

U.S. DOD BUDGET SPONSORSHIP

President of the United States of America
The White House
1600 Pennsylvania Avenue NW
Washington, DC 20500

Dear Hon. Mr. President:

click color links below for more information

As certified owners of the U.S. Territory of the Commonwealth of Puerto Rico since the year 1750, with \$900+ trillion minimum accumulated international assets, currently out of our control, this is to ask an urgent meeting to discuss our interest to pay the national debt of America and Puerto Rico (\$35+ trillion) after receiving from Congress a minimum of \$300 trillion by tort, punitive and compensatory civil damages due to the violation of **48 USC 752** during 120+ consecutive years via promoting on our bicentennial lands the unlawful production and sale of millions of false and fraudulent mortgages in an interstate indictable money laundering operation under RICO Act by the three federal government branches, already notified before the USDOJ and FBI since 1998.

Also, with the interest to improve our national economy, discussing increasing the minimum income of all American employees at \$100,000 per year, subsidizing the payroll of all the employers nationwide (as publicly disclosed at clear-truth-social.com).

After fixing criminal platforms, the approval of this proposal, via annual passages of appropriation bills, will allow us to actively participate in the boards' directorates of the national defense publicly traded companies executing ownership takeovers, GAAP management, auditing & sponsor budgets, all in compliance with the U.S. securities laws.

Waiting for your soon response,
Respectfully, Alberto Medina
IRS certified Multi Trillion Estate Administration

On behalf of,

Estate of Basilio Lopez Martin
info@eblm.us / eblm.us

U.S. DOD BUDGET PROPOSALS LINKS

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Cc: Hon. Senators Mark Warner / Tim Kaine / Hon. Reps Gerald Connolly & Alexandria Ocasio-Cortez



Department of the Treasury
Internal Revenue Service
Washington, DC 20224

Date: 04/12/2024

69059CAA
BASILIO LOPEZ MARTIN ESTATE
MEDINA ALBERTO LOPEZ ADM
% ALBERTO MEDINA LOPEZ
PO BOX 6596
WOODBIDGE VA 22195

Dear BASILIO LOPEZ MARTIN ESTATE :

We are providing you this letter to notify you that an Internal Revenue Service (IRS) contractor has been charged with the unauthorized inspection or disclosure of your tax return or return information, between 2018 and 2020.¹

We have enclosed copies of Internal Revenue Code (IRC) Section 7431 and the criminal charge with this letter. IRC 7431(a) provides for civil claims for unauthorized disclosure of return information.

The Department of Justice is prosecuting this matter and has provided information about the Crime Victims' Rights Act and the status of this criminal case at [Justice.gov/criminal-vns/case/united-states-v-charles-littlejohn](https://www.justice.gov/criminal-vns/case/united-states-v-charles-littlejohn). If you have any questions about your rights under the Crime Victims' Rights Act, please email the Department of Justice at CRM-PIN.Victims@usdoj.gov.

If you have questions about the law or any private right of action you may have, you should consult an attorney.

If you have questions for IRS about this matter, you can email us at Notification.7431@irs.gov, and we'll respond to you. Please do not email sensitive information (e.g., Employee Identification numbers, business addresses, bank routing and account numbers or other sensitive Business or Personally Identifiable Information).

Enclosures:
IRC Section 7431
Copy of criminal information, U.S. v. Littlejohn

1. See 26 USC Sec. 7431, as amended by the Taxpayer Browsing Protection Act of 1997.

UNITED STATES DISTRICT COURT
FOR THE DISTRICT OF COLUMBIA

UNITED STATES OF AMERICA,)
)
 vs.)
)
 CHARLES EDWARD LITTLEJOHN,)
)
 Defendant.)
 _____)

Case: 1:23-cr-00343
Assigned To : Reyes, Ana C.
Assign. Date : 9/29/2023
Description: INFORMATION (A)

INFORMATION

The United States charges:

GENERAL ALLEGATIONS

1. From in or about 2017 until in or about 2021, Defendant **CHARLES EDWARD LITTLEJOHN** served as a contractor to Company A, a consulting firm that serviced public and private clients.

2. During the relevant period, Defendant primarily worked on contracts Company A had obtained with the U.S. Department of the Treasury's Internal Revenue Service ("IRS"). Pursuant to 26 U.S.C. § 6103(n), returns and return information were disclosed to Defendant for purposes of tax administration.

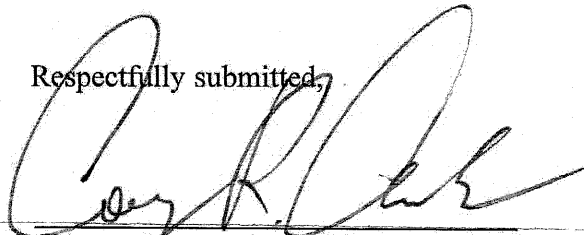
3. From in or about 2018 until in or about 2020, while Defendant was working on an IRS contract, he stole tax returns and return information associated with Public Official A and thousands of the nation's wealthiest people, including returns and return information dating back more than 15 years. He thereafter disclosed the tax information associated with Public Official A to News Organization 1 and the other tax information to News Organization 2. Both news organizations published numerous articles describing the tax information they obtained from the Defendant.

TAX FORFEITURE ALLEGATION
(28 U.S.C. § 2461(c); 26 U.S.C. § 7302)

6. Paragraphs 1 through 5 of this Information are re-alleged and fully incorporated here by reference.

7. Pursuant to Title 28, United States Code, Section 2461(c) and Title 26, United States Code, Section 7302, the United States gives notice to Defendant **CHARLES EDWARD LITTLEJOHN**, that in the event of his conviction for the offense charged in this Information, all property he has used in violating the provisions of the internal revenue laws is subject to forfeiture.

Respectfully submitted,



COREY R. AMUNDSON
Chief, Public Integrity Section
Criminal Division
U.S. Department of Justice

Lauren Castaldi
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OFFICE OF THE UNDER SECRETARY OF DEFENSE (COMPTROLLER)/CHIEF FINANCIAL OFFICER

MARCH 2023



Defense Budget Overview

UNITED STATES DEPARTMENT OF DEFENSE
FISCAL YEAR 2024 BUDGET REQUEST

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Preface

The Overview Book has been published as part of the President's Annual Defense Budget for the past few years. From FY 1969 to FY 2005, OSD published the "Annual Defense Report" (ADR) to meet 10 USC section 113 requirements. Subsequently, the Overview began to fill this role.

The Overview is one part of an extensive set of materials that constitute the presentation and justification of the President's Budget for FY 2024. This document and all other publications for this and previous DoD budgets are available from the public web site of the Under Secretary of Defense (Comptroller): <http://comptroller.defense.gov>.

The Press Release and Budget Briefing, often referred to as the "Budget Rollout," and the Program Acquisition Costs by Weapons System book, which includes summary details on major DoD acquisition programs (i.e., aircraft, ground forces programs, shipbuilding, space systems, etc.) are especially relevant.

Notable accomplishments and updates will be summarized in the forthcoming 2022 Annual Performance Report (APR). Unclassified versions of the APP and APR will be posted at <https://dam.defense.gov/Performance/> when available.

Other background information can be accessed at www.defense.gov.

The estimated cost of this report or study for the Department of Defense is approximately \$37,000 for the 2023 Fiscal Year. This includes \$13,000 in expenses and \$24,000 in DoD labor.

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Statement by Secretary of Defense Lloyd J. Austin III on the President's Fiscal Year 2024 Budget

"The FY 2024 budget is the most strategy-driven request we've ever produced from the Department of Defense. And as our National Defense Strategy makes clear, the People's Republic of China (PRC) is our pacing challenge. This budget seeks to meet this critical challenge today, tomorrow, and into the future by providing the resources today to continue to implement our National Defense Strategy and keep our nation safe while delivering a combat credible Joint Force that is the most lethal, resilient, agile, and responsive in the world.

As the PRC races to modernize its military, this budget will sharpen our edge by making critical investments across all timeframes, theaters, and domains. Among numerous important actions that bolster our combat credibility in the short term, this budget makes the Department's largest-ever investments in readiness and procurement – and our largest investment in research and development.

To sustain our military advantage over China, it makes major investments in integrated air and missile defenses and operational energy efficiency, as well as in our air dominance, our maritime dominance, and in munitions, including hypersonics. This budget includes the largest ever request for the Pacific Deterrence Initiative, which we are using to invest in advanced capabilities, new operational concepts, and more resilient force posture in the Indo-Pacific region. It also enables groundbreaking posture initiatives in Guam, Mariana Islands, the Philippines, Japan, and Australia.

We are also investing in resiliency in key parts of the defense supply chain to ensure stability in the industrial base's ability to produce what the Joint Force needs. That includes working closely with Congress to secure multi-year procurement authorities—and allow us to meet the needs of tomorrow. And this year's budget also increases funding to continue modernizing all three legs of our nuclear triad to maintain a safe, secure, and effective strategic deterrent against advanced and persistent threats around the world.

The United States has the strongest military in the world because we have the best team in the world. And we owe it to the brave men and women who serve to take care of our people and their families. So this budget includes the largest military and civilian pay raise in decades, and it builds on progress we've already made to make life a little easier by lowering every day costs, including by reducing the cost of goods in the commissary and making childcare more accessible and affordable.

As the Secretary of Defense, my priority will always be to ensure that our forces are ready and resilient, and that our military remains the world's preeminent fighting force, today, tomorrow, and for generations to come. I look forward to working with Congress to support the President's request."

-Statement by Secretary of Defense Lloyd J. Austin III

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1. FY 2024 BUDGET SUMMARY

“As President Biden has said, we stand in “a decisive decade.” And these next few years will set the terms of our competition with the People’s Republic of China. And they will shape the future of security in Europe. And they will determine whether our children and grandchildren inherit an open world of rules and rights—or whether they face emboldened autocrats who seek to dominate by force and fear.”

- Secretary of Defense Lloyd J. Austin – Reagan National Defense Forum, December 2022

2022 NATIONAL SECURITY STRATEGY AND NATIONAL DEFENSE STRATEGY

The President’s National Security Strategy (NSS) and the Secretary of Defense’s National Defense Strategy (NDS), both signed and released in 2022, fully informed the building of the Fiscal Year 2024 budget request, resulting in a submission that is comprehensively aligned with national strategic priorities.

Central Premise

The 2022 NDS advances a strategy focused on the People’s Republic of China (PRC) and seeks to prevent the PRC’s dominance of key regions while protecting the U.S. homeland and reinforcing a stable and open international system. Consistent with the 2022 National Security Strategy (NSS), a vital objective of the NDS is to dissuade the PRC from considering aggression as a viable means of advancing goals that threaten vital U.S. national interests. Conflict with the PRC is neither inevitable nor desirable. The Department’s priorities support broader whole-of-government efforts to develop terms of interaction with the PRC that are favorable to our interests and values, while managing strategic competition and enabling the pursuit of cooperation on shared challenges.

Even as we focus on the PRC as our pacing challenge, the NDS also accounts for the acute threat posed by Russia, demonstrated most recently by Russia’s unprovoked further invasion of Ukraine. The Department’s investments will continue robust deterrence of Russian aggression against vital U.S. national interests, including commitments to our treaty Allies. We will work closely with the North Atlantic Treaty Organization (NATO) and our partners to provide U.S. leadership, develop critical enabling capabilities, and deepen interoperability for a more credible combined Allied force. In service of the NDS strategic priorities, the Department will accept measured risk but remain vigilant in the face of other persistent threats, including those posed by North Korea, Iran, and violent extremist organizations.

Security Environment

In the face of the pacing challenge posed by the PRC, the acute Russian threat, and this complex and dynamic security environment, the Department must continue to maintain its distinctive advantage in military capabilities for the Joint Force, enhance the ability to support and employ that force with Allies and partners, and conduct military activities that advance U.S. national interests.

An increasing array of fast-evolving technologies and innovative applications of existing technology complicates the Department’s ability to maintain an edge in combat credibility and deterrence. Newer capabilities such as counterspace weapons, hypersonic weapons, new and

Sections
• 2022 National Security Strategy and National Defense Strategy
• FY 2024 Budget Request Overview
• Resourcing the 2022 NDS
• Conclusion

Overview – FY 2024 Defense Budget

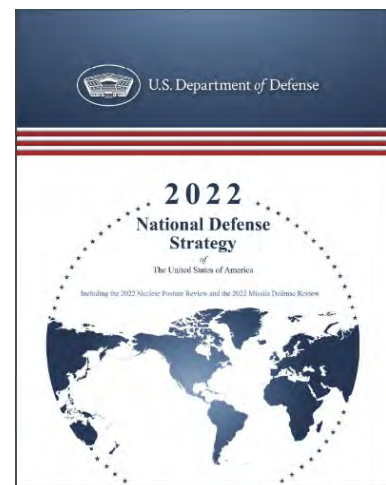
emerging payload and delivery systems, and lack of clarity for norms of behavior in space, cyber, and information domains all create a heightened potential for inadvertent escalation or shifts in perceived deterrence of U.S. military power. New applications of artificial intelligence, quantum science, autonomous weapons designs, biotechnology, and space technologies can change traditional, kinetic military conflict, and disrupt the U.S. supply chain and logistics operations vital to maintaining combat credibility. The Department likewise faces destabilizing and potentially catastrophic transboundary challenges, including climate change and pandemics, which have increasingly affected the Joint Force.

Defense Priorities

The 2022 NDS directs the Department to act urgently to sustain and strengthen U.S. military credibility and deterrence capability. The strategy identifies four top-level defense priorities the Department must pursue to strengthen deterrence.

- First, the Department will defend the Homeland, with the People’s Republic of China (PRC) as the Department’s pacing challenge.
- Second, the Department will deter strategic attacks against the United States, Allies, and partners.
- Third, the Department will deter aggression and be prepared to prevail in conflict when necessary.
- Fourth, to ensure the Department’s future military advantage, the Department will continue to build a resilient Joint Force and defense ecosystem.

The Department will advance these four priorities through three ways, or approaches: Integrated Deterrence, Campaigning, and Building Enduring Advantages.



“And we're confident that we've got the right defense strategy to tackle the challenges ahead, and to defend the American people, and to strengthen our outstanding all-volunteer force, and to safeguard the democratic values that are the soul of America.”

- Secretary of Defense Lloyd J. Austin – NDS Press Conference, Oct 27, 2022

FY 2024 BUDGET REQUEST OVERVIEW

We will make disciplined choices regarding our national defense and focus our attention on the military’s primary responsibilities: to defend the homeland, and deter attacks and aggression against the United States, our allies and partners, while being prepared to fight and win the Nation’s wars should diplomacy and deterrence fail.

- National Security Strategy, October 12, 2022

The Department of Defense (DoD) Fiscal Year (FY) 2024 budget request builds upon the concrete foundation and principles of the President’s *National Security Strategy*, and the recently enacted and robustly resourced FY 2023 budget, to deepen and enhance the linkage to the 2022 NDS. Further underpinning and inextricably linked to the Department’s efforts to fully implement the 2022 NDS are the Secretary’s top three priorities – to Defend the Nation, Take Care of Our People, and Succeed through Teamwork. These overarching tenets and strategic framework drive the FY 2024 budget to make the right investments for our warfighters and deliver deterrence through strength.

Figure 1.1. Department of Defense Budget

<i>\$ in billions</i>	FY 2022 Actuals	FY 2023 Enacted	FY 2024 Request	FY23-FY24 Change
Base	742.2	816.0	842.0	+26.0
Supplementals ¹	34.4	35.8	--	-35.4
Total	776.6	851.8	842.0	-9.8

Discretionary Budget Authority

¹ FY 2022 includes supplemental funding for Operation Allies Welcome (\$6.512 billion), Natural Disaster Relief (\$895 million), Red Hill Bulk Fuel Storage Facility (\$350 million), and Ukraine (\$26.632 billion). FY 2023 includes supplemental funding for Ukraine (\$35.678 billion) and Disaster Relief (\$147 million).

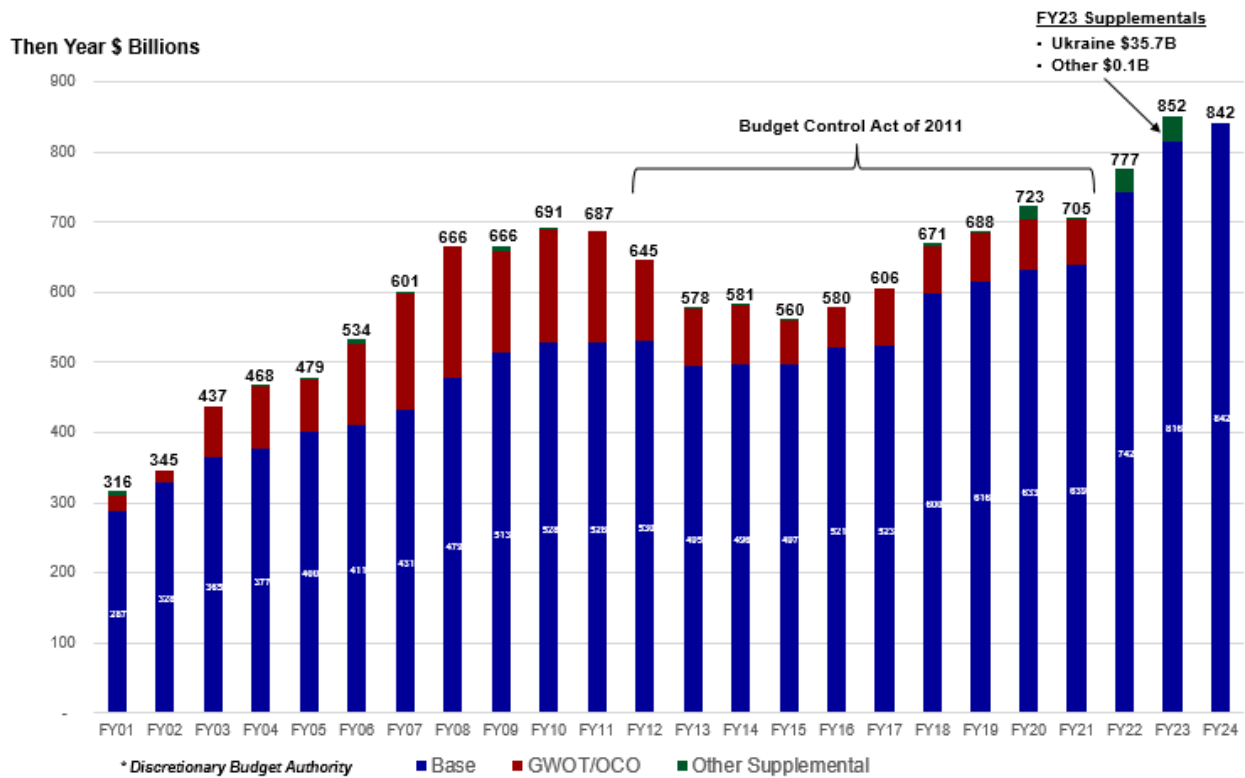
The President’s FY 2024 budget request for DoD is \$842 billion. This budget represents a \$26 billion or 3.2 percent increase over the FY 2023 enacted base level of \$816 billion. Compared to the FY 2022 level, **the FY 2024 request grows by nearly \$100 billion (13.4 percent) over a 2-year period.** This request addresses both the urgency of NDS implementation and the recent inflationary impacts driven in part by the COVID-19 pandemic’s disruption of global supply chains and Russia’s unjustified and unprovoked invasion of Ukraine. The FY 2024 budget request ensures the Department can sustain and strengthen integrated deterrence and investments that build enduring advantages, including: supporting our servicemembers and their families; strengthening our alliances and partnerships; and preserving America’s technological edge.

To make sure the Department stays on track, the FY 2023 – FY 2026 Strategic Management Plan (SMP) directly aligns to the 2022 NDS’s building enduring advantages approach, with a focus on strengthening the management capabilities of the Department to ensure successful implementation of the NDS. This includes expeditiously pursuing the financial audit and implementing corrections into our business processes. Both initiatives drivesustainable reform, improved efficiency and effectiveness, and increased public confidence in the DoD’s stewardship of funds. The FY 2024 budget identifies \$4.6 billion in Performance Improvement Initiative cost reductions across the Department achieved through Continuous Process Improvements (CPI), Enabling Future Capabilities Transitions, Reform, and Transformation initiatives. These collective actions enable the Services and the Department to reinvest and redirect resources to higher national defense priorities.

Overview – FY 2024 Defense Budget

Figure 1.2 provides a historical look at the overall DoD budget back to FY 2001 and breaks out the base budget amounts from the Global War on Terror / Overseas Contingency Operations (GWOT/OCO), and other supplemental funding received. During the decade following 9/11, there was significant growth in both base and GWOT/OCO funding related to operations in Iraq and Afghanistan. This was followed by a decade of reduced budgets under the Budget Control Act (BCA), which lasted through FY 2021. Emerging from the BCA, the FY 2022 budget eliminated the separate OCO request, and the FY 2023 and FY 2024 budgets align and implement the 2022 NDS by reinforcing the capabilities of the Joint Force and allowing the Department to field combat-credible forces today while simultaneously preparing for the threats of the future.

Figure 1.2. DoD Budget FY 2001 – FY 2024*



RESOURCING THE 2022 NATIONAL DEFENSE STRATEGY

“We've got the right strategy and the right operational concepts—and they're driving us to make the right investments for our warfighters. So we're upgrading, and honing, and strengthening our armed forces for a changing world, even as we shore up the strong foundation that has kept us secure for decades. Because in our imperfect world, deterrence does come through strength.”

- Secretary of Defense Lloyd J. Austin – Reagan National Defense Forum, December 2022

This overview document is designed to illustrate how the FY 2024 budget request aligns with, and continues to advance the four 2022 NDS priorities through each of the NDS strategic approaches.

- **Integrated Deterrence:** Enabled by combat-credible forces backstopped by a safe, secure, and effective nuclear deterrent –
 - \$37.7 billion for Nuclear Enterprise Modernization including:
 - \$6.2 billion for the Columbia-class ballistic missile submarine
 - \$5.3 billion for the B-21 bomber
 - \$4.3 billion for the Sentinel/Ground Based Strategic Deterrent (GBSD), and
 - \$1.0 billion for the Long Range Standoff (LRSO) Weapon
 - \$29.8 billion for Missile Defeat and Defense to protect the United States homeland, territories, and allies
 - \$9.0 billion to develop and field a mix of multi-Service, multi-domain offensive Long Range Fires within this Future Years Defense Program (FYDP)
 - \$61.1 billion for Air Power focused on F-22, F-35 and F-15EX fighters, the B-21 bomber, mobility aircraft, KC-46A tankers, and unmanned aircraft systems
 - \$48.1 billion for Sea Power investments with new construction of nine battle force fleet ships including one Columbia class and two Virginia class submarines, two Arleigh Burke class Destroyers, and two Constellation class Guided Missile Frigates
 - \$13.9 billion for Land Power to modernize Army and Marine Corps combat equipment including Armored Multi-Purpose Vehicles, the Amphibious Combat Vehicle, and the Optionally Manned Fighting Vehicle
 - \$33.3 billion in vital space capabilities, resilient architectures, and enhanced space command and control
 - \$13.5 billion for cyberspace activities to defend and disrupt the efforts of advanced and persistent cyber adversaries, accelerate the transition to Zero Trust cybersecurity architecture, and increase defense of U.S. critical infrastructure and defense industrial base partners against malicious cyber attacks
- **Campaigning:** Evidenced by day-to-day activities and actions, overseas operations, readiness training and exercises, and continuous engagement and collaboration with our Allies and partners to advance our shared interests
 - \$146.0 billion for strategic readiness and preparedness of the Joint Force supporting modernizing capabilities for the future fight and sustaining current force readiness

Overview – FY 2024 Defense Budget

- \$9.1 billion for the Pacific Deterrence Initiative (PDI) providing critical investments in resilient and distributed basing, new missile warning and tracking architecture, funding for the Defense of Guam, and multinational information sharing, training and experimentation
- \$4.8 billion for European deterrence and countering Russian aggression including the European Deterrence Initiative (EDI), NATO support and security investment programs, and the Ukraine Security Assistance Initiative (USAI)
- **Building Enduring Advantages:** Delivered through innovation and modernization, the defense ecosystem and partnerships, reforms, addressing the climate crisis, and pandemic preparedness, and investing in facilities supporting our people, enhancing deterrence, and improving critical operational infrastructure
 - \$145.0 Research, Development, Test and Evaluation (RDT&E) budget – supports investment across the Department for Responsible Artificial Intelligence, 5G, and Experimentation
 - \$17.8 billion for Science and Technology including a \$2.5 billion investment in Basic Research
 - Additional investments to ensure the health and capacity of the Defense Industrial Base (DIB) including the submarine and munitions industrial bases to increase production capacity and leverage multi-year procurement to affordably deliver critical munitions
 - \$5.1 billion to enhance combat capability and mitigate climate risk by investing in solutions that are mission essential and provide climate benefits, such as increasing platform efficiencies to mitigate logistics risk in contested environments, hardening critical infrastructure, and deploying new technologies that strengthen capability
 - \$35.9 billion in facilities investments including \$16.7 billion in Military Construction and Family Housing programs and \$19.2 billion for Facilities Sustainment, Restoration and Modernization (FSRM)

People are at the heart of each of these NDS strategic approaches and the Department's most valuable asset. The FY 2024 budget is **cultivating the workforce we need** by **Taking Care of Our People** including –

- Strengthening the economic security of the force with the largest pay raise in decades – 5.2 percent for both military and civilian personnel
- Building resilience and force readiness through over \$58 billion invested in the world's preeminent military health care delivery operation and more than \$10 billion for military family support programs including Child Care and Youth Programs, Morale, Welfare, and Recreation programs, Warfighter and Family Services, Commissary benefits, and DoD Education Activity Schools
- Ensuring accountable leadership with continued emphasis and investments in sexual assault and harassment prevention, suicide prevention, Diversity, Equity, Inclusion and Accessibility (DEIA), and Insider Threat Programs

CONCLUSION

Timely and predictable appropriations are essential to implementing the 2022 NDS and achieving the Nation's security objectives in an efficient and effective manner. The FY 2024 budget measurably strengthens the Department's alignment to the 2022 NDS, providing the capabilities and forces to meet a changing and dynamic threat landscape. From the pacing threat posed by the People's Republic of China to the destabilizing and potentially catastrophic transboundary challenges such as climate change and pandemics, the Department – working alongside other agencies and departments, stands ready to face both today's and tomorrow's challenges head-on to protect the American people, expand America's prosperity, and realize and defend our democratic values.

“This budget reflects our strategy of directing resources to critical investments that allow us to maintain a combat credible force to defend the homeland, marshal America’s next generation of technology, effectively maintain readiness, and take care of the men, women and family members of the U.S. military.”

- Secretary of Defense Lloyd J. Austin

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2. INTEGRATED DETERRENCE

INTRODUCTION

The 2022 National Defense Strategy identifies Integrated Deterrence as the first of three ways the Department will address its goals. Integrated deterrence is a holistic concept that involves the application of multiple deterrence logics—deterrence by denial, deterrence by resilience, deterrence by direct cost imposition, and deterrence through imposing costs on adversaries collectively with Allies and partners—while integrating across the instruments of national power by working with U.S. government interagency partners as well as internationally, with Allies and foreign partners.

Sections
<ul style="list-style-type: none">• Introduction• Deter Nuclear Employment and Strategic-Level Attacks• Major Weapons Programs

In the context of protecting the Homeland, the Department will build both resilience and combat credibility, thereby lowering the anticipated benefits of and raising the direct costs associated with using force. For example, the Department will maintain credible and effective deterrence of both large-scale and limited nuclear attacks from a range of adversaries, and the Department will improve U.S. forces ability to operate during or after limited nuclear, chemical, and biological attacks, thereby denying adversaries a portion of the military benefit from possessing or employing such weapons. The Department plans to continue the modernization of nuclear forces, Nuclear Command, Control, and Communications (NC3), and cooperation with the Department of Energy’s Nation Nuclear Security Administration efforts to modernize the nuclear weapon production enterprise.

To deter attacks by the PRC on the United States, its forces, or those of U.S. Allies and partners, the Department will enhance the capabilities and resilience of those systems that the PRC is most likely to target and seek interoperability and the enhanced readiness through combined exercises.

To deter attacks by Russia, the Department will continue to build capability and credibility that reinforces the ironclad treaty commitments regardless of conventional or nuclear-armed attack. In the short run, the Department will improve resilience and focus on interoperability, intelligence sharing, and extended nuclear deterrence. Over time, the Department will focus on enhancing denial capabilities and key enablers in NATO’s force planning, while NATO Allies seek to bolster their conventional warfighting capabilities. For Ally and partner countries that border Russia, the Department will support efforts to build out response options.

The Department will continue to deter North Korean and Iranian attacks by increasing partner capability and resilience, particularly in air and missile defense. To deter North Korean attacks, the Department will continue close coordination and interoperability with our ROK Ally; nuclear deterrence; resilience initiatives; and the potential for direct cost imposition approaches that come from globally deployable Joint Forces.

Our central charge is to develop, combine, and coordinate our strengths to maximum effect. This is the core of integrated deterrence, a centerpiece of the 2022 NDS.

- 2022 NDS SD letter, October 27, 2022

DETER NUCLEAR EMPLOYMENT OF ANY SCALE AND A NARROW RANGE OF HIGH CONSEQUENCE STRATEGIC-LEVEL ATTACKS

Recapitalization of the Nuclear Triad

Strategic deterrence remains a top priority mission for the Department of Defense (DoD) and the Nation. For the foreseeable future, nuclear weapons will continue to provide unique deterrence effects that no other element of U.S. military power can replace. The Department is committed to the modernization of its nuclear forces, NC3, production and support infrastructure, and sustaining fielded systems through the transition to their replacements. The Department has steadily received strong, bipartisan congressional support for nuclear modernization, and these programs are funded in the FY 2024 budget request. Most of the Nation’s nuclear deterrence delivery systems, built in the 1980s and prior, are reaching the end-of-service life in the 2025 to 2035 timeframe, with all currently fielded systems having been extended well beyond their original service lives. Replacement programs are underway to ensure there are no gaps in capability when the legacy systems age-out. There is little schedule margin between fielded system age-out and fielding of the replacement systems. Recapitalizing nuclear platforms, delivery systems, and the associated support systems will require significant investment over the next 20 years. The following table reflects the funding for six critical weapons systems.

“Our nuclear capabilities remain the ultimate backstop for our strategic deterrence. And that’s why we’re fully committed to modernizing all three legs of our nuclear triad.”

- 2022 National Defense Strategy

Figure 2.1. Nuclear Modernization FY 2024 Funding* (DoD Funding only) (\$ in billions)

Weapon Systems	FY 2022 Actual	FY 2023 Enacted	FY 2024 Request	FY23– FY24 \$ Change
Sentinel ICBM	2.5	3.6	4.3	+0.7
Long Range Stand Off Weapon	0.6	1.0	1.0	-
COLUMBIA Class Submarines	5.2	6.3	6.2	-0.1
Trident II Missile Mods	1.6	1.7	1.9	+0.2
B-21 Bomber	2.9	4.8	5.3	+0.5
F-35 Dual Capable Aircraft	0.04	0.02	0.02	0.0

* Includes Procurement and RDT&E dollars

LGM-35A Sentinel Intercontinental Ballistic Missile (ICBM) (formerly Ground Based Strategic Deterrent (GBSD)): Sentinel will replace the 1970s-era Minuteman (MM) III ICBM Weapon System (WS), including new missiles, WS Command and Control, and ground systems; and conversion, modernization, and replacement of the MM III infrastructure, beginning in the late 2020s. Sentinel will maintain the land-based triad leg’s responsive and stabilizing attributes, while providing increased capability, enhanced security, improved reliability, and lowered lifecycle sustainment costs over MM III. The funding ramp-up in FY 2023 and FY 2024 reflects the continuation of the Engineering and Manufacturing Development (EMD).

Long Range Stand-Off (LRSO) Weapon: The LRSO effort will develop a weapon system to replace the AGM-86B Air Launched Cruise Missile (ALCM), which entered service in 1982. The LRSO weapon system will be capable of penetrating and surviving advanced Integrated Air Defense Systems from significant standoff ranges to hold strategic targets at risk in support of

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the Air Force's nuclear deterrence operations core mission. The LRSO is also critical as a hedge against risks in the other, more complicated nuclear deterrence system development programs and in enhancing the credibility of the DoD deterrent to assure U.S. allies. The program is currently in the Engineering and Manufacturing Development (EMD) phase. The LRSO program is on track to meet its scheduled initial operational capability date.

COLUMBIA Class Ballistic Missile Submarine (SSBN):

The COLUMBIA class SSBN is being developed to replace the OHIO-class SSBNs starting in October 2030. The Navy will sustain the OHIO class SSBNs to ensure a smooth transition for the sea-based leg of the triad with the COLUMBIA class SSBN. The COLUMBIA class program successfully completed Milestone B in January 2017. In September of 2020, the Defense Acquisition Executive authorized the Navy to begin full ship construction for the first hull (SSBN 826), as well as advanced procurement and advanced construction efforts for the second hull (SSBN 827). Full ship construction of SSBN 827 is planned to begin in FY 2024.



Trident II (D5) Submarine-Launched Ballistic Missile (SLBM) Life Extension (D5LE)/ (D5LE2):

D5LE, initially deployed in 2017, will remain in service through the service life of the OHIO Class (early 2040s), and is planned for initial deployment on the COLUMBIA Class and the United Kingdom's DREADNAUGHT Class SSBNs. D5LE2 is required to replace D5LE in order to support COLUMBIA-class missile inventory and out loads starting in FY 2039 on COLUMBIA Hull 9. D5LE2 will leverage the highly reliable solid rocket motor design and couple it with modern avionics electronics, guidance and structures to unlock inherent flexibility and adaptability for the future. D5LE2 investment will maintain and modernize the most survivable leg of the triad. On schedule, delivery of D5LE2 is critical to ensure the Navy continues to meet its strategic deterrent requirements.

B-21 Raider Strategic Bomber: The B-21 Raider is being developed to acquire an affordable, long range, penetrating aircraft that incorporates proven, mature technologies. This bomber represents a key component to the joint portfolio of conventional and nuclear deep-strike capabilities.

F-35A Dual-Capable Aircraft (DCA): F-35A DCA will replace Allied legacy 4th generation fighter aircraft, including the Air Force's F-15E, for the NATO nuclear deterrence mission. U.S. and Allied F-35As are expected to achieve operational nuclear certification in FY 2024.

Missile Defeat & Defense

The Department will continue to support the 2022 Missile Defense Review calling for integrated missile defense, flexibility, and adaptability, to address new threats, tighter interoperability, and dominance in space. The FY 2024 budget request continues to build on the FY 2023 budget request to develop and field a diversified set of missile defeat and defense (MDD) capabilities to counter the advancing threat.

The FY 2024 budget builds on previous enhancements to U.S. MDD capabilities to defend the homeland, deployed forces, allies, and partners against an increasingly complex adversarial missile threat. This budget request increases missile defense capacity and capability to keep

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pace with advancing threats. The FY 2024 budget request includes \$29.8 billion for MDD, which includes \$10.9 billion for the Missile Defense Agency (MDA), \$13.1 billion in regional and strategic missile defense capabilities outside of MDA, and \$5.8 billion for missile defeat or left-of-launch activities.

In FY 2024, the Next Generation Interceptor (NGI) program will continue to develop, integrate, test and deploy a highly capable, survivable, reliable strategic interceptor to protect the homeland against projected ballistic missile threats from rogue states. MDA will continue development activities with two competitive interceptor development teams, both of which are executing the 2021 contracts in accordance with their baseline plans.

The Ground-Based Midcourse Defense (GMD) budget will enable a deployment fleet of 64 Interceptors, Ground-Based Interceptors (GBIs) and NGIs, in the future. In FY 2024, MDA will continue testing of the Long Range Discrimination Radar (LRDR) in Alaska with a planned transition to the United States Space Force in FY 2024. LRDR improves Missile Defense System (MDS) threat discrimination capability and will enable more efficient use of the GMD interceptor inventory.

Improvements to current regional defense systems will include a continued assessment of the Sea-Based Weapons System (Aegis Ballistic Missile Defense (BMD)) and fielding of SM-3 Block IIA missiles. The SM-3 Block IIA interceptor, designed to defeat midcourse and Intercontinental Ballistic Missile (ICBM) threats, will be modified with capability enhancements including increased engagement battle space, improved performance against a broader range of threats, and engage on remote capability. Maintains production procurement in FY 2024.

The budget reflects the Department's commitment to building integrated regional missile defenses that are interoperable with systems deployed by international partners to protect deployed forces, allies, and international partners against Short Range Ballistic Missiles (SRBM), Medium Range Ballistic Missiles (MRBM), and Intermediate Range Ballistic Missiles (IRBM).

For U.S. missile defense capabilities, the MDA FY 2024 budget request:

- Continues ramp-up of NGI All-Up Round (AUR) development to enhance homeland defense interceptor capability and capacity to increase current fleet size to 64 interceptors (44 GBIs and 20 NGIs) as early as the end of the decade.
- Supports the U.S. Forces Korea (USFK) to improve missile defense capability on the Korean peninsula.
- Includes Space Development Agency (SDA) missile defense investments to develop and demonstrate a hypersonic tracking layer. In addition, SDA is developing a data Transport Layer that will enhance several mission areas to include missile defense.
- Continues collaboration with United States Space Force and the SDA on space sensors to provide low-latency, tracking data for weapons engagement and the development of the Hypersonic and Ballistic Tracking Space Sensor (HBTSS) prototypes to meet a projected launch by September 2023. FY 2024 funding supports on-orbit demonstrations.
- The Hypersonic Defense budget supports five activities to support development and fielding of hypersonic missile defense capabilities: 1) Identifying and developing new technology and capabilities with industry; 2) Conducting systems engineering activities required to evolve the Missile Defense System to address hypersonic threats; 3) Analyzing and upgrading existing capabilities to defend against hypersonic threats; 4) Demonstrating an operational defensive capability to engage and defeat hypersonic threats; and 5) Participating and collecting data during flight test events.

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- FY 2024 funding continues the Glide Phase Intercept (GPI) hypersonic defense prototype development for a FY 2034 delivery.
- Continues collaboration with the United States Navy, to support and operate the Aegis Ashore site in Romania and deployment of a second site in Poland, as an integral part of NATO's BMD architecture. Aegis Ashore in Poland is scheduled to deliver in FY 2023 and, as a result, FY 2024 funding is significantly reduced.
- Continues increasing BMD capability and capacity of the Aegis Fleet and procures additional Standard Missile-3 (SM-3) Block IB missiles to be deployed on Aegis BMD ships and at Aegis Ashore Sites to conclude the 5-year Multiyear Procurement; continues the integration of the SM-3 Block IIA into the Aegis BMD Weapon Systems; procures additional SM-3 Block IIA missiles ensures the maturation of the manufacturing process; and continues development of the Sea Based Terminal capability to protect the Fleet and forces ashore.
- Provides funding for Terminal High Altitude Area Defense (THAAD) development efforts and software upgrades such as debris mitigation, remote launcher capabilities, and continued integration of the THAAD Battery capability into the Army's Integrated Air and Missile Defense Battle Command System (IBCS) planning process. The FY 2024 THAAD budget also includes funding for THAAD Interceptors as well as for support maintenance and upkeep of BMD System unique items of fielded THAAD Batteries and for training devices.
- Provides funding for continued collaboration between MDA and the Services to develop and field a land-based persistent 360-degree system for the Defense of Guam. To expedite development and fielding of Guam defenses, existing missile defense systems, including the Navy's Aegis Weapons System, PATRIOT missile defense system, and THAAD will be leveraged.
- Provides funding to perform the systems engineering required to design, build, test, assess, and field the integrated MDS.
- MDA, in coordination with the U.S. Air Force, continues refinement of the Cruise Missile Defense Homeland Architecture and demonstrating cruise missile defense capabilities using the Joint Tactical Integrated Fire Control (JTIFC) capability.
- Provides funding to execute a comprehensive, highly integrated, complex, cost-effective series of flight tests, ground tests, cybersecurity tests, modeling and simulations, war-games, and exercises to ensure that MDS capabilities are credibly demonstrated and validated prior to delivery to the Warfighter.
- Continues support for Israeli Cooperative BMD Programs, to include United States funding for the Iron Dome system to defeat short-range missiles and rockets and co-development and co-production of the David's Sling Weapon System and Arrow-3 System.



Outside of MDA, the Department invests over \$13 billion in regional and strategic missile defense capabilities including:

Overview – FY 2024 Defense Budget

- Air Force investments total \$162 million for a wide range of advanced missile defense technologies including Wide Area Surveillance in the National Capital Region, as well as long-range radar improvements.
- Space Force invests over \$4 billion to upgrade and sustain strategic and tactical missile warning and tracking systems. These investments include the Next Generation Overhead Persistent Infrared to track ballistic and hypersonic threats, Upgraded Early Warning Radars and service life extension of legacy early warning systems.
- Army investments of over \$4 billion, bolster regional missile defense capability. The FY 2024 investments include procuring 230 PAC-3/MSE missiles and will deliver four Lower-Tier Air and Missile Defense System (LTAMDS) and four Maneuver Short Range Air Defense (M-SHORAD) battalions.
- Department of the Navy investments total \$2.8 billion, focusing on ship-based defense for regional and strategic threats. These investments include Aegis Ballistic Missile Defense Weapon System, Standard Missile procurement for cruise, ballistic, and hypersonic missile defense, close-in weapons systems, air defense radars, and E-2D Hawkeye sensor capabilities.
- Defense-Wide investments total \$2.1 billion, focusing on joint air and missile defense research and development, advanced innovation technologies, and missile defense technology demonstrations.



Finally, the Department plans to continue significant investments for left-of-launch capabilities involving cyber operations as well as hypersonic strike capabilities.

MAJOR WEAPONS PROGRAMS

The performance of United States (U.S.) weapon systems are unmatched, ensuring that U.S. military forces have a tactical combat advantage over the growing multi-domain threat posed by the People’s Republic of China (PRC), the acute threat of Russia, and the persistent threats from North Korea, Iran, and violent extremist organizations. Figure 2.2 summarizes the top DoD weapons programs in the FY 2024 budget to implement the 2022 National Defense Strategy (NDS). Further details may be found in the Department’s “Program Acquisition Costs by Weapon Systems” book.

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Figure 2.2. Major Weapons Programs* (\$ in billions)

Weapon Systems		FY 2023		FY 2024	
		Qty	Enacted	Qty	PB Request
Aircraft					
F-35	Joint Strike Fighter	77	\$11.9	83	\$13.6
F-15EX	Eagle II	24	\$2.7	24	\$3.0
Air Force NGAD	Next Generation Air Dominance	-	\$1.7	-	\$2.3
KC-46A	Tanker	15	\$2.6	15	\$3.0
P-8A	Poseidon	-	\$0.2	-	\$0.2
F/A-18E/F	Super Hornet	8	\$2.1	-	\$1.8
CH-53K	King Stallion Helicopter	12	\$2.3	15	\$2.2
E-2D AHE	Advanced Hawkeye	7	\$1.8	-	\$0.8
AH-64E	Apache Helicopter	33	\$0.8	42	\$0.9
UH-60	Black Hawk Helicopter	63	\$1.20	50	\$0.9
VH-92A	Executive Helicopter	-	\$0.8	-	\$1.0
V-22	Osprey	5	\$1.1	-	\$0.6
MQ-4	Triton Unmanned Aerial Vehicle	2	\$0.8	3	\$1.0
MQ-25	Stingray Unmanned Aerial Vehicle	-	\$0.4	4	\$1.2
MQ-9	Reaper	12	\$0.7	5	\$0.5
E-7	Wedgetail	-	\$0.4	-	\$0.7
TBD	Armed Overwatch (USSOCOM)	9	\$0.2	12	\$0.3
Missile Defense/Nuclear Deterrent					
MDD	Missile Defeat and Defense	-	\$27.9	-	\$29.8
B-21	Raider	-	\$4.8	-	\$5.0
SSBN	COLUMBIA Class Submarine	-	\$6.3	1	\$6.2
Trident II	Trident II Missile Mods	-	\$1.7	-	\$1.9
LRSO	Long Range Standoff Weapon	-	\$1.0	-	\$1.0
Sentinel	Intercontinental Ballistic Missile	-	\$3.6	-	\$4.3
Ships					
SSN 774	VIRGINIA Class Submarine	2	\$7.3	2	\$10.8
DDG 51	ARLEIGH BURKE Destroyer	3	\$8.2	2	\$4.8
CVN 79/80/81	FORD Aircraft Carrier	-	\$3.7	-	\$2.7
FFG 62	Frigate (FFG 62)	1	\$1.2	2	\$2.3
LPD Flight II	SAN ANTONIO Amphibious Transport	1	\$2.0	-	\$0.1
LHA	America Class Amphibious Assault	1	\$1.4	-	\$1.9
T-AO	Fleet Replenishment Oiler	1	\$1.0	1	\$1.6
EPF	Expeditionary Fast Transport	2	\$0.6	-	-
USV	Uncrewed Surface Vessels (Large)	-	\$0.2	-	\$0.2
T-ATS	Towing, Salvage, and Rescue Ship	1	\$0.1	-	-
AS(X)	Submarine Tender	-	-	1	\$1.7
Space					
NSSL	National Security Space Launch	10	\$2.2	15	\$3.0
GPS	Global Positioning System	2	\$1.7	0	\$1.3
NG OPIR	Space Based Missile Warning Systems	-	\$4.7	-	\$5.0

* Includes Procurement and RDT&E dollars and quantities

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Air Power

The FY 2024 budget request continues procurement of the Joint Strike Fighter aircraft and modernization programs for existing Navy and Air Force strike fighter aircraft and bombers. Development of the B-21 Raider long-range strike bomber is also funded with initial capabilities projected to be fielded in the mid-2020s. Technology Maturation and Risk Reduction for the next generation of air dominance systems is also included.



