

**Office of the Under Secretary of Defense
(Comptroller)/Chief Financial Officer
March 2024**



Defense Budget Overview

**United States Department of Defense
Fiscal Year 2025 Budget Request**

Revised April 4, 2024



Preface

From Fiscal Year (FY) 1969 to FY 2005, the Office of the Secretary of Defense published the “Annual Defense Report” (ADR) to meet 10 USC section 113 requirements. Beginning in FY 2009, the Overview Book fulfilled this role, and it is published each year as part of the President’s Annual Defense Budget.

The Overview is one part of an extensive set of materials that constitute the presentation and justification of the President’s Budget for FY 2025. This document and all other publications for this and previous Department of Defense (DoD) budgets are available from the public website 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 2023 Annual Performance Report (APR). Unclassified versions of the Annual Performance Plan (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 \$40,000 for the 2024 Fiscal Year. This includes \$11,000 in expenses and \$29,000 in DoD labor.

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Summary of Revisions

Page	Explanation	Purpose
4-40	Increase in Army aircraft divestments	Correction
4-40	Reduction in Air Force aircraft divestments	Correction
4-41	Reduction in Navy and Marine Corps aircraft divestments	Correction



Statement by Secretary of Defense Lloyd J. Austin III on the President's Fiscal Year 2025 Budget

The President's budget request for the Department of Defense is once again rooted in our 2022 National Defense Strategy, which continues to let us match our national resources to our national objectives. This request will bolster our ability to defend our country, paced to the challenge posed by an increasingly aggressive People's Republic of China. It will better posture us to deter aggression against the United States or our allies and partners, while also preparing us to prevail in conflict if necessary. It will continue to forge a more resilient joint force and a modern defense ecosystem, built for the security challenges of the 21st century. And it will strengthen the unmatched global network of alliances and partnerships that magnify our power and advance our security.

This budget request is consistent with the mandatory caps approved by Congress under the Fiscal Responsibility Act of 2023. Under these caps, we made difficult, but responsible, decisions that focus on maintaining our military's readiness and taking care of our people. So our budget request reflects targeted reductions to programs that will deliver key capabilities in later years to support the joint force's ability to fight and win in the near term.

We must continue to invest in cutting-edge defense capabilities and to advance new operational concepts across domains, from advanced cyber systems and enhanced space capabilities to a modernized nuclear triad. This budget request also reflects a deep commitment to our people, who will always be the Department's greatest strategic asset; we hope to raise basic pay, boost quality-of-life initiatives, and promote safety and accountability. Moreover, this request will enable the Department to deepen cooperation with our interagency colleagues, Congress, industry, academia, and our allies and partners. Through cooperative defense initiatives, multilateral joint exercises, and shared technology development, we will deepen our capabilities and help make America and the world more secure.

Since my first day as Secretary of Defense, I have focused on three priorities: defending the Nation, taking care of our people, and succeeding through teamwork. President Biden's FY 2025 budget request advances each of these priorities.

As Congress writes authorizing and appropriations legislation in the months ahead, I am grateful for members' support for the budget and the mission of the Department of Defense.

– Secretary of Defense Lloyd J. Austin III

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1. FY 2025 BUDGET SUMMARY

“...only one country on Earth can provide the kind of leadership that this moment demands. And only one country can consistently provide the powerful combination of innovation, ingenuity, and idealism—and of free minds, free enterprise, and free people. And that’s the United States of America.”

- Secretary of Defense Lloyd J. Austin III at the Reagan National Defense Forum, December 2023

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 2025 budget request, resulting in a submission that is comprehensively aligned with national strategic priorities.

President’s National Security Strategy

The NSS remains unchanged from last year’s budget. Key tenets for the military in the NSS include:

- By modernizing our military, pursuing advanced technologies, and investing in our defense workforce, we will have strengthened deterrence in an era of increasing geopolitical confrontation, and positioned America to defend our homeland, our allies, partners, and interests overseas, and our values across the globe.
- The United States will continue to defend democracy around the world. We will continue to invest in boosting American competitiveness globally. We will partner with any nation that believes the rules-based order must remain the foundation for global peace and prosperity. And we will continue to demonstrate how America’s enduring leadership to address today’s and tomorrow’s challenges, with vision and clarity, is the best way to deliver for the American people.
- We are doing more to connect our partners and strategies across regions through initiatives like our security partnership with Australia and the United Kingdom (AUKUS) in support of the NSS.

National Defense Strategy – Defense Priorities

Like the NSS, the NDS issued in 2022 remains unchanged. It directs the Department to act urgently to sustain and strengthen U.S. military credibility and deterrence capability. The NDS identifies four top-level defense priorities the Department must pursue to strengthen deterrence:

- First, the Department will defend the Homeland, with the PRC as the Department’s pacing challenge.

Sections
<ul style="list-style-type: none">• 2022 National Security Strategy and National Defense Strategy• FY 2025 Budget Request Overview• Resourcing the 2022 NDS• Conclusion



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- 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.

Central Premise

Over a year into implementation, the 2022 NDS remains our North Star. 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 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 by our continued efforts to oppose Russian aggression in Europe and their unprovoked invasion of Ukraine. The Department's investments will continue robust deterrence of Russian aggression against vital U.S. national interests, including commitments to our treaties. We will work closely via the North Atlantic Treaty Organization (NATO) and with our allies and partners to 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

The 2022 NDS provides the Department with a guiding framework that accounts for changes in the geopolitical landscape. In this complex and dynamic security environment, the Department will continue to maintain its distinctive advantages in military capabilities for the Total 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 emerging payload and delivery systems, and lack of clarity for norms of behavior in space, cyber, and information domains continue to 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 Total Force.

FY 2025 BUDGET REQUEST OVERVIEW

The Department of Defense (DoD) Fiscal Year (FY) 2025 budget request builds upon the rock-solid foundation and principles of the President’s National Security Strategy, and continues to tightly align the budget 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 2025 budget to make the right investments for our warfighters and deliver deterrence through strength.

Figure 1.1 DoD Budget

<i>\$ in billions</i>	FY 2023 Actuals	FY 2024 Request	FY 2024 CR²	FY 2025 Request
Base	815.9	842.0	817.3	849.8
Supplementals ¹	35.8	58.3	--	--
Total	851.7	900.3	817.3	849.8

Discretionary Budget Authority

Numbers may not add due to rounding

¹ FY 2023 includes supplemental funding for Ukraine (\$35.7 billion) and Disaster Relief (\$147 million). FY 2024 includes supplemental funding request for Ukraine (\$44.4 billion), Israel (\$10.6 billion), and Submarine Industrial Base (\$3.3 billion).

² Reflects Continuing Resolution (CR) (P.L. 118-15), as amended

The President’s FY 2025 budget request for DoD is \$849.8 billion. This budget represents a \$33.9 billion or 4.2 percent increase over the FY 2023 base level of \$815.9 billion (or a \$32.4 billion (4.0 percent) increase over the FY 2024 Continuing Resolution (CR)). However, as this request is aligned to the funding levels agreed to in the Fiscal Responsibility Act (FRA) of 2023, it grows by only \$7.8 billion (0.9 percent) over the FY 2024 President’s Budget request. While this budget continues to make the investments necessary to implement and execute the 2022 NDS, the FRA topline limitation required the Department to make some targeted reductions to programs that will not deliver capability to the force until the 2030s to preserve and enhance the Total Force’s ability to fight and win in the near term. Examples of these targeted reductions in the FY 2025 budget request include the rephrasing of the Navy’s Next Generation Fighter program and Air Force’s Next Generation Air Dominance program, and the reduction of Space Forces’ demonstration and experimentation tranche. The FY 2025 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.

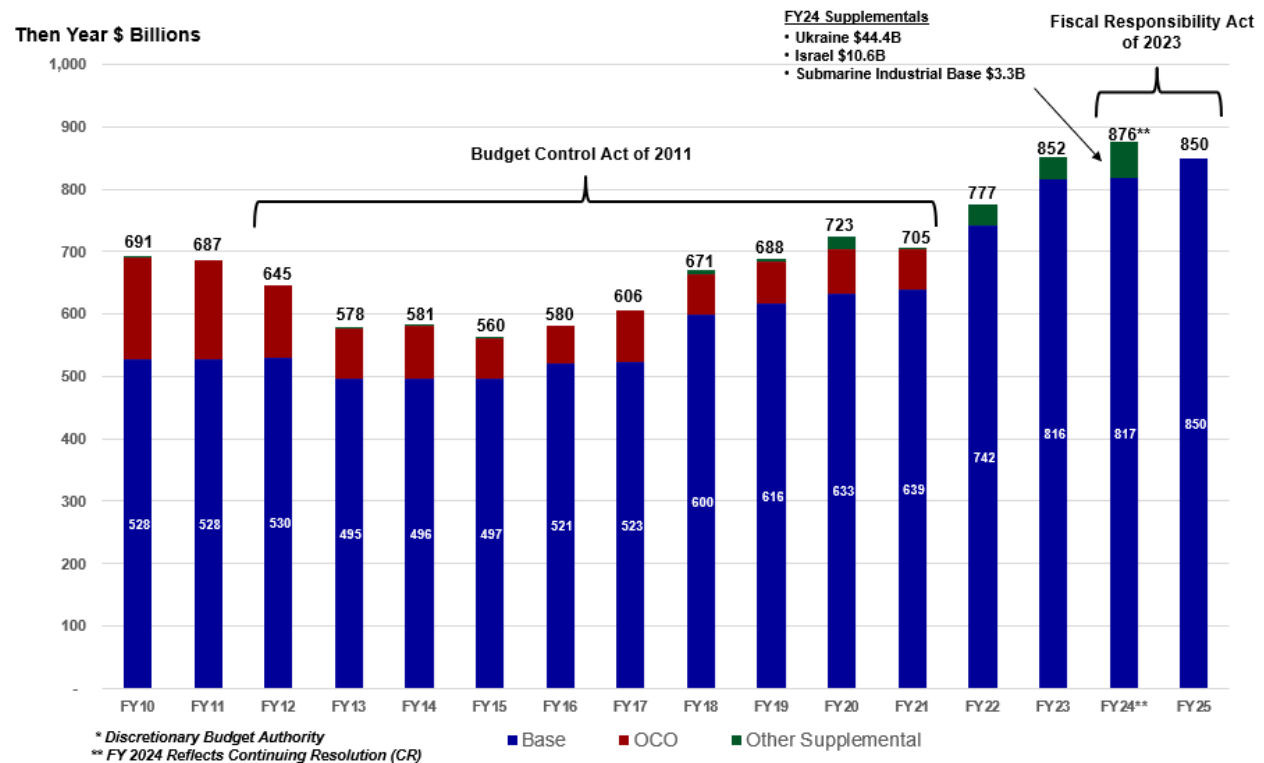
To ensure the Department stays on track, the FY 2023 – FY 2026 Strategic Management Plan (SMP) directly aligns to the 2022 NDS’s building enduring advantages approach, focusing on strengthening the Department’s management capabilities to implement the NDS successfully. This includes expeditiously pursuing the financial audit and implementing corrections into our business processes. Both initiatives drive sustainable reform, improved efficiency and effectiveness, and increased public confidence in the DoD’s stewardship of funds. The FY 2025 budget identifies \$1.3 billion in Performance Improvement Initiative cost reductions across the Department achieved through Continuous Process Improvements (CPI), Optimization, Reform, and Transformation initiatives. These collective actions enable the Services and the Department to reinvest and redirect resources to higher national defense priorities.

Figure 1.2 provides a historical look at the overall DoD budget back to FY 2010 and breaks out the base budget amounts from Overseas Contingency Operations (OCO), and other supplemental funding received. The decade long Budget Control Act (BCA), which lasted through FY 2021, significantly reduced Defense budgets after the previous decade of build-up in both the

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base and OCO funding related to operations in Iraq and Afghanistan following the events of 9/11. Emerging from the BCA, the FY 2022 budget eliminated the separate OCO request, and the FY 2023 through FY 2025 budgets align and implement the 2022 NDS by reinforcing the capabilities of the Total Force and allowing the Department to field combat-credible forces today while simultaneously preparing for the threats of the future.

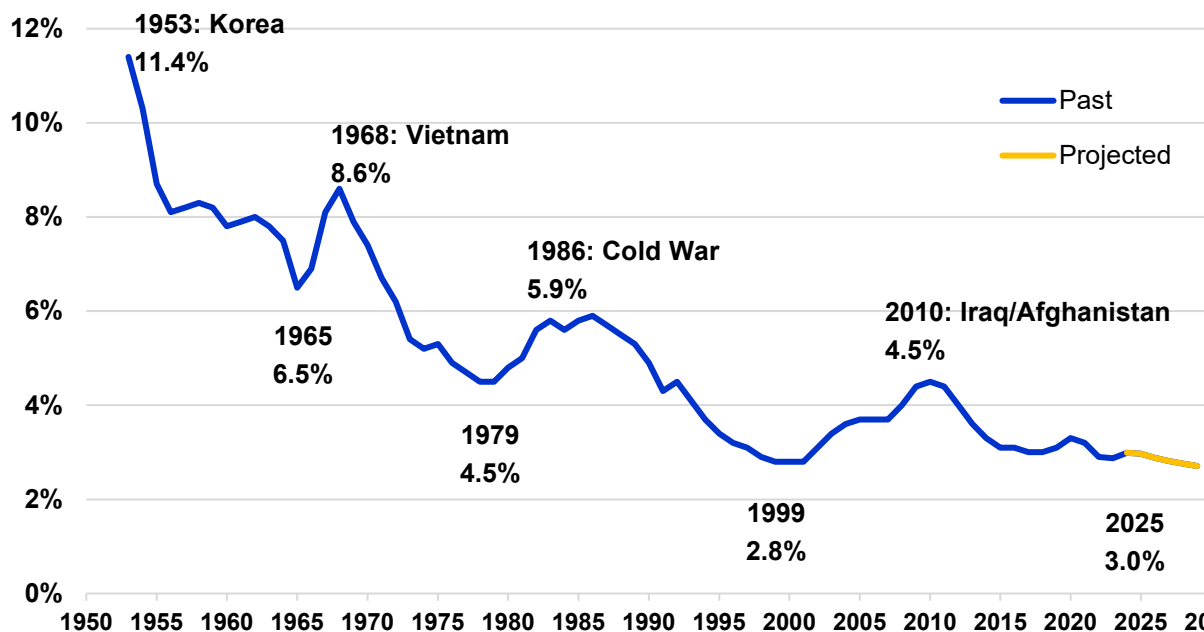
Figure 1.2. DoD Budget FY 2010 – FY 2025*



At the time of publishing, the Department continues to operate under a Continuing Resolution (CR) with the sequestration cuts mandated by the FRA fast approaching. Unless all 12 of the federal government’s FY 2024 appropriations acts are passed by April 30th, the Department will be forced to operate under a cap of approximately \$808 billion. The consequences would be grave. We will continue to take care of our people by ensuring military manpower accounts are protected from further reductions under sequestration, but this will exert tremendous pressure on procurement and readiness accounts to absorb the indiscriminate, across-the-board spending cut required under sequestration. The Department will risk undoing years of steady efforts to improve readiness and rapidly modernize to meet our pacing threat. Sequestration would reduce the Department’s funding, impair our missions, use taxpayer money inefficiently, and deprive our industry partnersthe stability required to build and maintain the systems vital to our defense.

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Figure 1.3. Defense Outlays as a Percent of Gross Domestic Product, FY 1953 – FY 2029



Historical data is calculated from GDP in OMB's FY 2024 PB Historical Table 10.1, Gross Domestic Product and Deflators Used in the Historical Tables. FYs 2023 – 2029 are calculated from GDP in OMB's Economic Assumptions for the 2025 Budget.

Defense outlays are relatively modest as a percent of Gross Domestic Product (GDP). During this time of great uncertainty, the United States can ill afford the cost of global instability. In order to remain as the steady friend of our allies and partners and a credible deterrent to aggression, the Department must have resources that meet today's challenges and give our warfighters the tools they require to prevail. We also must safeguard the precious resources of our nation, an effort that begins with a strategically focused and analytically sound budget request to the Congress.

RESOURCING THE 2022 NATIONAL DEFENSE STRATEGY

This overview document illustrates how the FY 2025 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:
 - \$49.2 billion for Nuclear Enterprise Modernization including:
 - \$9.9 billion for the Columbia-class ballistic missile submarine
 - \$5.3 billion for the B-21 bomber
 - \$3.7 billion for the Sentinel/Ground Based Strategic Deterrent (GBSD)
 - \$0.8 billion for the Long-Range Standoff (LRSO) Weapon
 - \$28.4 billion for Missile Defeat and Defense to protect the United States homeland, territories, and allies
 - \$9.8 billion to develop and field a mix of multi-Service, multi-domain offensive Long-Range Fires within this Future Years Defense Program (FYDP)
 - \$61.2 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

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- \$48.1 billion for Sea Power investments with new construction of six battle force fleet ships, including one Virginia class submarine, two Arleigh Burke class Destroyers, one Constellation class Guided Missile Frigate, one San Antonio class amphibious warfare ship, and one Medium Landing Ship
- \$13.0 billion for Land Power to modernize Army and Marine Corps combat equipment including Armored Multi-Purpose Vehicles, the Amphibious Combat Vehicle, and the XM30 Combat Vehicle
- \$33.7 billion in vital space capabilities, resilient architectures, and enhanced space command and control
- \$14.5 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
 - \$147.5 billion for strategic readiness and preparedness of the Joint Force supporting modernizing capabilities for the future fight and sustaining current force readiness
 - \$9.9 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, fielding of uncrewed and autonomous systems and other innovative technologies, and multinational information sharing, training, and experimentation
 - \$3.9 billion for European deterrence and countering Russian aggression including the European Deterrence Initiative (EDI), NATO support, and NATO Security Investment Program
 - \$300 million for the Ukraine Security Assistance Initiative (USAI), which is in addition to the other European investments above, to provide assistance and support to the military and national security forces of Ukraine
- **Building Enduring Advantages:** Delivered through innovation and modernization, investments in resilience, and an unwavering commitment to taking care of our people
 - \$143.2 billion Research, Development, Test and Evaluation (RDT&E) budget – supports investment across the Department for Responsible Artificial Intelligence, 5G, and Experimentation
 - \$17.2 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 in the submarine and munitions industrial bases to increase production capacity and leverage multi-year procurements that deliver critical munitions affordably
 - \$37.3 billion in facilities investments including \$17.5 billion in Military Construction and Family Housing programs and \$19.8 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 2025 budget continues to **Cultivate the Workforce We Need** by **Taking Care of Our People** including –

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- Providing a 4.5 percent pay raise for military personnel and 2.0 percent pay raise for civilian personnel. This budget fully funds the pay raises to continue the Department's efforts to retain the best of today's force as we create advancement opportunities that drive recruitment and retention efforts for tomorrow's Total Force (TF)
- Building resilience and force readiness through over \$61.4 billion invested in the world's preeminent military health care delivery operation and more than \$10.6 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

Planning, Programming, Budgeting, and Execution (PPBE) Reform and Budget Execution Flexibilities

“The Department of Defense must meet the urgency of today’s threats and tomorrow’s challenges with innovation in all portfolios — including how we build and execute our budget. This is critical not only to maintain the trust of the American taxpayer, but also to ensure that DoD can rapidly transition, integrate, and deliver cutting-edge capabilities to the warfighter at speed and scale.”

- Deputy Secretary of Defense Kathleen H. Hicks, August 2023

The DoD's resource allocation process was born in the industrial age. However, the goal of the process remains unchanged and the challenges we face from our adversaries continue to be formidable.

The U.S. has had many adversaries before that were actively trying to change the world order, but none have been successful. But the PRC, if we are not diligent, has the potential to. As we move forward into the decisive decades ahead, the Department must continuously evaluate our capabilities and technologies available for the warfighters. But we must also continually improve the processes that underpin how we deliver those capabilities and close gaps. The Department cannot remain competitive and relevant if our processes are optimized for a different fight. We must act urgently to build enduring advantages for the future Joint Force, advance reform to accelerate force development, and get the technology we need more quickly.

The Department has undertaken significant reforms and continues to seek incremental reforms purposefully to improve how the system operates to meet the challenges we expect to face in the crucial years ahead. One piece to this reform is the Department's submission of revised appropriations language or new general provisions to increase funding flexibilities throughout the Department that directly affect the delivery of needed capabilities, ability to close critical gaps, and promote the efficient use of resources.

The National Defense Authorization Act (NDAA) of FY 2022 established the Commission on PPBE Reform to (1) examine the effectiveness of the PPBE process and adjacent practices of the DoD, particularly with respect to facilitating defense modernization with an eye to greater agility; (2) consider potential alternatives that would maximize the ability of the DoD to respond in

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a timely manner to current and future threats; and (3) make legislative and policy recommendations to improve those processes and practices to field the operational capabilities necessary to outpace near-peer competitors, provide data and analytical insight, and support an integrated budget that is aligned with strategic defense objectives.

The Commission was congressionally mandated to release both an interim and final report. Their interim report was released on August 15, 2023, with 13 recommendations the Commission deemed could be implemented in the immediate or near-term by the Department and the Congress. The Department determined each recommendation was achievable, but some of the recommendations made by the Commission were the same or very similar to improvements already underway in the Department.

In accordance with Deputy Secretary of Defense Kathleen Hicks' direction to adopt the Commission's recommendations that could be implemented now, the Office of the Under Secretary of Defense (Comptroller), working with stakeholders across the Department, led a DoD-wide effort in developing an implementation plan for all 13 recommendations. This plan was approved by the Deputy Secretary of Defense on December 14, 2023.

The Commission's final report was released on March 6, 2024. While their work is quickly coming to a close, the Department's is just beginning. In the coming weeks, as each of these proposed changes are assessed, the Department will be looking at each to determine if it improves the Department's processes significantly enough to justify the cost to taxpayers. For some recommendations, the cost of time and dollars to implement will be considerable. The Department will require time to review the changes proposed and analysis underpinning the more costly and far-reaching recommendations. We look forward to the coming discussions with Congress, the Office of Management and Budget, and our Department stakeholders.

The FY 2025 President's Budget request includes the following reforms:

- **Operation and Maintenance Unobligated Balance Carryover:** This proposed general provision would allow the Department to carry over up to 50 percent of unobligated balances in the Operation and Maintenance accounts into the next fiscal year. This change reinforces good fiscal stewardship by giving financial managers a tool to make better year-end spending decisions and enables the Department to respond to emergent requirements.
- **Increases to Below Threshold Reprogramming Limits:** The Department seeks to work with the congressional defense committees to increase the reprogramming thresholds for all appropriations titles to amounts that are more consistent with historical percentages of inflation and the DoD budget. Examples include \$15 million for Military Personnel funding, \$30 million for Operation and Maintenance funding, \$25 million for Research, Development, Test, and Evaluation, and \$40 million for Procurement. The proposed thresholds are based on those identified in the conference report of the Department of Defense Appropriations Act of Fiscal Year 2003 and increased commensurate to the overall growth in funding by appropriation title. This increase is needed to minimize delays in the execution of funds and provide greater flexibility to address unanticipated requirements in the year of execution.
- **Two-Year Permanent Change of Station (PCS) Funding:** This proposal (appropriations language) changes the PCS funding availability period from one to two years in the military personnel appropriations for the Active Components. This change maximizes the utilization of PCS funds, which typically cross fiscal years because of the seasonal nature of PCS moves and minimizes the unexpended balances in the military personnel appropriations for the Active Components – ultimately allowing the DoD to maximize the use of congressionally appropriated funds for their intended purpose.

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- **National Guard Two Percent Carryover:** This proposal (appropriations language) allows a percentage of the National Guard funding to carry over into the following fiscal year to address emerging National Guard missions without undermining core baseline training requirements.
- **Operation and Maintenance, Defense-Wide, Civil Military Program (CMP) Enhancement:** This proposal (general provision) allows any excess funds not needed for a specific CMP project to be transferred back to the originating appropriation for use on another project. This flexibility ensures maximum execution of the Innovative Readiness Training opportunities that will help increase deployment readiness, while simultaneously providing key services with lasting benefits for our American communities.
- **Health Care Transformational Fund:** This proposal (general provision) allows the Defense Health Program (DHP) to transfer unobligated balances of expiring discretionary funds in any of its accounts into a Transformation Fund. This change helps the DHP target structural investments, such as the backlog in Facilities Sustainment, Restoration, and Modernization, and enable DoD to maximize its health care investments without additional topline increases.

CONCLUSION

The Department remains committed to the alignment of the FY 2025 budget to the nation's strategic goals and continues to strengthen the ties that bind the defense budget to the NDS. The FY 2025 President's Budget clearly articulates a plan to resource our forces today while outpacing the threats identified in the NDS. It wholistically addresses the resources our nation needs to provide for defense, from investments in the industrial base and personnel wellness to increasing our ability to research and procure cutting edge technology. This overview book is submitted to support our enduring promise to serve as responsible stewards of taxpayer funds and provide open and transparent information.

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2. INTEGRATED DETERRENCE

INTRODUCTION

Integrated Deterrence is the first of three ways the Department will address its goals identified in the 2022 National Defense Strategy. It 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 partners.

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

In protecting the Homeland, the Department continues to build resilience and combat credibility, thereby lowering the anticipated benefits of and raising the direct costs of using force. For example, the Department continues to maintain credible and effective deterrence of both large-scale and limited nuclear attacks from a range of adversaries and is improving U.S. forces' ability to operate during or after limited nuclear, chemical, and biological attacks. The Department continues modernizing nuclear forces, Nuclear Command, Control, and Communications (NC3), and cooperating with the Department of Energy's National Nuclear Security Administration efforts to modernize the nuclear weapon production enterprise.

To deter attacks by the People's Republic of China (PRC) on the United States, its forces, or those of U.S. allies and partners, the Department continues its efforts to enhance the capabilities and resilience of those systems that the PRC is most likely to target and seek interoperability, interchangeability, and enhanced readiness through combined exercises.

To deter attacks by Russia, the Department continues to build capability and credibility that reinforces our 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. The Department is also focused on enhancing denial capabilities and key enablers in North Atlantic Treaty Organization's (NATO) force planning, while NATO allies seek to bolster their conventional warfighting capabilities. For Ally and partner countries that border Russia, the Department continues supporting efforts to build 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 Republic of Korea Ally; nuclear deterrence; resilience initiatives; and the potential for direct cost imposition approaches that come from globally deployable Joint Forces. In the Middle East, the Department continues providing security assistance where needed.

"We must embrace integrated deterrence, which charges us to coordinate our efforts across all war-fighting domains, theaters, and the spectrum of conflict to create new and more complex dilemmas for our adversaries."

- Secretary of Defense Lloyd J. Austin III, Message to the Force, March 2, 2023

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 for DoD. 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 modernizing its nuclear forces, NC3, production and support infrastructure, scientific and engineering base, and sustaining fielded systems through the transition to their replacements. Most of the Nation’s nuclear deterrence delivery systems were built in the 1980s and prior. After multiple life extensions, all currently fielded systems will reach end-of-service life in the mid-2030s timeframe. The Department has steadily received strong, bipartisan congressional support for nuclear modernization, and these programs are funded in the FY 2025 budget request. Replacement programs are underway to ensure there are no gaps in capability when the legacy systems age-out, but there is little schedule margin between the fielded system age-out and the 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.

Figure 2.1. Nuclear Modernization FY 2025 Funding¹ (DoD Funding only) (\$ in billions)

Weapon Systems	FY 2023 Actual	FY 2024 Request	FY 2025 Request	FY24 – FY25 \$ Change
Sentinel ICBM	3.4	4.3	3.7	-0.6
Long Range Stand Off Weapon	1.0	1.0	0.8	-0.2
COLUMBIA Class Submarines	6.3	6.2	9.9	+3.7
Trident II Missile Mods	1.7	1.9	2.5	+0.6
B-21 Bomber	4.8	5.3	5.3	0.0
F-35 Dual Capable Aircraft	0.02	0.02	0.02	0.0

¹ 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 triad’s land-based leg’s responsive and stabilizing attributes, while providing increased capability, enhanced security, and improved reliability. The funding 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. The LRSO is also a hedge against risks in other deterrence systems and enhances the credibility of the DoD deterrent to assure U.S. allies. The program is currently in the EMD phase and is on track to meet its 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 2020, the Defense Acquisition Executive (DAE) 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). In September 2023, the DAE authorized full ship construction of the second hull (SSBN 827) to begin in FY 2024. The FY 2025 budget request of \$9.9 billion reflects a \$3.7 billion increase, which is attributed to increases for the Submarine Industrial Base and in advance procurement costs for the FY 2026 submarine.



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

The D5LE2 investment will maintain and modernize the most survivable leg of the triad. The 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. The D5LE2 will replace D5LE on the COLUMBIA-class starting in FY 2039 on COLUMBIA Hull 9. The D5LE2 will leverage the D5LE2 solid rocket motor design and couple it with updated avionics electronics and guidance systems.

B-21 Raider Strategic Bomber

B-21 Raider low-rate initial production began in FY 2024. When fielded, it will be 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)

The F-35A DCA will replace Allied legacy 4th generation fighter aircraft, including the Air Force's F-15E, for the NATO nuclear deterrence mission. Selected U.S. and Allied F-35As in the U.S. European Command Theater achieved operational nuclear certification in early FY 2024.

Missile Defeat & Defense



The Department will continue to support the 2022 Missile Defense Review that calls for integrated missile defense, flexibility, and adaptability, to address new threats, tighter interoperability, and dominance in space. The FY 2025 budget request supports prior budget requests to develop and field a diversified set of missile defeat and defense (MDD) capabilities to counter the advancing threat.

The FY 2025 budget builds on previous enhancements to U.S. MDD capabilities to defend

Overview – FY 2025 Defense Budget

the homeland, deployed forces, allies, and partners against an increasingly complex adversary missile threat. This budget request maintains missile defense capacity and capability to keep pace with advancing threats. The FY 2025 budget request includes \$28.4 billion for MDD, including \$10.4 billion for the Missile Defense Agency (MDA), \$9.5 billion in regional and strategic missile defense capabilities outside of MDA, and \$8.5 billion for missile defeat or left-of-launch activities.

In FY 2025, the Next Generation Interceptor (NGI) program will continue developing, integrating, and testing a highly capable, survivable, reliable strategic interceptor to protect the homeland against projected ballistic missile threats from rogue states.

The Ground-Based Midcourse Defense (GMD) budget will enable a future deployment fleet of Ground-Based Interceptors (GBIs) and NGIs. In FY 2025, MDA will continue testing of the Long-Range Discrimination Radar (LRDR) in Alaska with a planned transition to the United States Space Force. LRDR improves Missile Defense System (MDS) threat discrimination capability, enabling more efficient use of the GMD interceptor inventory.

Improvements to current regional defense systems will involve a continued assessment of the Sea-Based Weapons System (Aegis Ballistic Missile Defense (BMD)) and fielding of Standard Missile-3 (SM-3) Block IIA missiles. The SM-3 Block IIA interceptor, designed to defeat midcourse and ICBM threats, will be modified with capability enhancements such as increased engagement battle space, improved performance against a broader range of threats, and engage on remote capability. The budget maintains production procurement in FY 2025.

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 FY 2025 budget request:

- Continues 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 five activities within the Hypersonic Defense budget 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.
- 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. Once finalized, Aegis Ashore Poland will be a fully integrated and tested element of the U.S. Ballistic Missile Defense System and made ready to operate under NATO command and control. The official transfer to NATO is scheduled to occur by Summer 2024. FY 2025 Aegis Ashore Phase III procurement MDA funding is discontinued as the Poland site was transitioned to U.S. Navy in December 2023.
- Continues increasing BMD capability and capacity of the Aegis Fleet to be deployed on Aegis BMD ships and at Aegis Ashore; continues the integration of the SM-3 Block IIA into the Aegis

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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. The FY 2025 budget discontinues procurement funding for SM-3 Block IB missiles in favor of SM-3 Block IIA and focuses resources on defenses in the Indo-Pacific region.

- 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 2025 THAAD budget also includes funding for additional THAAD Interceptors, as well as for support maintenance and upkeep of BMD System unique items of fielded THAAD Batteries and for training devices.
- 
- The image shows a THAAD missile launcher vehicle, a large yellow truck with a tall, white, multi-tube launcher mounted on its bed. A missile is being positioned within one of the tubes. The vehicle is parked on a grassy field under a clear blue sky. In the background, there are some buildings and a large, spherical object, possibly a storage tank or another piece of equipment.
- 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. Existing missile defense systems, including the Navy's Aegis Weapons System, PATRIOT missile defense system, and THAAD, will be leveraged to expedite the development and fielding of Guam defenses.
 - Provides funding to perform the systems engineering required to design, build, test, assess, and field the integrated MDS.
 - Continues refinement of the Cruise Missile Defense Homeland Architecture and demonstrates cruise missile defense capabilities using MDA's Joint Tactical Integrated Fire Control (JTIFC) capability in coordination with the U.S. Air Force.
 - 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 before delivery to the Warfighter.
 - Continues funding in support of development and production of 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 \$9.5 billion in regional and strategic missile defense capabilities including:

- Army investments of over \$4 billion, bolster regional missile defense capability. The FY 2025 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 \$1.9 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

Overview – FY 2025 Defense Budget

capabilities.

