Title: Multi-Domain Battle


**Top Line Message(s)**

- U.S. supremacy is at risk in the land, air, maritime, space, and cyberspace domains and electromagnetic-spectrum as rivals innovate and leverage technology.
- The Army must be prepared to fight as part of a joint force, across multiple domains, to gain the advantage over our enemies and achieve national objectives.
- The Army innovates to keep a combat edge by: thinking about future conflict, learning collaboratively, analyzing capability gaps, and implementing solutions.

To prepare for war, the Army innovates (turns ideas into valued outcomes) faster than potential enemies and adversaries. Multi-Domain Battle will enable Land Forces to project power from land into all domains, conduct effective ground maneuver and close combat to defeat enemy land forces, and counter enemies that possess the means to challenge or circumvent the Joint Force. The Army recognizes that there are no technological silver bullets. Resilient Soldiers, adaptive leaders, and cohesive teams that are capable of defeating enemy organizations, controlling terrain, securing populations, consolidating gains, and preserving Joint Force freedom of action in the land, air, maritime, space, and cyberspace domains and the electro-magnetic spectrum are critical to the success of Multi-Domain Battle. Land forces must possess cross-domain capabilities that enable the Joint Force to achieve temporary domain superiority in all domains, while retaining the endurance and flexibility to continue operations in the face of enemy domain superiority.

**Summary**

- U.S. forces are increasingly contested across all areas; matched or overmatched in ground force capabilities; and confronted over an expanded battlefield.
- Near-peer adversaries study how the U.S. intricately coordinates technical reconnaissance, satellite-based communications, and air power to enable freedom of maneuver in the air, maritime, and land domains achieving relative combat power advantage in close combat.
- Adversaries developed capabilities to eliminate the Joint Force’s ability to achieve air supremacy; exploit the lack of air supremacy to threaten Joint Force freedom of maneuver in all domains; and turn the Joint Force’s use of satellite-based mission command, targeting, and navigation into a weakness.
- Growing adversary land, air, and maritime domain capabilities as well as recently developed strike capabilities in the electromagnetic spectrum, cyberspace, and space domains allow adversaries to contest U.S. forces in areas where U.S. dominance was previously uncontested.
- Multi-Domain Battle is outmaneuvering adversaries physically and cognitively by applying combined arms in cross-domain operations; this is achieved through credible forward presence and expeditionary maneuver of capable and resilient battle formations that move across multiple domains allowing Joint Forces to seize, retain, and exploit the initiative.
- Forces at all echelons must influence and control multiple domains simultaneously or in sequence with other elements of the Joint Force.
- Multi-Domain Battle extends the principles of combined arms, incorporating all Services and international partners, to provide capabilities to act across all domains, the electromagnetic-spectrum, the information environment and human perceptions.
- Cross-domain capabilities give commanders options to present multiple, simultaneous dilemmas to an adversary or enemy.
- Land forces must assist the Joint Force in cognitively and physically outmaneuvering the adversary.
- Land forces depend on and complement joint efforts in all domains by supporting Joint Force freedom of maneuver and projecting power from land to other contested domains.

- Army leaders use the Think – Learn – Analyze – Implement paradigm to drive future force development under F2025B.
- The Army’s Campaign of Learning is a series of live, virtual, and constructive, multi-echelon, multi-component, Joint/Multinational operational exercises, including the Army Warfighting Assessment.
- Training and Doctrine Command conducted the Army Warfighting Assessment 17-28 October.
  - Integrated concept & capability development while improving joint, interagency and multinational interoperability through prototyping and experimentation.
  - Assessed 45 concepts and capabilities to provide interim solutions to the Army Warfighting Challenges.
  - Provided an opportunity to collaborate and improve relations with industry partners by incorporating experimentation with new capabilities and Soldier feedback on system performance.
  - Improved training with Joint and Multinational partners by employing forces in a realistic and rigorous operational environment.
  - Included multinational participants: United Kingdom, Canada, Australia, Italy, and Denmark.

**Message**

- U.S. supremacy is at risk in the land, air, maritime, space, and cyberspace domains and electromagnetic-spectrum as rivals innovate and leverage technology.
- The Army must be prepared to fight as part of a joint force, across multiple domains, to gain the advantage over our enemies and achieve national objectives.
- The Army innovates to keep a combat edge by: thinking about future conflict, learning collaboratively, analyzing capability gaps, and implementing solutions.

**Talking Points**

- U.S. forces are increasingly contested across all areas; matched or overmatched in ground force capabilities; and confronted over an expanded battlefield.
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- Land forces must assist the Joint Force in cognitively and physically outmaneuvering the adversary.
- Land forces depend on and complement joint efforts in all domains by supporting Joint Force freedom of maneuver and projecting power from land to other contested domains.