The major tactical air power investment is the F-35 Lightning II Joint Strike Fighter, which will form the backbone of the U.S. inventory. The F-35 program is developing, producing, and fielding three variants of a 5th Generation strike fighter: 1) Air Force F-35A Conventional Take-Off and Landing variant; 2) Marine Corps F-35B Short-Take Off and Vertical Landing (STOVL) variant; and 3) Navy F-35C Carrier variant. The F-35's stealth, advanced sensors and interoperability allow seamless information exchanges that make all of our warfighters in the battlespace smarter, more lethal, and more survivable. As the F-35 program continues to field increasing numbers of the three variants of the aircraft across the globe, the Department remains committed to improving sustainment affordability and delivering cost-effective upgrades to prevail against future threats.

The FY 2024 budget also includes procurement for additional F-15 EX Eagle II aircraft. The aircraft program of record will relieve pressure on aging legacy platforms while providing enhanced capabilities to the warfighter. The budget continues to fund the Navy's MQ25 Stingray uncrewed aircraft system, which will provide the Department with an uncrewed tanker capability that will extend the striking power of the carrier air wing while providing maritime surveillance for the carrier strike group. The Department continues to develop advanced combat aircraft for both the Navy and Air Force within the Next Generation Air Dominance programs. The FY 2024 budget also continues procurement of the KC-46A aerial refueling tanker, which will replace aging legacy tankers. The KC-46A provides increased refueling capability for Navy and Air Force aircraft. The FY 2024 budget funds the Air Force effort to replace their aging fleet of E-3 Sentry Airborne Warning and Control System aircraft with a version of the E-7 Wedgetail.

The FY 2024 budget funds the continued Air Force and Navy procurement of both the AIM120D Advanced Medium Range Air-to-Air Missile (AMRAAM) and the AIM9X Block II Sidewinder short-range air-to-air missile.

The Navy, Marine Corps, and Air Force are investing in modernization programs that improve the capability and extend the utility of existing aircraft. Adding advanced Infrared Search and Track (IRST) sensors will significantly improve detection and targeting of threat aircraft despite complex enemy Electronic Attack.

The FY 2024 budget funds development of the B-21 Raider long-range strike bomber and modernization of the existing bomber fleet of B-52s, B-1s, and B-2s. The budget funds B-52 mission systems and communications upgrades as well as replacement for the B-52's inefficient and aging engines.

The FY 2024 budget funds multiple electronic warfare capabilities to improve platform survivability and enable power projection. In addition to the ongoing EA-18G Growler Capability modifications, the Next Generation Jammer (NGJ) will provide significantly improved Airborne Electronic Attack (AEA) capabilities against advanced integrated air defense radars, communications, and data links for the EA-18G aircraft. The FY 2024 budget also funds survivability improvements in the

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F15 Eagle Passive Active Warning and Survivability System (EPAWSS) and the Integrated Defensive Electronic Countermeasures System for F/A-18 aircraft. These will autonomously detect, identify, locate, and defeat- radio frequency (RF) threat systems. In addition, the FY 2024 budget funds the continued production of the Common Infrared Countermeasures (CIRCM) system to defeat current and emerging missile threats to rotary wing, tilt rotor, and small fixed wing aircraft across the Department.

Sea Power

Nuclear aircraft carriers (CVNs) provide forward presence for air power projection. The FY 2024 budget continues incremental funding for the GERALD R. FORD Class nuclear aircraft carriers: KENNEDY (CVN 79), ENTERPRISE (CVN 80) and the DORIS MILLER (CVN 81). Amphibious warships, along with their connector craft, are versatile, interoperable warfighting platforms and are critical enablers to projection of power by sea-based forces in theater. The FY 2024 budget request includes advance procurement funding in FY 2025 and FY 2026 to accelerate procurement of one LHA America Class amphibious assault ship from FY 2031 to FY 2027. The FY 2024 request also continues funding for systems development for existing ships, including funding the Landing Craft Air Cushion (LCAC) 101 Service Life Extension Program (SLEP) and the recapitalization of the Landing Craft, Utility (LCU) 1700 to support amphibious assault capability. Surface Combatant Ships are multi-mission warships designed and built to execute Sea Control and Power Projection missions. The FY 2024 budget continues procurement of two DDG 51 Flight III variant ships, which with the addition of the AN/SPY-6(V) Air and Missile Defense Radar (AMDR), provide improved sensitivity for long-range detection and engagement of advanced Air, Surface, and Ballistic Missile threats. The FY 2024 budget request also funds the procurement of two new CONSTELLATION class Frigates to address the Navy's Small Surface Combatant requirements for a more lethal and capable follow-on to the Littoral Combat Ship. The FY 2024 budget request continues diversifying and expanding sea power strike capacity by continuing funding for offensively armed Uncrewed Surface Vessels (USVs) and Uncrewed Undersea Vehicles (UUVs), and provides funding for one additional T-AO Fleet Oiler ship to continue recapitalizing these important assets.



Submarines provide the Navy with unprecedented strike and special operation mission capabilities from a stealthy, clandestine platform. Armed with tactical missiles, the Navy's four OHIO class guided missile submarines (SSGNs) carry up to 154 Tomahawk land-attack cruise missiles (TLAMs) and have the capacity to host up to 66 Special Operation Forces (SOF) personnel; however, they begin to decommission starting in 2027 at a rate of one per year. After the FY 2021 award of the first COLUMBIA class ballistic missile submarine, which will replace the aging OHIO class submarine, the FY 2024 budget request funds the first two increments of the second boat (SSBN 827) and continues critical research and development and other key funding for the program. Additionally, the FY 2024 request funds two VIRGINIA submarines as standalone procurements as well as advance procurement for additional submarines in future years. The FY 2024 budget request also continues the development of the VIRGINIA Payload Module (VPM) in Block V VIRGINIA Class submarines (VCS), which will replace much of this critical capability by adding 28 additional TLAMs and space for SOF operations over Block I-IV VCS.

Additionally, the FY 2024 budget request funds programs that implement survivability improvements to the U.S. maritime defensive capabilities, which consist of the Surface Electronic Warfare Improvement Program (SEWIP) Block 3 electronic attack capability (pacing the advanced

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threats) and the Advanced Off-board Electronic Warfare Program, consisting of long duration, off-board decoys to address identified electronic warfare gaps.

Land Power

Army ground combat forces provide combat power to assure allies, deter aggressors, and win the Nation's wars. The FY 2024 budget improves upon the lethality and survivability of the Army's Infantry and Brigade Combat Teams (BCTs) by retiring vulnerable systems and investing in modernizing weapon platforms, training devices, and combat vehicles. Of note to the Army's Soldier portfolio, FY 2024 supports procurement and fielding of 1,419 Next Generation Squad Weapon (NGSW) Automatic Rifles, as the planned replacement for the M249 Squad Automatic Weapon (SAW); and 17,112 NGSW Rifles, as the planned replacement for the M4A1 Carbine. Of note to the Army's Ground Combat Vehicle portfolio, in FY 2024 the Armored Multi-Purpose Vehicle (AMPV) program will procure 91 vehicles as part of the continuation of their Full Rate Production phase. Beyond procurement and fielding, the FY 2024 budget maintains investments in research, development, test, and evaluation for the Remote Combat Vehicles (RCV) prototyping effort and the Optionally Manned Fighting Vehicle (OMFV), which will replace the M-2 Bradley Infantry Fighting Vehicle as part of the Next Generation Combat Vehicles line of effort.



Another key combat vehicle investment is the Marine Corps' procurement of 80 Amphibious Combat Vehicles. These systems replace the Amphibious Assault Vehicle and provide an armored personnel carrier with an appropriate balance in performance, protection, and payload to support Marines across the range of expected military operations. Furthermore, another highlight in USMC investment is the current procurement of 396 Joint Light Tactical Vehicles and trailers that will increase survivability, mobility and reliability over the current aging family of High Mobility Multipurpose Wheeled Vehicles. The Commandant of the Marine Corps Planning Guidance of March 2020 focuses on capabilities required to satisfy approved naval concepts of Distributed Maritime Operations (DMO), Expeditionary Advanced Base Operations (EABO), and Littoral Operations in a Contested Area (LOCE). The United States Marine Corps continues to divest of items that do not support the Force Design capabilities identified above and are identifying capability gaps for future acquisition efforts.

The FY 2024 budget continues to make great strides in improving and enhancing the lethality, survivability, and performance of the infantry in both the Army and the USMC through initiatives that align with current DoD modernization efforts. The FY 2024 budget also funds the Joint Artificial Intelligence Center's (JAIC) efforts for small unit maneuver.

Special Operations

The FY 2024 budget request for Special Operations Forces (SOF) focuses creating a strategic, asymmetric advantage for the nation by continuing to strengthen our force and their families, bolstering integrated deterrence capabilities, and ensuring our enduring advantage through innovation and modernization. The USSOCOM will continue to sustain counterterrorism (CT) and Counter-Violent Extremist Organization operations and coordinate the Department's Countering Weapons of Mass Destruction mission while maintaining readiness. As DoD's Joint Proponent for Military Information Support Operations (MISO) and the Coordinating Authority for Internet-based MISO, USSOCOM is adapting its psychological operations forces for the evolving information landscape to counter strategic competitors.

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The FY 2024 budget increases SOF lethality through modernizing approaches, tactics, and technologies to build enduring advantage, and continues to invest in new technologies that support SOF-unique requirements to include data-driven technologies such as artificial intelligence, machine learning, and algorithm development. The USSOCOM continues to progress across multiple programs, including the ongoing modernization of AC-130 and MC-130 platforms, successful testing of Precision Strike systems for ground platforms, increased production of the Armed Overwatch aircraft, and continued investment in Counter-Small Unmanned Aerial Systems prior to launch efforts.

For future combat platforms, USSOCOM is working closely with the Services to introduce SOF requirements early in the development process – not only to receive next-generation systems that require minimal SOF modifications sooner, but also to minimize future sustainment and upgrade costs. The USSOCOM will continue its history of innovative spirit and determination on countless battlefields over many decades, demonstrating the enduring advantage of maintaining the most credible and capable SOF in the world.

Munitions

A constant emphasis on innovation and modernization within the munitions portfolio is essential to addressing advanced and persistent threats around the world. These threats and priorities drive the Department's focus on rapid fielding and a buildup of high performance, survivable kinetic weapons systems. While significant efforts are being employed to develop long-range standoff hypersonic missiles for high value targets, there is still a need to maintain proper readiness levels for short-range munitions that offer an array of effects in permissive theaters. Ensuring the Department is prepared to deter in a dynamic threat landscape is paramount.

Forecasting munitions requirements remains a considerable challenge given the domains spectrum (ground, sea, and air) the Department covers, coupled with the range of combat effects demanded by different operational theaters. The parallel obligation to support coalition partner munitions needs and integrating them with Department actions is similarly essential in ensuring cooperative combat operations can be conducted successfully.

Major initiatives are underway to deliver munitions with greater penetration power. The Department has invested in and made long-range fires (LRF) a top priority, and is refocusing its efforts on long-range munitions and missiles across multiple domains. Many munitions are precision-guided, enhancing the attack of a broader target set, with limited low-collateral damage employed by more than one Service and U.S. allies. This family of weapon systems includes land-attack missiles such as the Precision Strike Missile (PrSM), Joint Air-to-Surface Standoff Missile (JASSM), and upgrades to the Tomahawk Land Attack Missile. Achieving overmatch in our anti-ship capabilities with rigorously pursued development are the Standard Missile (SM-6), Long-Range Anti-Ship Missile (LRASM), and the Maritime Strike Tomahawks (MST), which will help to neutralize the enemy's anti-access/area denial (A2/AD) capabilities, ships, and air defenses.

The U.S. has been by far the largest supplier of munitions and military assistance to Ukraine. After transferring a staggering amount of munitions to support the conflict, the Department has a renewed focus on securing the munitions defense industrial base and securing a stable procurement of critical munitions. We need enough munitions to replenish our own munitions stockpiles to deter and prevail in the next strategic conflict.

Inconsistent year-over-year demand for new production contributes to limiting our suppliers' ability to expeditiously ramp up production rates to meet emergent military requirements. The 2023 NDAA authorized streamlined multiyear procurement (MYP) contract authorities for 17 munitions programs and investments in the industrial base to create the stability those suppliers need to

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accelerate procurement. MYP contracts, commonly used for large ship and aircraft programs, are uncommon for procuring munitions.

Utilizing the authorities granted by Congress, the Department is executing an unprecedented number of MYP contracts for critical munitions. The Department is pursuing five of the systems for MYP plans in 2023 and 2024. The execution of MYP contracts focuses on several objectives:

1. Providing a strong demand signal by the DoD and Congress to procure more munitions to meet current and future needs;
2. Helping to expand the production capacity for critical munitions;
3. Helping the industrial base shift from peacetime production to an improved surge capability;
4. Improving the defense industrial base by permitting the more efficient use of a contractor's resources (e.g. industrial facilities, production efficiencies, design stability); and
5. Providing defense contractors a longer and more stable time horizon for planning and investing in production (e.g. attracts subcontractors, vendors, and suppliers).

Recent elevated requirements from all Services, coupled with that of coalition partners, collectively drive demand at all levels of this critical industry. The Department's procurement ramp increases over the last 5 years across this class of precision-guided munitions have strengthened industrial capacity among primary supply contractors for these select lines, resulting in quality products, high production rates, on-time deliveries, and competitive pricing. This success has allowed the Department to selectively adjust future rates downward accordingly and shift out-year procurements toward more high-performance tactical weapon systems for more advanced worldwide threats. Increasing precision-guided munition production is also dependent upon expanding the defense industrial base. The Department is investing in test ranges and instrumentation, partnering with industry to increase their capacity, investing in the modernization of commercial and organic facilities, and working with allies and partners.

Since munitions are unique military items, sub-tier suppliers do not have the commercial base to sustain their business during funding downturns. Success against strategic competitors will hinge on our ability to quickly leverage the performance and lethality that munitions bring to the battlefield.

Recurring threats in a challenging battlefield are cross-domain and require a cross-domain response. It is essential to our national security and the Department to ensure long-range fires are achieved as soon as possible.

The FY 2024 budget invests in weapons programs, shifting and balancing priorities accordingly, which equally contribute to strengthening the Department's lethal posture and our national security.

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Figure 2.3. FY 2024 Funding for Munitions* (\$ in millions)

Weapon Systems	FY 2022		FY 2023		FY 2024		FY23–FY24
	Actual Qty	Actuals	Qty	Enacted	PB Qty	PB Request	Quantity Change
Precision Strike Missile (PrSM)	54	\$347.7	42	\$422.4	110	\$656.9	+68
Joint Air-to-Surface Standoff Missile	525	\$824.6	550	\$902.2	550	\$1,818.6	-
Tomahawk	70	\$529.1	68	\$904.5	34	\$934.3	-34
Standard Missile-6	125	\$902.1	125	\$799.0	125	\$1,615.0	-
Long Range Anti-Ship Missile (LRASM)	48	\$236.3	83	\$549.5	118	\$1,065.0	+35
Guided Multiple Launch Rocket System (GMLRS)**	6,374	\$997.6	5,954	\$1,339.8	5,064	\$1,027.2	-890
Hellfire	1,762	\$228.1	876	\$116.0	40	\$29.9	-836
Joint Air-to-Ground Missile (JAGM)	559	\$196.7	922	\$297.2	1,165	\$386.1	+243
Patriot MSE	328	\$1,333.1	252	\$1,037.1	230	\$1,212.8	-22

* Includes Procurement and RDT&E dollars and quantities

** Excludes FY 2022 Supplemental Appropriations

Large Lot Procurement

The FY 2024 budget request includes a pilot program called Large Lot Procurement (LLP), which leverages on legacy Multiyear Procurement (MYP) contracting and financing strategy to increase production efficiencies. The LLP concept represents an evolution of the existing MYP contracting and financing strategy that leverages the savings generated through the use of Economic Order Quantities (EOQ) financing to procure additional lots of missiles under a Buy-to-Budget concept. In LLP, the individual MYPs would be executed in a concurrent and overlapping strategy, so that synergies in production across different but related programs can generate efficiencies and result in greater production capacity, accelerate delivery, and drive unit costs down. The focus of LLP is production efficiencies, which are subsequently used to procure more missiles. In the pilot, four Precision Guided Missiles (PGM) programs have been selected, where production at the Original Equipment Manufacturer (OEM) and Tier II/III sub-contractors is structured to create synergy and production lines efficiencies to maximize manufacturing capacity and accelerate delivery schedules. The four weapons in the Pilot effort:

- RIM-174 Standard Missile (SM-6)
- AIM-120D Advanced Medium Range Air-to-Air Missile (AMRAAM)
- AGM-158C Long Range Anti-Ship Missile (LRASM)
- AGM-158B Joint Air-to-Surface Standoff Missile - Extended Range (JASSM-ER).

For this initial pilot LLP, SM-6 and AMRAAM are “paired”, since they are assembled at the same factory in Tucson, Arizona, and share many Tier II and Tier III sub-contractors. LRASM and JASSM are also “paired” since they are assembled at the same factory in Troy, Alabama, and share many Tier II and Tier III sub-contractors. Synergy between to two pairs along with EOQ multiyear financing and the Buy-to-Budget approach self-generates production efficiencies, which in LLP are leveraged to further improve efficiencies and increase end item yields.

To facilitate LLP execution, the FY 2024 request also includes a targeted industrial base package, which aims to expand industrial base capacity. The funding is across the Future Year Defense

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Program (FYDP), but is concentrated in FY 2024 and applies resources to address supply chain bottlenecks in Gas Turbine engines, Solid Rocket manufacturing, precision ball bearings, missile control actuators, and missile antennas.

Space and Space-based Systems

***“We’re in a race to build combat credibility before we’re put to the test,”
“...From the competition phase through crisis and conflict, the Space Force is a critical element of the joint force and plays a vital role in integrated deterrence.”***

- General B. Chance Saltzman, Chief of Space Operations, United States Space Force – Air & Space Forces Magazine Online

The FY 2024 budget request for space and space-based systems addresses Satellite Communications (SATCOM); Overhead Persistent Infrared (OPIR) capabilities; Positioning, Navigation, and Timing (PNT); Space Control; and Launch systems. The Department continues to sustain existing systems, while moving out on development of follow-on capabilities supporting operations in a contested space environment. The simultaneous actions of sustaining and modernizing these critical space capabilities reflect the Department’s emphasis on increasing the capacity and lethality of the Joint Force.

The FY 2024 budget request funds the development and launch of the Protected Tactical Satellite (PTS) capability for improved protected SATCOM resiliency. The FY 2024 budget request also includes funding for an Integrated Broadcast Service (IBS) demonstration using the Ultra High Frequency (UHF) Legacy Extension (ULX) capability. A Narrowband SATCOM Analysis of Alternatives (AoA) study was supported in FY 2023 to inform the FY 2025 Program and Budget Review. Rapid prototyping continues for the Evolved Strategic SATCOM (ESS) and Protected Tactical SATCOM (PTS) programs.

The FY 2024 budget request fully funds four of five Next-Generation Overhead Persistent Infrared (NG OPIR) strategic missile warning system space vehicles and continues the Resilient Missile Warning and Missile Tracking (MW/MT) system as part of a transition to the future OPIR architecture. The NG OPIR system incorporates mature resiliency features to increase strategic survivability in a contested environment. The Resilient MW/MT architecture consists of a constellation of proliferated low-earth orbit and medium-earth orbit satellites to support warning and tracking of advanced missile threats.



Resiliency improvements in the PNT Enterprise, including the incorporation of the Regional Military Protection capability into Global Positioning System (GPS) Block IIIIF satellites, continue with the FY 2024 budget request. This enhancement, along with fielding the OCX IIIIF upgrade and the MGUE Inc 2 capability, assures the availability of PNT information for critical weapon systems and platforms operating in contested environments and for disadvantaged users. The request also funds improvements to the GPS ground segment to enable implementation of advanced Military code (M-Code), which improves anti-jamming and secure access of the military

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GPS signal in contested environments. The budget also continues investments in developing alternate sources of PNT to reduce the reliance on any single source such as GPS.

The National Security Space Launch (NSSL) program has been aligned with satellite launch schedules in FY 2023 and FY 2024 and continues to pursue a public private partnership approach for future launch service acquisitions. The Space Force strategy for Assured Access to Space (AATS) is to ensure the existence of two commercially viable, domestically sourced space launch service providers with the goal of increasing competition and leveraging growth within the commercial space launch industry.

Our top priority is to enable Joint All Domain Command and Control to ensure United States Space Command and their joint and coalition warfighting partners have the capability to operate in and through contested domains.

Cyberspace Activities

The United States faces multiple cyberspace threats, attributable to both state and non-state entities. Foreign states conduct cyber operations to accelerate their military force modernization and advance their global influence. Meanwhile, non-state actors and criminals are becoming more sophisticated and continue to exploit data and conduct lucrative operations for financial gain. Terrorist organizations continue to organize and plot attacks using the internet.



The FY 2024 cyberspace activities (CA) budget, aligned with the Department of Defense (DoD) National Defense Strategy (NDS), reaffirms the Department's three enduring cyberspace missions: defend the DoD Information Network, defend the nation, and prepare to win and fight the nation's wars.

Supporting the Department's 2022 NDS priorities and goals, the FY 2024 CA budget of \$13.5 billion will continue to build on the pathway laid out in the Digital Modernization Strategy (DMS) and DoD Cyber Strategy. The CA budget funds programs and activities that advance cybersecurity, cyberspace operations, and advanced cyber research and development activities.

A. The FY 2024 \$5.5 billion cybersecurity budget builds on important initiatives established in FY 2021 and provides a stronger cyber posture, next-generation (next-gen) encryption solutions, Zero Trust Architecture (ZTA), and network modernization. The DoD is building more agile, effective, and efficient cyber capabilities to provide cyber resilient platforms from which to execute kinetic and cyber missions by:

- Implementing the Strategic Cybersecurity Program (SCP) to advance cyber resiliency for key DoD mission areas
- Enhancing cybersecurity implementation in prioritized control systems to improve cybersecurity maturity and mitigate identified control systems vulnerabilities
- Advancing the Department's next-gen encryption solutions development and integrate with current and future systems and weapon platforms (FY 2024, \$1.3 billion)
- Safeguarding DoD's unclassified, secret, top secret, and compartmented information on and across networks (FY 2024, \$425.0 million)

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- Transitioning to ZTA as the next generation cybersecurity (CS) architecture to combat cyber risk across the Department (FY 2024, \$890.0 million)
- Accelerating implementing identity, credential, and access management (ICAM) modernization efforts to more effectively integrate emerging technology (FY 2024, \$266.2 million)
- Resourcing the Cybersecurity Maturity Model Certification (CMMC) and the DIB cybersecurity programs, which protect the DIB's technological, economic, and military advantages, and associated supply chains, from malicious cyber actors (FY 2024, \$147.6 million)
- Ensuring the integrity of the information and communications technology (ICT) and services (ICTS) supply chain used to create its warfighting, business, and intelligence capabilities
- Implementing National Security Memorandum 8 (NSM-8), "Improving the Cybersecurity of National Security, Department of Defense, and Intelligence Community Systems". NSM-8 requires resource prioritization to adopt and use cloud technology, including ZTA, the adoption of cryptographic modernization to meet quantum resistant algorithms transition for current and future systems, increased threat detection facilitation and response to improve cross-domain solution incident reporting. In addition, NSM-8 enhances thresholds or criteria, notification to potentially affected third parties, and privacy and civil liberties protections and requires critical software identification and protection from supply chain threats.

B. The Department continues to utilize "Hunt Forward" cyberspace operations to deter the nation's adversaries in competition, crisis, and conflict, which depends on our ability to gather information about threat activities outside U.S. networks; share that information with interagency, industry, and international partners; and act to disrupt threats. U.S. cyber forces are integrated with the total force and will operate as part of the Joint Force.

The resources in the FY 2024 cyberspace operations (CO) budget request (FY 2024, \$7.4 billion) will support the collection and analysis of cyberspace critical information, enable U.S. cyber forces to prepare for and conduct offensive and defensive cyber effects operations, and conduct joint operations and training in support of the 2022 NDS. Consistent with congressional direction in Section 1507 of the FY 2022 National Defense Authorization Act, the FY 2024 budget request consolidates \$2.9 billion in joint cyber mission force funding and personnel under the authority, direction, and control of the Commander U.S. Cyber Command (USCYBERCOM) with fiscal and budget oversight by the DoD Principal Cyber Advisor (PCA).

The FY 2024 CO budget request increases investments into the following Department priorities:

- Increased readiness through effective force design and generation, and improved training and equipping of the Cyber Mission Forces (CMF). Expands cyber training and readiness environment of cyberspace operational forces through the further development and expansion of the Title 10 Persistent Cyber Training Environment (PCTE) for advanced joint cyber training curriculum; and increases the cyber mission force a secure training and real-world operating environment, simulating threat cyberspace and providing high fidelity mission rehearsal and collective training. (FY 2024, \$98 million)
- Cooperation with Allies and Partners in "Hunt Forward" operations with proactive and aggressive hunting for advanced persistent threats, and active internal countermeasures used to eliminate and mitigate their effects that have proven successful during our support

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- to Ukraine against Russian malicious cyber operations and our Cyber Protection Team global efforts. (FY 2024, \$62 million)
 - Enhanced investments on Defending the DoDIN through additional sensors, mitigating cyber vulnerabilities to our Defense Critical Infrastructure, exporting defensive cyber operations capabilities through increased security cooperation, and prioritizing cyber protection for critical nodes in Guam/Hawaii for defense of the homeland (FY 2024, \$174 million)
 - Increased investments into alternative and off-net accesses, niche cyber weapons capabilities, prioritizing support to critical Indo-Pacific and European theater deterrence initiatives. (FY 2024, \$161 million)
 - Supports the management, oversight, increased development, and integration of the Joint Cyber Warfighting Architecture (JCWA) synchronization efforts for this critical enabler of USCYBERCOM operational capabilities. (FY 2024, \$158 million)
- C. The FY 2024 cyberspace activities budget resources the development of new capabilities and technologies to support the advancement of the Department’s cybersecurity and cyberspace operations programs (FY 2024, \$0.5 billion). These activities will accelerate multiple innovative lines of effort across the Department to support the 2023 DoD Cyber Strategy and facilitate Information Advantage throughout the spectrum of competition, crisis, and conflict.

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3. CAMPAIGNING

INTRODUCTION

In the 2022 National Defense Strategy, Campaigning refers to sequencing logically-linked military activities across any of the military domains in order to, over time, achieve strategy-aligned objectives. Through Campaigning, the Department takes steps to change the operating environment to benefit the United States, its Allies and partners, while limiting, frustrating, disrupting, or making it more costly for adversaries to seriously impinge our interests. Campaigning initiatives, when appropriately sequenced, can provide a range of options to oppose degrees of coercion carried out by competitors, such as the PRC and Russia.

Sections
<ul style="list-style-type: none">• Introduction• Overseas Operations• Readiness

The development of military posture in the Indo-Pacific, through infrastructure investments and expanded access in the region will be necessary to provide regional capability and to enable locations from which the Department can conduct Campaigning activities. In Europe, posture will predominantly focus on capabilities to complement NATO Allies and other European Allies and partners to address the acute threat from Russian attempts to redraw boundaries by force as well as to build increased combat credibility. In other domains, campaigning activities may consist of cyber or information operations that assist the Department in managing risk, supporting Allies and partners, or advancing U.S. interests against other threats.

Through campaigning, the Department will focus on the most consequential competitor activities that, if left unaddressed, would endanger our military advantages now and in the future.

- 2022 NDS SD letter, Oct 27, 2022

OVERSEAS OPERATIONS

This section focuses on continued military operations, initiatives, and support for global operations such as:

- Posturing modernized capabilities to deter or counter Chinese coercion and aggression
- Deterring Russian aggression and malign influence by providing the right capabilities throughout Europe
- Conducting Middle East Operations in-country and in-theater support activities, including intelligence support to military operations
- Replenishing and replacing munitions used in combat and equipment destroyed, damaged, or worn out due to use in overseas operations

Indo-Pacific: Pacific Deterrence Initiative (PDI)

The Department is prioritizing China as its preeminent pacing challenge; many of the Department's investments and efforts are focused on strengthening Indo-Pacific deterrence specific to this challenge. The Pacific Deterrence Initiative is a key subset of these efforts capturing the Department's efforts and investments that enhance and strengthen deterrence against China.

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The FY 2024 PDI budget request of \$9.1 billion consists of targeted investments that enhance U.S. force posture, infrastructure, presence, and readiness as well as the capacity and capabilities of U.S. Allies and partners, specifically in the Indo-Pacific region. Military Construction, including planning and design for enhancing resilience and communications in operating locations primarily west of the International Date Line, is also part of PDI.

FY 2024 PDI contains increases for Pacific Resilient Distributed Air Basing, logistics and repositioning of equipment, Defense of Guam, and INDOPACOM operations funding. PDI includes regional exercises, such as Pacific Multi-Domain Training and Experimentation Capability (PMTEC) and the construction activities that support them. These investments are only a small portion of DoD's broad Joint Force investments included in the FY 2024 President's Budget.

DoD has excluded from the PDI display investments or activities that are:

- 1) designed to address or deter broader strategic threats;
- 2) easily transferrable between theaters; or
- 3) routine activities and exercises.

The intent of these guidelines is to ensure PDI serves as a regionally-focused and useful framework for understanding and measuring specific investments. Additionally, consistent with legislation, DoD has organized PDI investment displays according to the six categories identified in Figure 3.1.

Figure 3.1. Costs by Major Category (*\$ in billions*)

Major Category	FY 2024 Request
Modernized and Strengthened Presence	2.9
Improved Logistics, Maintenance Capabilities, and Repositioning of Equipment, Munitions, Fuel and Materiel	1.1
Exercises, Training, Experimentation, and Innovation	2.1
Infrastructure Improvements to Enhance Responsiveness and Resiliency of U.S. Forces	2.4
Building the Defense and Security Capabilities, Capacity and Cooperation of Allies and Partners	0.5
Improved Capabilities Available to U.S. Indo-Pacific Command	0.1
Total USINDOPACOM	9.1

The DoD is focused on maintaining and extending our military advantage in the region, paced to threats posed by the PRC. These investments and activities demonstrate U.S. commitment to preserving a free and open Indo-Pacific.

Europe

The FY 2024 budget request continues to demonstrate the Department's focus on providing the right capabilities throughout Europe to deter Russian aggression against NATO, strengthen alliance cohesion, and, over time, enable partner capability and capacity.

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European Deterrence Initiative (EDI)

The FY 2024 budget request of \$3.6 billion for the European Deterrence Initiative (EDI) supports capabilities that build and maintain an information advantage over our adversaries; enables increased intelligence, surveillance, and reconnaissance; increases the overall readiness and interoperability of U.S. forces across all domains through additional exercises and training; and enables DoD Components to leverage existing capabilities to employ advanced intelligence tools and platforms.

As the Department continues to adapt DoD capabilities to the evolving threat and changing strategic environment, the Department continues to execute the following lines of effort to accomplish EDI objectives:

- Balanced U.S. military presence in Europe;
- Increased exercises and training with Allies and partners;
- Enhanced prepositioning of U.S. equipment in Europe;
- Improved infrastructure for greater readiness; and
- Enhanced building of Allies and partner capacity.

The FY 2024 EDI request excludes \$300 million for the Ukraine Security Assistance Initiative (USAI). Given that there is minimal substantive distinction between USAI requirements in the base budget previously tagged as EDI and USAI requirements funded through supplemental funding, the Department would like to avoid the appearance of establishing an arbitrary EDI criterion solely based only on a funding source.

The FY 2024 EDI budget request continues to demonstrate the Department's focus on providing the right capabilities throughout Europe to deter adversary threats.

Ukraine

The FY 2024 budget request includes \$300 million for the Ukraine Security Assistance Initiative (USAI) to provide assistance and support to the military and national security forces of Ukraine. Supplemental funding provided by Congress in FY 2022 and FY 2023 has been instrumental in supporting Ukrainian successes on the battlefield. The Department will continue to support Ukraine as they push back on Russia's unprovoked war of aggression. And as dynamics on the ground evolve, the Department will continue to evaluate the need for support to Ukraine beyond FY 2023.

DoD Support to NATO

The FY 2024 budget request includes \$600.9 million within the Operation and Maintenance, Army account for North Atlantic Treaty Organization (NATO) common funding requirements, ensuring increases aligned with the June 2022 NATO Summit Decision and NATO 2030 Initiative are adequately resourced. For example, this budget increases support for Airborne Early Warning Combat System and NATO International Military Headquarters. The Administration has committed to reaffirming, investing in, and modernizing NATO, and member countries have committed to increase common funding as well. The FY 2024 budget request reflects this commitment.

NATO Security Investment Program (NSIP)

The United States has an abiding national security interest in a stable, integrated European region. The political and military presence of the U.S. and North Atlantic Treaty Organization (NATO) Allies fosters the conditions necessary to ensure that democratic and market-based institutions can flourish across the region. The NATO Security Investment Program (NSIP) meets

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a wide range of Alliance military capability requirements. NSIP programs include the infrastructure to support both forward deployed and reinforcing forces, mobility within and between regions, enabling logistics and transportation support, and flexible command and control systems. The NSIP remains a key source of funding for infrastructure to support U.S. forces in Europe, restoring and upgrading existing NATO operational facilities, as well as providing new operational facilities. The Department's FY 2024 NSIP budget request is \$293 million, which provides support for requirements based on the current FY 2024 program and reflects the funding increase agreed to by leaders at the June 2022 NATO Summit.

Figure 3.2 breaks out the FY 2024 request for Europe by operations and activities. Figure 3.3 displays associated force levels.

Figure 3.2. Costs Operation/Activity (\$ in billions)

Operation/Activity	FY 2023 Enacted	FY 2024 Request	Delta FY 2023 to FY 2024
European Deterrence Initiative (EDI)	\$4.3	\$3.6	-\$0.7
DoD Support to NATO	\$0.6	\$0.6	\$0.0
NATO Security Investment Program (NSIP)	\$0.2	\$0.3	+\$0.1
Ukraine Security Assistance Initiative (USAI) ¹	--	\$0.3	+\$0.3
Total Europe	\$5.1	\$4.8	-\$0.3

^{1/} In FY 2023, \$300M for USAI was included in EDI.

Figure 3.3. EDI Rotational Forces in Europe

Operation/Location	FY 2022 Actuals	FY 2023 Enacted	FY 2024 Request
European Deterrence Initiative (EDI)	9,954	10,899	11,235
Total Europe	9,954	10,899	11,235

The EDI budget request continues to support those additional rotational forces deployed to Europe in the wake of Russia's 2014 invasion of Crimea, additional forces for deployments from outside the USEUCOM area of responsibility that reinforce NATO's security in response to Russia's full-scale 2022 invasion of Ukraine; and deployments from USEUCOM-assigned forces to NATO's Eastern Flank are also supported. These deployments have varied in length based on operational requirements and sustainability considerations. It also supports increased manning in theater needed to support the ongoing rotational forces.

Middle East Current Operations

The Department continues to address major security challenges in the Middle East and beyond.

In Iraq and Syria, Combined Joint Task Force – Operation INHERENT RESOLVE (CJTF-OIR) continues to advise, assist and enable vetted local partner forces in designated areas to achieve the enduring defeat of ISIS.

The Department also conducts a range of other military operations in the Middle East and South Asia, including global counterterrorism operations in the U.S. Central Command (USCENTCOM) area of responsibility, and operations outside the region, such as Combined Joint Task Force (CJTF)-Horn of Africa and Joint Task Force (JTF) Guantanamo.

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Figure 3.4 breaks out the FY 2024 USCENTCOM request by operations and activities, Figure 3.5 displays associated force levels, and Figure 3.6 shows the request by requirements and programs.

Figure 3.4. Costs by Operation/Activity (\$ in billions)

Major Category	FY 2023 Enacted	FY 2024 Request	Delta FY 2023 to FY 2024
Operation INHERENT RESOLVE (OIR)	\$5.5	\$6.2	+\$0.7
Other Theater Requirements and Related Missions ¹	\$20.3	\$14.7	-\$5.6
Subtotal USCENTCOM	\$25.8	\$20.9	-\$5.0
Prior-Year Rescissions	-\$0.1	--	+\$0.1
Total USCENTCOM	\$25.8	\$20.9	-\$4.9

¹Includes operations outside of CENTCOM, such as CJTF-Horn of Africa and JTF-Guantanamo

Numbers may not add due to rounding

Figure 3.5. U.S. Force Level Assumptions in DoD Budget (Average Annual Troop Strength)

Operation/Location	FY 2022 Actuals	FY 2023 Enacted	FY 2024 Request
Operation INHERENT RESOLVE (OIR)	3,400	3,949	3,558
Other Theater Requirements and Related Missions ¹	46,974	50,748	44,903
Total USCENTCOM	50,374	54,697	48,461

¹ Includes operations outside of CENTCOM, such as CJTF-Horn of Africa and JTF-Guantanamo

The FY 2024 budget request of \$20.9 billion reflects a \$4.9 billion decrease from the FY 2023 enacted level of \$25.8 billion to account for projected OIR and other mission and theater requirements. The decrease is primarily driven by a reduction in costs in the USCENTCOM area of responsibility as DoD continues to right-size its forward military presence per the FY 2022 National Defense Strategy. This budget request reflects DoD's transition to a more sustainable regional posture and DoD's support for a regional security architecture.

Figure 3.6. Costs by Requirements/Programs (\$ in billions)

Category	FY 2022 Enacted	FY 2023 Enacted	FY 2024 Request	Delta FY 2023 to FY 2024
Overseas Operations Requirements	\$32.3	\$25.4	\$20.5	-\$4.9
Afghanistan Security Forces Fund (ASFF)	\$0.1	--	--	--
Counter-ISIS Train and Equip Fund (CTEF)	\$0.5	\$0.5	\$0.4	-\$0.1
Subtotal USCENTCOM	\$32.9	\$25.9	\$20.9	-\$5.0
Prior-Year Rescissions	\$1.0	-\$0.1	--	+\$0.1
Total USCENTCOM	\$31.9	\$25.8	\$20.9	-\$4.9

Numbers may not add due to rounding

Overseas Operations Requirements includes incremental costs for military operations requirements for U.S. personnel operating in the USCENTCOM area of responsibility such as:

- Personnel special pays and subsistence for deployed forces;

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- Personnel pay for mobilized forces;
- Operating tempo (ground vehicles/equipment, combat aviation, Special Operations Forces);
- Communications;
- Pre-deployment training;
- Various classes of supplies;
- Deployment and redeployment of combat and support forces;
- Life support and sustainment; and
- Additional body armor and personal protective gear.

These requirements also include funds for critical contingencies and other support for personnel in-theater to include support from units and forces operating outside Iraq and Syria. Within this category are incremental costs such as afloat and air expeditionary forces, engineers, fire support, and other capabilities located elsewhere that support operations in Iraq, Syria, and other important missions. Support for some activities operating from the United States such as remotely piloted aircraft and reach back intelligence, surveillance, and reconnaissance (ISR) capabilities is also included.

The FY 2024 request also funds the replenishment, replacement, and repair of equipment and munitions expended, destroyed, damaged, or worn out due to prolonged use in combat operations. The major items that will be repaired or replaced include sonobuoys, helicopters, aircraft, ships, tactical vehicles, and various combat support equipment. The FY 2024 request funds the replenishment of rockets, missiles, and conventional ammunition including Joint Air-to-Ground MSLS (JAGM), and Joint Direct Attack Munition (JDAM). Upon returning from deployments, units restore their equipment to a condition that enables them to conduct training exercises, achieve required readiness levels, and prepare for future deployments. As personnel and equipment return from theater to their home stations, the need for equipment reset continues.

Additionally, the FY 2024 request includes \$398 million for the Counter-ISIS Train and Equip Fund (CTEF) to strengthen the capabilities of DoD's counter-ISIS partner forces, including the provision of secure and humane detention of ISIS fighters, to achieve the enduring defeat of ISIS. The request includes \$156 million to assist the Vetted Syrian Groups and individuals (VSGI) in Syria and \$242 million to assist security forces in Iraq.

Security Cooperation

Security Cooperation (SC) funding and authorities enable the United States to build partner capacity to address shared national security threats globally and conduct operations in tandem with or in lieu of U.S. forces. The 2022 National Defense Strategy outlines the critical need for the United States to reinvigorate and modernize alliances and partnerships around the world.

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Figure 3.7. Security Cooperation (\$ in billions)

Category	FY 2022 Enacted	FY 2023 Enacted	FY 2024 Request	Delta FY 2023 to FY 2024
Security Cooperation	\$1.5	\$1.5	\$1.3	-\$0.2
Prior-Year Rescissions	-\$0.1	-\$0.1	--	+\$0.1
Total Security Cooperation	\$1.4	\$1.4	\$1.3	-\$0.1

Numbers may not add due to rounding

The International Security Cooperation Programs (ISCP) account enables the U.S. to provide direct support to Allies and partners in those countries and regions where terrorist and other transnational/trans-regional threats pose the greatest challenge to the United States. This request supports over-the-horizon counterterrorism operations, partnership for the Atlantic basin, and enables allies and partners to counter transnational threats and promote regional and global stability.

For FY 2024, the Department has requested funds for the ISCP account to build partner capacity and incorporate allied and partner defense strategies and capabilities to address shared security challenges and buy down risk to U.S. forces. The ISCP account will fund activities pursuant to 10 U.S.C. section 332 (Institutional Capacity Building), section 333 (Train-and-Equip), and P.L. 114-92 section 1263 (Indo-Pacific Maritime Security Initiative). The account reflects the Department's continued efforts to consolidate funding for SC authorities into a single appropriation focused on the programming, coordination, and execution of available resources to meet the Department's objectives.

In addition, the FY 2024 Security Cooperation request includes \$15 million for support for Coalition forces to finance coalition, friendly forces, and a variety of support requirements for key foreign partners who wish to participate in U.S. military operations but lack financial means; and, Border Security funding in the amount of \$520 million, which provides support to allies and partner nations on a reimbursement basis for expenses incurred by these countries to develop and sustain increased security capabilities along their borders adjacent to conflict areas to prevent the free movement of weapons and narcotics, as well as ISIS and other violent extremist organizations.

READINESS

The Joint Force faces a wide range of increasingly complex threats and persistent global demands. To address the current operational reality, long-term strategic competition, and the potential for future high-end conflict, the Department must balance investments across capacity and capability, while ensuring continued growth in high-end combat effectiveness. The Department's FY 2024 budget balances modernizing capabilities for the future fight and sustaining current force readiness supported by development of a strategic readiness framework, as directed by the National Defense Strategy (NDS).



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Strategic readiness is the ability to build, maintain, and balance warfighting capabilities and competitive advantages that ensure the DoD can achieve strategic objectives across threats and time horizons. The strategic readiness framework expands the Department's view of how it thinks about readiness and leverages tools and assessments to inform a broader understanding of the cumulative and cascading impact of decisions on readiness. Building and maintaining our strategic advantage requires that we remain prepared to confront challenges in the near term, while ensuring that we are taking the steps necessary to be ready in the future. Accordingly, the FY 2024 budget submission is designed to maintain our current readiness while simultaneously modernizing for the future.

To guide and inform readiness investments, the Department strives to assess current and long-term force readiness using a strategic readiness lens. Looking beyond operational readiness of the Joint Force, the strategic readiness assessment will evaluate strategic readiness across 10 dimensions (operational readiness, sustainment, mobilization, modernization, global defense posture, force structure, resilience, human capital, business systems, and organizational effectiveness). The strategic readiness assessment is one part of the Department's broader policy, assessment, and cultural change efforts designed to enable decision advantage across the Department's many major processes, such as Global Force Management, Program and Budget Review, and the provision of security assistance to Ukraine. Success in the core strategic readiness dimensions is vital to compete with the People's Republic of China and Russia and address other emergent strategic challenges.

Understanding of strategic readiness requires that the Department has data-driven visibility into the tradeoffs incurred by decisions made today, to ensure that the most complete picture of strategic risk is available to senior leaders when making critical readiness decisions. The DoD continues to develop an analytic framework that integrates models across the Department to improve decision advantage. By building a core model that simulates the generation and degradation of readiness, the Department provides greater visibility on the readiness tradeoffs incurred by today's decisions. DoD continues to identify and ingest existing DoD models and data into our core model based on understanding user needs and desired functionality.

The Nation requires ready forces to face complex near- and longer-term strategic challenges. Dynamic Force Employment (DFE) and the Directed Readiness Tables (DRT) are two mechanisms that assist the Department to proactively and efficiently meet national security priorities. DFE is a concept to more flexibly use ready forces to proactively shape the strategic environment while maintaining the readiness required to both respond to contingencies and ensure the long-term viability of the Joint Force. This force management and employment concept enables operations across all layers of the NDS's Global Operating Model by utilizing a mix of U.S.-based and theater-based ready forces. The DRT prescribes the capacity of forces required within specific availability windows over the fiscal year. The Secretary issues directed readiness guidance for budgetary planning and programming purposes to ensure the Department makes the readiness investments required to accomplish strategic objectives.