- Air Force and Space Force investments total \$3.4 billion for a wide range of advanced missile defense technologies including Wide Area Surveillance in the National Capital Region, and long-range radar improvements.
- Space Force investments upgrade and sustain strategic and tactical missile warning and tracking systems. These investments include the Next Generation Overhead Persistent Infrared, Resilient Missile Warning Missile Tracking Low Earth Orbit and Medium Earth Orbit, Upgraded Early Warning Radars, and service life extension of legacy early warning systems.
- 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 to enhance several mission areas, including 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 developing the Hypersonic and Ballistic Tracking Space Sensor (HBTSS) prototypes to meet a projected launch by February 2024. FY 2025 funding supports on-orbit demonstrations.
- Defense-Wide investments focusing on joint air and missile defense research and development, advanced innovation technologies, and missile defense technology demonstrations.

Finally, the Department plans to invest significantly in left-of-launch capabilities involving cyber operations, and hypersonic strike and defense capabilities.

MAJOR WEAPONS PROGRAMS

The performance of U.S. weapon systems is unmatched, ensuring that U.S. military forces have a tactical combat advantage over the growing multi-domain threat posed by the 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 2025 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.

Overview – FY 2025 Defense Budget

Figure 2.2. Major Weapons Programs¹ (\$ in billions)

Weapon Systems		FY 2024		FY 2025	
		Qty	PB Request	Qty	PB Request
Aircraft					
F-35	Joint Strike Fighter	83	\$13.6	68	\$12.4
F-15EX	Eagle II	24	\$3.0	18	\$1.9
Air Force NGAD	Next Generation Air Dominance	-	\$2.3	-	\$3.3
KC-46A	Tanker	15	\$3.0	15	\$3.0
F/A-18E/F	Super Hornet	-	\$1.8	-	\$1.8
CH-53K	King Stallion Helicopter	15	\$2.4	19	\$2.7
E-2D AHE	Advanced Hawkeye	-	\$0.6	-	\$0.5
AH-64E	Apache Helicopter	42	\$1.0	31	\$0.7
UH-60	Black Hawk Helicopter	50	\$0.9	24	\$0.8
V-22	Osprey	-	\$0.6	-	\$0.5
FLRAA	Future Long-Range Assault Aircraft	-	\$1.0	-	\$1.3
MQ-4	Triton Unmanned Aerial Vehicle	2	\$0.8	-	\$0.8
MQ-25	Stingray Unmanned Aerial Vehicle	3	\$1.0	3	\$0.9
MQ-9	Reaper	5	\$0.5	-	\$0.3
E-7	Wedgetail	-	\$0.7	-	\$0.4
OA-1K	Armed Overwatch (USSOCOM)	12	\$0.3	12	\$0.3
Missile Defense/Nuclear Deterrent					
MDD	Missile Defeat and Defense	-	\$29.8	-	\$28.4
B-21	Raider	-	\$5.3	-	\$5.3
SSBN	COLUMBIA Class Submarine	1	\$6.2	-	\$9.9
Trident II	Trident II Missile Mods	-	\$1.9	-	\$2.5
LRSO	Long Range Standoff Weapon	-	\$1.0	-	\$0.8
Sentinel	Intercontinental Ballistic Missile	-	\$4.3	-	\$3.7
Ships					
SSN 774	VIRGINIA Class Submarine	2	\$10.8	1	\$8.2
DDG 51	ARLEIGH BURKE Destroyer	2	\$5.0	2	\$7.1
CVN 79/80/81	FORD Aircraft Carrier	-	\$2.7	-	\$2.3
FFG 62	Frigate (FFG 62)	2	\$2.3	1	\$1.3
LPD Flight II	SAN ANTONIO Amphibious Transport	-	\$0.1	1	\$1.7
LHA	America Class Amphibious Assault	-	\$1.9	-	\$0.2
T-AO	Fleet Replenishment Oiler	1	\$1.0	-	\$0.3
USV	Uncrewed Surface Vessels (Large)	-	\$0.2	-	\$0.2
AS(X)	Submarine Tender	1	\$1.7	-	-
LSM	Medium Landing Ship	-	<\$0.1	1	\$0.3
Space					
Launch	National Security Space Launch and Space Development Agency Launch	15	\$3.0	11	\$2.4
GPS	Global Positioning System	0	\$1.3	2	\$1.5
MW/MT	Space Based Missile Warning Systems	-	\$5.0	-	\$4.7

¹ Includes Procurement and RDT&E dollars and quantities

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Air Power

The FY 2025 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 our warfighters in the battlespace smarter, more lethal, and more survivable. As the F-35 program continues to field increasing numbers of the three aircraft variants across the globe, the Department remains committed to improving sustainment affordability and delivering cost-effective upgrades to prevail against future threats.

The FY 2025 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 MQ-25 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 developing advanced combat aircraft for the Navy and Air Force within the Next Generation Air Dominance programs. The FY 2025 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 2025 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 2025 budget funds the continued Air Force and Navy procurement of both the AIM-120D Advanced Medium Range Air-to-Air Missile (AMRAAM) and the AIM-9X 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 2025 budget continues development of the B-21 Raider long-range strike bomber and initial B-21 production. Modernization of the existing bomber fleet of B-52s, B-1s, and B-2s. The budget funds B-52 mission systems, communications upgrades, and replacement for the B-52's inefficient and aging engines.

The FY 2025 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

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links for the EA-18G aircraft. The FY 2025 budget also funds survivability improvements in the F-15 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 2025 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 2025 budget continues incremental funding for the GERALD R. FORD class nuclear aircraft carriers: KENNEDY (CVN 79), ENTERPRISE (CVN 80), and DORIS MILLER (CVN 81). Amphibious warships, along with their connector craft, are versatile, interoperable warfighting platforms and critical enablers to power projection by sea-based forces in theater. The FY 2025 budget request includes advance procurement funding in FY 2025



to accelerate procurement of one LHA AMERICA class amphibious assault ship from FY 2031 to FY 2027 and funds the next LPD-17 SAN ANTONIO class amphibious ship. The FY 2025 request also continues funding for systems development for existing ships, including funding the four Freedom Class Littoral Combat Ship, three Expeditionary Fast Transport (EFT) ships, and one Expeditionary Transfer Dock (ESD). Surface Combatant Ships are multi-mission warships designed and built to execute Sea Control and Power Projection missions. The FY 2025 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 2025 budget request also funds the procurement of one new CONSTELLATION class Frigate to address the Navy's Small Surface Combatant requirements for a more lethal and capable follow-on to the Littoral Combat Ship. The FY 2025 budget request funds one medium landing ship, three LCAC SLEP, and two Auxiliary vessels to continue recapitalizing these important vessels. In addition, the FY 2025 budget includes \$1.9 billion to finish construction of ships procured in previous years.

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 awarding the first COLUMBIA class ballistic missile submarine in FY 2021 and the second boat (SSBN 827) in FY 2024, the FY 2025 budget request incrementally funds the second boat and continues funding the program's critical research and development. Additionally, the FY 2025 request funds the first VIRGINIA class submarine in the new FY 2025-2029 VIRGINIA class multi-year procurement (MYP). The FY 2025 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.

The FY 2025 budget request funds programs that implement survivability improvements to the U.S. maritime defensive capabilities, which consist of the Surface Electronic Warfare

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Improvement Program (SEWIP) Block 3 electronic attack capability (pacing the advanced 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 2025 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 2025 supports the procurement and fielding of 1,772 Next Generation Squad Weapon (NGSW) Automatic Rifles, as the planned replacement for the M249 Squad Automatic Weapon (SAW); and 18,019 NGSW Rifles, as the planned replacement for the M4A1 Carbine. Of note to the Army's Ground Combat Vehicle portfolio, in FY 2025 the Armored Multi-Purpose Vehicle (AMPV) program will procure 81 vehicles to continue their Full Rate Production phase. Beyond procurement and fielding, the FY 2025 budget maintains investments in research, development, test, and evaluation for the Remote Combat Vehicles (RCV) prototyping effort and the XM30 Combat Vehicle (previously 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 U.S. Marine Corps (USMC) investment is the current procurement of 674 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 USMC 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 2025 budget continues to make great strides in improving and enhancing the lethality, survivability, and performance of the infantry in the Army and the USMC through initiatives aligning with current DoD modernization efforts.

Special Operations

The FY 2025 budget request for Special Operations Forces (SOF) focuses on creating a strategic, asymmetric advantage for the nation by strengthening our force and their families, bolstering integrated deterrence capabilities, and ensuring our enduring advantage through innovation and modernization. The United States Special Operations Command (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, the USSOCOM is adapting its psychological

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operations forces for the evolving information landscape to counter strategic competitors. The USSOCOM continues to also invest in and deliver capabilities towards countering-small unmanned aerial systems prior to launch.

The FY 2025 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 aircraft platforms and the procurement of Multi-mission Electronic Countermeasures and other Electronic Warfare Family of Systems related equipment designed to counter and protect against evolving threat matrices and better understand the electromagnetic environment to support maneuver, situational awareness, and force protection mission requirements. Investments also include additional Long Endurance Aircraft platforms and development continues on the Adaptive Airborne Enterprise designed to enable multi-platform control and management of multiple Unmanned Aerial Systems and payloads.

For future combat platforms, the USSOCOM is working closely with the Services to introduce SOF requirements early in the development process – not only to obtain capable next-generation systems requiring minimal SOF modifications at the speed of relevance, but also minimizing 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

To support the NDS, the Department is continuing to focus on innovation and modernization. To address the persistent threats worldwide, the Department is focused on rapid fielding and a buildup of high performance, survivable kinetic weapons systems, to include long-range standoff hypersonic missiles for high value targets. In addition, the Department is investing in maintenance of short-range munitions to ensure proper readiness levels that offer an array of effects in permissive theaters. The FY 2025 budget ensures the Department is prepared to deter in a dynamic threat landscape is paramount.



Major initiatives are underway to deliver munitions with greater penetration power. The Department has invested in and made long-range fires (LRF) a priority and is focusing 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 Tomahawk Land Attack Missile upgrades.

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 Guided Multiple Launch Rocket System (GMLRS) is a family of surface-to-surface artillery rockets with precision strike capability. Improved air-to-ground missile capability for rotary-wing aircraft and unmanned aircraft systems is provided by

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the Joint Air-to-Ground Missile (JAGM).

Inconsistent year-over-year demand for new production limits our suppliers' ability to quickly ramp up production rates to meet emergent military requirements. Additionally, munitions are unique military items, and sub-tier suppliers do not have the commercial base to sustain their business during funding downturns. To help combat these challenges, the Department plans to continue the Multiyear Procurements (MYPs) initiated and funded in the FY 2024 budget request if approved by Congress:

- Naval Strike Missile (NSM) (Navy, USMC)
- Standard Missile 6 (SM-6) (Navy)
- Advanced Medium Range Air-to-Air Missile (AMRAAM) (Air Force, Navy)
- Long Range Anti-Ship Missile (LRASM) (Air Force)
- Joint Air-to-Surface Standoff Missile (JASSM) (Air Force)
- Guided Multiple Launch Rocket System (GMLRS) (Army)
- Patriot Advanced Capability 3 (PAC-3) Missile Segment Enhancement (MSE) (Army)

Recurring threats in an ever-changing battlefield are across multiple domains and require a multi-prong approach. It is crucial to our national security that the Department obtain long-range fires as quickly as possible without losing focus on other critical munitions.

The FY 2025 budget invests in weapons programs, shifting and balancing priorities accordingly, which equally contribute to strengthening the Department's lethal posture and our national security.

Figure 2.3. FY 2025 Funding for Munitions¹ (\$ in millions)

Weapon Systems	FY 2023		FY 2024		FY 2025		FY24–FY25
	Actual Qty	Actuals	Qty	Request	PB Qty	PB Request	Quantity Change
Precision Strike Missile (PrSM)	42	\$412.9	110	\$656.9	230	\$676.6	+120
Joint Air-to-Surface Standoff Missile (JASSM)	600	\$958.8	550	\$1,818.6	550	\$1,008.6	-
Advanced Medium Range Air-to-Air Missile (AMRAAM)	625	\$773.4	831	\$1,223.6	723	\$810.2	-108
Tomahawk	68	\$901.5	34	\$934.3	22	\$765.4	-12
Standard Missile-6	125	\$787.5	125	\$1,615.0	125	\$1,223.5	-
Long Range Anti-Ship Missile (LRASM)	123	\$437.6	118	\$827.3	205	\$696.8	+87
Guided Multiple Launch Rocket System (GMLRS)	-	\$2,196.9	-	\$1,027.1	-	\$1,241.9	-
Joint Air-to-Ground Missile (JAGM)	1,004	\$297.1	1,165	\$386.1	205	\$148.1	-960

¹ Includes Procurement and RDT&E dollars and quantities

Space and Space-based Systems

“Establishing the Space Force to focus on a contested space domain was a critical step, and now we must focus our efforts on a purpose-built Space Force for great power competition.”

- Chief of Space Operations General B. Chance Saltzman, United States Space Force, September 2023

The FY 2025 budget request for space and space-based systems addresses Satellite Communications (SATCOM); Missile Warning/Missile Tracking (MW/MT)) 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 2025 budget request funds the development and launch of the Protected Tactical Satellite (PTS) capability for improved protected SATCOM resiliency. A Narrowband SATCOM Analysis of Alternatives (AoA) study was supported in FY 2023. Rapid prototyping continues for the Evolved Strategic SATCOM (ESS) and Protected Tactical SATCOM (PTS) programs.

The FY 2025 budget request fully funds four 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 incorporating the Regional Military Protection capability into Global Positioning System (GPS) Block IIIIF satellites, continue with the FY 2025 budget request. This enhancement, along with fielding the Operational Control System (OCX) IIIIF upgrade and the Military GPS User Equipment (MGUE) Inc 2 capability, improves the availability of PNT information for critical weapon systems, platforms, and disadvantaged users operating in contested environments. 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 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 2024 and FY 2025 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 to increase competition and leverage growth within the commercial space launch industry.

Overview – FY 2025 Defense Budget

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

Cyberspace Activities

The United States is challenged by malicious cyber actors who seek to exploit our technological vulnerabilities and undermine our military's competitive edge. They target our critical infrastructure and endanger the American people. Defending against and defeating these cyber threats is a Department of Defense (DoD) imperative.

- The 2023 Department of Defense Cyber Strategy

The United States is one of the most technologically advanced nations in the world, with a vast network of interconnected systems that support critical infrastructure and services. However, this reliance on technology also makes the country vulnerable to cyberspace threats.

One of the main sources of cyber threats comes from foreign state actors, who conduct cyber operations to advance their military capabilities and global influence. These operations can range from espionage and data theft to cyber-attacks that disrupt critical infrastructure or target government agencies.

In addition to state actors, there is a growing threat from non-state entities, such as criminal organizations and hackers. These groups are becoming more sophisticated in their methods and techniques, making it difficult to defend against cyber-attacks.

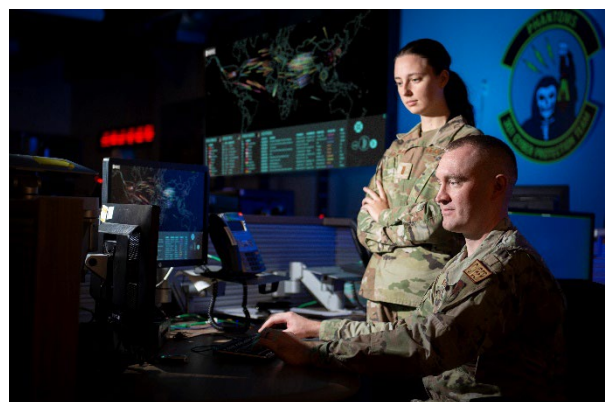
The FY 2025 cyberspace activities (CA) budget, aligned with the 2022 DoD NDS, reaffirms the Department's three enduring cyberspace missions: defend the DoD Information Network, defend the nation, and prepare to win and fight the nation's wars.

The FY 2025 \$14.5 billion CA budget supports the NDS priorities and goals. This budget continues to build upon the pathway laid out in the Digital Modernization Strategy (DMS) and DoD Cyber Strategy, which are integral NDS components.

The three FY 2025 CA budget focus areas are advancing cybersecurity (CS), cyberspace operations (CO), and cyber research and development (R&D) activities. This aligns to the DoD's commitment to strengthening its cyber capabilities and protecting its critical networks and systems from evolving threats.

Cybersecurity

The FY 2025 \$7.4 billion cybersecurity budget continues important initiatives established in past fiscal years and provides a stronger cyber posture through ongoing development, deployment, sustainment, and modernization investments in cybersecurity tools and capabilities across the Department. These investments address areas across the Department's information and operational technologies, including weapons systems (WS), defense critical infrastructure (DCI)



Overview – FY 2025 Defense Budget

cybersecurity, supply chain risk management, defense industrial base (DIB), and key management infrastructure modernization.

The DoD is building more agile, effective, and efficient cyber capabilities to provide cyber resilient platforms to execute kinetic and cyber missions by:

- Implementing the Strategic Cybersecurity Program, assessing and evaluating priority DoD WS and DCI and providing vulnerability mitigation plans, cryptographic modernization plans, and defensive monitoring recommendations (FY 2025, \$48.0 million).
- Transitioning to zero trust architecture (ZTA) as the next generation CS architecture to combat cyber risk across the Department (FY 2025, \$977.1 million).
- Advancing special access program IT encryption solutions, including development and integration with current and future systems and weapon platforms (FY 2025, \$1.3 billion).
- Managing capability gaps in the current SIPRNet environment, which lacks the agility, security, scalability, resiliency, supportability, and robust governance to meet current and future DoD mission needs.
- Accelerating the identity, credential, and access management (ICAM) modernization efforts to integrate emerging technology (FY 2025, \$299.4 million).
- Safeguarding DoD’s unclassified, secret, top secret, and compartmented information on and across networks (FY 2025, \$367.6 million).
- Resourcing the Cybersecurity Maturity Model Certification (CMMC) and DIB cybersecurity programs, which protect the DIB’s technological, economic, and military advantages, and associated supply chains from malicious cyber actors (FY 2025, \$157.7 million).
- Continuing cryptographic modernization investments are essential to our intelligence, information, and warfighting security.
- Implementing National Security Memorandum 8 direction for national security systems to meet or exceed federal information system requirements and implementation criteria established in Executive Order 14028. This requires the Department to invest in cryptographic modernization to meet quantum computing threats against current and future systems, accelerate cloud technology and zero trust architecture adoption, increase threat detection and response, improve cross domain solution incident reporting, identify critical software, and protect against supply chain threats.

Cyberspace Operations (CO)

The 2023 DoD Cyber Strategy states that “defending against and defeating cyber threats is a DoD imperative.” Since 2018, DoD conducted a significant number of cyberspace operations through its defending forward policy, actively disrupting malicious cyber activity before it can affect the U.S. homeland. The FY 2025 CO budget (FY 2025, \$6.4 billion) supports cyberspace critical information collection and analysis, enabling U.S. cyber forces to prepare for and conduct offensive and defensive cyber effects operations, and joint operations and training to support the 2022 NDS.

The CO budget supports the 2023 DoD Cyber Strategy implementation by funding offensive and defensive cyberspace operations (DCO) programs and activities, force generation and readiness, and capabilities and infrastructure directly supporting joint operations. Priority investments include:

- Cyber mission force (CMF) manning and training. Resources support increased manning and improved CMF training and equipping within USCYBERCOM and the military departments.

Overview – FY 2025 Defense Budget

Offensive and defensive cyberspace operations provide the joint force practical experience and critical live environment training. Funds also resource more capable dual-use cyber ranges and testing facilities that support full spectrum multi-domain operations and expand training requirements for this low-density skill set and the organizations employing it (FY 2025, \$2.9 billion).

- Hunt forward and enhanced sensing and mitigation. Cooperation with allies and partners in “hunt forward” defensive cyberspace operations to counter malign cyber actors (FY 2025, \$ 262.0 million).
- Joint Cyber Warfighting Architecture (JCWA). Resources advance and integrate JCWA into a viable cyber platform. Funds collaboration, testing, evaluation, risk mitigation, and other mission assurance activities to increase key weapon systems, capabilities, and infrastructure resiliency (FY 2025, \$820.0 million).
- Persistent Cyber Training Environment (PCTE). Funds increase CMF training throughput. This investment also augments capability testing and mission rehearsal by providing sophisticated adversary emulations in highly realistic environments (FY 2025, \$177.0 million).
- Access and robust infrastructure. Funds investments into multiple, vectored, accesses for the CMF to support operations from competition through conflict, prioritizing support to critical Indo-Pacific and European theater deterrence initiatives (FY 2025, \$465.0 million).
- Non-joint cyber warfighting capabilities. Resources tools, sensors, ranges, and other equipment not directly in support of JCWA and the CMF. Supports DoD DCO vulnerability assessments and tools. Funds the cyberspace warfare support activity, information operations capabilities, cryptological direct support, and the Joint Mission Environment Test Capability (JMETC) activity (FY 2025, \$1.4 billion).

The DoD requires a ready and capable joint force prepared to operate as fluently in cyberspace as any other joint warfighting domain to advance its defense priorities. To achieve this, the Department is investing in the cyber workforce through expanded and more targeted incentive programs to improve cyber operator retention and utilization. The Department also fosters collaboration and partnerships to enhance capability development, operational effectiveness, and career-broadening experiences.

Cyber Research and Development

The FY 2025 Cyber R&D budget will be used to deploy and modernize existing capabilities and technologies while advancing the next generation tools development to enhance the Department's CS and CO programs (FY 2025, \$629.4 million). These initiatives are crucial in accelerating various innovative efforts across the Department to align with the 2023 DoD Cyber Strategy objectives. The R&D investments focus on developing the computing, networking, and CS technologies required to protect DoD, U.S. government and civilian information, information infrastructure, and mission-critical information systems. Cyber systems R&D funds operational prototype development, based on artificial intelligence driven systems, private sector emerging cyber technology, and academia. Demonstrations and evaluations are conducted with warfighters, acquisition programs, and combatant commands to assess and improve prototype utility.

3. CAMPAIGNING

INTRODUCTION

The Department’s campaigning efforts continue to conduct and sequence logically-linked military initiatives to advance well-defined, strategy-aligned priorities over time. The FY 2025 budget continues to ensure that the Joint Force is ready across the full battle space in which competitors operate and to promote integrated deterrence in the Indo-Pacific and globally; support Ukraine, European allies, and partners; and counter persistent threats.

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

European allies, and partners; and counter persistent threats.

The continued development of military posture in the Indo-Pacific, through infrastructure investments and expanded access in the region is critical to provide regional capability and to enable locations from which the Department can conduct Campaigning activities. In Europe, the Department supports Ukraine, the North Atlantic Treaty Organization (NATO) allies, and other European partner states by prioritizing funding to enhance the capabilities and readiness of U.S., allied, and partner forces in the face of continued Russian aggression. In the Arctic, the Department will continue developing a monitor-and-respond approach, guided by the Department’s forthcoming 2024 Arctic Strategy and the deterrent value of the globally-deployable Joint Force. The Department is focused on providing support to allies and partners in line with the National Defense Strategy to address regional and global security challenges in the USINDOPACOM, USEUCOM, USAFRICOM, USCENTCOM, USSOUTHCOM, and USNORTHCOM areas of responsibility. These multi-year capacity building programs will build on prior year investments to address shared security concerns with partners and undermine competitors. The Department is also focused on counterdrug and counter-transnational organized crime efforts, largely in the USSOUTHCOM area of responsibility, in support of the National Defense Strategy. The Counterdrug programs support the goals of the Administration’s National Security Strategy and the Office of National Drug Control Policy’s goal to reduce illicit drug use and its consequences within the United States, prevent production and trafficking, decrease misuse and abuse of illicit drugs, and strengthen international partnerships to combat the world-wide drug epidemic. In other domains, campaigning activities include cyber or information operations that assist the Department in managing risk, supporting allies and partners, or advancing U.S. interests against other threats.

“Campaigning is not business as usual—it is the deliberate effort to synchronize the Department’s activities and investments to aggregate focus and resources to shift conditions in our favor.”

- Secretary of Defense letter in the 2022 National Defense Strategy, Oct 27, 2022

OVERSEAS OPERATIONS

Overseas Operations are those financed with former overseas contingency operations (OCO) funding. This section focuses on continued military operations, initiatives, and support for certain 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

Overview – FY 2025 Defense Budget

- 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

The Department prioritizes the People's Republic of China (PRC) as its pacing challenge. The Department's major investments and efforts focus on strengthening Indo-Pacific deterrence and building a resilient security architecture as part of a modernized Joint Force. The Pacific Deterrence Initiative is a key subset of these efforts capturing the Department's efforts and investments that enhance and strengthen deterrence against the PRC.

Pacific Deterrence Initiative (PDI)

The FY 2025 PDI investments of \$9.9 billion fund targeted requirements that enhance U.S. force posture, infrastructure, presence, readiness, and the capacity and capabilities of U.S. allies and partners, specifically in the Indo-Pacific region. Military Construction and improvements to logistical support operations will improve resilience and communications throughout the region and continue to be part of our PDI investments.

The FY 2025 PDI includes investments for ballistic missile defense activities that contribute to developing and integrating a Joint Missile Defense System (MDS) to defend Guam against ballistic, hypersonic, and cruise missile threats. Increased PDI investments include funding for exercises, training, and experimentation activities. Additional investments to improve U.S. Indo-Pacific Command's (USINDOPACOM) capabilities include cyber operations technology support and advanced procurement and fielding of uncrewed and autonomous systems, and other innovative technologies. Also, the PDI investment increases Defense Security and Cooperation Agency (DSCA) programs and planning and design for military construction investments west of the international date line. These investments represent only a small portion of DoD's broad Joint Force investments included in the FY 2025 President's Budget.

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

- Designed to address or deter broader strategic threats;
- Easily transferrable between theaters; or
- Routine activities and exercises.

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

Overview – FY 2025 Defense Budget

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

Major Category	FY 2025 Request
Modernized and Strengthened Presence	2.7
Improved Logistics, Maintenance Capabilities, and Prepositioning of Equipment, Munitions, Fuel, and Materiel	1.3
Exercises, Training, Experimentation, and Innovation	3.0
Infrastructure Improvements to Enhance Responsiveness and Resiliency of U.S. Forces	1.4
Building the Defense and Security Capabilities, Capacity, and Cooperation of allies and Partners	1.1
Improved Capabilities Available to U.S. Indo-Pacific Command	0.3
Total USINDOPACOM	9.9

Numbers may not add due to rounding

The DoD focuses 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.

To address aggression in the region and ensure continued support to our allies, the FY 2025 President's Budget request also includes \$500 million to replace DoD stocks transferred from DoD inventory to Taiwan via Presidential Drawdown Authority. This funding will enable DoD to replace its inventory of munitions and equipment and maintain readiness.

Europe

The FY 2025 budget request continues to support rotational force deployments, infrastructure investments, and deliver the right capabilities in key locations throughout Europe to deter Russian aggression against NATO, strengthen alliance cohesion, and, over time, enable allies' capability and capacity development.

European Deterrence Initiative (EDI)

The FY 2025 budget request includes \$2.9 billion within the EDI supporting capabilities that build upon the successes already achieved from continued operations, activities, and investments in the European theater. The EDI investments increase U.S. forces' overall readiness and interoperability across all domains by aligning resources to support the National Defense Strategy priorities. As the Department continues to enhance the security posture in Europe and readiness to defend against Russian aggression, the Department continues to execute the following lines of effort to accomplish EDI objectives:

- Increased U.S. military presence in Europe;
- Exercises and training with allies and partners;
- Enhanced prepositioning of U.S. equipment in Europe;
- Improved infrastructure for greater readiness; and
- Building Partner Capacity of allies to defend against aggression.

The FY 2025 EDI investment continues to support a subset of U.S. military personnel throughout the European theater, including rotations to increase temporary military presence/strengthen allied/partner capacity during planned exercises, to enhance NATO interoperability, and various other, multinational training events. In doing so, this request encapsulates over \$500 million in cost reductions due to the planned rotation of a large-scale global exercise outside of Europe in

Overview – FY 2025 Defense Budget

FY 2025 and captures Army's reduction in the demand for Reserve forces by sourcing Active Component units for rotational requirements in Europe in FY 2025.

In FY 2025, the EDI budget request also focuses on building the capacity of European allies to improve their ability to defend themselves against Russian aggression, enable their full participation in responding to crises, and increases their interoperability with U.S. forces to include increased investments in multinational information sharing, Forward Land Forces mission networks, maritime domain awareness, anti-submarine warfare and mine countermeasures.

Ukraine

The FY 2025 budget request includes \$300 million for the Ukraine Security Assistance Initiative (USAI) to assist and support Ukraine's military and national security forces in the long-term. Supplemental funding provided by Congress in FY 2022 and FY 2023 has supported Ukrainian successes on the battlefield. In addition to the \$300 million USAI Base request, the Department seeks supplemental funding in FY 2024 to support short-term requirements, while relying on the \$300 million USAI request for long-term support. The Department will continue to support Ukraine as they push back on Russia's unprovoked war of aggression, envisioning future steady state budget requests annually to ensure Ukraine's enduring strength.

DoD Support to NATO

The FY 2025 budget request includes \$625.6 million within the Operation and Maintenance, Army account for NATO common funding requirements, ensuring increases are aligned with the NATO Atlantic Council. This budget increases by \$24.7 million over the FY 2024 request to support the NATO International Military Headquarters for requirements such as Airborne Early Warning and Control Force, Alliance Ground Surveillance Force, and Alliance Operations and Mission. The Administration has committed to reaffirming, investing in, and modernizing NATO, and member countries have also committed to increase common funding. The FY 2025 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 NATO allies fosters the conditions necessary to ensure that democratic and market-based institutions can flourish across the region. The NSIP meets various Alliance military capability requirements, including communication and information systems, military headquarters for the integrated command structure, critical maritime, airfield, fuel systems, and Reception, Staging, Onward Movement, and Integration (RSOI) infrastructure. The NSIP remains a key funding source for infrastructure to support U.S. forces in Europe, restoring and upgrading existing U.S. operational facilities supporting NATO operations and providing new operational facilities. The Department's FY 2025 NSIP budget request is \$433.9 million, which supports for requirements based on the current FY 2025 program and reflects the funding increase agreed to by leaders at the June 2022 NATO Summit and as subsequent agreement in 2023 on indexing contributions to inflation.

Overview – FY 2025 Defense Budget

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

Operation/Activity	FY 2023 Enacted ¹	FY 2024 Request ²	FY 2025 Request	FY24 – 25 Change
European Deterrence Initiative	\$4.3	\$3.6	\$2.9	-\$0.7
DoD Support to NATO	\$0.6	\$0.6	\$0.6	\$0.02
NATO Security Investment Program (NSIP) ¹	\$0.2	\$0.3	\$0.4	\$0.1
Ukraine Security Assistance Initiative (USAI) ²	\$0.0	\$0.3	\$0.3	-
Total	\$5.1	\$4.8	\$4.2	-\$0.48

¹ FY 2023 reflects FY 2023 enacted; however, an additional \$158.339 million (total of \$378.5 million) was obligated in FY 2023 from prior-year recoveries and unobligated balances. FY 2024 reflects the FY 2024 President's Budget request of \$293 million

Numbers may not add due to rounding

² In FY 2023, \$300M for USAI was included in EDI.

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 United States European Command (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.

Figure 3.3. EDI Rotational Forces in Europe

Operation/Location	FY 2023 Actuals	FY 2024 Request	FY 2025 Request	FY24 – 25 Change
European Deterrence Initiative	10,699	11,235	11,287	52
Total	10,699	11,235	11,287	52

Numbers may not add due to rounding

Middle East

The Department continues to address major security challenges in the Middle East and beyond, supporting our regional partners and allies.

In Iraq and Syria, Combined Joint Task Force – Operation INHERENT RESOLVE (CJTF-OIR) continues to advise, assist, and enable vetted partner forces in designated areas to achieve the enduring defeat of the Islamic State of Iraq and Syria (ISIS). This includes assisting our partner forces with the safe and humane detention of ISIS fighters and enhancing security to prevent their resurgence.

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 CJTF-Horn of Africa (USAFRICOM) and Joint Task Force (JTF) Guantanamo (USSOUTHCOM).

Figure 3.4 breaks out the FY 2025 USCENTCOM request by operations and activities, and Figure 3.5 displays associated force levels.

Overview – FY 2025 Defense Budget

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

Major Category	FY 2023 Enacted	FY 2024 Request	FY 2025 Request	FY24 – 25 Change
Operation INHERENT RESOLVE (OIR)	\$5.5	\$6.2	\$5.6	-\$0.6
Other Theater Requirements and Related Missions ¹	\$20.4	\$14.7	\$11.5	-\$3.2
Subtotal USCENTCOM¹	\$25.9	\$20.9	\$17.1	-\$3.8
Prior-Year Recissions	-\$0.1	-	-	-
Total USCENTCOM¹	\$25.8	\$20.9	\$17.1	-\$3.8

¹ Amounts Include operations outside of USCENTCOM, such as CJTF-Horn of Africa and JTF-Guantanamo costs.

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 2023 Actuals	FY 2024 Request	FY 2025 Request	FY24 – 25 Change
Operation INHERENT RESOLVE (OIR)	3,997	3,558	5,646	2,088
Other Theater Requirements and Related Missions ¹	52,285	44,903	43,841	-1,062
Total USCENTCOM	56,282	48,461	49,487	1,026

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

Numbers may not add due to rounding

The FY 2025 budget request for USCENTCOM, without border security and coalition support funding, of \$17.1 billion reflects a \$3.8 billion decrease from the FY 2024 request of \$20.9 billion. The decrease is primarily driven by reduced costs in the USCENTCOM area of responsibility as DoD continues to right-size its forward military presence per the National Defense Strategy. This budget request maintains a level of readiness of our forces with funding for operations, training, and maintenance. The FY 2025 budget prioritizes exercises and campaigning for priority theaters, to meet the pacing challenge, and to strengthen ally and partner relationships.