**Audience**

- NCR, Internal Army, Community/ Business/ Key Influencers

**Communication Special Instructions:**

The Army conducted AWA 17.1 from 17 to 28 October 2016. Additional information and findings from the AWA are forthcoming and will inform further updates of this CONOP.

POC:

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Digital and Social Media Information and Resources:

Webpage: [http://tradocnews.org](http://tradocnews.org); [www.arcic.army.mil](http://www.arcic.army.mil); [https://www.youtube.com/user/usarmytradoc](https://www.youtube.com/user/usarmytradoc)

Facebook: [USArmyTRADOC; @AdaptingTheArmy](https://www.facebook.com)

Twitter: [@TRADOC; @AdaptingTheArmy](https://www.twitter.com)

Hashtag: #USARMY #ARCIC

LinkedIn: [https://www.linkedin.com/groups/2254936/profile](https://www.linkedin.com/groups/2254936/profile)
Title: The Enduring Value of Army Forces


OPR: TRADOC

Date: 1 November 16

Top Line Message(s)

• Americans expect Army forces to protect our nation and its vital strategic interests to prevent conflict through forward presence, build partnerships, assure allies, deter and defeat adversaries, defend the homeland, and conduct operations around the world.

• The Army must be ready to meet an increasingly dangerous national security environment in which near-peer competitors challenge U.S. and its allies’ interests; the Taliban continues offensive operations in Afghanistan; and ISIS remains a threat to regional and global security.

• Based on funding, the Army has decreased to the lowest manning level since World War II, decreased its number of Brigade Combat Teams by approximately 1/3 since before World War II, decreased its number of Brigade Combat Teams by approximately 1/3 in 1980s, decreased its number of Brigade Combat Teams by approximately 1/3 in 1980s, and increased risk to the Joint Force and national security.

Summary

To prevent conflict, shape security environments, and win in future war, Army forces must have the capability and capacity to accomplish assigned missions while confronting increasingly dangerous threats.

Message

Army forces are essential to protecting our nation and vital strategic interests against determined, elusive, and capable enemies.

Talking Points

• The Chairman of the Joint Chiefs of Staff recently noted that the Army is the “linchpin” of the U.S. military as “the Army literally has been the force that has held together the joint force…”

• Army forces are essential to:
  • Preventing conflict through the forward positioning or rotation of forces overseas.
  • Building partner capability, assuring allies, and deterring adversaries.
  • Defeating our Nation’s adversaries, consolidating gains, and ensuring sustainable outcomes.
  • Defending the homeland and conducting operations around the world.
  • Providing foundational capabilities to the Joint Force such as communications, intelligence, rotary wing aviation, missile defense, logistics and engineering.

The Army must be ready to meet an increasingly dangerous national security environment as overseas commitments grow.

Talking Points

• Near-peer competitors, North Korea, and Violent Extremist Organizations, such as the Islamic State of Iraq and al-Sham (ISIS), pose potential threats to U.S. national security interests.

• Since 2014, regional powers have made the multipolar international system increasingly competitive; North Korea became increasingly bellicose and tested nuclear weapons and ballistic missiles; the Taliban continued to intensify offensive operations in Afghanistan; and ISIS continued to conduct attacks.

• Technologies with military implications are easily obtainable. Emergent technologies, which narrow US competitive advantages, are appearing on modern battlefields.

• The emergence of the combination of Unmanned Aerial Systems, Offensive and Defensive Cyber, and advanced Electronic Warfare capabilities depict a high degree of technological sophistication that is a direct result of near-peer competitor modernization efforts.

Reductions in the size of the Army and decreasing investments in Army modernization have increased risk to the Joint Force and national security.

Talking Points

• In the face of this increasingly dangerous international security environment, the size of the Army is going to its lowest point since before World War II.
• The Total Army Force is shrinking from a wartime high of 1,133,000 to 980,000 and the associated decrease in brigade combat teams, from 45 to 31 BCTs (71 to 57 Total Force), and associated key combat enablers increases risk to Soldiers and mission.

• Decreases in the Army’s budget over the last several years reduced the Army’s capacity, readiness, and modernization.

• Due to resource constraints, today’s Army prioritizes readiness while continuing to assume risk to modernization.

• Over the last 15 years, the Army focused on specific threats in Afghanistan and Iraq that limited the Army’s ability to modernize for the future. Insufficient investment in modernization could result in Army forces, for the first time since the Korean War, facing enemies that have comparable, if not better, capacity and capabilities and effect the Joint Forces’ ability to conduct Multi-Domain Battle in the Future.