A critical contributing factor for sustaining strategic readiness is reliable, predictable, and on-time funding provided by the U.S. Congress. The timely passage of an appropriations bill helps set the capabilities to strengthen our deterrence by sustaining and sharpening our warfighting advantages. Doing so provides the predictability needed to achieve the Joint Force readiness goals as the Secretary prescribes. It also significantly impacts the development and implementation of the programs, technologies, and initiatives the DoD is undertaking to ensure we remain the most capable military in the world. The timely appropriations passage further allows DoD to continue the innovation path with priorities such as cyber, artificial intelligence, and hypersonic programs. In addition, it enables the Military Services to plan training events and

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exercises properly, order long-lead depot supplies and parts, and allow the Defense Department components to fund programs for multiple years instead of one year at a time.

With the enduring support of Congress, the Joint Staff and Military Services will continue aligning resources and adjusting force generation to execute DFE, ensuring that the U.S. Military is a credible and effective deterrent and that Joint Force is ready to respond to any strategic challenge. The Department is prepared when called upon; however, predictable resourcing will sustain the Joint Force's readiness and ensure that the U.S. Armed Forces remain the best trained and equipped force in the world, who are deeply committed to responsibly managing our competition with the PRC so that they can never conclude that aggression is in its interest.

The FY 2024 budget request funds readiness improvements in the following areas:

- The Army is investing \$28.8 billion in its core readiness and readiness enablers accounts, which is a decrease of \$0.5 billion from FY 2023 enacted levels primarily due to the transfer of Joint Cyber Force requirements to U.S. CYBERCOM and a decrease in Operations Pathway (an odd year requirement). FY 2024 readiness funding supports global force projection requirements, including the Pacific Deterrence Initiative and European Deterrence Initiative. The FY 2024 readiness accounts include \$12.5 billion for home station training for ground maneuver forces and \$3.3 billion for aviation readiness.
- The Navy is investing \$52.8 billion, an increase of \$3.5 billion above FY 2023 enacted levels, in aviation, ship, and combat support readiness activities. The Navy continues to implement the Optimized Fleet Response Plan and reduce its long-term maintenance backlog by investing \$11.2 billion in ship depot maintenance. An additional \$2.7 billion in procurement appropriations is provided to fund surface ship maintenance availabilities, including \$600 million to continue work on the USS Boise.
- The Marine Corps is investing \$4.4 billion in ground combat readiness, an increase of \$86.5 million (2.0 percent) above FY 2023 enacted levels and, \$5.9 billion in aviation readiness accounts (Flying Hours funded in O&M, Navy), an increase of \$0.4 billion from FY 2023 enacted levels, to sustain critical operations, maintenance, and training programs.
- The Air Force is investing \$39.9 billion in core readiness and readiness enabler activities. Within this amount, the \$11.3 billion budget request for Air Force flying hours is an increase of \$1.2 billion above FY 2023 enacted levels. Additionally, Air Force readiness includes a \$17.6 billion request for Weapon System Sustainment, which increases by \$1.2 billion from FY 2023 enacted levels and is being invested to maintain the inventory of aircraft, space systems, and other weapon systems.
- The Space Force is investing \$3.3 billion in its core readiness and readiness enabler accounts, which is an increase of \$0.3 billion, or 11.6 percent, above FY 2023 enacted levels. The FY 2024 budget funds advanced training, weapon system sustainment, and resilient space launch capabilities to deliver Space warfighting capabilities for the Joint Force.

The following provides a detailed breakdown of FY 2024 readiness investments, by Service.

Army Readiness

The Army remains on track to meet Global Force Management Allocation Plan (GFMAP) and Directed Readiness Table requirements in FY 2024 while emphasizing integrated deterrence, multi-domain operations, and campaign objectives. The world is changing, and the Army is changing with it. The Army has refocused on deterring the aggression against the pacing

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challenge in the Pacific and the acute and persistent threats around the globe. To meet these evolving threats, the Army is undergoing a once in a generation transformation to develop the capability to converge effects on land, in the air, sea, space, and cyberspace. The Army maintains readiness for today’s fight as we modernize our training and weapons systems while ensuring the Army continues along a sustainable strategic path to build the Army of 2030. Together with our Allies and partners, we continue to strengthen deterrence and confront threats across the globe, securing America and her interests at home and abroad.

We responded to Russia’s full-scale war against Ukraine by supporting the NATO deterrence mission in Europe, where we currently have Soldiers forward stationed or deployed to Germany, Poland, and other NATO member states. This demonstrates Army Readiness is invaluable, and the 2024 budget enables us to maintain a high level of readiness to meet new and unexpected missions now and in the future. The Army’s investments and continued efforts toward modernization ensure we are postured to meet the 2022 National Defense Strategy requirements for integrated deterrence, support our active campaigning measures, and help us build and maintain an enduring advantage over near peers and potential adversaries. The Army is committed to staying on a sustainable strategic path that develops and fields cutting-edge modernization programs for Joint Multi-Domain Operations.

The Army’s collective and individual training readiness programs are comprised of operational training to provide units with decisive action capability, Training Support Systems (TSS) that enable training, institutional training for Soldier skills and leader development, and mission and other support to Combatant Commanders (CCDRs). To support collective and individual training, the Army resourced active Army Brigade Combat Teams (BCTs) and Combat Aviation Brigades (CABs) to meet the Directed Readiness Table Requirements. Army Reserve and Army National Guard BCTs and CABs are resourced to remain available for operational requirements.

Figure 3.8. FY 2024 Key Army Readiness Investments

Army	FY 2022	FY 2023	FY 2024
End Strength ¹	971,501	954,000	951,800
Ground Readiness ²	\$11.2B	\$12.7B	\$12.5B
Aviation Readiness ³	\$2.9B	\$3.6B	\$3.3B
Depot Maintenance ⁴	\$1.5B	\$1.7B	\$1.7B
Infrastructure ⁵	\$8.4B	\$9.7B	\$8.9B

¹ Total Active, Reserve, and National Guard end strength; FY 2022 Actual, FY 2023 Projected and FY 2024 Requested end strength

² Ground Readiness Sub Activity Groups (SAGs) 111, 112, 113, 114, 115

³ Aviation Readiness SAGs: 116

⁴ Depot Maintenance SAGs: 123

⁵ Infrastructure SAGs: 132, Military Construction (MILCON) appropriations

The Army is taking active measures to overcome unprecedented recruiting challenges without compromising on our standards for high quality Soldiers. We have implemented aggressive initiatives to address the issue, focusing on four recruiting areas: the recruiter, the applicant, regional recruiting, and marketing. In addition, the Army remains focused on retaining high quality Soldiers with additional incentives and bonuses.

Ground and aviation readiness remains stable due to a holistic approach to readiness across training, Soldier availability, and equipment readiness. The Army’s ground and aviation training strategies are resourced to meet the requirements outlined in the Directed Readiness Tables.

In addition to core readiness and readiness enabler activities, the Army maintains installation readiness through investments in base operations services, family programs, installation utilities,

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environmental programs, and facility sustainment, restoration and modernization (FSRM). Restoration and Modernization resources are prioritized to deploy renewable energy and storage, restore barracks, and improve quality of life, while the investment in facilities sustainment reflects the Army’s commitment to sustaining our critical infrastructure to build readiness. The FY 2024 request continues to invest in key initiatives targeted towards reducing harmful behaviors through robust funding for Sexual Harassment/Assault Response, Suicide Prevention, and Holistic Health and Fitness.

In FY 2024, the Army will continue to implement the new unit lifecycle model started in FY 2022 named the Regionally Aligned Readiness and Modernization Model (ReARMM). This model balances multiple regional requirements on the force with the Army’s necessity to modernize units. The Army must prioritize unit modernization to ensure the Army remains both competitive and ready. ReARMM supports the priority of taking care of people by reducing operational tempo and maximizing predictability and stability to commanders, Soldiers, and Families.

Figure 3.8 shows planned rotations for the critical joint training exercises funded in the FY 2024 budget. The Army resourced 22 decisive action Combat Training Center (CTC) rotations to assess brigade-level tactical readiness, including two exportable rotations. The Army has made significant progress recovering core mission readiness and is on a sustainable strategic path to provide the Joint Force with relevant and modernized forces, capabilities, training and support to meet future challenges.

Figure 3.9. Required, Planned, and Executed Army (Regular, Reserve, Guard) rotations through Maneuver CTCs

BCT CTC Rotation Type	FY 2022 Actual	FY 2023 Planned	FY 2024 Planned
National Training Center (NTC)	7	8	8
Joint Readiness Training Center (JRTC)	7	8	8
Joint Multinational Readiness Center (JRMC)	1	1	1
Other JRMC Rotation Exercises (EDI)	3	3	3
Exportable Rotation Exercises	2	2	2
Total BCT CTC Rotations	20	22	22

Navy Readiness

The Navy continues to realize readiness gains after several years of increased funding. In the FY 2024 budget, core readiness accounts grow by 7 percent from the FY 2023 enacted level.

Ship Maintenance increases by \$2.0 billion from the FY 2023 to FY 2024 enacted level, a 16.4 percent increase, primarily due to, USS NIMITZ (CVN 68) service life extension, 10 surface ship buybacks that were scheduled to decommission in FY 2023, 5 additional surface ship life extensions, and USS BOISE (SSN 764) Engineered Overhaul. Additionally, significant salary adjustments were funded for highly technical public shipyard workers who have been difficult to retain and hire due to higher than expected private industry demand for



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experienced shipyard workers. The program includes an executable maintenance schedule at validated shipyard capacity with incremental funding for the USS BOISE. Increased investments have resulted in improved shipyard performance trends, such as reductions in days of maintenance delays and improved on-time deliveries. The Navy continues its pilot program to fund private contracted ship maintenance availabilities for U.S. Pacific Fleet and U.S. Fleet Forces Command in the Other Procurement, Navy (OPN) appropriation, requesting \$2.7 billion in FY 2024. The OPN request now includes incremental funding for the submarine U.S.S. BOISE following the congressional add in the FY 2023 enactment of \$400 million.

Ship Operations decreases by \$0.2 billion, a 3.3 percent decrease from FY 2023 enacted funding. This decrease is largely due to lower fuel rate in FY 2024 and the provision of funding for Ukraine operations in FY 2023. This is a program modeled on force structure and GFMAP steaming requirements. The battle force inventory increases to 294 ships in FY 2023 and to 293 by the end of FY 2024. This also includes the Navy's Military Sealift Command Support Ships.

Navy Aircraft Operations (does not include Marine Corps aviation) decreases by \$0.3 billion, a 3.1 percent decrease from FY 2023 enacted levels. This decrease is largely due to the \$716 million fuel increase in the enacted FY 2023 budget. The FY 2024 funding level is based on the Master Air Aviation Plan, current aircraft availability, manning, and funding priorities. The Naval Aviation Enterprise (NAE) requires sustained funding levels in order to continue to build upon previous readiness recovery efforts while propelling efforts to operate and maintain our forces more efficiently.



In FY 2024, the NAE will continue cost savings measures to reduce the overall sustainment costs through numerous initiatives implemented as part of the Navy Sustainment System - Aviation (NSS-A). The FY 2024 budget reflects a wide-spread and expanded inventory of operable aircraft to preserve the level of lethality and readiness demanded by current global conditions.

Aircraft depot maintenance and logistics (does not include Marine Corps aviation) increases by \$0.1 billion, a 5 percent increase from FY 2023 enacted level. This funds aircraft depot maintenance to executable capacity with growth attributed to revised workload standards incorporating process improvements, the Fleet Readiness Center infrastructure optimization plan, and pricing changes. Increased funding for aviation logistics supports increased inventory of F 35C, C/MV-22, and KC135J aircraft.

The Navy continues data driven process improvement efforts to ensure the highest return on investment for readiness resources. Performance to Plan (P2P) senior leader forums focus on output metrics to drive improved readiness performance. The P2P approach includes clearly accountable supported commanders; a leading measures performance framework using data and analytics to characterize performance gaps/high leverage performance drivers; and a cadence of accountability provided by a barrier removal forum co-chaired by the Vice Chief of Naval Operations and Assistant Secretary of the Navy for Research, Development and Acquisition (RDA). Current P2P efforts include aviation readiness for F/A 18E/F & E-2D, DDG 51 maintenance, SSN availability, logistics, military personnel (MILPERS), cyber, and Naval Shipyard performance.

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Figure 3.10. FY 2024 Key Navy Readiness Investments

Navy	FY 2022	FY 2023	FY 2024
End Strength ¹	399,665	397,953	404,200
Ship Readiness ²	\$18.3B	\$19.3B	\$20.9B
Aviation Readiness ³	\$8.4B	\$9.7B	\$9.4B
Infrastructure ⁴	\$6.3B	\$7.7B	\$9.2B

¹ Total Active and Reserve end strength; FY 2022 Actual, FY 2023 Projected and FY 2024 Requested end strength

² Ship Readiness SAGs: 1B1B, 1B4B, OPN-1000

³ Aviation Readiness SAGs: 1A1A, 1A2A, 1A5A, 1A9A, excludes funding for Marine Corps

⁴ Infrastructure SAGs: BSM1, BSMR, Military Construction (MILCON) appropriations (includes disaster relief funding)

In the face of a challenging personnel environment, the Navy requests funding for 347,000 active and 57,200 reserve Sailors. This incorporates projected recruiting and retention targets to balance personnel with force structure. Navy is committed to Taking Care of People, with expanded Sexual Assault and Prevention programs, education opportunities at our flagship institutions, improved child care and MWR opportunities, and improved housing benefits.



As detailed in Figure 3.10, the FY 2024 budget includes 61 integrated training exercises for Carrier Strike Groups (CSGs), Amphibious Readiness Groups (ARGs) and attack submarines. These training exercises are critical to address 4th and 5th generation adversary threats and ensure the Carrier Strike Groups operate seamlessly in a combat environment.

Figure 3.11. Programmed Navy Training Throughput

	FY 2022 Executed		FY 2023 Planned		FY 2024 Planned**	
	BASIC	INT*	BASIC	INT*	BASIC	INT*
Carriers	3	3	3	4	2	2
Carrier Air Wings	3	3	3	4	2	2
CG/DDG/LCS	15	15	25	20	10	10
LHA/LHD/LPD/LSD	1	1	3	2	2	2
Attack Submarines	3	3	3	4	2	2

* Integrated refers to aggregated training of all units in a CSG /ARG

** The figures entered for FY 2024 represent a count of hulls expected to be in the given phase at some point during the year.

Marine Corps Readiness

Aligned with emerging joint and naval operating concepts, such as Littoral Operations in a Contested Environment (LOCE), Expeditionary Advanced Base Operations (EABO), Distributed Maritime Operations (DMO), and a Concept for Stand-in Forces, the Marine Corps is redesigning the force to deter conflict and actively persist as the Joint Force's Stand-in Force inside an adversary's weapons engagement zone (WEZ). The Fleet Marine Force (FMF) is in the process of transforming into a modernized force that is organized, trained, and equipped to meet the demands of the rapidly evolving future operating environment, and optimized for the challenges

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of naval expeditionary warfare, while maintaining its role as America's force in readiness, deterring adversaries and responding to crisis globally.

As delineated in the Commandant's Planning Guidance (CPG) and Force Design 2030, Marine Corps Force Design initiatives encompass a comprehensive modernization effort to transform the organization through a threat informed, concept-based approach, supported by a campaign of analysis including wargaming, modeling and simulation. The future FMF will enable the Navy and Marine Corps to restore the strategic initiative and to define the future of maritime conflict by capitalizing on innovative capabilities to operate persistently inside actively contested spaces, facilitating sea denial and sea control in support of Fleet operations and the Joint Force.

The Marine Corps continues to aggressively adapt, organize, train, and equip to meet the demands of the increasingly competitive future operating environment, developing new capabilities and modernizing equipment. Through prioritized investments in long range precision fires and anti-surface warfare capabilities, networks, sensors, intelligence platforms, air defense, ground combat lethality and science and technology programs, the Marine Corps will contribute to the Joint Force by providing naval expeditionary forces actively persisting inside contested spaces, leveraging all-domain tools as the eyes and ears of the Fleet and Joint Force, completing naval and joint kill webs, competing with peer adversaries in the maritime gray zone, and complicating an adversary's decision calculus

The FY 2024 ground combat readiness budget of \$4.2 billion enables the Marine Corps to meet the readiness requirements for the FMF, Field Logistics, Maritime Prepositioning, Cyberspace Activities, and Cyber Mission Forces. The Marine Corps uses a Total Force (Active and Reserve Components) approach for the planning and execution of ground equipment and readiness as it continues to make strategic choices in the retirement of older and low demand programs that do not meet future operating requirements and to reallocate these funds in capabilities that enable the Nation's naval expeditionary force-in-readiness to operate inside actively contested maritime spaces and facilitate sea control in support of fleet operations.

For FY 2024 Aviation Readiness, the Marine Corps requests \$5.9 billion across active and reserve aviation readiness accounts. This includes \$3.2 billion for Mission and Other Flight Operations and \$0.7 billion 7B for Fleet Air Training, funding the Flying Hour Program (FHP) to the maximum executable level. Aircraft Depot Maintenance is funded at \$0.7 billion and \$1.3 billion for Aviation Logistics, which primarily funds F-35 B/C, KC-130J, and MV-22 maintenance actions.

The Marine Corps continues to lean forward and advance through its ongoing, comprehensive aviation readiness recovery effort, designed to increase the number and quality of mission capable aircraft along with highly trained and combat ready aircrew. Initiatives include increasing supply material readiness, decreasing aircraft downtime awaiting supply, improving training quality and proficiency, and funding contractor support for aircraft at the Fleet Replacement Squadrons, further enabling Marines to fulfill duties in deployable units. Additionally, large investments have been made to the Flying Hour Program to facilitate aircrew training requirements and projected flight hours required to meet training goals as established by the FMF.

The Marine Corps recognizes the importance of facilities programs to support warfighting capability. The Infrastructure Reset Strategy maximizes the value of every facilities investment dollar, ensuring funding is targeted and spent on the highest priorities at the lowest total lifecycle cost, instituting best practices, optimizing investment over the long-term to support mission requirements and aligning investment with strategic priorities. Infrastructure investments support critical projects providing installation resiliency, relocation and consolidation of forces, operational and training needs, modernizing inadequate and obsolete facilities, and life, health, and safety

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improvements. Importantly, the Marine Corps continues to focus on a robust demolition program to eliminate no longer required facilities, thereby reducing total cost of ownership.

The Marine Corps proposes \$2.6 billion in support of infrastructure funding, which includes \$1.3 billion in FY 2024 Military Construction (MILCON) for operational facilities, Guam relocation, training facilities and design. Additionally, \$1.2 billion is requested for Facilities Sustainment, Restoration, and Modernization (FSRM), which reflects the Marine Corps commitment to the improvement of critical infrastructure to build readiness through facilities sustainment, the restoration and modernization of existing facilities, and the demolition of facilities no longer required.

Figure 3.12. FY 2024 Key Marine Corps Readiness Accounts

Marine Corps	FY 2022	FY 2023	FY 2024
End Strength ¹	207,176	205,217	205,900
Ground Readiness ²	\$3.6B	\$4.1B	\$4.2B
Aviation Readiness ³	\$5.1B	\$5.3B	\$5.9B
Infrastructure ⁴	\$3.6B	\$3.3B	\$2.6B

¹ Total Active and Reserve end strength; FY 2022 Actual, FY 2023 Projected, and FY 2024 Requested end strength

² Ground Readiness SAGs - 1A1A, 1A2A, 1B1B, 1CCY, 1CCF

³ Aviation Readiness SAGs - 1A1A, 1A2A, 1A5A, 1A9A (Marine Corps portions of O&M, Navy and O&M, Navy Reserve appropriations)

⁴ Infrastructure SAGs – BSM1, BSMR, Military Construction (MILCON) appropriations (includes disaster relief funding)

Annual Service Level training exercises provide critical opportunities to conduct missions in different environments generating combat readiness for all Fleet Marine Force (FMF) participants. The Marine Corps invests \$0.8 billion in FY 2024 in support of its Service-Level Training Installations to ensure Marines are properly trained to address all warfighting domains across the range of military operations. The two premier Service-Level Training Exercises within the Marine Corps are the Integrated Training Exercise (ITX) and Mountain Exercise (MTX). ITX, conducted at the Marine Corps Air Ground Combat Center at Twentynine Palms, California, prepares all elements of the Marine Corps Air Ground Task Force (MAGTF) for combat, with particular emphasis on live fire and maneuver, command and control and competitive Force-on-Force warfighting actions against a peer adversary in a multi-domain environment. MTX, conducted at the Marine Corps Mountain Warfare Training Center in Bridgeport, California, prepares units for combat in high altitude, cold weather, and/or mountainous operations.

Figure 3.13. FY 2024 Marine Corps Planned Large Training Exercises

	FY 2022		FY 2023		FY 2024	
MAGTF CE	3	0	3	0	3	0
Infantry Bn	8	5	9	5	9	5
Artillery Bn (-)	3	0	3	0	3	0
Logistics Bn	3	1	3	1	3	1
Squadrons/Bn	15	0	15	0	15	0

Air Force Readiness

The Air Force's overall FY 2024 budget request increases readiness funding by \$3.0 billion, or 8.2 percent above FY 2023 enacted level. This budget funds weapon system sustainment, flying hours, and modernizes network infrastructure to strengthen cybersecurity posture to enable worldwide training and exercises to field an agile combat force to support the missions described in the National Defense Strategy (NDS).

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This year, the Air Force transitioned to the Air Force, Force Generation (ARFORGEN) model to enable more stability and predictability for force employment. This will facilitate executing the training necessary to compete against the pacing challenge, scheduling down time for fleet sustainment, and setting the conditions to improve the readiness of the Nation's first to the fight units over time. The Air Force is committed to building a more lethal and ready force and prepared to defeat our adversaries in high-end combat.

Consistent with meeting NDS priorities, the Air Force developed a concerted and focused investment strategy through seven highly-detailed Operational Imperatives and three Cross-cutting Operational Enablers. These ten efforts examined and provided methods to ensure the Air Force is postured to meet and defeat a peer adversary in the future contested high-end warfighting environment. Space resilience, Advanced Battle Management System (ABMS)/Joint All Domain Command and Control (JADC2), Wide-Area Surveillance and Tracking/Targeting, Next Generation Air Dominance Family of Systems, Resilient Forward Basing, Long-Range Strike, Readiness to Transition to a Wartime Posture, Mobility, and Munitions have and are continuing to identify gaps/vulnerabilities, as well as investment recommendations in relevant next-generation capabilities to close those gaps.

Figure 3.14. FY 2024 Key Air Force Readiness Investments

Air Force	FY 2022	FY 2023	FY2024
End Strength ¹	497,395	495,875	502,700
Maintenance ²	\$15.0B	\$16.4B	\$17.6B
Flying Hours Operations ³	\$10.3B	\$10.9B	\$11.3B
Infrastructure ⁴	\$8.6B	\$9.1B	\$7.7B

¹ Total Active, Reserve, and National Guard end strength; FY 2022 Actual, FY 2023 Projected and FY 2024 Requested end strength (excludes Space Force)

² Maintenance SAGs: 011M, 011W,

³ Flying Hours & Operations SAGs: 011A (AFR), 011F (ANG), 011Y (AF)

⁴ Infrastructure SAGs: 011R, Military Construction (MILCON) appropriations (includes disaster relief funding)

As shown in Figure 3.13, total Air Force end strength decreases slightly in FY 2024. The Air Force continues to focus on producing and retaining critical skills in key readiness areas, such as aircraft maintenance, and rated aviation. In addition, the Air Force continues to pursue force structure divestiture to repurpose manpower accordingly to mitigate critical shortfalls, manage experience, and enable readiness as new aircraft and systems come on line. Delays in divestiture of entire platforms/weapon systems and associated support make these necessary modernization changes.

The FY 2024 budget request increases Weapons System Sustainment (WSS, e.g. Depot Maintenance, Contract Logistics Support, Sustaining Engineering, Technical Orders and such) and funds the overall portfolio to 87 percent of requirement. The FY 2024 WSS position balances structural (long-term) and operational readiness (near-term) weapon system readiness with emphasis on capabilities supporting NDS priorities, priority aviation sustainment programs including F-35, F-16, B-52, C-17, F-35, C-130J, KC-135, Distributed Common Ground Systems, and Wide Area surveillance.

The Service is addressing operational training infrastructure (OTI) through targeted near-term investment and a long-term funding strategy to upgrade both its live and synthetic training infrastructure. In the FY 2024 budget, the Air Force invested in the operational infrastructure in the INDOPACOM Theater to enhance operational readiness in efforts to counter our pacing challenge. Development of the synthetic training environment infrastructure, focusing on the Joint Simulation Environment (JSE), is necessary to train for the challenges of future combat

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operations. This funding will assist in upgrading critical training ability to outpace potential adversary threat environments and improve training integration of 4th and 5th generation aircraft. Additionally, the Nevada Test and Training Range (NTTR) and Joint Pacific Alaska Range Complex (JPARC) are in the continual process of being modernized to emulate a peer adversary environment. The Air Force hosts the following critical training exercises each year:

RED FLAG – ALASKA is a Pacific Air Forces (PACAF)-sponsored training exercise conducted three to four times a year and features large force employment exercise scenarios. The focus is at the tactical level and the goal is to give aircrew and pilots the equivalent of their first ten combat sorties. Units receive equivalent level of training whether they attend RED FLAG Nellis or Alaska.

RED FLAG – NELLIS is an Air Combat Command (ACC)-sponsored exercise and is the Air Force’s premiere air-to-air combat training exercise, and participants include both United States and allied nations’ combat air forces. The exercise provides aircrews the experience of multiple, intensive air combat sorties in the safety of a training environment.

RED FLAG – RESCUE is an ACC-sponsored, 2 week Combat Search and Rescue (CSAR) exercise. Detachment One, 414th Combat Training Squadron hosts this Personnel Recovery (PR) exercise through the United States Air Force Warfare Center. The missions are conducted throughout Arizona and western New Mexico. The primary objective is to provide participants the opportunity to plan and employ together, executing multiple PR scenarios at the tactical level, with integration up to the operational level.

GREEN FLAG (GF) – is a 2 week exercise held in conjunction with all Brigade Combat Team (BCT) rotations at the Army’s National Training Center and Joint Readiness Training Center to train aircrews, Battlefield Airmen, and BCTs in the planning, integration and execution of airpower Close Air Support in support of Decisive Action campaigns. GF exercises are the only tactical exercises that jointly train Combat Air Force (CAF) units with brigade-sized Army units in a realistic scenario for the detailed integration required to effectively and safely conduct the joint counter-land and counter-sea missions.

Figure 3.15. Historical and Planned Full-Spectrum Air Force Training Exercises

Exercise	FY 2022 Executed	FY 2023 Planned	FY 2024 Planned
RED FLAG ALASKA	3 executed of 3 planned	3	3
RED FLAG NELLIS	3 executed of 3 planned	3	3
RED FLAG RESCUE	2 executed of 3 planned	2	2
GREEN FLAG WEST	4 executed of 9 planned	8	8

Space Force Readiness

The FY 2024 increased budget enables the Space Force to enhance Guardian Readiness, to accelerate a pivot to resilient capabilities for today’s contested space domain, and to ensure critical services for joint and allied warfighters.

The threat environment in space is changing rapidly; anti-satellites weapon capabilities have made a resurgence in the past decade, with a number of different Russian military “Cosmos” satellites believed to be designed to kinetically kill satellites in low Earth orbit. China, in the meantime, is exploring technologies like the robotic arm on the Shijian-17, something which could

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be used by a future system for grappling another satellite. These examples, as well as many others necessitate advanced training and increased readiness for the Space Force. In support of the 2022 NDS, Guardians continue to evolve their training to ensure they can defeat realistic threats and ensure joint force advantage versus potential adversaries. Equipped with a lean and agile end strength of 9,400, the Space Force is implementing a new Space Force Generation (SPACEFORGEN) model that optimizes our ability to present ready Guardians and space capabilities. Investment into Space Training and Readiness Command (STARCOM) enables modernized operational training infrastructures to include developing live, virtual, and constructed environments where Guardians can train against a professional, doctrinally sound, and threat-representative aggressor force. The National Space Test and Training Complex (NSTTC), a core element of the Space Force's Operational Test and Training Infrastructure (OTTI), is foundational to implementing and evaluating space warfighting requirements. The NSTTC and OTTI will aid in space capability development and testing in an operationally realistic environment, and increase lethality through development of tactics, techniques, and procedures. Specific investments that improve operational readiness include the following: the Space Test and Training Range (STTR) which provides infrastructure, environment, and range control for weapon systems training and joint exercises; the Standard Space Trainer (SST) which provides space simulators for 17 space weapon systems; simulators that support multi-domain Flag-exercises/training events to facilitate space warfighter training; and the stand-up of the STARCOM, which provides manpower, contract support, equipment, and facilities to conduct advanced training and readiness exercises.

The Space Force provides support to 27 exercises including both Service and joint events and will add two more service-specific exercises focused on Space Domain warfighting concepts. Polaris Hammer is a Space C2 exercise to evaluate Space Operations Command (SpOC) authorities, C2 roles and responsibilities, lines of effort across multiple agencies, and assess gaps in SpOC personnel preparedness, effectiveness and training. Large scale, joint and coalition integrated exercises provide an opportunity to assess and determine the Service's ability to generate, present, and sustain combat ready space forces to Combatant Commands in a contested, degraded, and operationally limited space environment. Two primary Space Force exercises include SPACE FLAG and POLARIS HAMMER:

SPACE FLAG – Space Force's sole large-force employment exercise, focused exclusively on gaining and maintaining space superiority. One out of the three iterations of SPACE FLAG is an annual coalition exercise which includes participants from Australia, Canada, Great Britain, and the U.S. It provides tactical space forces with realistic, threat-based training to enhance their ability to analyze and respond to current and future threats around the globe within a broader warfighting context.

POLARIS HAMMER - An exercise that evaluates SpOC authorities, C2 roles and responsibilities, and lines of effort across multiple agencies, and assessing gaps in SpOC personnel preparedness, effectiveness and training.

An additional aspect of readiness is the Space Force's investment into a Force Design approach to delivering new capabilities. Capabilities on-orbit today were not designed for a warfighting domain; therefore, the Space Force is investing in resilient architectures designed for a contested space domain. Through the Space Warfighting Analysis Center (SWAC), the Space Force is utilizing a cost-conscious, threat-informed, data-driven force design process to deliver a series of robust space architecture designs that advance joint force capabilities. These analytic efforts in conjunction with inputs from stakeholders across the Department of Defense, the Intelligence Community, and our allies and partners help shape future requirement strategies to ensure the Service invests in the right capabilities to effectively and efficiently meet future needs. Based on

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the ever-changing environment of the space domain, force design analysis hinges on detailed threat information. The Space Force derives this information from the National Space Intelligence Center (NSIC) which articulates threats and provides updates, assessments of adversary capabilities and intent in the space domain.

Another area of focus for Space Force readiness is the ability to deliver critical services to Joint warfighters. Support to warfighters via Satellite Communications (SATCOM) downrange is a paramount responsibility of the Space Force. The Space Force is continuing development efforts on future disaggregated strategic and tactical SATCOM systems to meet emerging threats in the 2030s timeframe. Key aspect of readiness include integration with international partners, commercial SATCOM, and various acquisition pathways to rapidly deliver capability. Various investments are being made to the following programs in order to continue to deliver capability in the event of conflict: Protected Tactical SATCOM (PTS); Protected Tactical Enterprise Service (PTES); Mobile User Objective System (MUOS); Commercial SATCOM (COMSATCOM) Integration (develop tools to operate SATCOM as a single, hybrid enterprise); Wideband Global SATCOM (WGS); and Polar SATCOM.

This year's budget request highlights specific modernization efforts to improve the resiliency of Global Positioning System (GPS). Commercial, civil, allied, partner, and military users depend on assured positioning, navigation, and timing systems for precise and accurate geolocation, navigation, and time reference services. These capabilities are mission-essential for virtually every modern weapon system. Specific enhancements include increased anti-jamming performance, upgrades to the military user equipment, and advanced cyber protection for the ground operating systems.

Finally, the Enterprise Ground Services (EGS) program, which provides cyber-secure tactical command and control (C2) services, using open standards and a common platform to transition away from legacy stove-piped ground systems. The EGS continuously delivers enterprise-wide tactical C2 services, that when integrated with mission specific capabilities, will fully enable warfighting effects.

All of these capabilities are supported by an infrastructure that supports over 50 weapon systems via the Space Force Weapon Systems Sustainment (SWSS) and Facility Sustainment, Restoration, and Modernization (FSRM). The Space Force is prioritizing these effort to ensure optimized readiness across all aspects of the Space Force portfolio.

Figure 3.16. FY 2024 Key Space Force Readiness Investments

Space Force	FY 2022	FY 2023	FY 2024
End Strength	8,061	8,600	9,400
Space Operations ²	\$1.2B	\$1.3B	\$1.9B
Space System Sustainment ³	\$1.4B	\$1.6B	\$1.4B
Infrastructure ⁴	\$0.2B	\$0.3B	\$0.7B

¹ Total Active end strength; FY 2022 Actual, FY 2023 Projected, and FY 2024 Requested end strength

² Space Operations SAGs: 012A, 013A, 013C

³ Space System Sustainment SAGs: 013M, 013W

⁴ Infrastructure SAG: 013R

United States Special Operations Command (USSOCOM) Readiness

The FY 2024 budget request invests in USSOCOM readiness and supports the National Security priorities by ensuring U.S. Special Operations Forces (SOF) are prepared to execute operations with the Joint Force, conduct counterterrorism (CT) and Counter Violent Extremist Organization

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(C-VEO) operations, serve as the Coordinating Authority for Countering Weapons of Mass Destruction, conduct internet-based Military Information Support Operations (MISO), compete with strategic adversaries below the level of armed conflict, and conduct global crisis response missions. Further, the FY 2024 budget request supports USSOCOM's ability to meet the Secretary of Defense's FY 2024 Directed Readiness Tables.

Overall, SOF maintains a relatively stable readiness posture while simultaneously modernizing the force and maintaining a persistent global presence. In the FY 2024 budget, USSOCOM continues to focus on three core challenges: 1) balancing demands on SOF readiness for day-to-day operations, major contingency operations, and crisis response missions; 2) closing gaps and sustaining Service support to SOF; and 3) mitigating risks in near and long-term readiness. The FY 2024 budget request provides USSOCOM with sufficient funding to address these challenges. The USSOCOM continues to rely heavily on the Services for materiel, logistics, and infrastructure support across the spectrum of operations.

The FY 2024 budget provides USSOCOM with the resources to pursue gains in areas with existing or emerging readiness concerns. Specific investments include funding that: continues the accelerated SOF fixed-wing aircraft conversion to an entirely A/MC-130J fleet to improve capability and availability; modernizes SOF training ranges and simulators; enables full-spectrum SOF-specific training events and exercises; expands training integration with the conventional forces; sustains flying-hours for SOF fixed-wing and rotary-wing aircraft; invests in artificial intelligence to increase the speed of processing, exploitation, and dissemination for ISR; and increases support for the Preservation of the Force and Family program to maximize personnel readiness

Figure 3.17. FY 2024 Key USSOCOM Readiness Investments¹

USSOCOM	FY 2022	FY 2023	FY 2024
Personnel ²	72,366	73,926	73,855
Flying Hours	\$0.64B	\$0.62B	\$0.63B
Formal Training	\$0.42B	\$0.041B	\$0.42B
Exercises	\$0.08B	\$0.07B	\$0.08B

¹ Funding reflects only a portion of what the Department considers core readiness spending in USSOCOM's annual budget

² Total Personnel includes Active, Reserve, and National Guard end strength and authorized Civilian Full-Time Equivalents

The FY 2024 budget provides funding for SOF participation in support of CJCS-directed training and priority exercises within every Geographic Combatant Commander's Area of Responsibility. These funds are also provided for the execution of USSOCOM Component exercises to provide training, validation, and certification of O-6 and above Joint SOF headquarters preparing to deploy for named operations which are crucial to sustaining SOF readiness. The FY 2024 budget also continues to sustain the USSOCOM Joint Combined Exchange Training program, which is crucial to the Mission Essential Task List training and continued readiness of small U.S. SOF units to train overseas with friendly foreign forces.

The FY 2024 budget request continues to invest in recapitalization efforts critical to rebuilding SOF platform readiness and enhancing the capacity of certain high-demand, low-density force elements to improve readiness. The budget request supports SOF transitioning to sustainable Force Generation Models to meet DoD Deployment-to-Dwell goals while maintaining consistent force offerings and utilization. These relatively small but crucial capacity enhancements include expanded capabilities to reduce stress on SOF enablers, initiatives to improve SOF aviation platform availability, as well as support ISR, force protection, direct action, cyber, and classified units.

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An example of USSOCOM's approach to balancing modernization and readiness are SOF fixed-wing aircraft for precision strike (AC-130 aircraft) and specialized air mobility (MC-130 aircraft). Current challenges in these platforms are a combination of the relatively small inventory of these aircraft, high day-to-day demand for current operations, and the ongoing recapitalization effort to transition aircraft to common J-model configurations. In FY 2023, USSOCOM will complete transition to the AC-130J (30 aircraft) as the primary gunship platform and continues transition to the MC-130J (59 aircraft) as the primary multi-mission platform; divestment of the AC-130H, AC-130U, AC-130W, and MC-130H platforms is complete. The recapitalization effort is vital to improving aircraft capabilities and availability. The FY 2024 budget request enables USSOCOM to continue an accelerated pace of model conversions that is critical to improving the readiness of these aircraft and mitigating second order impacts on aircrew readiness.

Joint Training Capabilities

Rapid technological advancement and threat evolution continue to outpace training modernization, widening the gap between how the Joint Force trains and how it will fight. To maintain decisive military advantage over peer adversaries in multi-domain operations, the DoD is changing its approach to developing training capabilities by elevating the priority of training investment, reforming business practices, and seeking commonality and interoperability. The framework for this change is the Secretary's Joint Operational Training Infrastructure (JOTI) Strategy. Selected training initiatives in the FY 2024 President's Budget include:

- Joint Integrated Training Center (JITC)

The JITC is a government-owned center that fills the air combat training lag and fidelity gaps by creating a facility that runs on the single Joint Simulation Environment (JSE). The JITC includes simulator bays of tier one assets (F-35, F-22, Next Generation Air Dominance (NGAD), EA-18G, B-21, E-7, E-2D, AEGIS, Patriot, THAAD, HIMARS, Space, and Cyber) within its building to minimize lag. Full operational capacity of the JITC will offer a path for tier one operators to train in an all-domain pacing threat scenario that is not offered by any other technology or facility. From a workforce management perspective, co-locating joint force trainees in the same facility for a week or more creates a learning environment that does not exist across a distributed exercise.

- Pacific Maritime Training and Experimentation Capability (PMTEC)

The PMTEC will provide the ability to train the Joint Force and allies and partners via linkages between ranges. PMTEC will form the world's largest fully instrumented coalition range system with the most advanced capabilities for virtualization, simulation, and operational rehearsal over long distances via integrated Joint Live, Virtual and Constructive (JLVC) training.

- Joint Live, Virtual and Constructive (JLVC) Modernization and Integration

JLVC provides the Combatant Commands and the Services a fully integrated environment enabling the warfighter to plan, train, and fight as a Joint and Coalition force. JLVC modernization and integration is required to enable the JOTI Strategy's goals and objectives; to implement the Joint Warfighting Concept; and to provide the joint enabling architecture that will complement USINDOPACOM's PMTEC Live Range integration effort.

- Persistent Cyber Training Environment (PCTE)

The PCTE will be the Department's primary source of Cyberspace Operations training and certification. By the end of Phase II (FY 2024-2028), PCTE will support end-to-end (individual-to-collective) training for the full range of cyberspace forces, both Cyberspace Operations Forces (COF) and non-COF. The PCTE platform provides a competitive edge over our adversaries and

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has the ability to deliver those same advantages to allies and partners. Providing expanded access to the PCTE gives Combatant Commands a means to meet their Theater Security Cooperation goals and facilitates National Guard cooperation with State Partnership Program nations.

Joint Training, Exercise, and Evaluation Program (JTEEP)

The JTEEP is an evolution of the earlier Combatant Command Exercise Engagement and Training Transformation program (CE2T2). The JTEEP is the Department's primary way to prepare U.S. forces for globally integrated joint and combined operations across the competition continuum. It provides resources to Combatant Commands (CCMDs) and Military Departments to enable individual and collective training of U.S. forces to improve joint readiness, prepare for high-end joint warfighting, and support day-to-day campaigning activities. The program requests \$701.1 million for FY 2024 to support these basic endeavors.

The CCMDs use JTEEP funding for both warfighting preparedness and day-to-day competition. By paying for the planning and execution of exercises, transportation of personnel and equipment, and incremental costs incurred by the Services to participate in CCMD exercises, JTEEP enables over 100 major CCMD exercises annually that prepare U.S. forces to execute operational plans, train the CCMD staffs in demanding and realistic environments, provide presence and regional expertise for U.S. allies and partners, and build relationships and trust. JTEEP also includes Exercise-Related Construction (ERC) funding to build exercise related infrastructure needed by U.S. forces participating in joint exercises. Selected major exercises for FY 2024 include:

- U.S. Africa Command (USAFRICOM): AFRICAN LION is the Combatant Commander's (CCDR) #1 priority exercise. It is an AFRICOM-led Tier 1 annual exercise building readiness and driving Joint Force Commander and Component headquarters staff and leader training for regional crises and Global Competition. This exercise culminates in a joint combined all-domain exercise to counter malign activity in North Africa and Southern Europe while increasing interoperability
- U.S. Central Command (USCENTCOM): INTERNAL LOOK is a HQ and Service Component Battle Staff exercise with Allies and Interagency partners. It is conducted as a Tier 1 Command Post Exercise (CPX) to rehearse crisis action planning and execution processes, rehearse, and refine the HQ USCENTCOM Joint Battle Command System to ensure maximum readiness to operate against designated operational plans in a trans-regional, all-domain, multi-functional operating environment.
- U.S. Cyber Command (USCYBERCOM): CYBER LIGHTNING (CL) is USCYBERCOM's premier Tier-1 exercise, which focuses on the strategic to operational threshold and centers on training the CCMD headquarters and Component Staffs. This exercise focuses on the command's global cyberspace coordination role and mission to combat peer adversaries to improve cyberspace operations as a key component of our nation's ability to sustain Joint Force military advantages, both globally and in key regions.
- U.S. European Command (USEUCOM): AUSTERE CHALLENGE is an annual Tier 1 CPX that, in FY24, exercises USEUCOM and adjacent CCMD staffs, along with elements of Allied Command Operations, to train Global Integration and increase interoperability with NATO. ASTRAL KNIGHT is an annual capstone exercise incorporating Integrated Air and Missile Defense (IAMD) sensor, shooter, and Command and Control Architecture Theater wide from the tactical to operational levels and includes partners and allies.
- U.S. Indo-Pacific Command (USINDOPACOM): VALIANT SHIELD is a two-week long, unilateral, joint field training exercise conducted in Guam and its surrounding seas. It

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features joint operations of large- scale air and naval forces supported by ground forces against all-domain, near peer adversaries. Its purpose is to ensure joint tactical warfighting readiness and serve as a venue for joint experimentation and innovation. Total combined participation is approximately 15,000 personnel and over 30 ships and 120 aircraft.

- U.S. Northern Command (USNORTHCOM) and North American Aerospace Defense Command (NORAD) (N&NC): VIGILANT SHIELD is an annual Tier 1 exercise conducted as a CPX that includes select integrated FTX venues designed to train NNC HQ, NORAD Regions, USNORTHCOM components and subordinates in Homeland Defense processes. It provides the opportunity to exercise wartime operations in support of homeland defense joint mission essential tasks; and may be conducted with other CCMDCCMD and Joint Staff exercises that have similar scenarios to maximize the training opportunity.
- U.S. Southern Command (USSOUTHCOM): PANAMAX is an operational exercise focused on security of the Panama Canal that trains U.S. and partner nation (PN) forces/staffs in countering threats across all domains to include cyberspace, and space in a complex multinational environment. TRADEWINDS and CENTAM GUARDIAN focus on Security and Humanitarian Assistance/Disaster response training in the Caribbean and Central American Regions. These multinational exercises bring together the U.S. military, with interagency and international partners to build readiness, resiliency, and interoperability UNITAS and RESOLUTE SENTINEL are South American-focused exercises that allow the U.S. military to train in contested environments.
- U.S. Space Command (USSPACECOM): Annual CCMD exercises will validate command readiness and set a path towards Full Operational Capability. The command will conduct an annual Tier-1 level exercise (official name forthcoming) alternating linkages annually between USINDOPACOM's and USEUCOM's Tier 1 exercise. Concurrently, the command continues to build supporting relationships to all the CCMDs, Allies, and partners through joint space training and space scenario development USSPACECOM is fully nested within the Large-Scale Global Exercise concept.
- U.S. Special Operations Command (USSOCOM): USSOCOM has six CCMD exercise programs consisting of 20 exercise rotations planned in FY 2024, focuses on pre-deployment joint combined arms warfighting and readiness by synchronizing SOF, conventional force, Interagency, and other efforts within multi-domain, multi-functional, SOF-led training environments. USSOCOM's exercise program also prepares SOF to respond early and precisely to execute a wide range of global missions and advance strategic competition by leveraging SOF's unique capabilities to exploit opportunities, conduct integrated campaigning, expand the competitive space below armed conflict, and prepare for large scale combat operations should deterrence and competition fail.
- U.S. Strategic Command (USSTRATCOM): GLOBAL THUNDER is an annual exercise providing training opportunities to assess USSTRATCOM mission areas and operational readiness. This exercise employs global operations in coordination with other CCMDs, Services, appropriate U.S. government agencies, and allies to deter, and, if necessary, provide a decisive response to strategic attacks against the United States and its allies.
- U.S. Transportation Command (USTRANSCOM): TURBO CHALLENGE (TC), a Tier 1 Command Post Exercise, focuses on senior leader decision-making and battle-staff action underpinning USTRANSCOM's capability to conduct Joint Deployment and Distribution Enterprise (JDDE) operations to meet wartime contingency or natural disaster requirements.