Overseas Operations Requirements include 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;
- 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, including support from units and forces operating outside Iraq and Syria. Within this category are incremental costs such as surveillance systems capabilities; production and replacement of payloads, retrofits and spare parts to support combat operations; Counter Small

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Unmanned aerial system platforms and Coyote launcher systems; medical equipment support; fire support, and other capabilities located elsewhere that support operations in Iraq, Syria, and other important missions. Support for intelligence, surveillance, and reconnaissance (ISR) capabilities is also included.

The FY 2025 request also funds replacing equipment and munitions used in combat operations. When military personnel return from deployments, they repair their equipment to a condition that allows them to conduct training exercises to maintain readiness, preparing them for future deployments. As personnel and equipment return from theater to their home stations, the need for equipment reset continues.

Additionally, the FY 2025 request includes \$529 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 \$148 million to assist the Vetted Syrian Groups and individuals in Syria and \$381 million to assist security forces in Iraq.

Israel

The Department seeks supplemental funding in FY 2024 to support short-term requirements for Israel. The request focuses on meeting Israel’s immediate needs and associated requirements for U.S. operations supporting Israel. The Department will continue supporting Israel’s defense through security assistance, deterring any malign actors in the region, and staying vigilant to any threats to U.S. forces.

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 National Defense Strategy outlines the critical need for the United States to reinvigorate and modernize alliances and partnerships around the world. The Security Cooperation request below includes requirements for the International Security Cooperation Programs (ISCP) account, coalition support, and international border security funding.

Figure 3.6. Security Cooperation (\$ in billions)

Category	FY 2023 Enacted ¹	FY 2024 Estimates	FY 2025 Request	FY24 – 25 Change
Security Cooperation	\$2.1	\$1.8	\$1.8	--
Prior-Year Rescissions	-\$0.1	--	--	--
Total ²	\$2.0	\$1.8	\$1.8	--

¹ Includes \$140.4 million in funds made available by section 8068 of the DoD Appropriations Act, 2023 (division C of P.L. 117-328) that were transferred to the ISCP account. Numbers may not add due to rounding

² Amounts include Border Security and Coalition Support funding, in addition to the International Security Cooperation Programs account.

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 counterterrorism operations, partnership for the Atlantic basin, and enables allies and partners to counter transnational threats and promote regional and global stability.

For FY 2025, 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

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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), section 335 (Training Expenses), P.L. 117-263 section 1208 (Women, Peace, and Security), 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 2025 SC request includes \$73.2 million for support for Coalition forces to finance coalition, friendly forces, and various support requirements for key foreign partners who wish to participate in U.S. military operations but lack financial means. The request is based on validated partner claims and projected requirements. The SC request also includes Border Security funding in the amount of \$400 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 environment, which includes long-term strategic competition, and the potential for future high-end conflict, the Department must balance investments in capacity and capability, with a focus on winning the high-end fight. The Department's FY 2025 budget request balances modernizing for the future fight with sustaining current force readiness. This balanced effort is monitored by the development of a strategic readiness framework, as directed in the National Defense Strategy (NDS).



To understand strategic readiness, the Department must have data-driven visibility into the tradeoffs incurred by decisions made today. This visibility ensures the most complete picture of strategic risk is available to senior leaders for critical readiness decisions. The DoD continues to integrate data models across the Department to improve decisions advantage.

The Secretary of Defense issues directed readiness guidance for budgetary planning and programming purposes to ensure the Department makes the readiness investments required to accomplish strategic objectives. The Nation requires ready forces to advance our priorities through integrated deterrence, campaigning, and actions to build enduring advantages. Integrated deterrence is enabled by combat-credible forces prepared to fight and win, and backstopped by a safe, secure, and effective nuclear deterrent. With the FY 2025 budget, the Department will strengthen deterrence and gain advantage against competitors' most consequential, coercive measures by campaigning. We will synchronize the Joint Force with other instruments of national power to counter forms of competitor coercion, complicate competitors' military preparations, and continue to advance warfighting capabilities together with those of our allies and partners. To bolster integrated deterrence and campaigning, the Department is modernizing weapons systems, training, workforce processes, and doctrines to meet the future Joint Force design needs with a focus on innovation and rapid adjustment to new strategic demands. The Department also incorporates contingency preparedness into wargames,

Overview – FY 2025 Defense Budget

exercises, and other planning tools.

A critical contributing factor for sustaining strategic readiness is reliable, predictable, and on-time funding provided by the U.S. Congress. Timely funding would provide the predictability needed to achieve the Joint Force readiness goals as the Secretary of Defense prescribes by supporting key innovation in areas such as cyber, artificial intelligence, and hypersonic programs, as well as enabling the Services to shape programs with certainty, plan training events and exercises properly, and order long-lead depot supplies and parts.

With the support of Congress, the Department will continue aligning resources and adjusting force generation to remain the best trained and equipped force in the world. To this end, the FY 2025 budget request funds Service readiness improvements in the following areas:

- The U.S. Army invests \$27.9 billion in its core readiness and readiness enablers accounts. This is a decrease of \$0.9 billion from the FY 2024 requested levels primarily due to a decrease in home station training, aligned with the projected Army Force Structure reductions, and flying hours, both informed by the Regionally Aligned Readiness and Modernization Model. The FY 2025 U.S. Army readiness funding supports global force projection requirements, including the Pacific Deterrence Initiative and European Deterrence Initiative. The FY 2025 readiness accounts include \$12.2 billion for home station training for ground maneuver forces and \$3.2 billion for aviation readiness.
- The U.S. Navy is investing \$53.6 billion in aviation (includes Marine Corps aviation), ship, and combat support readiness activities, an increase of \$0.9 billion above FY 2024 requested levels. The U.S. Navy continues implementing the Optimized Fleet Response Plan and reducing its long-term maintenance backlog by investing \$14.5 billion in ship depot maintenance including \$2.4 billion in procurement appropriations to fund surface ship maintenance availabilities.
- The U.S. Marine Corps is investing \$4.7 billion in ground combat readiness, an increase of \$0.3 billion above FY 2024 requested levels to maintain its role as the Nation's naval expeditionary force-in-readiness. The U.S. Marine Corps also invests \$5.7 billion in aviation readiness accounts (flying hours and maintenance funded in Operation and Maintenance, Navy and Operation and Maintenance, Navy Reserve accounts), to sustain critical operations, maintenance, and training programs.
- The U.S. Air Force invests \$40.9 billion in core readiness and enabler activities. To maintain force readiness levels, this amount includes a \$9.3 billion budget request for Air Force flying hours, an increase of \$0.3 billion above the FY 2024 requested levels. Additionally, Air Force readiness includes an \$18.8 billion request for Weapon System Sustainment to maintain the inventory of aircraft, space systems, and other weapon systems, and represents an increase of \$0.9 billion over the FY 2024 requested levels.
- The U.S. Space Force is investing \$3.6 billion in its core readiness and readiness enabler accounts, representing an increase of \$0.3 billion (7.8 percent) from the FY 2024 requested levels. The FY 2025 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 2025 readiness investments, as well as infrastructure investments.

Army Readiness



The Army remains on track to meet Global Force Management Allocation Plan (GFMAP) and Directed Readiness Table requirements in FY 2025, 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 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 FY 2025 budget enables us to provide adequately trained and available formations to meet the National Defense Strategy. 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). The Army resourced active Army Brigade Combat Teams (BCTs) and Combat Aviation Brigades (CABs) to support collective and individual training to meet the Directed Readiness Table Requirements. Army Reserve and Army National Guard BCTs and CABs are resourced to remain available for operational requirements.

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Figure 3.7. FY 2025 Key Army Core Readiness and Infrastructure Investments (\$ in billions)

Army	FY 2023 ⁶	FY 2024 ⁷	FY 2025
End Strength ¹	955,297	944,800	943,100
Ground Readiness ²	\$12.5	\$12.5	\$12.2
Aviation Readiness ³	\$3.5	\$3.3	\$3.2
Depot Maintenance ⁴	\$1.7	\$1.7	\$1.5
Infrastructure ⁵	\$9.7	\$8.9	\$9.8

¹ Total Active, Reserve, and National Guard end strength; FY 2023 Actual, FY 2024 Authorized in NDAA, and FY 2025 Requested end strength

Numbers may not add due to rounding

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

³ Aviation Readiness SAGs: 116

⁴ Depot Maintenance SAGs: 123

⁵ Infrastructure: FSRM, Military Construction (MILCON) appropriations

⁶ Excludes Supplemental Funding

⁷ Reflects the FY 2024 budget request

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, 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 2025 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 2025, 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. The 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 2025 budget. In FY 2025, the Army programmed 22 multidomain operation Combat Training Center (CTC) rotations to assess Divisions and Brigades tactical readiness and support joint and partner training requirements across four maneuver training centers. These training centers include the newly established Joint Pacific Multinational Readiness Capability. The Army has made significant progress recovering core mission readiness and is on a sustainable strategic path to

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provide the Joint Force with relevant and modernized forces, capabilities, training, and support to meet future challenges.

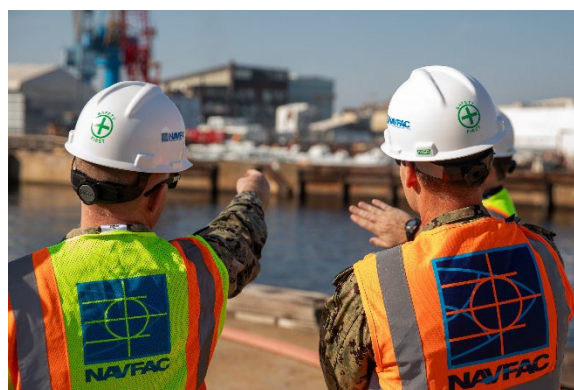
Figure 3.8. Required, Planned, and Executed Army (Regular, Reserve, Guard) Rotations Through Maneuver CTCs

BCT CTC Rotation Type	FY 2023 Actual	FY 2024 Planned	FY 2025 Planned
National Training Center (NTC)	8	8	8
Joint Readiness Training Center (JRTC)	8	8	8
Joint Multinational Readiness Center (JMRC)	4	4	4
Exportable Rotation Exercises	2	2	2
Total BCT CTC Rotations	22	22	22

Navy Readiness

The Navy continues to realize readiness gains after several years of increased funding. Core readiness accounts in the FY 2025 budget grow by \$0.4 billion, a 1.0 percent increase from the FY 2024 requested level.

Ship Maintenance increases by \$0.6 billion from the FY 2024 requested levels, a 4.3 percent increase, primarily due to increased labor and materials costs. Significant salary adjustments were also funded for highly technical public shipyard workers who have been difficult to retain and hire due to higher-than-expected private industry demand for experienced shipyard workers. 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 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 \$2.4 billion in FY 2025. Ship Operations increases by \$0.5 billion, a 7.8 percent increase from FY 2024 requested funding. This is a program modeled on force structure and GFMAP steaming requirements. The battle force inventory is 287 by the end of FY 2025. This also includes the Navy's Military Sealift Command Support Ships.



Navy Aircraft Operations (does not include Marine Corps aviation) decreases by \$0.6 billion, an 8.1 percent decrease from FY 2024 requested levels. The FY 2025 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 to continue building upon previous readiness recovery efforts while propelling efforts to operate and maintain our forces more efficiently. In FY 2025, the NAE will continue cost savings measures to reduce the

overall sustainment costs through numerous initiatives implemented as part of the Navy

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Sustainment System – Aviation (NSS-A). The FY 2025 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) decreases by \$0.1 billion, a 6 percent decrease from the FY 2024 requested level. This funds aircraft depot maintenance to executable capacity with revised workload standards incorporating process improvements, the Fleet Readiness Center infrastructure optimization plan, and pricing changes. Funding for aviation logistics supports the inventory of F-35C, C/MV-22, and KC-135J aircraft.

The Navy continues data-driven process improvement efforts to ensure the highest return on investment for readiness resources. The 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 and E-2D, DDG 51 maintenance, SSN availability, logistics, military personnel, cyber, and Naval Shipyard performance.

Figure 3.9. FY 2025 Key Navy Core Readiness and Infrastructure Investments (\$ in billions)

Navy	FY 2023 ⁵	FY 2024 ⁶	FY 2025
End Strength ¹	387,394	395,000	390,000
Ship Readiness ²	\$18.9	\$20.9	\$22.1
Aviation Readiness ³	\$9.4	\$9.5	\$8.8
Infrastructure ⁴	\$8.0	\$9.2	\$8.1

¹ Total Active and Reserve end strength; FY 2023 Actual, FY 2024 Authorized in NDAA, and FY 2025 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: FSRM, MILCON appropriations

⁵ Excludes Supplemental funding

⁶ Reflects the FY 2024 budget request

In the face of a challenging personnel environment, the Navy requests funding for 332,300 active and 57,700 reserve Sailors. This incorporates projected recruiting and retention targets to balance personnel with force structure.

Figure 3.10 highlights that the FY 2025 budget funds the requisite basic and integrated training necessary to prepare Carrier Strike Groups (CSGs), Amphibious Readiness Groups (ARGs), and attack submarines. These training events are foundational to developing the warfighting competencies needed to ensure that Navy's warfighters are prepared to deploy in a dynamic, adversarial, and multi-threat environment.



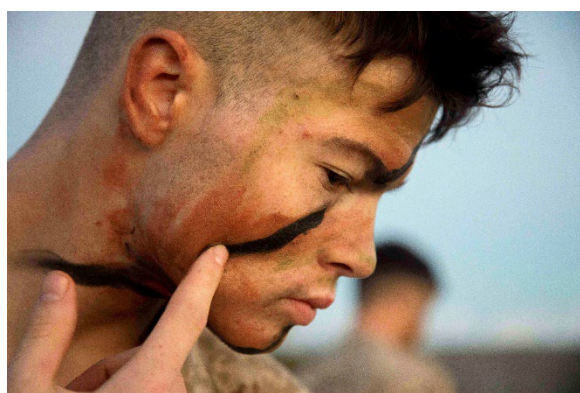
Figure 3.10. Programmed Navy Training Throughput

	FY 2023 Executed		FY 2024 Planned		FY 2025 Planned ²	
	BASIC	INT ¹	BASIC	INT ¹	BASIC	INT ¹
Carriers	3	4	2	2	3	3
Carrier Air Wings	3	4	2	2	3	3
CG/DDG/LCS	25	20	10	10	25	15
LHA/LHD/LPD/LSD	3	2	2	2	3	3
Attack Submarines	3	4	2	2	2	4

¹ Integrated refers to aggregated training of all units in a CSG /ARG

² The figures entered for FY 2025 represent a count of hulls expected to be in the given phase at some point during the year.

Marine Corps Readiness



The Marine Corps remains the Nation’s force-in-readiness, a naval expeditionary force ready to deter adversaries, respond to crisis and conflict, and contribute to Naval and Joint Force operations. Being ready to deter, fight, and win is ingrained in the identity of Marines. As individuals, as units, and as a Corps, everything the Marine Corps does supports warfighting advantage and being the most ready when the nation is least ready. The momentum achieved through Force Design transformation efforts is sustained through consistent articulation and employment of

warfighting concepts that exhibit the Marine Corps unique contributions to the Joint Force, such as Expeditionary Advanced Base Operations, Distributed Maritime Operations, Littoral Operations in a Contested Environment, Stand-In Forces, Recon-Counter Recon, and Naval Integration.

The Marine Corps continues executing its extensive modernization and transformation efforts to provide America with Marine Forces that can deter adversaries and, if deterrence fails, to win in any domain. Now in its sixth year of implementation, Force Design will ensure the Fleet Marine Force (FMF) operating forward is organized, trained, and equipped to meet the demands of the rapidly evolving future operating environment, optimized for the challenges of naval expeditionary warfare, and able to effectively contribute to integrated deterrence and the day-to-day forward campaigning necessary to build advantage with our allies and partners.

Current and future readiness is a continuous process based on the Marine Corps’ understanding of emerging and evolving threats, the trajectory of technology, and the missions the Corps is tasked to undertake. Ongoing efforts to create and sustain warfighting advantage over the long term will ensure the FMF remains organized, trained, and equipped to succeed in an ever-evolving operational environment, regardless of clime or place, maintaining its role as America’s force-in-readiness, deterring adversaries, and responding to crises globally.

The FY 2025 ground combat readiness budget of \$4.7 billion enables the Marine Corps to meet the readiness requirements for the FMF, Field Logistics, Depot Maintenance, Maritime Prepositioning, and Cyberspace Activities. 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 address necessary modernization targets by providing an integrated

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Navy and Marine Corps plan that builds an enduring advantage, deters aggression through a persistent presence with allies and partners in the maritime domain, that enables the Nation's naval expeditionary force-in-readiness to operate inside actively contested maritime spaces and facilitate sea control in support of fleet operations.

Marine aviation provides vital organic mobility, protection, sustainment, and connectivity critical to Marine Corps combat readiness and Naval expeditionary warfare. For FY 2025 Aviation Readiness, the Marine Corps budgets \$5.7 billion across active and reserve aviation readiness accounts. This includes \$3.7 billion for Mission and Other Flight Operations and Fleet Air Training, and \$0.6 billion for Aircraft Depot Maintenance. The Service budgets \$1.4 billion for Aviation Performance Based Logistics, which primarily funds F-35 B/C, KC-130J, and MV-22 maintenance actions.

The Marine Corps continues to advance its ongoing, comprehensive aviation readiness recovery effort, designed to increase the number and quality of mission-capable aircraft and 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 in Aviation Spares and the Flying Hour Program to facilitate material and aircrew readiness to meet operational and training requirements supporting the FMF.

The Marine Corps recognizes the importance of infrastructure programs to support warfighting capability. As it adapts to the demands of all-domain battlefields, advancements in technology and the challenges of peer competition, installations will play an even greater role supporting its warfighting concepts. Smart, resilient, networked installations will provide the Stand-In Force with enhanced capabilities to recover quickly from attack, persist in contested spaces and sustain distributed formations across multiple axes. Each base and station is a power projection platform integral to generating readiness and sustaining combat power. The Readiness Maximization Tool maximizes the value of every facility 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; life, health, and safety improvements; and quality of life for our Marines, Sailors, and their families. 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 \$1.2 billion in FY 2025 Military Construction (MILCON) for operational facilities, Guam relocation, training facilities, and design. Additionally, \$1.4 billion is requested for FSRM, which reflects the Marine Corps commitment to improving critical infrastructure to build readiness through facilities sustainment, the restoration and modernization of existing facilities, and the demolition of facilities no longer required. The Marine Corps is committed to adequately maintaining its infrastructure to prevent degradation of its capability to train and generate readiness for global employment in support of mission-essential tasks.

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Figure 3.11. FY 2025 Key Marine Corps Core Readiness and Infrastructure Investments (\$ in billions)

Marine Corps	FY 2023 ⁵	FY 2024 ⁶	FY 2025
End Strength ¹	205,613	204,300	204,800
Ground Readiness ²	\$4.3	\$4.2	\$4.7
Aviation Readiness ³	\$5.5	\$5.9	\$5.7
Infrastructure ⁴	\$3.2	\$2.6	\$2.6

¹ Total Active and Reserve end strength; FY 2023 Actual, FY 2024 Authorized in NDAA, and FY 2025 Requested end strength

² Ground Readiness SAGs – 1A1A, 1A2A, 1A3A, 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: FSRM, MILCON appropriations

⁵ Excludes Supplemental funding

⁶ Reflects the FY 2024 budget request

While the Marine Corps continues to make significant investments in the skills and abilities of individual Marines, it achieves greater all-domain effects when operating as members of a team. From the fire team to the Marine Expeditionary Force, it is greater than the sum of its parts, especially when it has collectively internalized the philosophy of maneuver warfare. The Marine Corps annual service level training exercises provide important opportunities to conduct missions in different environments generating combat readiness for all Fleet Marine Force participants.

The Marine Corps invests \$0.8 billion in FY 2025 in support of its Service-Level Training Installations to ensure Marines are properly trained to address all warfighting functions across the range of military operations. The premier Service-Level Training Exercises within the Marine Corps are the Integrated Training Exercise (ITX), Adversary Force Exercise (AFX), Marine Air Ground Task Force Warfighting Exercise (MWX), and Mountain Exercise (MTX). The ITX and AFX are separate live-fire events that collectively culminate in an MWX, a non-live fire event. The ITX units compete against AFX units as a free-thinking peer adversary in a multi-domain environment. These three events (ITX, AFX, and MWX) occur at the Marine Corps Air Ground Combat Center at Twentynine Palms, California. The MTX, conducted at the Marine Corps Mountain Warfare Training Center in Bridgeport, California, prepares units for combat in high altitude, cold weather, and mountainous operations. The MTX units also conduct live-fire training at the Marine Corps Air Ground Combat Center upon completing training at Bridgeport. The Service-Level Training Exercises prepare all elements of the Marine Corps Air Ground Task Force (MAGTF), active and reserve, across the warfighting functions, for worldwide deployment to conduct combat operations. Training conditions must replicate current and future training environments to ensure Marines and their units are prepared as the Nation’s naval expeditionary force-in-readiness.

Figure 3.12. FY 2025 Marine Corps Planned Large Training Exercises

	FY 2023			FY 2024			FY 2025		
	ITX	AFX	MTX	ITX	AFX	MTX	ITX	AFX	MTX
MAGTF CE	3	0	0	3	0	0	3	0	0
Infantry Bn	6	2	4	6	2	4	6	2	4
Artillery Bn (-)	3	0	0	3	0	0	3	0	0
Logistics Bn	3	2	4	3	2	4	3	2	4
Squadrons/Bn	15	0	0	15	0	0	15	0	0

Air Force Readiness



The Air Force’s overall FY 2025 budget request increases readiness funding by \$1.0 billion, or 2.5 percent above the FY 2024 request. This budget prioritizes readiness by funding operations and the ability to exercise and campaign in priority theaters; maintenance, including weapon system sustainment and flying hours; and training and exercises necessary to field an agile combat force ready to meet pacing challenges.

In pursuit of NDS priorities, the Air Force continues 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.

The Air Force maintains its commitment to building a more lethal and ready force and preparing to defeat our adversaries in high-end combat by continuing to transition to the Air Force, Force Generation (AFFORGEN) model. 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.

Figure 3.13. FY 2025 Key Air Force Core Readiness and Infrastructure Investments

Air Force	FY 2023 ⁵	FY 2024 ⁶	FY 2025
End Strength ¹	489,888	494,600	494,700
Maintenance ²	\$16.5B	\$17.9B	\$18.8B
Flying Hours Operations ³	\$10.6B	\$11.3B	\$11.6B
Infrastructure ⁴	\$9.6B	\$7.7B	\$8.4B

¹ Total Active, Reserve, and National Guard end strength; FY 2023 Actual, FY 2024 Authorized in NDAA, and FY 2025 Requested end strength (excludes Space Force)

² Maintenance SAGs: 011M, 011V, 011W

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

⁴ Infrastructure: FSRM, MILCON appropriations

⁵ Excludes Supplemental funding

⁶ Reflects the FY 2024 budget request

As shown in Figure 3.13, total Air Force end strength increases slightly in FY 2025. The Air Force is acutely posturing manpower from the divestiture of legacy platforms such as the A-10 and F-15Es and recapitalizing the manpower towards the planning to procure modern aircraft such as the B-21 Raiders. The repurposed manpower ensures mission generation and accomplishment remains steady during these transitions. The FY 2025 budget request increases Weapons System Sustainment (WSS) (e.g., Depot Maintenance, Contract Logistics Support, Sustaining Engineering, and Technical Orders) and funds the overall portfolio to 87 percent of

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requirement. The FY 2025 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 addresses operational training infrastructure (OTI) through targeted near-term investment and a long-term strategy, through Strategic Requirements Documents and Capability Production Documents, to upgrade its live and synthetic training infrastructure. In the FY 2025 budget, the Air Force invested in OTI 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 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 continually 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, aiming 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 it provides the opportunity to strengthen allies and partner relationships since 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 allow participants 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 conduct the joint counter-land and counter-sea missions effectively and safely.

Figure 3.14. Historical and Planned Full-Spectrum Air Force Training Exercises

Exercise	FY 2023 Executed	FY 2024 Planned	FY 2025 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 2 planned	2	2
GREEN FLAG WEST	4 executed of 9 planned	8	8

Space Force Readiness



The FY 2025 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.

Space Force readiness efforts include strengthening relationships, starting with a focus on the ability to deliver critical services to Joint warfighters. Providing support to warfighters via Satellite Communications (SATCOM) downrange is a paramount responsibility of the Space Force.

The Space Force continues development efforts on future disaggregated strategic and tactical SATCOM systems to meet emerging threats in the 2030s timeframe. Readiness through relationship-building also includes integration with international partners, commercial SATCOM, and various acquisition pathways to rapidly deliver capability. Various investments are being made to the following programs to continue to deliver capability in the event of conflict: Protected Tactical SATCOM, Protected Tactical Enterprise Service, Mobile User Objective System, Commercial SATCOM Integration (developing tools to operate SATCOM as a single, hybrid enterprise), Wideband Global SATCOM, and Polar SATCOM.

This year's budget request highlights specific modernization efforts to improve Global Positioning System's (GPS) resiliency. 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, military user equipment upgrades, and advanced ground operating system cyber protection.

The Space Force continues to drive readiness through its 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, 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 DoD, 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 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, which articulates threats and provides updates, assessments of adversary capabilities, and intent in the space domain.

All of these capabilities, comprised of over 50 weapon systems, are supported by the Space Force Weapon Systems Sustainment and FSRM. The Space Force is prioritizing these efforts to ensure optimized readiness across all aspects of the Space Force portfolio.

In support of the 2022 NDS, the Space Force continues to evolve operational training to ensure Guardians can defeat realistic threats and continue to enhance the effectiveness of the Joint Force. Equipped with a lean and agile end strength of 9,800, the Space Force is implementing a new Space Force Generation (SPAFORGEN) model that optimizes our ability to present ready Guardians and space capabilities. The Space Force is also investing in developing an

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Operational Test and Training Infrastructure (OTTI), foundational to generating readiness and enabling Guardians to capitalize on the time and capacity carved out under the SPAFORGEN model. Led by Space Training and Readiness Command, OTTI enables modernized test and training equipment to include digital twins, simulators, networks, and live and synthetic environments where Guardians can train against a professional and threat-representative Aggressor force. Specific OTTI investments that improve operational readiness include the following: the National Space Test and Training Complex, which provides infrastructure, environment, and range control for weapon system testing, advanced training, and joint exercises; the Standard Space Trainer, which provides mission-specific simulators; environments that support multi-domain Flag-exercises/training events to facilitate space warfighter training; and professional aggressor forces with the requisite adversary doctrine, tactics, equipment, and employment considerations to replicate potential adversaries.

The Space Force supports more than 50 exercises, including Service and joint events. 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. The primary Space Force exercises include SPACE FLAG, POLARIS HAMMER, and the SKIES:

- SPACE FLAG – Space Force's sole large-force employment joint service exercise, focused exclusively on gaining and maintaining space superiority.
- POLARIS HAMMER – Service component and joint target cycle concept of operations-focused exercise that tests operation plan execution for components.
- SKIES Series – Space Delta focused exercises that readies Guardians to attack, defend, and/or support specified targets based off Delta needs (i.e., DEL 3: through C2 of electronic warfare fires).

Figure 3.15. FY 2025 Key Space Force Core Readiness and Infrastructure Investments

Space Force	FY 2023 ⁴	FY 2024 ⁵	FY 2025
End Strength ¹	8,879	9,400	9,800
Space System Sustainment ²	\$2.3B	\$2.3B	\$2.4B
Infrastructure ³	\$0.3B	\$0.7B	\$0.6B

¹ Total Active end strength; FY 2023 Actual, FY 2024 Authorized in NDAA, and FY 2025 Requested end strength

² Space System Sustainment SAGs: 013C, 013M, 013W

³ Infrastructure: FSRM, MILCON appropriations

⁴ Excludes Supplemental funding

⁵ Reflects the FY 2024 budget request

United States Special Operations Command (USSOCOM) Readiness

The FY 2025 budget request continues investment in USSOCOM readiness and supports the National Defense Strategy priorities by ensuring U.S. Special Operations Forces (SOF) are prepared to execute a wide range of operations with the Joint Force, conduct counterterrorism (CT) and counter violent extremist organization operations, serve as the Coordinating Authority for countering weapons of mass destruction, conduct internet-based military information support operations, lead activities associated with their



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assigned role for countering-small unmanned aerial systems, compete with strategic adversaries below the level of armed conflict, and conduct global crisis response missions. Further, the FY 2025 budget request supports USSOCOM’s ability to meet the Secretary of Defense’s FY 2025 Directed Readiness Tables.

Overall, the SOF maintains a stable readiness posture while modernizing the force and maintaining a persistent global presence. In the FY 2025 budget, the 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 2025 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 2025 budget provides USSOCOM with the resources to pursue gains in areas with existing or emerging readiness concerns. Specific investments include funding that: modernizes MH-47 and MH-60 capabilities to operate in complex and environmentally challenging terrain; leverages adaptive airborne enterprise capabilities and unmanned system autonomy initiatives and interoperability to advance air, ground, and maritime systems to a multi-domain, agile, small footprint, mesh-network command and control ecosystem; 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; and supports the Preservation of the Force and Family program to maximize personnel readiness.

Figure 3.16. FY 2025 Key USSOCOM Readiness Investments (\$ in billions)

USSOCOM	FY 2023	FY 2024 ³	FY 2025
Personnel ¹	67,832	73,855	72,757
Flying Hours ²	\$0.66	\$0.63	\$0.67
Formal Training ²	\$0.43	\$0.42	\$0.43
Exercises ²	\$0.08	\$0.08	\$0.08

¹ Total Personnel includes Active, Reserve, and National Guard end strength and authorized Civilian Full-Time Equivalents

² Funding reflects only a portion of what the Department considers core readiness spending in USSOCOM’s annual budget

³ Reflects the FY 2024 budget request

The FY 2025 budget sustains resources to support SOF readiness training and exercises. These include SOF participation in support of the Chairman of the Joint Chiefs of Staff-directed training and priority exercises within every Geographic Combatant Commander’s area of responsibility and 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 2025 budget sustains 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 2025 budget request continues to invest in recapitalization and modernization 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’s sustainable force generation models to meet DoD’s deployment-to-dwell goals while maintaining consistent force offerings and employment. 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 Intelligence, Surveillance, and

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Reconnaissance (ISR), force protection, direct action, cyber, and classified units.

Joint Training Capabilities

Rapid technological advancement and threat evolution continue to challenge 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 training investment, reforming business practices, and prioritizing commonality and interoperability. The framework for this change is the Secretary's Joint Operational Training Infrastructure Strategy. Selected training initiatives in the FY 2025 President's Budget include:

1. Joint Simulation Environment (JSE) and Joint Integrated Training Centers (JITCs)

Given its high-fidelity capability, the JSE is expanding beyond its original use for F-35 synthetic environment testing to an all-domain pacing threat readiness environment for the Joint Force. The JITC will be a government-owned center operating the JSE, mitigating the air combat training lag challenge and filling fidelity gaps by co-locating 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) in a single facility. 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. From a workforce management perspective, all Joint Force trainees are co-located during the training event, creating a learning environment that does not exist across a distributed exercise.

2. Pacific Maritime Training and Experimentation Capability (PMTEC) and European Maritime Training and Experimentation Capability (EMTEC)

The USINDOPACOM's PMTEC will provide the ability to train the Joint Force, allies, and partners via linkages between ranges. The 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. The PMTEC's initial success has spurred the creation of EMTEC to leverage these successful efforts in the European theater.

3. Joint Advanced Fires Qualification (JAFQ) Course

The JAFQ course will teach advanced instructors from across the joint fires, teaching how operational warfare is conducted against pacing and acute threats. This is one of the core solutions to producing the expert operators and advisors for efforts such as the Combined Joint All-Domain Command and Control initiative. This course will leverage existing schoolhouse structures across the DoD and produce graduates who will provide operational and planning insight for the Military Services, Joint Staff, and Combatant Commands.

4. Joint Modular Emitter Interphase Standards (JMEIS)

The JMEIS will leverage ongoing test and training threat emulator efforts to produce a joint standard for industry to build to and the Department to acquire in order to fill the gap in Electromagnetic Spectrum systems for warfighter training purposes. These standards include the integration of major emitter components, data and electronic file requirements, and range infrastructure controls. The JMEIS effort will fill the training gap created by a reliance on limited exquisite test fidelity emitters and extremely low-cost, low-capability emitters.

5. OSD Blue Team

The OSD Blue Team is a DoD effort to leverage warfighting subject matter experts across the Department to assess the relevancy and realism of joint training and provide recommendations

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to close pacing threat readiness gaps. The OSD Blue Team will be the Department's dedicated team to ensure joint and coalition operational warfighting is set against credible key operational problems.

6. Persistent Cyber Training Environment (PCTE)

The PCTE will be the Department's primary Cyberspace Operations training and certification source. By the end of Phase II (FY 2024-2028), the 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 has the ability to deliver those same advantages to allies and partners. Expanded access to the PCTE allows Combatant Commands 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 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 \$696.4 million for FY 2025 to support these basic endeavors.

