

RECORD VERSION

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AND

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Finishing What We Started

Two and a half years ago, Army Senior Leaders developed the priorities of Readiness, Modernization, and Reform with the support of Congress. Today, the Army's senior leadership has changed, but our priorities have not, and it is people who are our foundation. This budget request builds upon the funding that Congress has generously provided over the past three years to continue our irreversible momentum towards a ready, modernized, multi-domain Army. We are building strategic readiness while sustaining tactical readiness. We are modernizing to ensure future readiness. And we continue to reform our systems to optimize resources.

To date, the strategic environment remains dynamic and great power competitors continue to invest significant resources to modernize their militaries. The Army must maintain a ready force to meet today's challenges, while implementing a transformational modernization effort to ensure the Army is prepared for future threats. The only way in which the Army can achieve our objectives is through our People. People – our Soldiers, Families, Army Civilians, and Soldiers For Life – our Retirees and Veterans – are the foundation of everything we do and are the greatest strength of our Army. We rely on their talent, initiative, innovation, and teamwork to drive the Army forward into the next great era of U.S. Army power-projection dominance.

We are grateful to Congress for the strong support provided to the Army in Fiscal Year 2020 (FY20). With this funding, the Army continues to build readiness to complete missions required by our national leaders, across the globe and with little notice, while taking actions to help our country compete with and deter near-peer competitors. At the same time, the Army continued aggressive modernization efforts to drive the transformational change necessary to ensure America's Army will also be able to win in the future against Great Power Competitors. Consistent funding levels and the continued support of the Congress are critical to achieve modernization. With Congress' steadfast support, we are here to finish what we collectively started.

The Army's FY21 Budget request totals \$178B. FY21 BASE requirement totals \$153.1B. FY21 Overseas Contingency Operations (OCO) requirement totals \$24.9B. This budget proposal continues to align resources in accordance with the National

Defense Strategy, provide substantial support to the Joint Force, and reinforce our Army priorities of Readiness, Modernization, and Reform. Moreover, it keeps the Army on a path to be ready today AND in a future where we will be contested in every domain – land, sea, air, space, and cyber space. Through continued timely, adequate, predictable, and sustained budgetary support, the United States Army will remain ready today as we transform for the future.

Strategic Environment

The National Defense Strategy made clear that the world is complex and dangerous, requiring the Army be prepared against a range of current and potential military challenges. In particular, Russia and China are investing heavily in advanced military capabilities and seek to change the current global balance of power. Russia has the greatest capability to challenge U.S. interests today and is expected to deliver modern capabilities to its forces through the mid to late 2020s. China is our nation's greatest long-term challenge. By 2030, China is expected to be the world's largest investor in research and development, and field a fully modernized force by 2035: investing in artificial intelligence (AI), robotics, energy storage, 5G networks, quantum information systems and biotechnology.

Great Power competition does not have to mean Great Power conflict. In accordance with the National Defense Strategy, the Army recognizes it must be able to compete below the level of armed conflict as well as fight and win against a near-peer competitor. Even if we may not confront Russia or China directly, we are likely to face their systems and methods of warfare as they spread military capabilities to others.

Additionally, regional state adversaries, namely North Korea and Iran, present significant challenges as they pursue advanced capabilities and weapons of mass destruction to gain regional influence and ensure regime survival. Moreover, transnational terrorist organizations continue to threaten our homeland and interests, as well those of our allies and partners. The Army must and will be prepared to defeat and deter highly capable adversaries while disrupting violent extremist organizations and simultaneously defending the homeland.

Today, the Army contributes to achieving objectives outlined in the National Defense Strategy by providing Combatant Commanders over 180,000 Soldiers in more than 140 countries. Army forces comprise 60 percent of Combatant Commander's requirements. This includes over 27,500 Soldiers supporting operations in the Middle East; over 10,000 Soldiers supporting operations in Afghanistan; 32,500 Soldiers in Europe supporting NATO and the European Deterrence Initiative; and over 21,000 Soldiers providing a forward American presence on the Korean Peninsula.