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- Large Scale Global Exercise 24 (LSGE): The LSGE 24 is a Secretary and Chairman of the Joint Chiefs of Staff priority exercise that will link multiple CCMDs with allies and partners to exercise warfighting plans on a global scale. LSGE 24 will be led by USEUCOM as the coordinating authority. The exercise will stress the integration of joint/combined major force elements to conduct Joint All Domain Operations across multiple echelons of command and control against a peer adversary. Development and integration of live, virtual, and constructive training capabilities will be required to execute the LSGE and close Department wide joint operational training gaps.
- The Secretaries of the Military Departments use JTEEP funding to increase readiness and expand the joint context of Military Service-specific exercises and training events that include globally integrated joint and combined operations across the spectrum of conflict where all domains of warfare are contested. They also leverage the program to develop innovative ways to increase training effectiveness of Military Service-specific training events and exercises. The program enables the Services to provide joint capable units to the CCMDs. The major elements of the Service activities funded by the program include:
- The Joint National Training Capability (JNTC) program advances joint capabilities and interoperability by concentrating on emerging joint training requirements through collective training experiences using a managed set of globally distributed capabilities and activities. The program resources Service, USSOCOM and JS J7 joint training and enabling capabilities to improve interoperability and realism of tactical and operational joint training
- The Joint Training Coordination Program (JTCP) enables the Services and U.S. Special Operations Command to participate in the exercises of the other Services, supporting development of skills and cross-Service familiarity to operate in a joint environment.
- Both the CCMDs and Military Departments benefit from the Joint Training Enablers that provide enterprise-level capabilities for modeling and simulation (M&S) support, networking infrastructure, and individual and collective training, and exercise expertise. The major enablers the program funds include:
- Global Joint Training Infrastructure (GJTI) provides modeling and simulation of C4I systems as well as network, data, and event support.
- JLVC Modernization enhances and integrates Joint and Service LVC capabilities into the existing GJTI to directly address critical operational training gaps and enable the force to train to and advance future joint warfighting concepts and capabilities.
- Operational Support to Joint Training conducts Joint National Training Capability (JNTC) accreditation for Service and USSOCOM training programs and certifies sites.
- Joint Enterprise Enduring Training Enablers provides replication of low-density, high-demand capabilities to Service training events.
- USSOCOM's Joint Combined Exchange Training (JCET) program conducts overseas, combined training events whose primary purpose is to prepare newly trained U.S. SOF to operate in regionally focused operational environments, thereby developing skillsets to provide tactical level expertise while supporting strategic level objectives. JCETs exponentially increase the readiness level of SOF teams to support Large Scale Combat Operations due to the intense focus on country studies, target analysis, language and culture familiarity, and regional expertise in the physical and human terrain. JCETs also support integrated deterrence as a tool to engage Allies and partners in key terrain and countries that may not otherwise allow an enduring U.S. presence.

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- Joint Knowledge Online (JKO) develops and delivers content and tools, used by over 2 million personnel, to increase joint context and generate ready forces. JKO is a distributed learning platform that provides global access to web-based training and education tools, and content for responsive, just-in-time individual and staff training opportunities.
- Joint Functional Schools provide individual joint skill training for key skills necessary for the U.S. Forces to conduct joint, global, multi-domain, and integrated operations, including the Joint Deployment Training, Joint Targeting School, and Joint Interoperability and Data Link Training Center.

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4. BUILDING ENDURING ADVANTAGES

INTRODUCTION

The 2022 National Defense Strategy calls for changes to how the Department produces and manages military capability by laying out “Building Enduring Advantages” as a complementary approach to “Integrated Deterrence” and “Dynamic Campaigning”. This approach calls for investments in the Department’s total force—recognizing that the Department needs to attract and recruit talent to enhance the future workforce, as well as to develop, train, and promote the workforce it has. This effort begins by cultivating the workforce that we need, investing in our most critical asset, our people. The Budget provides a 5.2 percent pay raise for both our civilian and military personnel, support recruiting efforts by funding the necessary and critical expansion of the Joint marketing and advertising capabilities, invest in universal pre-kindergarten, and ensure continued investment in childcare, spouse employment and other force multipliers.

Sections
<ul style="list-style-type: none">• Introduction• Taking Care of Our People• Transform the Foundation of the Future Force• Making the Right Technology Investments• Adapt and Fortify Our Defense Ecosystem• Strengthen Resilience and Adaptability

The Department’s Strategic Management Plan (SMP) articulates the NDS approach for Building Enduring Advantages around five key strategic priorities:

- Taking care of our people and cultivating the workforce we need
- Transforming the Foundation of the Future Force
- Making the right technology investments
- Strengthening the resilience and adaptability of our defense ecosystem
- Addressing institutional management priorities

For each of these priorities, the SMP also articulates specific strategic objectives associated to performance goals and targets, providing the Department with a strategic framework to inform oversight. As the Department resources these priorities in the FY 2024 budget and continues implementation of the Building Enduring Advantages approach, the Department will closely track implementation of the SMP strategic framework using “Pulse”, the Department’s authoritative performance management executive analytics dashboard that leverages big data and analytics tools in ADVANA.

Transforming the foundation of the future force implies overhauling the Department’s force development, design, and business management practices, investing in cutting-edge technologies, interoperability, and cost-effectiveness over the longer term, and strengthening efforts to withstand, recover, and reconstitute the force in a conflict or other contingency, as well as rewarding rapid experimentation, acquisition, and fielding. It also requires divestment from systems that are less relevant to advancing the current force planning guidance, and to support more relevant modernization efforts in the force and the Defense Industrial Base that supports that force. By strategically divesting vulnerable platforms and systems that can no longer be affordably modernized or maintained, investing in and enhancing the workforce, workforce management, and business management processes, and by prioritizing investments that modernize or grow flexibility for the future, the Department gains advantages that, over time, will make the Department more flexible, more responsive, and ultimately more capable.

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Building enduring advantages means that the Department must also continue to innovate and modernize, enabling technical breakthroughs and integrating emerging technologies to strengthen national security and enhance defense capabilities. Of the \$145.0 billion that we are investing in Research, Development, Test and Evaluation (RDT&E), our largest request ever, \$17.8 billion is dedicated to science and technology. Within these categories, we will make significant investments in maturing artificial intelligence and FutureG/5G programs.

Achieving an enduring advantage also requires investments in the Nation's defense industrial base. In line with our strategy, the Department will focus on key industrial base sectors such as microelectronics; casting and forging; batteries and energy storage; kinetic capabilities; and strategic and critical minerals and materials. The budget request makes significant investments in all these areas to create more resilient and secure supply chains.

Climate change is transforming the context in which we operate. Our climate-related investments will improve readiness and decrease demands on the Joint Force – vital to maintaining an enduring advantage. We invest more than \$5 billion to enhance combat capability and resilience, mitigate risk, and deploy new technologies that keep the force on the cutting edge.

TAKING CARE OF OUR PEOPLE

The Department of Defense (DoD) Workforce: (Military — Active, Reserve, and National Guard — and Civilian personnel) is the foundation of the Department and constitutes its most valued asset. As such, DoD personnel must have the full support of the Nation to ensure the DoD successfully accomplishes the foundational mission of defending the United States. That means the DoD must have the right manpower and human capital resources in the right places, at the right time, at the right levels, and with the right skills to provide for the Nation's defense, while simultaneously being good stewards of taxpayers' dollars. Recruiting, developing, and retaining a highly skilled military and civilian workforce of diverse talent is essential for warfighting success. The budget submission is designed to strengthen the ability to achieve a Total Force reflective of the vast diversity and talents of our Nation, and ensure the Department is prepared to provide the forces needed to deter war and keep the Nation secure. We must invest in human capital initiatives to compete for, hire, develop, and retain highly skilled experts in the ever-changing talent acquisition landscape.

The FY 2024 budget request will diversify and dynamically shape the mix of skills and expertise in the workforce to meet mission needs in a cost-effective manner now and in the future.

The Secretary of Defense has identified Taking Care of People as one of his top priorities. Only with the right people and constructive, inclusive workplace practices will we be able to cultivate the workforce we need. The FY 2024 budget request and investments we are making will help us recruit, train, develop, and retain a skilled defense workforce capable to addressing a myriad of national security challenges in a highly complicated and technologically evolving global environment. To do this, the Department is



committed to providing a competitive compensation package for those individuals willing to serve their country. Recognizing the importance of the Total Force, the FY 2024 budget includes a 5.2 percent pay raise for both military and civilian personnel. This commitment is built into the FY 2024 budget request and is demonstrated by the number of initiatives and programs to support Service members' professional development and take care of them and their families. This includes the significant efforts the Department undertakes to professionally educate its personnel

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to make them more effective at performing their duties while in uniform and improve their ability to thrive after they re-enter civilian life. The Department is equally committed to strengthening its career skills programs to support mission readiness and the successful transition of Service members to civilian life through opportunities such as off-duty voluntary education, credentialing programs, registered apprenticeships, and SkillBridge. These programs ensure Service members can better plan their career development, build upon their skills, and receive credit that translates into their military and post-military careers. DoD is committed to validating these skills and abilities against external standards.

5.2 percent military and civilian pay raise - the largest increase in decades

The Department also remains dedicated to ensuring the health and safety of its personnel, which requires an enduring culture of safety with overarching safety governance supported by regular and consistent reporting. The FY 2024 budget includes resourcing of requirements based on the 2020 National Commission on Military Aviation Safety to establish and implement uniform safety data collection standards and processes for improved reporting and analysis in support of mishap prevention activities.

Ensuring participation of a diverse workforce also demands investments in attracting diverse talents to meet our critical operational mission needs for the 21st Century to fill our most demanding science, technology, engineering, and mathematics (STEM) priorities. Emphasis on expanding partnerships with Historically Black Colleges and Universities and Minority Servicing Institutions is focused on leveraging directing hiring authorities and internship opportunities with students and graduates who come from these institutions.

Additionally, the Department is providing support to recruiting by expanding marketing and advertising capabilities by funding youth-focused joint marketing efforts to grow consideration for military service among those who likely have never considered service. The Department is also initiating targeted campaigns towards influencers of underrepresented youth designed to garner support from key influencers to remove potential barriers for proposed youth and to foster consideration for serving among the broader youth market.

Expanding capacity and access to childcare also remains a top priority. The FY 2024 budget request supports care for children at either on-base child development centers or through off-base childcare fee assistance programs, and further extends income-based fee assistance programs to DoD civilian families. A substantial investment in child development center facilities is included in this request. The FY 2024 budget request includes additional support for public-private partnerships to increase childcare capacity in high demand, low-capacity areas. The budget also includes funding to expand access to pre-kindergarten programs at all DoDEA domestic and overseas locations.

The most important investments are those made in the extraordinary All-Volunteer Force of the Army, Marine Corps, Navy, Air Force, Space Force, Coast Guard—together with our Department of Defense civilian workforce.

- National Security Strategy

Military Compensation

Comprising roughly one-third of the DoD budget, military pay and benefits, to include healthcare, housing allowances, DoD schools, commissaries, child-care, and a myriad of military family support programs are, and will likely continue to be, the single largest expense category for the Department. People are the Department's most valuable asset, and these investments are

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necessary if we are to maintain our competitive advantage. Providing a robust pay and benefits package is essential and must be sustained to ensure the best warfighters are available to defend the Nation.

Military pay and benefits funding grows by more than \$6.4 billion over the FY 2023 enacted level. This increase includes funding for a 5.2 percent military pay raise, which builds on last year's 4.6 percent increase and is key to retaining the best of today's force as we create new opportunities for advancement that drive promotion and retention for tomorrow's total force. The FY 2024 Total Force end strength will increase by 12,400 from the currently projected FY 2023 levels. This slight increase accounts for the recruiting challenges the Department is currently experiencing. The Department is prioritizing various initiatives to address recruiting challenges; such as the annual basic pay raise proposal. The FY 2024 budget requests funding for a full range of compensation programs, including monthly special and incentive pays. Not only will the Department be utilizing monetary benefits for Service members but will take on initiatives to expand the applicant pool for recruits and improve marketing efforts incentivizing individuals to join the military.



Strengthening Economic Security in the Force

Economic security of Service members and military families is critical to mission readiness and a priority for the Secretary of Defense. Military compensation must remain competitive with the private sector, and the FY 2024 budget request addresses the high stress and demands on the force, the current tight labor market, and the historic inflation affecting our Service members. Actions taken across the Department include increased basic allowance for subsistence; increased access to healthy food; improved financial resources; reduced stigma and increased awareness of resources; and expanded data.

The Department is implementing solutions to aid those in need. The budget includes funding for the Secretary's Taking Care of People Initiatives, specifically enhancing allowances that will make moves easier. These enhancements will help to address the costs that can strain budgets and cause financial uncertainty during frequent moves. Specifically, in the permanent change of station (PCS) program, the Department has increased Dislocation Allowances for our most junior enlisted members (E-1s through E-6s) and shifted the payment forward, ensuring Service members have access to funds one month prior to their move. In addition, the standard time limitation for Temporary Lodging Expenses has been increased by 40 percent allowing Service members additional time to transition between locations when moving.

The Department is also reviewing overseas tour lengths and extending prescribed tour lengths, where feasible. The Department prioritized the development of the policy and implemented the Basic Needs Allowance, enacted in the FY 2022 NDAA, in January 2023 and is fully funding the enhanced benefit enacted in the FY 2023 NDAA. Furthermore, to help secure affordable basic needs, Secretary Austin directed temporary increases in Basic Allowance for Housing (BAH) rates for 28 Military Housing Areas that experienced an average of more than 20 percent spike in rental housing costs above 2022 BAH rates. The temporary BAH rate increases automatically went into effect in October 2022 and were effective until the updated 2023 BAH rates were put into effect.

With the understanding that a military family's economic security is important not only to a Service member's well-being, but to command climate and mission readiness, the Military Departments and Service leadership are taking action to educate leaders at all levels of command on how to

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identify Service members experiencing economic insecurity, and direct them, and their spouses, to military and community resources. Department support in this area includes, among other things: financial assessments and counseling; improved access to and increased assistance with childcare; education subsidies and employment support for spouses; and increased access to nutritious and affordable food options. All these efforts are designed to reduce stigma and increase financial help seeking behaviors, and increase stability for Service members and families. The Department created a web-based Economic Security toolkit for commanders and service providers on Military OneSource to provide military leaders with existing resources and flexibilities to address housing availability, financial well-being and food security.

The Department is also working across the Federal government to build collaborations to identify underlying issues. The Department is participating in a Federal interagency policy sub-committee sponsored by the White House Joining Forces' initiative to review and promote resources that address food insecurity in the military. Further analysis and data collection is ongoing to inform the Department's efforts in this area, including a partnership with USDA. The actions taken to date are not intended to be all-inclusive. As the Department increases our knowledge of the underlying issues that undermine economic security of the force, we will modify our response accordingly.

Community Outreach and Engagement

The Junior Reserve Officers' Training Corps (JROTC) is a valuable youth development program emphasizing self-esteem, teamwork, and self-discipline in our secondary schools and communities nationwide. Students collaborate, reflect, and develop critical thinking skills while learning and applying competencies in real life. JROTC bridges civil-military relations, improves perceptions of the Department of Defense, the values of public service and increases the propensity to serve. The FY 2024 President's Budget requests an additional \$13 million to support increased oversight and evaluation of the operation, administration, and effectiveness of the overall JROTC program. These resources will allow the Department to achieve a 1:30 Service oversight to school ratio directly supporting annual, in-person program evaluations and expand the capacity for processing of Tier 1 with Child Care Investigation for Non-Sensitive Positions which would contribute to the safety of all program participants.

DoD Civilians

The FY 2024 budget request supports a properly sized and highly capable civilian workforce that is aligned to mission and, workload, and is shaped to reflect changes commensurate with the Department's military force structure. As critical enablers of our warfighters, DoD civilians serve in a wide variety of roles and at various locations around the country and the globe. Civilians perform functions in intelligence, equipment maintenance, medical care, family support, base operating services, and other activities that directly support the military forces and the Department's readiness. The DoD civilian workforce possesses capabilities, expertise, and skills that directly impact DoD's operational warfighting capabilities. The DoD continuously strives to improve its ability to recruit, retain, develop and reward the civilian workforce in order to support the warfighter and encourage innovative best practices throughout the armed forces.

The FY 2024 direct civilian pay and benefits budget increases by approximately \$5.5 billion over the FY 2023 enacted level. The budget supports a 5.2 percent pay raise, which will further DoD's efforts to meet talent challenges and remain competitive. Continued use of authorities for incentives, special pay rates, and workforce development programs remains crucial to growing and ensuring the readiness of the workforce.

Our investments in the civilian workforce focus on the importance of federal employees as an element of the Department's Total Force, and the FY 2024 budget supports numerous efforts to

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advance and strengthen this critical talent.

- The Department continues to support strengthening national security workforce, consistent with President's National Security Memorandum (NSM-3), "*Revitalizing America's Foreign Policy and National Security Workforce, Institutions, and Partnerships.*" The Department developed an agency action plan with specific actions to achieve NSM-3 goals, including to strengthen civilian recruitment and retention, and close critical skill gaps.
- The Department continues to prioritize efforts to strengthen talent management by elevating governance and oversight to the Deputy Secretary of Defense level, developing a broader program framework to incorporate all aspects of talent management, and appointing a DoD Chief Talent Management Officer. This position will lead development and execution of talent acquisition and management strategies and work across the Department to identify transformational changes across the entirety of talent management.
- The Department continues efforts to build talent teams at the Enterprise- and Component-level as well as to strengthen assessment tools to better evaluate the proficiency of talent qualifications for competitive service positions.
- In order to attract and retain employees with particular or superior qualifications or abilities, the Department has identified resources to establish the DoD Workforce Incentive Fund (\$125 million, FY24-FY28), with a portion of these resources allocated for student loan repayment incentives.
- The Department will continue investments to promote and expand internship opportunities to further support the use of entry and early career level recruitment programs. These programs not only provide an avenue to bring in different perspectives, but also provide a continuous pipeline of diverse talent.
- To address timeliness in recruitment, the Department is collecting and analyzing by-segment hiring data to identify and improve process bottlenecks. The results will be used to develop a capability that will capture enterprise level hiring by-segment insights and behavior and allow opportunity to refine processes and gain efficiencies in the hiring process.
- The Department will continue the establishment and expansion of work role coding to define needed critical talent beyond occupational series coding. DoD will continue to focus on areas of priority to include digital and cyber and will transition to include engineering and technological sciences.
- The Department has increased funding to support childcare fee assistance for civilian employees in the FY24 budget.

Every element of the Total Force brings unique strengths to the Department as a whole. Among other things, civilian personnel provide organic skills and expertise, as well as institutional continuity. Effective and appropriate use of civilians allows the Department to focus its Soldiers, Sailors, Airmen, Marines, and Guardians on the tasks and functions that are truly military essential—thereby enhancing the readiness and lethality of our warfighters. There is no “one-size-fits-all” aspect to the Total Force. Right-sizing the Department’s Total Force—including its civilian workforce—can mean targeted growth in critical areas alongside reductions and efficiencies in others. Successfully executing the Department’s mission means having the right talent and decisions regarding where reductions and growth need to occur; these decisions may be different for each Defense Component.

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The FY 2024 budget takes prudent, well-reasoned actions to shape the civilian workforce, including targeted growth to support Administration and Department priorities. This includes expanding and resourcing the cyber, digital, and innovation workforce by recruiting, upskilling, reskilling, and retaining tech savvy civilian talent, training and fully funding an optimally sized professional sexual harassment and assault prevention workforce, and expanding diversity, equity, inclusion and accessibility initiatives. The Department estimates the number of civilian Full-Time Equivalent (FTEs) (excluding Cemeteries and Foreign National Indirect Hires) will increase by 0.4 percent, from approximately 791,505 in FY 2023 to 795,027 in FY 2024.

The Department’s talent management efforts continue to pursue options to narrow the talent gap between defense strategy and emerging technologies. The FY 2024 budget supports these efforts and ensures that strategic workforce planning and human capital management activities support the Department’s need to shape a professional, agile, and ready civilian workforce that is ready to meet mission-critical needs now, as well as emerging mission requirements of the future.

Figure 4.1 Civilian FTEs^{1/}

Program	FY 2023 Enacted	FY 2024 Request	Percent Change
Army	185,631	184,566	-0.6%
Navy	214,337	215,019	+0.3%
Air Force	178,536	177,997	-0.3%
Defense-Wide	213,001	217,445	+2.1%
Total DoD	791,505	795,027	+0.4%
U.S. Direct Hires	773,793	777,785	+0.5%
Foreign Direct Hires	17,712	17,242	-2.7%

Numbers may not add due to rounding

^{1/} Excludes Cemetery Expense and Foreign National Indirect Hire (FNIH) FTEs and includes FMS FTE allocation.

Building Resilience and Force Readiness

“Our national security demands that the department be an institution that reflects a culture of inclusion – where individuals are drawn to serve, are valued, and can actively contribute to overall mission success.” “We will focus our efforts on...removing barriers that limit our people from realizing their full potential as partners in the work of the DoD. We will never spare support for our people...”

- Deputy Secretary of Defense Kathleen H. Hicks, Remarks at DoD LGBTQ+ Pride Month Event, June 7, 2022

We enhance force readiness and develop the capabilities we need to protect America when we fully embrace diversity of backgrounds, experiences, and thought. The Department will lead with our values—building diversity, equity, and inclusion into everything we do.

Managing the Military Health System

The Military Health System (MHS) is one of America’s largest and most complex health care institutions. At the same time, it is the world’s preeminent military health care delivery operation. The MHS saves lives on the battlefield, combats infectious disease globally, and provides health services to approximately 9.5 million beneficiaries composed of uniformed service members, military retirees, and family members. To accomplish this multifaceted mission, the MHS leverages its own facilities and relies on the private sector for additional capability and capacity.

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The MHS enables the National Defense Strategy by providing a Medically Ready Force, a Ready Medical Force, and improving the health of all those entrusted to its care. Performing much more than combat medicine, the MHS is a complex system that weaves together health care delivery, medical education, public health, private sector partnerships, and cutting-edge medical research and development.

Figure 4.2 Military Health Care Funding (\$ in billions)

Program	FY 2023 Enacted	FY 2024 Request
Defense Health (DHP)	39.2	38.4
Military Personnel ¹	8.9	9.2
Military Construction ¹	0.6	0.5
Health Care Accrual ²	9.7	10.6
Unified Medical Budget	58.4	58.7
<i>Treasury Receipts for Current Medicare-Eligible Retirees</i> ³	11.9	12.1

Numbers may not add due to rounding

¹ Funded in Military Personnel & Construction accounts.

² Includes health care accrual contributions into the Medicare-Eligible Retiree Health Care Fund to provide for the future health care costs of personnel currently serving on active duty – and their family members – when they retire.

³ Transfer receipts in the year of execution to support 2.5 million Medicare-eligible retirees and family members.

The MHS readiness mission spans a broad portfolio of operational requirements including combat casualty care, disaster relief, global health engagement, and humanitarian assistance. Key enablers of the system include the DoD medical school, the Uniformed Services University of the Health Sciences (USUHS), plus a full spectrum of graduate medical education programs, robust research capabilities and training platforms customized for all members of the diverse health care team. The MHS ensures America's active duty and reserve-component personnel are healthy so they can complete their national security missions. Additionally, the MHS provides a platform for Army, Navy, and Air Force medical professionals to ensure that all active and reserve medical personnel in uniform are trained and ready to provide medical care in support of operational forces around the world.

The MHS is one of America's largest and most complex health care institutions, and the world's preeminent military health care delivery operation.

With a \$58.7 billion unified medical budget, the MHS saves lives on the battlefield, combats infectious disease around the world, and cares for 9.5 million beneficiaries in one of the nation's largest health benefit plans.

The Military Health Care Budget

The MHS delivers a comprehensive health care entitlement to 9.5 million beneficiaries comprised of active military members and their families, military retirees and their families, dependent survivors, and certain eligible Reserve Component members and their families. The funding and personnel to support the MHS's mission is referred to as the Unified Medical Budget (UMB). The Department's investment to the UMB reflects its commitment to ensure the delivery of timely, safe, and effective medical care to our beneficiaries.

The FY 2024 UMB request is \$58.7 billion, up 0.5 percent from the FY 2023 enacted budget. The difference between FY 2023 and FY 2024 within the DHP is driven predominantly by the removal of one-time congressional directed budget increases in the Defense Health Program's Medical Research, Development, Test and Evaluation portfolio. Within the Defense Health Program,

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\$19.9 billion or 51 percent of the total request is for Private Sector Care supporting the provision of the TRICARE benefit to the DoD beneficiary population. Finally, health care accruals increase due to actuarial updates for actual claims experience and updates to other actuarial assumptions as approved by the DoD Board of Actuaries.

The Department continues to pursue efforts focused on internal business process improvements and structural changes at the Military Treatment Facilities to find greater efficiencies. We continue the modernization of clinical and business processes, and streamlining internal operations to support healthcare delivery in the direct care system.

COVID-19 Response

The Department acted boldly and quickly to support the Federal Government's fight against the COVID-19 pandemic and will continue to work with domestic and international partners to protect the Nation from potential novel and deadly viruses of the future. In FY 2024, we anticipate COVID costs to continue to come down, driving a reduction in the DHP budget in Direct Care and Private Sector Care. The Department continues to invest in testing, genomic sequencing, and integrating health information technology system to protect against and treat COVID-19 and prepare for new variants, while applying lessons learned to prepare for future biological threats and other major public health emergencies.

Continued Transformation of the MHS

The National Defense Authorization Acts (NDAAs) for FY 2017, FY 2019, and FY 2020 contained language to drive a wide range of structural and management reforms within the MHS. These adjustments have been catalysts for the transformation of the MHS into a more integrated system of readiness and health. As we develop new ways of doing business, our commitment is to build an improved system of military health. This system will continuously improve, ensuring success in supporting Service members that are fit to fight; medical professionals are ready to support them in training and on the battlefield; and our great outcomes for all those who serve.

The MHS is laser-focused on three key areas of organizational reform:

1. integrated management of care provided in direct care and purchased care systems;
2. a reinvigorated approach to readiness within the direct care system; and
3. optimizing the recruitment, education, training, and sustainment of talented and committed service members with size, quality and composition to deliver care, anywhere, anytime in support of our service members

The FY 2024 budget continues the MHS reform efforts underway by focusing on improving access to services for our patients by better integrating the direct and purchased care systems. Standardization will lead to improved safety and the availability of options for patients to more easily manage their health care. To date, we have built a system that has achieved the highest battlefield survival rates in history, provided world-class health care for millions of beneficiaries, remained at the global forefront of cutting-edge research and development, and built the strongest and most extensive arsenal of military medical combat support capabilities on the planet. As of October 1, 2022, all DoD Military Treatment Facilities (MTFs) fall under DHA authority, direction, and control under 20 Direct Reporting Markets, one Small Market and Stand-Alone MTF Organization, and two OCONUS regions (Indo-Pacific and Europe).

In response to Section 741 of the NDAA for FY 2023, the FY 2024 President's Budget suspends planned clinical medical military end strength divestitures. The Department will use this directed pause to conduct an assessment of current military medical end strength to match operational requirements and enable the MHS to increase the medical readiness of the force, as well as the

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readiness of our medical force. Following this assessment, the Department will submit a report to the House and Senate Armed Services Committees that certifies the completion of a comprehensive review of the military medical manning and justification for any proposed changes to the composition of the military medical end strength and the plan to address civilian backfill and persistent civilian vacancies or risks associated with the planned reductions.

T-5 Managed Care Support Contracts

The T-5 managed care contracts are designed to improve military readiness, improve access to care and provider network adequacy, and to better manage quality of health care. In addition, new requirements improve patient referrals, create new clinical quality measures, and add new customer service requirements that enhance the delivery of care to beneficiaries.

On December 22, 2022, the Defense Health Agency (DHA) awarded two contracts to Humana Government Business of Louisville, KY and TriWest Healthcare Alliance Corporation of Phoenix, AZ to serve as the Managed Care Support Contractors for the fifth generation of TRICARE Managed Care Support (MCS) contracts, also known as “T-5.” T-5 seeks to improve health care delivery, clinical quality, patient safety, and beneficiary health and experience while containing costs for more than 9.6 million TRICARE beneficiaries. The West Region contract was protested January 17, 2023. The start of healthcare delivery under the new contracts is expected mid-2024 following protest resolution.

Continued Deployment of the Electronic Health Record

DoD is deploying a new Electronic Health Record (EHR) system, along with the VA, U.S. Coast Guard, and National Oceanic and Atmospheric Administration (NOAA), bolstering cybersecurity, and streamlining system capabilities from multiple legacy systems that are approaching end-of-life. The new EHR, which DoD refers to as MHS GENESIS, is being rolled out by the Program Executive Office, Defense Healthcare Management Systems (PEO DHMS) to all MTFs inside and outside the Continental United States, with functional support being provided by the MHS Functional Champion and DHA Health Informatics (DHA-HI). When fully deployed, MHS GENESIS will provide a single health record for service members, veterans, and their families.

As of February 2023, MHS GENESIS is approximately 75% deployed, with approximately 140,000 active users and reaches 6.1 million of 9.5 million beneficiaries. Deployment is on track to conclude by the end of calendar year 2023. The U.S. Coast Guard has completed MHS GENESIS deployment to all its ashore locations.

Strengthening Military Families

The Department, in alignment with major Administration and Secretary of Defense priorities such as “Taking Care of our People” and “Joining Forces – Strengthening America’s Military Families” will keep faith with military members and their families by continuing to provide military family assistance through programs that include child care, youth development and school liaisons, support for family members with special needs, relocation assistance, non-medical counseling, Morale, Welfare, and Recreation (MWR), spouse employment, and military family support programs.

The major initiatives to improve the quality-of-life of military members and their families are designed to mitigate the demands of military life — especially the challenges of



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deployments and frequent relocations. The Department continues to promote and support spouse employment initiatives to include the noncompetitive military spouse employment program and military spouse preference for relocating spouses of active-duty members. Moreover, DoD is currently conducting an Army and Air Force military spouse overseas employment pilot to improve military spouse hiring in the overseas environment. Additionally, section 625 of NDAA FY 2022 allows DoD to implement a Direct Hire Authority for military spouses at locations outside of the United States. The Spouse Education and Career Opportunities program supports spouse educational and career development, recognizing that spouses' lives are disrupted when they relocate every few years with their service member. The Department also established the Military Spouse Career Accelerator Pilot (MSCAP) to support spouse employment. MSCAP will place military spouses into 12-week, paid fellowships across the corporate landscape with a goal of transitioning from fellows to full-time employment. Military OneSource, a 24/7 information and assistance service, links military members and their families to resources and support, and provides nonmedical counseling to preemptively address stressful situations. The MWR program provides much needed recreational and fitness resources for all members of the family to promote overall wellbeing. These are just a few examples of the network of support designed to ensure that military members can confidently attend to the larger Defense mission, as the Department recognizes that family readiness is a key enabler to mission readiness.

The FY 2024 budget request includes \$10.2 billion for military family support programs. The \$0.4 billion net increase from the FY 2023 enacted level for military family support programs is primarily driven by increased funding for childcare either at installation-based Child Development Programs or through community-based childcare fee assistance programs, access to universal pre-kindergarten programs at DoDEA locations, and to continue support of the expanded Family Advocacy Program intimate partner mission.

Figure 4.3 displays a summary of the Department's FY 2024 budget request for these programs. Key programs are:

- **Child Care and Youth Programs:** Includes funding for child development programs, which serve over 160,000 children, and youth and teen programs, which serve over 853,000 military-affiliated youth between the ages of 6 and 18.
- **Morale, Welfare, and Recreation programs:** Includes funding for mission sustaining programs such as fitness centers, libraries, and single service member programs; voluntary education; and recreation programs such as outdoor recreation and auto skills centers.
- **Warfighter and Family Services:** Includes funding for family support centers, and nonmedical counseling support services for Active Duty, National Guard, and Reserve members and their families.
- **Commissary:** Includes funding for the Defense Commissary Agency to operate 236 commissary stores on military installations worldwide, employing a workforce of over 12,000 civilian employees and offering at least 25 percent savings to authorized patrons compared to the local marketplace.
- **Department of Defense Education Activity (DoDEA) Schools:** Includes funding to support the education of students and expansion of universal pre-kindergarten.

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Figure 4.3 Military Family Support Programs (\$ in billions)

Program	FY 2022 Actual	FY 2023 Enacted	FY 2024 Request
Child Care and Youth Programs	1.7	2.0	2.1
Morale, Welfare and Recreation	1.8	1.9	2.1
Warfighter and Family Services	1.7	1.9	2.0
Commissary	1.2	1.4	1.4
DoDEA Schools (including Universal Pre-K)	2.5	2.5	2.6
Total	9.0	9.8	10.2

Numbers may not add due to rounding

As the Department continues to reshape its forces for current and future missions, it is committed to sustaining a balanced portfolio of family assistance programs that are fiscally sustainable and continue to promote service member and family readiness. The overall funding for family assistance programs was determined strategically, based on the number of military members and families served, but without degradation in the quality of the programs provided.

Military Housing Privatization

We remain profoundly committed to doing right by our military families, just as our military families remain profoundly committed to their loved ones and to the Nation that they all do so much to defend

Taking Care of our Service Members and their Families

Under the Military Housing Privatization Initiative (MHPI) legislation enacted in 1996, the Department has dramatically improved the quality of on-base housing in the U.S., addressing a \$20 billion family housing maintenance backlog and achieving more than \$32 billion in private development by leveraging about \$4 billion in DoD contributions. The Military Departments have privatized 99 percent (more than 200,000 units) of their U.S. family housing inventory, with 78 MHPI family housing projects currently in place across nearly 200 installations.¹

Under the MHPI, the Military Departments conveyed their existing government family housing units to competitively selected privatization entities (i.e., the MHPI housing projects). The MHPI housing projects operate under long-term (typically 50-year) ground leases and associated legal agreements with a Military Department, with most having one 25 -year option period. In return, the MHPI housing projects assumed responsibility for operation, maintenance, renovation, construction, and replacement of the housing during the lease term, in accordance with the project ground lease. At present, MHPI housing projects constructed more than 80,000 new family housing units and conducted major renovations of more than 50,000 units.

Despite these improvements, the Department has recognized that a lapse in oversight gave rise to concerns in early FY 2019 about conditions in some privatized housing units. In response, the Department's focus has been, and continues to be, on implementing actions to enhance the MHPI program, consistent with our commitment to ensure MHPI housing projects provide safe, quality,

¹ The Military Departments also have used the MHPI authorities for eight unaccompanied housing projects in the U.S., to include seven projects that privatized about 4,700 apartment units (8,500 bed spaces) of unaccompanied housing on seven installations, and one lodging project with more than 14,000 guest rooms across 40 Army installations.

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well-maintained housing where our military members and their families will want and choose to live. This includes implementing MHPI reforms enacted as part of the FY 2020 through FY 2023 National Defense Authorization Acts (NDAA), FY 2021, FY 2022, and FY 2023, including requirements for a MHPI Tenant Bill of Rights, a universal lease, a uniform housing standard and inspections, and other elements - all impacting DoD's oversight of the MHPI program and projects.

The Department was already working on several actions to address MHPI housing concerns and has made significant progress implementing MHPI reforms set out in the FY 2020 - FY 2023 NDAA's. We have developed Department-wide privatized housing policies to reinforce and expand our programmatic oversight over MHPI housing projects, with a focus on five key aspects that include: 1) senior leader engagement to collaborate internally and with MHPI companies on housing issues and necessary corrective actions; 2) rebuilding trust with military members and their families; 3) accountability at all levels within DoD and by MHPI companies to perform our oversight as originally intended at the outset of housing privatization; 4) transparency and more frequent communication with MHPI Tenants (i.e., military members and their families who reside in MHPI housing); and 5) ensuring the long-term financial viability of the MHPI projects and MHPI program.

Senior leaders are actively engaged to address MHPI housing challenges, led by the Assistant Secretary of Defense for Energy, Installations, and Environment, who the Secretary of Defense designated as the Department's Chief Housing Officer (CHO) to oversee all aspects of DoD housing, including privatized housing, consistent with Section 2851a of Title 10, United States Code (USC), as authorized by the FY 2023 NDAA. The Department established a Deputy Assistant Secretary of Defense for Housing in October 2020 to support execution of the CHO's responsibilities.



Under the overall direction of the CHO, the Department has made significant progress implementing actions to enhance the MHPI program, prioritizing our MHPI reform efforts on actions that will improve the tenant experience, rebuild tenant trust, and maintain MHPI housing project financial viability. Our initial phase focused on implementing the MHPI Tenant Bill of Rights, and the NDAA requirements imbedded in those rights, as a visible commitment to military members and their families. On August 1, 2021, the DoD issued a revised Tenant Bill of Rights that includes all 18 Tenant Rights set out in section 2890 of title 10, USC (as authorized by the FY 2020 NDAA as amended), expanding the version submitted to Congress in February 2020. As Congress has recognized, applying many of the Tenant Rights at existing MHPI housing projects requires voluntary agreement by the MHPI companies; the Department cannot unilaterally change the terms of the complex, public-private partnerships that established the MHPI housing projects. Nevertheless, as a result of our collaboration with the private-sector MHPI companies that own and operate the MHPI housing projects, all 18 Tenant Rights are fully available at all but three of the nearly 200 installations with privatized housing.

The remaining three installations provide 15 of the 18 Tenant Rights. While these three installations do not yet provide the Tenant Rights for seven-year maintenance histories, dispute resolution, or rent segregation, the MHPI projects on these installations remain fully compliant with their MHPI project legal agreements with the Military Departments and associated state and local landlord requirements. The Department continues to seek voluntary agreement of the remaining three MHPI companies by working to resolve their remaining concerns and achieve full implementation of all 18 Tenant Rights at their projects.

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The Tenant Bill of Rights is one of DoD's most visible improvements to enhance the MHPI program, rebuild trust, and reinvigorate DoD oversight, but the Department has implemented a number of policies, guidance, and procedures to enhance the Department's oversight of the MHPI program, to include establishing quarterly programmatic reviews with each of the Military Departments, uniform housing standards and inspection requirements, and improved metrics to gauge performance by the MHPI companies.

Further, the Military Departments have implemented measures to strengthen their oversight and hold MHPI companies accountable, to include: reinforcing installation commander responsibility for day-to-day oversight of housing quality and service provided by MHPI projects; improving training at all levels of the organization; hiring more than 600 additional government housing-related staff and establishing housing councils and resident advocates; reviewing project business practices to identify and pursue needed corrective actions; working with MHPI companies to revise project performance incentive fee metrics; establishing housing standards and inspection requirements, to include installation inspection and approve of all MHPI housing units before each change of occupancy; improving communication with residents and the annual tenant satisfaction survey; ensuring increased transparency and reporting of maintenance and repair work orders; revising project performance incentive fee metrics; establishing policies and procedures for health hazard assessments and mitigation; and expanding MHPI project and program oversight at all levels, under the leadership of the CHO.

Going forward, we will continue to prioritize implementation of key MHPI reforms that improve the safety, quality, and maintenance of privatized housing. We also will continue to ensure accountability at all levels within DoD and the MHPI companies as necessary to enforce performance standards, deliver a positive living experience for Service members and their families, and ensure the long-term success of the MHPI projects and program. This includes taking appropriate action to hold MHPI companies accountable for project performance, problems with property management, or inappropriate business practices.

The FY 2024 budget request of \$190.6 million supports a funding increase of \$8 million from FY 2023 enacted amount established for Military Housing Privatization Support. This funding level will enable the Department's continued enhanced oversight of MHPI housing consistent with the FY 2020 through FY 2023 NDAA requirements, to include staff augmentation, improved quality control measures, complaints database development and management, housing inspections, and additional training and contract costs.

The DoD understands that family is important and honors the sacrifice that military members and their families make to serve our Nation. We recognize the environment where Service members and their families live impacts their quality of life, their ability to do their jobs, and the Department's ability to recruit and retain the force. We remain committed to the long-term success of the MHPI program, and will continue to remain diligent in our oversight to ensure delivery of quality housing and a positive living experience for military members and their families over the life of the projects.

Ensure Accountable Leadership

"I have been clear since my first full day as Secretary of Defense that we must do more to eliminate sexual assault and sexual harassment from the ranks. I stated from the outset that this is a leadership issue, and we will lead." "At the Department of Defense, combating sexual assault and sexual harassment in the military is a high priority for [Secretary of Defense Lloyd J. Austin III] and me. Doing so not only ensures that our service members serve in a healthy organizational climate -- which bolsters our readiness — but it is also the right thing to do,"

- Deputy Secretary of Defense Kathleen H. Hicks – Prerecorded remarks at the national Discussion on Sexual Assault and Harassment at America's Colleges, Universities and Service Commencing Academies – April 6, 2022 DoD Actions and Implementation to Address Sexual Assault and Sexual Harassment in the Military

The Department is committed to building a safe environment to serve. This includes fully embracing a diversity of backgrounds, experience, and thought to build unity within the DoD. The Department continues its efforts to eliminate sexual assault/harassment, extremism, and discrimination.

Sexual Assault/Harassment

The DoD aspires to be an employer of choice where all can contribute their individual capacities and capability to the collective defense of our Nation. To realize that ideal, we remain committed to eliminating sexual misconduct and other behaviors that have persisted for too long. Sexual assault and harassment are not only damaging to individual Service members, these behaviors also harm our military readiness and must be eradicated. The Total Force – active and reserve Service members, and the civilian employees and contractors that support them – deserve to work in an inclusive culture built on dignity and respect. Ridding the Department of sexual assault and harassment requires courage and commitment from leaders at all organizational levels.

Significant work is already in motion to staff, resource, and professionalize the response workforce to advance victim care and access to resources. In addition, hiring is underway to build a full-time workforce of over 2,500 dedicated prevention personnel. The FY 2024 President's Budget continues to fund implementation of the recommendations of the IRC. Examples of these efforts include seminal changes to the military justice paradigm, establishment of an integrated primary prevention workforce and enabling service members who experience sexual harassment to access services from a sexual assault victim advocate. The Department has developed a Prevention Workforce Model, prevention workforce policy, and has provided training necessary for credentialing the initial cohort of specialized prevention personnel, the centerpiece to establishing a robust, integrated prevention system that defeats multiple harmful, readiness detracting behaviors to include sexual assault and harassment, but also suicide, domestic and child abuse, and other problematic behaviors.

Suicide Prevention and Response

Every death by suicide is a tragedy and weighs heavily on the military community. The Department is steadfast in its commitment to suicide prevention and the overall well-being of our Service members and their families. While there has been meaningful progress in some areas, the rate of suicides in the military is still far too high. Our evolving approach addresses suicide within the broader context of integrated prevention, which targets factors that contribute to multiple readiness-detracting behaviors. Current high-priority efforts include reducing stigma and barriers to seeking help (e.g., career and confidentiality concerns), increasing protective supports (such

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as lethal means safety), and ensuring program evaluation of suicide prevention programs is implemented across the Department as well as advancing data surveillance and analysis. The FY 2024 budget request includes \$209 million for suicide prevention efforts across the Department, which includes enhanced lethal means safety, installation safety, prevention support, and resource education and outreach campaigns.

Consistent with the NDAA, and to further complement the Department's ongoing efforts and investments, Secretary Austin established the Suicide Prevention and Response Independent Review Committee (SPRIRC) on March 22, 2022. The Secretary has directed the working group to give full consideration to all other SPRIRC recommendations and will provide him with recommendations on the feasibility and impact of each one. DoD's commitment to continue efforts to improve Service member wellness and delivery of prevention and response efforts. The full implementation of SPRIRC recommendations will occur across these four lines of efforts:

1. **Restructure suicide prevention training** and standardize content to better resonate with Service members, in line with principles of Integrated Primary Prevention.
2. **Provide additional resources to help Service Members** navigate and effectively access existing mental health and other support services.
3. Promote lethal means safety, especially the **safe storage of personally owned firearms**.
4. **Emphasize leader stewardship** through taking care of people and addressing Service Member needs before problems become crises.