The CCMDs use JTEEP funding for both warfighting preparedness and day-to-day competition. Annual funding for JTEEP enables the execution of over 100 major CCMD exercises that prepare U.S. forces to execute operational plans, train CCMD staffs in demanding and realistic environments, provide presence and regional expertise for U.S. allies and partners, and build relationships and trust. The JTEEP also includes Exercise-Related Construction (ERC) funding to build exercise-related infrastructure needed by U.S. forces participating in joint exercises.

The notable functions and elements of the JTEEP enterprise are highlighted below supporting the Combatant Commands.

- U.S. Africa Command (USAFRICOM): JUDICIOUS RESPONSE is the Command's premier exercises, and the means by which the Combatant Commander links the Joint Exercises Program to the Joint Warfighting Concept. On alternating years, JUDICIOUS RESPONSE certifies USAFRICOM's ability to serve as the Joint Forces Command, and U.S. Army Europe and Africa's ability to serve as a Joint Task Force. JUDICIOUS RESPONSE also integrates USAFRICOM with the globally integrated operations, including the Globally Integrated War Game, Globally Integrated Exercises, and Globally Integrated Campaign of Learning. The USAFRICOM, in its support to the Joint Warfighting Concept, will seek to create dilemmas for U.S. adversaries, prevent strategic distraction, and facilitates access, basing, and overflight across Africa. In addition, USAFRICOM is synchronizing multiple regional JTEEP events to operationalize the Command's East and West Africa approaches and emphasizes all domain competencies. In the West, USAFRICOM is aligning AFRICAN LION's all-domain activities, OBANGAME EXPRESS' maritime activities, and FLINTLOCK's special operations countering violent extremist organizations (CVEO) activities. In the East, USAFRICOM is aligning JUSTIFIED ACCORD's land-force activities with CUTLASS EXPRESS' maritime activities. In the south, the Command is making efforts to strengthen relationships with South Africa and other Southern African Development Community partners and are alternating Exercise SOUTHERN / SHARED ACCORD between Botswana and South Africa. Aligning these JTEEP events increases strategic impact, amplifies the U.S.'s strategic messaging, and demonstrates the capabilities and reach of the Joint Force. The JTEEP resourcing provides opportunities for the Joint Force to deploy to Africa and train alongside a broad coalition of

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allies and partners.

- U.S. Central Command (USCENTCOM): JUNIPER Series and EAGLE RESOLVE are large operational field exercises focused on Integrated Air and Missile Defense (IAMD) and combat logistics. These and other USCENTCOM exercises allow the USCENTCOM's program to continue as a principal means for the Commander to sustain trained and ready Joint Forces; support NDS priorities including Strategic Competition; support USCENTCOM Campaign Plan objectives; exercise designated priority operational and contingency plans; build interoperability and maintain valuable relationships for access, basing, and overflight requirements. Without the benefit of theater assigned forces, the JTEEP funds are the means to provide U.S. exercise participants from the continental United States (CONUS), which has minimized regional partners concerns over reduced forces within the USCENTCOM region.
- U.S. European Command (USEUCOM): For FY 2025, the USEUCOM will converge their annual Tier 1 Command Post Exercise (CPX), AUSTERE CHALLENGE, with NATO's STEADFAST DETERRENCE, and will be a primary training audience alongside Supreme Headquarters Allied Powers Europe to increase interoperability with NATO. Dubbed AUSTERE DETERRENCE 25, this Tier 1 CPX will exercise USEUCOM and NATO command and control (C2) as it relates to the Defense and Deterrence of the Euro-Atlantic family of plans within multi-domain, multi-scale operations.
- U.S. Indo-Pacific Command (USINDOPACOM): Exercise NORTHERN EDGE is comprised of 2 iterations. The first is a 2-week, biennial, multilateral, theater-level field training exercise conducted every odd fiscal year in Alaska. It features combined operations of large 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. The total force participation is ~10,000 personnel including up to 20 ships and 200 aircraft. The second iteration of NORTHERN EDGE consists of aggregated combat formations exercising west of the international date line.
- U.S. Northern Command (USNORTHCOM): Exercise VIGILANT SHIELD is an annual, Tier 1 CPX conducted primarily as a Homeland Defense-focused CPX, but may include supporting Field Training Exercise events. This event includes the Canadian Joint Operations Command as a full participant, aligns with Globally Integrated Exercises common global scenario, and links with appropriate CCMD Coordinating Authority Tier 1 exercises (e.g., USEUCOM's AUSTERE CHALLENGE or USINDOPACOM'S PACIFIC SENTRY/FURY).
- U.S. Southern Command (USSOUTHCOM): INTEGRATED ADVANCE is an operational exercise that prepares the USSOUTHCOM enterprise for Globally Integrated Operations against NDS priority threats. The exercise will focus on integrating operations across multiple CCMDs and all domains. Additionally, the USSOUTHCOM will sponsor multiple Field Training Exercises that combine the efforts of critical interagency partners such as the Federal Bureau of Investigation, Drug Enforcement Administration, Department of Homeland Security, and Department of State. The integration of these agencies enables USSOUTHCOM to train with over 30 allies and partners in a whole of government manner that is tailored to counter activities by External State Actors, Violent Extremist Organizations (VEOs), and Transnational Criminal Organizations that threaten the stability of the area of responsibility (AOR) and ultimately the security of the United States. These exercises include TRADEWINDS, CENTAM GUARDIAN, UNITAS, and RESOLUTE SENTINEL.
- 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 APOLLO GRIFFIN Tier 1 exercise starting in FY 2024, which will be heavily informed and built around the Joint Warfighting Concept 3.0. The USSPACECOM will also annually

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support Command Exercise Response Teams for the Joint Staff's GLOBALLY INTEGRATED EXERCISE, USINDOPACOM's KEEN EDGE/PACIFIC SENTRY exercises, and USEUCOM's AUSTERE CHALLENGE/AUSTERE DETERRENCE exercises. All of these efforts will focus on exercising 1) supported/supporting relationships across CCMDs, 2) the planning, coordination, synchronization, assessment, and execution of global space operations and capabilities, 3) trans-regional missile defense, 4) global sensor management, 5) global SATCOM operations management, and 6) the integration of operational plans, and 7) the defense and protection of U.S., Allied, partner, and critical commercial space operational capabilities within the Space AOR. Concurrently, as able, the command continues to build supporting relationships to all other CCMDs, allies, and partners through joint space training and space scenario development. The USSPACECOM is fully nested within the Large-Scale Global Exercise concept and aims to execute annual field training exercises with space capabilities.

- U.S. Transportation Command (USTRANSCOM): TURBO CHALLENGE (TC) is USTRANSCOM'S annual Tier 1 CPX. This exercise focuses on senior leader decision-making and battle-staff action underpinning USTRANSCOM's capability to conduct Joint Deployment and Distribution Enterprise operations to meet wartime contingency or natural disaster requirements. TURBO CHALLENGE will partner with INDOPACOM in FY 2025 to further strengthen planning and execution with USINDOPACOM inside of a crisis or conflict.
- Large Scale Global Exercise (LSGE) 25: The LSGE 25 is a Secretary of Defense 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. USINDOPACOM will lead the LSGE 25 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 the 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 Joint Staff 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 the development of skills and cross-Service familiarity to operate in a joint environment.

The CCMDs and Military Departments benefit from the Joint Training Enablers that provide enterprise-level capabilities for modeling and simulation support, networking infrastructure, individual and collective training, and exercise expertise. The major enablers funded by the program include:

- Global Joint Training Infrastructure (GJTI) provides modeling and simulation of Command,

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Control, Communications, Computers, and Intelligence (C4I) systems, as well as network, data, and event support.

- The JLVC Modernization enhances and integrates Joint and Service LVC capabilities into the existing GJTI to 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 JNTC accreditation for Service and USSOCOM training programs and certifies sites.
- Joint Enterprise Enduring Training Enablers provide replication of low-density, high-demand capabilities to Service training events.
- The 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. The 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. The JCETs also support integrated deterrence to engage allies and partners in key terrain and countries that may not otherwise allow an enduring U.S. presence.
- Joint Knowledge Online (JKO) develops and delivers content and tools, used by over 2 million personnel, to increase joint context and generate ready forces. The 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.

4. BUILDING ENDURING ADVANTAGES

INTRODUCTION

The 2022 National Defense Strategy identifies Building Enduring Advantages to shore up the foundations for integrated deterrence and campaigning, through investments in the Total Force, focus on innovation and rapid adjustments to new strategic demands, and efforts to make ourselves more resilient. This approach calls for investments in the Department's Total Force (TF)—recognizing that the Department needs to attract and recruit talent to enhance the future workforce and develop, train, and promote its current workforce. This effort begins by cultivating the workforce we need, investing in our most critical asset, our people. The Budget provides a 4.5 percent pay raise for our military personnel and 2.0 percent pay raise for our civilian personnel, supports recruiting efforts by funding the necessary and critical expansion of the Joint marketing and advertising capabilities, invests in universal pre-kindergarten, and ensures continued investment in childcare, spouse employment and other force multipliers.

Sections
<ul style="list-style-type: none">• Introduction• The DoD Strategic Management Plan• Taking Care of Our People• Transform the Foundation of the Future Force• Make the Right Technology Investments• Strengthen Resilience and Adaptability• Addressing Management Institutional Priorities

To transform the foundation of the future TF, the Department continues to overhaul its 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 TF in a conflict or other contingency, as well as rewarding rapid experimentation, acquisition, and fielding. The Department continues to pursue divestment from systems less relevant to advancing the current force planning guidance and to support more relevant modernization efforts in the force and the Defense Industrial Base (DIB) that support 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 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.

Building enduring advantages means the Department must continue innovating and modernizing, enabling technical breakthroughs and integrating emerging technologies to strengthen national security and enhance defense capabilities. Of the \$143.2 billion we invest in Research, Development, Test, and Evaluation (RDT&E), \$17.2 billion is dedicated to science and technology. Within these categories, we invest significantly in maturing artificial intelligence (AI) and Future Generation (FutureG)/5G programs.

Achieving an enduring advantage also requires investments in the Nation's DIB. 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.

Finally, climate change and extreme weather events are amplifying operational demands on the military, degrading infrastructure and systems, and posing risks to supply chains, especially in austere locations. The DoD recognizes the need for climate adaptation efforts that align with

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warfighting requirements and the Department is investing to enhance combat capability and resilience, mitigate risk, and deploy new technologies that keep the force on the cutting edge with the overarching goal to prevent disruptions, enable rapid recovery from extreme weather impacts, and ensure the DoD's effectiveness in the face of evolving climate challenges.

THE DOD STRATEGIC MANAGEMENT PLAN

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, 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 all threats, and cultivating our talented workforce with the skills, character, and diversity our Nation needs 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 management priorities, consistent with the NDS, emphasizing building enduring advantages. It presents the strategic management objectives the DoD plans to accomplish by providing a framework for describing general and long-term goals, what actions the Department will take to realize those goals, and how the DoD will address challenges and risks that may hinder achieving results. The SMP meets statutory requirements under 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 addition to the SMP, the Department communicates its commitment to strategic planning and performance management each year by publishing an Annual Performance Plan (APP) and Annual Performance Report (APR) concurrently with the President's budget request. This year's edition of the SMP includes the Department's FY 2025 APP and FY 2023 APR. The FY 2025 APP complements the SMP's longer-term planning outlook by linking its strategic goals and objectives to more short-term operational performance goals, measures, and targets for the upcoming fiscal year. This year's significant improvement is that for the first time, the FY 2025 APP strategic framework and the Budget Overview Book have the same content structure for strategic priorities. The FY 2023 APR consolidates prior fiscal year achievements and performance results across all DoD Components and communicates overall implementation progress against the SMP. Unclassified versions of the FY 2025 APP and FY 2023 APR can be found at <https://dam.defense.gov/Performance-Mgmt/>.

The Department's 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
- Transform the Foundation of the Future Force
- Making the Right Technology Investments

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- Strengthen Resiliency and Adaptability of our Defense Ecosystem
- Address Institutional Management Priorities

For each of these priorities, the SMP also articulates specific strategic objectives associated to performance goals, measures, and targets, providing the Department with a strategic framework to inform oversight. As the Department resources these priorities in the FY 2025 budget and continues implementation of the Building Enduring Advantages approach, the Department will closely track the 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.

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, the DoD has provided leadership and expertise to key cross-agency efforts to develop innovative solutions to address the most pressing management challenges facing the Federal workforce and the people and communities Federal Agencies serve. In 2023, the focus shifted to implementation of solutions, including executing several successful pilot efforts in support of each PMA Priority. The DoD is committed to the success of these efforts and will continue to support implementation activities through 2024 as cross-agency teams work to achieve the goals of the Administration’s management priorities.

Performance Improvement Officer Role in PMA Integration

Within the DoD, the Performance Improvement Officer (PIO) and Director, Administration and Management (DA&M) play a key role in developing and implementing the SMP. Many of the SMP strategic priorities, strategic objectives, and performance goals directly align to the PMA priorities. For example, Taking Care of Our People elements are directly linked to PMA Priorities 1 and 2, and several acquisition and procurement elements of Transform the Foundation of the Future Force portions align to PMA Priority 3. In addition to ensuring the linkage between the PMA and SMP, the PIO/DA&M also chairs the DoD / OMB Chief Executive Officers (CXO) Committee, a supporting tier of the Defense Performance Improvement Council, which helps to align DoD’s progress on the implementation of the PMA 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 DPIC on interagency initiatives.

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 Office of the Under Secretary of Defense (Personnel and Readiness) (OUSD(P&R)) and OPIO-DA&M, has guided efforts to build a culture of workforce data across the Federal Government, enhancing the experience for early career talent and expanding cross-agency hiring. Five new interactive workforce dashboards have been deployed to the 24 CFO Act agencies, including OPM Federal Employee Viewpoint Survey (FEVS); Diversity, Equity, Inclusion, and Accessibility (DEIA); Attrition; Time-to-Hire; and Cyber Workforce dashboards. Pooled hiring solutions have also been implemented for Human

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Resources Specialists, Data Analysts, Information Technology (IT) Product Managers, IT Specialists, and entry level IT specialists. The DoD continues to provide significant contributions in the areas of Federal Communities of Practice (Well-being and Mental Health, Employee Engagement, and Recruitment Communities of Practice (CoPs)), and continues to lead a Cross-Agency Priority (CAP) Goal to improve recruitment and retention in mission-critical roles.

The DoD engagement in Priority 2 (Customer Experience) focuses on implementing solutions supporting the Life Experience “Navigating the Transition to Civilian Life.” Led by the Veterans Affairs, the Life Experience team is leading the development and implementation of an application to enhance the experience of Service Members transitioning from military service. Additionally, the Defense Counterintelligence and Security Agency (DCSA), the primary provider of Federal background investigations, was recently designated as a Federal High Impact Service Provider (HISP). Throughout 2024, DoD will continue to support these efforts, focusing on delivering important solutions for our transitioning veterans and providing excellent customer service to all Federal Agencies for background investigations.

For Priority 3 (Managing the Business of Government), the DoD has continued to contribute significantly to developing solutions to improve the Federal acquisition system. The Office of the Under Secretary of Defense (Acquisition and Sustainment) (OUSD(A&S)) remains engaged with OMB and other agencies in activities to create a more diverse and resilient Federal marketplace, including solutions supporting Made in America (MiA). The OUSD(A&S) is also actively engaged in each of the four pillars of the new Better Contracting Initiative (BCI). The DoD is an active member of the newly created Council on Federal Financial Assistance (COFFA), which will address issues of standardization and modernization of the Federal assistance award infrastructure to provide a better user experience for grantees and improve DoD analytics for mission performance.

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.

TAKE CARE OF OUR PEOPLE AND CULTIVATE THE WORKFORCE WE NEED

The DoD TF 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 Nation's full support to ensure the DoD accomplishes the foundational mission of defending the United States. That means the DoD must have the right skills and human capital resources in the right places, at the right time, at the proper 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 attacks and aggression, 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 2025 budget request will diversify and dynamically shape the workforce's mix of skills and expertise to meet mission needs cost-effectively 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 2025 budget request and investments we are making will help us recruit, train, develop, and retain a skilled defense workforce capable of addressing a myriad of national security challenges in a highly complicated and technologically evolving global

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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 TF, the FY 2025 budget includes a 4.5 percent pay raise for the military and a 2.0 percent pay raise for civilian personnel. This commitment is built into the FY 2025 budget request and is demonstrated by the number of initiatives and programs to support military and civilian members' professional development and take care of themselves and their families. This includes the Department's significant efforts to professionally educate its personnel to make them more effective at performing their duties and improve their ability to thrive throughout the life-cycle of their career.

The Department is equally committed to strengthening its career skills programs to support mission readiness and the successful transition of military service members to civilian life through opportunities such as off-duty voluntary education, credentialing programs, registered apprenticeships, and SkillBridge. These programs ensure military service members can better plan their career development, build upon their skills, and receive credit that translates into their military and post-military careers. The DoD is committed to validating these skills and abilities against external standards.

4.5 percent military and 2.0 percent civilian pay raises – building on top of the 10 percent increase implemented over the previous 2 years

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 2025 budget includes resourcing 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 the participation of a diverse workforce also demands investments in attracting diverse talents to meet our critical operational mission needs for the 21st century and 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 direct hiring authorities and internship opportunities with students and graduates from these institutions.

Additionally, the Department supports 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 remain a top priority. The FY 2025 budget request of \$33.5 million supports childcare workforce initiatives to include redesigned childcare provider compensation, modernization of the childcare workforce, and the addition of special needs inclusion coordinators. FY 2025 is the first year of the Department's multi-year plan. The Department will invest \$169 million to construct four child development centers. The Army will invest in three child development centers (Fort Liberty, North Carolina; Fort Meade, Maryland; and Germany), and the Air Force will invest in one child development center (Mountain Home Air Force Base, Idaho).

“Our people rise to every challenge. And I am determined to do right by them, and their families.”

- Secretary of Defense Lloyd J. Austin, Reagan National Defense Forum, December, 2023

Military Compensation

Comprising roughly 30 percent of the DoD budget, military pay and benefits, including 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 necessary to maintain our competitive advantage. A robust pay and benefits package must be sustained to ensure the best warfighters are available to defend the Nation.

Military pay and benefits funding grows by \$3.0 billion over the FY 2024 request level. This increase includes funding for a 4.5 percent military pay raise, which builds on the 10 percent pay increase implemented over the last 2 years and is critical 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 2025 Total Force end strength decreases by 5,700 from the FY 2024 authorized level but will increase by 5,051 from the currently projected FY 2024 levels. This slight increase accounts for the recruiting challenges the Department is currently experiencing. The Department prioritizes various initiatives to address recruiting challenges, such as the annual basic pay raise proposal. The FY 2025 budget requests funding for a full range of compensation programs, including monthly special and incentive pays. Not only will the Department be using monetary benefits for Service members, but it will also 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 2025 budget request addresses the high stress and demands on the force, the current labor market, and inflationary pressures. Actions taken across the Department include but are not limited to, increased basic allowances for housing and subsistence; adjustments to the basic needs allowance program; increased access to healthy food on installations and throughout the commissary system; and improved availability of financial readiness.

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 to 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 before moving. 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 ones where feasible. In addition, the Department implemented the Basic Needs Allowance in January 2023. It increased the eligibility threshold 6 months before being directed to in the National Defense Authorization Act (NDAA) for FY 2023, in July 2023. With the understanding that a military family’s economic security is essential not only to a Service member’s well-being but to command

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climate and mission readiness, the Military Departments and Service leadership are taking action to educate leaders at all levels of command on how to 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. These efforts are designed to reduce stigma, normalize financial help-seeking behaviors, and improve 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.

In addition to the changes made to BNA in FY 2023, the FY 2025 budget request includes \$245 million to raise the income eligibility threshold for the Basic Needs Allowance (BNA) from 150 percent to 200 percent of the Federal Poverty Guidelines. This proposal would help ensure that servicemembers would not have to rely on the Supplemental Nutrition Assistance Program (SNAP).

Military family economic well-being is crucial to maintaining an all-volunteer force. On June 9, 2023, President Biden signed Executive Order (EO) 14100, Advancing Economic Security for Military and Veteran Spouses, Military Caregivers, and Survivors, to ensure that the Federal Government is an employer of choice for military-connected families. This EO directs Executive Departments and agencies to strengthen their ability to recruit, hire, develop, promote, and retain this skilled and diverse talent pool. This Government-wide Military-Connected Plan will measure success for the recruitment, hiring, and retention of military-connected families; enhance support for the retention of military spouses in Federal careers; develop legislative proposals to eliminate barriers to the employment of military-connected families in the Federal workforce; market the talent, experience, and diversity of military-connected families to agencies; and develop a data-driven approach to increasing transparency and accountability in hiring and retention.

The Department also works across the Federal government to build collaborations and 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 are ongoing to inform the Department's efforts in this area, including a formal partnership with the United States Department of Agriculture and a separate qualitative study examining food access on and near military installations. The actions taken to date are not all-inclusive. As the Department increases our knowledge of the underlying issues that undermine the 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. The JROTC bridges civil-military relations and improves perceptions of DoD, the values of public service, and the propensity to serve. The FY 2025 President's Budget requests an additional \$2 million to maintain the increased oversight improvements the Department made in FY 2024 and maintains the number of program locations. These resources will allow the Department to achieve a 1 to 30 Service to school oversight ratio directly supporting annual, in-person program evaluations. The budget supports expanding the

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Department's capacity for processing Tier 1 with Child Care Investigation for Non-Sensitive Positions contributing to the safety of all JROTC program participants.

DoD Civilians

The FY 2025 budget request ensures a properly sized and highly capable civilian workforce is aligned to the DoD mission and workload and is shaped to reflect changes commensurate to support the Department's military force structure. As a part of the Department's Total Force (TF) and critical enablers of our warfighters, DoD civilians serve various roles at locations around the United States, overseas, and around the globe. Civilians perform functions such as intelligence, equipment maintenance, medical care, family support, base operating services, and other activities directly supporting the military forces and the Department's readiness.

While the DoD civilian workforce possesses capabilities, expertise, and skills that directly impact the DoD's operational warfighting capabilities, it is not immune to the current economic challenges of recruiting and retaining civilian employees. The Department continues to improve recruiting and retention metrics by continuously reviewing, recommending, and leveraging the use of new and/or existing hiring flexibilities, professional development opportunities, and personnel incentives available. This effort best positions the Department as the employer of choice when recruiting, retaining, rewarding, and developing the civilian workforce to support the warfighters while encouraging innovative best practices throughout the armed forces.

The FY 2025 direct hire civilian pay and benefits budget increased by approximately \$3.3 billion over the FY 2024 requested level. The budget supports a 2.0 percent civilian pay raise (2.9 percent annualized), which builds on the 10 percent pay increase experienced over the last 2 years combined and will continue DoD's efforts to acquire the most talented workforce and remain competitive. Continued use of flexible hiring authorities, incentives, special pay rates, and workforce development programs discussed above remain crucial to growing and ensuring workforce readiness.

Our investments in the civilian workforce focus on the importance of Federal employees as an element of the Department's TF, and the FY 2025 budget supports numerous efforts to advance and strengthen this critical talent.

- The Department supports strengthening the national security workforce, consistent with the 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 and developing a broader program framework to incorporate all aspects of talent management. To further these efforts, the Department appointed a DoD Chief Talent Management Officer (CTMO) to lead and implement transformational changes in the development and execution of talent acquisition and management strategies. Additionally, the CTMO continues to build talent teams at the Enterprise- and Component-level, and expand skills-based hiring through valid assessments that measure the ability to perform the position's duties, rather than solely relying on the candidate's self-assessment and education.
- In FY 2024, the Department funded the DoD Workforce Incentive Fund (CWIF) with \$20 million to attract and retain employees with specific and/or superior qualifications or skills. The FY 2025 budget request includes continuing funding for the CWIF (\$22.5 million), with a portion of these resources allocated for student loan repayment incentives.

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- The Department pursues investments to further promote and expand internship opportunities to support entry and early career-level recruitment programs. These programs provide an avenue to bring in different perspectives and a continuous pipeline of diverse talent.
- To address timeliness in recruitment and onboarding, the Department is collecting and analyzing by-segment hiring data to identify and improve process bottlenecks. The CTMO uses these results to develop enterprise-level hiring, insights, and behaviors, driving strategic process improvement and hiring and talent management efficiencies.
- Furthermore, the Department will continue establishing and expanding work role coding to define needed critical talent beyond the traditional occupational series coding. The DoD will continue focusing on areas of priority in the future, including digital, cyber, engineering, and technological sciences, along with others.
- Lastly, the Department invests additional resources to articulate and promote the DoD Civilian Careers employer brand to attract high-caliber talent in cyber, STEM, and all occupational areas where civilian employees drive mission success. Every element of the TF brings unique strengths to the Department, such as providing organic skills, expertise, and institutional continuity. Effective and appropriate use of civilians allows the Department to focus its Soldiers, Sailors, Marines, Airmen, and Guardians on the tasks and functions that are genuinely military essential—thereby enhancing our warfighters’ readiness and operational capability. There is no “one-size-fits-all” aspect to the TF. The Department recognizes that concerns have been raised over the size, composition, and costs of its civilian workforce and is committed to right-sizing and optimizing its TF utilizing the latest technological capabilities – to include military, civilians, and contracted support – to achieve mission effectiveness and deliver warfighting capability and readiness.

To that end, the FY 2025 budget request takes prudent, well-reasoned actions to shape the civilian workforce, maintaining a workforce that fully supports the National Defense, Administration and Department priorities. This includes continuously resourcing the cyber, digital, and innovation workforce by improving and accelerating recruiting, upskilling, reskilling, and retaining tech-savvy civilian talent. Additionally, there is an emphasis on efforts to train professionals on sexual harassment and assault and suicide prevention workforce, and expanding diversity, equity, inclusion, and accessibility initiatives.

The Department estimates the number of direct hire civilian Full-Time Equivalents (FTEs) (excluding Cemeteries and Foreign National Indirect Hires) will increase slightly by 0.1 percent, from approximately 795,027 in FY 2024 to 795,432 in FY 2025. Consistent with title 10 requirements and annual appropriations guidance, the Department’s FY 2025 budget request for civilians is predicated on requirements and workload. Concurrently, and to better inform our future years defense program, the Department is undertaking a comprehensive review of not only of our civilian workforce, but also our TF, and doing so through the lens of requirements to ensure we are consistently applying resources most effectively and efficiently to our most critical and compelling needs related to readiness, warfighting capabilities, and meeting the pacing threats and imperatives of the NDS. As part of the review, the Department assesses how artificial intelligence, machine learning, additive manufacturing, autonomous and remotely operated platforms, predictive analytics, big data, and other emerging technologies can help us achieve our mission while optimizing our workforce and resources. Simultaneously, successfully implementing and operationalizing these technologies requires a highly skilled and motivated workforce and the funding necessary to acquire the new technologies based on cost-conscious factual requirements and sound data to improve our ability to recruit, develop, and retain such a workforce. This must be predicated on well-reasoned and analytically based decision-making, not arbitrary reductions or artificial suppression of the civilian workforce. The Department’s

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FY 2025 civilian budget request recognizes those factors.

The Department’s talent management efforts will continue to pursue options to narrow the talent gap between defense strategy and emerging technologies. The FY 2025 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 capable civilian workforce ready to meet mission-critical needs now and emerging future mission requirements.

Figure 4.1 Civilian FTEs¹

Program	FY 2024 Request	FY 2025 Request	Percent Change
Army	184,566	184,363	-0.1%
Navy	215,019	218,196	+1.5%
Air Force	177,997	174,979	-1.7%
Defense-Wide	217,445	217,894	+0.2%
Total DoD	795,027	795,432	+0.1%
U.S. Direct Hires	777,785	777,735	-0.01%
Foreign Direct Hires	17,242	17,697	+2.6%

¹ Excludes Cemetery Expense and Foreign National Indirect Hire (FNIH) FTEs and includes Foreign Military Sales FTE allocation

Numbers may not add due to rounding

Building Resilience and Force Readiness

“We will continue to recruit and sustain a uniformed and civilian workforce that embodies the diversity and dynamism of our great democracy – because our people are the bedrock of a strong national defense.”

- Secretary of Defense Lloyd J. Austin III, Message to the Force, March 2, 2023

We enhance force readiness and develop the capabilities to protect America when we fully embrace diversity of backgrounds, experiences, and thoughts. 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 diseases globally, and provides health services to approximately 9.5 million beneficiaries composed of uniformed service members, military retirees, and family members. The MHS leverages its facilities and relies on the private sector for additional capability and capacity to accomplish this multifaceted mission. The MHS enables the National Defense Strategy by providing a Total Force that is medically ready for combat and resilient to obstacles and attack in a multi-domain environment to protect the security of the American people, our economic prosperity and opportunity, and defend the values at the heart of the American way of life. Performing much more than combat medicine, the MHS weaves together health care delivery, medical education, public health, private sector partnerships, and cutting-edge medical research and development.

The MHS readiness mission spans a broad portfolio of operational requirements, including combat casualty care, disaster relief, global health engagement, and humanitarian assistance.

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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 to complete their national security missions. The MHS provides a platform for Army, Navy, and Air Force medical professionals to ensure that all active and reserve medical personnel are trained and ready to provide medical care in support of operational forces worldwide.

The Fiscal Year 2025 budget request for military medicine is \$61.4 billion – a 4.6 percent increase from the Fiscal Year 2024 request. The \$61.4 billion is the Unified Medical Budget amount which includes the Defense Health Program appropriation request, Military Personnel costs, Military Construction costs, and Health Care Accrual contributions from the Services to the Medicare

The Military Health Care Budget

The MHS fosters, protects, sustains, and restores the health of Active Duty and Reserve Component Forces to support the mission. The MHS provides the direction, resources, health care personnel, and other means necessary for promoting and improving the health of our country’s fighting forces, their families, and those who served and retired. These include actions to develop and promote health awareness issues to educate beneficiaries, discover and resolve environmentally based health threats, provide comprehensive health care services (including preventive care and intervention services), perform comprehensive health surveillance, and improve the means and methods for maintaining the health of the beneficiary population by constantly evaluating the performance of health support. The funding and personnel to support the MHS’s mission is called the Unified Medical Budget (UMB). The Department’s investment in the UMB reflects its commitment to ensure timely, safe, and effective medical care delivery to our beneficiaries.

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

Program	FY 2024 Request	FY 2025 Request
Defense Health Program (DHP)	38.4	40.3
Military Personnel ¹	9.2	9.5
Military Construction ¹	0.5	0.5
Health Care Accrual ²	10.6	11.0
Unified Medical Budget	58.7	61.4
Treasury Receipts for Current Medicare-Eligible Retirees ³	12.1	13.7

¹ Funded in Military Personnel & Construction accounts.

Numbers may not add due to rounding

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 2.6 million Medicare-eligible retirees and family members.

The FY 2025 UMB request is \$61.4 billion, up 4.6 percent from the FY 2024 budget request. The difference between FY 2024 and FY 2025 within the DHP is driven predominately by the investment in military medical treatment facilities (MTFs) to sustain the direct care capabilities and investments in modernizing electronic health records/digital health. Within the FY 2025 DHP request, \$20.6 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

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funding increase in FY 2025 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 modernizing clinical and business processes and streamlining internal operations to support healthcare delivery in the direct care system.

Continued Transformation of the MHS

The NDAs for FY 2017, FY 2019, and FY 2020 contained language to drive various structural and management reforms within the MHS. Additionally, the MHS has faced numerous challenges and transformations in recent years. Despite these obstacles, the MHS continued delivering critical health services for the DoD, most dramatically on the battlefield and during the COVID-19 pandemic. As we come out of two decades of war and manage the dramatic changes COVID-19 wrought on global health, we recognize a strategic imperative to rebuild our military and civilian medical workforce and resource the MHS.

The DoD leadership determined the most effective way to take care of our people, support the National Defense Strategy, increase clinical readiness, mitigate risks to requirements, and reduce long-term cost growth in private sector care is to reattract beneficiaries to Military Treatment Facilities (MTFs) and maximize medical education and training pipelines. Reattracting care to MTFs and Dental Treatment Facilities (DTFs) requires a stable, predictable workforce sufficiently staffed, trained, and routinely available to provide health care to our beneficiaries. Rebuilding medical capabilities and providing increased support to our clinical personnel is critical, but it will take time and focused effort to accomplish while continuing to ensure necessary operational medical support.

The FY 2025 President's Budget provides key resources for the MHS by focusing on improving access to services for our patients by better integrating the direct and purchased care systems. This system will continuously improve, ensuring success in supporting Service members who are fit to fight; medical professionals who are ready to support them in training and on the battlefield, and provide outstanding outcomes for all those who serve.

In doing so, the MHS focuses on four key areas:

1. **Take Care of Our People.** Healthy, educated, and trained people take better care of people. We must restore the well-being of our health care personnel so that they are ready to provide the best care and the best support for those who go into harm's way.
2. **Stabilize the MHS.** The realignment of medical personnel, a volatile health care economy, and a new electronic health record created challenges to care for our beneficiaries and impacted our ability to generate and sustain medically ready and ready medical forces efficiently. The MHS is self-correcting and recovering from these challenges quickly and with purpose, driven by senior leadership.
3. **Modernize the MHS.** Health systems worldwide must transform to keep up with rapid innovation. A complex and challenging national security landscape requires us to streamline and reform health care delivery to make the best, most effective use of our nation's resources.
4. **Integrate MHS Capabilities.** Resources must be strategically applied to effectively and efficiently deliver the five integrated military health service capabilities: first responder care, forward resuscitative care, enroute care, theater hospitalization, and definitive care.