• The Army continues to maintain and modernize the Bradley Fighting Vehicles and Abrams Tanks fielded in the early 1980s. At current funding levels, their designs will be 50-70 years old prior to replacement.

• Ongoing modernization efforts to these platforms focus on increasing their mobility, lethality, and protection, but do not fully meet the capabilities required to enable Multi-Domain Battle.

Communication Special Instructions:

The Globally Engaged Army CONOP addresses geographically deployed forces used by this CONOP.

POC:

Mr. Ron Watrous, TRADOC Public Affairs Plans 757-501-5869, Ronald.k.watrous.civ@mail.mil

Digital and Social Media Information and Resources:

Facebook.com: /USArmyTRADOC; /AdaptingtheArmy
Twitter: @TRADOC, @AdaptingTheArmy
Hashtag: #USARMY, #ARCIC
LinkedIn: https://www.linkedin.com/groups/2254936/profile
## Strategic Theme: Readiness

<table>
<thead>
<tr>
<th>Source Doc: Title 10, USC; GFMAP; The Army Vision; Army Strategic Guidance for Security Cooperation, &amp; ASCC input</th>
<th>Date: 1 November 16</th>
</tr>
</thead>
</table>
| **Top Line Message(s)** | • As the Army end-strength continues to decrease, the complexity of global security challenges continues to increase. This has resulted in the Army sourcing 46% of the demand for Joint Forces supporting Combatant Commands in FY16. This demand is projected to increase in FY17/FY18, as force structure continues to decline.  
• At the direction of the Secretary of Defense, over 183.6K Soldiers are supporting Combatant Commander efforts to shape regional security environments in October 2016.  
• Current operational demand challenges the ability of the Army to sustain readiness and modernize the force; we are mortgaging future readiness and our ability to deal with future threats. |

| **Summary** | The Army is globally engaged supporting Combatant Command missions. The Army has over 183.6K Soldiers committed in 140 countries. The Army’s forward presence and stationing builds partner capacity, assures our Allies, and deters aggressors. |

<table>
<thead>
<tr>
<th><strong>Message</strong></th>
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<tbody>
<tr>
<td>The Army is committed to our national security</td>
<td>The US Army currently has over 183,630 Soldiers committed in support of the six geographic Combatant Commanders. (Total support: ~183.6K; SOUTHCOM: ~4K; EUCOM: ~33K; AFRICOM: ~8K; NORTHCOM: ~18K; CENTCOM: ~39; PACOM:~72K; Global Response Forces (GRF): ~9K). The Army’s 11 Active Division headquarters are integrating operations with 6 committed, 3 preparing to deploy within the next 12 months, and 2 service retained.</td>
<td>NCR, Local/Key Influencers, Internal Army</td>
</tr>
<tr>
<td>Risk to Combatant Command Missions and the Army</td>
<td>The past 15 years of Counterinsurgency-centric operations have degraded our ability to conduct the full range of military operations including, Decisive Action in support of Unified Land Operations. Since FY14, the Army experienced a 38% increase in emergent demand, while tailoring force structure to compensate for a decreasing end strength (~64.7k Soldiers) and future requirements. The Army is making readiness recovery a priority across the Total Force. As the Active Army’s end strength decreases, the need for a ready, accessible, and operational Reserve Component is crucial to meeting Combatant Command demand and the objectives of National Military Strategy. Assuming emergent requirements continue to grow at the current rate, DoD leaders will have to choose between providing additional forces to Combatant Commands for their current missions or to preserve readiness for future conflicts.</td>
<td>NCR, Local/Key Influencers, Internal Army</td>
</tr>
<tr>
<td>Army current operations support PACOM</td>
<td>Army Forces in PACOM participate in exercises and operations that expand the capacity and capability of our long-term allies in the region. In October, 72K Soldiers supported this effort. Courageous Channel 16 occurred from 14 OCT-11 NOV in Korea. Courageous Channel is an exercise held every year that enables US military dependents, non-emergency essential civilians, and contractors to practice the process of noncombatant evacuation. Also in Korea, 1/1 CD began its TOA to 1/1 ID as the rotational ABCT supporting US Forces Korea.</td>
<td>NCR, Local/Key Influencers, Internal Army</td>
</tr>
<tr>
<td>Army current operations support EUCOM</td>
<td>Army Forces in EUCOM stand ready to preserve strategic partnerships, develop partner capacity, counter transnational threats, and support the collective security of the NATO alliance. The Army in support of the Joint Force will increase equipment stock in APS2. This adjustment to APS2 will be combined with seamless deployments of Army forces to EUCOM to reassure our allies and deter Russian aggression. In October, over 33K Soldiers supported the European theater conducting Theater Security Cooperation (TSC) events. Soldiers from 1st Brigade, 3rd ID are currently deployed in support of Operation Atlantic Resolve in Hungary, Romania, Bulgaria, Poland, Latvia, Lithuania, and Germany. Also, from 24 OCT to 2 NOV, units from USAREUR participated in Trident Juncture 16. Trident Juncture is a NATO led CPX for NATO Response Force.</td>
<td>NCR, Local/Key Influencers, Internal Army</td>
</tr>
<tr>
<td>Army current operations support CENTCOM</td>
<td>Army Forces in CENTCOM are supporting the dismantling of ISIS in Syria and Iraq, denying enemy safe havens in Afghanistan, deterring Iran, and improving relationships, access and partner capacity across the 20 country AOR. In October, 39K Soldiers operated in 19 countries in the Middle East. Operation Freedom’s Sentinel – ~8K Soldiers from 1CD HQ(-), 36th Infantry Division HQ(-) (TXARNG), 2/4 ID(-), 3rd CR(-) and 1,000 Army SOF are developing Afghan security forces and setting the conditions for future success. Operation Inherent Resolve – ~4K Soldiers from 101 ABN DIV (AA) HQ and 2/101 ABN DIV (AA) (-) in coordination with Army SOF are providing training, intelligence, logistics and fires to Iraqi forces as they increase the pressure on ISIL. Operation Spartan Shield – ~10K Soldiers from 3/1 AD, 40th Combat Aviation Brigade, the 32 AAMDC, 197th Fires Brigade, and 69th ADA Brigade are deterring adversaries across the Gulf region and defending critical assets.</td>
<td>NCR, Local/Key Influencers, Internal Army</td>
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The Army is globally engaged supporting Combatant Command missions. The Army has over 183.6K Soldiers committed in 140 countries. The Army's forward presence and stationing builds partner capacity, assures our Allies, and deters aggressors.