Diversity, Equity, Inclusion and Accessibility

In policy and in practice, the Department does not tolerate or condone unlawful discrimination, harassment, retaliation, or reprisal of any kind. These problematic behaviors jeopardize combat readiness and mission accomplishment, weaken trust among personnel, and erode cohesion. Leaders at all levels are responsible for fostering a climate of inclusion that supports diversity, is free from problematic behaviors, and does not tolerate retaliation or reprisal against those filing complaints. Ultimately, recruiting and retaining a force with diverse backgrounds, thought, experience, expertise, and education enhances DoD's global joint warfighter capabilities fundamental to all DoD activities. The DoD has taken a number of actions to strengthen its anti-discrimination posture and advance diversity and inclusion throughout the Department. Notably, DoD expanded endeavors historically known as diversity, equity, and inclusion to include a distinct focus on accessibility to highlight the importance of an accessible workplace and further ensure equal opportunity for all. Diversity, equity, inclusion, and accessibility (DEIA).



The FY 2024 President's Budget request demonstrates the DoD's commitment to DEIA and includes \$114.7 million for dedicated diversity and inclusion activities. This funding across the Military Departments, OSD Office of Diversity, Equity, and Inclusion, and the Defense Equal Opportunity Management Institute is investing in programs and initiatives aimed at furthering DEIA, and incorporating DEIA values, objectives, and considerations in how we do business and execute our missions. With the publication of the DEIA 2023-2027 Strategic Plan along with the

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DEIA Risk Report later this year, the Department will provide actions and priorities to advance DEIA – ensuring our entire workforce lives by fundamental values that bolster unit cohesion, fortify individual and collective strengths, promote innovative solutions to complex challenges, and culminate in efficient mission execution. These are principles that are critical to all four NDS priorities. They are not simply about building a workforce; they are the cornerstone of the human element of warfighting and national security. Ensuring diversity of backgrounds, thoughts experience, expertise, and education is critical to enhanced global joint warfighter capabilities fundamental to all DoD activities.

Insider Threat Program (InTP)

The vast majority of those who serve and support the Departments' missions do so with honor, dignity, and respect. However, the continued presence of insider threat events requires that we must remain ever vigilant in our efforts to identify and mitigate concerning behaviors within the Department and its workforce. With highest priority and commitment, the Department continues to hold leaders accountable in providing all active duty and reserve military, civilian and contractor personnel a safe, inclusive workplace environment free from impermissible discrimination, harassment, and maltreatment.

The FY 2024 budget request includes \$120 million to strengthen the Department's Insider Threat Program oversight, capabilities, and resource commitments. These resources will continue to improve the Department's capabilities to deter, detect, and address insider threat behavior areas of espionage, terrorism, workplace violence, suicides, and domestic violence before they manifest into harmful impacts to the Department's workforce and missions. These resources will continue to field and modernize a centralized Prevention, Assistance, and Response (PAR) capability, Behavioral Threat Analysis Center, and the Department of Defense (DoD) Workforce Insider Threat Hotline. The virtual hotline is a valuable reporting capability to receive Department-wide reports and promulgate them to appropriate insider threat hubs and PAR coordinators. Additionally, the DoD Insider Threat Management and Analysis Center Threat Assessment Program and case management system that supports it will enable the Department to effectively and efficiently evaluate all DoD insider threat programs and resources based on appropriate risk-management criteria to identify trends and improve information sharing across the Enterprise.

Safety

To build enduring advantage, we must protect and preserve our resources and capabilities, and ensure the safety and health of our greatest asset, the Department's military and civilian personnel. The FY 2024 budget includes resourcing of requirements based on the 2020 National Commission on Military Aviation Safety recommendations to elevate safety Department-wide and establish, implement, validate, and analyze consistent safety data collection standards and processes. The Department's senior safety governance forum, the Defense Safety Oversight Council (DSOC) guides DoD-wide efforts to achieve and promote a safety culture, reduce mishaps, manage safety hazards, and ensure actionable, enterprise safety data is accessible to support DoD's business processes for managing safety and minimizing risk. Standardized historical and future safety data will be integrated and analyzed with readiness, training, maintenance, medical, and other information to identify risk mitigations and support resource decisions.

TRANSFORM THE FOUNDATION OF THE FUTURE FORCE

“Beyond the Department of Defense, science and technology research and innovation is good for the United States, good for the American people, and good for the entire world. It’s an engine of growth that turns small steps into giant leaps – driving economies, improving lives, and helping us tackle some of the biggest collective challenges that we face today.”

- Deputy Secretary of Defense Kathleen H. Hicks – Remarks on American Innovation at Purdue University, August 18, 2022

Enduring advantage is found at the intersection of technological innovation and battlefield requirements. Built on America’s immense well of private-sector, academic, and defense innovation, and informed by constant feedback in interactions with the Joint Staff, military services, combatant commands and forces down to the small-unit level, the Department’s science and technology enterprise researches, develops, and demonstrates solutions to the military challenges we face in this era of strategic competition. The FY 2024 budget request addresses those challenges both in the immediate term, by investing in programs that rapidly adopt commercial solutions to provide rapid solutions to fighting forces, and for the long term, by investing in basic research and “leap-ahead” technologies that will underpin enduring advantage in the decades ahead.

The Department’s efforts to discover, develop, and field technological solutions to military problems must accelerate. The FY 2024 budget continues longstanding initiatives such as the Defense Advanced Research Projects Agency (DARPA) while investing in new efforts to leverage America’s strong private capital markets, innovative small businesses, and thriving commercial tech sector to put advanced tools in the hands of today’s battlefield forces and invest in technologies that will matter for decades to come.

Incentivizing U.S Private Capital - Office of Strategic Capital (OSC)

“We are in a global competition for leadership in critical technologies, and the Office of Strategic Capital will help us win that competition and build enduring national security advantages.”

- Secretary of Defense Lloyd J. Austin III, December 2022

Our Nation’s technological edge has long been a foundation for our military advantage, and the United States is now in a global competition to be the world’s leader in critical and emerging technologies. These technologies are vital to creating long-term national security advantages and economic prosperity. As our National Defense Strategy makes clear, the Department must develop and rapidly scale technologies critical to our defense and support the innovation ecosystem. Today, the private sector provides most capital for U.S. technology R&D and production, and private capital providers are a powerful force in shaping the agenda for America’s technology advancement.

In response, the Secretary of Defense established the Office of Strategic Capital (OSC) within the Office of the Under Secretary of Defense for Research and Engineering with the mission to develop, integrate, and implement proven partnered capital strategies to shape and scale investment in critical and emerging technologies. As the OSC begins its work with new partnership models, OSC will draw on the experience and capabilities of partner federal agencies that have long operated federal credit programs, such as the Small Business Administration’s Small Business Investment Company (SBIC) program all with objective to help companies access the capital they need to grow from prototypes to scaled production.

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This initiative aligns with the requirement to establish a pilot program to strengthen the industrial and innovation base pursuant to Section 1711 of the National Defense Authorization Act (NDAA) for FY 2018, as amended by Section 213 of the NDAA for FY2021, and the requirement to establish National Security innovation activities pursuant to Section 230 of the John S. McCain NDAA for FY 2019.

Experimentation - Rapid Defense Experimentation Reserve (RDER)

The Rapid Defense Experimentation Reserve (RDER) initiative within the Office of the Under Secretary of Defense for Research and Engineering expands multi-DoD component experimentation through a structured, multi-year campaign of learning to accelerate new capabilities to fill critical joint warfighting capability gaps. RDER accelerates joint innovation, expands international partnerships and multi-lateral engagement, focuses on service joint experimentation, quickly demonstrates innovative ideas, and provides feedback to future warfighting concept development. RDER is a unique and focused initiative and is an integral piece of the broader defense and innovation ecosystem that will ensure our future military advantage and resilient Joint Force. The FY 2024 budget request supports the continuation of experimentation and evaluation of advanced technologies to deliver ready capabilities in the near-term that can close critical gaps in the Joint Warfighting Concept. During the summer of 2023, RDER is executing the first of recurring annual experiments in conjunction with INDOPACOM. Several more multi-component experiments with dozens of new technologies are planned in FY24. These experiments will produce a body of evidence to evaluate successful technologies for accelerated transition to warfighting capability.

MAKING THE RIGHT TECHNOLOGY INVESTMENTS

In the technology ecosystem, the Department's role is unique. Innovation is not enough; to succeed, defense innovation must generate solutions to actual operational problems, at the scale and speed needed and at an affordable cost. This requires collaboration among the Office of the Secretary of Defense, the Military Services, the Combatant Commands, industry, academia, and international allies and partners to ensure our science and technology efforts address key national security challenges that we face today and will face in the future.

Informed by the strengths and needs of these stakeholders, the Department is focused on 14 technology areas that will be critical to our enduring advantage. These 14 critical technology areas do not represent all the technology fields that may be relevant to defense, but they enable a focus of effort and investment on the most pressing needs today and into the future. This focus will allow the Department to accelerate key capabilities to the Military Services and Combatant Commands. They include defense-specific areas in which the Department fields state-of-the-art technologies today and must continue to do so in the future; effective adoption areas in which there is existing and vibrant commercial-center activity; and seed areas of emerging opportunity where leap-ahead ideas and capabilities may be found.

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Figure 4.4 Critical Technology Areas

Seed Areas of Emerging Opportunity	Effective Adoption Areas	Defense-Specific Areas
<ul style="list-style-type: none"> • Biotechnology • Quantum Science • Future Generation Wireless Technology • Advanced Materials 	<ul style="list-style-type: none"> • Trusted AI and Autonomy • Microelectronics • Integrated Network Systems-of-Systems • Space Technology • Renewable Energy Generation and Storage • Advanced Computing and Software • Human-Machine Interfaces 	<ul style="list-style-type: none"> • Directed Energy • Hypersonics • Integrated Sensing and Cyber

The FY 2024 budget request advances this focused science and technology effort by making investments in each of these critical technology areas aimed at strengthening technological advantage today and maintaining that advantage in the decades ahead.

“The Department must harness the incredible innovation ecosystem both domestically and globally in order to stay ahead of our competitors”

- Ms. Heidi Shyu, Under Secretary of Defense for Research and Engineering /Chief Technology Officer (CTO), February 1, 2022 Memo USD(R&E) Vision for an Era of Competition

Science and Technology

The FY 2024 budget request for science and technology, including Basic Research (Budget Activity BA-01), Applied Research (Budget Activity BA-02) and Advanced Technology Development (BA-03), is \$17.8 billion. This constitutes 12.3 percent of the overall RDT&E funding request, demonstrating the Department’s commitment to providing the science and technology foundation for enduring advantage.

The Department’s science and technology investments are underpinned by early-stage basic research. Payoff for this research may not be evident for years, but it is critical to ensuring our enduring technological advantage in the decades ahead. Time and again, the Department has demonstrated the connection between basic research investments and transformational military capabilities, developing advanced technologies that not only ensure our national security, but have important commercial applications that provide enduring economic advantage to American industry and workers, from the internet to GPS to lithium-ion batteries. The FY 2024 budget request would invest \$2.5 billion in Basic Research, continuing the Department’s commitment to one of America’s strategic advantages.

Figure 4.5 Science & Technology Funding Levels 6.1 – 6.3 (\$ in billions)

Program	FY 2022 Actuals	FY 2023 Enacted	FY 2024 Request	FY23-FY24 Change
Basic Research (BA01 or 6.1)	2.7	2.9	2.5	-0.4
Applied Research (BA02 or 6.2)	6.8	7.8	6.0	-1.8
Adv Tech Dev (BA03 or 6.3)	8.9	11.7	9.3	-2.4
Total S&T	18.4	22.4	17.8	-4.6

Laboratory Funding

The Department’s science and technology reinvention laboratories engage in activities ranging

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from basic research to defense system acquisition support to direct operational support of deployed forces. These laboratories include dozens of facilities across 22 states and employ tens of thousands of uniformed, civilian and contractor scientists, engineers, and support personnel. These laboratories execute a substantial portion of the Department's science and technology accounts, particularly in Budget Activities 02 and 03 (also known as 6.2 and 6.3). They also do substantial amounts of reimbursable research for the Department and Intelligence Community. Basic Research programs that support lab funding are also important for maintaining and developing a workforce with knowledge in fields critical to the Department, and by fostering a community of experts with the deep knowledge and expertise to protect against strategic surprise.

The Department's science and technology efforts are further supported by a network of Federally Funded Research and Development Centers (FFRDCs) and University-Affiliated Research Centers (UARCs). FFRDCs are independent, nonprofit organizations established to meet special long-term engineering, research, development, and analytic requirements. These institutions provide critical independent science and technology capabilities to the Department, the Military Services, the Combatant Commands, and other Department components.

Testing Funding

The Department's Major Range and Test Facility Base is comprised of 23 major sites across the continental United States, Alaska, Hawaii, and Kwajalein Atoll in the Pacific. The Major Range and Test Facility Base employs about 30,000 people, covers about 18,000 square miles of land – more than half the Department's land – and 180,000 square miles of airspace. It is critical to testing and demonstration of near-term capabilities we need to rapidly provide to our forces, and to the exploration of new technologies that will be essential to national security in future decades. The Department will continue to invest in new test technologies and capabilities to accelerate modernization efforts and develop, test, and demonstrate new capabilities to provide to fielded forces. The FY 2024 budget supports testing of hypersonic weapons, electronic warfare, nuclear modernization, trusted AI, and multi-domain operations, reflecting the addition of \$2.1 billion across the Future Years Defense Plan to support testing in these areas.

Innovation Training Programs

Workforce development is critical to maintaining enduring advantage over potential adversaries because the United States needs a deep and talented pool of people to continue exploring highly complex technical challenges in the decades ahead. The FY 2024 budget continues the Department's investments in developing the future science and technology workforce as well as supporting valuable and important youth development and citizenship programs that cement the Department's connection to the communities we serve.

National Defense Education Program (NDEP): NDEP provides funding for programs providing Science, Technology, Engineering and Mathematics (STEM) outreach beginning at pre-Kindergarten to address critical STEM and other technology-related education and talent development challenges. NDEP is the largest STEM program across the Department that aims to inspire, develop, and attract a diverse and agile technical workforce, now and into the future. The FY 2024 President's Budget requests \$159.5 million to support NDEP efforts. NDEP programs include:

- The Science, Mathematics, and Research for Transformation (SMART) Scholarship-for-Service Program: SMART offers scholarships for undergraduate, masters, and doctoral students currently pursuing a degree in one of 21 STEM disciplines. SMART scholars receive full tuition, annual stipends, and guaranteed employment with the Department after graduation.

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- The Defense STEM Education Consortium (DSEC): Launched in 2019, DSEC is a 5-year collaborative partnership, scoped for approximately \$19 million per year among 28 academic, industry, and not-for-profit organizations that aims to broaden STEM literacy and develop a diverse and agile workforce with the technical excellence to defend our Nation.

The Department's Research and Education Program for Historically Black Colleges & Universities (HBCUs) and Minority Institutions (MIs) is funded in the FY 2024 budget at \$100.5 million. In FY 2022, the Department continued its commitment to invest in the talent and research capabilities at these institutions by establishing at Howard University the Department's first University Affiliated Research Center at an HBCU. The HBCU/MI program aims to improve:



- Research and education programs and capabilities in scientific and engineering disciplines critical to the national security functions of the Department.
- The capacity of HBCU/MIs to participate in Department research programs and activities.
- The number of graduates, including underrepresented minorities, in science, technology, engineering, and mathematics (STEM) fields.

The Department's Basic Research Initiatives, including funding for the Vannevar Bush Faculty Fellowship and the Minerva Research Initiative, are funded in the FY 2024 budget at \$64.3 million:

- The Vannevar Bush Faculty Fellowship (VBFF) is the Department's most prestigious single-investigator award, supporting basic research with the potential for transformative impact. As a 5-year fellowship with up to \$3 million in funding, the VBFF supports new, out-of-the box ideas where researcher creativity intersects with the unknown. Vannevar Bush Fellows represent a cadre of experts that provide invaluable direction to the Department in its scientific efforts and also train the next generation of scientists and engineers.
- The Minerva Research Initiative supports social science research aimed at improving our basic understanding of security, broadly defined. From political instability caused by climate migration to nation state cyber hacking, the Minerva program's goal is to improve the Department's basic understanding of the social, cultural, behavioral, and political forces that shape regions of the world of strategic importance to the United States.

Components fund Basic Research Initiatives in multiple different ways. The University Research Initiative (URI) Program Elements in all three Military Departments fund the Joint Basic Research Program focused on university research. Most of the funding supports the highly competitive and transformative Multi University Research Initiatives (MURI) program that gathers teams of researchers across disciplines and across geographic boundaries to focus on DoD-specific hard science problems. The URI PEs also fund other aspects of the Joint Basic Research program such as the Defense University Research Instrumentation Program (DURIP) to support scientific equipment needs, and the National Defense Science and Engineering Graduate (NDSEG) Fellowship Program for outstanding US STEM PhD students. The FY 2024 budget funds URI lines at a total of \$347.3 million.

Service core basic research programs fund single investigator awards as well as a plethora of other service basic research initiatives, to include centers of excellence, and deeper connections with regional scientific hubs. Finally, intramural basic research funding allows for DoD laboratory

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scientists to develop and transition research concepts from the scientific community quickly and efficiently into the laboratories.

Advanced Component Development and Prototypes

The Department is committed to supporting transition of science and technology over the valley of death and into acquisition programs, rapid fielding, and the hands of warfighters. This year's budget emphasizes the importance of prototyping, demonstrating, and experimenting with innovative technologies, allowing us to rapidly close capability gaps in the Joint Warfighting Concepts, to test commercial technologies in military applications, and to demonstrate new scientific and technological capabilities that have yet to be proven.

Advance Capability Enablers

Among the technologies critical to maintaining enduring advantage are a handful of areas that enable military operations and enhance existing capabilities. Microelectronics are foundational to nearly all military systems; development of new hypersonic systems and defenses against potential adversary systems strengthen existing strike and missile defense capabilities. The FY 2024 Budget Request makes critical investments in these technologies.

Microelectronics: Microelectronics are fundamental to the operation of virtually every military system, including communications and navigations systems and complex weapons systems. The decline in domestic microelectronics manufacturing and supply chain concerns have highlighted the national economic and security risks of not having onshore microelectronics production and access to state-of-the-art technology. The Department has made significant investments in microelectronics research and development and sustainment, which continue in FY 2024. The Trusted and Assured Microelectronics Program and the Microelectronics Commons initiative are developing a complete microelectronics solution for the warfighter by addressing DoD's technology, assurance, policy, and workforce microelectronics needs. The Department established the Microelectronics Commons in FY 2023 to transition DoD microelectronics research innovations from universities, start-ups, and other sources to manufacturing through a national network focused on maturing emerging microelectronics technologies. The Microelectronics Commons and the Trusted & Assured Microelectronics Program projects complement each other to enable asymmetric capability and operational resilience for the warfighter.

“...President Biden signed the CHIPS and Science Act, a new bipartisan law that will supercharge America’s semiconductor research, development; and most importantly, production – creating jobs and driving innovation across the country, so that America can win the competition for the 21st century.”

- Deputy Secretary of Defense Kathleen H. Hicks – Remarks on American Innovation at Purdue University, August 18, 2022

The FY 2024 President's Budget requests \$2.6 billion to fund microelectronics initiatives such as RAMP-C, SHIP 2.0, DARPA's ERI 2.0 effort, the tech transition of prototypes, and radiation hardening, and legacy system sustainment, which are all microelectronics efforts crucial to our long-term national security. This does not include the \$400 million from appropriations through the Creating Helpful Incentives to Produce Semiconductors and Science Act of 2022 (CHIPS Act), which funds the Microelectronics Commons. The Department is aligning investments to promote synergies between the Commons and other FY 2024 microelectronics investments. Major efforts include:

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- Investing in domestic design, fabrication, and packaging capabilities; the capacity to improve access to trusted, state of the art microelectronics; and creating more options for access to radiation hardened parts;
- Procuring enough legacy microchips and retaining capacity to sustain weapons systems in the near-term; and
- Expanding coordination across the Department and with the whole-of-government to ensure effective transition of advanced capability microchips into existing and next generation weapons systems.

Hypersonics: Hypersonic systems are capable of maneuvering within the atmosphere for significant portions of their flight at or above 5 times the speed of sound, or approximately 3,700 miles per hour. Hypersonic systems expand our ability to hold distant targets at risk, dramatically shorten the timeline to strike a target, and their maneuverability increases survivability and unpredictability. Our strategic competitors are pursuing and rapidly fielding advanced hypersonic missiles and other high-end systems creating highly contested Anti-Access/Area Denial environments. The Department will accelerate fielding of transformational capability enabled by air, land, and sea-based hypersonic strike weapon systems to overcome the challenges to our future battlefield domain dominance.

The FY 2024 President's Budget supports hypersonic system development and fielding efforts. Notable investments include continued development of the Army/Navy common all up round for intermediate range hypersonic strike and fielding of Army Long Range Hypersonic Weapon (LRHW) batteries, the integration of the Navy's Conventional Prompt Strike (CPS) system onto DDG 1000 class destroyers by FY 2025 and on submarines by FY 2029. There is also Research, Development, Test, and Evaluation (RDT&E) funding to complete development of the Air Force Air-launched Rapid Response Weapon (ARRW) after the Department's first successful end-to-end flight test last year. There is funding to prototype the Air Force's Hypersonic Attack Cruise Missile (HACM) and mature the Navy's High Altitude Low Opening (HALO) program for air-launched hypersonic cruise missile capability. Additionally, there is significant funding to improve the ground and flight test capabilities for hypersonic system development, enhance the industrial base capability to build affordable capacity, and for the University Consortium in Applied Hypersonics. On the defensive side, there is funding for development of terminal and glide phase defense against adversary hypersonic capability, as well as funding for other elements of a comprehensive layered defense strategy.

Cyber: In order to provide advantage for the joint force in highly contested environments the Department must operate at the intersection of cyberspace, electronic warfare, spectrum operations, sensing, and communications. Integrated Sensing and Cyber explores innovative non-kinetic options by developing technologies to sense, understand, react, and shape operations encountered by the joint force in highly contested environments. The Department must modernize non-kinetic options across cyberspace, electromagnetic warfare, and communications by leveraging opportunities across programs of records, industry, and advancements in the technology space for use both left of launch and in kinetic options. Mission success in the modern battlespace demands integration of platforms, sensors, and effects at the speed and scale of relevance.

Key to readiness is the ongoing upgrade of the National Cyber Range Complex for rigorous testing of Department weapons systems, as well as mission rehearsal and training for cyber mission forces in realistic environments. The Department is accelerating efforts to test and field advanced multi-function digital sensors at lower cost and faster timescales to enable expeditionary and tactical cyber operations from multiple platforms and multiple Services. The Department is

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developing technologies necessary for ensuring the resilience of the Department's systems and networks in a contested cyber environment.

ADAPT AND FORTIFY OUR DEFENSE ECOSYSTEM

To defend the Nation and deter America's adversaries, the Department works to ensure that our armed forces have reliable access to every advantage, to include the manufacture and delivery of defense platforms and weapons systems. Meeting that mission requires a healthy defense ecosystem built on resilient, diverse, and secure supply chains. This includes making use of the Defense Production Act Title III and the Industrial Base Analysis and Sustainment programs and maximizing made in America manufacturing and procurement, where appropriate. The Department also prioritizes on shoring of key chemicals and key starting materials critical to produce DoD-unique enhanced biodefense medical countermeasure needs, with partnerships across Industrial Base Policy, Chemical and Biological Defense Program, and Defense Health Program. Investments in crucial sectors of the defense industrial base are necessary to innovate and modernize the ecosystem that is vital to providing needed capabilities to the Warfighter and to mitigate the risks of economic competition.

Defense Industrial Base

The Defense Industrial Base (DIB) is the total industrial capability and capacity to provide goods and services to meet current and future Defense requirements, supporting research and development, design, production, deployment, and sustainment of Defense platforms and weapons systems, and their enabling technology areas.

Russia's invasion of Ukraine emphasizes the importance of a healthy DIB to meet operational needs. Ensuring a resilient, diverse, and secure industrial base requires sustained and committed effort. In February 2022, DoD published a report in response to President Biden's Executive Order (E.O.) 14017, *America's Supply Chains*, prioritizing key sectors for operational readiness—kinetic capabilities, batteries, castings and forgings, microelectronics, and critical minerals and materials. The FY 2024 President's Budget request continues to align resources to these sectors and continues to fund activities implementing the recommendations outlined in the E.O. 14017 report.



The Department continues to leverage the Defense Production Act (DPA) Title III and the Industrial Base Analysis and Sustainment (IBAS) programs to address industrial base challenges. During FY 2024, funding is increased to \$1,986 million. Of this, \$1,690 million is planned to be allocated to these critical lines of effort across the DIB:

- \$423.9 million to secure DoD equities in microelectronics by ensuring State of the Practice (SOTP) components and establish a robust domestic microelectronics ecosystem for secure packaging and printed circuit boards,
- \$177.0 million to sustain and expand the aging domestic industrial base that provides castings and forgings required by nearly all major defense platforms,
- \$275.6 million to establish and expand domestic industrial mine and process critical capabilities required to field weapon systems, including upstream battery materials for munitions and aircraft,
- \$441 million to expand existing production and onshore capabilities for critical chemicals required for DoD missiles and munitions, as well as expanding the hypersonic industrial

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base and supporting the sub-tier industrial base that supports gas turbine engines, solid rocket-motors, precision ball bearings, and guidance and control capabilities,

- \$200 million to scale emerging biotechnology for critical materials and precursors,
- \$125 million to invest in domestic battery cell manufacturing capabilities to enable the Department to have a stable, qualified, and secure supply,
- \$31.5 million in investments to mitigate risks impacting the National Security Space industrial base and continue expansion of the domestic sUAS domestic industrial base,
- \$16.0 million to expand sub-tier suppliers for radio frequency (RF) microelectronics.

In addition, to the sectors above that are prioritized in the E.O. 14017 one-year report, in FY 2024 the IBAS program will provide \$264 million to address shortages of skilled industrial workers in the New England, Mid-Atlantic, and Great Lakes regions supporting submarine production and invest in expanding outreach to underserved communities. Finally, \$32 million of the budget will be used to cover execution and administration support costs.

To improve efficiency through modernization and expand capacity, the FY 2024 budget includes over \$1 billion for the munitions industrial base (e.g., AARGM-ER, JASSM-ER, AMRAAM, SDB, SM-6, LRASM, TRIDENT II, and Tomahawk). In the area of kinetic capabilities, \$681 million will fund modernization, procurement to maximize production capacity, and security partnership efforts. Investments of \$334 million will fund the additive manufacturing efforts to support supply chain resiliency for the Department of the Army, the Department of the Navy, the Department of the Air Force, the Marine Corps, the Defense Logistics Agency, and the Office of the Secretary of Defense. Investments also include industrial base sub-tier facilitization supporting multiple programs, including Tomahawk, SM-6, SM-3, Patriot, GMLRS, Trident II D5, Sentinel, LRASM, and Joint Air-to-Surface Standoff Missile.

Workforce and manufacturing are two strategic enablers that are required for mission success. For the submarine industrial base (SIB) in particular, the DoD will invest \$647 million. These investments in workforce development will fund the expansion and establishment of regional training systems to provide “ready to work” high skill technical tradespeople. The \$647 million in Submarine Industrial Base investments includes \$400 million in the shipbuilding account directly tied to building new submarines and an additional \$247 million for additional workforce development initiatives and government oversight funded by the Department.

Modernizing manufacturing requires exploring emerging capabilities, DoD is investing an additional \$57 million in additive manufacturing to explore its application within the industrial base and to support organic depot and logistics activities.

In the bio-manufacturing industry, the DoD plans to invest \$200 million to expand the bio-industrial manufacturing base for critical materials. The investment will construct facilities to accelerate commercialization of DoD biotechnology, mitigate logistics bottlenecks, and integrate bio-manufactured products into DoD acquisition pathways.

As these planned investments demonstrate, the DoD is committed to partnering with the interagency and industry for a whole-of-nation approach to strengthening the DIB and building resilience in key supply chains. These efforts support U.S. national and economic security, contributing to a strategy of integrated deterrence that supports overall National Defense Strategy initiatives by ensuring Warfighters have reliable access to the decisive advantages they need in a dynamic threat landscape.

“We will need to use all the tools at our disposal to support a scale up of new, advanced manufacturing technologies across a range of critical sectors in the defense industrial base – including bio-manufacturing, renewable energy, batteries and microelectronics.”

- Dr. William A. LaPlante U.S. Manufacturing Ecosystem Key to Economic Growth, Innovation, Competitiveness
October 14, 2022

Defense Production Act

The Defense Production Act (DPA) Title III program is dedicated to ensuring the timely availability of essential domestic industrial resources to support national defense and homeland security requirements. The program works in partnership with the uniformed services, other government agencies, and industry to identify areas where critical industrial capacity is lagging or non-existent. Once an area is identified, the program engages with domestic companies to mitigate these risks using grants, purchase commitments, loans, or loan guarantees. By executing its mission, the DPA Title III program reduces the nation’s reliance on foreign supply chains and ensures the integrity of materials supplied to the American warfighter.

The DPA Title III program, governed by title 50 United States Code sections 4531-4534, is one of the key investment tools of the Industrial Base Policy office. Authorities under Title III of the DPA provide a means to partner with industry to strengthen domestic industrial base capabilities essential to national defense. The Department recognizes the need to invest in the industrial base to ensure it can meet current and upcoming warfighter needs and has resourced the program accordingly in FY 2024 with \$969 million in investments.

Critical Supply Chains

The size and scale of defense supply chains is immense; therefore, the Department's review effort for E.O. 14017 prioritized five focus areas with sufficient scope and national security implications, in which critical vulnerabilities pose the most pressing threat to national security. These focus areas are:

- Kinetic capabilities: current missiles systems and advanced and developing missile capabilities, including hypersonic weapons technology, as well as directed energy weapons.
- Energy storage and batteries: high-capacity batteries, with a particular focus on lithium batteries, and an inventory of batteries across the Department to identify areas where opportunities exist to standardize and reduce the number of unique batteries.
- Castings and forgings: metals or composites developed into key parts and manufacturing tools through high-intensity processes, including facilities, labor, and the availabilities of critical materials for the expansion of casting and forging capabilities domestically.
- Critical and strategic minerals and materials: foundational for value-added manufacturing throughout the global economy. These enable the unique combat capabilities of U.S. weapon systems, while providing the essential inputs to expand the industrial base and maintain technical overmatch against our adversaries.
- Microelectronics: State-of-the-Practice (SOTP) and legacy microelectronics, as well as State-of-the-Art (SOTA) microelectronics to support investments in new microelectronics capabilities as well as maintain existing a stockpile of microelectronics for existing systems to maintain those systems capabilities.

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The FY 2024 Budget request focuses on mitigating supply chain threats and vulnerabilities, as noted in E.O. 14017 report. The Department is focused on manufacturing and production challenges, with continued investment in capabilities that will support a modern, technology-enabled DIB and improve supply chain resilience.

Performance Improvement (PI) Framework (Formerly Reforms)

For FY 2024, the Department is updating the process for submitting, reviewing, and reporting reform and divestment initiatives. The Performance Improvement (PI) framework (described below) provides a consistent methodology across the Department to define, identify, track, and report on existing and planned opportunities for performance improvement initiatives, with particular attention to those that directly or indirectly contribute to implementation of the National Defense Strategy (NDS) and Strategic Management Plan (SMP). The Department will submit a report to the congressional committees on the PI initiatives on an annual basis.

Figure 4.6. FY 2024 PI Initiatives

Performance Improvement Category	FY 2024 (\$ millions)
Continuous Process Improvement (CPI)	-829.0
Enabling Future Capabilities Transition (EFCT)	-3,783.0
Reform	9.0
Transformation	36.8
TOTAL	-4,566.2

Numbers may not add due to rounding

FY 2024 Performance Improvement (PI) Initiatives

In October 2022, the Deputy Secretary of Defense approved a new Defense Performance Improvement Framework, pursuant to Section 125a, Title 10, U.S.C, to establish guidance for measuring improvements to processes, systems, policies, and procurement that increases effectiveness, efficiency, or reliability to best align the Department's resources to strategic efforts such as the SMP and NDS. As part of the FY 2024 President's Budget, the Department proposes \$4.6 billion in PI initiatives that reduce the operating costs of the DOD's institutional activities and allow those resources to be reallocated to other strategic priorities. The Department is relentlessly pursuing opportunities to reduce cost and time across programs and contracts, leveraging the Department's PI initiatives to achieve greater savings in both.

The previous six reform types, Better Alignment of Resources, Business Process Improvements, Business Systems Improvements, Divestments, Policy Reforms, and Weapons System Acquisition reforms, have been redefined and incorporated into the following new PI initiatives.

PI initiatives are categorized as follows:

- Continuous Process Improvement initiatives – improvements initiatives that aim to enhance everyday management practices, streamline processes and adjust systems within the localized authority, direction, and control of the organization's leadership;
- Enabling Future Capabilities Transition (EFCT) - initiatives that the organization's leadership undertakes in order to strategically divest of equipment, partial or entire weapon systems or discontinuing legacy acquisition programs and systems, in order to modernize and/or to fund purchases in support of the Department's higher priorities (formerly Optimization);
- Reform initiatives - larger-scale and time-bounded efforts, often involving more than one DoD Component, designed to remediate structural and/or process gaps within the DoD's existing business model;

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- Transformation initiatives – initiatives that fundamentally alter the DoD's business model often through reorganization, the creation of new entities, capabilities, enterprise systems, portfolios, the incorporation of innovative management practices and other endeavors aimed to fundamentally change the way the mission or enterprise functions and services are delivered.

The Military Departments and Defense Agencies and Field Activities (DAFA) initiatives will fall largely into the first two PI categories, Continuous Process Improvement and EFCT initiatives. The Principal Staff Assistants (PSAs) and Department-wide initiatives will fall primarily into Reform and Transformation initiatives.

Continuous Process Improvement Initiatives

- The Army is planning 4 CPI PIs in the FY 2024 PB. In support of “Taking care of our People”, the Army is executing soldier and family quality of life improvements through improvements to unaccompanied personnel housing, replacement of barracks (Fort Irwin), Kwajalein housing, and maintenance facilities. The second initiative increases Army readiness through the implementation of U.S. Army Arctic Strategy, improving how it generates, trains, organizes, and equips the force to partner with Arctic allies and secure the national interests. The remaining initiatives improve training, one through initiation of a 90-day, Future Soldier Preparatory Course, a pre-basic training course for applicants who don't initially meet Service fitness or academic standards. The Army is also increasing its investment in marketing and retention. This includes additional marketing campaigns in key priority population centers, more recruiting events to engage with youth, and establishing six Regional Marketing Offices. The Army will improve retention through the increased funding for targeted enlistment bonuses in critical Military Occupational Skill (MOS) career fields.
- The Navy implements 4 CPI PI initiatives which increase recruiting efficiencies through the reduction of active duty and reserve recruiters and initiatives that result in better alignment of resources through the review and analysis of execution rates in key appropriations for the Navy and the Marine Corps. Two of the initiatives include reductions to the active duty enlisted and Selected Reserve (SELRES) recruiters end strength. These reductions would increase support administrative efficiencies with Navy Personnel and Pay (NP2) and Enterprise Customer Relationship Management (eCRM) transformation, which reduces administrative workload and increases recruiting contact time with applicants.
- The Air Force is planning 9 CPI PI emphasizing IT related initiatives including Artificial Intelligence (AI)/Machine Learning (ML); Cyber security improvements, investigation database establishment, and several IT Business Mission Area (BMA) initiatives. The Air Force initiatives include: Scaling essential DAF data and Artificial Intelligence (AI)/Machine Learning (ML) in support of increased readiness; Improvements to cybersecurity component id and vulnerabilities and automation of internal control monitoring and testing, both in support of Audit recommendations; and the implementation of the Operational Response & Investigative Online Network (ORION). The Air Force also undertakes several BMA initiatives in response to Audit recommendations. These include Application Development Configuration Management (CM), Cybersecurity Financial Improvement Audit Remediation (FIAR) compliance measures, Identity, Credentialing and Access Management (ICAM) migration measures, Security Information and Event Management (SIEM) for BMA applications, and the establishment of an Enterprise Software Asset Management (SAM) system to provide visibility into all software on the DAF network.

Overview – FY 2024 Defense Budget

- The USD (Acquisition & Sustainment) is planning 2 PI initiatives. The Rapid Sustainment Improvement Process (RSIP) incentivizes Military Services to scale cross-cutting sustainment technologies to improve materiel readiness DoD-wide. RSIP identifies systemic materiel readiness issues and fields proven technical sustainment solutions across the Services. The rapid fielding of the right technologies and product support creates a competitive advantage for our fighting forces, allies, and partners. The second PI initiative increases the Defense Acquisition University (DAU) workforce credentialing success rates through empowering senior leaders, program managers, supervisors, and individuals to select training that meets specific job and development requirements.

EFCT Initiatives

- The Army plans one EFCT initiative to divest of its Airborne Reconnaissance Low Enhanced (ARL-E) and Enhanced Medium Altitude Reconnaissance and Surveillance System (EMARSS) Intelligence, Surveillance and Reconnaissance (ISR) missile detection systems. These are primarily procurement and Research, Development, Test and Evaluation (RDT&E) legacy acquisition programs. This is in support of the follow-on system, the High-Accuracy Detection and Exploitation System (HADES) platform effort.
- The Navy has several non-ship EFCT initiatives. These includes the divestment of the support for the legacy Airborne Mine Countermeasures (AMCM) minesweeping, hunting, and neutralization capabilities employed by the MH-53E Sea Stallion helicopter. This divestment is tied to scheduled sun downing of MH-53E platform, fully in FY 2027. Related to this initiative is the deactivation of the MH-53E squadrons, consisting of two squadrons (HM-15, HM-12). Another initiative is the divestment of the Coastal Battlefield Reconnaissance and Analysis (COBRA), Block-II system development program, which was a modernization effort for the existing Fleet capability (COBRA Block-I), designed for integration on the MQ-8C. COBRA Block-1 capability ceased in FY22, eliminating the need for this program. The last Navy Initiative disestablishes the Amphibious Construction Battalion Two (ACB2), resulting in end strength savings. ACB2 divestment Re-allocates military and civilian personnel to Navy Expeditionary Logistics Support Group (NAVELSG) Vertical Launch System (VLS) reload teams in support of strategic competition priorities. The Navy also has several ships for divestment in the FY 2024 President’s budget submission including:
 - 2 Littoral Combat Ships (LCS) 6 (USS Jackson), and 8 (USS Montgomery)
 - 3 Dock Landing Ships (LSD) 42 (USS Germantown), 44 (USS Gunston Hall) and 46 (USS Tortuga)
 - 3 Guided Missile Cruisers 63 (USS Cowpens), 67 (USS Shiloh), 69 (USS Vicksburg)
- The Air Force has several aircraft for divestment in the FY 2024 President’s budget submission including:
 - 42 A-10s
 - 3 A-29s
 - 1 B-1B
 - 2 C-130Hs
 - 2 E-3 AWACS
 - 3 E-8 JSTARS
 - 2 C-130Hs
 - 4 EC-130Js
 - 57 F-15C/Ds
 - 32 F-22s

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- 37 HH-60Gs
- 24 KC-10s
- 48 MQ-9s
- 1 RQ-4s
- 52 T-1As

Reform Initiatives

- The USD (A&S) is planning one reform initiative to improve warehouse utilization. This initiative is a solution that enables DoD to measure, report, and improve warehouse utilization across the department, increasing visibility and enabling future savings. It requires project management, execution planning and management, distribution network modeling, advanced analytics, and knowledge transfer and training support as part of a comprehensive standardized solution that enables DoD to measure, report and improve warehouse utilization and distribution footprint, reduce costs, sustain savings from consolidation, increase visibility of inventory, and demonstrate warehousing as a strategic supply chain enabler for the Department.

Transformation Initiatives

- The Air Force plans 3 Transformation PI initiatives in FY 2024. First, the Contracting Information Technology (CON-IT) initiative replaces 4 legacy contract writing systems and various contract management systems with a single, integrated, and interoperable system, in support of all Air Force contracting efforts and enabling compliance with financial auditability goals. The second initiative establishes Information Technology (IT) Category Management services, including an IT Asset Management office to implement category and software management for all DAF IT assets. This also includes the establishment of Software Asset Management (SAM) capabilities to identify, normalize, and track software assets, which will provide greater visibility and accountability of all software on networks. The last initiative scales the existing enterprise Identity, Credential Access Management (ICAM) solution for Air Force IT enterprise, improving efficiency, security, and compliance. This initiative was identified under Air Force Financial Management Operational Imperatives (OIs) goals.

STRENGTHEN RESILIENCE AND ADAPTABILITY

“Climate change will continue to shape the context for military operations... We must ensure that our combat forces are ready to respond to future risks and equipped to operate superbly no matter the changing conditions.”

- Secretary of Defense Lloyd J. Austin – DoD Climate Adaptation Plan Progress Report, October 2022

Mitigating Climate Risk

Increasing temperatures, changing precipitation patterns, and more frequent, intense, and unpredictable weather conditions are impacting military readiness and imposing significant costs on the Department while exacerbating risk and creating new challenges to U.S. interests around the world. To train, fight, and win in this increasingly complex environment, the Department must consider the effects of climate change across the enterprise and invest accordingly. In responding to this challenge, the Department is prioritizing investments that enhance operational capability, mission resilience, and readiness.

Through increasing platform efficiencies to mitigate logistics risk in contested environments, hardening critical infrastructure, and deploying new technologies that strengthen capability, the

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Department is committed to solutions that are mission essential. The budget request reflects that commitment and includes \$5.1 billion of investments that will bolster U.S. security in the near term and lay the groundwork for a more capable future force.

- **Installation Resilience and Adaptation (\$3.7 billion)** investments are focused on (1) adapting military facilities to withstand increasingly challenging conditions and deploying advanced technologies to strengthen the ability to rapidly recover from disruptions to public infrastructure; (2) improving installation energy, mission resilience, and water resilience; and (3) modernizing Department operations to keep pace with industry.
- **Operational Energy (\$0.1 billion)** includes investments to improve the energy efficiency of existing operational platforms and propulsion systems. Investments are aimed at gaining capability and reducing logistics supply requirements for deployed forces and include digital flight planning tools, programs to optimize turbine engine compressor performance, and aircraft drag reduction technologies.
- **Research, Development, Test, and Evaluation (\$1.3 billion)** includes investments in basic and applied research and technology prototyping to keep the U.S. military at the cutting edge. This includes investments to accelerate development of hybrid tactical vehicles to strengthen capability through extended range and persistence, silent watch, and the ability to support advanced weapons. Investments also support the prototyping of new platforms like blended wing body aircraft that have the potential to increase range and payload. RDT&E also includes investments in technologies like advanced energy storage and energy management systems.
- **Contingency Preparedness (\$0.1 billion)** includes investments to incorporate climate risks into wargames, exercises, and other planning tools to ensure the Department understands climate impacts on missions and is prepared to respond. This includes black-start exercises to identify vulnerabilities and remediate risks to installation power systems. As climate-induced extreme weather is increasing demand for DoD support, Contingency Preparedness investments also include our work with allies and partners, support for Humanitarian Assistance and Disaster Relief (HADR), and Defense Support to Civil Authorities (DSCA) activities.

Pandemic Preparedness

This budget supports Secretary of Defense guidance to prepare the Department to operate in a biological threat environment and support the National Biodefense Enterprise, both at home and abroad. To support that vision, the Department prioritizes biodefense across the full spectrum of biological threats, from naturally occurring, accidental, or deliberate biological incidents. This role is consistent with responsibilities outlined in the 2022 National Biodefense Strategy (NBS) and supports the priorities of the NDS. The Biodefense Posture Review (BPR) assessed DoD's capabilities relative to the threat, as well as preparedness for a bio-incident to include pandemic response.



The BPR proposed a prioritized approach balancing detection, protection, and mitigation for an integrated, layered defense to proactively and preemptively address bio-incidents that threaten execution of national defense required capabilities. To posture the Department for biodefense

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and pandemic preparedness, this budget adds \$812.5 million over the FYDP and 115 civilian full-time equivalents (FTEs) to Department-wide efforts to enhance the Total Force's capabilities, capacity, and preparedness to rapidly detect, characterize, and mitigate the effects of biological threats, whether naturally occurring by accident, or manmade. These mission-sweeping reforms deliver the early biothreat warning required in the National Defense Strategy and posture the force to decisively respond to biological threats to rapidly mitigate impact on the Total Force.

This budget delivers improved early warning through expanded bio-surveillance and analytic capabilities, aligned with advancements made in the COVID-19 response and through NBS implementation efforts. This includes funding to build and operationalize the bio-surveillance hub and portal, capabilities to support big data transfer, and expanded surveillance, wearable detection, and sequencing capabilities for rapid, accurate decision making. This also bolsters the Department's intelligence collection and analytic capabilities to better detect emerging threats of potential operational significance or pandemic potential, including advancements in adversary biotechnology capabilities that may impact our National Defense Strategy missions.

This budget funds improved preparedness to rapidly respond to biological threats and mitigate their effects, including a common operating picture to improve biodefense materiel readiness and material management, expanded stocks of non-medical Personal Protective Equipment, and increased training and exercises for biodefense preparedness and response. The DoD invests to enhance our industrial base and optimize manufacturing of key countermeasures.

This budget builds on the research, development, and acquisition advancements enabled by FY 2023 Enhanced Biodefense and Pandemic Preparedness investments to posture the Department to support timely bio-incident prevention, detection, assessment, response, and recovery in accordance with the National Defense Strategy and the National Biodefense Strategy.