MHS Information Management and Information Technology

The Defense Health Agency (DHA) is building a modernized, integrated, and resilient Health Delivery System, focusing on Digitizing healthcare for the MHS. The Information Management / Information Technology (IM/IT) portfolio within the Defense Health Program provides the transformational technology enablers critical to DHA’s modernization goals for the MHS. The FY 2025 budget request includes \$0.5 billion to support the continued modernization efforts of the MHS, addressing the MHS Enterprise’s aging infrastructure, degraded MTF operational IT support, and mounting technical debt.

Digital Health Strategy

As the MHS looks ahead to a new strategic and technological environment, we must aggressively harness new and emerging digital health technologies. The surge in digital health care across the United States and with our allies and partners in response to the COVID-19 public health emergency provided valuable lessons on the accessibility of digital health, particularly its impact on health outcomes, equity, and costs. Many other potential benefits of a digital transformation in the MHS remain unknown or at least unexplored. While digital health transformation represents paradigm-shifting opportunities for the MHS to reimagine health care, simply layering digital technologies on top of the current model will not lead to large-scale improvement. Successfully implementing a digital health transformation requires fundamentally rethinking health care delivery day-to-day, operationally, and even in combat. The FY 2025 budget lays the groundwork for the digital transformation strategy informed by industry-leading practices, requirements, and input from the Office of the Secretary of Defense (OSD), Joint Staff, Military Departments, and the Defense Health Agency.

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 a robust Military Family Readiness System that includes 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. Moreover, it reflects the DoD’s commitment to continue improving Service member wellness and delivery of prevention and response efforts within the broader context of integrated prevention, which targets factors contributing to multiple readiness-detracting behaviors. The Department continues to promote and support spouse employment initiatives, including the noncompetitive military spouse employment program and military spouse preference for relocating spouses of active-duty members.

Additionally, using the authority provided in section 625 of the FY 2022 NDAA 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 continued the Military Spouse Career Accelerator Pilot (MSCAP) to support spouse employment. The MSCAP places military spouses into 12-week, paid fellowships across the corporate landscape to transition from fellows to full-time employees. Military OneSource, a 24/7 information and assistance service, links military members and their families to resources and support and preemptively provides nonmedical counseling to address stressful situations. The Morale, Welfare, and Recreation program

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provides much needed recreational and fitness resources for all family members to promote overall well-being. These are just a few examples of the support network 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 2025 budget request includes \$10.6 billion for military family support programs. The \$0.4 billion net increase from the FY 2024 request for military family support programs is primarily driven by increased funding to expand non-medical counseling to support the Suicide Prevention and Response Independent Review Commission’s (SPRIRC) recommendations addressing stigma and other barriers to care. A primary component of the Department’s vision for childcare also includes an additional FY2025 budget request of \$33.5 million to modernize the childcare workforce. Initiatives include redesigned childcare provider compensation, modernization of the childcare workforce, and the addition of special needs inclusion coordinators. These actions will contribute to the availability of childcare for eligible sponsors, i.e., active duty military, active duty combat-related wounded warrior, child development program staff, DoD civilian, Coast Guard civilian, Gold Star spouse, DoD contractor, other Federal employees, deactivated guard/reserve personnel or inactive guard/reserve in a training status, military retiree, and other sponsor types based on an installation’s policy.

Figure 4.3 summarizes of the Department’s FY 2025 budget request for these programs. Key programs are:

- **Child Care and Youth Programs:** Includes funding for child development programs, which serve up to 180,000 children annually in both installation and community programs, and for youth, teen, and school-liaison programs, which serve over 890,000 military-connected 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 235 commissary stores on military installations worldwide, employing about 11,500 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 in grades Pre-K through 12th.

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

Program	FY 2023 Actual	FY 2024 Request	FY 2025 Request
Child Care and Youth Programs	1.9	2.1	2.1
Morale, Welfare and Recreation	1.7	2.1	1.8
Warfighter and Family Services	2.1	2.0	2.5
Commissary	1.4	1.4	1.6
DoDEA Schools (including Universal Pre-K)	2.6	2.6	2.7
Total	9.7	10.2	10.6

DoD Family and Unaccompanied Housing

The DoD recognizes that the environment in which our Service members live impacts their quality of life, their ability to do their job, and the Department's ability to recruit and retain the force. We are committed to ensuring that all DoD housing- whether government-owned, government-leased, or privatized- meets life, health, and safety requirements, providing a positive living experience for military personnel and their families.

Military Housing Privatization

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 (approximately 202,000 units) of their U.S. family housing inventory, as well as 4,700 unaccompanied housing (UH) apartment units (8,500 bedspaces) on their U.S. installations.

The Department has made significant progress implementing actions to enhance the MHPI program and oversight of the private sector MHPI companies who own, operate, and maintain MHPI housing projects. For example, the MHPI Tenant Bill of Rights (BoR) is fully available at all but three of DoD's nearly 200 installations with MHPI housing, while the remaining three MHPI projects committed to providing the Tenant BoR in full in 2024. The Department is continuing the Small Installation Privatization Initiative (SIPI) MHPI to address long-term housing requirements at small geographically dispersed installations such as recent projects at U.S. Army Garrison Miami and Tobyhanna Army Depot. In addition, the Department has implemented policies, guidance, and procedures to enhance oversight of the MHPI program, including 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.

The Military Departments are taking measures to improve oversight and hold MHPI companies accountable, to include: revising project business practices for corrective actions; working with MHPI companies to revise project performance incentive fee metrics and incorporate tenant satisfaction survey results; establishing housing standards and inspection requirements; conducting housing inspections with increased frequency; increasing accessibility and transparency of the maintenance and repair work order system; establishing policies and procedures for health hazard assessments and mitigation; and refining internal controls and oversight.

In keeping with the Department's commitment to ensure a positive quality of life for service members and their families, the Department's FY 2025 budget request prioritizes: 1) funding for the Department's oversight of the MHPI program/projects; and 2) investment to support the necessary restructure of financially challenged MHPI projects to ensure that they can meet sustainment needs and deliver quality housing over the long-term.

The Department's FY 2025 Family Housing budget request includes \$194.0 million for investments in military family housing privatization and \$171.1 million for the Department's continued support of MHPI housing oversight and inspections.

Government-Owned and Government-Controlled Housing

The Department owns, operates, maintains or leases approximately 39,000 family housing (FH) units, most of which are on enduring bases in overseas locations where privatized housing is unavailable. In addition, the Department's housing inventory includes approximately 850,000 government-owned and leased UH bed spaces worldwide.

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The Department's government-owned and government-controlled (GovO/C) housing is challenged by significant maintenance backlogs and outdated, deteriorating housing facilities, highlighted, in part, by the September 2023 Government Accountability Office (GAO) report titled *Military Barracks: Poor Living Conditions Undermine Quality of Life and Readiness*. The Department has begun placing greater priority on funding for its GovO/C housing, but the sheer size of the existing inventory and historical accumulation of deferred maintenance challenges these investments.

To overcome these challenges and improve the quality of DoD's GovO/C housing, DoD must accelerate our investments and ensure they are appropriately prioritized to have the greatest impact on the livability of DoD housing. As such, the Department has initiated a Tiger Team to address on-going and urgent improvements in living spaces for Service members, initially prioritizing UH and FH for junior enlisted Service members. The Tiger Team will address the NDAA for FY 2024 provisions and the issues highlighted by the GAO report. Specific objectives include making immediate, ongoing, and urgent UH improvements; determining new configuration and habitability standards; improving accessibility, availability, and reliability of UH metrics to drive investment decisions; developing standardized preventative maintenance plans and schedules; and identifying opportunities to improve indoor environmental quality and address facility-related energy resilience objectives in coordination with other DoD organizations.

The Department is committed to remaining focused and coordinated on its GovO/C housing with bi-weekly meetings at the Assistant Secretary level to monitor conditions and improvements and evaluate investment and progress. At an installation level, the Department is improving its day-to-day management with professional UH oversight by civilian employees or dedicated military personnel, as directed in the NDAA for FY 2024. This reform will enable UH managers to focus solely on assessing and inspecting UH conditions, managing work orders for repairs, communicating with residents regarding repairs, and ensuring that installation maintenance officials conduct needed emergency and preventive maintenance.

In keeping with the Department's commitment to provide healthy, functional, and resilient living quarters for Service members and their families, the Department's FY 2025 budget request prioritizes investment in DoD's GovO/C UH and FH to support mission requirements, address health and safety concerns, improve quality of life for of our junior personnel, and enhance DoD oversight.

The Department's FY 2025 \$1.984 billion FH budget request is \$43.1 million (2.2 percent) higher than the FY 2024 budget request (\$1.941 billion) and includes \$549.9 million for 10 FH construction projects. The Department's FY 2025 Military Construction budget request includes \$1.093 billion for 11 UH construction projects, which is \$623.7 million (133 percent) higher than the FY 2024 budget request (\$469.3 million).

Ensure Accountable Leadership

The Department is committed to building a safe environment to serve. This includes fully embracing efforts to ensure the environment is free of any prohibited personnel practices and strives to eliminate sexual harassment/assault, extremism, and discrimination.

"We are one team, and we don't have one single teammate to spare. And so we will not tolerate sexual assault or sexual harassment in the U.S. military."

- Secretary of Defense Lloyd J. Austin III, Reagan National Defense Forum, December 2, 2023

Sexual Assault/Harassment Prevention

The DoD aspires to be an employer of choice where all members contribute to the defense of the Nation. For that to happen, the DoD must ensure the mental and physical safety of all its members and eliminate sexual misconduct and other behaviors that destroy unit cohesion and overall military readiness.

The FY 2025 President’s Budget requests \$1.2 billion for sexual assault prevention and response including \$651 million to fund the continued implementation of the recommendations of the Independent Review Commission on Sexual Assault in the Military (IRC-SAM). Significant work is underway 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. More than 775 prevention workforce personnel are in place, which includes approximately 175 prevention personnel in Air Force and Marine Corps who were in place before the IRC-SAM and around 600 new hires. Examples of other IRC-SAM efforts include seminal changes to the military justice paradigm, such as the successful stand up of independent Offices of Special Trial Counsels in each of the Services to significantly strengthen the independent prosecution of sexual assault 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, and prevention workforce policy, and has provided training and credentialing necessary to support the initial cohort of specialized prevention personnel, with more than 350 receiving their credential in FY 2023. These personnel are 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, retaliation, 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 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 2025 budget requests \$547 million including an increase of \$261 million to implement the Suicide Prevention and Response Independent Review Commission’s (SPRIRC) recommendations, as directed in the March 16, 2023, Secretary of Defense memo “Next Steps on Suicide Prevention in the Military.”

The Department has taken unprecedented action to counter harmful behavior in all its forms, including suicide, which deepened our understanding of effective prevention and intervention strategies and resulted in a more comprehensive approach to ending harmful behavior.

DoD’s commitment is to continue improving Service member wellness and delivering prevention and response efforts. The full implementation of SPRIRC recommendations will occur across these five lines of efforts:

1. **Foster a supportive environment** to ensure a healthy, supportive, and fulfilling quality of life for Service members.

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2. **Improve the Delivery of Mental Health Care** by improving recruitment and retention of mental health providers and establishing a behavioral health case management workforce with post-discharge support.
3. **Address Stigma and Other Barriers to Care** by taking action to expand non-medical counseling, tele-behavioral health services, and enhancing efforts to integrate mental health into primary care settings.
4. **Revise Suicide Prevention Training** through modernizing the content, delivery, and dosage of suicide prevention training.
5. **Promote a Culture of Lethal Means Safety** through a comprehensive public education campaign, funding initiatives for safer ways to store firearms, and making improvements to reduce risk in barracks and dormitories.

Diversity, Equity, Inclusion, and Accessibility (DEIA)

In policy and in practice, the Department contends that each Service member and civilian employee should be treated with dignity and respect and allowed to work in an environment free from 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 dignity and respect 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, thoughts, experiences, expertise, and education enhances DoD's global joint warfighter capabilities fundamental to all DoD activities. The DoD has taken several actions to strengthen its anti-discrimination posture and advance a culture of dignity and respect throughout the Department. Notably, the 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. It also conducted the inaugural Talent Management Innovation Challenge to capture the diversity of thought, experience, background, and capability offered by the total force and bring forth new ideas on improving talent management and diversity across the Department. To inform decisions regarding the Department's strategies to invest in its people and culture, central to mission accomplishment, and in how we shape and conduct operations we collected research and data from DoD, industry, and academia that demonstrates how leveraging the diverse strengths of the Total Force contribute to mission success.

The FY 2025 President's Budget request demonstrates the Department's commitment to DEIA and includes \$162 million for dedicated DEIA activities. This funding across the Military Departments, the OSD Office for 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 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 Department is dedicated to pursuing advanced insider threat mitigation capabilities integrated with security reform and personnel vetting efforts. The FY 2025 budget request further includes \$130 million to strengthen the DoD Insider Threat Program (InTP) oversight, capabilities, and resource commitments. These resources will maintain and sustain the Department's capabilities to deter, detect, and address insider threat behavior areas of espionage, terrorism, workplace violence, suicide, and domestic violence before they manifest into harmful effects to the Department's workforce and missions. Resources supporting the InTP mission will be used for the development of an enhanced enterprise case management system, analytic tools for insider threat analysis, information-sharing with other security activities, assessment of DoD Component Insider Threat Programs, and a DoD Workforce Insider Threat Hotline to receive Department-wide reports and promulgate them to appropriate insider threat hubs. Components will also field and mature capabilities to detect and deter violent behaviors and conduct behavioral threat analyses. The Joint Management Office for Insider Threat and Cyber Capabilities (JMO-InTCC) was established by the Secretary of Defense and is in the process of standing up. The JMO-InTCC is an integrated approach to advancing cyber tools and insider threat analysis, overseeing user activity monitoring and improving threat monitoring across all DoD networks. Implementing these capabilities will improve the Department's ability to protect DoD resources, personnel, installations, and information from evolving insider threats and support Department-wide readiness.

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. This commitment to ensuring safe operations throughout our installations is also essential for meeting the Department's recruitment and retention goals. The FY 2025 budget request includes resourcing for statutory and regulatory requirements to implement comprehensive safety and occupational health programs effectively and to enhance combat capability and warfighter readiness across all operations, including: Safety and Occupational Health staff to manage safety programs and provide proactive risk management guidance to commands, perform surveillance and risk mitigation activities, and develop and implement the information management capabilities to support these functions. The budget request comprises resources 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 the DoD-wide efforts to continually improve and promote an enduring safety culture in operational and training settings, prevent fatalities, injuries, occupational illnesses, and loss of assets from non-combat mishaps, both on- and off-duty, manage safety hazards, and ensure actionable, enterprise safety data is accessible to support DoD's business processes for managing and minimizing safety risks. To identify risk mitigations and support resource decisions, standardized historical and future safety data will be integrated and analyzed with readiness, training, maintenance, medical, and other information. The FY 2025 budget request includes resources for the Military Departments/Services to continue implementing the 2021 report on the National Commission on Military Aviation Safety recommendations. Requirements also include investing in safety technologies and innovative solutions to support the preservation of human and physical resources.

TRANSFORM THE FOUNDATION OF THE FUTURE FORCE

“But the one advantage they can never blunt, steal, or copy, no matter how hard they try — because it’s embedded in our people — is American ingenuity: our ability to innovate, change the game, and in the military sphere, to imagine, create, and master the future character of warfare.”

- Deputy Secretary of Defense Kathleen H. Hicks, August 2023

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 2025 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 2025 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.

Replicator Initiative

In late August and early September 2023, Deputy Secretary of Defense (DSD) Hicks announced the Replicator Initiative. Led by the Deputy and the Vice Chairman of the Joint Chiefs of Staff, the Replicator initiative is DoD’s effort to accelerate the rapid fielding of capabilities needed by warfighters. Replicator builds on multiple efforts to add urgency to defense innovation and avoid systemic roadblocks.

- Replicator will deliver capability to our warfighters at a speed and scale relevant to the character and tempo of today’s fight. Moreover, the Replicator Initiative is about a process, institutionalizing the leadership focus and whole-of-department engagement that yields acceleration and dismantling institutional barriers—to help deter major conflict and win if forced to fight.
- The Defense Innovation Unit (DIU), through its elevation as a direct report to the Secretary and role chair of the Deputy’s Innovation Working Group, has been tasked to help lead this initiative, and in coordination with the Military Departments, Combatant Commands, and other components.
- The first iteration of Replicator (“Replicator-1”) is intended to scale all-domain, attritable autonomous systems (ADA2 systems), substantially enhancing our ability to counter the PRC’s military mass with the goal to deliver thousands of relatively low-cost systems by August 2025 to help the Department counter China’s military buildup. Replicator-1, Tranche-1 capabilities and systems: (1) meet the operational need identified by combatant commanders, (2) are at high technology readiness levels or can be accelerated to achieve high readiness within the target time period, and (3) have pathways to scaled production.

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Systems span multiple domains.

- Replicator is not a program of record with its own line of funding, but rather an effort to accelerate the acquisition and fielding technologies in development or production.
- Future iterations of Replicator will deliver successive portfolios of capabilities in support of the NDS, aggregating lessons on eliminating acquisition and operational barriers with each iteration.

Operational Energy

The FY 2025 budget request includes \$850.7 million in investments to improve the energy efficiency of operational platforms to enhance the ability to operate in contested environments. 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. This also includes investments to accelerate the 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 prototyping new platforms like blended wing body aircraft that can potentially increase range and payload.

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

“To maintain our competitive advantage, the United States must continue to harness its unmatched strengths — its private capital markets, national security supplier base, and vibrant technological ecosystem.”

- Secretary of Defense Lloyd J. Austin III, September 2023

Our Nation’s technological edge has long been a foundation for our enduring advantage. Today, the United States is in a global competition to be the world’s leader in critical and emerging technologies. The private sector provides most of the capital for U.S. technology research, development, and production, making private capital a powerful force in shaping the agenda for advancing America’s technology. Increased private capital investment in the critical technology supply base is vital to national and economic security. In response, the Secretary of Defense established the Office of Strategic Capital (OSC) to develop, integrate, and implement proven partnered capital strategies to attract and scale private capital in critical and emerging technologies. This initiative aligns with the requirement to establish a pilot program to strengthen the industrial and innovation base according to Section 1711 of the National Defense Authorization Act (NDAA) for FY 2018, as amended by Section 213 of the NDAA for FY 2021, and the requirement to establish National Security innovation activities according to Section 230 of the John S. McCain NDAA for FY 2019. We are also moving out to implement new FY 2024 NDAA authorities.

Rapid Defense Experimentation Reserve (RDER)

The RDER initiative, managed within the Office of the Under Secretary of Defense for Research and Engineering, is a whole-of-DoD effort focused on advanced technologies to provide rapid capabilities to address our most difficult military challenges. The RDER facilitates accelerated transition by leveraging joint experimentation through a structured, multi-year campaign of learning in collaboration with warfighters to mature the right capabilities against critical joint warfighting needs. The RDER focuses on key joint operational challenges, applying mission engineering methodology—including modeling, simulation, and analysis—supporting a campaign of operationally relevant joint experimentation to deliver the right technologies and capabilities for

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Joint Warfighters. The RDER accelerates joint innovation and transition, expands international partnerships and multi-lateral engagement, engages across services to center joint experimentation, quickly demonstrates innovative ideas, and informs future Warfighting Concept development.

The FY 2025 budget request supports transition of several successfully demonstrated advanced technologies to close critical gaps in the Joint Warfighting Concept. Building on this success, several multi-component experiments with dozens of new technologies are planned in FY 2025.

Assault Breaker II (ABII)

The ABII initiative seeks to fundamentally change how the military thinks about designing, buying, and deploying future systems. The ABII exploits existing and emerging technologies, across the Services and industry, to address known capability gaps, opportunities, and threats. The ABII is developing joint modeling and simulation (M&S) tools and conducting enduring mission-centric, multi-service and multi-domain analyses and experimentation, which will continuously inform research and development and procurement program recommendations. The ABII effort is critical to designing and fielding near, mid, and far term solutions for assured power projection and will give the United States an enduring capability to rapidly design and evaluate novel warfighting architecture concepts to outpace the adversary. The FY 2025 President's Budget establishes ABII within the OSD enterprise, culminating its transition from DARPA in FY 2024.

Joint Fires Network (JFN)

The JFN is a pathfinding prototype addressing Combatant Command needs while informing Combined Joint All-Domain Command and Control (CJADC2) long-range fire requirements over an information technology-based architecture. The JFN Battle Management System will display real-time, fused, actionable threat data to Joint, Partner, and Allied forces, with the ability to hold those targets at risk. Geographically dispersed commanders will share a common understanding of the battlespace simultaneously, fed by platform sensors that can provide targeting guidance to key weapons systems. Coupled with the lethality of current and future munitions, joint force commanders will use JFN to underpin conventional deterrence and achieve decision advantage for combat success. The FY 2025 President's Budget request supports JFN rapid prototyping activities for integration of CJADC2 enablers to maintain our edge in command and control across all domains.

Accelerate the Procurement and Fielding of Innovative Technologies (APFIT)

The APFIT program, managed within the Office of the Under Secretary of Defense for Research and Engineering, awards procurement funding to projects with production-ready capabilities and current procurement funding gaps, enabling more seamless transitions from development to production. The APFIT makes competitive annual awards to small businesses and non-traditional defense contractor candidates submitted through a rapidly growing pool of DoD participants. Each award ranges from \$10 million to \$50 million and is immediately available upon selection, enabling rapid production capacity enhancement while accelerating delivery of initial systems. The APFIT better positions industry partners for full-rate production at the Service or Agency's time of need. Recognizing previous successes of the pilot program and increased participation from Program Offices across the DoD, the FY 2025 President's Budget request supports continued procurement and fielding acceleration through the APFIT program.

MAKE 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 OSD, the

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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.

We are confident that America and our unparalleled network of allies and partners can out-compete and out-innovate strategic competitors by taking full advantage of open science, collaborative research, and free enterprise.

- National Defense Science and Technology Strategy

Science and Technology

The FY 2025 budget request for science and technology is \$17.2 billion. This includes Basic Research (Budget Activity (BA)-01), Applied Research (BA-02) and Advanced Technology Development (BA-03) and constitutes 12.0 percent of the overall RDT&E funding request. The FY 2025 budget request advances our focused science and technology effort by investing in critical technology areas to strengthen our technological advantage today and maintain that advantage through the decades ahead.

Figure 4.4 Science and Technology Funding Levels (\$ in billions)

Program	FY 2023 Actuals	FY 2024 Request	FY 2025 Request	FY24-FY25 Change
Basic Research (BA01)	2.8	2.5	2.5	0.0
Applied Research (BA02)	7.7	6.0	5.8	-0.2
Adv Tech Dev (BA03)	11.8	9.3	9.0	-0.3
Total S&T	22.3	17.8	17.2	-0.6

Numbers may not add due to rounding

Advanced Capability Enablers

Advanced Capability Enablers include investments in Critical Technology Areas and investments in technologies vital to maintaining enduring advantages that enable military operations and enhance existing capabilities. These capability enablers are foundational to nearly all military systems, developing new systems, and defenses against potential adversary systems that strengthen existing defense capabilities. The FY 2025 budget request makes critical investments in these technologies.

Informed by the strengths and needs of our stakeholders, the Department has identified 14 technology areas critical to our enduring advantage. These do not encompass all technology fields relevant to defense; however, they enable us to focus our efforts and investments on the most pressing needs and 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 field in the future, effective adoption areas in which there are existing and vibrant commercial-center activities, and seed areas of emerging opportunity where leap-ahead ideas and capabilities may be found. The Department continues to actively monitor technology worldwide to adjust priorities and address emerging areas critical to maintaining our enduring advantage.

Figure 4.5 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 • Integrated Network Systems-of-Systems • Microelectronics • 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

Microelectronics: Microelectronics are fundamental to the operation of virtually every military system, including communication and navigation systems and complex weapon systems. The FY 2025 President’s Budget request includes \$2.5 billion to fund vital microelectronics initiatives including the Trusted and Assured Microelectronics Program, DARPA’s Electronics Resurgence Initiative 2.0 effort, the tech transition of prototypes, and radiation hardening and legacy system sustainment, while an additional \$400 million is available from appropriations through the Creating Helpful Incentives to Produce Semiconductors (CHIPS) and Science Act of 2022, which funds the Microelectronics Commons.

Hypersonics: Hypersonic systems will deliver cutting-edge capabilities and strategic options to the Armed Forces to ensure the DoD maintains the ability to deter potential adversaries and defeat aggression whenever necessary. The FY 2025 President’s Budget supports developing and demonstrating offensive hypersonic strike weapons, hypersonic defense systems, and critical enablers such as science and technology, workforce development, test and evaluation infrastructure, and industrial base capability and capacity.

Fundamental Investments

Early-stage basic and applied research underpins the Department’s science and technology investments. The payoff for this research may not be evident for years, but it is critical to ensuring our enduring technological advantage in the decades ahead. The Department has often demonstrated the connection between research investments and transformational military capabilities, developing advanced technologies that ensure our national security and have important commercial applications that provide enduring economic advantage to American industry and workers.

Laboratory Funding

The Department’s science and technology reinvention laboratories (STRLs) engage in basic and applied research, advanced technology development, system acquisition support, and testing and fielding of systems. Spread across 22 states, the 23 DoD STRLs employ 85,244 STRL civilians, to include scientists, engineers, and support personnel. The STRLs execute a substantial portion of the Department’s science and technology accounts.

Testing Funding

The Department’s budget for test and evaluation infrastructure comprises investments made by the Military Services, Defense Agencies, and OSD. The Military Services and Defense Agencies prioritize their spending on test requirements specific to their respective Services and Agencies, while the OSD prioritizes its investments on delivering enterprise test solutions aligned with national strategic guidance. The Department continues investing in new test technologies and

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capabilities to accelerate the development and delivery of advanced weapon systems. The FY 2025 budget supports testing in critical technology areas (\$1.6 billion) including hypersonic weapons, electronic warfare, nuclear modernization, directed energy, cyber, space, trusted AI, and multi-domain operations.

The Department supports testing across the full spectrum of research and development activities – from experimentation, demonstration, and prototyping through developmental, operational, interoperability, and live-fire testing. At the core of the Department’s test infrastructure lies the Major Range and Test Facility Base (MRTFB), which has 23 major sites across the United States and around the globe. Critical to the testing of near-term and future warfighting capabilities, the MRTFB employs an estimated 30,000 people, occupies approximately 18,000 square miles of land – more than half the Department’s land – and includes 180,000 square miles of airspace.

Innovation Training Programs

Workforce development is critical to maintaining an enduring advantage over potential adversaries because the United States needs a deep and talented pool of people to explore complex technical challenges. The FY 2025 budget continues the Department’s investments in developing the future science and technology workforce and supporting youth development and citizenship programs that cement the Department’s connection to the communities we serve.

The National Defense Education Program (NDEP) funds programs providing STEM outreach beginning at pre-kindergarten to address critical STEM and other technology-related education and talent development challenges. The NDEP is the most extensive STEM program across the Department. Its goal is to inspire, develop, and attract a diverse and agile technical workforce. The FY 2025 President’s Budget requests \$170 million to support NDEP efforts.

- The NDEP programs include two initiatives. The Science, Mathematics, and Research for Transformation (SMART) Scholarship-for-Service Program offers scholarships for undergraduate, masters, and doctoral students currently pursuing a degree in one of 21 STEM disciplines. The SMART scholars receive full tuition, annual stipends, and guaranteed employment with the Department after graduation. The second NDEP initiative is the Defense STEM Education Consortium (DSEC). First launched in 2019, this successful initiative aims to broaden STEM literacy and develop a diverse and agile workforce with the technical excellence to strengthen our Nation.

The Biotechnology (BIOTECH) Education Program supports DoD and Federal STEM Education Strategy and is focused on building biotechnology literacy, diversity and inclusion, and developing the future biotech workforce that addresses national defense needs and challenges and the Department’s Biotechnology Roadmap. The DoD recognizes the importance of domestic programs that motivate young people to pursue education and career opportunities in biotechnology.

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The Department's Research and Education Program for Historically Black Colleges and Universities (HBCUs) and Minority Institutions (Mis) is funded in the FY 2025 budget at \$100 million. 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 STEM fields.



Advanced Component Development and Prototypes

The Department is committed to transitioning advanced components and prototypes into Warfighter's hands across the valley of death into acquisition programs or through rapid fielding authorities through a deliberate campaign of learning. This year's budget emphasizes the importance of mission engineering, prototyping, demonstration, and experimentation with innovative enterprise and industry technologies in operational joint and coalition environments to close Joint Warfighting Concept capability gaps rapidly.

Technology and Program Protection

Protecting our technology and programs is vital to achieving an enduring advantage. While we must accept some risk to catalyze innovation, we must protect sensitive technologies and military programs from theft, diversion, and exploitation. We ensure consistent risk assessment and mitigation, apply targeted controls, and work closely with our allies and partners to jointly and effectively protect our collective research, development, and innovation efforts.

Our strategic competitors are aware of the strength of our innovation ecosystem and are actively attempting to acquire technologies from the United States through licit and illicit means. In response, developing and employing tailored protection measures for investments made at different stages of the technology lifecycle is vital to achieving an enduring advantage. For example, technology protection measures tailored to basic research will likely be ineffective to protect fielded capabilities, necessitating that the Department use measures appropriate to the maturity of the technology to maintain our technical edge. This budget submission includes implementing a pre-award due diligence review for fundamental research and innovative small business awards. This allows the Department to mitigate the impact of potential conflicts of interest or conflicts of commitment in our basic research portfolio, as well as mitigate potential security risks in our Small Business Innovation Research and Small Business Technology Transfer awards.

Adversary threats are outpacing policies and practices for engineering weapon systems requiring a security and cyber engineering knowledgeable workforce to support the systems at speed and scale on which the Joint Force depends that are dependably safe, secure, and resilient. The Department is anchoring our strategy in allies and partners by optimizing the processes for identifying critical program information across the National Security Industrial Base to improve protection responsiveness, flexibility, and efficiencies. This guidance will accelerate delivery of warfighter capability at speed and scale.

To cultivate the system security and secure cyber resilient engineering workforce, the Department

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works with interagency, industry, academia, allies, and partners to improve standardization. Examples include through publishing the Engineering Cyber Resilient Weapon System Book of Knowledge and establishing Education and Training initiatives with the Defense Acquisition University and National Defense University to increase system security engineering competency. The Department is working with Department of Energy to improve Nuclear Weapon Information Technology cybersecurity. To accelerate data integration, software assurance, and microelectronics trust and assurance, the Department has modernized the Joint Federated Assurance Center Coordination Support Center to provide innovative assurance tools and technologies for use across the enterprise.

STRENGTHEN RESILIENCE AND ADAPTABILITY OF OUR DEFENSE ECOSYSTEM

To meet our nation's 21st-century defense needs, the United States requires an adaptive, resilient, and robust defense ecosystem. Today's DIB requires additional investment from private and government sources to modernize infrastructure and capacity to provide military capabilities at the speed and scale necessary for the U.S. to prevail in a near-peer conflict. To adapt and fortify our existing capabilities and capacities, the Department needs to focus on investment and to buy down supply chain risk and expand capacity. This will require investment in the systems, processes, and workforce used to produce military capabilities and the infrastructure.

Defense production and services are part of a vast, diverse, and global ecosystem that draws from technology and manufacturing sectors, foreign and domestic. The National Defense Industrial Strategy (NDIS) describes the Department's strategic approach to develop a modern DIB. The NDIS framework outlines four priorities for achieving a 21st century DIB:

- Resilient Supply Chains
- Workforce Readiness
- Flexible Acquisition
- Economic Deterrence

The strategy recognizes that the Department cannot institute these changes alone. Great effort, cooperation, and coordination among the federal U.S. government, private industry, and our international allies and partners will be needed to modernize industries and services provides that support the warfighters. Aligning ongoing efforts within the NDIS priorities will enable better coordination among programs, allowing for quicker identification of strategic opportunities and challenges and potential responses such as investment or a policy modification.

Cross-governmental efforts will be necessary to create the legal and policy conditions that allow new entrants into the defense production and services community to add resilience to the DIB. We must solicit entrants of all types: large and small, domestic and foreign, and those with no previous relationship to the defense department or defense production while developing new public-private dialogues and relationships.

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Defense Industrial Base

The DIB is the industrial capability and capacity to provide goods and services to meet current and future Defense requirements. This includes supporting research and development, design, production, deployment, and sustainment of Defense platforms and weapons systems, and their enabling technology areas. The post-Cold War contraction of the DIB is a reflection of market forces. The existing DIB structure is sufficient for predictable ammunition and equipment consumption rates to support peacetime training and modest operational expenditures.