### Talking Points

**Top Line Message(s)**

- As the Army end-strength continues to decrease, the complexity of global security challenges continues to increase. This has resulted in the Army sourcing 46% of the demand for Joint Forces supporting Combatant Commands in FY16. This demand is projected to increase in FY17/FY18, as force structure continues to decline.
- At the direction of the Secretary of Defense, over 183.6K Soldiers are supporting Combatant Commander efforts to shape regional security environments in October 2016.
- Current operational demand challenges the ability of the Army to sustain readiness and modernize the force; we are mortgaging future readiness and our ability to deal with future threats.

**Summary**

The Army is globally engaged supporting Combatant Command missions. The Army has over 183.6K Soldiers committed in 140 countries. The Army's forward presence and stationing builds partner capacity, assures our Allies, and deters aggressors.

### Strategic Theme: Readiness

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<td>Army current operations support AFRICOM</td>
<td>Army Forces in AFRICOM, with interagency and international partners, build defense capabilities, respond to crisis, and deter/defeat transnational threats in order to advance U.S. national interests and promote regional security, stability, and prosperity. In October, over 8K Soldiers supported missions on the African continent from 1/101 AASLT and the 53rd IBCT, a rotational force of ~7K Soldiers allocated to support AFRICOM. Soldiers operate in multiple countries supporting various theater security cooperation missions, one exercise, and multiple ongoing operations across the AOR. These activities support AFRICOM’s Theater Security Cooperation (TSC) efforts to shape the environment. CJTF-HOA – Is comprised of ~2K Soldiers deployed to the Horn of Africa to conduct TSC activities that enable regional partners to neutralize violent extremist organizations in East Africa. AFRICOM conducted Judicious Response PLANEX 11-21 OCT in which the elements of the 82 ABN Division participated. Judicious Response is a planning exercise for the AFRICOM JTF.</td>
<td>NCR, Local/Key Influencers, Internal Army</td>
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<tr>
<td>Army current operations support SOUTHCOM</td>
<td>Army Forces in SOUTHCOM conduct security cooperation and respond to contingencies as part of a whole-of-government approach in conjunction with partner armies to strengthen regional security and counter transnational threats in defense of the homeland. In October, nearly 4K Soldiers contributed to 18 theater security cooperation events in the Southern Command Area of Responsibility. ARSOUTH has 104 Soldiers supporting JTF-Matthew as the JTF provides support to areas impacted by Hurricane Matthew.</td>
<td>NCR, Local/Key Influencers, Internal Army</td>
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<tr>
<td>Army current operations support NORTHCOM</td>
<td>Army Forces in NORTHCOM numbering around 18K conduct homeland defense, civil support operations, and theater security cooperation activities. In October, multiple exercises were conducted by NORTHCOM. Vigilant Shield conducted 17-21 OCT was one such exercise. Vigilant Shield is a CPX between the Joint Staff and it Canadian equivalent. Elements from the 1/4 ABCT participated. In support of the Hurricane Matthew recovery, 103 USACE personnel either deployed or worked from home station to assist with recovery efforts.</td>
<td>NCR, Local/Key Influencers, Internal Army</td>
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<td>Army current operations support CYBERCOM</td>
<td>US Army Cyber (ARCYBER) has the authority to gather resources to organize, develop, and employ cyber capabilities in support of the Army and the Joint Force. ARCYBER has over 600 Soldiers and civilians that coordinate, integrate, and conduct network operations and defense of all Army networks. These Soldiers support cyberspace operations for the Army, while denying cyber space freedom of action to our adversaries across all Geographic Combatant Commands. ARCYBER support to operations include support to Operations Spartan Shield, Inherent Resolve, and Freedom’s Sentinel.</td>
<td>NCR, Local/Key Influencers, Internal Army</td>
</tr>
</tbody>
</table>