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The audit looks at every aspect of the department — an organization of about 2.9 million people with one of the federal government's largest portfolios of real property. There are more than 643,900 assets — buildings, structures, utilities, roads and fences and more — located on over 4,860 sites worldwide as of the beginning of fiscal year 2022.

- DOD Makes Audit Progress, But Much More Needs to Happen, Official Says – DOD News November 16, 2022

5. THE DEPARTMENT OF DEFENSE AUDIT

The annual financial statement audit is a foundational element of defense reform. Data from the audits drives the Department's strategy, goals, and priorities; and enables leaders to focus on areas that yield the most value to the warfighter. The audits are a catalyst for long-term, sustainable reform leading to improved efficiency, better buying power, and increased public confidence in Department of Defense's (DoD) stewardship of funds.

Sections
<ul style="list-style-type: none">• The DoD Consolidated Audit Strategy• Audit Remediation• Budget• Data Analytics

During the annual financial statement audits, an independent public accounting (IPA) firm or the DoD Office of Inspector General (DoD OIG) examines the Department's balances, processes, and internal controls. Audit results provide DoD management benchmarks regarding each reporting entity's ability to accurately present their financial position, display sound and repeatable business practices, and reduce the risk of fraud and abuse. The Department's leaders use results from audits to help identify root causes of issues and hold DoD Components accountable for improvement efforts.

The audit remediation effort and our goal of achieving an unmodified audit opinion are key parts of ensuring the Department responsibly manages our resources. We remain committed to modernizing and reforming our business practices to better fulfill our mission to keep our country safe.

-Secretary of Defense Lloyd J. Austin - Message from the Secretary of Defense – November 15, 2022

U.S. House Committee on Armed Services

The Department received a disclaimer of opinion for its FY 2022 consolidated audit. Nine DoD reporting entities sustained unmodified opinions for their standalone audits. The combined total assets of entities with an unmodified opinion amounts to \$1.4 trillion or more than 39 percent of DoD FY 2022 total assets. The DoD consolidated financial audit continues to provide independent, actionable feedback. The DoD owes accountability and transparency to the American people, as the taxpayers deserve a level of confidence that DoD's financial statements present a true and accurate picture of its financial condition and operations. Transparency, accountability, and insights that inform business process reform are some of the benefits the Department will receive from its financial statement audits even before the Department achieves a positive opinion on its consolidated financial statements.

THE DEPARTMENT OF DEFENSE CONSOLIDATED AUDIT STRATEGY

The DoD completed its fifth annual consolidated financial statement audit in FY 2022. The FY 2022 audit covered the Department’s total assets of more than \$3.5 trillion and involved more than 1,600 auditors, who conducted over 970 site visits, both virtual and in-person. Figure 5.1 shows the DoD-wide consolidated audit structure and the Components pursuing or sustaining standalone audit opinions. The financial statement audit and remediation effort is all-encompassing. It acts as a catalyst to drive reform and innovation to best support the Department’s mission readiness and lethality, reinforces accountability to taxpayers, and generated detailed findings and recommendations to further guide corrective actions. This continuing effort will result in greater transparency, enabling timely insights that support focused and sustainable solutions for the Department’s complex environment.

IPAs conducted 27 standalone audits of DoD reporting entities. The DoD OIG oversaw the work of the IPAs and issued the overarching consolidated audit opinion. In FY 2022, nine reporting entities received unmodified (clean) opinions and one received a qualified (modified) opinion. Please note that seven of these reporting entities had received unmodified opinions as of November 15, 2022, as reported in the FY 2022 Agency Financial Report. The total increased to nine as two outstanding audits resulted in unmodified opinions.

All other DoD reporting entities and the DoD consolidated audit received a disclaimer of opinion. A disclaimer of opinion means the auditor was unable to obtain sufficient appropriate audit evidence on which to base an opinion on the financial statements; and the auditor concludes that the possible effects on the financial statements of undetected misstatements, if any, could be both material and pervasive. Despite the disclaimer of opinion, DoD continues to make progress towards a favorable audit opinion. Figure 5.1 shows the resulting opinion or disclaimer of opinion for each reporting entity.

Figure 5.1 FY 2022 Audit Results



AUDIT REMEDIATION

The Department continues to address long-standing areas of material weaknesses including; Property in the Possession of Contractors, Real Property, and Inventory, Operating Materials and Supplies, and the Joint Strike Fighter Program. However, the Secretary of Defense recommitted efforts by refining the Department’s audit priorities to better align remediation resources to areas of expected audit results in FY 2022. As such, the Department focused on the following audit priorities:

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1. Fund Balance with Treasury (FBwT)
2. Access Controls
3. Universe of Transactions (UoT)

To help guide the process of addressing these priority areas, senior leaders across the Department will continue to leverage audit roadmaps, the governance process, and working groups to foster accountability toward finding solutions to common barriers for each component under standalone audit receiving a disclaimer of opinion. The Department uses these audit roadmaps to align material weakness remediation strategies across the Department, identify timelines, prioritize focus areas, and ensure progress and resources are monitored. The audit roadmaps detail the completion date, by fiscal year, of corrective actions necessary for the remediation of material weaknesses and the targeted validation dates. The components' audit roadmaps were aggregated, analyzed, and used to develop a Department-wide audit roadmap that documents the Department's planned date for the projected downgrade of Department-wide material weaknesses.

The Department continues to monitor the number of NFRs closed and material weaknesses downgraded to a significant deficiency or resolved, to measure progress toward achieving a Department-wide unmodified opinion. A significant deficiency is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness yet important enough to merit attention by those charged with governance. The Department closed 483 (14.5 percent) and 646 (19.3 percent) NFRs issued during FY 2021 audits as of November 15, 2022 and as of January 13, 2023, respectively. The Department will continue to use audit findings to drive and sustain remediation efforts, focusing on findings that are integral to resolving material weaknesses.

Additional methods the Department uses to measure financial statement audit progress include:

1. Tracking the achievement of major milestones toward the remediation of NFRs that contribute to material weaknesses; especially progress towards reconciling FBwT using the UoT on the ADVANA platform;
2. Assessing the effectiveness of CAPs in successfully remediating associated NFRs;
3. Evaluating progress in the results of Statement on Standards for Attestation Engagements (SSAE) No. 18 examination of System and Organization Controls (SOC) reports over service providers;
4. Evaluating and monitoring system consolidation efforts to simplify our IT systems environment to improve security, compliance, standardization, and overall auditability; and
5. Monitoring the completion of remediation activities and using Advana to distill data and support analytical insights for decision-making.

The audit has been a catalyst for business process and business systems reform across the Department resulting in greater financial integrity, increased transparency, and ultimately, a better supported warfighter. Achieving and sustaining an unmodified audit opinion will require the continued investment of resources and focus of senior leaders. However, the trustworthiness and transparency the audit delivers will promote a lasting, leaner, and more accountable DoD in the areas below:

- A modernized workforce: The scale of the Department's business processes and volume of its transactions are becoming less burdensome as the annual audits progress. Our workforce

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is building, deploying, and managing Robotic Process Automation or “bots” to automate functions that would be cost-prohibitive when performed manually. The audits are driving an increase in bot adoption, allowing personnel to execute basic functions in a fraction of the time it would take a person to complete, making time for other more complex tasks. Army successfully deployed a robotic process automation solution to retrieve supporting documents directly from the source system, minimizing manual effort and reducing the average response time. On its first day, the “bot” successfully retrieved supporting documents for 96 percent of the sample items, a process that typically takes 5 to 10 days when performed manually.

- **Improved business operations:** The audits are providing a positive return on investment from value gained through independent auditor insight into the Department’s business processes and systems; to assess what is performing well and what areas still need improvement. In FY 2022, Air Force transitioned from their legacy system into a modern enterprise Governance, Risk, and Compliance (eGRC) platform which reduced the number of reporting organizations from in-excess-of 6,500 to 57 individual organizations. Consolidating reporting organizations benefited the Risk Management Internal Control (RMIC) Program’s internal controls reporting process and removed redundant reporting requirements for the Statement of Assurance (SoA) by alleviating a substantial administrative burden and allowing for the reallocation of over 142,000 labor hours that were redistributed into other mission critical activities.
- **Quality decision-making:** One of the best cases for value being derived from the audits comes from the extensive improvements in the timeliness, accuracy, and availability of financial and operational data. By reviewing this available data, the National Geospatial-Intelligence Agency (NGA) was able to process over \$43 million in contract de-obligations which were identified through their continuing effort to review dormant accounts. The de-obligation of these dormant accounts, or accounts with no financial activity for a long time, allowed NGA to reprogram those funds to more immediate mission-support and mission-critical needs.
- **Reliable networks:** The audits are highlighting derived value gained from turning management’s attention toward cyberspace by focusing on strengthening the Department’s IT controls. Auditors test the Department’s processes and procedures for controlling system access and the levels of access given to users (e.g., access to the core coding and configuration functions of a system). The audits test physical and logical controls and provide specific feedback on the areas to improve security and controls to prevent foreign and domestic hacks and cyberattacks. During the year, the Department of Navy - Chief Information Officer (DoN-CIO) deployed the Naval Identity Services Identity, Credential, and Access Management solution and integrated it with Navy Enterprise Resource Planning (ERP) to automate account provisioning, account removal, and access reviews for over 83,000 users.
- **Enhanced public confidence:** The audits deliver value to the Department by enabling the capability to accurately and timely account for defense resources. The systems used to process Military Pay and Civilian Pay continued to receive unmodified opinions regarding SSAE No. 18 for the sixth and tenth consecutive years, respectively.

BUDGET

The Department expects to spend \$1.5 billion during FY 2024 in support of the DoD Audit; with approximately 16 percent of these resources required to pay the independent auditors; 14 percent supporting the cost of the audit to include addressing auditors’ request for information; and

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70 percent of total costs directed at remediating audit findings. The Department also prioritized reducing undistributed Fund Balance with Treasury disbursement and collection balances.

The FY 2024 budget request includes an additional \$17.7 million for audits and audit support for two additional DoD agencies undergoing standalone audit; the Defense Advanced Research Projects Agency (DARPA), and the Defense Threat Reduction Agency (DTRA). Funds pay for IPAs to perform standalone audits and for the support and mitigation actions. The addition of these two activities to the standalone audit process demonstrates the Department's commitment to achieving additional unmodified opinions.

DATA ANALYTICS

Defense reform is really important to us, because it has a clear impact on our ability to realize the Secretary's top three priorities: Defend the Nation, Take Care of Our People, and Succeed Through Teamwork."

-Deputy Secretary of Defense Kathleen Hicks November 1, 2022 Remarks at the DoD-GAO High-Risk Summit

A valuable by-product of the audit is the ability to generate a consistent view of our enterprise financial transaction data. The increasing reliance upon Advana, the DoD's advanced data analytics platform, for audit sampling, supporting transaction details in response to auditor requests, monitoring remediation activities, and inspiring data-driven conversation with Components and other stakeholders allows for improved decision-making and better-informed budget execution.

With the UoT, which is used to provide auditors with sample data as its foundation, Advana's capability has grown considerably in just a few short years. With over 22 billion unique transactions from General Ledger Accounting Systems, Advana is standardizing the definition and framework of the UoT to enable enterprise insights and analytics, facilitate root cause analysis, and to overall improve the Department's financial agility. Advana has also furthered FBwT efforts through consolidation and centralization of disparate legacy FBwT tools, which provides improved data standardization and analytics, workflow capabilities, and reporting. It is now the go-to analytic platform for a range of enterprise-level use cases, from executive analytics to business health metrics to logistics and readiness needed for day-to-day force management.

CONCLUSION

The financial statement audits support the Department's business transformation strategy. The tone-at-the-top is being echoed throughout the organization's chain-of-command. The workforce's understanding of audit requirements continues to grow, and, as efficiencies are gained, value is being realized. Systems are being made more reliable, and audits are providing the tools needed to effect sustainable improvements. The audit is helping galvanize change that advances cybersecurity, property management, inventory management, and readiness—for the benefit of the warfighter and the American people.

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6. MILITARY DEPARTMENTS

The Military Departments generally use several means to report their activities to Congress. Consistent with Title 10, Section 113 (c)(1)(A), each of the Military Departments is providing a summary of their Fiscal Year (FY) 2024 budget submissions for inclusion in the DoD Budget Overview. Additional data are contained in Appendix A, Resource Exhibits.

DEPARTMENT OF THE ARMY OVERVIEW

<i>Discretionary Budget Authority in Thousands</i>			Δ
Department of the Army	FY 2023 Enacted ²	FY 2024 Request	FY23 – FY24
Military Personnel	68,013,294	69,835,854	1,822,560
Operation and Maintenance	70,644,867	72,067,365	1,422,498
Procurement	23,548,654	23,380,535	-168,119
RDT&E	17,115,421	15,775,381	-1,340,040
Military Construction	3,017,760	2,068,457	-949,303
Family Housing	937,472	690,380	-247,092
Revolving and Management Funds	144,937	29,213	-115,724
Pass Thru (CTEF, & CHEM-DEMIL ¹)	1,469,818	1,489,794	19,976
Subtotal Department of the Army	184,892,223	185,336,979	444,756
Arlington National Cemetery	155,900	188,480	32,580
Total Department of the Army	185,048,123	185,525,459	477,336

¹Counter-Islamic State of Iraq & Syria Train and Equip Fund (CTEF); Chemical Agents & Munitions Destruction (CHEM DEMIL)

²FY 2023 enacted amounts include prior year rescissions but exclude supplemental funding for Ukraine and Disaster Relief.

“Our purpose remains constant – To deploy, fight, and win our Nation’s wars by providing ready, prompt, and sustained land dominance by Army forces across the full spectrum of conflict as part of the Joint Force.”

- The Army Mission

Introduction

The world is changing, and the Army is changing with it. The Department has refocused on deterring aggression against the pacing challenge in the Pacific and acute and persistent threats around the globe. The Army’s FY 2024 President’s Budget is a strategy-informed budget as we continue to transition from 20 years of counter terrorism toward meeting the pacing challenge of China. The Army places a further emphasis in countering this challenge by:

- Ensuring a persistent presence in the Indo-Pacific region—through rotational deployments, exercises, and the posture of combat-credible forces.
- Fostering interoperability with the Joint Force and our Allies/partners—through integrated deterrence.
- Developing and fielding advanced capabilities—from long-range fires to artificial intelligence.

But we cannot achieve this without taking care of our Soldiers and Families, who serve as the cornerstone of our Army. This budget makes continued investments in housing improvements and CDCs, while also reducing harmful behaviors and building positive command climates with focused investments in strengthening sexual assault prevention and response efforts, suicide

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prevention measures, and developing strong leaders through the Battalion and Colonel Command Assessment programs. We also seek to maintain the All-Volunteer Force for the next generation by reforming how we recruit and retain our Soldiers.

We continue momentum with our modernization efforts as we transform to the Army of 2030. This budget emphasizes our six modernization priorities, with 82 percent of the Science and Technology funding (RDT&E) in support of these top six modernization priorities. The budget also makes significant investments to modernize the industrial base makes with investments in the Industrial Base, Production Base Support, and ammunition facilities. And finally, this budget maintains the high readiness of our Forces to respond to any contingency—from disasters at home or crises abroad.

The Army of 2030

As the Army moves into the Army of 2030, and comes out of 20 years of counter terrorism and counter insurgency, it is transforming to fight large-scale combat operations in a multi-domain operational environment. To achieve the Army of 2030 we will continue to invest in people, reorganize forces, procure new equipment, and adopt new concepts. To succeed on the future battlefield and continue to dominate the land domain, the Army of 2030 must:

- Acquire the sensors to see more, farther, and more persistently at every echelon.
- Deliver precise, longer-range fires as part of the Joint Force to strike deep targets and massing enemy forces.
- Concentrate highly lethal, low signature combat forces rapidly from dispersed locations to overwhelm adversaries at a place and time of our choosing.
- Protect our forces from air, missile, and drone attacks.
- Ensure we can sustain the fight across contested terrain for both short, sharp operations as well as protracted conflict.
- Secure from enemy cyber and electronic attack to rapidly and reliably communicate and share data with ourselves, sister services, and coalition partners.



The Army and Navy are working together to develop and field a hypersonic missile – Common Hypersonic Glide Body (C-HGB)

As we maintain our modernization initiatives, the Army has been investing in missile capabilities, counter-small unmanned aerial systems, Soldier weapon systems, and sustainability in modernizing logistics in a contested environment and our industrial base. We are conducting Pacific Pathways Exercises to build on the established relationships with our allies and partners. In Europe, we are maintaining the same partnership through the Army's Defender Series exercises. Multi-domain operations are maturing and we are standing up the third Multi-Domain Task Force.

Fiscal Environment

The Army remains committed to financial stewardship through focused and deliberate prioritization. The Army prides itself on requesting the right resources to meet the demands of the requirements assigned to the Army in the President's National Security Strategy (NSS) and National Defense Strategy (NDS). Timely receipt and adequate levels of requested funding are necessary to maintain a sustainable strategic modernization path for the Army. Even though the Army is practiced in operating under Continuing Resolutions these delays can stall the Army's path to transform in support of the Army of 2030. Timely enactment provides resource

predictability and enables commanders and leaders to execute their annual training and operational plans effectively and efficiently for the entire fiscal year, and to build Army Readiness at all three echelons – tactical, operational, and strategic. Timeliness also ensures the Army doesn't lose its modernization stride for its acquisition, research, and fielding process. Consistent, adequate, and strategy informed resourcing is invaluable to the Army's ability to achieve the Army of 2030.

Today, the Army faces a multi-dimensional environment that includes fiscal pressure and increasing demands, including achieving and sustaining a favorable financial statement audit. To advance audit the Army will execute internal reforms to streamline and shed inefficient processes. As we seek to improve financial operations, we will also improve our audit program. By maintaining excellence in operational and resource execution and adherence to agreed-upon remediation schedules, we will retire material weaknesses and obtain favorable audit opinions while sustaining improvements to our data, processes, and controls. The Army seeks to achieve success in audit to demonstrate accountability to the taxpayer, Congress, and Army Senior Leaders.

People: The U.S. Army's Advantage

Soldiers, Families, and Civilians are America's Army and a critical part of realizing our vision for the Army of 2030 is ensuring they are well taken care of. Taking care of our people means creating a positive command climate, building cohesive teams that are highly trained, and reducing harmful behaviors in the workplace. The Army will build upon its initiatives by investing in Soldier barracks and Army family housing, supporting spouse employment through professional licensure and certification, and ensuring the affordability of childcare. In the FY 2024 Request, the Army has funded \$287.5 million for five new barracks projects, at Forts Wainwright, Bragg (x2), Lewis-McChord, and the Soldier Systems Center at Natick, and is investing \$177.3 million for family housing projects at Kwajalein Atoll and Baumholder, Germany. To expand access to child care, we are increasing the Fee Assistance provider rate cap to \$1,700, increasing childcare entry level staff pay to \$17.34 per hour, implemented an annual retention bonus for Child Development Center (CDC) personnel, and provided a 50% discount for CDC staff parent fees.



New Army Recruits take part in a swearing in ceremony before a professional baseball game in San Diego., CA

The Army must transform the way we recruit, train, educate, and prepare America's sons and daughters for an increasingly complex battlefield. The Army is building a twenty-first century, data-driven personnel management system to transform how we identify, develop, and manage the talent that is the bedrock of our military advantage. Rather than the industrial age system of assigning people to jobs based on a few factors, the Army of 2030 will use an individual's skills, education, experiences, and personal attributes to match them with positions where they can best contribute. The Army is also investing in education and programs such as the Commander Assessment Program to improve how leaders identify their own strengths and weaknesses. Leaders use the information they gained from their assessment to apply the knowledge and skills to their organizations enabling both their teams and people to thrive.

With the investments we are making, the Army will train Soldiers in simulated environments, where they can interact with and prevail against limitless threats and scenarios, enhancing preparedness from the smallest unit to the largest formation. The Army of 2030 will harness advances in virtual reality and simulation technology to train in more realistic environments at lower cost and with reduced risk to our forces. The Army of 2030 will improve upon our

Overview – FY 2024 Defense Budget

longstanding commitment to the Soldiers with investments in advanced education, comprehensive health and fitness, and development of skills that will benefit them for life.

The Army remains focused on recruiting through new initiatives and funding to address the recruiting challenges. The FY 2024 budget request increases enlistment bonuses to \$715 million, a 51 percent increase over FY 2023 enacted levels. Initiatives include overhauling how we recruit by selecting recruiters differently, improving recruiter training, increasing recruiter resources and creating new incentives for high performing recruiters such as the Recruiter Production Incentive-Assignment Incentive Pay Pilot program (RPI-AIP). The Army is also surging presence in 16 key cities where we have lost ground or may have been underinvested. Additionally, our “High School Blitz” initiative focuses our recruiting stations across the nation on more events in high schools, greater presence at high school sporting events, and more engagement with school officials. The Army also launched its rebranding with bringing back “Be All You Can Be,” and will invest \$389 million in FY 2024 in marketing and advertising. Lastly, the Army is investing \$12.8 million in the Future Soldier Prep Course which takes young Americans who do not score quite high enough academically or do not quite meet Army physical fitness standards, and invests in them to raise them up to our standards so they can go to basic training. We will expand this program from Fort Jackson to Fort Benning. All our efforts are toward the goal of recruiting and maintaining high quality talented Soldiers to not only meet Army’s end strength but also for our cutting-edge formations and new capabilities. The Army’s message is clear: If you are someone who seeks a challenge and wants to push yourself to achieve something you did not think was possible, the Army has a place for you.

Quality of life for our Soldiers, Families, and Civilians is important. The FY 2024 budget sustains quality of life improvements for Soldiers, families, and Army civilians through the continued improvements in barracks and housing, the Exceptional Family Member Program, and Child Development Centers. We are committed, for those living on Army installations in the U.S. and overseas, to provide safe, clean, and healthy homes. We enforce the health and safety of homes through thorough inspections of Army housing, which includes Army-owned, privatized, and unaccompanied housing units. The budget provides a 5.2 percent increase in Soldiers basic pay, a 3.9 percent increase in the Basic Housing Allowance, and a 3.4 percent increase in the Basic Allowance for Subsistence.

To support quality of life, the FY 2024 budget provides for civilian pay raises and invests in civilian talent management. As part of transforming the Army, there is a need for highly skilled and talented civilians to carry out the Army’s future. We are ensuring the civilian work force is trained and ready. The Civilian Implementation Plan continues to transform the Army’s civilian management approach. It places the right civilian in the right job to support the Army. We will maintain the best talent and provide the civilians with access to the knowledge, skills, and training needed to support the ever-increasing demands of the Army. Civilians provide mission essential support, and they are a key role in transforming and defending the nation in the future.

The Army is committed to reducing harmful behaviors. This is key to sustaining a positive command climate through the force. We are shifting from responding to harmful events after they happen to finding ways to prevent them. The Army continues to invest in Suicide Prevention, Sexual Assault Prevention and Response, and Diversity/Equity/Inclusion programs. In addition, the 2024 budget provides for the implementation of recommendations by the DoD Independent Review Committee/Fort Hood Independent Review Committee, as well as funds the continued Criminal Investigation Division transformation. The Army is transforming the way we protect Soldiers, civilians, and families from harmful behaviors. The Army is leading the charge to develop prevention efforts for suicide, sexual crimes, and extremism while strengthening our support systems to care for those affected.

Transforming How We Organize

“Transforming into the Army of 2030 means adopting new operational concepts, reorganizing our forces, and developing new capabilities so that we maintain superiority over any future adversary.”

- Honorable Christine E. Wormuth, Secretary of the Army

The Army is changing the way it organizes, equips, and fights to remain the dominant land force on battlefields of 2030. After two decades of focusing on brigades rotating in and out of Iraq and Afghanistan, the Army is shifting its organizational focus to larger division-centric formations more capable of force projection on a short notice and short response times, in order to support our sister services, Allies, and Partners around the globe. Theater Armies, Corps, and Divisions will modify the personnel, organizations, and equipment they need to conduct operations and missions to disrupt and defeat an adversary’s ability to achieve their objectives.

The effects of these organizational changes are multiplied by leveraging advances in data-analytics to improve the speed and accuracy of leader decision-making. Our study and analysis of recent conflicts, exercises, simulations, and training, indicates brigade commanders must fully focus on winning the close fight. This means front-line leaders will concentrate on the close fight, while Division and Corps Commanders have the responsibility and capability to visualize the deep and larger fight on an operational and strategic level. Divisions and Corps must be able to employ and allocate the growing array of lethal and non-lethal weapons to attack an enemy across all domains.

Evolving How We Fight

As the Army refocuses from conflict in the Middle East to focus on near-peer challenges and acute threats, we must adapt to changes in technology and enemy capability and rethink how we deter our adversaries from using force to achieve their objectives. Through continued funding of our Regionally Aligned Readiness and Modernization Model (ReARMM), we are aligning forces against regional priorities, optimizing time to plan, train, and modernize, while enabling the Army to transform into a multi-domain force. We know that forward positioned ground forces—able to converge effects from land, air, sea, space, and cyberspace—complicate our adversaries’ decision-making process, disrupt their actions, and help provide assurances to our Allies and Partners. Whether in the Pacific or Europe, control of key nodes in the land domain is required to win in large scale combat.



The Army is analyzing cyberspace requirements and outlining potential technical investments based on its Cyber Materiel Development Strategy

The Army funds, in support of readiness, the Directed Readiness Tables and the Global Force Management Allocation requirements. We will again conduct 22 Combat Training Center rotations at the three major training sites (National Training Center, Joint Readiness Training Center, and Joint Multinational Readiness Center). Two of the 22 are exportable training events in Alaska and Hawaii. In addition, funding allows the Army to conduct Operation Pathways exercises in the Indo-Pacific region to expand component, Joint, and combined interoperability.

“We are at an inflection point in the United States, we need to be ready to fight tomorrow, and we need to fight every single day after that.”

- General James McConville, 40th Chief of Staff, Army

Overview – FY 2024 Defense Budget

The Army also executes the Mission Partner Environment to build and maintain information advantage and increases operations for rotational units in the European Theater. The Army continues to innovate into the modern Army of 2030.

- We will develop a network of connected unmanned and manned sensors that will enable us to close blue kill chains while disrupting red kill chains. The Army is investing in systems like Future Tactical Unmanned Aircraft System (FTUAS), Future Unmanned Aircraft System (FUAS)-Air Launched Effects (ALE), and High Accuracy Detection and Exploitation System (HADES) to improve our sensor-shooter response times.
- We will deliver faster, more lethal and survivable fighting vehicles, including unmanned robotic systems able to deliver more firepower. The Army started fielding the Armored Multi-Purpose Vehicles (AMPV) in early 2023 and will procure 91 vehicles for \$555 million in FY 2024. Additionally, we are experimenting with Robotic Combat Vehicle technology with the goal of delivering initial capability by 2030.
- We will deploy new missiles, able to travel at hypersonic speeds, increasing the range and ability to avoid traditional air defense systems. The Army is increasing procurement of the Precision Strike Missile (PrSM) to 110 missiles for \$384 million in FY 2024. The Army is working collaboratively with the Navy in development of the Long Range Hypersonic Weapon (LRHW) system to provide the Army a strategic attack weapon system to defeat Anti Access/Area Denial (A2/AD) capabilities and suppress adversary Long Range Fires, and will invest \$944 million in the program in FY 2024. We will harness the potential of high-energy lasers and microwaves for mobile short range air defense systems. The Army is developing a 50kw High Energy Lasers for Maneuver-Short Range Air Defense (M-SHORAD DE) and Indirect Fire Protection Capability (IFPC-DE). The Army Rapid Capabilities and Critical Technologies Office is experimenting with a 300 kw High Energy Laser.
- We are innovating, through experiments like Project Convergence, to transform the Army into a data-centric force where commanders at all levels have the information they need to make decisions. Project Convergence, funded at \$90 million (\$66 million in RDT&E and \$24 million in O&M), will continue to experiment with emerging technologies and joint concepts that will result in the Combined Joint Force's ability to conduct offensive and defensive capabilities to deter peer adversaries and, if necessary, defeat them in large scale combat operations.
- Finally, we are transforming how we sustain the fight, rethinking how the Army provides logistics and sustainment support with lighter and more climate resilient vehicles and facilities. The Army is modernizing our watercraft fleet to provide heavy and light versions to enable the execution of contested sustainment in the Pacific and experimenting with hybrid combat vehicles and alternative power for deployed forces to reduce the demand for fuel.

Modernizing for an Uncertain Future

The Nation depends on the U.S. Army to respond to a broad range of missions at home and abroad. We must modernize responsibly, maintaining readiness now, while transforming at a pace informed by available resources. This will require hard choices about the pace of modernization and the risk we assume, to chart a long-term course to integrate new capabilities while maintaining our ability to respond to crisis. Therefore, as we transform for the future fight, we are setting the Army on a sustainable strategic path—one that balances the generational investments we are making to prepare for the future fight with the realities of our fiscal environment.

Overview – FY 2024 Defense Budget

To support the future fight and the future Joint Force the Army must provide relevant and modernized forces, capabilities, training, and support to meet evolving challenges. We continue to empathize the six modernization priority efforts of Long-Range Precision Fires, Next Generation Combat Vehicles, Future Vertical Lift, the Network, Air and Missile Defense, and Soldier Lethality all to emphasize and improve shooter to sensor response times.



Small Unmanned Ariel System, Short Range Recon

The Army is also transforming and modernizing digitally. The Army's Crypto modernization efforts accelerate the Army's Cryptographic modernization by procuring tactical radios with priority units that are aligned to USINDOPACOM and the Global Response Force. We are also accelerating the Zero Trust cyber security implementation (\$439 million) consistent with the DoD strategy and industry trends. We are transforming and modernizing Army lethality through the operationalization of the Cloud (\$469 million). The Army is building a hybrid cloud environment to optimize system and data availability; performing application migration to reduce technical debt while improving system management; and introducing new technologies and business practices to optimize hybrid cloud operations. These investment in these efforts helps us transform and modernize digitally for the future fight.

To support Army modernization priorities, the Army must simultaneously invest in our sustainment facilities, equipment, and people. A primary means for ensuring sustainment of our combat systems is the Army's Organic Industrial Base. The Army continues to invest in upgrading industrial base facilities to meet the requirements of upcoming next-generation ammunition and ground-based vehicles, environmental standards, and workplace safety. Investment in the modernization of the organic industrial base will enable the Army to successfully meet current Combatant Commanders demands, provide the capabilities to surge and sustain a multi-domain operations force for large scale combat operations, reduce single points of failures in the supply system and decrease reliance on foreign resources. We are investing \$1.5 billion in FY 2024 to upgrade and sustain our industrial base to ensure our ability to sustain production of missiles, ammunition, and other critical warfighting components into the future.

Conclusion

The Army's FY 2024 budget request prioritizes resources to take care of our people, builds readiness, wins the current and future fight, and deploys a more lethal and ready Total Army of 2030 focused on Joint All-Domain Operations. None of this is possible without timely, adequate, predictable, and sustained funding which enables the Army to counter the challenges and threats we face today and into the future, while taking care of our people. When the Army receives its funding, we are accountable for the execution according to the audit standards and are held accountable to achieving and maintaining a favorable audit opinion.

While the Army meets the Nation's demands it must continue to stay ready and modernize to maintain overmatch against the Nation's near peers. All these efforts are critical and need to be balanced and synchronized to provide the Nation a professional, lethal and decisive force that will win against any of our adversaries.

Rarely in the Army's history have we seen changes this significant. As we transform to meet an uncertain future, we must adapt how we recruit and retain talent, how we organize, and how we fight to ensure that the Army of 2030 is ready to win when the Nation calls. This budget allows the Army to meet the demands asked of it.

BE ALL YOU CAN BE.

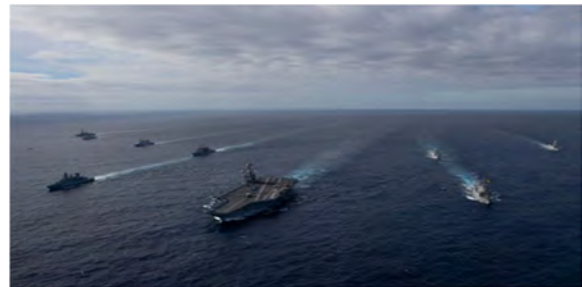
DEPARTMENT OF THE NAVY

<i>Discretionary Budget Authority in Thousands</i> Department of the Navy	FY 2023 Enacted ¹	FY 2024 Request	Δ FY23 – FY24
Military Personnel	58,075,480	60,565,269	2,489,789
Operation and Maintenance	80,068,816	84,571,891	4,503,075
Procurement	72,341,993	76,869,837	4,527,844
RDT&E	26,003,697	26,922,225	918,528
Military Construction	5,778,085	6,182,296	404,211
Family Housing	715,521	640,996	-74,525
Total Department of the Navy	242,983,592	255,752,514	12,768,922

¹ FY 2023 enacted amounts include prior year rescissions, but exclude supplemental funding for Ukraine and Disaster Relief.

Introduction

America is a maritime nation. American naval primacy is essential to meeting the challenges we face today. The seas are the lifeblood of our economy, our national security, and our way of life. With 90 percent of global commerce traveling by sea, the Department of the Navy safeguards the world's economy from hostile nations and organizations that threaten international waters. Our everyday lives also depend on access to the



internet, which rides upon the security of undersea fiber optic cables. Our prosperity as a nation and our security are dependent upon unfettered access to the seas. The Department of the Navy harnesses our ships, submarines, aircraft, unmanned platforms, and highly trained Sailors and Marines, to protect and support the American way of life. In both times of peace and war, the Department can be found in and on the sea, the air, space, ground, and in the cyber realm so that our citizens can remain prosperous and secure. The Department's track record of keeping America safe is so sound that most Americans cannot recall a time in their lives when they feared attack from another nation's naval force. We keep threats away from our shores by operating abroad. Today and every day you can find nearly 100 ships and submarines underway around the globe. There is no substitute for presence. In fact, section 8062(a) of title 10, United States Code, was amended for the Navy to prepare for "peacetime promotion of the national security interests and prosperity of the United States." When we consistently deploy our combat ready forces alongside our allies and partners in faraway waters, our adversaries are forced to face a persistent reality – a fight with American naval forces would be unwinnable and costly. Our mere presence and routine operations bolster our leverage, giving us diplomatic options that will always be more favorable than war.

In times of international crises, we can quickly maneuver thousands of miles with the world's more capable warships and dwell in areas of interest without relying on land bases in foreign countries. When called upon, the U.S. Navy ships are ready to deploy the world's most sophisticated weapons systems operated by highly skilled personnel to fight and win our nation's wars. The threat from the People's Republic of China continues to grow while Russia expands its aggression in Europe. America's naval forces are unique as America's most timely, flexible, and forward-deployed force across the full spectrum of challenges -- from naval diplomacy to strategic deterrence, to resource competition, to crisis, and conflict.

Maintaining a world-class and worldwide deployable Navy and Marine Corps as a first line of defense for the United States is not something that can be created overnight when conflict arises. Investing in the Navy and Marine Corps today is a down payment on America's security tomorrow. Our Navy and Marine Corps integrate resources across disparate domains and elements of national power to deter adversaries and campaign forward.



The Department's budget request supports the nation's priorities, driven by a hierarchy of strategic doctrines: National Security Strategy, National Military Strategy, National Defense Strategy (NDS), Secretary of the Navy's Strategic Priorities, Chief of Naval Operations' Navigation Plan, and Commandant of the Marine Corps' *Force Design 2030*. The FY 2024 President's Budget (PB24) prioritizes readiness, capability, and capacity, especially investment and readiness efforts, to make sure our ships and aircraft are always prepared to deploy. This approach will deliver the integrated deterrence at sea required by the NDS. The budget reflects consistent priorities of: strategic deterrence through development and production of the Columbia ballistic missile nuclear submarine, readiness, modernization/capabilities, capable capacity in order to implement the NDS, and builds on force design initiatives. PB24 supports sustainable readiness, sustains lethality and capability elements, invests in quality of life initiatives for Sailors, Marines, and civilians, and upgrades facilities for new capabilities. The budget continues the commitment to revitalizing the aging public shipyard infrastructure through the Shipyard Infrastructure Optimization Program

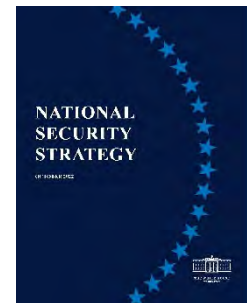
Strategic Guidance and Themes

President's National Security Strategic Guidance

The FY 2024 President's Budget is aligned to the President's National Security Strategy (NSS) Guidance.

The NSS outlines a vision of a world that is "free, open, secure, and prosperous," and calls for the protection of foundational principles of "self-determination, territorial integrity, and political independence." To modernize and strengthen our military, the NSS states:

- "Maintain and gain warfighting advantages while limiting those of our competitors.
- Act urgently to sustain and strengthen deterrence, with the PRC as its pacing challenge.
- Combine our strengths to achieve maximum effect in deterring acts of aggression.
- Use a campaigning mindset – sequencing logically linked military activities to advance strategy-aligned priorities.
- Build a resilient force and defense ecosystem to ensure we can perform these functions for decades to come.
- A combat-credible military is the foundation of deterrence and America's ability to prevail in conflict.
- Modernize the joint force to be lethal, resilient, sustainable, survivable, agile, and responsive, prioritizing operational concepts and updated warfighting capabilities.



Overview – FY 2024 Defense Budget

- Seek to remove barriers to deeper collaboration with allies and partners, to include issues related to joint capability development and production to safeguard our shared military-technological edge.
- Nuclear deterrence remains a top priority for the Nation and foundational to integrated deterrence.

Our service members are the backbone of America’s national defense and we are committed to their well being and their families while in service and beyond.”

National Defense Strategy

The 2022 National Defense Strategy (NDS) sets forth how the U.S. military will meet growing threats to vital U.S. national security interests and to a stable and open international system. It directs the Department to act urgently to sustain and strengthen U.S. deterrence, with the People’s Republic of China as the Department’s pacing challenge. The NDS lays out four top-level defense priorities for the entire Joint Force:

- Defend the homeland
- Deter strategic attacks
- Deter aggression and be prepared to prevail in conflict, when necessary
- Build a resilient defense ecosystem



The Department will advance its goals through integrated deterrence, campaigning, and actions that build enduring advantages. The Secretary of Defense recently reaffirmed his three priorities: Defend the Nation, Taking Care of Our People, and Succeed Through Teamwork. This reinforces the guiding principles and critical priorities in accordance with the NDS, while recognizing the commitment and hard work of the Department.

“First, we are strengthening our maritime dominance so that we can deter adversaries and if called upon, fight and win our Nation’s wars. Second, we are building a culture of warfighting excellence, founded on strong leadership, rooted in treating each other with dignity and respect. And third, we are enhancing our strategic partnerships, across the Joint Force, with industry, with our international partners around the globe.”

- Secretary of Navy, Carlos Del Toro, December 6, 2022

Secretary of the Navy Strategic Guidance

The Navy and Marine Corps team integrate resources across disparate domains and elements of national power to deter adversaries and campaign forward. They do so through a clear strategic vision centered on three enduring priorities.

Strengthening Maritime Dominance requires us to rapidly field the concepts and *capabilities that create advantage relative to our pacing threat*, and the pacing scenario, with the sustainment necessary to generate integrated, all-domain naval power. That is why we are making the investments now, guided by the Navy Navigation Plan and the Marine Corps *Force Design 2030*, to



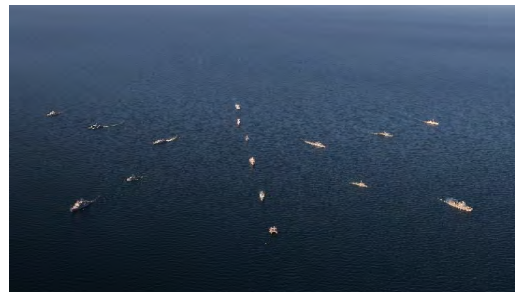
ensure we remain the most lethal, capable, and globally postured force on this planet for decades to come.

Building a Culture of Warfighting Excellence

focuses on warfighting and leadership at every level. We have expanded community- and school based outreach while simultaneously increasing media campaigns in underserved and minority markets. We must attract the broadest possible talent pool from throughout our nation. Recognizing that quality of life for our service members and families is inseparable from warfighting excellence, we have directed transformational investments in quality-of-life initiatives, infrastructure improvement, and support for families facing particularly difficult circumstances due to inflation. All of these efforts are centered on one goal: combat readiness. Taking care of our people, is what we do since our Sailors and Marines are better prepared and more focused when they know their families are doing well.



Enhancing our Strategic Partnerships, sustains and expands our advantage by seeking to achieve seamless integration, communication, and collaboration with each of our partners. Among our Government partners, we have strived together toward greater agility, adaptability, trust, and transparency in support of our warfighters. Globally, we have strengthened our relationships with like-minded maritime nations, deepening interoperability in order to enable mutual action to address shared challenges. Our actions in



Chief of Naval Operations (CNO) Strategic Guidance

The U.S. Navy is uniquely positioned to strengthen integrated deterrence, campaign forward, and build enduring warfighting advantages. We will build, maintain, train, and equip a combat credible, dominant naval force to strengthen our strategic partnerships, deter conflict, and, if called upon, win our Nation's wars. This combat credible force — forward-deployed and integrated with all elements of national power—remains our Nation's most potent, flexible, and versatile instrument of military influence. Together with the U.S. Marine Corps and U.S. Coast Guard, our Navy must deploy forward and campaign with a ready, capable, combat-credible fleet. Decisive naval power is a critical component within the Joint Force.



Navigation Plan 2022 plots a sustainable course for the U.S. Navy's operations and investments as we continue implementing the Tri-Service Maritime Strategy to accelerate America's advantage at sea. The updated Navigation Plan, aligns our priorities of Readiness, Capabilities, and Capacity to the National Defense Strategy (NDS). The U.S. Navy remains committed to (1) strengthening our nation's integrated defense, (2) campaigning forward, and (3) building enduring warfighting advantages. In this rapidly changing world, a formidable naval force is crucial to effectively implementing the NDS and the National Security Strategy (NSS). The FY 2024 budget

request will deliver on our commitments to the Joint Force by aligning our planning, resources, and investments with the following national policy objectives:

Strengthening Integrated Deterrence. The ultimate backstop of integrated deterrence is a secure and reliable strategic nuclear deterrent. Navy operates the most survivable leg of the Nation’s nuclear triad. Forward-deployed, combat-credible conventional forces further strengthen integrated deterrence, deploying globally to deter aggression, support diplomacy, and protect American interests across the spectrum of conflict. Naval forces prevent adversaries from using the oceans to threaten the U.S. homeland. No other element of national power can fulfill this role. Naval service’s ability to control the seas and project power - from both land and sea - has underpinned America’s national defense and economic vitality for generations.

Campaigning forward. Naval forces provide the U.S. strategic advantages in position, influence, and flexibility, independent of access to overseas land bases. Alliances and partnerships remain our key strategic advantage. Every day, the Navy operates forward alongside allies and partners, strengthening our ability to prevail in conflict and demonstrating a united front. Navy is uniquely equipped to contest gray zone incrementalism, much of which occurs in the global commons—particularly in the maritime domain and cyberspace. Gray zone aggression thrives on non-attribution. Navy denies our adversaries anonymity with persistent domain awareness, the effective leveraging of intelligence, and the agile application of sea power.

Building enduring warfighting advantages. To maintain our advantage at sea, America needs a larger and more capable Navy.

Faced with peer competitors and emerging disruptive technologies, the Navy needs to become more agile in developing and delivering our future force. Navigation Plan 2022 focuses Navy’s effort to deliver warfighting advantage: Establishing Force Design Imperatives and an iterative Force Design process and Driving an Implementation Framework for CNO’s priorities across Readiness, Capabilities, Capacity, and Sailors. We will deliver combat credibility in contested seas through our force design imperatives:

- Expand Distance,
- Leverage Deception,
- Harden Defense,
- Increase Distribution,
- Ensure Delivery,
- Generate Decision Advantage

Trained, educated, and resilient sailors remain our asymmetric advantage. We will empower our people by building a warfighting culture based on self-assessment, self-correction, and continuous learning.

“As good as we are today, we will need to be even better tomorrow to maintain our warfighting overmatch. We will achieve this through the strength of our innovation, ingenuity, and willingness to continually adapt to and initiate changes in the operating environment to affect the behavior of real-world pacing threats.”

- General David H. Berger

Commandant of the Marine Corps (CMC) Strategic Guidance

Force Design began in response to known and anticipated changes in the operating environment. There was a need to change how the Marine Corps is organized, trained, equipped, and employed in light of the evolving security environment. The 2022 NDS establishes the importance of the coming “decisive decade,” and the need for new approaches to the strategic challenges in our future. The tenets of the strategy—integrated deterrence, campaigning, and building enduring advantages—call for fresh thinking with respect to military capabilities. Force Design is a modernization effort that, in many ways, anticipated the demands of the strategy. It has been, and will continue to be, characterized by thoughtful balance in addressing the need for rapid change, while understanding and managing the associated risks. The Marine Corps remains the Nation’s expeditionary crisis response force. The Marine Corps’ congressionally mandated role as a balanced combined arms team that is “most ready when the Nation is least ready,” our ethos, our discipline, and our maneuver warfare approach is not changing. We also remain committed to our time-tested ability to task organize for a given mission, forming into Marine Air-Ground Task Forces (MAGTFs) that draw on the reservoir of capabilities found in our Marine Expeditionary Forces. Force Design moved forward with the publication of several new concepts, refinement of our organizations, force-on-force experimentation, and the testing and fielding of new systems. All three Marine Expeditionary Forces (MEF) conduct exercises purposefully designed to refine force employment using emerging concepts like Stand-in Forces (SIF) and Expeditionary Advanced Base Operations (EABO) along with newly fielded capabilities.



