and develop our quality, combat experienced leaders so that we keep them, and they in turn, train the next generation of Army professionals. During the last decade of war, we have given our young leaders unprecedented flexibility and authority to operate effectively on the battlefield. We will prepare for tomorrow by building on that investment and ensuring that opportunities for creativity, leadership and advancement exist throughout the Army.

We must draw down wisely to avoid stifling the health of the force or breaking faith with our Soldiers, Civilians and Families. Excessive cuts would create high risk in our ability to sustain readiness. We must avoid our historical pattern of drawing down too much or too fast and risk losing the leadership, technical skills and combat experience that cannot be easily reclaimed. We must identify and safeguard key programs in education, leader development, health care, quality of life and retirement—programs critical to retaining our Soldiers.

**The Strength of Our Soldiers is Our Families**

In order to ensure a relevant and ready all-volunteer force, the Army will continue to invest heavily in our Soldier and Family programs. The Army Family Covenant expresses the Army’s commitment to care for Soldiers and their Families by providing a strong, supportive environment that enhances their strength and resilience and helps them to thrive. The Covenant focuses on programs, services and initiatives essential to preserving an all-volunteer force and institutionalizes the Army’s commitment to provide Soldiers and their Families a quality of life commensurate with their service to the Nation. Through the Covenant, the Army is improving the delivery of Soldier and Family programs and
services, sustaining accessibility to quality health care, and promoting education and employment opportunities for Family members. We are sustaining high-quality housing; ensuring excellence in school support, youth services and child care; and maintaining quality recreation services for Soldiers and Family members as they serve on the Nation’s behalf around the world. We will not walk away from our commitment to our Families; however, a different fiscal reality requires us to review our investments and eliminate redundant and poor performing programs while sustaining those that are high performing and most beneficial to our Families.

Honoring Service
We must fulfill our moral obligation to the health, welfare and care of our Soldiers, Civilians and Families. The effects of more than 10 years of war and inadequate dwell time at home has resulted in a cumulative stress on Soldiers, Families and communities that has significant implications for the Army and our Nation. We have implemented an unprecedented number of personnel-focused programs, including Comprehensive Soldier Fitness; Wounded Warrior Program and Health Promotion, Risk Reduction and Suicide Prevention, to ensure the continued care, support and services that sustain the high quality of our force.

Sexual harassment and sexual assault are inconsistent with the Army’s values and our profession. It is imperative that we foster a climate where such misconduct is not tolerated and the dignity of our Soldiers, Civilians and Family members is respected and protected. Army Leaders are focused on the urgency of this issue and the level of commitment required to affect cultural change and combat this crime. We are aggressively implementing and expanding the Army’s comprehensive Sexual Harassment/Assault Response and Prevention (SHARP) Program. The SHARP program is aimed at command prevention efforts at all levels, educating all members of our Army family, training our first responder professionals and supporting victims while reducing the stigma of reporting. One incident of this type of unwarranted and abusive behavior is one too many. The Army is committed to ensuring leadership at all levels is engaged in preventing sexual assault and harassment, and to appropriately holding offenders accountable.
The Army continues to invest heavily in better understanding traumatic brain injury and post-traumatic stress, the invisible signature wounds of our recent wars. We have developed and implemented new prevention and treatment protocols, and we are in the third year of our 5-year partnership with the National Institute of Mental Health to identify the factors that help protect a Soldier’s mental health and those that put it at risk.

We have also started to reduce the length of deployments to 9 months for many of our units at the division level and below, which we believe will alleviate significant pressure on our Soldiers and their Families. We are doubling our efforts to ensure that each of our more than 18,000 Soldiers currently enrolled in the Integrated Disability Evaluation System is carefully examined to determine whether he or she should return to civilian life or continue military service.

A recent initiative between the Department of Defense and U.S. Department of Veterans Affairs—the Integrated Disability Evaluation System—integrates formerly separate programs, resulting in a streamlined, more efficient process for servicemembers, which will reduce the backlog of Soldiers awaiting benefits.

As we draw down the Army, we must honor our veterans with the very best support, care and services they deserve as they make the transition from military service to civilian life. We are committed to our Soldiers and their Families, who are the strength of the Army. At the same time, the Army is focused on wisely managing our resources in the health care arena. The Army supports Defense Department proposals to further reduce the rate of growth in health care costs—proposals that are aligned with our priorities. TRICARE is a superb health benefit – one of the best in the country and appropriately so. Just as in all areas of the defense budget, we need to make decisions that preserve a strong benefit yet reflect the fiscal realities of the times. The proposals take care to exempt populations who have made the greatest sacrifices — those who are medically retired and those Families who have lost their loved one while serving on active duty. The changes proposed are also adjusted to reflect lower adjustments for those retirees with lower retirement pay. And, most importantly, the Department continues to provide resources that improve the overall health system for our Soldiers and their Families.

The Army is using the Health Promotion and Risk Reduction FY 11 Campaign Plan to holistically promote health and reduce risk. The Campaign Plan incorporates findings and recommendations from Department of Defense and Army reports regarding health promotion, risk reduction and suicide prevention. Health promotion and risk reduction activities are essential to sustain the force under the current operating tempo and reset our Army.

**Modernization**

The Army has global responsibilities requiring large technological advantages to prevail decisively in combat. Just as pilots and sailors seek supremacy in the air and on the seas, Soldiers must dominate their enemies on land. Modernizing, especially as end-strength is reduced, is the key to ensuring that our dominance continues.

The Army is setting priorities and making prudent choices to provide the best possible force for the Nation within the resources available. We are developing and fielding a versatile and affordable mix of equipment to enable us to succeed in the full range of missions and maintain a decisive advantage over our enemies. To meet the challenges of an evolving strategic and fiscal environment, our strategy is based on three tenets: integrated capability portfolios, incremental modernization and leveraging the Army Force Generation cycle.

- **Integrated capability portfolios align stakeholders to identify capability gaps and eliminate unnecessary redundancies.**
- **Incremental modernization enables us to deliver new and improved capabilities by leveraging mature technologies, shortening development times, planning growth potential and acquiring in quantities that give us the greatest advantage while hedging against uncertainty.**
Army Force Generation processes synchronize the distribution of equipment to units providing increased readiness over time and delivering a steady and predictable supply of trained and ready modular forces. The Army has consolidated its materiel management process under a single command and designated U.S. Army Materiel Command as the Army’s Lead Materiel Integrator. Additionally, we consolidated all of our materiel data into a single authoritative repository called the Logistics Information Warehouse.

These emerging systems and processes represent a powerful new approach for implementing the Army’s equipping priorities, policies and programs to meet new security demands of the 21st century. The equipment requested in the FY 13 President’s Budget strikes a balance between current and future needs, provides the basis for an affordable equipping strategy over time, and takes into account Army requirements and priorities. In developing this request, the Army made difficult decisions to shift funds previously programmed for future capabilities to current needs. The decisions came at the expense of promising and needed technologies with capabilities that did not fit within resource limitations. The Army’s top four modernization priorities are the Network, Ground Combat Vehicle, Joint Light Tactical Vehicle and Soldier Systems.

Network
Also known as LandWarNet, the Network remains the Army’s top investment priority. With expectations of tighter budgets and a still very active threat environment, the Army will have to produce a force that is smaller yet more capable. The Network is the core of that smaller, capable Army.

The Army is conducting a series of semiannual field exercises known as the Network Integration Evaluation to evaluate, integrate and mature the Army’s tactical network. The exercises will assess network and non-network capabilities to determine implications across doctrine, organization, training, materiel, leadership and education, personnel and facilities. The process aligns several key Army network programs and advances the fusion of radio waveforms to form an integrated network baseline to which industry can build.

The foundation of the modernized Network is a Joint, secure and common architecture that will provide information from the cloud to enable leaders, units and the Institutional Army to function more effectively. The Army will extend this critical capability to its installations around the world. This capability will increase force effectiveness, facilitate transition for units and individuals from one phase of the Army Force Generation cycle to another and greatly improve network security.