Fortunately, the Army does not fight alone. Warfighting is a human endeavor and establishing and maintaining relationships is critical to what the Army does. We rely on our allies and partners to posture ourselves for future threats, project power, deter and, if necessary, defeat our adversaries. This partnership allows costly and complex problems to be distributed and helps protect the industrial base through Foreign Military Sales (FMS). Having close partnerships enable faster innovation and cost-sharing towards change to our modernization priorities. In addition, partnerships create a shared understanding of the threat picture, and ensures interoperability so that the current delicate balance of power and relative global peace may continue. The Army must continue to compete for and retain allies and partners, as our adversaries will attempt to do the same.

Ultimately, America's Army remains prepared today to respond to other contingency operations, both abroad and at home. However, global demand continues to rise. In response to an increasingly uncertain global picture, the Army is investing in the research and development of the next generation of weapons and equipment needed to stay ahead of our adversaries. Through a disciplined prioritization of resources, the Army will remain postured to defend the Nation.

Readiness

Readiness remains the Army's top priority. We are evolving the way we approach and measure readiness in order to continue to complete missions outlined in the National Defense Strategy. Over the past two years of diligent focus across all three components, Army leaders have successfully rebuilt tactical readiness – the ability of Army units at the

division level and below to fight and meet the demands of their assigned missions. Over the last year, 74% of Active Component Brigade Combat Teams have been at the highest levels of tactical readiness.

In FY21, the Army will continue to focus readiness at the individual, squad / crew, and platoon levels increasing multiple repetitions in order to build upon the basic blocks of lethality. This focus, increasing lethality at the point of ground contact with the enemy, will thereby improve overall BCT readiness. The Army will continue to conduct habitual training using the Combat Training Centers (CTC) such as National Training Center (NTC), and no-notice Emergency Deployment Readiness Exercise (EDRE). Our forces must and will remain lethal and ready.

As the Nation's understanding of the global threat picture evolves, the Army must evolve with it. Tactical readiness prepares our forces to address the current host of adversaries as the last nearly two decades of combat demonstrates. Tactical readiness, however, is not enough to prepare us for competition and conflict against Great Power competitors. The Army must strike a balance between tactical readiness and strategic readiness and establish the logistical footprint needed to accomplish both.

While preparing for the future fight, we will increase our efforts toward achieving Strategic Readiness. Strategic Readiness provides an advantage over our adversaries by demonstrating the Army's ability to rapidly mobilize, deploy, and sustain combat forces. Strategic Readiness will focus on the testing of new concepts, experimenting with new formations and understanding the logistical framework needed to sustain our forces.

Today, the Army is investing in Strategic Readiness by experimenting with new concepts and formations: Multi-Domain Operations (MDO), Multi-Domain Task Force (MDTF), and institutionalizing lessons learned during irregular warfare by employing Security Force Assistance Brigades (SFAB). The Multi-Domain Operations Concept supports the emerging Joint Warfighting Concept. In FY20, the DEFENDER exercises in Europe and the Indo-Pacific will further test and demonstrate our power projection capabilities with our allies and partners. FY21 exercises will expand to the Pacific.

We have institutionalized the lessons we learned during irregular warfare by employing Security Force Assistance Brigades (SFABs). SFABs continue to prove their

worth as an economy of force capability to meet the objectives of the National Defense Strategy by strengthening alliances and attracting new partners while competing globally and freeing conventional brigade combat teams to prepare for Large Scale Combat Operations. Last year, the Army activated the final SFAB, bringing the total to five active duty SFABs and one Army National Guard SFAB. The Army's goal is six fully manned, trained and equipped SFABs.

Additional key components to Strategic Readiness are systems of critical infrastructure that includes installation facilities – motor pools, maintenance bays and Supply Support Activities – and Strategic Power Projection platforms – the ports, roads, airfields and railheads – that move our troops and equipment from the installation to the battlefield. To test and assess our Strategic Readiness capabilities and support Dynamic Force Employment, we are conducting the DEFENDER series of exercises in both the Pacific and European theaters of operation to a size and scale not seen in decades. Additionally, the Army recently deployed one Battalion in 21 hours and one Brigade Combat Team in 122 hours to Iraq.

In order to overcome the logistical issue of equipping forces, while maintaining speed, the forward positioning of logistics becomes critical. The forward positioning of equipment, munitions and materiel enables Strategic Readiness for three key purposes: speed troops to the frontlines; ease strategic air and sea lift requirements for units deploying from the U.S.; and reassure allies and partners while deterring adversaries. Through a concerted effort, we have significantly improved the condition of Army Prepositioned Stocks (APS), configured-for-combat sets of equipment that are sized and constructed to meet theater requirements, and we work closely with the Combatant Commands to ensure APS are positioned and located where they can best achieve their desired effects.