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The three key priorities in Force Design are Equipment Modernization, Talent Management, and Training and Education.

Equipment Modernization: At its fundamental core, the Marine Corps will always be ready to locate and destroy our Nation’s enemies. The Stand-in Force concept continues this long tradition using more modern capabilities and warfighting concepts needed against pacing threats. Our SIF will enable joint force access and targeting; make sense of the battlefield; and close kill chains, applying lethal fires, when required, to deter or defeat our adversaries.



Modernization to produce these capabilities also modernizes the MAGTF, which enhances our ability to perform the full range of crisis response missions that Marines have always been called upon to perform. Our partners in the Navy and joint force are increasingly interested in our efforts, as are our allies and partners as they learn more about what our modernization efforts can offer.

Talent Management: The Marine Corps is directing the redesign of our seven-decade old personnel management system to meet the needs of a modern Marine Corps based on our *Force Design 2030* vision. A Talent Management Strategy Group was established to further refine and implement the ideas contained in *Talent Management 2030*. Input from, and outreach to, the fleet will be vital to modernizing our systems, as will synchronizing the efforts of our recruiting, training and education, and manpower enterprises. Measures are being implemented to professionalize our career retention force and further incentivize retaining our most talented Marines. This will allow us to “retain and invest” in our most valued asset—Marines. We must modernize the systems that we employ to manage human resources activities.

Training and Education: Realistic training is driving change across the Fleet Marine Force (FMF) and improving Navy-Marine integration. Marines are attending Navy training schools to be certified to perform naval tasks such as fire support at sea. Navy units are experimenting with Marine methods, such as the use of low bandwidth/low signature command and control. Fleet units are participating in naval exercises that train Marine Corps units to contribute to sea denial during pre-deployment rehearsals focused on multiple theaters. Navy units are integrating Marine aviation and ground units into undersea warfare exercises. We are also learning how Stand-in Forces' support essential naval maneuver with abilities to counter high value aviation threats through sensor cueing which can employ a mix of integrated air and missile defense. Numbered fleets recognize, value, and are engaged in exercises and activities tied to Marine Corps modernization.



Security and Operational Environment

American economic and national security floats on seawater. We rely upon the free and open rules-based order. We are facing competitors who seek to unravel this order. The United States faces many strategic challenges. The balance of military capabilities among nations is rapidly changing. Competitor doctrines which create new threats to the homeland and global stability and escalation of competitors' coercive and malign activities in the gray zone pose challenges.



A wide range of new technologies and applications are complicating escalation dynamics, and transboundary issues impose new demands on our forces. America's maritime competition will be increasingly global. We are at an inflection point, with critical choices to make to meet the challenges posed by China and Russia, as well as Iran, North Korea, and others. The DoD's recently released 2022 China Military Power Report calls China "the most consequential and systematic challenge to our national security and to a free and open international system." China's active, aggressive maritime activities in the South China Sea have the potential to undermine our system of international law, including freedom of the seas, a foundational interest of the U.S. The People's Republic of China (PRC) seeks to refashion the Indo-Pacific region and the international system to suit its interests and authoritarian preferences. The PRC seeks to undermine U.S. alliances and security partnerships and leverage its growing capabilities to coerce its neighbors and threaten their interests. The PRC's increasingly bold rhetoric and coercive actions toward Taiwan are destabilizing, risk miscalculation, and threaten the peace and stability of the Taiwan Strait. The PRC has expanded and modernized much of the People's Liberation Army (PLA). Over one hundred combatants have been added to the People's Liberation Army Navy (PLAN) fleet, which currently has approximately 340 ships, and is moving toward a fleet of 440 by 2030. Our Navy and Marine Corps team meet this challenge daily on the sea, under the sea, and in the air. Our maritime challenges are not confined to the Indo-Pacific. Russia's army has stumbled in the face of resistance by the brave Ukrainian people. Yet Moscow is steadfast in its efforts to control large swaths of the Black, Baltic, and Arctic Seas, trying to intimidate and deny others freedom of navigation. Given this environment, NATO is moving to adopt its first maritime strategy, and six of seven of NATO's priority operating regions are maritime-focused. Russia also presents varying risks including nuclear threats to the homeland and our allies and partners, long-range cruise missile threats, cyber and information operations, counter space threats, chemical and biological weapons, undersea warfare, and

extensive gray zone campaigns. The relationship between Russia and the PRC continues to increase in breadth despite their differences. Either could seek to create problems for the U.S. in the event of a conflict with the other. Figure 6.1 demonstrates the security threat.

Figure 6.1. Security and Operational Environment

“Authoritarian nations are once again challenging international norms and laws, while transnational threats present unprecedented challenges to our stability and security.”
– Secretary of the Navy, Carlos Del Toro



An ICBM is fired from a launch site in northwest Russia as part of nuclear drills on Oct. 26th, 2022. Russian Defense Ministry Press Service/AP

“...Russia suspending participation in New START treaty, last nuclear weapons pact with U.S.”
– CBS News, 21 Feb., 2023



Mikhail Svetlov/Getty Images

Putin and Xi are no limit partners vowing to “strengthen strategic coordination” and “inject more stability into the world”
– CNN 30 Dec 2022



China’s third aircraft carrier, the Fujian, is China’s biggest and most complex warship yet and marks a milestone in Xi’s project to modernize the PLA. Photo: Weibo

“China will never renounce right to use force over Taiwan, Xi says”
– Reuters, Oct. 16th, 2022



Drone approaches Kyiv on Jan 2nd, 2023. Yasuyoshi Chiba/AFP/Getty Images

“...Russia is planning a long-term attack using Shahed drones.”
– Pres. Volodymyr Zelenskyy 2 Jan 2023



Buildings and structures on the artificial island built by China at Fiery Cross Reef in the Spratly Islands on Oct. 2022. Ezra Acayan/Getty Images

“Chinese fighter jet confronts US Navy plane...as tensions simmer in the South China Sea”
– CNN 24 Feb 2023



A Chinese J-11 military fighter (AP Photo/Ng Han Guan)

North Korea continues expanding its nuclear and missile capabilities to threaten the U.S. and others while seeking to drive wedges between the U.S. and its allies in the region. Iran is working toward improving its ability to produce a nuclear weapon, and builds and exports missile forces, uncrewed aircraft systems, and advanced maritime capabilities that threaten chokepoints for international trade. In addition to China and Russia, North Korea, Iran, and others engage in gray zone methods, coercive approaches that may fall below thresholds for U.S. military involvement and spanning the U.S. Government, to seek adverse changes. The abundance of advanced missiles, uncrewed aircraft systems, and cyber tools to military proxies allows competitors to threaten U.S. forces, Allies, and partners. New and emerging weapons systems are creating different challenges for strategic stability. Other evolving technological applications have the potential to change the way we fight, yet also disrupt supply chain and logistics operations. In the cyber and space domains, the risk of inadvertent escalation is high due to unclear norms and escalation thresholds, complex domain interactions, and new capabilities. Transboundary threats alter the environment in which the DON operates. The impacts of climate change affect basing and access while degrading readiness, installations, and capabilities. New areas of strategic interaction are being created, particularly in the Arctic, and demands for disaster response are increasing. Insecurity and instability related to climate change may strain government capacity in some countries while raising tensions among others, risking new conflicts and increasing the demand for stabilization forces. Additionally, the COVID-19 pandemic continues to impact societies and industry, and exposes the challenges of potential future threats.

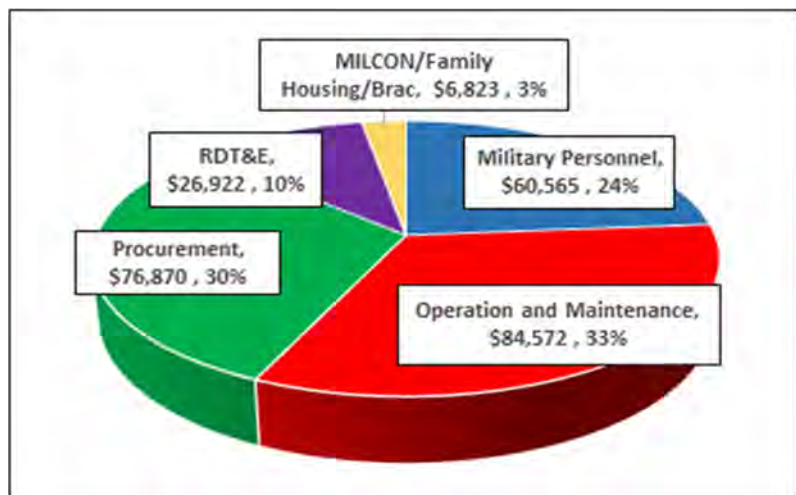
FY 2024 President’s Budget Overview

The FY 2024 President’s Budget delivers the resources necessary to operate, build, train, and equip a combat-credible, dominant naval force to keep the sea lanes open and free, deter conflict, and when called upon, decisively win our Nation’s wars. Figure 6.2 breaks out the \$255.8 billion budget by major appropriation group. This budget represents a \$12.8 billion increase over our FY 2023 enacted budget (excluding supplementals) with all appropriation groups experiencing growth. Our procurement accounts increase by 6.3 percent, operation & maintenance increases 5.6 percent, military personnel increases 4.3 percent, research and development increases 3.5 percent, and military construction accounts increase 5.1 percent. Increased funding includes revised economic assumption adjustments.

Strengthening Maritime Dominance

The FY 2024 President’s Budget provides the funding needed to support the Joint Force Commander by developing and maintaining warfighting capabilities, readiness, and the sustainment necessary to generate integrated, all-domain naval power against an evolving threat environment to secure and protect our economic interests. The FY 2024 request expands our forward presence, enhances warfighter readiness, innovates and modernizes our capabilities, and combats climate change.

Figure 6.2. FY 2024 Total Budget Request by Appropriation Group (\$ in Million)



Procurement

To establish and maintain maritime dominance, the United States needs a balanced naval force, employing increased lethality across all domains. The DON’s FY 2024 shipbuilding budget of \$32.8 billion procures nine battle force ships. The request includes funds for the second Columbia class submarine, which will provide continuous sea-based strategic deterrence into the 2080s. The request includes funds for two Block V Virginia class fast attack submarines and advance procurement funds for four future SSNs and economic order quantity funding for a future multiyear procurement planned to start in FY 2025. The budget funds two Arleigh Burke class destroyers and economic order quantity funds for a planned FY 2023 through FY 2027 multiyear procurement. The request also contains funds to procure two Constellation class guided missile frigates, a more lethal and survivable multi-mission small surface combatant to address increasingly complex threats in the global maritime environment. The request also includes logistics platforms with one John Lewis class oiler to supply fuel for ships and their embarked aircraft at sea. The budget funds procurement of one submarine tender to conduct an intermediate level repair, resupply, rearm, and other support to submarines while anchored in a Mediterranean mooring, or pier side. Lastly, the FY 2024 budget requests funds for two Landing Craft Utility (LCU) 1700s and two additional used sealift vessels.



Overview – FY 2024 Defense Budget

The aircraft procurement request is \$17.3 billion in FY 2024 and includes 88 fixed-wing, rotary-wing, and unmanned aircraft to modernize our capabilities that can achieve lethal and persistent effects inside adversary weapon engagement zones. This budget funds 63 fixed-wing aircraft to include 16 F-35B and 19 F-35C Lightning IIs as multirole stealthy strike fighters; 26 Multi-Engine Advanced Training Systems to modernize multiengine aircraft training; and two KC-130J Super Tankers for cargo, tanker, and troop carrier operations. The request also funds 15 rotary-wing CH-53K King Stallions to conduct expeditionary heavy-lift assault transport for the Marine Corps unmanned aircraft system (UAS) investments include two MQ-4C Tritons to provide persistent maritime ISR of high density sea-lanes, littorals, and areas of national interest; three MQ-25 Stingrays to conduct aerial refueling and ISR; and five MQ-9A Marine Corps' Medium-Altitude Long Endurance (MALE-T) UASs to provide standoff sensing and C4 capabilities.



The FY 2024 President's Budget provides \$6.9 billion for the Weapons Procurement, Navy appropriation. This delivers critical capabilities to maintain our warfighting advantage. FY 2024 ship weapons procurement includes eight Conventional Prompt Strike all up rounds to field hypersonic missile system on board ZUMWALT class destroyers; 274 Tomahawk recertification kits; 472 Tomahawk navigation and communications (NAV/COMMS) kits; 50 Maritime Strike Tomahawk (MST) kits; 125 Standard Missile-6s; 120 Rolling Airframe Missiles; 147 Evolved Sea Sparrow Missiles; 78 MK 48 Advanced Capability heavyweight torpedoes; 95 MK 54 Mod 1 anti-submarine torpedo kits; 13 Naval Strike Missiles; and 18 Littoral Combat Ship Surface-to-Surface Missile Modules. Aircraft weapons procurement includes: 147 AIM-9X Sidewinders, 374 AIM-120D Advanced Medium Range Air-to-Air Missiles; 83 Advanced Anti-Radiation Guided Munitions-Extended Range; 264 Joint Air-to-Ground Missiles; 91 Long Range Anti-Ship Missiles; 40 Hellfire Captive Air Training Missiles; and 250 Small Diameter Bombs Increment II. We are focused on critical munitions to address inventory shortages, maximize production, and invest in industrial base facilitization.



The FY 2024 budget reflects the Marine Corps' key *Force Design* investments. The FY 2024 Procurement, Marine Corps budget is \$3.9 billion. Major procurements include: 396 Joint Light Tactical Vehicles (JLTVs) that provide protected, sustained, networked mobility for personnel and payloads across the full range of military operations; 80 Amphibious Combat Vehicles to deliver the initial capability of command variants; 90 Naval Strike Missiles with the Ground Based Anti-Ship Missile capability; 34 Block V Tactical Tomahawk missiles for Long Range Fires; Marine Air Defense Integrated Systems for the JLTV and associated integration and support costs; Marine Air-Ground Task Force Electronic Warfare Family of Systems to allow the Marine Corps the ability to maneuver efficiently inside the electromagnetic spectrum; and radio system procurement to modernize the ability to connect networks over long distances in contested and satellite-denied environments.

Research and Development

This budget request of \$26.9 billion for the Research, Development, Test and Evaluation, Navy (RDTE, N) appropriation continues investments needed to deliver the most promising technologies in order to solve key operational challenges in the near and long-term. Science and

Technology (S&T) funding supports applied research efforts that expand application of new technology into all facets of naval hardware, and advancing technologies into prototypes and demonstrations for potential application in naval weapons systems. Additionally, S&T funding supports university, in-house laboratory, and defense research sciences work. Research and



Development (R&D) ship efforts include development of the SSN(X) future attack submarine to counter the emerging threat posed by near peer adversary competition for undersea supremacy; DDG(X), which will deliver the next large surface combatant which will utilize mature technologies by leveraging from the DDG-51 Flight III combat system elements; and unmanned surface vehicles able to accommodate various payloads needed to execute fully unmanned missions and able to forward deploy alongside manned combatants. Aircraft R&D efforts include Next Generation Air Dominance advancing F-35 Joint Strike Fighter capabilities as a multi-role, 5th generation, stealthy strike fighter, as well as improving the USMC CH-53K program, as a next-generation fly-by-wire heavy-lift helicopter. For weapons development, we invest in hypersonic weapons such as the Conventional Prompt Strike program. Efforts continue to improve submarine lethality through operational software and hardware improvements for the Heavyweight Torpedo program. The budget request continues development of Marine Corps capabilities in support of *Force Design 2030* such as the Navy/Marine Expeditionary Ship Interdiction System and Long Range Fires, which provide anti-ship missile capability in support of Expeditionary Advanced Base Operations. The budget also funds the Ground Based Air Defense, an umbrella program which includes the Marine Air Defense Integrated System Family of Systems and the Medium Range Intercept Capability. The FY 2024 request continues funding for the Amphibious Combat Vehicle and Ground/Air Task Oriented Radar programs.

Readiness

The budget request funds public and private depots, global ship, air, amphibious, and cyber operations, and prioritizes critical shore investments to increase fleet readiness and strengthen maritime dominance. This request supports requirements for our carrier strike groups, amphibious ready groups, and Navy and Marine aviation units to train and respond to persistent and emerging threats. The FY 2024 budget sustains current readiness in ship maintenance, ship operations, air operations, and aviation depot maintenance.



This budget funds ship maintenance at \$13.9 billion (100 percent of the requirement) at the Navy's four public shipyards, regional maintenance centers, intermediate maintenance facilities, and private shipyards. In addition to continued support for ongoing maintenance availabilities, the FY 2024 budget funds various ship maintenance improvements and continues funding private contracted maintenance in the Other Procurement Navy appropriation. Ship operations is the Navy's core capability and the foundation of maritime dominance. The budget provides \$7.0 billion (97 percent of the requirement) to support ship operations for a battle force of 293 ships at the end of FY 2024. This level of operational funding supports 11 aircraft carriers and

9 large deck amphibious ships that serve as the foundation upon which our strike groups and amphibious readiness groups are based. Ship operations funding supports a target deployment length of seven months, allowing for 58 days underway while deployed and 24 days underway while non-deployed per quarter to conduct training.

The FY 2024 budget continues to prioritize the Marine Corps' commitment to remain the Nation's naval expeditionary force in readiness, capable of responding to any crisis at any time in support of *Force Design 2030* initiatives. This budget provides \$0.2 billion for depot maintenance, which funds 100 percent of the requirement. The Marine Corps readiness accounts are funded to \$4.2 billion to facilitate refinements, design and implementation of the service's transition to Marine Littoral Regiments and support exercises and engagements throughout the Indo-Pacific Area of Responsibility.

The Flying Hour Program (FHP) provides funding to operate and maintain Navy and Marine Corp aircraft and train the pilots needed to enable carrier and expeditionary strike group power projection. The FY 2024 budget of \$11.4 billion provides flying hours for global operations greater operational availability, additional F-35s entering in the fleet, recovery of strike fighter pilot production, and meets 90 percent of the executable requirement.



The aircraft depot maintenance program funds repairs, overhauls, and inspections of aircraft, engines, and aircraft components to ensure sufficient quantities are available to meet fleet requirements to decisively win combat operations. FY 2024 funding of \$2.0 billion funds 91 percent of the aircraft depot maintenance requirement.

The Facilities Sustainment, Restoration, and Modernization (FSRM) program maintains the working order of our facilities inventory and prevents premature condition degradation of mission critical facilities. FY 2024 FSRM funding for the Navy is \$4.5 billion (87 percent) while the USMC FSRM funding is \$1.3 billion (54 percent). The Marine Corps implemented a Facilities Investment Strategy, which allows for a smaller percentage of funding. This strategy focuses on restoration and modernization of critical infrastructure coupled with demolition of failing facilities in order to improve the overall portfolio. The FY 2024 budget also provides funds for impacts caused by climate change and to continue the Shipyard Infrastructure Optimization Program (SIOP) modernization of shipyards. Base Operating Support (BOS) funding includes services such as childcare, Morale, Welfare, and Recreation (MWR), utilities, transportation, environmental, engineering support, base services (custodial, grounds maintenance, etc.), physical security, anti-terrorism and force-protection, and port and airfield operations. It also provides funding to increase installation resiliency against climate change, supporting Energy Savings Performance contracts (ESPCs), Utility Energy Service Contracts (UESCs), and the fielding of electric non-tactical vehicles.

Military Construction

High quality facilities supporting our Sailors and Marines form the foundation on which the Department executes its mission. Effective home and forward-postured infrastructure directly enables the Navy and Marine Corps to rapidly deploy around the globe. Through targeted investments in facilities, particularly in the Indo-Pacific region, the DON will enhance the readiness of our warriors. The



President's Budget submission for FY 2024 helps expand our forward presence and strengthen maritime dominance through investments in facilities and infrastructure. The FY 2024 budget request of \$6.1 billion finances 35 military construction baseline projects in support of the Department's critical goals. Of these, 19 are for the active Navy, 14 are for the active Marine Corps, and two are for the Marine Corps Reserve. The key facilities investments in this year's request include the relocation of Marines from Okinawa to Guam (Guam Defense Policy Review Initiative), the Shipyard Infrastructure Optimization Plan construction, planning and design in support of shipyard improvements, as well as other investments in new platforms and technologies.

Building a Culture of Warfighting Excellence

Maintaining freedom of the seas not only requires state of the art equipment, aircraft and ships, but the best and brightest people. Our Sailors, Marines, and civilians work hard each day to meet the needs of our nation and enable maritime dominance.



As people remain our number one priority, it is paramount that we provide them with the resources they need to succeed. Whether that is personal safety, improved living conditions, or opportunities for advancement, the Department

strives each day to make the Navy and Marine Corps careers of choice. For PB24 the DON continues its commitment to education, sexual assault prevention and response, child and youth programs, and morale, welfare, and recreation programs. We maintain the ability to “fight and win” through training that supports a high-performance culture. Our flagship institutions continue to offer more learning opportunities to our service members, that in turn produce a more educated and innovative force. While economic and societal factors continue to make recruiting more challenging, the FY 2024 Military Personnel appropriations fund a robust and competitive compensation program that continues to attract our nation's best. This budget takes care of our people, providing a 5.2 percent pay raise to uniformed and civilian personnel, matching the employment cost index. The Department is also increasing recruiting and retention bonuses to further our commitment to maintaining the world's most capable fighting force.

For the Navy, the FY 2024 request provides \$38.0 billion for a force of 347,000 active Sailors representing a balance between the force structure requirement and the realities of the current challenging recruiting environment. The budget also provides \$2.5 billion for 57,200 Selected Reservists and full-time support personnel aligned with force structure changes.

For the Marine Corps, the FY 2024 budget request provides \$15.6 billion for an active duty end strength of 172,300 Marines and \$904 million for 33,600 reservists aligned with force design decisions. The end strength levels emphasize forward posture and enhanced multilateral exercises to strengthen alliances and attract new partners. These efforts will help ensure the Marine Corps is prepared to operate inside actively contested maritime spaces in support of fleet and joint force operations.

The FY 2024 budget requests funding for 226,955 civilians, including foreign national indirect hires. The DON civilian workforce includes a wide range of specialties, including maintenance technicians, investigators, human resources, scientists, engineers, and cyber experts. They complement our Sailors and Marines, serving in a variety of positions to include designing, acquiring, and maintaining the ships/aircraft/weapons/equipment that enable generation of all-

domain naval power that is critical to maritime dominance. This budget reflects a balance between strengthening readiness, building the fleet of the future, and taking care of our people

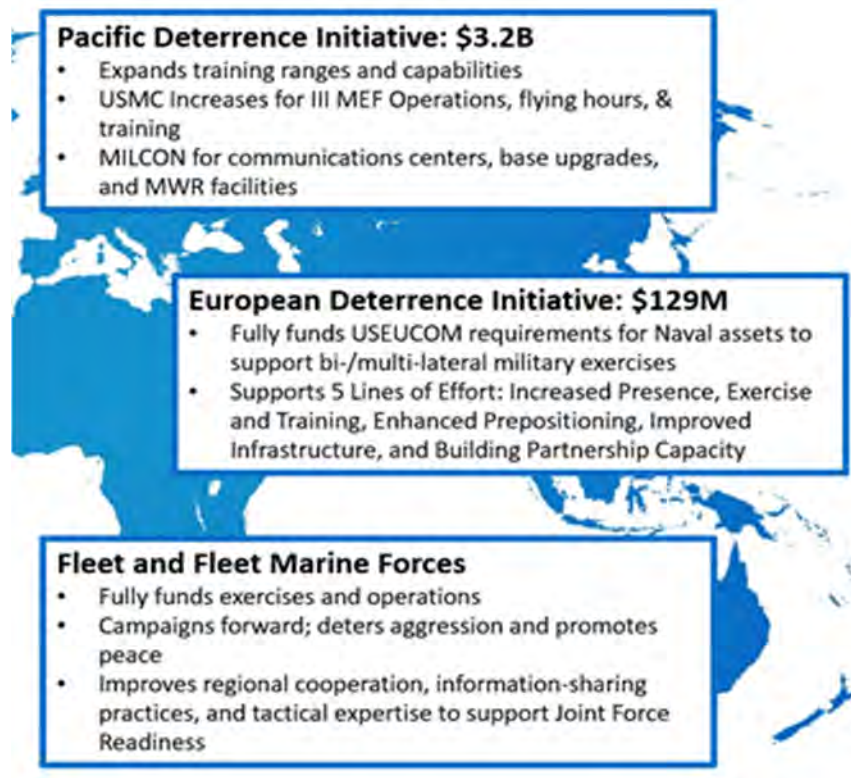
For family housing, the budget request of \$641 million invests in two new construction projects in Guam improvements for enlisted family housing units in Japan and whole house revitalization for Marine Barracks in Washington, D.C. The FY 2024 request also provides funding for the operation and maintenance of 8,350 government owned units and 1,659 leased units worldwide.

Enhancing Our Strategic Partnerships

Our actions in the face of adversity will long be remembered by our allies and partners. Recently, we have supported our Ukrainian partners as they continue to defend their sovereign territory in the face of unprovoked Russian aggression. Additionally, we have partnerships with academia, industry, and government to drive scientific research and technology development. As shown in Figure 6.3, the Navy and Marine Corps are engaged in joint, integrated operations around the globe, deterring aggression from competitors and assuring our allies by projecting power through our forward presence.



Figure 6.3. Secure Maritime Advantage with Allies and Partners



Audit

The Department of the Navy (DON) must produce annual financial statements and demonstrate progress toward a clean audit opinion. Without a DON clean audit opinion, the Department of Defense, and the U.S. Government, cannot achieve a clean audit opinion. The DON developed an Audit Roadmap to strategically identify remediation priorities, dependencies, and other financial management transformation efforts as the critical path to an audit opinion by FY 2028. The roadmap gives leadership visibility into audit remediation efforts to measure progress and assess the impact of delays to the timeline. One of the DON's top audit remediation priorities is the Marine Corps 2-year audit for FY 2022 and FY 2023. This 2-year audit provides additional time necessary for year-end testing of both balances and internal controls to support an audit opinion. The DON is committed to promoting a business culture in which all stakeholders understand their roles in obtaining an opinion, from senior leaders, business managers, and operators who directly support the warfighter.

Conclusion

The DON FY 2024 President's Budget implements the strategic guidance in order to strengthen maritime superiority by strengthening integrated deterrence and campaigning to achieve strategic objectives today while building enduring advantages for the future fleet. It transforms the future force, makes the right technological investments, creates climate resiliency, and empowers our people to succeed. This budget funds readiness for the fight today and invests in the future Navy and Marine Corps needed to protect our national interests and assure our allies against future strategic competitors.

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DEPARTMENT OF THE AIR FORCE

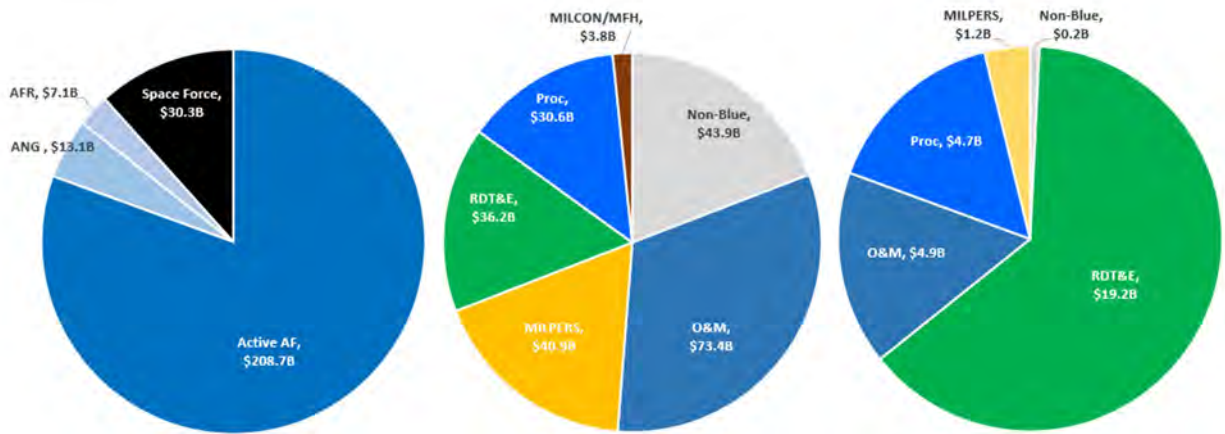
<i>Discretionary Budget Authority in Thousands</i>	FY 2023 Enacted ¹	FY 2024 Request	Δ FY23 – FY24
Department of the Air Force			
Military Personnel	46,142,131	48,472,843	2,330,712
Operation and Maintenance	75,900,802	79,487,257	3,586,455
Procurement	58,195,625	61,680,994	3,485,369
RDT&E	61,298,820	65,764,696	4,465,876
Military Construction	4,583,533	3,199,598	-1,383,935
Family Housing	616,810	551,483	-65,327
Revolving and Management Funds	80,448	83,587	3,139
Total Department of the Air Force	246,818,169	259,240,458	12,422,289

¹ FY 2023 enacted amounts include prior year rescissions, but exclude supplemental funding for Ukraine.

Introduction

The centerpiece of the Department of the Air Force’s (DAF) Fiscal Year 2024 President’s Budget request of \$259.2 billion, which includes \$44.2 billion in pass-through funding, is the seven Operational Imperatives. The Operational Imperatives close key capability gaps to maintain our competitive advantage in the future and represent the essential transformation of the DAF. Failure to adequately resource our Operational Imperatives leaves the Air and Space Forces without the capabilities necessary to deter and, if necessary, defeat our pacing challenge, and puts the Joint Force at risk.

The charts below display the budget by Service (Air Force and Space Force), appropriation, and total force component (Active Duty Air Force, Space Force, Air Force Reserve (AFR), and Air National Guard (ANG)). The first chart includes Non-Blue laid-in to each component; the service charts break it out separately.



Numbers may not add due to rounding (all pie charts)

FY 2024 DAF Components
\$259.2 billion

FY 2024 U.S. Air Force
\$228.9 billion

FY 2024 U.S. Space Force
\$30.3 billion

Overview – FY 2024 Defense Budget

The FY 2024 Department of the Air Force (DAF) budget request of \$259.2 billion, including the \$44.2 billion in pass-through, represents a 5.0 percent, \$12.4 billion increase from the FY 2023 enacted budget (including prior year rescissions, but excluding supplemental funds). This budget accelerates achievement of the seven Operational Imperatives, invests in our Airmen and Guardians, resources the Air Force core functions, and enables the Space Force’s lines of efforts in support of the National Security Strategy and National Defense Strategy (NDS).

Specific dollar amounts and details are listed in the following sections. The chart to the right provides procurement quantities for our major aircraft, munitions, and space programs.

Programs (Quantities)	FY23 Enacted	FY24 PB
Aircraft		
F-35A	43	48
F-15EX	24	24
KC-46A	15	15
MH-139	5	7
E-11	1	1
Munitions		
SDB II	1,214	920
SDB I	356	874
JASSM-ER	550	550
AMRAAM	271	457
AIM-9X	255	192
JSM	0	48
LRASM	25	27
AARGM-ER	42	14
Space		
Nat'l Security Space Launch	3	10
Space Dev. Agency Launch	7	5

Department of the Air Force

The Department of the Air Force (DAF) has the responsibility and possesses the unique competencies to achieve the National Defense Strategy (NDS) priorities of defending our homeland, deterring strategic attacks, deterring aggression while being prepared to prevail in conflict when necessary, and building a resilient defense ecosystem and joint force. However, to maintain our advantage and improve our operational posture relative to our pacing challenge, the People’s Republic of China, DAF urgently needs to modernize to ensure all members have the resources, systems, and equipment they need to achieve these priorities.

The DAF’s seven Operational Imperatives identify critical warfighting capabilities needed to deter our adversaries and prevail in combat. While adversaries have taken advantage of our 20-year commitment to counterinsurgency to modernize their own forces, our investments have not kept pace with the need to create the Air and Space Forces of the future. Not addressing our critical capability gaps today severely increases the risk to tomorrow’s warfighters. Therefore, this budget prioritizes investment in the capabilities needed to achieve our Operational Imperatives, requiring we accept near-term risk in return for enduring, long-term benefit.

Operational Imperatives

The seven operational imperatives support the NDS and Department of Defense’s priorities, create efficiencies through improved alignment, directly tie to budgetary requests, and provide a focused set of goals the DAF must pursue to maintain our ownership of the high ground.

- Operational Imperative One: Resilient Space Order of Battle and Architectures** requires the DAF build a resilient space order of the battle and architecture by integrating military, ally, partner, interagency and commercial capabilities. Achieving this will preserve freedom of action in space, protect the space-based services we provide to the Joint Force, and preclude our adversaries from being able to target the Joint Force from space. This budget supports this effort by increasing funding by \$1.63 billion for Space Domain Awareness, Space Data Transport, Missile Warning/Missile Tracking, and space control, essential to connect the joint force in a highly contested environment.
- Operational Imperative Two: Advanced Battle Management System (ABMS) and DAF Joint All-Domain Command & Control (JADC2)** requires the fielding of an operationally optimized Advanced Battle Management System (ABMS), the Air Force’s

contribution to Joint All-Domain Command & Control (JADC2). We must have the situational awareness and decision support tools to close hundreds of kill chains on relevant timelines in all domains - air, land, maritime, space, and cyber – while operating in a highly contested environment. This budget resources ABMS at \$70.0 million.



- **Operational Imperative Three: Moving Target Engagement at Scale** focuses on developing technologies to support engaging moving targets at scale in a challenging operational environment. In this budget, we invest \$841.0 million in a family of survivable, long-range, and persistent sensors across multiple modalities and in all domains. We must underpin these sensing capabilities with more automated kill chains, integrating complex external data and providing the situational awareness essential for large-scale, complex, highly contested joint (and coalition) fights and provide efficient and effective sensor tasking and optimized utilization of limited resources.
- **Operational Imperative Four: Next Generation Air Dominance (NGAD) Family of Systems** directs the development of a combination of Collaborative Combat Aircraft (CCAs) uncrewed systems and crewed NGAD platforms, along with supporting sensors, communications, command and control, and weapons to operationalize this essential capability. Our investment of \$490.0 million will allow our Air Force to maintain effective deterrence and control the skies. By accelerating development of CCAs, the Air Force will be able to augment current and future platforms with lower cost complementary systems that increase lethality and exchange ratios in highly contested environments.
- **Operational Imperative Five: Optimized Resilient Forward Basing** requires we ensure our bases and airfields are resilient, sustainable, and networked to provide effective and reliable sortie generation and mission execution in a contested environment. The Joint Force cannot successfully conduct operations at a rate needed to successfully deter aggression in the Pacific without optimized resilient forward basing that can remain functional and effective while under heavy attack. Investment in infrastructure, agile communications, and base defense are critical to the success of this effort, this budget includes \$1.2 billion to achieve this objective.
- **Operational Imperative Six: Long-Range Strike Family of Systems** directs the development and eventual employment of a long-range strike family of systems, integrating the B-21 bomber with advanced communications, sensors, and a broad mix of weapons and supporting systems to conduct long-range strike operations in a highly contested environment. In the FY 2024 PB request we invest \$80.0 million to accelerate this effort.
- **Operational Imperative Seven: Readiness to Transition to Wartime Posture** focuses on posturing the Department to mobilize and transition to war, and to sustain operations in a contested environment, including supporting information technology systems. We are investing \$530.0 million in the modernization of our network infrastructure and platforms, and in improving our cyber security and situational awareness. The cyber functions we depend on to go to war must be functional and resilient against a stressing threat.

Taking Care of Airmen and Guardians

Our Airmen and Guardians are essential to the execution of every Operational Imperative. To win the high-end fight we attract, develop, employ, engage and retain our nation's best talent. DAF remains committed to maximizing opportunities for all members to serve to their fullest potential. This budget provides a \$1.2 billion increase to military pay and incentives so that all members have economic and food security as they serve.

We also added an additional \$588M to fund the civilian pay raise commensurate to military members and increase wages for non-appropriated fund employees to meet or exceed the \$15 an hour minimum wage. This budget provides \$316 million for enterprise-wide Sexual Assault and Integrated Violence Prevention and Response programs. Dedicated, talented, and selfless Airmen and Guardians enable our success and must be valued and supported.

United States Air Force

Air Superiority

The Air Force will continue to modernize to ensure a more lethal, resilient, sustainable, survivable, agile, and responsive force. This will include a mix of multi-role air superiority capabilities and capacity to defend the homeland, project airpower globally, and operate as a joint, allied and partner force. While crewed fighters will remain the core of Air Force combat power, uncrewed, Collaborative Combat Aircraft (CCAs) will be introduced to provide new combat capabilities and cost-effective capacity. The Future Fighter Force is tightly coupled to each Operational Imperative, and most directly to Operational Imperative Four, the Next Generation Air Dominance (NGAD) Family of Systems which will allow the Air Force to maintain advantage by replacing the F-22 with the NGAD platform.



Global Strike

Continued strategic nuclear deterrence ensures relative peace and stability in the world and modernization will provide global nuclear strike options for decades to come. Nuclear recapitalization and strategic deterrence have cross-cutting implications for several Operational Imperatives, including Imperative One: Space Order of Battle; Imperative Two: ABMS/JADC2 which will enable Modernized Command, Control, Communications and Battle Management (C3BM); Imperative Three: Moving Target Engagement; Imperative Six: B-1 Family of Systems, and Imperative Seven: Readiness to Transition to Wartime Posture.

This budget continues the DAF's commitment to fully fund the recapitalization of our contributions to the nation's nuclear triad and Nuclear Command, Control and Communication (NC3). This budget funds \$4.5 billion for the Sentinel system that replaces the aging Minuteman III Intercontinental Ballistic Missile (ICBM). Our nuclear-capable bomber force represents the second leg of the Nation's nuclear triad; to secure a conventional and nuclear-capable bomber, funding to continue Engineering and Manufacturing Development (EMD) of the B-21 Raider is \$5.6 billion in FY 2024.

The Air Force must continue to invest in hypersonic and other long-range weapons development, testing, and fielding to bolster our own capability and negate adversary advantages. The Long-Range Standoff Weapon (LRSO) and Joint Air-to-Surface Standoff Missile-Extreme Range

(JASSM-ER) must continue development and production to provide nuclear and conventional long range strike options.

Rapid Global Mobility

In FY 2024 and for the foreseeable future, the DAF plans to hold 466 tanker Total Aircraft Inventory (TAI) while prioritizing modernization of the air refueling fleet. Our first priority remains the continuous recapitalization of our aging KC-135s. In this budget cycle, the Air Force is investing \$2.9 billion to recapitalize the tanker enterprise, purchasing 15 KC-46As to support air operations worldwide. The Air Force is also funding Analysis of Alternatives activities in FY 2024 to support initial development of the Next Generation Air Refueling System (NGAS).

Further, in this budget cycle the DAF maintains a tactical airlift C-130J/H TAI fleet of 271 aircraft and a strategic airlift TAI fleet of 275 C-17A/C-5M aircraft. In parallel, we are investing over \$390M in key safety, modernization, and communication/connectivity modifications across the tactical and strategic airlift fleets in FY 2024.

Command and Control

Command and control (C2) crosscuts all the Operational Imperatives and is pivotal to our ability to employ combat airpower swiftly and decisively, and this request includes \$7.7 billion for this core function.

The DAF must provide the Joint Force and coalition forces with a mix of space and airborne next-generation sensors, weapons, and decision support for C2 in the air domain, and the rapid acquiring and fielding of the E-7 seeks to close the existing airborne C2 capabilities gap. E-7 investment is essential to countering advanced and emerging air threats fielded or in development by adversaries. The FY 2024 budget includes \$680 million to rapidly prototype the first two E-7 aircraft for delivery in FY 2027/2028.

In support of fully funding the modernization of our nuclear assets, the Nuclear Command, Control, and Communication (NC3) program is funded at \$1.8 billion. The Air Force provides three-fourths of the Nation's NC3 systems which are pivotal to ensuring continuous C2 of our nuclear forces.

Intelligence, Surveillance, Reconnaissance, and Targeting

The operating environment of the future will be dense, complex, ambiguous, dynamic, and time compressed. Failure to acquire data rapidly and make sense of that data to create actionable information risks ceding decision advantage and operational success to the adversary. Intelligence, Surveillance, Reconnaissance, and Targeting (ISRT) underpin every DAF Operational Imperative and is critical to the success of NGAD and B-21 families of systems. We prioritize investment of \$500 million to empower Command, Control, Communications, and Battle Management systems to integrate all data sources and support Intelligence Airmen to make sense of complex problems.

United States Space Force

Line of Effort One: Field Combat-Ready Forces

This line of effort focuses on comprehensively fielding equipment, trained personnel, expertise, and sustainment that are prepared to conduct prompt and enduring operations against an adversary. A resilient force can withstand, fight through, and recover from attacks. This line of effort has broad implications for the Space Force, directly and indirectly supporting all the Operational Imperatives. The FY 2024 budget supports advancing the line of effort with \$2.6 billion in investments to Next Generation Overhead Persistent Infrared to provide a resilient global missile warning satellite system and corresponding ground system capable of providing warning of advanced adversary missiles and ensuring continued operations in contested environments. Additionally, the budget provides \$230 million towards power generation and distribution upgrades at Pituffik (Thule) Air Base.



Line of Effort Two: Amplify the Guardian Spirit

This line of effort focuses on unleashing the creativity, innovation, determination, and patriotism of our force. The Guardian Spirit is a collective representation of what it means to be a member of the Space Force. It describes the most positive attributes of our workforce and distinguishes us as a separate service. Amplifying the Guardian Spirit starts with taking care of Guardians. Specific efforts include incorporating space-centered training for new accessions (basic military training, ROTC, and Military Academies), integrating inter-service transfers, developing space-focused programs at Air University, expanding University Partnership Programs, revamping talent management, publishing the Guardian Ideal and Space Force Values. The FY 2024 budget request invested an additional \$8 million in Basic Military Training to help provide the framework for newly selected Enlisted Guardians and \$3 million in Advanced Academic Degrees to pave a path for higher education.

Line of Effort Three: Partner to Win

Even with superlative talent and exceptional capabilities, the Space Force will not succeed without robust joint, coalition, international, interagency, academic, and commercial partnerships. The focus of this line of effort is strengthening the partnerships we rely on to accomplish Space Force roles and missions. Space power is a collaborative endeavor. Partnerships should also act as critical force multipliers and expand our competitive advantage, and we are committed to placing Guardians in positions where they can strengthen critical partnerships. Our international partnerships are indispensable, and investing \$59 million in a NATO partnership agreement obtains SATCOM services from Luxembourg satellites, providing resilient, high-throughput, and low-latency SATCOM capability.

Conclusion

As the cornerstone of the FY 2024 President's Budget, the Department of the Air Force's seven Operational Imperatives identify the critical warfighting capabilities needed to develop a threat-informed, concept-driven future Air Force and Space Force, posturing them to deter aggression while seeking asymmetric advantages and multi-domain overmatch. With our outsized role in joint military operations, the Air Force and Space Force must be equipped to win. For this reason, the Operational Imperatives were a key part of the FY 2023 budget request and are now the centerpiece of the Department of the Air Force's FY 2024 budget proposal. Now is the time to prioritize investment in our Operational Imperatives, to accept near-term risk in return for enduring long-term benefit, and to transform for the future.



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NATIONAL GUARD

<i>Discretionary Budget Authority in Thousands</i>	FY 2023 Enacted ¹	FY 2024 Request	Δ FY23 – FY24
National Guard Bureau			
Military Personnel	15,356,070	16,419,507	1,063,437
Operation and Maintenance	15,681,266	15,936,798	255,532
National Guard and Reserve Equipment	640,000	-	-640,000
Military Construction	909,914	518,908	-391,006
Subtotal National Guard Appropriations	32,587,250	32,875,213	287,963
Service Proc Pgms. Reserve Comp. (P-1R)	6,939,857	3,609,508	-3,330,349
Total National Guard	39,527,107	36,484,721	-3,042,386

¹ FY 2023 enacted amounts exclude supplemental funding for Disaster Relief.

Introduction

The National Guard is an integral part of the Joint Force, ready to maintain our Nation’s competitive edge in the new strategic environment focused on China as our pacing challenge and Russia as an acute threat. Our primary role is to serve as the combat reserve of the Army and Air Force and provide operational capability to the United States Space Force. The National Guard provides trained and ready forces to support the Joint Force, and our communities in times of crisis. For the National Guard to remain interoperable with the Joint Force, it’s imperative to recapitalize National Guard capabilities and invest in those critical to our future warfighting concepts while continuing to build enduring advantages and investing in our people.

The needs of national security and defense are changing, and the National Guard is prepared to meet those needs. The National Defense Strategy (NDS) identifies four defense priorities: defending the homeland; deterring strategic attacks; deterring aggression while preparing to prevail in conflict; and building a resilient Joint Force and defense ecosystem. The National Guard plays a critical role in each of these four priorities.