Since Russia invaded Ukraine in February 2022, the Department has committed more than \$42.5 billion in security assistance to Ukraine including support for air defense, long-range fires, ground maneuver, aircraft and unmanned aerial systems, anti-armor and small arms, and other capabilities. Security assistance has been provided in two ways, U.S. contracts for new military equipment (Ukraine Security Assistance Initiative) and drawdowns from existing U.S. military inventory via Presidential Drawdown Authority. The Department has used Ukraine Supplemental requests to replenish stocks of weapons and materiel donated to Ukraine, helping to mitigate potential impacts to U.S. readiness and ensuring continued support to Ukraine. When the Defense Department places new orders for weapons or vehicles, those funds flow through a complex web of suppliers – companies large and small, employing people across the country. Past supplementals have already provided more than \$30 billion to replace equipment drawn down from U.S. or procure capabilities directly for Ukraine through the Ukraine Security Assistance Initiative (USAI), which is directly impacting prime vendors and critical suppliers in more than 30 states. At the same time, the Department is also helping the defense industrial base expand its capacity to produce critical defense capabilities. To date, past supplementals have enabled DoD to invest an additional \$3.0 billion across 18 states to help defense contractors both expand and modernize existing production lines and add new lines entirely.

“Developing and empowering this modern defense industrial ecosystem is key to integrated deterrence and building enduring advantages. By aligning policies, investments, and activities inside and outside the Department in a manner that is tailored to specific competitors, our industrial ecosystem can strengthen deterrence to maximum effect.”

- Deputy Secretary of Defense Kathleen H. Hicks, Forward from the National Defense Industrial Strategy, 2023

Encouraging defense suppliers to increase production capacity will require a coordinated effort by industry, Congress, DoD, and other federal departments and agencies; a public recognition of the associated burden on the taxpayer and the economy itself; and a broad acceptance of the defense industry, including our global industrial partners, as vital for national defense.

The DoD continues to build upon its efforts to invest in the strategic focus areas described in DoD’s report responding to President Biden’s Executive Order 14017, *America’s Supply Chains*. The Department continues to leverage the Defense Production Act Purchases (DPAP) and Industrial Base Analysis and Sustainment (IBAS) programs, funded at a combined total of

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\$1.5 billion, to address industrial base challenges. Key investment lines of effort include:

- Castings and Forgings (includes Machine Tools) (\$368.7 million): Modernize metalworking research and production infrastructure and conduct specific research efforts, develop, and upskill the metalworking workforce, upstream supply chain security initiatives intended to ensure DoD has access to the refined materials required to produce cast, forged, and additively manufactured metal products, and support strategy development including improved data analytics.
- Critical Materials (\$192.7 million): Develop secure, resilient supply chains across the spectrum of the rare earth element applications, including domestic processing and separation of rare earth elements; rare earth element metallization; permanent magnet production; and processing of critical materials waste and recycling streams. Additionally, support the development of the critical materials workforce through partnership with technical, academic, and outreach organizations.
- Microelectronics (\$375.3 million): Establish a domestic secure advanced packaging capability (includes tools, testing, and evaluation), develop an enterprise parts management system for evaluating and addressing microelectronics supply chain concerns, increase capabilities for the printed circuit board and advanced substrate DIB, establish a robust digital engineering capability (includes access to virtual prototyping tools, cloud-based co-design, and training) for the U.S. DIB, and increase capacity and capabilities for lower tier suppliers of advanced radar technologies.
- Workforce (\$112.2 million): Investments address defense industrial base workforce risks, shortfalls, and skill gaps affecting the Department's production and sustainment requirements. For example, the Naval Sea Systems Command and Assistant Secretary of Defense (Industrial Base Policy) are partnered to mitigate significant industrial workforce risks to the Navy's aggressive "1+2" strategy to produce one Columbia and two Virginia class submarines yearly. The FY 2025 investments will continue momentum in the New England and Mid-Atlantic regions to expand and tailor outreach to fill training and hiring pipelines, improve training capacity and quality, and address worker retention and wrap-around support needs. Investments will also address similar requirements in other defense-critical supply chain regions and locales, including but not limited to the Great Lakes, West Coast, Texas, and Indo-Pacific areas. Data analytics investments will also underpin the portfolio's problem analysis and solution development activities.
- Hypersonics (\$163.4 million): Research and development efforts to decrease production lead times and increase critical sub-tier one suppliers by developing, certifying, and training the workforce on new processes and materials for Thermal Protection and Solid Rocket Motors. Additional efforts are to expand and enhance testing capabilities and capacity specifically for the hypersonic operating envelope to improve transition.
- Biomanufacturing (\$124.7 million): Scale emerging biotechnology for critical materials and precursors. Efforts include converting facilities to accelerate commercialization of DoD biotechnology design, piloting modular manufacturing facilities to mitigate logistics bottlenecks in forward-operating environments, and integrating bio-manufactured products and precursors into DoD acquisition pathways.

However, expansion of production capability will not be achieved simply by expanding brick-and-mortar facilities. Indeed, through leveraging our national competitive advantages, we will invest in and use modern technologies to improve production capacity and efficiency. The DoD will embrace new initiatives like Advanced Manufacturing Forward to produce advanced technologies domestically through investments in regional manufacturing ecosystems. The DoD will expand

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efforts to incentivize, invest in, and otherwise promote the use of advanced automation technologies by defense suppliers to reduce total life cycle costs, increase readiness, and, as appropriate, fill workforce gaps.

Critical Supply Chains

The National Defense Industrial Strategy (NDIS) notes that the DoD must balance the need for production speed and scale with cost. This drives the requirement for resilient, healthy, diverse, dynamic, and secure supply chains to ensure the development and sustainment of capabilities critical to national defense.

Currently, the health of sub-tier suppliers, manufacturing capacity, and lack of visibility into our critical supply chains create unique challenges that must be addressed to meet national security objectives. By working better with industry partners and more strategically utilizing the Organic Industrial Base, the Department will achieve a more resilient, modern industrial base that is economically and environmentally sustainable, and does not rely upon adversarial foreign sources of capital, technology, raw materials, and critical inputs.

Ensuring the health of suppliers is crucial to a healthy, diverse, and modernized DIB. The Department will explore ways to better assess the health of the supply chains and industrial base. The NDIS outlines the actions the Department will take to ensure that we build and maintain resilient supply chains to support the 21st Century DIB:

- Incentivize industry to improve resiliency by investing in extra capacity
- Manage inventory and stockpile planning to decrease near-term risk
- Continue collaboration to support domestic production
- Diversify supplier base and invest in new production methods
- Leverage data analytics to improve sub-tier visibility to identify and minimize strategic supply chain risks and to manage disruptions proactively
- Engage allies and partners to expand global defense production and increase supply chain resilience
- Improve the Foreign Military Sales process
- Enhance industrial cybersecurity

The FY 2025 budget requests \$2.1 million to create a single repository for organizing supply chain illumination studies conducted by components across the DoD. These studies, commissioned by DoD offices and executed by external companies, provide detailed information on specific supply chains and industrial base participants based on the needs of the commissioning office. This repository for these studies will leverage the stored data across the Department to increase understanding of the defense industrial landscape and deepen DoD's ability to identify vulnerabilities in the DIB.

Submarine Industrial Base

In FY 2025, \$4.0 billion in funding is requested for the Submarine Industrial Base (SIB), which exemplifies DoD's commitment to bolstering domestic capabilities and capacities for defense platform production. The SIB primarily supports programs for DoD, making it highly sensitive to changes in support or funding from DoD. These requests support NDIS priorities in supply chain resiliency, workforce development, and flexible acquisition.

The requested funds support recommendations developed as part of the preliminary findings in the Submarine Industrial Base Study (SIB-25) conducted by the Cost Assessment and Program

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Evaluation (CAPE) office. The FY 2025 budget implements actions to address the findings of this report in the following areas:

- **Supplier Development:** The SIB has been impacted by the contracting DIB and the overall decrease in spending on these programs. Funding will focus on increasing capacity and capabilities in the existing SIB and supporting new suppliers entering the defense market.
- **Infrastructure Development:** Due to a lack of peacetime investment, SIB infrastructure needs assistance for both DoD-owned installations and commercial facilities. Funding here will support prime shipbuilders, public facilities, and the supply system for the SIB.
- **Workforce Development:** Because of decreased demand for skilled workers in shipyards and more attractive job options elsewhere, there are not enough workers to fill positions in the SIB. Increasing efforts to attract, train, and retrain workers in the specialties required for the SIB is urgently needed and supported by this part of the request.
- **Government Oversight:** In addition to increased workforce needs, overseeing the increasing demands on the SIB will require additional government personnel. Billets supported by this funding will increase staffing levels for SIB planning, engineering, execution, and oversight.
- **Technology opportunities:** Since little investment has happened in SIB manufacturing, these facilities have not benefitted from significant improvements in manufacturing technologies like additive manufacturing and robotics. This funding line supports research, development, and implementation of advanced manufacturing technologies to modernize SIB production.

The SIB-25 findings also recommended funding strategic sourcing within the SIB. The FY 2025 budget request includes investments in current and potential strategic partners to reinforce the prime shipbuilders.

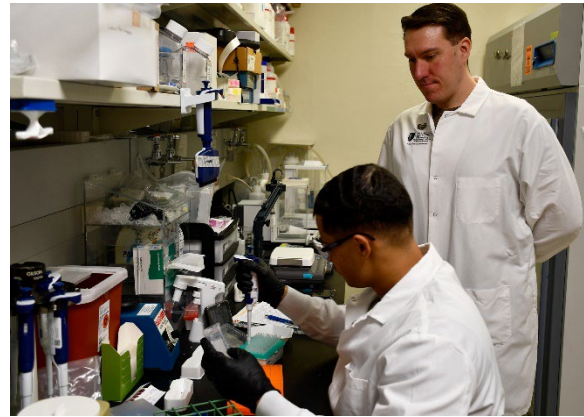
In addition to the SIB request, the Navy's Shipyard Infrastructure Optimization Program (SIOP) includes \$468 million to specifically enhance public shipyard infrastructure to perform maintenance on nuclear powered submarines and aircraft carriers.

Installation Resilience and Adaptation

Built and natural infrastructure serve as the platforms from which the Department executes its mission. To prevent disruption to operational plans and maintain mission readiness, the Department is investing \$3.6 billion to adapt military facilities to withstand increasingly challenging climate and extreme weather conditions; deploying advanced technologies to avoid or reduce damages and strengthen the ability to rapidly and wisely recover from disruptions to public infrastructure; improving installation energy, mission resilience, and water resilience; and modernizing Department energy operations to keep pace with industry.

Biodefense

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



The BPR proposed a prioritized approach balancing the need to understand, protect, and mitigate biological threats for an integrated, layered defense to proactively and preemptively address bio-incidents that threaten the execution of national defense required capabilities. To posture the Department for biodefense and pandemic preparedness, this budget largely maintains increases in FY 2024 for 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 deliberate biological incidents. The FY 2025 budget also adds \$42 million to improve early warning of novel and emerging pathogens, including deliberately engineered ones.

This budget delivers improved early warning through expanded bio-surveillance and analytic capabilities, aligned with advancements 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 capture and transfer, and expanded surveillance, physiological monitoring, and sequencing capabilities for early warning and 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, so that the Joint Force can continue operations and fight through a bio-incident, and increased training and exercises for biodefense preparedness and response. The DoD invests in enhancing our industrial base and optimizing the manufacturing of key countermeasures.

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

ADDRESSING MANAGEMENT INSTITUTIONAL PRIORITIES

The DoD Consolidated Audit Strategy

“We are working hard to address audit findings as well as recommendations from the Government Accountability Office. The Components are making good progress resulting in meaningful benefits...”

- Under Secretary of Defense (Comptroller) Michael J. McCord, November, 2023

The DoD completed its sixth annual consolidated financial statement audit in FY 2023. The FY 2023 audit involved over 1,600 auditors, conducting nearly 700 site visits. Figure 4.6 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 generates detailed findings and recommendations to guide further 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.

In addition to the 27 standalone audits conducted in past years, the Independent Public Accounting (IPA) firms conducted two new standalone audits in FY 2023 for DARPA and the Defense Threat Reduction Agency. The DoD Office of Inspector General oversaw the work of the IPAs and issued the overarching consolidated audit opinion. In FY 2023, ten reporting entities received unmodified opinions and one received a qualified (modified) opinion. Seven of these reporting entities had received unmodified opinions as of November 15, 2023, as reported in the FY 2023 Agency Financial Report. The total increased to ten as three outstanding audits resulted in unmodified opinions. In February 2024 the USMC received an unmodified audit opinion - the first military service in DoD to do so.

All other DoD reporting entities and the DoD consolidated audit received a disclaimer of opinion. A disclaimer of opinion means the auditor could not obtain sufficient appropriate audit evidence on which to base an opinion on the financial statements; 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 progressing toward a favorable audit opinion. Figure 4.6 shows each reporting entity's resulting opinion or disclaimer.

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Figure 4.6 FY 2023 Audit Results

Navy General Fund	U.S. Marine Corps General Fund	DISA General Fund	Defense Contract Audit Agency	Military Retirement Fund
DON Working Capital Fund	DLA Working Capital Fund	DISA Working Capital Fund	NRO	Medicare-Eligible Retiree Health Care Fund
DAF General Fund	DLA General Fund	Defense Health Program	DoD OIG	U.S. Army Corps of Engineers – Civil Works
DAF Working Capital Fund	DLA NDSTF	NGA	Other Components and Accounts ¹	DHA-Contract Resource Management
Army General Fund	USSOCOM	DIA	DTRA	Defense Commissary Agency
Army Working Capital Fund	USTRANSCOM	NSA	DARPA	DFAS Working Capital Fund
Unmodified	Qualified	Disclaimer	OMB Required	

¹Other Components and Accounts are part of the DoD consolidated audit and not considered a standalone audit. This graphic serves solely to illustrate that the DoD consolidated audit received a disclaimer of opinion.

The audits also resulted in consolidating two Department-wide material weaknesses into one and separating one Department-wide material weakness into two. No new Department-wide material weaknesses were reported, resulting in no net change in the number of material weaknesses. Notably, the Department of the Army Working Capital Fund and the Department of the Navy General Fund downgraded their Fund Balance with Treasury (FBWT) material weaknesses, and the Department of the Air Force General Fund closed their FBWT material weakness. The Department of the Navy Working Capital Fund and General Fund also downgraded their Oversight and Monitoring material weaknesses. The Defense Information Systems Agency (DISA) General Fund downgraded its Property, Plant, and Equipment material weakness. The U.S. Transportation Command downgraded its Reporting Entity Definition and Imputed Costs material weakness.

Audit Remediation

The annual audit priorities named by the Secretary of Defense focus Department-wide efforts on the areas that matter most. For FY 2023, the Secretary of Defense recommitted efforts by maintaining the FY 2022 financial statement audit priorities, with some enhancements to the specific goals and measurements to align remediation resources to areas of expected audit results in FY 2023. As such, the Department focused on the following audit priorities:

1. Improve Fund Balance with Treasury
2. Establish User Access Controls
3. Create a Universe of Transactions

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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 Military Departments and each Component under a standalone audit with a disclaimer of opinion will continue to maintain an audit roadmap. These audit roadmaps align audit remediation strategies across the Department and facilitate how each Component directs its audit resources. The roadmaps guide the implementation of corrective measures and establish milestones against which progress can be measured and the return on the Department's audit investment can be assessed.

The Department continues to monitor the number of notices of findings and recommendations 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 defined as a deficiency, or a combination of deficiencies, in internal control less severe than a material weakness yet important enough to merit attention by those charged with governance. As of January 18, 2024, the Department has closed 771 (25.6 percent) of its 3,008 FY 2022 audit findings. The Department will continue using audit findings to drive and sustain remediation efforts, focusing on findings integral to resolving material weaknesses.

Audit Benefits

As a direct result of the annual audit efforts, financial system and business process improvements are already resulting in taxpayer savings through gained efficiencies, more reliable data for decision-making, and promoting public confidence. Tools initially developed to support the financial statement audits, such as Advancing Analytics (Advana), the Department's enterprise-wide, multi-domain data, analytics, and AI platform, are expanding support to other areas of DoD operations.

Return on investment is measured across five areas essential to the Department's ability to achieve its audit, financial management, and National Defense Strategy goals:

Workforce Modernization – Increasing robotic process automation or “bot” adoption gives personnel the tools to execute basic procedures in a fraction of the time it would take a person to complete the task, making time for other, more complex tasks available.

Business Operations – Strengthening the controls environment, enhancing visibility over physical assets, saving manpower hours, and optimizing resources as senior leaders and the workforce learn to do more with less.

Quality Decision-Making – Improving information technology (IT) systems, enhancing data timeliness and accuracy, and consolidating data to arm decision-makers with real-time, Department-wide views, and advanced data analytic capabilities. Leaders use modern dashboards, metrics, and analytics to optimize the logistical posture and improve the warfighter's readiness.

Reliable Networks – Testing physical and logical controls and providing direct and specific feedback on where system owners must improve security and controls to help prevent hacks and cyberattacks, both foreign and domestic.

Enhanced Public Confidence – Giving taxpayers improved accountability for the financial and physical assets entrusted to the Department and increasing transparency into the use and condition of those assets for greater confidence in the Department's stewardship.

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Audit Budget

The Department expects to spend \$1.3 billion during FY 2025 in support of the DoD Audit; with approximately 11 percent of these resources required to pay the independent auditors; 16 percent supporting the cost of the audit to include addressing auditors' requests for information; and 73 percent of total costs directed at remediating audit findings.

Figure 4.7. Audit Costs (\$ billions)

DoD Total	FY 2023 Actual	FY 2024 Request	FY 2025 Request
Audit Services and Support	0.4	0.4	0.4
Audit Remediation and Financial Systems	0.9	1.0	1.0
Total	1.3	1.4	1.3

Numbers may not add due to rounding

Financial Systems

The Department continues to modernize its financial management (FM) systems environment for enhanced mission effectiveness and auditability. Modernization and improved interoperability of DoD business systems are critical to responding to warfighter needs efficiently, sustaining public confidence in the Department's stewardship of taxpayer funds, and supporting the path to full auditability.

The Department uses an automated Enterprise FM IT Roadmap within DoD's Advana platform. The Advana FM IT Roadmap enables continuous monitoring of compliance reporting, more concise identification of improvement areas, and oversight of retiring outdated, non-compliant systems. In FY 2023, the Department retired 10 systems relevant to internal controls over financial reporting, further simplifying the portfolio of systems. The Department continues to improve its financial auditability by establishing consistent assessment and reporting criteria for systems that impact financial reporting and disciplined oversight of the retirement of systems. This progress is continually updated and reported through the Defense Business Systems Audit Remediation Plans provided to Congress.

Performance Improvement Framework

For FY 2025, the Department is updating the process for submitting, reviewing, and reporting reform and divestment initiatives. The PIF, 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 the NDS and SMP implementation. The Department will submit an annual report to the congressional committees on the Performance Improvement Initiatives.

Performance Improvement Initiatives (PII)

In October 2022, the Deputy Secretary of Defense approved a new Defense Performance Improvement Framework in response to the mandate in section 125a, Title 10, U.S.C., to establish guidance for measuring improvements to processes, systems, policies, and procurement that increase effectiveness, efficiency, or reliability to best align the Department's resources to strategic efforts such as the Strategic Management Plan (SMP) and the National Defense Strategy (NDS). The Department is relentlessly pursuing opportunities to address performance gaps, increase efficiency, and optimize costs by identifying PIIs. This is the Department's first full year of implementation of the PII framework.

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PII categories are as follows:

- Continuous Process Improvement (CPI) initiatives – improvement 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.
- Optimization initiatives are initiatives that the organization’s leadership undertakes to divest equipment, partial or entire weapon systems strategically or discontinue legacy acquisition programs and systems to modernize and/or fund purchases supporting the Department’s higher priorities.
 - In January 2023, the Deputy Secretary of Defense initiated the Enabling Future Capability Transitions (EFCT) process whereby the Under Secretary of Defense for Acquisition and Sustainment (USD(A&S)) and the Under Secretary of Defense for Policy (USD(P)) led Department-wide reviews of divestment planning in each Future Years Defense Plan (FYDP) cycle. The EFCT team informed the PII optimization decisions in this section. These reviews assessed the divestments, their global posture implications, and their industrial base considerations. The EFCT team considered all potential divestments across services, their quantities, schedules, and locations impacted. Impacts on Combatant Command requirements and Defense Planning Scenarios were considered, as well as personnel, mission, and facilities repercussions.
- 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.
- 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 to fundamentally change how the mission or enterprise functions and services are delivered.

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Breakdown of Initiatives by DoD Component

The DoD components submitted a total of 50 initiatives for the FY 2025 President's Budget. The breakdown by DoD Component is captured in Figure 4.8 and by PII Category in Figure 4.9:

Figure 4.8. Performance Improvement Initiatives by Component

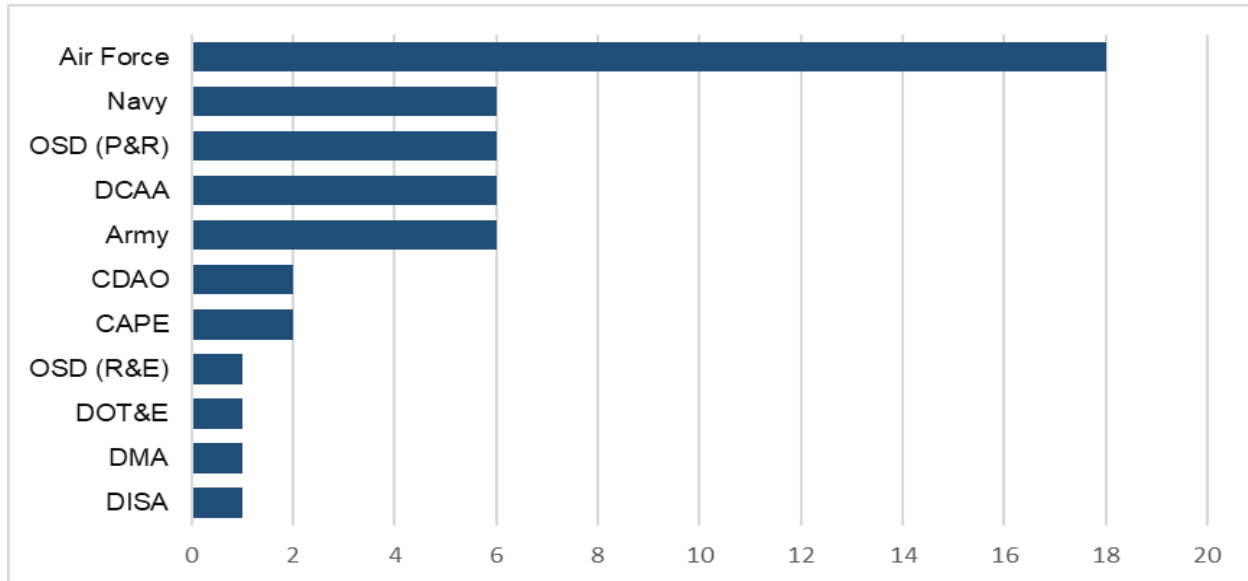
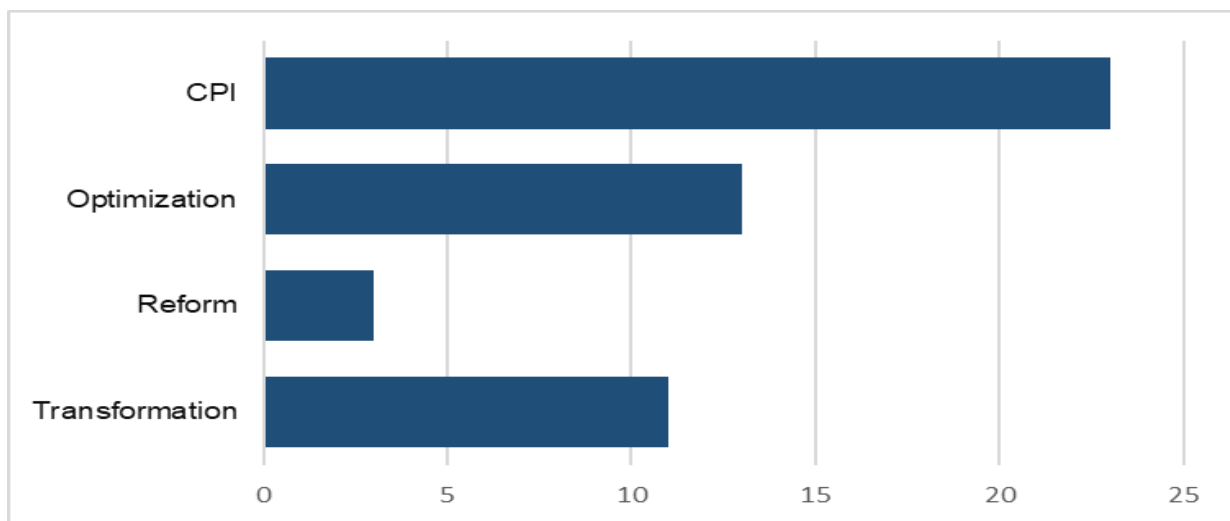


Figure 4.9. Performance Improvement Initiatives by PII Category



Continuous Process Improvement (CPI) Initiatives

The Department of Navy (DON) implements three CPIs:

- Military Civilian Conversions, which includes converting six military positions within Deputy Chief of Naval Operations (Manpower, Personnel, Training, and Education) (N1) to civilian positions due to high rotation rates and gapped billets to establish continuity and maximize subject matter expertise for proper management of N1 programs.
- The DON25 Infantry Weapons Procurement/Ammunition Rephase reduces the FY 2025 Infantry Weapons Ammunition funding and quantity for excess growth in FY 2025.
- The DON25 Under-Execution Review, which facilitates FY 2025 aircraft procurement;

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operation and maintenance (active and reserve); other procurement; Marine Corps procurement; research, development, test, and evaluation; and weapons procurement appropriations, requested funding for identified programs. The focus of DON's CPI is improving performance.

The Department of the Air Force (DAF) is planning eight CPIs:

- *Accelerate the EC-37B baseline* by transferring resources from the retiring EC-130H Compass Call electronic warfare aircraft to the new EC-37B Compass Call aircraft and other capabilities.
- *Advanced Targeting and Fire Control* provides funding to automate data collection for cooperative Intelligence Community (IC) and DoD ISR sensor programs.
- *Fund Integrated Operation Network (iON) Pathfinder* will transition from service-owned information technology (IT) mission infrastructure to hybrid, agnostic transport and data interoperability.
- *Contract for Other Country National (OCN)-Escort* at U.S. Air Forces Central area of responsibility locations. This enables Airmen-focused training efforts to align with NDS priorities and better prepare for the high-end fight.
- *Contractor Combat Training Squadrons* replace military manpower across Space Operations Command Delta units with 45 contractor full-time equivalents to perform academic instruction, courseware development, crew force management, and other functions not inherently government and ensure Space members receive weapon-specific training on time.
- *Fund Cyber Range and Aggressor* is a threat-informed, operationally representative training environment, a hardware-in-the-loop lab to conduct cyber tests and evaluations and establish range capabilities to perform multi-domain operations training and exercises.
- *Fund Disposition of Forces* capabilities for developing threat object data relationships and algorithms for Air Force target sets, an object management system, pay-to-play IC DoD-compliant architecture, and focused training.
- *Telemetry, Tracking, and Command (TT&C) Contractor Space Domain Operations* replaces military members with contractors in the TT&C mission set, efficiently maximizing military members' employment.

The Chief Data and Artificial Intelligence Office (CDAO) has one CPI for *Enterprise Data Improvements for all Logistics Supply Classes*, providing visibility of all supply classes to answer the fundamental questions of what we have, where it is located, and what condition it is in to enable decision advantage in a contested joint environment.

The Under Secretary of Defense for Research and Engineering (USD(R&E)) has led a CPI to *Accelerate Technology Transition* and seeks to yield higher rates of relevant technology adoption from science and technology (S&T) to the warfighter.

The Under Secretary of Defense for Personnel and Readiness (USD(P&R)) has led one CPI for *Integrated Prevention Effort* to implement the Suicide Prevention and Response Independent Review Committee recommendations. The Department is pursuing a campaign with five lines of effort, which will guide suicide prevention moving forward.

The Under Secretary of Defense for Acquisition and Sustainment (USD(A&S)) is leading six CPIs at the Defense Contract Audit Agency (DCAA):

- *The DCAA Management Information System (DMIS) Replacement* is an agile audit surveillance and performance monitoring and integrated risk management platform to monitor

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strategic initiatives and operational planning, scheduling, resourcing, and managing audit workload, including reporting status and results.

- *Commercial Auditor Peer Review* fulfills the NDAA of FY 2018 requirement (and the requirements of 10 USC §3842 Performance of Incurred Costs Audits) for DCAA to obtain and pass a peer review performed by a commercial auditor by October 1, 2022. The first peer review contract was awarded in October 2021 (FY 2022). Peer review contracts will be awarded every three years after that.
- *Qualified Private Auditors to Perform Incurred Cost Audits* fulfills the NDAA of FY 2018 requirement (10 USC §3842 Performance of Incurred Costs Audits) to use qualified private auditors to perform incurred cost audits to provide DoD with timely and effective incurred cost audits and ensure that DCAA can allocate resources to higher-risk and more complex audits.
- The *Strategic Initiative Group (SIG) Establishment* consists of the SIG strategy execution champions facilitating the development, integration, and execution of DCAA strategy by identifying and launching initiatives required to realize strategic objectives. *Chief Data and*
- *Artificial Intelligence Officer (CDAO) Establishment* is the central driving force for the strategic integration of digital and AI technologies in DCAA, developing automation solutions, providing governance and management and future technologies for proper (functional) use, and implementing strategies for the adoption of future technologies to strengthen agency data, analytics, and AI.
- The *Contractor Support Portal*, a digital transformation initiative, securely centralizes contractor submissions to DCAA, improving internal processes and data sharing with the Defense Contract Management Agency (DCMA).

Cost Assessment and Program Evaluation (CAPE) has two CPIs:

- *Studies and Analysis, focusing* on analytical research across the entire spectrum of defense issues and concerns. These scientific and technical engineering services encompass research studies in developing models and simulations and evaluating analytical tools and scientific methods to evaluate and assess weapon systems and warfighting capabilities for warfighting environments, scenarios, and related force structures.
- *IT Procurement* includes analyzing cloud computing costs, including migration and other support activities for databases, models, and business operations systems; conference room video conferencing equipment replacement; and specialized hardware and software.

The Office of the Director of Operational Test and Evaluation (DOT&E) has one CPI, *Digital Modernization*, which supports digital transformation, automation, and modernization and improves our processes' efficiencies.

Legacy Ship and Aircraft Retirements/Optimization Initiatives

In FY 2025, the Department plans to divest 484 aircraft and decommission 19 ships with a total estimated decrease in operational costs of \$3.3 billion. This will allow the Department to procure and operate more capable replacement aircraft that better align with the National Defense Strategy.

The FY 2025 planned legacy aircraft retirements and corresponding decreases in operational costs are Army (83, \$62.6 million), Navy and Marine Corps (123, \$362.9 million), Air Force (251, \$2.6 billion), and U.S. Special Operations Command (USSOCOM) (27, \$18.8 million).

- The Army plans to divest 17 fixed-wing and 66 rotary-wing aircraft in FY 2025. The fixed-wing aircraft are the EO-5C, MC-12S, MC-12S-3, and the RC-12X. The rotary-wing aircraft are all

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UH-60L helicopters.

- The Navy and Marine Corps plan to divest 34 fighter/attack, 19 rotary-wing, 10 patrol/warning, 33 training, and 9 other aircraft. The fighter/attack category includes AV-8B and FA-18C/D/F aircraft. The rotary-wing includes AH-1Z, CH-53E, and VH-3D helicopters. The patrol/warning consist of E-2C, N P-3C, and P-3C aircraft. The training aircraft are T-44C and TH-57B/C aircraft. The other aircraft consist of C-2A and RQ-21A. The Navy also plans to retire the EP-3E (6 aircraft) and the MH-53E (12 aircraft).
- The Air Force plans to divest 205 Combat Air Force (CAF), 24 Mobility Air Force (MAF), and 22 training aircraft. The CAF include A-10, B-2, E-11, EC-130H, F-15C/D/E, F-16C/D, F-22, and HH-60G aircraft. The MAF includes C-130H, CV-22B, and KC-135R/T aircraft. The trainers are all T-1A aircraft.
 - The Air Force plans to divest 56 A-10 in FY 2025. This reduction builds on the planned divestment of 42 aircraft in FY 2024. The FY 2024 NDAA restricted A-10 divestments until the Air Force provides a report to Congress demonstrating it can sufficiently support close air support, forward air controller airborne, air battle management, and combat search and rescue missions during contingency operations.
 - Per the FY 2024 NDAA, the Air Force cannot retire more than 68 F-15E fighter jets and must report on the cost of all modifications to date to the aircraft and the estimated service life remaining. The Air Force did not retire any F-15Es in FY 2024 but plans to retire 26 in FY 2025.
- USSOCOM plans to divest eight rotary-wing aircraft, 18 intelligence, surveillance, and reconnaissance (ISR) aircraft, and one tilt-rotor aircraft in FY 2025. The A/MH-6M rotary wing aircraft are being replaced with the A/MH-6R. The ISR divestments comprise the PC-12, MC-12W, and JAVAMAN aircraft. One tilt-rotor CV-22B and one rotary wing MH-60M are also being divested.

In FY 2025, the Department plans to decommission 19 ships to decrease operational costs by \$225 million. Vessels selected for decommissioning have become too expensive to maintain and are of diminished military use. Savings from these retirements will be used to operate newer ships which can adapt to expanding and changing threats and support updated maritime training strategies. The following decommissioning actions continue previously announced and approved decisions. Ten of these decommissionings are ahead of their expected service lives (ESLs).