In addition, we have also strengthened munitions readiness, ensuring munitions stockpiles are strategically positioned in the U.S. and abroad to enable flexibility and speed. We consistently and continuously assess forward-positioned equipment and stockpiles as the global environment changes to bolster our capacity and capabilities, and to meet COCOM requirements.

Moreover, the Army's Organic Industrial Base (OIB) – 26 depots, arsenals and ammunition plants – manufacture, repair, upgrade and modernize the Army's equipment, and are absolutely critical to both Strategic and Tactical Readiness. We are optimizing the OIB to three primary end states: support current unit readiness across the force; maintain the ability to meet wartime surge requirements; and modernize and retool to sustain the next generation of Army equipment. Through implementation of Repair Cycle Float, a new methodology that links OIB production and workload to Army readiness, we will fundamentally change and improve the way we resource and manage these critical facilities.

Tactical and Strategic readiness, combined with the logistical framework necessary for sustainment, are what enable the Army to remain ready today while simultaneously preparing for the future fight. Although the Army is still experimenting with concepts and doctrine, our new capabilities are very much real. FY21 strategic DEFENDER exercises in Europe and the Indo-Pacific will serve as our testing grounds as we continue to develop new methodologies for the future of warfare and modernize our Army to meet future great-power competition.

Modernization

The Army is two years into its most transformational change in four decades. Large-scale modernization takes time and patience. We have continued to prioritize the Army budget towards our 6 modernization priorities and 31+3 signature systems, ranging from hypersonic missiles, new squad-level weapons, to aircraft. Prototypes that began in FY18/19 are maturing, with real capability landing in FY21/22. In this fiscal year, we will increase Soldier touch points, test shots, capability demonstrations and the fielding of our formations.

Cloud technology is the foundation for the entire modernization endeavor. Because of the Cloud's importance, we are investing \$800M over the next five fiscal years into Cloud Architecture. Cloud investments will enable the inventory of data, migration of the data to the Cloud, and software development. Artificial Intelligence (AI) enables linking all sensors to all shooters and all Command and Control (C2) nodes. AI-enabled operations

turn information into actionable intelligence and understanding of the threat environment. The Army is making incredible strides with Cloud technology as well as our Six Modernization Priorities:

Long Range Precision Fires - We will improve the range and lethality of cannon artillery and increase missile ranges and capabilities to ensure overmatch. We will invest over \$800M in hypersonic to accelerate our strategic fire capabilities to neutralize and dis-integrate adversary formations and A2/AD networks, from extended ranges, to create windows of opportunity for the Joint Force to exploit. The Extended Range Cannon Artillery is on schedule for delivery in FY23. It will protect and support maneuver forces in the close and deep operational maneuver areas with an extended range out to 70km. The Precision Strike Missile is on schedule to conduct its maximum range test in 3QFY21 and deliver 30 missiles in FY23. It will realize greater range, lethality and survivability at a lower cost than ATACMS. The Army has requested \$1.7B for Long Range Precision Fires in the FY21 President's Budget to accelerate prototyping and initial fielding.

Next Generation of Combat Vehicles - The Army will develop the next generation of combat vehicles through technology development, experimentation, and rapid prototyping to ensure overmatch against near-peer competitors. These vehicles will employ greater firepower, mobility, and protection to successfully maneuver on more lethal battlefields. The Optionally Manned Fighting Vehicle (OMFV) will provide manned-unmanned teaming options with Robotic Combat Vehicles and other platforms to maneuver Soldiers to a point of positional advantage to engage in close combat and deliver decisive lethality during the execution of combined arms maneuver, while simultaneously controlling maneuver robotics and semi-autonomous systems. The OMFV is being designed with an emphasis on supporting weight, architecture, power, and cooling growth to enable spiraled capability as technologies mature. The Robotic Combat Vehicles (RCV) will support decisive mobility, lethality, survivability, increased situational awareness, and formation overmatch with unmanned platforms making contact with the enemy before our Soldiers, while delivering overmatch against future threats. The final RCV capability will be refined by three increasingly complex experiments and capability

demonstrations, displaying both government and industry platforms, between FY20-24 with a decision to procure or reassess NLT FY24.