The major programs that form the backbone of the tactical network are:

- the Warfighter Information Network-Tactical, which provides a real-time common operating picture down to the company level by extending satellite and line-of-sight communications, including telephone, data and video;
- the Joint Tactical Radio System, an advanced software-defined family of radios that will carry data and voice for dismounted troops and airborne and maritime platforms;
risk reduction within the program by requiring industry to identify potential cost, schedule and performance tradeoffs; provide cost targets throughout the GCV’s life cycle; and maximize competition to support innovation, cost containment and schedule requirements.

**Joint Light Tactical Vehicle (JLTV)**
As a Joint Service program between the Army and Marine Corps, the JLTV will replace approximately one-third of the Army’s oldest unarmored High Mobility Multipurpose Wheeled Vehicles (HMMWV). The JLTV incorporates the strengths of the Mine-Resistant, Ambush-Protected (MRAP) vehicles that the HMMWV family of vehicles does not provide. The HMMWV was not designed to be used as an armored combat vehicle, but it was often employed as one during the wars in Afghanistan and Iraq. In contrast, the JLTV will be designed for this role from the outset. It will be capable of operating across the range of military operations and physical environments providing improved mobility and protection for Soldiers. The JLTV balances protection, payload, performance and improved fuel efficiency in one affordable and sustainable vehicle. It will also be fully integrated into the Network to enhance the effectiveness of ground forces.

**Soldier Systems**
The squad is the foundation of the decisive force; it is the cornerstone of all units. To ensure the success of combat operations in the future, the Army will invest in systems that consider the squad as a team rather than a collection of individuals. This approach will guarantee that the squad will not be in a fair fight but will have overmatch. The Army will continue to invest in Soldier systems that enable the lethality, protection, situational awareness and mobility of the individual Soldier in his or her squad. These systems include small arms, night vision, Soldier sensors, body armor and individual clothing and equipment.

**III. Summary and Conclusion**
The Army has been, and will continue to be, a critical part of the Joint Force because land power remains the politically decisive form of warfare and is essential to America’s national security strategy. No major conflict has ever been won without “boots on the ground.” By being tasked to seize, occupy and defend land areas, as well as to defeat enemy land forces, the Army is unique because it must not only deploy and defeat
an adversary, but must be prepared to remain in the region until the Nation’s long-term strategic objectives are secured. Indeed, the insertion of ground troops is the most tangible and durable measure of America’s commitment to defend our interests, protect our friends and defeat our enemies.

With global trends pointing to further instability, our Army remains a key guardian of our national security. In the wake of the Cold War, it was said that we had reached the “end of history,” and that liberal democracy had won the ideological competition. However, events since then make it clear that potential adversaries with competing ideologies still exist and are extremely dangerous.

As a result, we find ourselves in an increasingly uncertain world, with threats ranging from terrorist and cyberattacks to regional instability to the proliferation of weapons of mass destruction. For our Army that means we will likely have to deal with near peer competitors in niche areas and hybrid threats that mix regular, irregular and criminal activity—all while still facing the possibility of a conventional force-on-force conflict.

The danger extends from the homeland to the theater where combat operations might occur. Conflict is the norm; a stable peace the exception. In such a world, our adversaries will adapt to gain advantage, especially in the land domain. And it is on land, that our challenges will be the most complex because of dynamic human relationships and terrain variables.

While the Army’s new end-strength numbers allow it to support current defense priorities, it is imperative that the Army draw down end-strength levels in a smart and responsible manner. We believe that our new end-strength does that, and it provides us with the flexibility to retain the hard won expertise it has gained over the last decade. To be sure, the Army has faced similar challenges before. After every major conflict since the Revolutionary War, the Army has faced pressure to decrease its end-strength. As recently as 2001 (pre-9/11), many believed a strategic shift was needed and that the future of modern warfare would be about missile defense, satellites and high-tech weaponry because no adversary would dare challenge America’s conventional forces. But whenever we have rushed to radically diminish the position of the Army, the result has always been the same: an excessive decline in effectiveness at a cost of blood and treasure.

Decreases after World War I directly contributed to failures at Kasserine Pass. Decreases after World War II led to Task Force Smith’s failure in Korea. More recently, the end of the Cold War demonstrated our Nation’s need for agile, adaptable and decisive ground forces to conduct a wide range of operations. These numerous missions include Operation Provide Comfort in Iraq, Joint Task Force Andrew in Florida, Operation
Third, we will fight to incorporate principles and processes that preserve readiness and capability while reducing the size of the Army. We are adjusting our formations to build the right number of units with the right capability to meet the needs of the Joint Force. The past 10 years have taught us that an operational reserve force is essential to accomplish our missions and expand rapidly when required. We will invest deliberately and wisely in our Soldiers, Civilians and Families to make sure they are prepared and supported. We will treat those who have served in our ranks with respect and honor. Our wounded Soldiers will receive the very best care the Nation can provide, and our Soldiers who return to civilian life will be well prepared to do so.

Future threats will demand enhanced capabilities for our Soldiers, so we will modernize our equipment. The Army has identified four programs to highlight. The Network gives sight, sound and awareness to our Soldiers, Civilians and leaders to defeat our adversaries. The Ground Combat Vehicle and Joint Light Tactical Vehicle will incorporate hard won lessons in Iraq and Afghanistan to provide the mobility and protection our Soldiers require. Investments in Soldier Systems improve our Soldiers’ ability to move, fight and survive on the battlefield.

The Army has chosen its focus areas carefully and deliberately because they will enable us to provide what the Nation needs. We owe it to America and to the American Soldier, the Nation’s servant and warrior—the Strength of the Nation!
ADDENDUM A - List of Online Information Papers

100% Occupational Series Mapping to Career Program Designation
21st Century Training
5.56mm M855A1 Enhanced Performance Round (EPR)
Accelerated Precision Mortar Initiative (APMI)
Acquisition Cross Servicing Agreement
Acquisition Milestone Agreement (AMA)
Active Component/Reserve Component Mix
Active First Program Phase 3
Adaptability Through Mission Command (MC)
Aerial Delivery
Affirmative Employment Program
Afghanistan Equipment Retrograde
Ammunition Readiness Program
AntiAccess/Area Denial (A2/AD) and the Expeditionary Army
Antiterrorism (AT) Program
Apps for the Army
Armed Forces Recreation Centers
Army 09L Interpreter - Translator Military Occupational Specialty
Army Acquisition Workforce Growth Initiatives and Capabilities
Army Asymmetric Warfare Group (AWG)
Army Baseline Information Technology Services (ABITS)
Army Capstone Concept (ACC)
Army Career and Alumni Program (ACAP)
Army Career Tracker (ACT)
Army Civilian Career Intern Program
Army Community Covenant

Army Community Service Family Readiness Programs
Army Community Service Family Support Programs
Army Community Service Transformation
Army Community Service Volunteer Programs
Army Concept Framework
Army Continuing Education System (ACES)
Army Corrections Systems
Army Culture and Foreign Language Strategy (ACFLS)
Army Cyber Command/2nd Army
Army Data Center Consolidation Plan (ADCCP)
Army Data Strategy
Army Deployment Support Services for Children and Youth
Army Diversity Roadmap
Army Energy Enterprise
Army Energy Initiatives Task Force
Army Enterprise Equipping and Reuse Conference (AEERC)
Army Environmental Programs
Army Environmental Quality Technology (EQT) Program
Army Equipping Strategy, Equipping an ARFORGEN based Army
Army Facility Strategy 2020
Army Family Action Plan (AFAP)
Army Family Covenant
Army Financial Liability Investigation of Property Loss Tracker (AFT)
Army Force Generation (ARFORGEN) Synchronization Tool (AST)
ADDENDUM A - List of Online Information Papers