- The budget supports retiring four Guided Missile Cruisers, CG 58 (USS Philippine Sea), CG 60 (USS Normandy), CG 67 (USS Shiloh), & CG 70 (USS Lake Erie), in FY 2025 as their mission transitions to Flight III Guided-Missile Destroyers (DDGs), continuing plans from the FY 2024 budget. CG 67 and CG 70 are planned for decommissioning ahead of their ESLs.
- The budget also supports retiring Los Angeles class submarines SSN 725 (USS Helena), SSN 752 (USS Pasadena), and SSN 754 (USS Topeka), which are past their expected service lives (ESL).
- The Whidbey Island class dock landing ship, LSD 42 (USS Germantown), and the Independence class Littoral Combat Ships, LCS 6 (USS Jackson) and LCS 8 (USS Montgomery), are also planned for decommissioning in FY 2025 ahead of ESL.
- Additionally, the budget supports retiring four Avenger class Mine Countermeasure Ships, MCM 3 (USS Sentry), MCM 6 (USS Devastator), MCM 11 (USS Gladiator), and MCM 13 (USS Dextrous), four Spearhead class Expeditionary Fast Transports, T-EPF 1 (USNS Spearhead), T-EPF 2 (USNS Choctaw County), T-EPF 3 (USNS Millinocket), and T-EPF 4 (USNS Fall River), and one Montford Point class Expeditionary Transfer Dock, T-ESD 2

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(USNS John Glenn). The Avenger class ships will decommission past their ESLs while all the Spearhead class and Montford Point class ships are decommissioning ahead of their ESLs.

In addition to legacy ship decommissionings and aircraft retirements, the DON has three optimization initiatives supporting the FY 2025 President's Budget submission.

- *Assessment Identification Mine Susceptibility (AIMS) FY 2027-2029 Divestments* eliminates funding for the AIMS program for Avenger-class Mine Counter Measure (MCM) ships program beginning in FY 2027 to coincide with the decommissioning of all Avenger-class ships by the end of FY 2027. AIMS is only applicable to the Avenger-class ships.
- *Divest Maritime Prepositioning Force Utility Boats (MPFUBs)* divests eight MPFUB boats of ten, associated operation and maintenance, Navy Reserve funding, and 17 training and administration of the Reserve enlisted billets due to the removal of Chief, Naval Reserve Force Command MPFUB training.
- *Navy Reserve Manpower Divestment* resulted from the January 2023 decision by the Naval Expeditionary Combat Command to decommission the 4th Naval Expeditionary Logistics Regiment in Jacksonville, FL.

The DAF has six optimization initiatives, in addition to its legacy aircraft divestments, supporting the President's Budget submission.

- *Divest ALQ-131 & ALQ-184 divest of these combat pods.*
- *End MQ-9 Reaper Multi-Domain Operations in FY 2025, offsets MQ-9 Reaper.*
- *Reduce the SILENTBARKER program to remove replenishment (third system delivery).*
- *Terminating Advanced Precision Kill Weapon Systems (APKWS) (War Reserve Material / Rockets) removes funding for APKWS rocket munitions, ending the program.*

The Under Secretary of Defense (Chief Information Officer) (USD(CIO)) working with the Defense Information Systems Administration (DISA) has one Optimization initiative: Joint Service Provider (JSP) Help Desk Modernization transitions the JSP Help Desk to DISA's Global Service Desk (GSD) and implements the standard IT service management toolset the GSD uses.

The USD(P&R) has two Optimization initiatives.

- *Defense Civilian Human Resource Management System (DCHRMS) Migration* is a cloud-based human resources system providing a single civilian personnel service capability.
- *Civilian Hiring Systems and Enterprise Data Quality and Visibility, Beacon*, is an enterprise-wide collaboration environment for Department analysts, Federally Funded Research and Development Centers (FFRDCs), University-Affiliated Research Centers (UARCs), and other key stakeholders.

The Under Secretary of Defense for Policy's Defense Media Activity (DMA) has one Optimization initiative for Risk Management Framework (RMF). This DMA reform effort targets an optimized and converged IT infrastructure to drive efficiencies across the DMA, providing opportunities for reductions in acquisition overhead, increasing combined purchasing power, and improving the effective utilization of shared expertise across the environment. The DMA is migrating to the DISA network via the Fourth Estate Network Optimization initiative.

Reform Initiatives

The Army has three Reform initiatives in the FY 2025 President's Budget submission.

- The DoD's *European Deterrence Initiative (EDI)* helps boost the military readiness of

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European allies and deter Russian aggression.

- The Army's *Climate Strategy* is a crucial initiative to build enduring advantages.
- *Army Audit Readiness and Acceleration* is committed to integrating audit remediation efforts into our daily business operations, culture, and policies.

Transformation Initiatives

The DAF plans four Transformation PII's in the FY 2025 President's Budget submission.

- *Data Fabric* scales essential DAF Data investments across the Air Force and Space Force for operational warfighting requirements, business efficiency, and decision advantage.
- *Fund Distributed Common Ground System (DCGS) Hybrid Cloud* enables mission transformation through cloud-enabled mission applications, Adaptive Antoulas—Anderson (AAA) algorithm integration, required hardware edge nodes, and the web hosting/data services needed to create resilient Dependency Injections for increased cloud operations supporting Security token Service capabilities and Project Nexus.
- *Fund Zero Trust Architecture* to transform DAF's cyberspace infrastructure from legacy, perimeter-based defense to fine-grained micro-segmentation and data-focused defense to improve overall user experience and flexibility.
- *Mansfield Cyber Standup* represents the funds for the initial standup of Mansfield, Ohio, Air National Guard-179 Cyber Wing and critical enabling activities for the assigned offensive cyber mission.

The Army has three Transformation initiatives in the FY 2025 President's Budget submission.

- *Army Cross-Functional Teams* is based on the Army's Modernization Strategy and focuses on six modernization priorities united under one command – Army Futures Command (AFC). The AFC leads eight Cross-Functional Teams: Long Range Precision Fires, Next Generation Combat Vehicle, Future Vertical Lift; Network; Assured Positioning, Navigation, and Timing; Air and Missile Defense; Soldier Lethality, and Synthetic Training Environment.
- *Army Rapid Capabilities and Critical Technologies Office* aims to provide combatant commanders with a long-range, ground-mobile, offensive missile capability.
- *Analytics and Reporting Enterprise System* is an initiative led by the Assistant Secretary of the Army (Financial Management and Comptroller) ASA(FM&C) to operationalize the DoD's authoritative data platform, Advana, beyond strictly audit uses. The ASA(FM&C) intends to use Advana as a general-purpose data platform for the financial management community, including financial reporting and data quality monitoring. The ASA(FM&C) established a community enclave called Analytics and Reporting Enterprise System (ARES) within Advana, with its dedicated landing page, standard database connections, and better user access provisioning. The core feature will be near real-time data ingestion from the Army Enterprise Resource Platforms.

The Under Secretary of Defense for Personnel and Readiness (USD(P&R)) has three Transformation initiatives in FY 2025.

- *The Strategic Readiness Assessment* is an annual assessment that will identify the strategic readiness challenges across the Department and provide senior leaders with mitigation options to better realize NDS objectives over time.
- *Enterprise Learning Record Repository* develops an enterprise-wide learning record repository for all active duty and civilian personnel to enhance talent management and user

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experience. This federated Enterprise Learner Record Repository allows one to look across many distributed learner records as if they were from a single source. It enables the sharing of local and global learner data across the DoD. This learner data will be pulled from authoritative sources for publishing, customizing, and harmonizing individual profiles, performance records, and training records. Once launched, personnel can access their training records throughout their learning journey at DoD and use this information to ensure they have the skills and credentials required for their career path.

- *General Fund Enterprise Business System to the Air Force Medical Service* is an enterprise transformation initiative to support bringing the MHS enterprise for all Direct Care DHP funds into a singular financial system, thus bringing the Department in line with previous direction from Congressional and Secretary of Defense instruction. This will significantly enhance financial management within the MHS from an operational and compliance/accountability perspective. This will also greatly simplify the audit landscape, allowing the DHP to focus on a singular financial system instead of numerous disparate financial systems.

The CDAO, in partnership with the DoD PIO and the Under Secretary of Defense for Policy (USD(P)), has one Transformation PII in FY 2025. The development of Pulse realizes the Deputy Secretary of Defense's vision of creating data advantage by using executive analytics to drive enterprise performance and track the implementation of the Department's strategic priorities. The objectives of Pulse are to develop and integrate data-informed, outcome-based metrics to show how DoD is performing, to enable the Secretary of Defense/Deputy Secretary of Defense to monitor that performance proactively and to ensure performance improvement efforts across DoD are in alignment.

Data Analytics

The CDAO's Pulse centralized data model and business analytic tools leverage technologies on Advana to monitor and track performance metrics related to the NDS Implementation Plan, DoD SMP, and other key indicators of organizational health. In July 2023 when Deputy Secretary of Defense Hicks directed offices of primary responsibility (OPRs) to update current value and targets of all Strategic Priority Metrics (SPMs) by the end of FY 2023, the CDAO formed the Principal Staff Assistants Analytic Project Teams (PSA-APTs) to focus Executive Performance products. These PSA-APTs assisted in creating the Principal Staff Assistants (PSAs) Management Dashboard for OSD leadership and targeted data engineering and analytics assistance to OPRs to use quality data across functional communities in support of Secretary of Defense priority areas. By the end of September 2023, 105 of 119 priority metrics used data to calculate a current value in the SPM Dashboard. Now, the OPRs are increasing that number as they re-baseline priority metrics for their annual reporting requirements in the new fiscal year.

“The objectives of Pulse are to develop and integrate data-informed, outcome-based metrics to show how DoD is performing; to enable SecDef/DepSecDef to proactively monitor that performance, and to ensure performance improvement efforts across DoD are in alignment.”

- Deputy Secretary of Defense Kathleen H. Hicks August, 2023 Memo: Department of Defense Fiscal Year 2023-2024 Priority Cross-Cutting Performance Improvement Initiatives

The CDAO also collaborated with the USD(A&S) and Defense Pricing and Contracting (DPC) on migration efforts to make "gold-standard" contract data available across the Department. These new data sets enable acquisition teams and procurement professionals to leverage contract data with accuracy down to the cent for over \$400 billion a year in DoD obligations. This gold standard allows USD(A&S) to answer congressional for metrics such as Procurement Administrative Lead

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Time for major contract awards and decision-grade analytics for middle-tier acquisition programs across DoD.

Furthering stewardship of taxpayer resources, the CDAO implemented the Improper Payments application for the Office of the Under Secretary of Defense for Comptroller's Improper Payment Detection tool, which prevents DoD from issuing erroneous payments. The tool has identified and stopped payment on over \$14.5 billion since December 2020 and was one of CDAO's original use cases for Advana.

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5. MILITARY DEPARTMENTS

The Military Departments generally use several means to report their activities to Congress.

Consistent with Title 10, Section 113 I(1)(A), each of the Military Departments is providing a summary of their Fiscal Year (FY) 2025 budget submissions for inclusion in the DoD Budget Overview. Additional data are contained in Appendix A, Resource Exhibits.

Sections
<ul style="list-style-type: none"> • Department of the Army • Department of the Navy • Department of the Air Force • National Guard

DEPARTMENT OF THE ARMY

<i>Discretionary Budget Authority in Billions</i> Department of the Army	FY 2023 Actuals ²	FY 2024 Request	FY 2024 CR ³	FY 2025 Request
Military Personnel	69.3	69.8	68.3	70.7
Operation and Maintenance	74.7	72.1	70.6	71.4
Procurement	34.8	23.4	23.6	24.4
RDT&E	17.0	15.8	17.1	14.1
Military Construction	3.0	2.1	3.0	3.1
Family Housing	0.9	0.7	0.9	0.8
Revolving and Management Funds	0.1	0.0	0.1	0.0
Pass Thru (CTEF, & CHEM-DEMIL ¹)	1.5	1.5	1.5	1.3
Subtotal Department of the Army	201.4	185.3	185.2	185.8
Arlington National Cemetery	0.2	0.2	0.2	0.1
Total Department of the Army	201.5	185.5	185.4	186.0

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

² FY 2023 Actuals include supplemental funding for Ukraine and Natural Disasters

³ Reflects Continuing Resolution (CR) (P.L. 118-15), as amended

“Our purpose is timeless and clear – To 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 Army faces a challenging and evolving security environment. Similar to the beginning of the 21st Century, the Army navigates reformation in a budget-constrained environment, with rising tensions between great powers across the globe. This is a crucial moment for the Army to summon our ingenuity by:

- Innovating and investing in emerging technologies,
- Testing and developing in uncharted areas like artificial intelligence and contested domains like space and cyber, and
- Reshaping and transforming the force to be more adaptable and flexible.

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We cannot afford to wait until the next conflict is clearly visible. We must focus on today to be successful on future battlefields. We continue to serve as the most lethal land force by leaning into the challenges we face while remaining committed to our Soldiers and Families. The FY 2025 budget invests in the quality of life of our Soldiers and the capabilities our Soldiers need to fight and win our nation's wars.

Quality of Life Improvements / Investing in Quality of Life

The Army remains committed to improving Soldiers' and Families' living conditions. We are working to improve barracks oversight at every post and with every garrison commander. Garrison commands have reduced work order times and strive to address repairs quickly and effectively. We are exploring ways to provide 100 percent sustainment funding for barracks and to spend more on renovation and construction.



We continue to increase spouse employment options and access to healthcare for Army families. We have extended our parental leave policies to include 12 weeks of paid leave for new parents, increased childcare capacity, and increased compensation for childcare workers.

Summoning Our Ingenuity / Investing in Capabilities

“We must continue to embrace innovation and transformation or risk failing to address future threats.”

- Secretary of the Army Christine E. Wormuth

The same things that made a difference 20 years ago are all things we must focus on today: rapid mobilization of industry, openness to innovation and experimentation, structural transformation, and doctrinal overhaul. In close partnership with industry, the Army has pressed ahead and stayed on track to implement our most ambitious modernization effort in 40 years. We will continue to embrace change, look to the future, be more modern, lethal, and adaptive.

We have moved dozens of systems in advanced prototyping, production, and fielding. This steady process proves we can and will succeed on critical modernization programs. The introduction of these new systems increases our force's capability to respond to various threats and serve as a credible deterrent to our adversaries.



Systems we have tested range from a Mid-Range Capability designed to strike ships from land to emerging technologies like the Directed Energy Mobile-Short Range Air Defense used to defeat unmanned aircraft and indirect fires. We have produced and fielded the Long-Range Hypersonic Weapon ground support equipment and the Small Multipurpose Equipment Transport.

As we transform the Army's formations, we look to have robots, not Soldiers, make first contact with the enemy. This shift will allow Soldiers to do what only humans can: make values-based decisions, accept risk, and practice the art of command. We are beginning a new Human-

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Machine Integrated Formations initiative to determine how robots and Soldiers will work together on the battlefield.

Manning the Formation of the Future / Investing in Talent

The Army needs to recruit the right people today – a unique task for an all-volunteer force that has grown more difficult in recent years. We have innovated and reformed in this area through the Soldier Referral Program and the Future Soldier Prep Course, where we work tirelessly to improve our recruiting and accessions process. We streamlined the medical review process by surging medical personnel to processing stations. These efforts enabled the Army to end FY 2023 with 55,000 recruiting contracts, including 4,600 for the Delayed Entry Program.

“Whether it’s large-scale combat operations, disaster response, something in between or something unprecedented, we will be ready. We will adapt, and we will win.”

- 41st Army Chief of Staff General Randy George

To develop that understanding, the Army established a study team to examine the Army’s recruiting challenges and practices. This undertaking identified the symptoms, their root causes, and recommended solutions. Based on the team’s excellent work and after discussion at senior levels, the Army has made decisions that will transform the Army recruiting enterprise and position us to start building back our end strength. We are changing who we recruit, how we recruit, and who we recruit with.

We are going to broaden our prospect pool to include more of the available labor force. We will transition from a “borrowed” workforce model to a permanent specialized recruiter workforce.

We will elevate Recruiting Command to report directly to the Army’s Secretary and Chief of Staff. The Commanding General will serve a four-year tenure to lead and deliver results. The United States Army Recruiting Command will receive new capabilities and capacity to experiment, learn, and implement change.



Conclusion

The FY 2025 budget innovates and transforms in recruiting, warfighting concepts, and modernization. What we are doing today, and in the years ahead, will ensure we remain the greatest land fighting force in the world. The investments we make today, from improving Soldier quality of life to developing new, advanced weapons, will all contribute to our future success. We must use this rapid momentum to innovate or lose the edge we have as the most lethal land force in the world.

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DEPARTMENT OF THE NAVY

<i>Discretionary Budget Authority in Billions</i> Department of the Navy	FY 2023 Actuals ¹	FY 2024 Request	FY 2024 CR ²	FY 2025 Request
Military Personnel	58.4	60.6	58.4	61.9
Operation and Maintenance	81.7	84.6	80.1	87.6
Procurement	74.0	76.9	72.3	77.1
RDT&E	25.9	26.9	26.0	25.7
Military Construction	5.8	6.2	5.8	4.7
Family Housing	0.7	0.6	0.7	0.6
Revolving and Management Funds	0.1	0.0	0.0	0.0
Total Department of the Navy	246.6	255.8	243.3	257.6

¹ FY 2023 Actuals include supplemental funding for Ukraine and Natural Disasters

² Reflects Continuing Resolution (CR) (P.L. 118-15), as amended



Since our founding, the United States of America has always been a maritime nation. For hundreds of years, the sea has proved a vital artery of American prosperity, fueling our economic engine by allowing us to engage in commerce on a global scale. We rely on our world's oceans for food, natural resources, transporting goods and people, and more recently to carry vast amounts of data via undersea cables. To maintain our nation's unrestricted access to the sea, and to guarantee the free flow of maritime commerce for ourselves, our allies, and our international partners, our nation

requires a capable, agile, and lethal Navy and Marine Corps.

As we execute FY 2024 and prepare for FY 2025, the world continues to witness geopolitical transformations, evolving security challenges, and rapid technological advancements. In this ever-changing landscape, the role of the Department of the Navy (DON) around the globe has become increasingly critical to maintaining our national interests and ensuring the security of international maritime routes.

In June 2023, the Fiscal Responsibility Act (FRA, P.L. 118-5) was enacted. It includes provisions for defense budget authority in FY 2024 and FY 2025, including mandatory reductions to budget authority for lack of full-year appropriation legislation enactment. The budget authority is well below historical inflation targets, forcing hard budgetary choices.

With increasing global conflicts and fiscal uncertainty as our forces are deployed across the globe, our FY 2025 President's Budget (PB25) request has been carefully planned in alignment with U.S. national security strategies, defense priorities, and long-term objectives. The PB25 request provides the best mix of personnel, platforms, and capabilities to ensure freedom of the seas, deter our adversaries and, if necessary, be victorious in combat.



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The DON budget serves as the financial blueprint supporting our naval forces' maritime capabilities, operations, and readiness. It aims to enable our Naval and Marine forces to effectively respond to contingencies, enhance interoperability with allied navies, and adapt to the emerging threats and opportunities in the maritime domain.

The budget emphasizes the importance of forward presence and power projection, acknowledging the significance of maintaining a strong naval presence in strategic locations and contested areas. Furthermore, this budget recognizes the importance of maritime diplomacy, promoting partnerships, and strengthening regional cooperation. It emphasizes collaborative naval exercise, joint training programs, and information-sharing initiatives to enhance maritime security and counter transnational threats such as piracy, smuggling, and terrorism.

Strategic Guidance and Themes



National Security Strategy (NSS) and National Defense Strategy (NDS)

Both NSS and NDS remain unchanged from last year's budget (see page 1-1), and the DON's PB25 request remain aligned with both of these strategies.

Secretary of the Navy Strategic Guidance

The Secretary of the Navy's (SECNAV) enduring priorities laid out just over two years ago remain the principal guidance for the DON. In addition to the initial three priorities of strengthening maritime dominance, building a culture of warfighting excellence, and enhancing our strategic partnerships, there has been an expansion, calling for a "new maritime statecraft" to prevail in this era of intense strategic competition.

Strengthening Maritime Dominance. As history has proven, seapower is cyclical, but not self-



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sustaining. We cannot rely simply on maintaining our seapower to fight and decisively win our Nation's wars – we must strengthen our maritime dominance. Strengthening requires time under tension, challenging our shipbuilders, maintenance facilities, and the entire defense industrial base to expand production. Strengthening also requires enhancing our submarine capabilities, building a climate-ready force, innovating and adapting new uncrewed technology, and increasing our undersea advantage by enhancing our trilateral security partnership called "AUKUS"- Australia, the United Kingdom, and the United States.

Building a Culture of Warfighting Excellence. Our people provide the foundational strength for the DON and provide us competitive warfighting advantage over our competitors. Building a culture of warfighting excellence is founded on strong leadership rooted in treating each other with dignity and respect. Taking care of our people is absolutely critical to our mission. We will continue our efforts to improve quality of service for our Sailors, Marines, civilians, and their families. We will leverage our naval education opportunities to build and sustain a strong, diverse, and healthy force. Imperative research, development, science, and technology enable us to innovate at the speed of relevancy – ensuring our competitive edge over our adversaries.

Enhancing our Strategic Partnerships. We will work to continue enhancing strategic partnerships across the Joint Force, industry, academia, and with our allies and partners around the globe. Internally, we need to leverage those who make up our defense ecosystems, our contractors, academia, and think tanks. At the same time, we must use a comprehensive, bipartisan engagement strategy focused on creative partnerships to overcome long-standing procedural and structural impediments. Externally, we will strengthen military-to-military relationships with existing allies and partners.

Maritime Statecraft. In a broad sense, maritime statecraft encompasses naval diplomacy and a national, whole-of-government effort to build comprehensive U.S. and allied maritime power, both commercial and naval. Our new maritime statecraft should be bold, founded on a strong Navy and Marine Corps to fulfill our national security interests. It should also be equally strong on engagement in areas of economic development, trade, and climate diplomacy to enable us to compete more successfully on a globally. It should leverage the tremendous advantages we uniquely enjoy in innovation and technology, particularly in the maritime domain. It must be forward-looking to anticipate how to address future challenges that include competition over industrialization of the oceans and how to re-define territorial waters and economic exclusive zones as sea levels rise. A successful maritime statecraft would also advance cooperation on shared challenges in this era of intensifying inter-state competition. History proves that, in the long run, there has never been a great naval power that wasn't also a maritime power — a commercial shipbuilding and global shipping power. There are steps we are taking and can take in the future as a nation to revitalize our maritime industry.

To protect maritime supremacy, we will continue to advance our enduring priorities, which are purpose-built to serve as an interconnected framework for ongoing evolution. Guided by our mission and vision, and remaining committed to our priorities, we will continue to field the world's most dominate maritime force.

The DON is in contact with our adversaries daily on the sea, undersea, land, air, and in space. To build our competitive advantage we are moving with urgency to make the necessary investments for the fleet and force our country needs today and into the future. We stand ready in terms of peace and when called upon, in conflict.

Chief of Naval Operations (CNO) Strategic Guidance

On November 2, 2023, the U.S. Senate confirmed Admiral Lisa Franchetti as the 33rd Chief of Naval Operations. With her confirmation, Admiral Franchetti became the first woman to hold the Navy's top officer position. Her guidance to the fleet, *This is America's Warfighting Navy*, defines today's Navy and reinforces naval priorities.

America's navy is the most powerful navy in the world. It comprises Sailors and Civilians who have answered the Nation's call to service and whose identity is forged by the sea as we serve with honor, courage, and commitment.

The role of the Navy is to preserve the peace, respond in crisis, and win decisively in war if called to do so. The Navy operates far forward, around the world and around the clock, from the seabed to space, in cyberspace, and in the information

environment to promote prosperity and security, deter aggression, and provide options to the Nation's leaders. The Navy delivers power for peace but is always postured and ready to fight and win as part of the Joint Force and alongside allies and partners.

The threats to our nation and our interests are real and growing. The strategic environment has changed; gone are the days of operating from a maritime sanctuary against competitors who cannot threaten us. Our adversaries have designed their militaries to overcome our traditional sources of strength. We must move rapidly to stay ahead and continuously create warfighting advantages. We must think, act, and operate differently, leveraging wargaming and experimentation to integrate conventional capability with hybrid, unmanned, and disruptive technologies. Tomorrow's battlefield will be incredibly challenging and complex. To win decisively in that environment our Sailors must be the best warfighters in the world with the best systems, weapons, and platforms to ensure we can defeat our adversaries. We will put more players on the field - platforms that are ready with the right capabilities, weapons and sustainment, and people who are ready with the right skills, tools, training, and mindset.

The Naval priorities focus on Warfighting, Warfighters, and the Foundation that supports them.

Warfighting: Deliver Decisive Combat Power. We will view everything we do through a warfighting lens to ensure our Navy remains the world's preeminent fighting force. We will prioritize the readiness and capabilities required to fight and win at sea, and the logistics and shore support needed to keep our Navy fit to fight. We recognize that we will never fight alone. We will advance naval integration with the Marine Corps and synchronize and align our warfighting efforts with the Joint Force. We will design and drive interoperability with our allies and partners to deliver combined lethality.

Warfighters: Strengthen the Navy Team. We will use the principles of mission command to empower leaders at all levels to operate in uncertain, complex, and rapidly changing environments, ready to take initiative and bold action with confidence. We will build strong warfighting teams, recruiting and retaining talented people from across the rich fabric of America. We will provide world-class training and education to our Sailors and Civilians, honing their skills and giving them every opportunity to succeed. We will ensure our quality of service meets the highest standards, and we will look after our families and support networks, who enable us to



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accomplish our warfighting mission.

Foundation: Build Trust, Align Resources, Be Ready. We will earn and reinforce the trust and confidence of the American people every day. We will work with Congress to field and maintain the world’s most powerful Navy and the infrastructure that sustains it. We will team with industry and academia to solve our most pressing challenges. We will cooperate with the interagency to bolster integrated deterrence. We will align what we do ashore with the warfighting need of our Fleet.

America is counting on us to deter aggression, defend our national security interests, and preserve our way of life. With the right tools, a winning mindset, and the highest levels of integrity, we will operate safely as a team to deliver warfighting excellence.

Commandant of the Marine Corps (CMC) Strategic Guidance

“We became Marines to fight, and we work hard every day to be the first to fight.”

- General Eric M. Smith, Guidance to the Force, August, 2023

The Marine Corps’ Force Design transformational effort is designed to change how the Marine Corps operates and modernizes the force, bringing the Marines back to their core maritime mission. Through bilateral and multinational exercises, the Marine Corps is joining with our partners to project power from the shore, affecting events at sea by supporting the freedom of maritime maneuver and keeping sea lines of communication open for commerce to flow freely.

Force Design is a Service-wide modernization effort to make the Marine Corps lighter, more naval, more versatile, and more lethal. Modernizing the Corps improves the ability to deter potential adversaries by providing credible support to naval campaigns and expanding integration with the naval and joint force and our allies and partners. Today, Marines are standing-in across multiple theaters to disrupt adversary plans and prevent conflict. If necessary, they are prepared to seize and defend key maritime terrain. While still being refined, the concepts and capabilities stemming from Force Design are being used today across the globe, from Lithuania to the western Pacific and beyond.

The Marine Corps continues executing its extensive modernization and transformation efforts to provide America with Marine Forces that can deter adversaries and, if deterrence fails, to win in any domain. Now in its sixth year of implementation, Force Design will ensure the Fleet Marine Force operating forward is organized, trained, and equipped to meet the demands of the rapidly evolving future operating environment, optimized for the challenges of naval expeditionary warfare, and able to effectively contribute to integrated deterrence and the day-to-day forward campaigning necessary to build advantage with our allies and partners.

Current and future readiness is a continuous process based on the Marine Corps’ understanding



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of emerging and evolving threats, the trajectory of technology, and the missions the Corps is tasked to undertake. Ongoing efforts to create and sustain warfighting advantage over the long term will ensure the FMF remains organized, trained, and equipped to succeed in an ever-evolving operational environment, regardless of climate or place, maintaining its role as America's force-in-readiness, deterring adversaries, and responding to crises globally. To meet these requirements, the Marine Corps' priorities for FY 2025 are:

Balance Crisis Response with Modernization Efforts: Accelerate and streamline modernization efforts, so that Force Design is understood as the journey toward a ready force for a peer fight. This journey includes the best training, equipment, and people. Simultaneously, an ability to rapidly respond to crises is an essential capability that the Marine Corps will maintain.

Naval Integration and Organic Mobility: Partner and integrate with the Navy at every level possible to provide the Joint Force with sea based expeditionary forces that are task organized to deliver combat power from the littorals to points further inland. The Marine Corps remains focused on the statutory requirement of no fewer than 31 Amphibious Warfare Ships (10 LHA/D and 21 LPD), in concert with the Medium Landing Ship to provide the organic lift required to enable Fleet and Joint Force maneuver.

Quality of Life: Recruit and retain the best by improving our barracks, base housing, gyms, chow halls, child development centers, and personnel policies. Quality of life improvements directly contribute to a more capable and lethal force.

Recruit, Make, and Retain Marines: Continue sending the very best to recruiting and instructor duty so our newest Marines benefit from the best role models very early in their careers as warriors. Reward those who choose to stay in the Marine Corps with quality retention options and incentives.

Maximize the Potential of the Reserves: Appropriately resource the Reserve Component to be ready, responsive, and relevant to fight and win. Marine Corps Forces Reserve possesses a wealth of expertise and esprit, and it will make it easier for Marines to transition from active to reserve and back again. There is only one kind of Marine, the fighting kind.

Security and Operational Environment

Today's challenging security environment, from the Red Sea, Persian Gulf, the Mediterranean and Northern Atlantic, to the Western Pacific, demands a fleet full of Sailors and Marines trained, plus properly armed and equipped, to respond to adversaries and opportunistic actors. The threats to our Nation and our interests are real and growing. The strategic environment has changed; gone are the days of operating from a maritime sanctuary against competitors who cannot threaten us. The NDS makes clear that we must defend our homeland, deter strategic attacks, deter and be prepared to prevail in conflict against the People's Republic of China, and meet the acute challenge of an aggressive Russia and other persistent threats. Our adversaries have designed their militaries to overcome our traditional sources of strength. We must move rapidly to stay ahead and continuously create warfighting advantages. We must think, act, and operate differently, leveraging wargaming and experimentation to integrate conventional capability with hybrid, unmanned, and disruptive technologies. Tomorrow's battlefield will be incredibly challenging and complex.

Over the last year, we have seen our United States Navy at the center of global and national security. Although Navy ships have played a significant part in almost every conflict since the Vietnam-era, not since the "Tanker Wars" in the 1980's has our surface fleet been a daily news story broadcast worldwide. Over the last several months, our teammates around the world have demonstrated that America's Warfighting Navy is as ready and relevant as ever.

SECURITY & OPERATIONAL ENVIRONMENT

USS CARNEY (DDG 64) FIRES A SM 2 IN THE RED SEA, OCT. 19, 2023.

USS Carney is deployed to U.S. 5th Fleet to help ensure maritime security and stability in the Middle East region, including responding to Houthi missiles and unmanned aerial vehicles in the Red Sea.

U.S. Navy photo by MC2 Aaron Lee (Oct 19, 2023)

USS GERALD R. FORD (CVN78) TRANSITS STRAIT OF GIBRALTAR, JAN. 5, 2024

The U.S. maintains forward deployed, ready, and postured forces to deter aggression and support security and stability around the world.

U.S. Navy photo by MC2 Aaron Lee (Jan 5, 2024)

CSG 1 SAILS IN TRILATERAL EXERCISE WITH JAPAN AND KOREA IN THE SOUTH CHINA SEA

CSG-1 is deployed to the U.S. 7th Fleet in support of a free and open Indo-Pacific.

U.S. Navy photo by MC2 Aaron Lee (Jan 18, 2023)

"The expanding conventional and nuclear weapons arsenals of China and Russia must be taken into account when laying out the U.S. future strategic posture."

– USNI News, 20 Oct 2023
Charles DF-41 missile

"The Russian Navy commissioned new ships and submarines marking an impressive 2023 reinforcement."

– Naval News, 05 Jan 2024
Commissioning ceremony of the strategic submarine "Imperator Aleksandr IV" (Photo by kremlin.ru)

"Xi and Putin share a nostalgia for the power politics of the Cold War and a dread of color revolutions."

– The Hill 14 Dec 2023
Sergei Lavrov, Spain, Kremlin Post Photo via AP

After the Israel/Hamas conflict began, the Ford Carrier Strike Group, along with our forward-deployed Ballistic Missile Defense (BMD)-capable ships, were immediately on-scene in the eastern Mediterranean deterring malign actors from taking advantage of instability and uncertainty in the region. Over the past three months in the Red Sea and Middle East, we saw the Bataan Amphibious Ready Group, additional BMD ships and then the Eisenhower Carrier Strike Group take on additional duties to deter aggression, ensure freedom of navigation, and protect the flow of global commerce.