### Communication Special Instructions:

- LTC Ryker Horn
- Contingency Operations Division, DAMO-ODO, HQDA, G-3/5/7, 703-695-2315 or ryker.e.horn@mail.mil

### Digital and Social Media Information and Resources:

- STAND-TO! Article: https://www.army.mil/standto/2016-06-20
### Modernization—Equipped to Fight (1 of 2)

#### Strategic Theme: Resources

**Source Docs:** Army Operating Concept (AOC), Army Planning Guidance (APG) 2016, Army Equipment Program (AEP) for PB 2017/Modernization Strategy (AEMS) 2015, Army Senior Leader FY16-17 Funding Program Overview, POM 17-21 EXSUM, and Army White Paper for POM 17-21 End Game.

**Top Line Message(s)**

- The Army is mortgaging future readiness and our ability to deal with future threats. Since 2011 the Army's modernization program has decreased by ~30% (based on inflation); today our modernization resourcing is about $36 billion less than the next closest Service.
- Given the current resource constrained environment, the Army has limited ability to invest in new technologies and capabilities. Consequently, the Army has prioritized investment in only the most critical capability gaps and incremental upgrades to existing major combat systems at the expense of future capability development.
- The Army is losing its technological advantage; regional competitors are developing advanced combat vehicles and, in some areas, such as armored protection systems, have fielded capabilities superior to their Western counterparts.

#### Summary

Army equipment modernization is adapting to today’s threats, in spite of a resource constrained environment, and investing in tomorrow to maintain technical overmatch.

#### Message

**Aviation:** The Army must invest in aviation to sustain fleet modernization and close key capability gaps in survivability and lethality.

- Aviation forces remain vulnerable to rapidly evolving threats in increasingly complex operational environments. Investment focuses on closing capability gaps in Mobility, Survivability, and Lethality.
- Key investments: 1) **Mobility:** Continue digitization with the AH-64E and UH-60M and complete fielding of CH-47F and Gray Eagle; develop the Improved Turbine Engine Program, CH-47F Block II, and develop the Future Vertical Lift to replace legacy airframes to increase payload, range and speed; 2) **Survivability:** develop and field a Degraded Visual Environment capability, a Common Infrared Countermeasure, and the Advanced Threat Detection System; 3) **Lethality:** develop the Joint Air-to-Ground Missile, procure the Advanced Precision Kill Weapon System and enhance Manned Unmanned Teaming.
- Recommendations from the National Commission on the Future of the Army (NCFA) to maintain 4 Apache Battalions in the ARNG and man an 11th Combat Aviation Brigade that came without additional resources place further strain on our currently limited resources.
- Resource limitations and resourcing NCFA recommendations: 1) Slowed modernization of AH-64’s by two years to ~FY28; 2) Delayed UH-60A divestment in the ARNG to ~FY25 and in the Active Component to ~FY27; 3) Delayed the JTRS compliant Small Airborne Networking Radio leaving a capability gap in voice and data air-to-ground communications.

**The Network:** The Army must field the Mission Command Network to provide information to the point of need while also protecting and simplifying it

- Near-peer competitors’ use of offensive cyber and their ability to jam the electromagnetic spectrum impacts U.S. communications and Precision Navigation and Timing significantly limiting what was once a significant differential advantage for U.S. forces.
- The emergence of the combination of Unmanned Aerial Systems (UAS), Offensive Cyber, and advanced Electronic Warfare capabilities demonstrate a high degree of technological sophistication.
- Significant RDTE investment over ten plus years allows the Army to begin fielding new network capabilities to its forces. However, resource limitations have: 1) delayed the WIN-T Aerial layer beyond FY21; 2) reduced the fielding of new equipment (WIN-T and Tactical Radios) to a minimum of 2 BCTs per year; 3) slowed the upgrade of Network Modernization by up to 10 years; 4) Limited our ability to displace outdated, cyber-vulnerable software/apps.
- Key investments: 1) Warfighter Information Network-Tactical (WIN-T); 2) Assured Position, Navigation, and Timing (APNT); 3) Communications Security (COMSEC); 4) Tactical Networking Radios; 5) Offensive and Defensive Cyber and EW operations; 5) Situational Awareness; and 6) Joint Battle Command-Platform.