Army Geospatial Enterprise (AGE)
Army Hiring Reform
Army Leader Development Strategy for a 21st Century (ALDS)
Army Learning Model (ALM) for 2015
Army Materiel Command (AMC) Support to Operation New Dawn
Army Materiel Command (AMC) G2X Cyber and Counterintelligence (CI) Collaboration (AMC G2X)
Army Materiel Command (AMC) Support to Operation Enduring Freedom (OEF) Surge Recovery
Army National Guard (ARNG) Community Based Warrior Transition Units (WTU)
Army National Guard (ARNG) Crisis Action Team (CAT)
Army National Guard (ARNG) Distributed Learning Program
Army National Guard (ARNG) Employer Support to Guard and Reserve (ESGR)
Army National Guard (ARNG) Energy Conservation Initiatives
Army National Guard (ARNG) Energy Lab
Army National Guard (ARNG) Enterprise Data Warehousing
Army National Guard (ARNG) Environmental Program
Army National Guard (ARNG) eXportable Combat Training Capability (XCTC)
Army National Guard (ARNG) Family Assistance Centers
Army National Guard (ARNG) Freedom Salute Campaign
Army National Guard (ARNG) G-1 Personnel Gateway
Army National Guard (ARNG) General Educational Development (GED) Plus Program
Army National Guard (ARNG) Implementation of the Army Community of Excellence (ACOE) Program
Army National Guard (ARNG) Job Connection Education Program (JCEP)
Army National Guard (ARNG) Occupational Health and Industrial Hygiene (OH/IH)
Army National Guard (ARNG) Patriot Academy
Army National Guard (ARNG) Periodic Health Assessment (PHA)
Army National Guard (ARNG) Personnel Blast or Contaminant Tracker (PBCT)
Army National Guard (ARNG) Post Deployment Health Reassessment (PDHRA)
Army National Guard (ARNG) Recruit Sustainment Program
Army National Guard (ARNG) Recruiting Assistance Program (GRAP)
Army National Guard (ARNG) Resilience Programs
Army National Guard (ARNG) Resilience, Risk Reduction, and Suicide Prevention (R3SP) Task Force
Army National Guard (ARNG) Special Operations
Army National Guard (ARNG) Strong Bonds Program
Army National Guard (ARNG) Support Center (GSC)
Army National Guard (ARNG) Survivor Services
Army National Guard (ARNG) The Army School System (TASS) Training Institutions
Army National Guard (ARNG) Yellow Ribbon Reintegration Program
Army National Guard (ARNG) Agribusiness Development Team
Army National Guard (ARNG) Aviation Training Sites (AATS)
ADDENDUM A - List of Online Information Papers

Army Net Zero Installation Initiative
Army of 2020
Army One Source (AOS)
Army Patient Centered Medical Home
Army Prepositioned Stock (APS) Afloat
Army Request for Information Technology (ARFIT)
Army Safety and Occupational Health Training
Army Safety Center Online Tools and Initiatives
Army Security Cooperation Support to Building Partner Capacity
Army Software Depot Maintenance
Army Spouse and Retiree Smartcard Pilot
Army Strategic Guidance for Leader Development (ASGLD)
Army Substance Abuse Program (ASAP Post War)
Army Sustainability
Army Training Concept (ATC) 2012-2020
Army Training Network (ATN)
Army Warfighting Challenges (AWFCs) and Campaign of Learning (CoL)
Army Warrior Care and Transition Program
Aviation Center Logistics Command (ACLC)
Aviation Ground Power Unit (AGPU)
Base Realignment and Closure (BRAC) Program
Behavioral Health
Better Opportunity for Single Soldiers (BOSS)
Biometrics
Brigade Modernization Command (BMC)
Building Partner Capacity Concept (BPC)
Capabilities Determination (CD)
Capabilities Development for Rapid Transition (CDRT)
Capability Packages (CP)
Center for the Army Profession and Ethic (CAPE)
Changes to the Army Officer Evaluation Reporting System
Chemical Demilitarization Program (CDP)
Chemical, Biological, Radiological and Nuclear (CBRN) Response Enterprise
Child Development Program
Child, Youth & School (CYS) Services
Civilian Education System (CES) at the Army Management Staff College (AMSC)
Civilian Functional Training
Civilian Manpower Budget Forecasting and Armys Civilian Forecasting System (CIVFORS)
Civilian Wellness Program
Civilian Workforce Transformation (CWT)
College of the American Soldier (CAS)
Combat Aviation Brigades (CABs) within the Army National Guard
Combat Casualty Care
Combat Training Center (CTC) Program
Combating Weapons of Mass Destruction (CWMD)
Common Ground - Joint Capability Demonstration Technology
Common Logistics Operating Environment / Threshold Capability Implementation (CLOE/TCI)
Common Operating Environment (COE) Architecture
Competency-based Management System (CMS)
Condition Based Maintenance Plus (CBM+)
Enterprise Capability
## ADDENDUM A - List of Online Information Papers

<table>
<thead>
<tr>
<th>Category</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Condition Based Maintenance Plus (CBM+)</td>
<td>US Army Tank and Automotive Command (TACOM) At-Platform Tool Suite (TAPTS)</td>
</tr>
<tr>
<td>Condition-Based Maintenance Plus (CBM)</td>
<td></td>
</tr>
<tr>
<td>Condition-Based Maintenance+ (CBM+) Integrated Architecture</td>
<td></td>
</tr>
<tr>
<td>Contingency Basing</td>
<td></td>
</tr>
<tr>
<td>Continuous Process Improvement (CPI) Program</td>
<td></td>
</tr>
<tr>
<td>Continuum of Service</td>
<td></td>
</tr>
<tr>
<td>Contract Closeouts</td>
<td></td>
</tr>
<tr>
<td>Cost Management</td>
<td></td>
</tr>
<tr>
<td>Counter-Rocket, Artillery and Mortar (C-RAM)</td>
<td></td>
</tr>
<tr>
<td>Cyber Information Assurance and Security Team</td>
<td></td>
</tr>
<tr>
<td>Cyberspace Operations</td>
<td></td>
</tr>
<tr>
<td>Defense Coordinating Officer (DCO) Defense Coordinating Element (DCE)</td>
<td></td>
</tr>
<tr>
<td>Defense Support To Civil Authorities (DSCA)</td>
<td></td>
</tr>
<tr>
<td>Deployment / Redeployment Excellence Campaign Plan (DRECP)</td>
<td></td>
</tr>
<tr>
<td>Deployment Cycle Support (DCS)</td>
<td></td>
</tr>
<tr>
<td>Depot Maintenance Initiatives</td>
<td></td>
</tr>
<tr>
<td>Depot Maintenance of the Future (DMOF)</td>
<td></td>
</tr>
<tr>
<td>Directors of Logistics (DOL) Enterprise Transformation</td>
<td></td>
</tr>
<tr>
<td>Distributed Common Ground System-Army (DCGS-A)</td>
<td></td>
</tr>
<tr>
<td>Doctrine 2015</td>
<td></td>
</tr>
<tr>
<td>Document and Media Exploitation (DOMEX)</td>
<td></td>
</tr>
<tr>
<td>Domestic All-Hazards Response Team (DART)</td>
<td></td>
</tr>
<tr>
<td>Dont Ask, Dont Tell (DADT)</td>
<td></td>
</tr>
<tr>
<td>Energy and Sustainability Planning</td>
<td></td>
</tr>
<tr>
<td>Energy Sustainability Initiatives at Letterkenny Army Depot (LEAD)</td>
<td></td>
</tr>
<tr>
<td>Enhanced Army Global Logistics Enterprise (EAGLE) Program</td>
<td></td>
</tr>
<tr>
<td>Enterprise Collaboration Services (ECS)</td>
<td></td>
</tr>
<tr>
<td>Enterprise Exchange Email</td>
<td></td>
</tr>
<tr>
<td>Environmental Attributes of Nanomaterials</td>
<td></td>
</tr>
<tr>
<td>Equal Opportunity Program</td>
<td></td>
</tr>
<tr>
<td>Equipping the Reserve Component</td>
<td></td>
</tr>
<tr>
<td>Exceptional Family Member Program (EFMP)</td>
<td></td>
</tr>
<tr>
<td>Respite Care</td>
<td></td>
</tr>
<tr>
<td>Exercise EAGLE OWL</td>
<td></td>
</tr>
<tr>
<td>Expeditionary Contracting (EC)</td>
<td></td>
</tr>
<tr>
<td>Expeditionary Forensic Laboratory (EFL)</td>
<td></td>
</tr>
<tr>
<td>Family Advocacy Program (FAP)</td>
<td></td>
</tr>
<tr>
<td>Field Training Exercise Vibrant Response</td>
<td></td>
</tr>
<tr>
<td>Fielding of AH-64D Apache Longbow Helicopter to the Army National Guard ( ARNG)</td>
<td></td>
</tr>
<tr>
<td>Fielding of CH-47F Improved Cargo Helicopter to the Army National Guard ( ARNG)</td>
<td></td>
</tr>
<tr>
<td>Fielding of Lakota LUH Helicopter (UH-72A) to the Army National Guard ( ARNG)</td>
<td></td>
</tr>
<tr>
<td>Fielding of Tactical Unmanned Aircraft System to the Army National Guard ( ARNG)</td>
<td></td>
</tr>
<tr>
<td>Fielding of UHHH-60M Blackhawk Helicopters to the Army National Guard ( ARNG)</td>
<td></td>
</tr>
<tr>
<td>Fleet Management Expanded (FMX)</td>
<td></td>
</tr>
<tr>
<td>Force Protection - Protective Systems</td>
<td></td>
</tr>
<tr>
<td>Force Provider Program</td>
<td></td>
</tr>
<tr>
<td>Foreign Military Sales (FMS)</td>
<td></td>
</tr>
<tr>
<td>Forensics</td>
<td></td>
</tr>
<tr>
<td>Full Spectrum Training Concept</td>
<td></td>
</tr>
<tr>
<td>Full Time Support for the Operational Reserve</td>
<td></td>
</tr>
<tr>
<td>General Fund Enterprise Business System (GFEBS)</td>
<td></td>
</tr>
</tbody>
</table>
ADDENDUM A - List of Online Information Papers