The Armored Multi-Purpose Vehicle (AMPV) will replace the M113 Family of Vehicles with a modern and more survivable general-purpose, mortar carrier, medical evacuation, medical treatment, and mission command vehicles that can move at the pace of current and future combat vehicles and is able to incorporate future technologies. The first unit equipped with AMPV will be in FY22. Mobile Protected Firepower (MPF) is an armored vehicle that provides precise, large caliber, long-range direct fires for Infantry Brigade Combat Teams. The first unit equipped with MPF will be in FY25. We requested \$425M in the FY21 President's Budget to deliver these capabilities.

Future Vertical Lift (FVL) - We will increase our competitive aviation advantage with next generation aircraft designed to penetrate contested airspace and support independent maneuver from greater distances through extended range, endurance and lifting capacity. The most important FVL investments in-progress are the Army's development of the Future Armed Reconnaissance Aircraft (FARA), designed to address the gap left by retirement of the Kiowa; and the Future Long Range Assault Aircraft (FLRAA) to replace the venerable UH-60 platform. The FARA prototype fly off will begin in FY23. Initial FLRAA prototypes are expected in FY25. FARA and FLRAA will both conduct first unit equipping in FY30. Over \$800M is included in the FY21 President's Budget to develop initial designs and unmanned demonstration systems.

Network - The Army Network supports mission command and the continuous integration of combined arms and Joint capabilities. We will deliver a resilient and secure tactical communications network effective in the most challenging contested and congested electromagnetic spectrum and cyber environments starting in FY21. This network includes advanced information technology, hardware and software, and a reduced electromagnetic signature. We will deliver this network by fielding new capability sets, on a two year basis, that build off of each other and that are infused with commercial solutions and informed by Soldier-led experimentation. Inserting technology in two-year capability sets provides flexibility to augment and integrates IT capability as it emerges from industry. Capability Set 21 will be fielded to four Infantry Brigade Combat Teams in

FY21. We have allocated \$2.19B in the FY21 budget to build our integrated tactical network as part of our network restructuring.

Air and Missile Defense (AMD) - Advanced air and missile defense will protect our forces from adversary aircraft, missiles, and drones to enable joint operations. This includes both theater systems and short-range air defense, like the Maneuver-Short Range Air Defense (M-SHORAD), which will employ directed energy technologies. M-SHORAD is on schedule to deliver four battalions by FY23 equipped with missiles and cannons. Indirect Fire Protection Capability (IFPC) will defend fixed and semi-fixed assets primarily against sub-sonic cruise missiles and Unmanned Aerial threats with a residual capability against fixed and rotary wing aircraft. Thanks to Congressional support, an interim IFPC capability will be fielded in FY22 that will inform the enduring capability. The Lower-Tier Air and Missile Defense Sensor (LTAMDS) will deliver the next generation sensor that fully leverages the capabilities of the Patriot Missile Segment Enhanced (MSE) that is fully integrated into the Army Integrated Air and Missile Defense (AIAMD). The AIAMD initial operational capability is 3QFY22 with fielding to one battalion. The FY21 budget includes \$396M to rapidly deliver an initial AIAMD capability by FY22. An integral part of the AIAMD, the Integrated Air and Missile Defense Battle Command System (IBCS), which is a revolutionary command-and-control system that streamlines sensor to shooter capabilities for air and missile defense engagements. This enhanced tracking system delivers an unambiguous view of the operating environment, allowing commanders and air defenders to make critical decisions within seconds.

Soldier Lethality (SL) - We will equip and train Soldiers to extend overmatch through increased lethality, mobility and survivability against emerging threats. This includes improved weapons, sensors, body armor and training. The FY21 budget includes \$1.4B for rapid prototyping, development, and procurement of the Next Generation Squad Weapon (NGSW) Rifle and Automatic Rifle, Enhanced Night Vision Goggles (ENVG), Integrated Visual Augmentation System (IVAS) - Heads-Up Display (HUD) 3.0, and the Synthetic Training Environment (STE). IVAS is our best example of a departure from the traditional requirements process. We are working with non-traditional partners, like Microsoft, in three month sprints, using Soldier Touch Points during each sprint to refine

the product - to make sure we get it right. Funding enables a first unit equipped with IVAS in 4QFY21 and a first unit equipped with the NGSW Rifle, NGSW Automatic Rifle, and General Purpose Ammo in 4QFY22. We equipped the first unit with ENVGB in 1QFY20.