**Integrated Air Missile Defense (IAMD):** The Army must be able to deliver operationally adaptable fires to defeat a large portfolio of threats.

- The Army faces an aerial threat that continues to improve in capability, countermeasures, and tactics. PACOM, CENTCOM, and EUCOM face an advanced Tactical Ballistic Missile (TBM) and Cruise Missile (CM) threat and near-peer competitors have demonstrated reductions in the sensor-to-shooter timeline using tactical UAS and long-range rockets/artillery.
- Repeated Congressional marks and the Budget Control Act (BCA) delayed critical COCOM Air and Missile Defense capability improvements to Patriot and delayed the Army’s Integrated Air and Missile Defense capability (IAAMD). The FY17 marks, if enacted, place significant limitations on the Lower Tier AMD Sensor (LTAMDS), delay the establishment of an integrated fire control network and impair the Army’s ability to fill COCOM-identified capability gaps against advanced TBMs, CMs, UAS, and Electronic Attack.

#### Talking Points

- Aviation: **Talking Points**
  - Aviation forces remain vulnerable to rapidly evolving threats in increasingly complex operational environments. Investment focuses on closing capability gaps in Mobility, Survivability, and Lethality.
  - Key investments: 1) **Mobility:** Continue digitization with the AH-64E and UH-60M and complete fielding of CH-47F and Gray Eagle; develop the Improved Turbine Engine Program, CH-47F Block II, and develop the Future Vertical Lift to replace legacy airframes to increase payload, range and speed; 2) **Survivability:** develop and field a Degraded Visual Environment capability, a Common Infrared Countermeasure, and the Advanced Threat Detection System; 3) **Lethality:** develop the Joint Air-to-Ground Missile, procure the Advanced Precision Kill Weapon System and enhance Manned Unmanned Teaming.
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- The Network: **Talking Points**
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#### Audience

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**Top Line Message(s)**

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- Given the current resource constrained environment, the Army has limited ability to invest in new technologies and capabilities. Consequently, the Army has prioritized investment in only the most critical capability gaps and incremental upgrades to existing major combat systems at the expense of future capability development.
- The Army is losing its technological advantage; regional competitors are developing advanced combat vehicles and, in some areas, such as armored protection systems, have fielded capabilities superior to their Western counterparts.

**Summary**

Army equipment modernization is adapting to today's threats, in spite of a resource constrained environment, and investing in tomorrow to maintain technical overmatch.

**Message**

**Combat Vehicles:**
The Army must fix gaps in its tactical formations to increase mobility, protection, and lethality.

- The Infantry BCT lacks operational and tactical mobility and mobile protected firepower, which enable freedom of movement and freedom of action. The Army is addressing these gaps with the Ground Mobility Vehicle and Mobile Protected Firepower.
- Competitor heavy armored forces have demonstrated use of new advanced close combat systems including new combat vehicles, active protective systems, and improved Anti-tank Guided Missiles (ATGMs), highlighting improvements in their mobility, protection, and lethality. These competitors also have advanced long-range precision fires, offensive cyber, and electronic warfare capabilities.
- These near-peer competitors are actively fielding fully mechanized forces and increasing the readiness of their combat brigade formations.
- We currently face potential enemies with increasingly capable ground forces. To maintain overmatch, we need combat vehicles resistant to enemy anti-armor systems, able to maneuver to positions of advantage, and provide advantages to commanders and Soldiers across the range of military operations.
- Funding reductions over the last several years have slowed our Abrams Tank and Bradley Fighting Vehicle modernization rates to less than one brigade per year, resulting in a combat vehicle fleet that will remain in a perpetual state of partial obsolescence.

**Emerging Threats:**
The Army invests in Science and Technology (S&T) to maintain overmatch and win decisively against any adversary.