General Fund Enterprise Business System for the Army National Guard (ARNG)
Global Combat Support System-Army (GCSS-Army)
Global Posture
Ground Combat Vehicle
Growing Army Human Intelligence (HUMINT) Capabilities
Guaranteed Access to Flatcar Capacity for Force Deployments
Guard Apprenticeship Program Initiative (GAPI)
Guard Earth Geographic Mapping Analysis Tool
Human Capital Management Reform – HR2020
Human Terrain System (HTS)
Identity Management
Industrial Base IT Modernization
Information Technology Asset Management
Initial Military Training (IMT) Improvements
Insensitive Munitions (IM) Explosive
Integrated Personnel and Pay System-Army (IPPS-A)
Integrated Training Environment (ITE)
Intelligence Training
Irregular Warfare (IW) Capabilities
Item Unique Identification (IUID) Program
Joint Battle Command-Platform (JBC-P)
Joint Light Tactical Vehicle (JLTV)
Joint National Maintenance Facility (JNMF)
Afghanistan
Joint Tactical Radio System (JTRS)
LandWarNet/Battle Command Test, Integration and Certification
Lead Materiel Integrator (LMI)

Letterkenny Army Depot (LEAD) Designated as the Source of Supply for Secondaries for Aviation Ground Power Unit (AGPU) Hydraulic Pump
Logistics Civil Augmentation Program (LOGCAP)
Energy Savings Initiatives
Logistics Information Warehouse (LIW)
Logistics Modernization Program (LMP)
Medical Communications for Combat Casualty Care (MC4)
Medical Readiness
Military Accessions Vital to the National Interest (MAVNI) Program
Military Construction (MILCON) Business Process
Military Family Life Consultant (MFLC) Program
Military Intelligence Rebalancing
Military Spouse Employment Partnership (MSEP) Program
Mine Resistant Ambush Protected Vehicles (MRAP)
Mission Contracting Centers (MCC)
Mission Training Complex, Leavenworth
Mobile Access for Logistics
Mobile Computing and Mobile Device Management Capabilities
Mobile Parts Hospital (MPH)
Mobile Power Generation Equipment
Modular Force Conversion
Morale, Welfare, and Recreation (MWR)
Muscatatuck Army Urban Training Center
National Football League (NFL) High School Player Development Program
National Guard Chemical, Biological, Radiological, Nuclear and High Yield Explosive (CBRNE) Enhanced Response Force Packages (CERFP) Teams
ADDENDUM A - List of Online Information Papers

National Guard Counter-Drug (CD) Program
National Guard Financial Management Awareness Program (FMAP)
National Guard Homeland Response Force (HRF)
National Guard State Partnership Program: Global Engagements
National Guard Support to the Southwest Border
National Guard Virtual Diversity Conference
National Guard Weapons of Mass Destruction (WMD) Civil Support Teams (CST)
National Guard Youth Challenge Program
Network Capability Set Management (CSM)
Network Integration Evaluation
Next Generation Wireless Communications (NGWC) for Logistics Applications
Non-Commissioned Officer Education System (NCOES)
Non-Deployable Campaign
Officer Education System (OES)
Operational Access to Army Reserve Units
Operational Contract Support (OCS)
Operational Energy
Operational Environment (OE)
Operational Mentorship and Liaison Teams (OMLTs)
Operational Support Airlift Agency
Optimization of Army Services Acquisition
Organizational Clothing and Individual Equipment (OCIE) and Central Issue Facility (CIF) Modernization and Management Improvements
Paperless Initiative, Tobyhanna Army Depot (TYAD)
Persistent Air and Ground Surveillance to Counter Improvised Explosive Devices (IEDs)
Post Deployment Health Reassessment (PDHRA)
Privatization of Army Lodging (PAL)
Property Accountability Campaign
Rapid Adaptation Initiative (RAI)
Rapid Equipping Force (REF)
Real Estate Disposal
Rehabilitative Medicine
Reserve Components (RC) as Part of the Operational Force
Residential Communities Initiative (RCI)
Responsible Reset Task Force (R2TF)
Restructuring Army Aviation
Retirement Services
Risk Reduction Initiatives (Commanders Dashboard)
Robotic Systems Joint Project Office Overview
Rotary Wing Aircraft and Unmanned Aircraft within the Army National Guard (ARNG)
Satellite Enabled Tracking and Intrusion Detection (SETID) to improve In-Transit Visibility (ITV)
Second Destination Transportation Program
Security Cooperation and the Army National Guard (ARNG)
Self Protection Adaptive Roller Kit II (SPARK II)
Sexual Harassment/Assault Response and Prevention (SHARP) Program
Single Army Logistics Enterprise
Small Arms Modernization
Soldier Access to Training Lands
Soldier and Family Assistance Centers & Warrior-in-Transition Units (WTU)
Soldier Plate Carrier System (SPCS)
ADDENDUM A - List of Online Information Papers

Soldiers Creed
State Partnership Program for Excess Non-Standard Equipment (NSE) in Iraq
Strategic Energy Initiatives, Tobyhanna Army Depot (TYAD)
Strong Bonds
Structured Self Development
Stryker Double-V Hull
Substance Abuse Training Initiatives
Supporting Soldier Access to Training Lands – Noise Management
Survivor Outreach Services
Sustainable Range Program (SRP)
Sustainment Execution Transfer Integrated Project Team (SET-IPT)
Synthetic Stimulant Use in the Army
Temporary End Strength Increase (TESI) Drawdown Plan
The Army Civil Works Program, Caring for Americas Water Resources
The Army Operating Concept (AOC)
The Employer Partnership of the Armed Forces
The Full Spectrum Combat Aviation Brigade (FSCAB)
The Industrial Base (IB)
The Office of Business Transformation
The Squad: Foundation of the Decisive Force (SFDF)
Theater Readiness Monitoring Facility’s, Certified Round Assembly Facility
Theater Support and Aviation Reset
Training Brain Operations Center (TBOC)
Training Land Management