We remain committed to our six modernization priorities and 31+3 signature systems as they will be the next generation of weaponry for the U.S. Army to win decisively in the future fight. As we move forward with Army modernization, we will increasingly emphasize integration across our Cross-Functional Teams. As we work on all these efforts, we will conduct regular touch points with Soldiers – to make sure that we develop the right solutions for our force. As we modernize, we are committed to working closely with industry to explore and learn what’s feasible in terms of innovation, integration, manufacturing, and production. One key to getting modernization right is integrating concepts, force design, capabilities development, and S&T. Army Futures Command, which reached full operational capability this past year, was created to orchestrate that integration.

The Army’s transformational modernization efforts continue to build on consistent priorities and a ruthlessly aligned budget. To help ensure the Army has the resources to support this transformational modernization, reform becomes a critical step in that process.

Reform – Transforming an Industrial Age Army to the Information Age

The demand for Army forces, paired against a flat budget since FY 2018, forced tough fiscal decisions in our FY21 budget. In order to build and maintain readiness, continue transformational modernization, and support operations, the Army conducted in-depth program reviews, now known as “night-courts.” For the FY21 budget, ensuring success across the modernization portfolio puts further pressure on the liabilities side of the balance sheet, driving the Army even harder to aggressively pursue necessary reforms at every level and make tougher resourcing choices. In-depth program reviews continued in FY21, with an additional \$9.0B in programs reduced or eliminated.

- FY20-24 Deep Dive #1: eliminated 93 programs; reduced 93 programs.
- FY21-25 Deep Dive #2: eliminated 41 programs, reduced 39 programs.

Command Accountability and Execution Review (CAER) is an Army Senior Leader led fiscal stewardship program that has netted remarkable results. After 1 full year of implementation, the effort has reduced Operations & Maintenance (O&M) de-obligations (lost purchasing power) by 37% compared to historical norms and 50% compared to FY13. We anticipate continued improvements in CAER's second year of operation. These improvements help mitigate the loss of real purchasing power and allow the Army Senior Leaders to continue to prioritize towards modernization. CAER's progress has also resulted in a sharp reduction of Congressional marks due to unobligations.

While reform is critical to support the Army's modernization effort, the Army must also focus on its greatest strength...its People.

People

The greatest strength of the U.S. Army comes from our people—Soldiers, Families, Army Civilians and Soldiers for Life—our Retirees and Veterans. They represent the best our Nation has to offer. The Army People Strategy (APS) captures our People First philosophy and “winning matters” attitude. The APS guides how we will Acquire, Develop, Employ and Retain our future talent. Accordingly, taking care of our Soldiers and their families is key to Army readiness, modernization, and reform. Army culture is grounded in our enduring values of Loyalty, Duty, Respect, Selfless Service, Honor, Integrity and Personal Courage. These values are time-tested and provide a rock solid foundation. Building on this foundation, “This is my squad” concept emphasizes the positive behaviors that build cohesive teams. We will rely on strong leadership and cohesive teams to combat sexual assault and sexual harassment that tear the fabric of our organization. Furthermore, we must use cohesive teams and increase resiliency to stop the suicide epidemic plaguing our ranks. Every person matters.

We recognize that the force should have the best quality of life possible and Army Senior Leaders are constantly improving the way in which we care for our people. One example of investments into our people are the five focused Quality of Life priorities, which include housing, both family and barracks, transforming healthcare, improving and adequately resourcing Child and Youth Services (FY21 Request: \$475M); improving

Spouse Employment opportunities and minimizing the impact of Permanent Change of Station (PCS) moves. We have experienced significant shortfalls in these areas; and, therefore, are refocusing our attention and increasing our efforts. We brought Army leadership back into the housing equation, empowering tenants and holding partners accountable. Our people deserve safe, high quality housing. We are closely examining the healthcare transfer to Defense Health Agency (DHA). It is our duty to provide world-class healthcare to our force and families who sacrifice so much for the Nation.