- The Army must invest in Science and Technology (S&T) to maintain overmatch and win decisively against any adversary.
- As modernization funding has decreased, the Army has sustained the level of investment in S&T, which now represents about 10 percent of the overall modernization budget.
- Rapid materiel development is also critical. In August 2016 the Secretary of the Army created the Rapid Capabilities Office to expedite critical technologies to the field to counter urgent and emerging threats.
- The Rapid Capabilities Office conducts rapid materiel development and delivery efforts to address immediate, near-term, and mid-term Combatant Commander’s needs with initial emphasis on cyber, electronic warfare, survivability and positioning, navigation and timing.
- Although flexible in its capability, the Army Rapid Capabilities Office will focus on high-priority, threat-based projects with an intent to deliver an operational effect within one to five years.
- Key investments: 1) active protection systems for both ground and air platforms; 2) advanced/hybrid armor technologies; 3) aircraft survivability; 4) future vertical lift; 5) long range precision fires; 6) directed energy weapons; 7) cyber technologies; 8) integrated electronic warfare; 9) robotics and autonomous systems.

**Talking Points**

**Communication Special Instructions:**

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**Digital and Social Media Information and Resources:**

STAND-TO Article:  
https://www.army.mil/standto/archive_2016-05-02  
Hashtags: #ArmyReadiness, #ArmyNetwork
The "community-based" Total Army force (Regular Army, ARNG, and USAR) is part of the synchronized Federal emergency response system providing our nation critical, flexible, tailored, and accessible capabilities for immediate assistance in saving lives, preventing human suffering, and mitigating property damage.

**Message**

**Support to civil authorities is a total force effort to save lives, prevent human suffering and mitigate property damage.**

- In FY16, ARNG Soldiers were called upon 189 times to respond to emergencies in the homeland, to include flooding, wildfires, severe weather events, civil disturbance and explosive/chemical threats. On any given day, up to 4,000 ARNG Soldiers are on duty supporting civil authorities.
- ARNG Soldiers conducting domestic counterdrug operations in the past year have helped seize 10,000 illegal weapons and nearly 1.9 million pounds of drugs equaling a street value of $33 Billion.
- The ARNG secures the homeland by providing Warfighting-Capable and Governor-Responsive forces that conduct border and critical infrastructure protection, counterdrug operations, weapons of mass destruction and civil support operations, cyber protection and space operations.
- The USAR responded to Hurricane Matthew with (21) Emergency Preparedness Liaison Officers, three Soldiers supporting FEMA DSCA planners and one colonel deployed to Georgia as the Title 10 Deputy Dual Status Commander. Three USAR facilities were utilized as staging areas for providing logistical support to response partners like USMC Security Forces, a Sheriffs Department in NC and the NC National Guard.
- USAR provides fire-bucket coverage for Yakima Training Center, WA, MAY-SEP 2016; coverage confirmed for MAY-SEP 2017.
- The Active Component provides an immediate response capability to each of the 10 FEMA regions with a Defense Coordinating Officer and a Defense Coordinating Element capable of requesting and commanding Active Component Support for FEMA/DHS during any national emergency.

**The Army provides critical engineering capabilities when needed.**

- Army engineers maintain more than 12,000 miles of inland navigable waterways, 900 ports and harbors, 14,000 miles of levees, 700 dams, 230 lock chambers and 4,000 recreation areas.
- USACE has invested $11M and engaged 170 USACE personnel in response to Hurricane Matthew. USACE Temporary Emergency Power Teams have installed 16 generators for critical public facilities in North Carolina.
- USACE navigation teams are part of U.S. Coast Guard port opening operations and USACE Temporary Roofing and Debris SMEs are providing technical assistance to FEMA, State, and local responders. USACE has inspected over 85 dams in North and South Carolina including 13 on Fort Bragg, North Carolina.
- USACE Public Health and Safety Officers assisted FEMA and the Department of Health and Human Services with virus risk reduction issues.

**Communication Special Instructions:**

**ARMY RESERVE:** Please use "Army Reserve" or "USAR" instead of "Reserve" or "Reserves" when referring to the Army Reserve.

**POC:**

For more information please contact:

**ARNG:** LTC Wes Parmer, NGB Public Affairs, 703-607-5816 or wesley.a.parmer.mil@mail.mil

**USAR:** LTC Kevin McNamara, OCAR Public Affairs, 703-806-7494 or kevin.m.mcnamara4.mil@mail.mil

**Digital and Social Media Information and Resources:**

- [www.nationalguard.mil](http://www.nationalguard.mil)
- [www.facebook.com/TheNationalGuard](http://www.facebook.com/TheNationalGuard)
- [www.usarmy.mil](http://www.usarmy.mil)
- [www.facebook.com/usarmyreserve](http://www.facebook.com/usarmyreserve)
- [@USArmy Reserve](https://twitter.com/USArmyReserve)
Title: **Soldier for Life**  

**Strategic Theme:** People  

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<th>Source Docs</th>
<th>OPR: Soldier for Life</th>
<th>Date: 1 November 16</th>
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</table>

**Top Line Message(s)**

- Soldier for Life has connected over 1,000 private and public organizations to Soldiers and spouses resulting in over 1.2 million jobs filled by Army Family members.
- Soldier for Life helped establish over 70 primary apprenticeship programs on 21 installations, providing our Soldiers viable, lifelong skills they can use in both Army and civilian careers.
- Soldier for Life efforts have assisted in reducing the Veteran unemployment rates to a seven year low, with current Veteran unemployment (4.5 percent) remaining lower than the national average (5 percent).