Traumatic Brain Injury (TBI)
Tunnel Detection Activity System (TDAS)
U.S. Army Information Systems Engineering Command (USAISEC)
U.S. Army Public Health Command Transition
Unexploded Ordnance (UXO)
United States Africa Command (USAFRICOM)
United States Army Civilian Police and Guard Academy
United States Army South (ARSOUTH)
US Army Space and Missile Defense Command/Army Forces Strategic Command (USASMDC/ARSTRAT)
Utilities Privatization (UP)
Vets4Warriors National Peer Support Line
Virtual End User Environment (VEUE)
Virtual Forward Operating Base
Visibility of Integrated Tactical Logistics (VITaL)
War Reserves Secondary Items (WRSI)
Warfighter Information Network-Tactical (WIN-T)
Warfighter Information Network-Tactical Increment Two (WIN-T Inc 2)
Warrior Ethos
Water Security
Western Hemisphere Institute for Security Cooperation (WHINSEC)
Women in the Army (WITA) Assignment Policy
Youth Programs
ADDENDUM B - Websites

Headquarters, Department of the Army and Other Commands
This site provides links to the Army Headquarters and many of its units.
http://www.army.mil/info/organization/

The Army Webpage
This site provides news, features, imagery, and references.
http://www.army.mil/

The Army Modernization Strategy

The Army Posture Statement
This site provides access to archived Army Posture Statements from 1997 to 2011.
http://www.army.mil/aps

The Army Secretariat

Assistant Secretary of the Army (Manpower & Reserve Affairs):
http://www.asamra.army.mil/

Assistant Secretary of the Army (Civil Works):
http://www.hqda.army.mil/asacw/

Assistant Secretary of the Army (Acquisition, Logistics & Technology):
https://www.alt.army.mil/

Assistant Secretary of the Army (Financial Management & Comptroller):
http://www.asafm.army.mil/

Assistant Secretary of the Army (Installations, Energy & Environment):
http://www.asaie.army.mil/

The Army Staff

Personnel:  G-1
http://www.armyg1.army.mil/

Intelligence:  G-2
http://www.dami.army.pentagon.mil/

Operations, Plans, and Policy:  G-3/5/7
(Requires CAC or AKO login)
https://www.g357extranet.army.pentagon.mil

Logistics:  G-4
http://www.hqda.army.mil/logweb/

Information:  CIO / G06

Programs:  G-8
This site provides information on material integration and management.
https://www.g8.army.mil/

Installation Management
This site provides information about a variety of services and programs related to installation support to Soldiers, their Families, and Army Civilians.
http://www.acsim.army.mil/

Army Commands (ACOMs)

Army Forces Command (FORSCOM)
http://www.forscom.army.mil/

Army Materiel Command (AMC)
http://www.amc.army.mil/

Army Training and Doctrine Command (TRADOC)
http://www.tradoc.army.mil/

Reserve Components

Army National Guard
http://www.arng.army.mil

Army Reserve
http://www.armyreserve.army.mil

Other informative websites

Army Wounded Warrior Program
This site provides information on the Army’s Wounded Warrior Program which provides support to severely wounded Soldiers and their Families.
https://www.aw2.army.mil

Army OneSource
This site serves as an entry point to the Army Integrated Family Network and Army OneSource.
https://www.myarmyonesource.com/default.aspx

The Army’s STAND-TO
STAND-TO! has a mission focus to provide a broad, objective view of the U.S. Army and its operations, doctrine and programs.
http://www.army.mil/standto
<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>AC</td>
<td>Active Component</td>
</tr>
<tr>
<td>ACOM</td>
<td>Army Command</td>
</tr>
<tr>
<td>ACP</td>
<td>Army Campaign Plan</td>
</tr>
<tr>
<td>AFC</td>
<td>Army Family Covenant</td>
</tr>
<tr>
<td>AFRICOM</td>
<td>Africa Command</td>
</tr>
<tr>
<td>AMAP</td>
<td>Army Medical Action Plan</td>
</tr>
<tr>
<td>AMC</td>
<td>Army Materiel Command</td>
</tr>
<tr>
<td>AMS</td>
<td>Army Modernization Strategy</td>
</tr>
<tr>
<td>APS</td>
<td>Army Prepositioned Stocks</td>
</tr>
<tr>
<td>AR</td>
<td>Army Regulation</td>
</tr>
<tr>
<td>ARICIC</td>
<td>Army Capabilities Integration Center</td>
</tr>
<tr>
<td>ARFORGEN</td>
<td>Army Force Generation</td>
</tr>
<tr>
<td>ARNG</td>
<td>Army National Guard</td>
</tr>
<tr>
<td>ASC</td>
<td>Army Sustainment Command</td>
</tr>
<tr>
<td>ASCC</td>
<td>Army Service Component Command</td>
</tr>
<tr>
<td>ASEP</td>
<td>Army Spouse Employment Partnership</td>
</tr>
<tr>
<td>AWG</td>
<td>Asymmetric Warfare Group</td>
</tr>
<tr>
<td>AWO</td>
<td>Asymmetric Warfare Office</td>
</tr>
<tr>
<td>AW2</td>
<td>Army Wounded Warrior Program</td>
</tr>
<tr>
<td>BCT</td>
<td>Brigade Combat Team</td>
</tr>
<tr>
<td>BCTP</td>
<td>Battle Command Training Program</td>
</tr>
<tr>
<td>BOG</td>
<td>Boots on Ground</td>
</tr>
<tr>
<td>BOLC</td>
<td>Basic Officer Leader Course</td>
</tr>
<tr>
<td>BRAC</td>
<td>Base Realignment and Closure</td>
</tr>
<tr>
<td>CBM</td>
<td>Conditions Based Maintenance</td>
</tr>
<tr>
<td>CBRN</td>
<td>Chemical, Biological, Radiological, and Nuclear</td>
</tr>
<tr>
<td>CBRNE</td>
<td>Chemical, Biological, Radiological, Nuclear, and (High-Yield) Explosives</td>
</tr>
<tr>
<td>CEF</td>
<td>Contingency Expeditionary Force</td>
</tr>
<tr>
<td>CES</td>
<td>Civilian Education System</td>
</tr>
<tr>
<td>CMO</td>
<td>Chief Management Officer</td>
</tr>
<tr>
<td>CMTC</td>
<td>Combat Maneuver Training Center</td>
</tr>
<tr>
<td>COCOM</td>
<td>Combatant Command</td>
</tr>
<tr>
<td>Abbreviation</td>
<td>Description</td>
</tr>
<tr>
<td>--------------</td>
<td>-------------</td>
</tr>
<tr>
<td>COE</td>
<td>Center of Excellence; Common Operating Environment; Contemporary Operating Environment</td>
</tr>
<tr>
<td>COIN</td>
<td>Counterinsurgency</td>
</tr>
<tr>
<td>CPR</td>
<td>Capability Portfolio Review</td>
</tr>
<tr>
<td>CS</td>
<td>Combat Support</td>
</tr>
<tr>
<td>CSF</td>
<td>Comprehensive Soldier Fitness</td>
</tr>
<tr>
<td>CSS</td>
<td>Combat Service Support</td>
</tr>
<tr>
<td>CT</td>
<td>Counter Terrorism</td>
</tr>
<tr>
<td>CTC</td>
<td>Combat Training Center</td>
</tr>
<tr>
<td>CTE</td>
<td>Collective Training Event</td>
</tr>
<tr>
<td>DA</td>
<td>Department of the Army</td>
</tr>
<tr>
<td>DA PAM</td>
<td>Department of the Army Pamphlet</td>
</tr>
<tr>
<td>DCGS-A</td>
<td>Distributed Common Ground System-Army</td>
</tr>
<tr>
<td>DEF</td>
<td>Deployment Expeditionary Force</td>
</tr>
<tr>
<td>DMDC</td>
<td>Defense Manpower Data Center</td>
</tr>
<tr>
<td>DoD</td>
<td>Department of Defense</td>
</tr>
<tr>
<td>DOTMLPF</td>
<td>Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, and Facilities</td>
</tr>
<tr>
<td>EOD</td>
<td>Explosive Ordnance Disposal</td>
</tr>
<tr>
<td>FORSCOM</td>
<td>Forces Command</td>
</tr>
<tr>
<td>FY</td>
<td>Fiscal Year</td>
</tr>
<tr>
<td>GCSS-A</td>
<td>Global Combat Service Support-Army</td>
</tr>
<tr>
<td>GFEBS</td>
<td>General Fund Enterprise Business System</td>
</tr>
<tr>
<td>HBCT</td>
<td>Heavy Brigade Combat Team</td>
</tr>
<tr>
<td>HMMWV</td>
<td>High Mobility Multipurpose Wheeled Vehicle</td>
</tr>
<tr>
<td>HP&amp;RR</td>
<td>Health Promotion and Risk Reduction</td>
</tr>
<tr>
<td>HQDA</td>
<td>Headquarters, Department of the Army</td>
</tr>
<tr>
<td>IBCT</td>
<td>Infantry Brigade Combat Team</td>
</tr>
<tr>
<td>IED</td>
<td>Improvised Explosive Device</td>
</tr>
<tr>
<td>IPPS-A</td>
<td>Integrated Personnel and Pay System - Army</td>
</tr>
<tr>
<td>ISR</td>
<td>Intelligence, Surveillance, and Reconnaissance</td>
</tr>
<tr>
<td>IT</td>
<td>Information Technology</td>
</tr>
<tr>
<td>JIEDDO</td>
<td>Joint Improvised Explosive Device Defeat Organization</td>
</tr>
<tr>
<td>JIM</td>
<td>Joint, Interagency, Intergovernmental, and Multinational</td>
</tr>
<tr>
<td>-------</td>
<td>----------------------------------------------------------</td>
</tr>
<tr>
<td>JRTC</td>
<td>Joint Readiness Training Center</td>
</tr>
<tr>
<td>JTF</td>
<td>Joint Task Force</td>
</tr>
<tr>
<td>LMP</td>
<td>Logistics Modernization Program</td>
</tr>
<tr>
<td>LSS</td>
<td>Lean Six Sigma</td>
</tr>
<tr>
<td>MI</td>
<td>Military Intelligence</td>
</tr>
<tr>
<td>METL</td>
<td>Mission Essential Task List</td>
</tr>
<tr>
<td>MFLC</td>
<td>Military Family Life Consultant</td>
</tr>
<tr>
<td>MRAP</td>
<td>Mine-Resistant, Ambush-Protected</td>
</tr>
<tr>
<td>MRE</td>
<td>Mission Readiness Exercise</td>
</tr>
<tr>
<td>MRT</td>
<td>Mission Readiness Training</td>
</tr>
<tr>
<td>MRX</td>
<td>Mission Rehearsal Exercise</td>
</tr>
<tr>
<td>MTOE</td>
<td>Modified Table of Organization and Equipment</td>
</tr>
<tr>
<td>MTT</td>
<td>Mobile Training Teams</td>
</tr>
<tr>
<td>NBC</td>
<td>Nuclear, Biological, Chemical</td>
</tr>
<tr>
<td>NET</td>
<td>New Equipment Training</td>
</tr>
<tr>
<td>NCO</td>
<td>Non Commissioned Officer</td>
</tr>
</tbody>
</table>