The first, homeland defense, is innately embedded in the National Guard through its community-based force across the 54 states, territories and the District of Columbia. We perform a myriad of critical missions including Aerospace Control Alert, homeland defense, cyber and space operations providing 28 percent of all Department of the Air Forces unit-equipped space operations squadrons and disaster response at the request of state governors. The National Guard has more than 4,000 cyberspace professionals supporting the Department of Defense (DoD) cyber enterprise to mitigate malicious cyber activity. We stand ready to perform the Chemical, Biological, Radiological, and Nuclear response mission for the nation and for the states. The strength of the National Guard is our community-based model that embeds us in the very fabric of American society. The National Guard maintains partnerships at every level of government: local, state, tribal, territorial, federal and international.

The National Guard’s support of the NDS extends to second priority, deterring strategic attacks. The Air National Guard provides 94 percent of the 24/7/365 execution of the Aerospace Control Alert (ACA) mission with advanced fighters sitting alert and command and control in all regions of the country and both Eastern and Western Defense sectors. The Air National Guard also provides an integral association in the execution of the B-2 Nuclear Strike mission while also protecting the nation’s missile fields. The National Guard also provides protection of the nation’s cyber infrastructure, protecting vital nodes from cyber-attack by hostile entities. Finally, the National Guard’s Space Operations serve as an indispensable force in ensuring seamless operations in the space domain.

The third NDS priority is deterring aggression, while preparing to prevail in conflict. Here, perhaps, is the greatest National Guard transformation over the past 20 years. We have gone from a

strategic reserve to an operational force due to focused investment in our people, readiness, and modernization. The National Guard exists to fight our Nation’s wars—and for more than two decades, we have done just that. National Guard Soldiers and Airmen have served in more than a million deployments since 9/11 and continue to serve in every Combatant Command today. Additionally, the National Guard’s State Partnership Program, a National Guard led DoD security cooperation program that pairs a state’s National Guard with a partner nation is a critical part of the integrated deterrence. Today, the National Guard engages with 100 state partners, ensuring our nation has trusted, capable, interoperable allies and partners at our side. As the NDS makes clear, mutually beneficial alliances and partnerships are an enduring strength and a key to strategic deterrence.

And finally, the National Guard supports the fourth NDS priority through its contributions to building a resilient Joint Force and defense ecosystem. From cyberspace, to satellites, to first-responder communications, the National Guard plays an important role in both deterring and responding to interruptions in these vital sectors. Today, one out of every five Joint Force service member is a Guard member who brings their civilian skills to bear while serving the nation. The National Guard continues to perform at historic levels as we simultaneously project American strength overseas, provide Southwest border and counterdrug support, and address an array of natural disasters across the country. Despite our significant operations tempo, our retention rate remains high. Continued investment in the National Guard ensures we can meet today’s demands while preserving the capability, capacity, and deterrence our nation needs against a broad spectrum of potential future threats.

The FY 2024 budget enhances service member resilience with cost-of-living increases, innovative child-care opportunities for family members, and additional support services. To address the current strategic environment and climatological risks, the FY 2024 budget invests in our nation’s critical infrastructure to protect against potential man-made and natural threats, and has embraced ‘green’ initiatives, where practical. The National Guard’s resilience is bolstered by our close coordination with many diverse partners in and beyond the state and nation, our longstanding homeland defense capabilities, and our geographically dispersed forces. This benefits both the defense enterprise and the American people.

The Army National Guard and the Air National Guard FY 2024 budget requests support the parent service’s strategic initiatives and operational imperatives, which fully align to the National Defense Strategy.

Army National Guard (ARNG) Budget Request

The FY 2024 Army National Guard budget request supports an end strength of 325,000, sustained from FY 2023. It resources 27,222 Civilians and adds 296 full-time support personnel for the Sexual Harassment/Assault Response and Prevention (SHARP) program and suicide prevention. It funds Air Operational Tempo (OPTEMPO) to 6.7 hours/crew/month and funds Facility Sustainment at 87.4 percent and Base Operations Support at 86.2 percent. As the combat reserve of the Army, the ARNG continues to support the active force in sustaining joint operations through a responsive and ready force-generating capability. Two Combat Training Center rotations are funded in FY 2024. ARNG readiness continues to provide both federal and state support in response to domestic emergencies to include hurricanes, wildfires, and other requirements, in addition to overseas operations.

Air National Guard (ANG) Budget Request

The FY 2024 Air National Guard budget request supports an end strength of 108,400. It also funds 110,502 peacetime flying hours, maintenance of 921 aircraft and day-to-day operational costs of 90 wings. FY 2024 continues to support operational missions such as Homeland Defense, which includes the Aerospace Control Alert (ACA) mission and Command and Control.

The Air National Guard operates the preponderance of legacy airframes in the Air Force. To maximize the effectiveness of critical ANG contributions to NDS objectives, the Air National Guard fleet must be recapitalized. As we enter the decisive decade in competition with the PRC the ANG stands ready to help the USAF recapitalize, maintaining the most experienced portion of the USAF total force and simultaneously freeing money for investment in new capabilities due to lower costs.

“The National Guard provides approximately 20 percent of the total Joint Force, in addition to our millions of personnel days in the homeland, yet only represents four percent of the Department’s budget. We augment the Joint Force across all aspects of National Defense Strategy implementation, and directly support our communities in tangible, substantial ways. We do all this with lower training costs, lower facility and land use costs, and low personnel turnover.”

- General Daniel Hokanson, June 2022

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7. PERFORMANCE MANAGEMENT

Introduction

To advance the goals outlined in the NDS, particularly, to shore up the foundations for integrated deterrence and campaigning, the Department is moving urgently to build enduring advantages across the defense ecosystem – the DoD, Defense Industrial Base (DIB), inter-agency, and array of private-sector and academic enterprises – to spur innovation and support the systems upon which our military depends. This requires embracing an innovative approach to meet emerging strategic demands – through swift modernization, more resilient and agile support systems for the Department in the face of any and all threats, and cultivating our talented workforce with the skills, character, and diversity our Nation needs in order to overcome today’s national security challenges.



The Department’s Strategic Management Plan (SMP) for Fiscal Years 2022 – 2026 articulates the Secretary of Defense’s strategic priorities for Management, focusing on the articulation of Department’s initiatives aimed at building enduring advantages, as defined in the NDS, and also on addressing institutional management priorities. The SMP provides a framework for describing general and long-term objectives, what actions the Department plans to take to realize those objectives, specific performance goals and targets to measure progress, and how the DoD plans address challenges and risks that may hinder achieving desired results. The SMP meets statutory requirements pursuant to the Government Performance and Results Act of 1993 (GPRA) Modernization Act of 2010 (GPRAMA), and Office of Management and Budget (OMB) Circular No. A-11, requiring federal agencies to develop and submit an Agency Strategic Plan in concurrence with the President’s budget request.

Every year the Department renews its commitment to strategic planning and performance management by publishing an updated version of the SMP for the upcoming fiscal year, released concurrently with the President’s Budget. This year’s edition of the SMP includes the Department’s FY24 Annual Performance Plan (APP) and the FY22 Annual Performance Report (APR). The FY24 APP supplements the SMP’s longer-term planning outlook by linking its strategic goals and objectives to operational performance goals, measures, and targets for the upcoming fiscal year. The FY22 APR consolidates prior fiscal year achievements and performance results across all DoD Components and communicates overall implementation progress against the Department’s SMP. Unclassified versions of the FY24 APP and FY22 APR can be found at [Performance \(defense.gov\)](https://www.defense.gov/performance)

The FY22-FY26 SMP directly aligns to the Secretary’s strategic priorities and the NDS’s approach to building enduring advantages. OSD Under Secretaries provide specific objectives associated to the strategic priorities, and then, together with relevant DoD Components, they articulate performance goals, measures and targets. This collective endeavor is supported by the Defense Business Council (DBC), which is periodically chaired by the Deputy Secretary of Defense.

Performance goals and progress metrics for the SMP, in particular for Agency Priority Goals (APG), are reviewed quarterly, following specific targets identified in the APP for FY 2024. These reviews take place during DBC sessions, which allows for Department-wide consideration of opportunities and removal of roadblocks to ensure successful realization of strategic goals. The Department relies on “Pulse”, the authoritative performance management executive analytics dashboard to inform the reviews.

About Pulse

The DoD is committed to using data and analytics to track progress on strategic priorities in an outcome-driven, metrics-based manner that drive improved performance. To enable the shift to a data-driven approach for performance management, the CDAO, in partnership with the PIO and USD(P), designed an executive analytics capability in Advana, called Pulse, that uses NDS and SMP metrics informed by authoritative data to give DoD senior leaders a strategic view of how DoD is performing against its top priorities. Pulse refers to both the integrated data and analytics layer for performance management in Advana, as well as the governance structure for overseeing progress and escalating risks.

The Pulse applications support the DepSecDef's vision to transform DoD into a data-driven organization, to ensure alignment of performance improvement activities with SecDef priorities, and to foster better decision-making around performance. This initiative empowers DoD Components to draw deeper insights from data, drive more efficient processes and procedures, and enable proactive performance tracking and monitoring. With the increased visibility of authoritative data, DoD also has better insight into ongoing reform efforts to address identified areas of underperformance.

Through the Pulse framework, DoD aims to:

- Develop and integrate data-informed, outcome-based metrics to show how DoD is performing against SecDef/DepSecDef strategic priorities.
- Enable the SecDef/DepSecDef to proactively monitor how DoD is performing and be notified if there are areas where they need to engage.
- Ensure performance improvement efforts across DoD align to SecDef/DepSecDef top strategic priorities and performance goals/objectives.

Pulse is a collaborative effort across the DoD that will evolve and mature over time. As DoD Components increasingly use Pulse in day-to-day management decisions, the quality of the data and the maturity of available measures will increase. By using Pulse in management discussions at the highest levels, DoD will be able to translate core business objectives into measurable outcomes that change behaviors and improve overall performance.

President's Management Agenda and Cross-Agency Priority Goals

The President's Management Agenda (PMA) sets forth the administration's top priorities for improving the way Government works. These priorities are:

1. Strengthening and Empowering the Federal Workforce
2. Delivering Excellent, Equitable, and Secure Federal Services and Customer Experience
3. Managing the Business of Government to Build Back Better

Since the PMA's initial rollout in November 2021, cross-agency teams have engaged in collaborative efforts to develop innovative solutions to address the most pressing management challenges facing the Federal workforce and the people and communities Federal Agencies serve. Over the next year, focus will shift from development to execution of pilot efforts, leading to eventual full implementation.

Performance Improvement Officer Role in PMA Integration

Within the DoD, the Performance Improvement Officer (PIO) plays a key role in guiding the development and implementation of the Strategic Management Plan (SMP). Many of the SMP strategic priorities, strategic objectives, and performance goals are directly aligned to the PMA

Overview – FY 2024 Defense Budget

priorities. For example, elements of *Taking Care of Our People* are directly linked to Priorities 1 and 2, and several acquisition and procurement elements of *Transform the Foundation of the Future Force* Portions are aligned to Priority 3. In addition to ensuring the linkage between the PMA and SMP, the PIO also chairs the DoD / OMB Committee, a supporting tier of the Defense Business Council, whose members represent the Department in OMB interagency fora which helps to align DoD's progress on the implementation of the President's Management Agenda with OMB-led CXO council cross-agency initiatives, to share best practices on how DoD can support the interagency, and to provide updates to the DBC on interagency initiatives as needed.

DoD Engagement in PMA Implementation

As co-Priority Area Lead (PAL) Priority 1 (Workforce), the Deputy Secretary of Defense leverages the Deputy's Workforce Council and the considerable expertise of the Department to partner with other federal agencies in strengthening and empowering the Federal Workforce. In collaboration with the other PALs, the Deputy, supported by OUSD(P&R) and ODA&M, has guided the development of PMA Priority Metrics and has shaped important workforce strategies in the areas of improving Diversity, Equity, Inclusion, and Accessibility in our federal hiring practices, improving federal jobs, and developing a roadmap to the future of federal work. The DoD has also contributed significantly to the development of new federal Communities of Practice (Wellbeing and Mental Health, Employee Engagement, and Recruitment CoPs), and is leading a Cross-Agency Priority (CAP) Goal to improve recruitment and retention in mission-critical roles.

Engagement in Priority 2 (Customer Experience) is more targeted, focusing on the development and implementation of the Life Experience "Navigating the Transition to Civilian Life." The Deputy Secretary co-signed the charter for this effort, signifying the critical importance of supporting our Service members as they retire or separate from military service. As this Life Experience transitions to full implementation, solutions will focus on the transparency of the transition process, providing individualized guidance, and improving access to important resources.

For Priority 3 (Managing the Business of Government), the DoD has contributed significantly to developing solutions to improve the Federal acquisition system. For example, DoD implemented a solution to *Modernize the Federal Acquisition Certification in Contracting* ahead of the FY23 Q2 target and anticipates several other Federal Agencies to mirror our solution. OUSD(A&S) Defense Pricing and Contracting (DPC) and Office of Small Business Programs (OSBP) are contributing to Priority 3 by leading implementation of the DoD Equity Action Plan. Over the next year, the DoD will continue to support implementation of important acquisition-related solutions, and anticipates increased engagement in the Federal Financial Assistance (grants) strategy.

For detailed information and updates on the Defense Department's contributions to the PMA and related Cross-Agency Priority (CAP) Goals, please refer to www.Performance.gov.

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APPENDIX A: RESOURCE EXHIBITS

Chart A-1. FY 2024 DoD Budget Request by Military Department

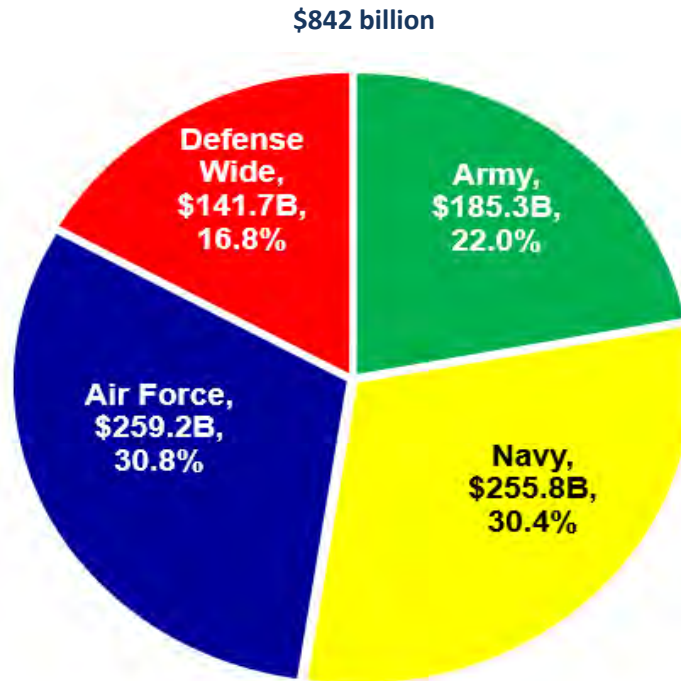
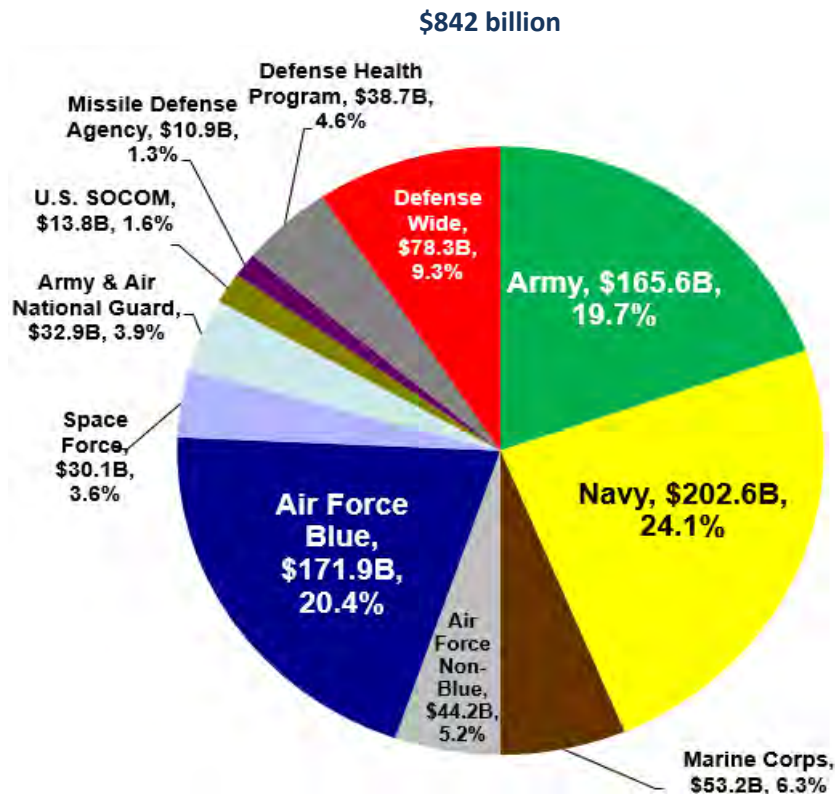


Chart A-2. FY 2024 DoD Budget Request – Additional Details



Overview – FY 2024 Defense Budget

Table A-1. DoD Total (Base + Supplemental) Budget by Appropriation Title
(\$ in millions)

Total Budget	FY 2022*	FY 2023**	FY 2024	Δ FY23-24
Military Personnel	167,525	172,445	178,874	+6,429
Operation and Maintenance	319,177	351,797	329,749	-22,048
Procurement	153,216	166,960	170,049	+3,089
RDT&E	119,081	139,856	144,980	+5,124
Revolving and Management Funds	2,733	1,718	1,683	-35
Offsetting Receipts	--	-10	-9	+1
Defense Bill	761,732	832,766	825,325	-7,441
Military Construction	13,376	16,714	14,734	-1,980
Family Housing	1,525	2,327	1,941	-386
Military Construction Bill	14,900	19,041	16,675	-2,366
DoD TOTAL	776,632	851,807	842,000	-9,807

Source: Next Generation Resource Management System

Numbers may not add due to rounding.

* FY 2022 actuals

** FY 2023 reflects enacted

Table A-2. DoD Total (Base + Supplemental) Budget by Military Department
(\$ in millions)

Total Budget	FY 2022*	FY 2023**	FY 2024	Δ FY23-24
Army	183,512	190,805	185,337	-5,468
Navy	223,231	244,508	255,753	+11,245
Air Force	223,553	249,175	259,240	+10,065
Defense-Wide	146,336	167,319	141,670	-25,649
DoD TOTAL	776,632	851,807	842,000	-9,807

Source: Next Generation Resource Management System

Numbers may not add due to rounding.

* FY 2022 actuals

** FY 2023 reflects enacted

Table A-3. DoD Total (Base + Supplemental) Budget by Military Department and Appropriation Title (\$ in millions)

Department of the Army Budget	FY 2022*	FY 2023**	FY 2024	Δ FY23-24
Military Personnel	66,968	68,178	69,836	+1,658
Operation & Maintenance	68,841	74,754	72,465	-2,289
Procurement	29,928	26,649	24,472	-2,177
RDT&E	14,581	17,125	15,775	-1,350
Military Construction	2,600	3,018	2,068	-950
Family Housing	579	937	690	-247
Revolving and Management Funds	13	145	29	-116
ARMY TOTAL	183,512	190,805	185,337	-5,468

Overview – FY 2024 Defense Budget

Department of the Navy Budget	FY 2022*	FY 2023**	FY 2024	Δ FY23-24
Military Personnel	55,891	58,079	60,565	+2,486
Operation & Maintenance	75,800	81,506	84,572	+3,066
Procurement	64,097	72,344	76,870	+4,526
RDT&E	21,954	26,044	26,922	+878
Military Construction	4,679	5,819	6,182	+363
Family Housing	448	716	641	-75
Revolving and Management Funds	361	--	--	--
NAVY TOTAL	223,231	244,508	255,753	+11,245

Department of the Air Force Budget	FY 2022*	FY 2023**	FY 2024	Δ FY23-24
Military Personnel	44,665	46,188	48,473	+2,285
Operation & Maintenance	71,107	76,759	79,487	+2,728
Procurement	50,026	59,364	61,681	+2,317
RDT&E	52,926	61,584	65,765	+4,181
Military Construction	3,492	4,584	3,200	-1,384
Family Housing	441	617	551	-66
Revolving and Management Funds	895	80	84	+4
AIR FORCE TOTAL	223,553	249,175	259,240	+10,065

Defense - Wide Budget	FY 2022*	FY 2023**	FY 2024	Δ FY23-24
Military Personnel	--	--	--	--
Operation & Maintenance	103,428	118,779	93,225	-25,554
Procurement	9,164	8,603	7,026	-1,577
RDT&E	29,620	35,103	36,517	+1,414
Military Construction	2,603	3,294	3,284	-10
Family Housing	56	57	58	+1
Revolving and Management Funds	1,464	1,493	1,570	+77
Offsetting Receipts	--	-10	-9	+1
DEFENSE - WIDE TOTAL	146,336	167,319	141,670	-25,649
DoD TOTAL	776,632	851,807	842,000	-9,807

Source: Next Generation Resource Management Resource System

Numbers may not add due to rounding.

* FY 2022 actuals

** FY 2023 reflects enacted

Overview – FY 2024 Defense Budget

Table A-4. Combat Force Structure Overview

Service	FY 2022	FY 2023	FY 2024	Δ FY23-24
Army Active				
Brigade Combat Teams (BCT)	31	31	31	0
Combat Aviation Brigades (CAB)	11	11	11	0
Army National Guard				
BCT	27	27	27	0
CAB/Theater Aviation Brigade	10	10	10	0
Army Reserve				
CAB	2	2	2	0
Navy				
Number of Battle Force Ships	301	294	293	-1
Carrier Strike Groups	10	10	10	0
Marine Corps Active				
Marine Expeditionary Forces	3	3	3	0
Infantry Battalions	22	21	21	0
Marine Corps Reserve				
Marine Expeditionary Forces	0	0	0	0
Infantry Battalions	8	8	8	0
Air Force Active				
Combat Coded Squadrons	43	44	43	-1
Aircraft Inventory (TAI)	4,289	4,200	3,906	-294
Air Force Reserve				
Combat Coded Squadrons	3	3	3	0
Aircraft Inventory (TAI)	336	292	315	23
Air National Guard				
Combat Coded Squadrons	21	21	21	0
Aircraft Inventory (TAI)	1,060	982	962	-20

Table A-5. Active Component End Strength (in Thousands)

Service	FY 2022*	FY 2023**	FY 2024	Δ FY23-24
Army	465.6	452.0	452.0	--
Navy	344.4	341.7	347.0	+5.3
Marine Corps	174.6	172.1	172.3	+0.2
Air Force	324.4	321.8	324.7	+2.9
Space Force	8.1	8.6	9.4	+0.8
TOTAL	1,317.1	1,296.3	1,305.4	+9.1

* FY 2022 actuals

** FY 2023 reflects projected end strength levels

Numbers may not add due to rounding.

Overview – FY 2024 Defense Budget

Table A-6. Reserve Component End Strength (in Thousands)

Service	FY 2022*	FY 2023**	FY 2024	Δ FY23-24
Army Reserve	176.2	177.0	174.8	-2.2
Navy Reserve	55.2	56.2	57.2	+1.0
Marine Corps Reserve	32.6	33.1	33.6	+0.5
Air Force Reserve	68.0	68.9	69.6	+0.7
Army National Guard	329.7	325.0	325.0	--
Air National Guard	105.0	105.1	108.4	+3.3
TOTAL	766.7	765.3	768.6	+3.3

* FY 2022 actuals

Numbers may not add due to rounding.

** FY 2023 reflects projected end strength levels

Table A-7. DoD Base Budget by Appropriation Title (\$ in millions)

Base Budget	FY 2022*	FY 2023**	FY 2024	Δ FY23-24
Military Personnel	166,845	172,231	178,874	+6,643
Operation and Maintenance	294,491	319,907	329,749	+9,842
Procurement	145,147	163,736	170,049	+6,313
RDT&E	118,537	139,400	144,980	+5,580
Revolving and Management Funds	2,323	1,718	1,683	-35
Offsetting Receipts	--	-10	-9	+1
Defense Bill	727,343	796,982	825,325	+28,343
Military Construction	13,376	16,673	14,734	-1,939
Family Housing	1,525	2,327	1,941	-386
Military Construction Bill	14,900	19,000	16,675	-2,325
DoD BASE TOTAL	742,243	815,982	842,000	+26,018

Source: Next Generation Resource Management System

Numbers may not add due to rounding.

* FY 2022 actuals

** FY 2023 reflects enacted

Table A-8. DoD Base Budget by Military Department (\$ in millions)

Base Budget	FY 2022*	FY 2023**	FY 2024	Δ FY23-24
Army	174,147	184,892	185,337	+445
Navy	220,104	242,984	255,753	+12,769
Air Force	221,032	246,818	259,240	+12,422
Defense-Wide	126,960	141,288	141,670	+382
DoD BASE TOTAL	742,243	815,982	842,000	+26,018

Source: Next Generation Resource Management System

Numbers may not add due to rounding.

* FY 2022 actuals

** FY 2023 reflects enacted

Overview – FY 2024 Defense Budget

Table A-9. DoD Base Budget by Military Department and Appropriation Title
(\$ in millions)

Department of the Army Budget	FY 2022*	FY 2023**	FY 2024	Δ FY23-24
Military Personnel	66,664	68,013	69,836	+1,823
Operation & Maintenance	65,858	71,055	72,465	+1,410
Procurement	23,980	24,608	24,472	-136
RDT&E	14,452	17,115	15,775	-1,340
Military Construction	2,600	3,018	2,068	-950
Family Housing	579	937	690	-247
Revolving and Management Funds	13	145	29	-116
ARMY BASE TOTAL	174,147	184,892	185,337	+445

Department of the Navy Budget	FY 2022*	FY 2023**	FY 2024	Δ FY23-24
Military Personnel	55,740	58,075	60,565	+2,490
Operation & Maintenance	73,876	80,069	84,572	+4,503
Procurement	63,120	72,342	76,870	+4,528
RDT&E	21,880	26,004	26,922	+918
Military Construction	4,679	5,778	6,182	+404
Family Housing	448	716	641	-75
Revolving and Management Funds	361	--	--	--
NAVY BASE TOTAL	220,104	242,984	255,753	+12,769

Department of the Air Force Budget	FY 2022*	FY 2023**	FY 2024	Δ FY23-24
Military Personnel	44,440	46,142	48,473	+2,331
Operation & Maintenance	69,897	75,901	79,487	+3,586
Procurement	49,516	58,196	61,681	+3,485
RDT&E	52,758	61,299	65,765	+4,466
Military Construction	3,492	4,584	3,200	-1,384
Family Housing	441	617	551	-66
Revolving and Management Funds	486	80	84	+4
AIR FORCE BASE TOTAL	221,032	246,818	259,240	+12,422

Overview – FY 2024 Defense Budget

Defense-Wide Budget	FY 2022*	FY 2023**	FY 2024	Δ FY23-24
Military Personnel	--	--	--	--
Operation & Maintenance	84,861	92,882	93,225	+343
Procurement	8,530	8,590	7,026	-1,564
RDT&E	29,447	34,982	36,517	+1,535
Military Construction	2,603	3,294	3,284	-10
Family Housing	56	57	58	+1
Revolving and Management Funds	1,463	1,493	1,570	+77
Offsetting Receipts	--	-10	-9	+1
DEFENSE - WIDE BASE TOTAL	126,960	141,288	141,670	+382
DoD BASE TOTAL	742,243	815,982	842,000	+26,018

Source: Next Generation Resource Management System

Numbers may not add due to rounding.

* FY 2022 actuals

** FY 2023 reflects enacted

Table A-10. DoD Supplemental Funding by Purpose (\$ in millions)

Supplemental Funding	FY 2022	FY 2023	FY 2024	Δ FY23-24
Afghan Resettlement	6,512	--	--	--
Natural Disaster Relief	895	147	--	-147
Ukraine	26,632	35,678	--	-35,678
Red Hill Bulk Fuel Facility	350	--	--	--
DoD SUPPLEMENTAL TOTAL	34,389	35,825	-	-35,825

Source: Next Generation Resource Management System

Numbers may not add due to rounding.

Table A-11. DoD Supplemental Funding by Appropriation Title (\$ in millions)

Supplemental Funding	FY 2022	FY 2023	FY 2024	Δ FY23-24
Military Personnel	680	214	--	-214
Operation and Maintenance	24,686	31,890	--	-31,890
Procurement	8,069	3,224	--	-3,224
RDT&E	544	455	--	-455
Revolving and Management Funds	410	--	--	--
Defense Bill	34,389	35,784	--	-35,784
Military Construction	--	41	--	-41
Family Housing	--	--	--	--
Military Construction Bill	--	41	--	-41
DoD SUPPLEMENTAL TOTAL	34,389	35,825	-	-35,825

Source: Next Generation Resource Management System

Numbers may not add due to rounding.

Overview – FY 2024 Defense Budget

Table A-12. DoD Supplemental Funding by Military Department (\$ in millions)

Supplemental Funding	FY 2022	FY 2023	FY 2024	Δ FY23-24
Army	9,365	5,913	--	-5,913
Navy	3,126	1,525	--	-1,525
Air Force	2,521	2,357	--	-2,357
Defense-Wide	19,376	26,030	--	-26,030
DoD SUPPLEMENTAL TOTAL	34,389	35,825	-	-35,825

Source: Next Generation Resource Management System

Numbers may not add due to rounding.

Table A-13. DoD Supplemental Funding by Military Department and Appropriation Title (\$ in millions)

Department of the Army Budget	FY 2022	FY 2023	FY 2024	Δ FY23-24
Military Personnel	304	164	--	-164
Operation & Maintenance	2,984	3,699	--	-3,699
Procurement	5,948	2,041	--	-2,041
RDT&E	129	9	--	-9
Military Construction	--	--	--	--
Family Housing	--	--	--	--
Revolving and Management Funds	--	--	--	--
ARMY SUPPLEMENTAL TOTAL	9,365	5,913	-	-5,913

Department of the Navy Budget	FY 2022	FY 2023	FY 2024	Δ FY23-24
Military Personnel	151	4	--	-4
Operation & Maintenance	1,924	1,437	--	-1,437
Procurement	977	2	--	-2
RDT&E	74	41	--	-41
Military Construction	--	41	--	-41
Family Housing	--	--	--	--
Revolving and Management Funds	--	--	--	--
NAVY SUPPLEMENTAL TOTAL	3,126	1,525	-	-1,525

Department of the Air Force Budget	FY 2022	FY 2023	FY 2024	Δ FY23-24
Military Personnel	225	46	--	-46
Operation & Maintenance	1,210	858	--	-858
Procurement	510	1,168	--	-1,168
RDT&E	167	285	--	-285
Military Construction	--	--	--	--
Family Housing	--	--	--	--
Revolving and Management Funds	409	--	--	--
AIR FORCE SUPPLEMENTAL TOTAL	2,521	2,357	-	-2,357

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Defense-Wide Budget	FY 2022	FY 2023	FY 2024	Δ FY23-24
Military Personnel	--	--	--	--
Operation & Maintenance	18,568	25,896	--	-25,896
Procurement	634	13	--	-13
RDT&E	174	121	--	-121
Military Construction	--	--	--	--
Family Housing	--	--	--	--
Revolving and Management Funds	1	--	--	--
DEFENSE-WIDE SUPPLEMENTAL	19,376	26,030	--	-26,030
DoD SUPPLEMENTAL TOTAL	34,388	35,825	--	-35,825

Source: Next Generation Resource Management System

Numbers may not add due to rounding.

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APPENDIX B: Acronym List

NOTE: This is not a comprehensive list of all acronyms used in the Overview.

A2/AD	Anti-Access/Area Denial
AATS	Assured Access to Space
ABMS	Advanced Battle Management System
ACB2	Amphibious Construction Battalion Two
ACC	Air Combat Command
ADR	Annual Defense Report
ADVANA	Advance Analytics
AEA	Airborne Electronic Attack
AFR	Air Force Reserve
AI	Artificial Intelligence
AMCM	Airborne Mine Countermeasures
AMDR	Air and Missile Defense Radar
AMPV	Armored Multi-Purpose Vehicles
AMRAAM	Advanced Medium Range Air-to-Air Missile
ANG	Air National Guard
AoA	Analysis of Alternatives
APP	Annual Performance Plan
APR	Annual Performance Report
ARFORGEN	Air Force, Force Generation
ARGs	Amphibious Ready Groups
ARL-E	Airborne Reconnaissance Low Enhanced
ARRW	Air-Launched Rapid Response Weapon
ASFF	Afghanistan Security Forces Fund
AUR	All-Up Round
BAH	Basic Allowance for Housing
BCA	Budget Control Act
BCT	Brigade Combat Team
BMD	Ballistic Missile Defense
BOS	Base Operating Support
C2	Command and Control
CA	Cyberspace Activities
CAB	Combat Aviation Brigades
CAF	Combat Air Force
CAP	Corrective Action Plan
CAP	Corrective Action Priority
CCDR	Combatant Commander
CE2T2	Combatant Command Exercise and Engagement/ Training Transformation
CHO	Chief Housing Officer
CHIPS Act	Creating Helpful Incentives to Produce Semiconductors and Science Act of 2022
CIO	Chief Information Officer

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CIRCM	Common Infrared Countermeasures
CJTF	Combined Joint Task Force
CL	CYBER LIGHTNING
CMC	Commandant of the Marine Corps
CMF	Cyber Mission Force
CMMC	Cybersecurity Maturity Model Certification
CNO	Chief of Naval Operations
CO	Cyberspace Operations
COBRA	Coastal Battlefield Reconnaissance and Analysis
COMSATCOM	Commercial SATCOM
CON-IT	Contracting Information Technology
CPG	Commandant's Planning Guidance
CPI	Continuous Process Improvements
CPS	Conventional Prompt Strike
CPX	Command Post Exercise
CS	Cybersecurity
CSAR	Combat Search and Rescue
CSGs	Carrier Strike Groups
CT	Counterterrorism
CTC	Combat Training Center
CTEF	Counter-ISIS Train and Equip Fund
C-VEO	Counter Violent Extremist Organization
CVN	Nuclear aircraft carriers
DAF	Department of the Air Force
DAFA	Defense Agencies and Field Activities
DARPA	Defense Advanced Research Projects Agency
DAU	Defense Acquisition University
DBC	Defense Business Council
DCA	Dual-Capable Aircraft
DEIA	Diversity, Equity, Inclusion, and Accessibility
DFE	Dynamic Force Employment
DHA	Defense Health Agency
DHP	Defense Health Program
DHRA	Defense Human Resources Activity
DIB	Defense Industrial Base
DLA	Defense Logistics Agency
DMO	Distributed Maritime Operations
DMS	Digital Modernization Strategy
DoD	Department of Defense
DoDEA	Department of Defense Education Activity
DON	Department of the Navy
DPA	Defense Production Act
DRT	Directed Readiness Tables
DSCA	Defense Support to Civil Authorities

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DSEC	Defense STEM Education Consortium
DSOC	Defense Safety Oversight Council
DTRA	Defense Threat Reduction Agency
DURIP	Defense University Research Instrumentation Program
EABO	Expeditionary Advanced Base Operations
eCRM	Enterprise Customer Relationship Management
EDI	European Deterrence Initiative
EFCT	Enabling Future Capabilities Transition
EGS	Enterprise Ground Services
EHR	Electronic Health Record
EMARSS	Enhanced Medium Altitude Reconnaissance and Surveillance System
EMD	Engineering and Manufacturing Development
EO	Executive Order
EPAWSS	Eagle Passive Active Warning Survivability System
ERC	Exercise-Related Construction
ERP	Enterprise Resource Planning
ESS	Evolved Strategic SATCOM
FFRDC	Federally Funded Research and Development Centers
FHP	Flying Hour Program
FIAR	Financial Improvement Audit Remediation
FMF	Fleet Marine Force
FMS	Foreign Military Sales
FNIH	Foreign National Indirect Hire
FRC	Fleet Readiness Center
FSRM	Facilities Sustainment, Restoration, and Modernization
FTEs	Full-Time Equivalents
FTX	Field Training Exercise
FY	Fiscal Year
FYDP	Future Years Defense Program
GBI	Ground-Based Interceptors
GBSD	Ground Based Strategic Deterrent
GF	Green Flag
GFMAP	Global Force Management Allocation Plan
GJTI	Global Joint Training Infrastructure
GMD	Ground-Based Midcourse Defense
GMLRS	Guided Multiple Launch Rocket System
GPI	Glide Phase Intercept
GPS	Global Positioning System
GWOT	Global War on Terror
HACM	Hypersonic Attack Cruise Missile
HADES	High-Accuracy Detection and Exploitation System
HADR	Humanitarian Assistance and Disaster Relief
HALO	High Altitude Low Opening
HBCU	Historically Black Colleges & Universities

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HBTSS	Hypersonic and Ballistic Tracking Space Sensor
IAMD	Integrated Air and Missile Defense
IBAS	Industrial Base Analysis and Sustainment
IBCS	Integrated Air and Missile Defense Battle Command System
IBS	Integrated Broadcast Service
ICAM	Identity Credential and Access Management
ICBM	Intercontinental Ballistic Missiles
ICT	Information and Communications Technology
ICTS	Information and Communications Technology and Services
IFPC-HEL	Indirect Fire Protection Capability - High Energy Laser
IFPC-DE	Indirect Fire Protection Capability
INDOPACOM	Indo-Pacific Command
IPA	Independent Public Accounting
IRBM	Intermediate Range Ballistic Missiles
IRC	Independent Review Commission
IRST	Infrared Search and Track
ISCP	International Security Cooperation Programs
ISIS	Islamic State of Iraq and Syria
ISR	Intelligence, Surveillance, and Reconnaissance
IT	Information Technology
ITX	Integrated Training Exercise
JADC2	Joint All-Domain Command and Control
JAIC	Joint Artificial Intelligence Center
JAGM	Joint Air-to-Ground Missile
JASSM-ER	Joint Air-to-Surface Standoff Missile-Extended Range
JCET	Joint Combined Exchange Training
JCWA	Joint Cyber Warfighting Architecture
JDAM	Joint Direct Attack Munition
JITC	Joint Integrated Training Center
JKO	Joint Knowledge Online
JLVC	Joint Live, Virtual, and Constructive
JNTC	Joint National Training Capability
JPARC	Joint Pacific Alaska Range Complex
JSE	Joint Simulation Environment
JSTARS	Joint Surveillance Target Attack Radar System
JTCP	Joint Training Coordination Program
JTEEP	Joint Training, Exercise, and Evaluation Program
JTF	Joint Task Force
JTIFC	Joint Tactical Integrated Fire Control
LCAC	Landing Craft Air Cushion
LCS	Littoral Combat Ship
LCU	Landing Craft, Utility
LOCE	Littoral Operations in a Contested Environment
LPD	Landing Platform Dock

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LRASM	Long-Range Anti-Ship Missile
LRDR	Long Range Discrimination Radar
LRF	Long-Range Fires
LRHW	Long Range Hypersonic Weapon
LRSO	Long Range Stand-Off
LSD	Dock Landing Ships
LSGE	Large Scale Global Exercise
LTAMDS	Lower-Tier Air and Missile Defense System
M-Code	Military code
M-SHORAD	Maneuver Short Range Air Defense
MAGTF	Marine Air Ground Task Forces
MALE-T	Medium Altitude Long Endurance-Tactical
MDA	Missile Defense Agency
MDD	Missile Defeat and Defense
MDR	Missile Defense Review
MDS	Missile Defense System
MHPI	Military Housing Privatization Initiative
MHS	Military Health System
MI	Minority Institutions
MILCON	Military Construction
MILPERS	Military Personnel
MISO	Military Information Support Operations
ML	Machine Learning
MM	Minuteman
MOS	Military Occupational Skill
MRBM	Medium Range Ballistic Missiles
MST	Maritime Strike Tomahawks
MTF	Military Treatment Facility
MTX	Mountain Exercise
MUOS	Mobile User Objective System
MURI	Multi University Research Initiative
MW/MT	Missile Warning/Missile Tracking
MWR	Morale, Welfare, and Recreation
MYP	Multi-Year Procurement
NATO	North Atlantic Treaty Organization
NAVELSG	Navy Expeditionary Logistics Support Group
NC3	Nuclear Command, Control, and Communications
NDA	National Defense Authorization Act
NDEP	National Defense Education Program
NDS	National Defense Strategy
NDSEG	National Defense Science and Engineering Graduate
NGAD	Next Generation Air Dominance
NGSW	Next Generation Squad Weapon
NG OPIR	Next-Generation Overhead Persistent Infrared

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NGI	Next Generation Interceptor
NGJ	Next Generation Jammer
NORAD	North American Aerospace Defense Command
NP2	Navy Personnel and Pay
NSIC	National Space Intelligence Center
NSIP	NATO Security Investment Program
NSM-8	National Security Memorandum 8
NSS	National Security Strategy
NSSL	National Security Space Launch
NSTTC	National Space Test and Training Complex
NTTR	Nevada Test and Training Range
O&M	Operation & Maintenance
OCO	Overseas Contingency Operations
OEM	Original Equipment Manufacturer
OIR	Operation INHERENT RESOLVE
OMFV	Optionally Manned Fighting Vehicle
OPIR	Overhead Persistent Infrared
OPN	Other Procurement Navy
OSC	Office of Strategic Capital
OSD	Office of the Secretary of Defense
OTI	Operational Training Infrastructure
OTTI	Operational Test and Training Infrastructure
P2P	Performance to Plan
PACAF	Pacific Air Forces
PB	President's Budget
PCA	Principal Cyber Advisor
PCTE	Persistent Cyber Training Environment
PDI	Pacific Deterrence Initiative
PEO	Program Executive Office's
PGM	Precision Guided Missiles
PI	Performance Improvement
PMA	President's Management Agenda
PMTEC	Pacific Multi-Domain Training and Experimentation Capability
PNT	Positioning, Navigation, and Timing
PR	Personnel Recovery
PRC	People's Republic of China
PrSM	Precision Strike Missile
PSA	Principal Staff Assistants
PTES	Protected Tactical Enterprise Services
PTS	Protected Tactical SATCOM
R&E	Research and Engineering
RCV	Remote Combat Vehicles
RDA	Research, Development and Acquisition
RDER	Rapid Defense Experimentation Reserve

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RDT&E	Research, Development, Test, and Evaluation
ReARMM	Regionally Aligned Readiness and Modernization Model
RF	Radio Frequency
RSIP	Rapid Sustainment Improvement Process
S&T	Science and Technology
SAM	Software Asset Management
SATCOM	Satellite Communication
SAW	Squad Automatic Weapon
SBIC	Small Business Investment Company
SC	Security Cooperation
SCP	Strategic Cybersecurity Program
SDA	Space Development Agency
SDB	Small Diameter Bomb
SELRES	Selected Reserves
SEWIP	Surface Electronic Warfare Improvement Program
SIB	Submarine Industrial Base
SIEM	Security Information and Event Management
SIOP	Shipyards Infrastructure Optimization Program
SLBM	Submarine-Launched Ballistic Missile
SLEP	Service Life Extension Program
SM-3	Standard Missile-3
SM-6	Standard Missile-6
SMART	Science, Mathematics, and Research for Transformation
SMP	Strategic Management Plan
SOF	Special Operations Forces
SOTP	State of the Practice
SPACEFORGEN	Space Force Generation
SpOC	Space Operations Command
SPRIRC	Suicide Prevention and Response Independent Review Committee
SRBM	Short Range Ballistic Missiles
SSAE	Statement on Standards for Attestation Engagements
SSBN	Submersible, Ballistic, Nuclear (submarine)
SSGN	Guided Missile Submarines
SST	Standard Space Trainer
STARCOM	Space Training and Readiness Command
STEM	Science, Technology, Engineering and Mathematics
STTR	Space Test and Training Range
STOVL	Short Take Off and Vertical Landing
sUAS	Small Unmanned Aerial System
SWAC	Space Warfighting Analysis Center
SWSS	Space Force Weapon Systems Sustainment
THAAD	Terminal High-Altitude Area Defense
TLAMs	Tomahawk Land-Attack Cruise Missiles
TSS	Training Support Systems

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UARC	University-Affiliated Research Centers
UAS	Unmanned Aerial Systems
UHF	Ultra High Frequency
ULX	Legacy Extension
UMB	Unified Medical Budget
URI	University Research Initiative
U.S.	United States
USAFRICOM	United States Africa Command
USAI	Ukraine Security Assistance Initiative
USC	United States Code
USCENTCOM	U.S. Central Command
USCYBERCOM	U.S. Cyber Command
USEUCOM	U.S. European Command
USFK	U.S. Forces Korea
USINDOPACOM	U.S. Indo-Pacific Command
USMC	United States Marine Corps
USNORTHCOM	U.S. Northern Command
USSPACECOM	U.S. Space Command
USSOCOM	United States Special Operations Command
USSOUTHCOM	United States Southern Command
USSTRATCOM	United States Strategic Command
USTRANSCOM	United States Transportation Command
USUHS	Uniformed Services University of the Health Sciences
USVs	Uncrewed Surface Vessels
VBFF	Vannevar Bush Faculty Fellowship
VCS	VIRGINIA Class submarines
VLS	Vertical Launch System
VPM	VIRGINIA Payload Module
VSGI	Vetted Syrian Groups and Individuals
WEZ	Weapon Engagement Zone
WGS	Wideband Global SATCOM
WSS	Weapon System Sustainment
ZTA	Zero Trust Architectures

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