**Summary**

A Soldier for Life is a resilient and fit leader of character committed to a lifetime of service to the Army and our Nation. A Soldier for Life is a trusted professional who serves honorably on cohesive teams and remains connected with the Army team long after hanging up his or her uniform. Soldier for Life is a holistic shift in how we focus Soldier support services in all phases of the Soldier lifecycle. We ensure Soldiers are aware of all educational, credentialing and healthcare services while in uniform and actively engage with those entities who can provide those services to our Soldiers. Soldier for Life works to inform all post-service Army Family members of available and current Army policies, information, programs and resources.

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<th>Message</th>
<th>Talking Points</th>
<th>Audience</th>
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**Professional Soldiers strengthen the Army and the Nation.**

- At present, the Army identified 580 civilian-recognized equivalent Army credentials and more than 100 credentials for promotion points. These will continue to increase.
- Soldier for Life helped to establish over 70 primary apprenticeship programs on 21 installations, and those numbers are growing.
- Soldiers can earn up to two years of college credit toward a Bachelor’s Degree just by attending Army professional military education courses.
- Army Initial Entry Training transforms civilian volunteers into Soldiers competent in a variety civilian transferable military skills and into individuals of character committed to serving our Nation.
- Families are a critical foundation for a professional Soldier so initiatives such as the Future Soldier Spouse Orientation program provide resources and advice for new Army Families on topics ranging from healthcare, initial military training expectations, education and benefits and family services.
- My Spouse Employment Career Opportunities (MySECO) provides education and career guidance to military spouses worldwide. The SECO program offers resources and tools ranging from initial career exploration; education, training and licensing; employment readiness; and career connections.
- Soldiers are Army Professionals whose Character, Competence and Commitment exemplify the ideals espoused by the Army Ethic.

**Soldier for Life resources help Soldiers transition from military service to civilian life.**

- Soldier for Life-Transition Assistance Program (SFL-TAP) centers and 24/7 SFL-TAP Virtual Centers provide transition information and counseling for those separating from service, employment assistance, relocation, education and training, health and life insurance, financial management, Reserve affiliation, disabled Veterans and retirement.
- Resources such as the Army Career Tracker (ACT) and Credentialing Opportunities Online (COOL) websites help Soldiers translate military occupations to comparable civilian skills. As a result, the Army developed 101 credentialing opportunities across 56 Military Occupational Specialties.
- Soldiers are invaluable members of their civilian communities. When they return to those communities as full-time Civilians, they bring with them attributes gained through Army service that make them great leaders, professionals and team members in any organization.
- Upon separation from the Active Army, service in the National Guard or Army Reserve enhances the effectiveness of and sustains the All-Volunteer Force. In addition, the Guard and Reserve offer attractive and flexible service options to keep experienced Soldiers and our Army strong.

**All Retired Soldiers and Veterans are Soldiers for Life with enduring access to networks and resources even after military service.**

- Veteran unemployment rates are at a seven-year low. The Veteran unemployment rate has been lower than non-Veteran rates for 23 of the last 24 months.
- Soldier for Life coordinates regional hiring fairs in conjunction with the U.S. Chamber of Commerce and national-level corporations, resulting in more than 540,000 Veterans hired to date.
- Soldier for Life connects businesses with transitioning Soldiers and Families. Amazon Web Services committed to train 10,000 Veterans and military spouses in cloud computing. Comcast announced the company’s commitment to hiring 10,000 reservists, Veterans and their spouses or domestic partners between 2015 and 2017. Starbucks has committed to hiring 10,000 Veterans and their spouses by 2018, hiring more than 6,500 to date.
- Retired Soldiers, Veterans and their Families are still proud, still serving and still saluting, and the Army will never break faith with these valued members of the Army Family. Our Army’s and our Nation’s commitment to these brave men and women cannot stop when they transition from the Army uniform to civilian attire. We must all help ensure our Veterans strengthen the prosperity of our Nation through rewarding and meaningful civilian careers, educational opportunities, appropriate access to healthcare and service in our communities.

**Communication Special Instructions:**

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  Director of Communications  
  Soldier for Life, 703-545-2657 or crystal.x.boring.mil@mail.mil

**Digital and Social Media Information and Resources:**

- **Webpage:** www.soldierforlife.army.mil  
  www.facebook.com/csaSoldierForLife  
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