| NDAA  | National Defense Authorization Act                       |
| NDS   | National Defense Strategy                                |
| NTC   | National Training Center                                 |
| OBT   | Office of Business Transformation                        |
| OCO   | Overseas Contingency Operations                          |
| OEF   | Operation Enduring Freedom                               |
| OIF   | Operation Iraqi Freedom                                  |
| OND   | Operation New Dawn                                       |
| OPLAN | Operation Plan                                           |
| OPTEMPO| Operating Tempo                                          |
| O&M   | Operations and Maintenance                               |
| POM   | Program Objective Memorandum                             |
| PTDO  | Prepare to Deploy Orders                                 |
| PTSD  | Post-Traumatic Stress Disorder                           |
| QDR   | Quadrennial Defense Review                               |
| QOL   | Quality of Life                                          |
| RC    | Reserve Component                                        |
| RCI   | Residential Communities Initiative                       |
### ADDENDUM C - Abbreviations

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>REF</td>
<td>Rapid Equipping Force</td>
</tr>
<tr>
<td>RFI</td>
<td>Rapid Fielding Initiative</td>
</tr>
<tr>
<td>SALE</td>
<td>Single Army Logistics Enterprise</td>
</tr>
<tr>
<td>SBCT</td>
<td>Stryker Brigade Combat Team</td>
</tr>
<tr>
<td>SFAC</td>
<td>Soldier and Family Assistance Center</td>
</tr>
<tr>
<td>SFAP</td>
<td>Soldier and Family Action Plan</td>
</tr>
<tr>
<td>SHARP</td>
<td>Sexual Harassment / Assault Response and Prevention (SHARP) Program</td>
</tr>
<tr>
<td>SIGINT</td>
<td>Signals Intelligence</td>
</tr>
<tr>
<td>SOF</td>
<td>Special Operations Forces</td>
</tr>
<tr>
<td>SOS</td>
<td>Survivor Outreach Services</td>
</tr>
<tr>
<td>TBI</td>
<td>Traumatic Brain Injury</td>
</tr>
<tr>
<td>TDA</td>
<td>Table of Distribution and Allowances</td>
</tr>
<tr>
<td>TRADOC</td>
<td>Training and Doctrine Command</td>
</tr>
<tr>
<td>TTP</td>
<td>Tactics, Techniques, and Procedures</td>
</tr>
<tr>
<td>UAH</td>
<td>Up-Armored HMMWV</td>
</tr>
<tr>
<td>UAS</td>
<td>Unmanned Aircraft System</td>
</tr>
<tr>
<td>UAV</td>
<td>Unmanned Aerial Vehicle</td>
</tr>
<tr>
<td>USAR</td>
<td>United States Army Reserve</td>
</tr>
<tr>
<td>VBIED</td>
<td>Vehicle Borne Improvised Explosive Device</td>
</tr>
<tr>
<td>WMD</td>
<td>Weapons of Mass Destruction</td>
</tr>
<tr>
<td>WO</td>
<td>Warrant Officer</td>
</tr>
<tr>
<td>WTBD</td>
<td>Warrior Tasks and Battle Drills</td>
</tr>
<tr>
<td>WTU</td>
<td>Warrior Transition Units</td>
</tr>
</tbody>
</table>
ADDENDUM D - Definitions of Mission and Operational Terms

**Capacity Building** — The process of creating an environment that fosters host-nation institutional development, community participation, human resources development, and strengthening managerial systems. (Army Doctrinal Publication 3-07)

**Counterdrug Operations** — Civil or military actions taken to reduce or eliminate illicit drug trafficking. See also counterdrug; counterdrug nonoperational support; counterdrug operational support. (Joint Pub 1-02) (JP 3-07.4)

**Counterinsurgency** — Comprehensive civilian and military efforts taken to defeat an insurgency and to address any core grievances. Also called COIN. (Joint Pub 1-02) (JP 3-24)

**Counterterrorism** — Counterterrorism is primarily a Special Operations core task and consists of actions taken directly against terrorist networks and indirectly to influence and render global and regional environments inhospitable to terrorist networks. (Joint Pub 3-0)

**Cyberspace Operations** — The employment of cyberspace capabilities where the primary purpose is to achieve military objectives or effects in or through cyberspace. (Joint Pub 1-02) (JP 3-0)