The Army can no longer be an Industrial Age Army in the Information Age. We are shifting from simply distributing personnel to more deliberately managing our Soldiers and Civilians' talents. The Army Talent Management Task Force (ATMTF) is currently prototyping, piloting, or implementing 39 total talent management initiatives with the goal of implementing most of these initiatives by December 2020. Of these initiatives, the ATMTF is focused on seven major initiatives during FY20: The Army Talent Alignment Process (ATAP), Army Battalion Commander Assessment Program (BCAP), brevet promotions, merit-based promotions, flexible career paths (opt-into/opt-out of promotion boards), direct commissioning, and non-commissioned officer talent management. Army Senior Leaders approved each of these initiatives, and the ATMTF is working with all key stakeholders toward full implementation. Each of these initiatives bridges the gap between the Army's current centrally-directed, data-poor personnel management toward a 21st century data-rich talent management system which best leverages unique individual talents. The Army is working aggressively using the authorities granted by Congress to gain irreversible momentum towards implementation of a talent-based approach for the Total Force. To date, Congressional authorities have enabled us to direct commission seven cyber officers, approve 225 positions for brevet promotion, release the first merit-based promotion list (FY20 ACC MAJ), and establish a framework to adjust the effective date of rank for certain ARNG officers when Federal recognition of promotion was administratively delayed.

Another part of our shift to a 21st century talent-based personnel system is evolving our human resources information technology to improve the active-duty officer management and assignment process and reduce talent management gaps that were

limited by the legacy systems and processes. Notably, the Assignment Interactive Module 2 (AIM2) is a web based information system designed to fundamentally transform the effectiveness, efficiency, and transparency of the officer assignment process by facilitating communication directly between Soldiers, the units with requirements, and the Officer Personnel Management Director (OPMD). AIM2, which bridges the technology gap until full Integrated Personnel and Pay System-Army (IPPS-A) Release 3 fielding, enables the Army to accomplish a significant and historic milestone with the implementation of the new ATAP. For the first time, ~14,000 Active Duty Officers were afforded complete transparency of all available assignments. The first ATAP Cycle using the AIM2 interface saw nearly all eligible officers and units participate, collaborating throughout a 2-month open market window in October and November. This two-way collaboration resulted in 55% of officers and units receiving their first choice and roughly 80% of officers and units receiving one of their top 10% of preferences.

However, achieving a truly 21st century talent based system requires the integration of all components and all Soldiers onto one data rich environment. In this Information Age approach, we are fielding a new Web-based HR system known as IPPS-A. IPPS-A integrates personnel, pay and, talent management functions and will provide the Army with a data rich environment to understand their entire Soldier population across every component. IPPS-A will take the lessons learned from AIM2 and apply them across component and across all populations. To date, we have fielded IPPS-A to the Army National Guards of over 30 states and will finish fielding to all 54 states and territories by April of this year. Moreover, in December 21, the Army will field IPPS-A to all components and provide all components greatly enhanced talent management capabilities.

In light of increasing demand for forces, the Army will stay on a trajectory of modest growth across all of the Components in order to meet the increasing demand for forces across the combatant commands. We are an all-volunteer force that must attract and retain talent, which means recruiting remains crucial. The Army People Strategy established four lines of effort to win talent and keep it: acquire, develop, employ and retain talent. The Vision: Cohesive Teams...professional, diverse, integrated and ready to Win.

Finally, the Army has overhauled its Recruiting and Marketing enterprise, exceeding revised end strength goals in FY19, while simultaneously retaining quality Soldiers. We introduced our new recruiting campaign and accompanying advertisement of “What’s Your Warrior?” The campaign showcases the 150 different career opportunities that the Army has to offer. We have modernized the way in which we approach recruiting, leveraging technologies like hyper-local, location-based recruiting to help find America’s best and brightest who may be interested in joining our ranks. Using our Priority 22 Cities as a framework, the U.S. Army will continue seeking talent from every corner of our Nation.

Closing

The Army remains committed to our priorities of Readiness, Modernization and Reform. People are the strength and foundation of the organization. The FY21 budget request provides the necessary funding to achieve our modernization endeavor goals and fully support the NDS. We continue to ruthlessly align every dollar towards our priorities in order to keep the Army a modern, lethal force capable of defending the Nation today and in the future. The Army thanks Congress and the American people for their continued strong support, which enables our ability to accomplish our mission. By providing timely, adequate, predictable, and sustained funding, Congress will ensure America’s Army remains the most capable and lethal ground combat force in the world. Together with Congress, we are here to finish what we collectively started.