**Defense Support of Civil Authorities** — Support provided by US Federal military forces, Department of Defense civilians, Department of Defense contract personnel, Department of Defense component assets, and National Guard forces (when the Secretary of Defense, in coordination with the governors of the affected states, elects and requests to use those forces in Title 32, United States Code, status) in response to requests for assistance from civil authorities for domestic emergencies, law enforcement support, and other domestic activities, or from qualifying entities for special events. Also called DSCA. Also known as civil support. (Joint Pub 1-02) (DODD 3025.18)

**Disaster Control** — Measures taken before, during, or after hostile action or natural or manmade disasters to reduce the probability of damage, minimize its effects, and initiate recovery. See also area damage control. (Joint Pub 1-02)

**Humanitarian Assistance** — Programs conducted to relieve or reduce the results of natural or manmade disasters or other endemic conditions such as human pain, disease, hunger, or privation that might present a serious threat to life or that can result in great damage to or loss of property. Humanitarian assistance provided by US forces is limited in scope and duration. The assistance provided is designed to supplement or complement the efforts of the host nation civil authorities or agencies that may have the primary responsibility for providing humanitarian assistance. Also called HA. (Joint Pub 1-02) (JP 3-57)

**Stability Operations** — An overarching term encompassing various military missions, tasks, and activities conducted outside the United States in coordination with other instruments of national power to maintain or reestablish a safe and secure environment, provide essential governmental services, emergency infrastructure reconstruction, and humanitarian relief. (Joint Pub 1-02) (JP 3-0)
ADDENDUM E - FY 13 President’s Budget

The Fiscal Year (FY) 13 President’s Budget requests $184.6 billion for the Army: $134.6 billion in the base and $50 billion for ongoing Overseas Contingency Operations (OCO).

<table>
<thead>
<tr>
<th>Appropriation Category</th>
<th>Base ($M)</th>
<th>OCO ($M)</th>
<th>Totals ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Military Personnel</td>
<td>56,415.2</td>
<td>10,112.1</td>
<td>66,527.3</td>
</tr>
<tr>
<td>Operation and Maintenance</td>
<td>47,215.1</td>
<td>29,128.4</td>
<td>76,343.5</td>
</tr>
<tr>
<td>Procurement/RDTE/AWFC*</td>
<td>25,713.5</td>
<td>2,987.1</td>
<td>28,700.6</td>
</tr>
<tr>
<td>Military Construction/Family Housing/BRAC</td>
<td>3,563.8</td>
<td>7,824.6</td>
<td>3,563.8</td>
</tr>
<tr>
<td>Pass-Through Accounts**</td>
<td>1,680.2</td>
<td></td>
<td>9,504.8</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td>134,587.8</td>
<td>50,052.2</td>
<td>184,640.0</td>
</tr>
</tbody>
</table>

*Army Working Capital Fund
**Pass through accounts include: Joint IED Defeat Fund, Afghanistan Security Forces Fund, Afghanistan Infrastructure Fund

**Military Personnel**

The FY 13 base budget requests $56.4 billion, a $3.7 billion decrease from FY 12. This amount funds military pay, benefits, and associated personnel costs for 1.1 million Soldiers: 502,400 Soldiers in the active component – consisting of the 490,000 enduring force and 12,400 Soldiers associated with Temporary End Strength Army Medical (TEAM), 358,200 Army National Guard, and 205,000 Army Reserve. TEAM mitigates any risk to Army readiness by providing temporary end strength allowances for Soldiers in the Integrated Disability Evaluation System.
ADDENDUM E - FY 13 President’s Budget

The FY 13 OCO budget requests $10.1 billion, a $2.3 billion increase from FY 12. This amount funds the pay and allowances for an average mobilization level of 38,584 reserve component personnel and special pays for all deployed Soldiers. This also includes $0.3 billion for final drawdown of the Temporary End Strength Increase (TEST) and $4.3 billion for 49,700 active component Soldiers above the enduring force level. The reserve component OCO request primarily funds additional days of training for individuals and units in advance of mobilization or call to active duty. In addition, resources for critical post deployment activities, post deployment health reassessments, and the Yellow Ribbon programs are included in the request.

Highlights:

• Supports the Army's enduring end strength and TEAM in the base budget.

• Continues care for Soldiers and Families by providing a 1.7 percent military pay increase, a 3.9 percent basic allowance for housing increase, and a 3.4 percent basic allowance for subsistence increase.

• Recruits and retains the all–volunteer force of 1.1 million Soldiers.

• Sustains programs in support of wounded, ill, and injured Soldiers and their Families as they transition back to duty or to civilian life.

• Funds non-enduring active component end strength, mobilization of reserve component personnel, and special deployment pays for all Soldiers in OCO.

Operation and Maintenance
The FY 13 base budget requests $47.2 billion, a $6.3 billion increase from FY 12. Within this growth, $2.6 billion restores funding realigned from Title II (Base) to Title IX (OCO) in FY 12 to comply with P.L. 112-74, Consolidated Appropriations Act, 2012. Operation and Maintenance (O&M) funds Soldier and unit training, ground vehicle and air vehicle operating costs, depot maintenance, base operations, and sustainment, restoration, and modernization programs.

The active component O&M base budget provides funding for a training strategy that produces Soldiers and units that are decisive in a wide range of missions including regular and irregular warfare against conventional and hybrid threats; providing humanitarian assistance, both home and abroad; and engaging with our allies while building partner capacity. Funding supports readiness, strategic mobilization, recruitment, and sustainment of the Force through adaptive unit, individual and leader training, and Family programs intended to mitigate stress and build resilience in the force. With fewer forces deployed, the base budget provides for increased home station training and depot maintenance.

The Operation and Maintenance, Army National Guard (OMNG) base budget of $7.1 billion provides funding for operating and maintaining Army National Guard (ARNG) units in the 50 states, three territories, and the District of Columbia. To sustain readiness levels achieved after more than a decade of conflict, this budget is the first base investment toward the goal of an Operational Reserve. Increases in ground operating tempo funding for units in the ready phase of the Army Force Generation (ARFORGEN) cycle ensure the successful continuation of the ARNG’s ability to achieve all assigned missions domestically and in support of Title X missions overseas. The FY 13 OMNG budget also sustains the ARNG’s role as a leader in domestic security for Chemical, Biological, Radiological and Nuclear threats as they provide 55 percent of the total defense forces.

The FY 13 Operation and Maintenance, Army Reserve (OMAR) base budget request of $3.2 billion supports training, operations, logistics, engineering, and administration and management support capabilities for the Army Reserve. Additionally, OMAR supports installation management, maintenance of real property, and personnel support to retirees, veterans and their families.
ADDENDUM E - FY 13 President’s Budget

The FY 13 OCO budget requests $29.1 billion, a decrease of $13.7 billion from FY 12. This funds the operations and sustainment of forces deployed in support of Operation Enduring Freedom and provides resources required for pre-deployment training, force protection, in-theater operations and support, redeployment of forces, and reset of redeployed Army prepositioned stocks and equipment. The reserve component O&M requests fund additional training and pre-mobilization support for units and individuals supporting OCO.

Highlights:

• Sustains readiness through Soldier and unit training, including realistic, full spectrum training; that provides the Joint Force with decisive and sustainable land power.

• Resources installation services worldwide and support for the Army Family Covenant to provide Soldiers and their Families the quality of life they deserve and to enhance the health of the force.

• Funds the full range of operations and support for forces deployed in support of operations in Afghanistan.

• Funds the Energy Initiatives Task Force to develop programs which leverage private sector investments and tap renewable and alternative energy sources.

• Provides funding to achieve Army Installation Energy Security Program efficiency goals.

• Funds the reset of redeployed brigades, enabling units, and equipment.

Procurement
The FY 13 base budget requests $16.7 billion, a $2.0 billion decrease from FY 12. This funds network modernization and expansion along with combat vehicle modernization and the procurement of key aviation systems.

The FY 13 OCO budget requests $2.9 billion, a $0.1 billion increase from FY 12. OCO funds the replacement of battle losses and washed out equipment, replenishment of ammunition, and procurement of Intelligence, Surveillance and Reconnaissance (ISR) and other systems that provide force protection. With respect to operational energy savings, the Army is investing in Force Provider kits that are more energy efficient, Latrines and Showers that use less water, and Advanced Medium-Sized Mobile Power Source (AMMPS) and Micro-Grids that provide electricity in tandem, thereby reducing the need for redundant energy sources.

Highlights:

• Deploys mobile communications to provide advanced joint tactical end-to-end networking data and voice communications to aircraft, watercraft, and ground vehicle platforms.

• Increases the broadband backbone communications to extend the network and provide integrated ISR data from airborne and ground sensor platforms to the tactical level and to the Army Service Component Command (ASCC), with access to the Defense Intelligence Information Enterprise.

• Enhances the Infantry Fighting Vehicles (IFVs) in the Heavy Brigade Combat Teams (HBCTs) with improved protection, mobility and sustainment, mitigation of existing shortfalls, and network integration.

• Enhances the responsiveness, force protection, survivability, and operational readiness of the self-propelled howitzer fleet.
ADDENDUM E - FY 13 President’s Budget

• Upgrades Kiowa Warriors to the F Model through enhanced cockpit sensor upgrades, addressing armament obsolescence, aircrew survivability, and reducing the overall aircraft weight.

• Improves operational energy efficiency in support of deployed forces.

Research, Development, Test and Evaluation (RDT&E)
The FY 13 base budget requests $8.9 billion, a $0.2 billion increase from FY 12. This request supports the current force while investing in future forces. Significant Army investments include Network Programs, New Vehicle Development and Combat Vehicle Modernization.

Two key network programs are Warfighter Information Network-Tactical (WIN-T) and Distributed Common Ground System-Army (DCGS A). WIN-T funding ($278.0M) will design, develop, produce, and field the Future Modular Force transport network, while leveraging mature technologies that enable the current modular force to operate in an emerging noncontiguous environment. DCGS A ($40.9M) is an ISR System of Systems (SoS) for Joint, Interagency, Allied, Coalition, and National data analysis, sharing, and collaboration.

The Army continues development efforts of the Ground Combat Vehicle (GCV), the Joint Light Tactical Vehicle (JLTV) and network integration solutions. These developments will be fielded as part of future capability packages. The JLTV represents a $72.3M investment in a Joint Army and Marine Corps program. These investments support the development of network ready vehicles with greater mobility and survivability capable of performing multiple mission roles across the full range of military operations.

In FY 13 the Army will invest $2.2 billion in Science and Technology. The focus of this investment is to foster invention and innovation in technologies that enable future force capabilities and support the transition of current technology into current or future force capabilities. Additionally, we are writing Analysis of Alternatives (AOAs) for our future ground vehicles and airframes which meet higher fuel efficiency and power output goals.

Construction, Army Family Housing, and Base Realignment and Closure (BRAC)
The FY 13 base budget requests $3.6 billion, a $1.5 billion decrease from FY 12. The Military Construction budget continues to support facility improvements across the Army. It supports readiness through recapitalization of aging military facilities, new facilities for training, revitalization of existing infrastructure, and construction of new reserve component readiness facilities. The FY 13 request supports the fielding of the MQ-1 Gray Eagle Unmanned Aerial System and the final projects required to support unit stationing actions associated with the Global Defense Posture Realignment (2008-2013).

This budget request begins implementation of the Army Facility Strategy 2020—a strategic framework for new investments and preservation of existing facilities that is integrated with Army systems and force structure decisions.

The FY 13 Army Family Housing request supports operations, maintenance, utilities, and leases. It does not provide for new construction. The Army completed its scheduled transfer of Army-owned assets as part of the Residential Communities Initiative (RCI) at 44 Army locations, representing a transfer of 98 percent of the Army-owned inventory in the United States. The end-state privatization inventory is expected to reach over 85,000 homes, which includes additional housing constructed by the RCI partners.

The Army’s BRAC FY 13 request funds caretaking and environmental restoration functions at remaining excess properties closed under BRAC. Environmental actions are required prior to transfer of properties. Caretaking will maintain real property assets at levels to protect against degradation during transition.
ADDENDUM E - FY 13 President’s Budget

Highlights:

• Funds construction for new facilities.

• Supports permanent party and training barracks renewal.


Other Accounts

The Army is the financial management executive agent for a variety of critical programs. These funds “pass-through” the Army for execution by the responsible command or agency. The base budget includes the Chemical Agents and Munitions Destruction Program and administrative support for the Joint Improvised Explosive Device Defeat Organization (JIEDDO). These programs are funded at $1.5 billion and $0.2 billion respectively.

The OCO request includes the Afghanistan Security Forces Fund ($5.7 billion), the Joint Improvised Explosive Device Defeat Fund ($1.7 billion) and the Afghanistan Infrastructure Fund ($0.4 billion).

Highlights:

• Continues closure activities at the Tooele Chemical Agent Disposal Facility (TOCDF) in Utah, Anniston Chemical Agent Disposal Facility (ANCDF) in Alabama, Umatilla Chemical Disposal Facility (UMCDF) in Oregon, and Pine Bluff Chemical Disposal Facility (PBDF) in Arkansas.

• Completes construction and continues systemization activities at Pueblo Chemical Depot in Colorado, and continues construction activities at Blue Grass Army Depot in Kentucky.

• Funds the Afghanistan Security Forces Fund which builds essential security capacity within the Afghanistan National Security Forces.

• Supports JIEDDO initiatives to combat the most dangerous threat to U.S. and coalition forces.
CHARACTERISTICS

of THE FUTURE FORCE

Depth and Versatility: The Army provides depth to the Nation by a trained and ready land force that includes a viable operational reserve. Reversibility and expansibility of the force also contribute to strategic depth. The Army’s diverse mix of rapidly deployable capabilities, formations and equipment ensures versatility for the Joint Force. It is imperative that the Army provide the National Command Authority with scalable options to meet the Nation’s security needs in a complex, dynamic and uncertain global environment.

Adaptive and Innovative: Army leaders accept that there are no predetermined solutions to problems. Army leaders adapt their thinking, formations and employment techniques to the specific situation they face. This requires an adaptable and innovative mind, a willingness to accept prudent risk in unfamiliar or rapidly changing situations, and an ability to adjust based on continuous assessment. Accordingly, thorough understanding and wise application of cultural knowledge and language skills are tantamount to our success. So too are training, leader development and personnel policies aimed at fostering creativity at every level.

Flexible and Agile: To achieve strategic, operational, and tactical success, we must be flexible in the face of adversity and agile in our responsiveness, able to dominate any operational environment against conventional and hybrid threats. Flexibility is achieved by preserving responsiveness to a broad range of missions including regular and irregular warfare; humanitarian assistance; security cooperation; and support to civil authorities. Effective mission command, collaborative planning and decentralized execution foster agility.

Integrated and Synchronized: Army forces do not operate independently but as a part of a larger joint, interagency and frequently multinational effort. Army leaders integrate and synchronize Army operations within this larger effort. The arrangement of military actions in time, space and purpose produces maximum relative combat power at a decisive place and time.

Lethal and Discriminate: The capacity for physical destruction is fundamental to all other military capabilities and is the most basic building block for military operations. Army leaders organize, equip, train and employ their formations for unmatched lethality under a wide range of conditions. The capability for the lawful, discriminate, and expert application of lethal force builds the foundation for effective operations.
**TRUST**
the Bedrock of our Profession

- Trust between Soldiers
- Trust between Soldiers and Leaders
- Trust between Soldiers, their Families and the Army
- Trust between the Army and the American People

The Strength of our Nation is our Army,
The Strength of our Army is our Soldiers,
The Strength of our Soldiers is our Families,
This is what makes us Army Strong!