The announcement of Operation Prosperity Guardian (OPG) solidified our commitment, alongside allies and partners of more than 25 nations, to protecting some of the world’s most critical lanes of commerce. OPG is a new effort proposed by the United States to protect the freedom of navigation and commerce in these vital waterways. As we submit our budget request, the United States Navy continues critical operations in the Red Sea. Our Navy has defensively shot down numerous missiles, UAVs and USVs over the Red Sea and Gulf of Aden and offensively targeted Houthi rebel missile sites inside Houthi controlled territory in Yemen. The world got a vote, and we are now operating in one of the most heavily contested maritime environments we have ever seen. Over in the Pacific, we continue to strengthen our regional alliances and partnerships. The Carl Vinson Carrier Strike group participated in trilateral exercises with the Japanese Maritime Defense Force and the Republic of Korea Navy, as well as Annual Exercise 2023 with the Royal Australian Navy, Royal Canadian Navy, and Japanese Maritime Defense Force, further illustrating our interoperability and commitment to a free and open Indo-Pacific.



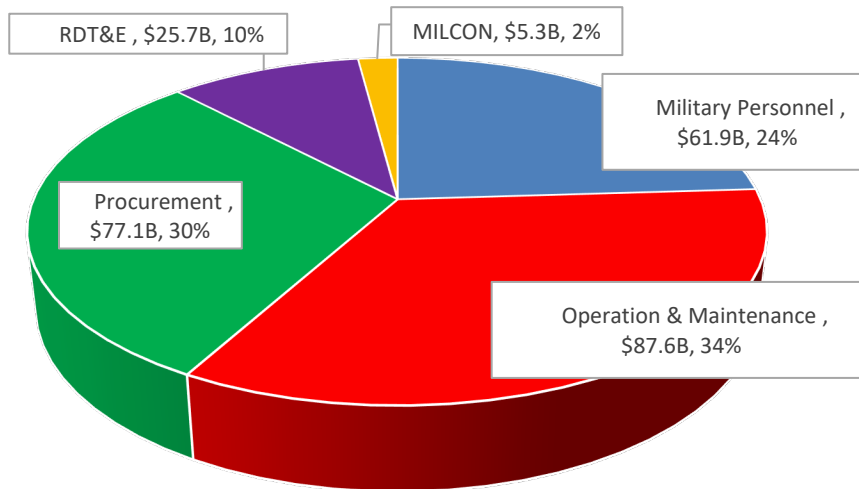
Nefarious actions from our foes challenge one of the foundational principles of our nation — the Freedom of the Seas. Since our values and commitment to ensuring that the maritime commons

Overview – FY 2025 Defense Budget

are free and open for the benefit of all, the Department of the Navy is the partner-of-choice for many fellow maritime nations, and we are seeking out new strategic partnerships as part of our maritime statecraft.

FY 2025 President’s Budget Overview

Figure 6.1. FY 2025 Navy Total Budget Request by Appropriation (\$ in billions)



Operating under constrained budget caps in FY 2025 identified in the FRA hinders the Department in fully executing our strategic priorities, such as investing in cutting-edge technologies and capabilities. Within the Department we made a conscious decision to protect our people and readiness, at the expense of reducing acquisition to live within budget constraints. This budget strategically allocates resources to our operations and readiness accounts to position the Nation’s Naval Force forward in defense of our interests today, evidenced by the superb execution by our forces in the Red Sea.

Figure 6.1 breaks out the \$257.6 billion PB25 request by major appropriation group. This budget represents only a \$1.8 billion or 0.7 percent increase over our FY 2024 President’s Budget request with minimal changes in all appropriation groups, except construction. Our procurement accounts increase by 0.2 percent, operation and maintenance increases 3.6 percent, military personnel increases 2.2 percent, research and development decreases 4.5 percent, and military construction and family housing accounts decrease 22.2 percent.

Aligned with Congressional intent, this budget request delivers the most ready and lethal Naval Forces feasible under the FRA budget caps. These caps, paced well below historical inflation targets, force hard choices. Due to the residual effects of inflationary pressures of the past few years, workforce challenges, and increased labor and supply costs across the defense enterprise, drove costs associated with our shipbuilding account up roughly 20 percent over the last couple of years. Hard choices were made, particularly in the procurement accounts. An analytic review of production performance identified areas where we could take risk to comply with the congressional fiscal caps. We also adjusted the phasing of procurement of critical naval aviation forces to comply with the caps.

This budget fully funds the Nation’s top Defense acquisition priority – Columbia Class Nuclear Ballistic Missile Submarine, prioritizes resources in the Navy shipbuilding account to fund the Submarine Industrial Base, and includes the Marine Corps’ top priority, a LPD, while maintaining 31 amphibious ships in accordance with the law. With a deliberate approach, the DON increased

Overview – FY 2025 Defense Budget

funding in ship maintenance/readiness accounts which are designed to increase the fleet's ship availability while also modernizing existing platforms, in order to put more players on the field – capacity is a capability of its own. Additionally, the Department continues to make the robust strategic investment into four public shipyards to maximize our players on the field today and the next few decades.

We continue to make investments in critical munitions required by the warfighter. In response to the large investments the Department requested last year, and industry's challenges to meet that immediate demand signal, the Department is reinvesting funds in the weapons industrial base to ensure we can ramp up production in the immediate future.

Additionally, building off our efforts with our unmanned task force, developing and refining unmanned contributions to our fleet, we have funded efforts to expand these operations in Fourth Fleet, which will be key to countering illicit drug and human trafficking in waters between the U.S. and South America. Additionally, the Navy has established a Disruptive Capabilities Office, charged with identifying and maturing critical unmanned capabilities for future inclusion in a hybrid fleet. The DCO will also be the DON's tie-in to OSD's Replicator effort.

Strengthening Maritime Dominance

The FY 2025 President's Budget demonstrates smart choices made in strengthening our maritime dominance relative to the pacing threat. We have prioritized the readiness and capabilities required to fight and win at sea, and the logistics and shore support required to keep our DON fit to fight.

Readiness

Readiness is generated across the DON, from our shipyards and aviation depots, to our global network of bases and stations, to the steaming and flying hours our Sailors and Marines need to hone their skills. The budget supports presence and crisis responsibilities.

This budget funds ship maintenance at \$14.5 billion as the Navy continues to focus on maximizing the time our ships are available to Fleet commanders. It covers private contracted availabilities, as well as the Navy's four public shipyards, regional maintenance centers, and intermediate maintenance facilities. Investments in dry dock capacity, facility layout, and workload planning will pay off in future readiness as more ships complete their maintenance periods on time and return to the Fleet. With approximately 100 ships and submarines underway on any given day, the ship operations budget funds the fuel, parts, and support necessary to train and deploy our Fleet around the globe. Also funded are all aspects of the Combat Logistics ships that are manned, operated, and maintained by the Military Sealift Command. The budget provides \$7.6 billion to support ship operations for a battle force of 287 ships, including 12 aircraft carriers and 9 large deck amphibious ships, at the end of FY 2025. The budget provides \$7.6 billion to support ship operations for a battle force of 287 ships, including 12 aircraft carriers and 9 large deck amphibious ships, at the end of FY 2025.



The request of \$4.1 billion for Marine Corps expeditionary forces supports three Marine Littoral Regiments, sustains five traditional Infantry Regiments, and supports engagements throughout the Indo-Pacific Area of responsibility to meet the posture of the Joint Force. This also includes funds for ground equipment depot maintenance, maritime prepositioning efforts, and cyber space activities.

Overview – FY 2025 Defense Budget

The Flying Hour Program funds the maximum affordable flight hours and flight training to enable Carrier and Expeditionary Strike Group power projections and dynamic employment. The FY 2025 budget request of \$10.6 billion provides nearly 900 thousand flying hours, providing operation, maintenance, and training for nine Navy Carrier Air Wings and three Marine Corps Air Wings to enable carrier and expeditionary strike group power projection. The aircraft depot maintenance program funds repairs, overhauls, and inspections of aircraft, engines, and aircraft components to ensure aircraft are maintained in a safe flyable condition enabling sufficient quantities to be available to meet fleet requirements to decisively win combat operations. FY 2025 request of \$1.7 billion for aircraft depot maintenance to pace the Flying Hour Program.

The DON will make affordable investments in facilities to maintain our critical advantage in supporting and sustaining our combat forces, seeking opportunities to increase efficiency and resiliency as we do so. The Facilities Sustainment, Restoration, and Modernization (FSRM) program includes investments focused on directly supporting critical warfighting readiness and capabilities. The FY 2025 FSRM request for the Navy is \$4.7 billion, while the USMC FSRM request is \$1.3 billion. The Marine Corps' Facilities Investment Strategy permits for a smaller percentage of funding due to critical infrastructure covered while failing facilities are demolished. The FY 2025 budget includes funds for modernizing the Navy's four public shipyards as part of the Shipyard Infrastructure Optimization Program.

The Base Operating Support (BOS) request of \$9.6 billion ensures the safe and efficient operation of shore-based installations worldwide for the DON. BOS efforts include childcare, utilities, transportation, environmental, engineering support, base services, physical security, anti-terrorism and force-protection, and port and airfield operations.

Procurement

To support the NDS and win decisively against threats, our Sailors and Marines must be the best warfighters in the world with the best systems, weapons, and platforms to ensure we can defeat our adversaries.

The future of integrated warfighting will include a blend of manned and unmanned systems, and we are aligning today to field the capabilities and build the hybrid fleet that we'll fight with tomorrow. The DON's FY 2025 shipbuilding budget request of \$32.4 billion procures six battle force ships and funds cost-to-complete for prior year shipbuilding across multiple programs. The request includes funds for:

- One Block VI Virginia class fast attack submarine, advance procurement/economic order quantity funds for eight future SSNs, and new multiyear procurement for the Block VI VCS in FY 2025 to ensure we maintain the SSN force structure needed to deliver the undersea capabilities required to operate effectively in anti-access and area denial environments.
- Two Arleigh Burke class destroyers and covers shortfalls on prior year ships.
- One Constellation class guided missile frigate, an agile multi-mission platform designed for operation in littoral and blue water environments.
- A San Antonio class amphibious warfare ship for the embark, transport, control, insert, sustainment, and extract of Marine Air-Ground Task force elements.



Overview – FY 2025 Defense Budget

- One Medium Landing Ship is requested that enables distributed maneuver and logistics in support of the Marine Littoral Regiment.

The FY 2025 budget request also funds advanced procurement for future submarines and the second increment to complete the second Columbia class submarine, USS Wisconsin, which will provide continuous sea-based strategic deterrence into the 2080s.

In addition, FY 2025 budget request also funds three Landing Craft Air Cushion service life extension programs, one complex refueling overhaul for CVN68, and two additional used sealift vessels. A comprehensive review of our shipbuilding portfolio is ongoing to assess both national and local causes of challenges to shipbuilding efforts with the intended result to identify actions for a stronger U.S. shipbuilding industrial base as we continue to work with industry to strengthen our nation's shipbuilding capacity, providing the combat capabilities that our warfighters need.



The aircraft procurement request is \$16.2 billion in FY 2025 and includes 75 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 53 fixed-wing aircraft to include 13 F-35B and 13 F-35C Lightning IIs as multirole stealthy strike fighters; and 27 Multi-Engine Advanced Training Systems to modernize multiengine aircraft training. The request also funds 19 rotary-wing CH-53K King Stallions to conduct expeditionary heavy-lift assault transport

for the Marine Corps. Lastly, three MQ-25 Stingrays are requested to conduct aerial refueling and ISR.

The FY 2025 President's Budget provides \$6.6 billion for the Weapons Procurement, Navy appropriation. This delivers critical capabilities to maintain our warfighting advantage. FY 2025 ship weapons procurement 252 Tomahawk recertification kits; 111 Tomahawk navigation and communications kits; 32 Maritime Strike Tomahawk kits; 221 Tactical Tomahawk Military Code; 5 Tactical Tomahawk Joint Multiple Effects Warhead System; 125 Standard Missile-6s; 148 Rolling Airframe Missiles; 369 Evolved Sea Sparrow Missiles; 79 MK 48 Advanced Capability heavyweight torpedoes; 51 MK 54 Mod 1 anti-submarine torpedo kits; 12 Naval Strike Missiles; and 12 Littoral Combat Ship Surface-to-Surface Missile Modules. Aircraft weapons procurement includes: 157 AIM-9X Sidewinders, 261 AIM-120D Advanced Medium Range Air-to-Air Missiles; 157 Advanced Anti-Radiation Guided Munitions-Extended Range; 182 Joint Air-to-Ground Missiles; 90 Long Range Anti-Ship Missiles; and 280 Small Diameter Bombs Increment II. We continue to make investments in critical munitions required by the warfighter. In response to the large investments the department requested last year, and industry's challenges to meet that immediate demand signal, the department is reinvesting funds in the weapons industrial base to ensure we can ramp up production in the immediate future.

Overview – FY 2025 Defense Budget

The FY 2025 budget reflects the Marine Corps' key Force Design investments. The FY 2025 Procurement, Marine Corps budget is \$4.2 billion. Major procurements include: 674 Joint Light Tactical Vehicles which are survivable vehicles providing a greater payload; 80 Amphibious Combat Vehicles to deploy Marines from ship to shore; and guided missiles such as 90 Naval Strike Missiles with an anti-ship/land attack cruise missile capability, 22 Block V Tactical Tomahawk missiles for Long-Range Fires, and 123 Javelins providing Anti-Armor Missiles; 6 Guided MLRS Rockets.



Also requested are communications and electronics such as radio systems, ground/air task oriented radar, and Marine Corps Enterprise Network.

Research and Development

This budget request of \$25.7 billion for the Research, Development, Test and Evaluation, Navy appropriation continues investments in developing and deploying tomorrow's capabilities across the spectrum of conflict. Science and Technology (S&T) includes basic research, applied research, and advanced technology development. Basic research encompasses efforts at universities, in-house labs, and defense activities. Applied research expands application of new technology into all facets of naval hardware, while advanced technology expands into prototypes and demonstrations for potential application in naval weapons systems. The FY 2025 budget requests covers investment in future submarines (SSNX) and large surface combatants (DDGX) programs with newer technologies to counter emerging threats. Within aviation, key efforts requested include the Next Generation Fighter (F/A-XX), Joint Strike Fighter (F-35B/F-35C), and unmanned systems (MQ-4 Triton), advancing next generation air dominance. The request also includes increased development efforts for Information Warfare in the areas of cybersecurity and operational maneuver, to include Long Endurance Electronic Decoy and Scaled Onboard Electronic Attack, as well as increased investment in Command and Control Systems to develop, integrate, and harden the logistics information technology family of systems. Lastly, investments are made in development of Marine Corps capabilities including the Amphibious Combat Vehicle and Marine Air Defense Integration Systems.

Military Construction

Military construction directly supports the NDS lines of effort to build a more lethal force while continuing to recapitalize Naval shipyards, increase the readiness of the reserve force, and design future construction projects by delivering facility investments to support the warfighting mission, and contribute to current and future Force readiness. The FY 2025 budget request of \$4.7 billion includes 20 projects in support of new platforms (i.e., Launcher Equipment Processing Building in Bangor Washington), shipyard improvements (Multi-Mission Drydock #1 Extension in Kittery Maine), recapitalization of aging infrastructure (i.e., Submarine Pier in Norfolk Virginia), safety and environmental compliance, training, and support to Combatant Commanders (i.e., Earth Covered Magazines in Guam). Of these, 11 are for the active Navy, 8 for the active Marine Corps, and 1 for reserve Marine Corps.

Building a Culture of Warfighting Excellence

We are building a culture of warfighting excellence fostering talent and innovation, while taking care to improve the quality of our members' time in service. Our budget request continues to show we are developing strong warfighting teams, and recruiting and retaining talented people from across the rich fabric of America. We are providing world-class training and education to

Overview – FY 2025 Defense Budget

our Sailors, Marines, and civilians, honing their skills and giving them every opportunity to succeed. We are ensuring our quality of service meets the highest standards, and we are looking after our families and support networks ensuring every member is mentally and physically healthy as possible, as they enable us to accomplish our warfighting mission. The budget also takes care of our people by providing a 4.5 percent pay raise to uniformed personnel and 2.0 percent pay raise to civilian personnel.

For the Navy, the FY 2025 budget provides \$38.7 billion for a force of 332,300 active Sailors, remaining relatively flat from our FY 2024 estimate. We continue to revise our marketing strategy to better reach future service members, utilize every Sailor as a recruiter, and refine recruiting and retention initiatives to support future strength growth. The budget also provides \$2.6 billion for 57,700 Selected Reservists and full-time support personnel aligned with force structure changes.



For the Marine Corps, the PB25 request provides \$15.9 billion for an active duty end strength of 172,300 Marines and \$939 million for 32,500 reservists aligned with Force Design decisions. The request invests in bonus and retention programs to continue meeting retention goals and targeted maturation of small unit leaders and technically skilled personnel.

The FY 2025 budget requests funding for 230,262 civilians, including U.S. direct hires, foreign national direct hires, and foreign national indirect hires. The civilian workforce is integral to executing the warfighting mission and helping ensure the United States Navy is the most powerful military force in the world. DON Civilians are an essential component in meeting the DON's mission to recruit, train and equip the best combat ready force in the world.

The DON is committed to ensuring excellence in all aspects of quality of life for our military families, including housing. The budget request of \$623 million includes the construction, operation, maintenance, recapitalization, leasing, and privatization oversight of the Department's family housing worldwide. There are two family housing construction projects in Guam, as well as the operation and maintenance of ~8,500 government owned units and ~1,700 leased units.

Enhancing Our Strategic Partnerships

We are enhancing our strategic partnerships worldwide, specifically in the Indo-Pacific. The generational AUKUS security agreement between the United States, Australia, and the United Kingdom is changing the geo-strategic landscape in the Indo-Pacific. This agreement is more than just an acquisition arrangement for nuclear-powered, conventionally-armed submarines for Australia — it is also a model for how we are expanding naval diplomacy to the procurement and technology development spheres at a scale never before seen, driving significant investments across our three nations' defense industrial bases. We build relationships with many nations through traditional engagements — such as exercises and port calls — and new, innovative ways such as technology bridges, research sharing agreements, and climate assistance. Our Marine Corps continues to partner with the Philippines, working to build the interoperability between our naval forces, in-turn strengthening our collective ability to address shared security concerns. Our maritime statecraft demands even more engagement with our allies and our partners. Mutually respectful cooperation with them in every domain is at the forefront of our nation's approach to naval diplomacy, and at the heart of our National Defense Strategy.

Audit Summary

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, DoD, and the U.S. Government, cannot achieve a clean audit opinion. The DON continues to execute its proven financial management strategy focusing on transformational changes geared towards our most impactful areas with the Marine Corps leading the effort to become the first military service to achieve an audit opinion. At the same time, the Navy is consolidating the number of feeder and accounting systems it uses, accounting for and valuing the Navy's mission critical assets (e.g., aircraft and vessels), making the right supplies available to the warfighter at the right time, and enhancing cybersecurity. The DON Audit Roadmap identifies remediation priorities, dependencies, and other financial management transformation efforts as the critical path to an audit opinion. The Audit Roadmap also gives leadership visibility into audit remediation progress and the impact of delays to the timeline. The DON financial management strategy promotes a business culture in which all stakeholders, from senior leaders, business managers, and operators who directly support the warfighter, understand their roles in improving the DON operations. In February 2024 the USMC received an unmodified audit opinion - the first military service in DoD to do so.

Resource Summary

The Department of the Navy's FY 2025 President's Budget request is \$257.6 billion. This budget maintains readiness, sustains a forward presence that keeps America and our allies safe and prosperous, but accepts risk in modernization in the near years. This request delivers the resources necessary today to ensure America's Naval Forces are ready, timely, flexible, and forward-deployed to maintain our nation's unrestricted access to the sea, a vital artery to American prosperity, fueling our economic engine by allowing us to engage in commerce on a global scale.

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DEPARTMENT OF THE AIR FORCE

<i>Discretionary Budget Authority in Billions</i> Department of the Air Force	FY 2023 Actuals ¹	FY 2024 Request	FY 2024 CR ²	FY 2025 Request
Military Personnel	46.5	48.5	46.4	49.3
Operation and Maintenance	76.9	79.5	75.9	81.8
Procurement	59.5	61.7	58.3	59.5
RDT&E	61.7	65.8	61.5	67.8
Military Construction	4.6	3.2	4.6	3.6
Family Housing	0.6	0.6	0.6	0.5
Revolving and Management Funds	0.1	0.1	0.1	0.1
Total Department of the Air Force	249.9	259.2	247.4	262.6

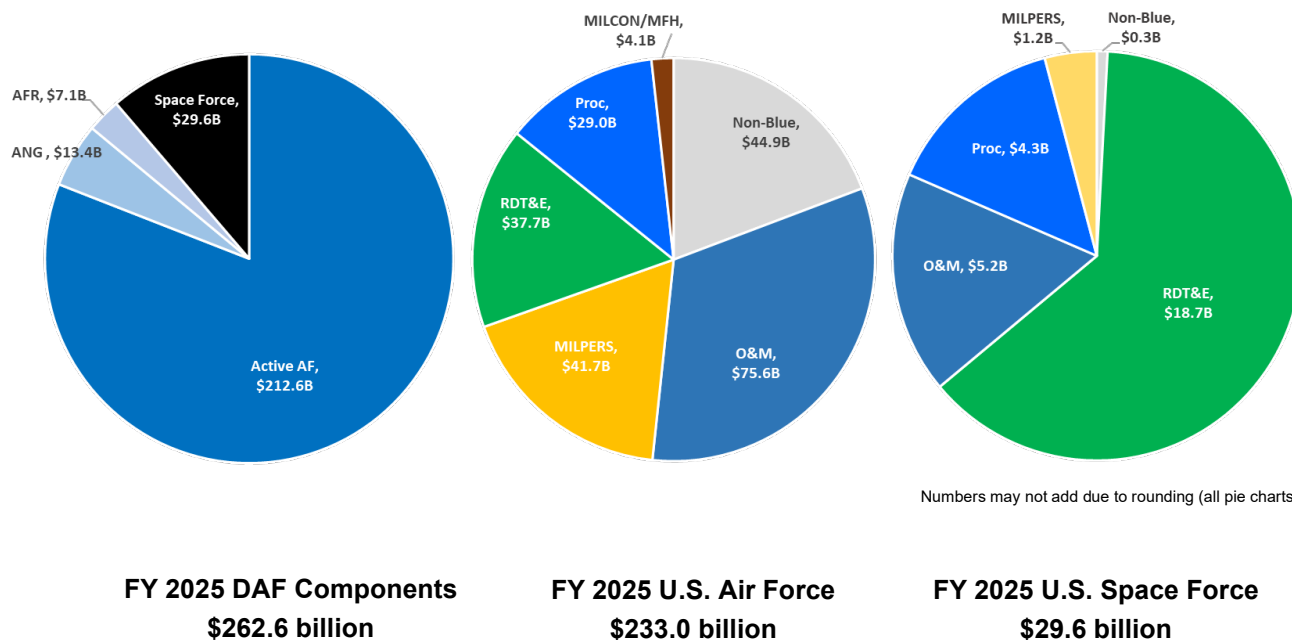
¹ FY 2023 Actuals include supplemental funding for Ukraine

² Reflects Continuing Resolution (CR) (P.L. 118-15), as amended

Introduction

The Department of the Air Force's (DAF) FY 2025 President's Budget request of \$262.6 billion, which includes \$45.1 billion in pass-through funding, postures the Department to implement the National Defense Strategy (NDS). The DAF remains focused on DoD's mission to safeguard and advance vital U.S. national security interests and meet growing threats to a stable and open international system. In line with the priorities of the Secretary of Defense, this budget request supports that mission and invests in the people and teams that are our decisive advantage.

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 pass-through funding (Non-Blue) laid-in to each component; the service charts break it out separately.



Overview – FY 2025 Defense Budget

The Department's \$262.6 billion FY 2025 budget request, including \$45.1 billion in pass-through, represents a \$3.4 billion increase (1.3 percent) from the DAF's FY 2024 President's Budget request. This budget request maintains readiness to respond to current threats and addresses key capability gaps while investing to manage increasing risks. The request continues to focus and build upon the modernization called for by the Operational Imperatives (OI) and Cross-cutting Operational Enablers (COE), invests in our Airmen and Guardians, resources the Air Force's core functions, and enables the Space Force's lines of efforts in support of the NDS.

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

Major Procurement Programs	FY24 PB	FY25 PB
Aircraft		
F-35A	48	42
F-15EX	24	18
KC-46A	15	15
T-7	0	7
MH-139	7	8
C-40D	0	1
Missiles/Ammunition		
SDB II	920	868
SDB I	874	604
JASSM-ER	550	550
AMRAAM	457	462
AIM-9X	192	147
AARGM-ER	14	128
LRASM	27	115
JSM	48	50
Space		
National Security Space Launch	10	7
Space Dev. Agency Launch	5	4
GPC III Follow On	0	2

The DAF plays an integral role to achieve the four priorities contained in the NDS: defending the homeland, deterring strategic attacks, deterring aggression, and building a resilient Joint Force. After twenty years focused on counterterrorism and counterinsurgency, the DAF is ensuring our organization is optimized for the competition we will continue to face in the coming decades. The Department is ready to deter and prevail against today's threats, however, to maintain our advantage and improve our operational posture we must continue immediate and significant capability modernization to keep pace with the growing military capabilities of the People's Republic of China (PRC). The Department will maintain readiness in the short-term while investing in long-term capabilities to manage growing risk over time.

Operational Imperatives

The seven Operational Imperatives and three Cross-cutting Operational Enablers support the NDS and DoD'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 \$3.1 billion for Space Domain Awareness, Space Data Network, Missile Warning/Missile Tracking, and space control, essential to connect the joint force in a highly contested environment.
- Operational Imperative Two: Develop and migrate to a Command and Control (C2) architecture capable of resilient, high-speed battle management** of a distributed, adaptive force and the operational ability to disaggregate execution when the threat requires it. The DAF BATTLE NETWORK architecture will integrate numerous U.S. Air Force and U.S. Space Force programs by enabling distributed C2 at a variety of disaggregated locations as dictated by the operational situation. The Advanced Battle Management System (ABMS) is the program element that funds a subset of DAF BATTLE NETWORK capabilities, and will provide

Overview – FY 2025 Defense Budget

the connectivity, secure processing, and data management capabilities needed to manage DAF assets and contribute to the joint fight in a highly contested, dynamic, time-compressed environment at scale. The DAF BATTLE NETWORK is the DAF contribution to Combined Joint All-Domain Command and Control (CJADC2).

- **Operational Imperative Three: Moving Target Engagement at Scale** focuses on dynamic, real-time long range kill chains technologies capable of engaging moving targets at scale in highly contested environments. In this budget, the Air Force is investing \$136.3 million and the Space Force is investing \$740.3 million in developing and sustaining a family of survivable, long-range, and persistent sensors. These sensing capabilities are underpinned by increased investment in technologies necessary to complete, automate, and sustain long range kill chains. These investments will integrate complex external data, optimize sensor tasking, provide necessary battle management, and enable weapon-target pairing necessary to close long range kill chains.
- **Operational Imperative Four: Next Generation Air Dominance (NGAD) Family of Systems** directs the development of Collaborative Combat Aircraft (CCAs) uncrewed systems, autonomy development through the Viper Experimentation and Next-gen Ops Model, CCA crewed aircraft integration with existing platforms, and the continued standup of the CCA Experimental Operational Unit. Our investment of \$674.8 million will allow our Air Force to deter aggression more effectively and maintain air superiority in the air domain. Accelerating CCA development will enable the Air Force 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 us to 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 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 \$600.6 million 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.
- **Operational Imperative Seven: Transition to Wartime Posture** focuses on posturing the Department to mobilize and transition to war and sustain operations in a contested environment, including supporting information technology systems. The Air Force is investing \$232.9 million, and the Space Force is investing \$13.0 million in the modernization of our information technology infrastructure and platforms and improving cyber security and resilience.
- **Electromagnetic Spectrum Operations COE:** The DAF must achieve electromagnetic dominance to maintain the information advantage in highly contested environments. Advanced electromagnetic spectrum systems and infrastructure will enhance operational effectiveness, particularly Electromagnetic Warfare, Electromagnetic Spectrum-Enabled Cyberspace Attack, and Electromagnetic Battle Management. The Air Force is investing \$50.0 million, and the Space Force is investing \$150.0 million to accelerate these efforts.
- **Munitions COE:** The DAF is responsible for investing in an affordable mix of air-to-air and

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air-to-surface weapons that can deliver the capability and capacity needed to maintain a competitive advantage over our pacing challenge. To this end, investment in capabilities that enable rapid test and production of new technologies with open system architectures in relevant quantities is necessary. The Air Force is investing \$210.6 million towards these capabilities.

- **Mobility COE:** The Joint force must be able to effectively deploy, conduct, and sustain operations against peer competitors in highly contested environments. A mix of survivable, connected, and agile mobility platforms that reliably provide range, flexible payloads, and unique capabilities are necessary for sustaining operations in highly contested environments. Due to fiscal limitations, the Air Force is not investing in Mobility COE capabilities in FY 2025 but intends to continue capability assessments and seek future investments.

Taking Care of Airmen and Guardians

The Department's Airmen and Guardians within Air Force and Space Force create the decisive advantage in our strategic competition and lead to the success in our mission as part of the Joint Force. We attract, develop, employ, engage, and retain our nation's best talent to win the high-end fight. The DAF remains committed to maximizing opportunities for all members, both military and civilians, to serve to their fullest potential. This budget provides a \$868.4 million increase to military pay and incentives, so that all members have economic and food security as they serve. We also added \$251.0 million to fund the civilian pay raise. This budget provides \$379.7 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 builds on previous modernization investments to attain a more lethal, resilient, sustainable, survivable, agile, and responsive force. These investments include multi-role air superiority capabilities and the 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, CCA will provide risk tolerant, combat effective mass at an affordable cost. The Future Fighter Force is tied to the NGAD Family of Systems that will provide air superiority for the Joint Force in contested environments in the 2030s. The Air Force preserves previous advances and invests across foundational accounts, while focusing resources on long-range kill chains capabilities. Our investments align with the NDS to deliver warfighting solutions for the Joint Warfighting Concept.



Global Strike

Continued strategic nuclear deterrence promotes global stability and modernization will provide nuclear strike options for decades to come. The FY 2025 budget funds nuclear modernization and continues recapitalizing our contributions to the nation's nuclear triad and Nuclear Command, Control and Communication (NC3). The FY25 budget funds \$4.6 billion for the Sentinel system that replaces the +45-year Minuteman III Intercontinental Ballistic Missile.

The nuclear-capable bomber force is the second leg of the Nation's nuclear triad. Investments focus on an expeditious transition to the B-21 and modernizing the B-52 fleet. We also continue sustaining the B-1 and B-2 fleets to keep relevancy until divestiture. The FY 2025 budget adds \$353M to support B-21 low-rate initial production to attain a nuclear-capable bomber force.

The Air Force must build the right mix of hypersonic and long-range subsonic missiles. The FY 2025 budget invests in capabilities that can strike at long distances, including hypersonics by investing \$727.3 million in the Long Range Stand Off /Hypersonic Attack Cruise Missile and \$825.5 million in Joint Air-to-Surface Standoff Missile extended range. We aim to enable the industrial base to manufacture hypersonic systems affordably and at the capacity necessary to provide a decisive advantage on the battlefield. Similar to our previous request, the budget asks for multiyear procurement to build inventory levels for air dominance and precision attack missions. 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 2025, the tanker Total Aircraft Inventory (TAI) remains at 466. Modernizing the aging tanker fleet is a priority in the Rapid Global Mobility portfolio. The Air Force is investing \$3.0 billion to recapitalize the tanker enterprise, purchasing 15 KC-46As to support air operations worldwide.



The DAF maintains a tactical airlift C-130J/H TAI fleet of 271 aircraft. Given the notable remaining service life of the C-130H fleet, further recapitalization of the C-130H is not needed. The C-17A/C-5M aircraft TAI fleet remains at 274. The budget invests over \$590.0 million in key safety, modernization, and communication/connectivity modifications across the tactical and strategic airlift fleets in FY 2025.

Command and Control

A mix of space and airborne sensors is needed for Command and Control (C2) in the air domain to support Joint and coalition forces. Investments are critical to counter advanced and emerging air threats fielded or in development by adversaries.

In support of modernization of our nuclear assets, the NC3 program is funded at \$9 billion. As the Department modernizes the three legs of the nuclear triad, we must also modernize the communications systems and sensors that enable them to function; the Department of the Air Force provides 75 percent of the NC3 capabilities. The NC3 is a component of JADC2 initiatives and must be developed in synchronization with other JADC2 efforts.

Intelligence, Surveillance, Reconnaissance, and Targeting

The ability to win future high-end conflicts requires accelerating our transition in the Intelligence, Surveillance, Reconnaissance, and Targeting (ISRT) force structure into a more survivable, persistent, and connected force. We need congressional support to move away from legacy systems that offer limited capability against peer competitors. Future ISRT capabilities will deliver time-relevant, tailor-made solutions against diverse operational problems to deliver target quality intelligence to the warfighter at speed and scale. The ISRT enterprise supports combatant commanders while accepting a small risk by preparing to divest less survivable systems to focus resources on future capabilities.

United States Space Force

The Space Force's FY 2025 budget request aligns with the NDS, the Defense Planning Guidance, and the DAF OIs, while also integrating with the Joint Warfighting Integrated Theory of Victory and aims to reshape the Service to "secure our nation's interests in, from, and, to space."

Line of Effort One: Field Combat-Ready Forces

The first line of effort focuses on comprehensively fielding equipment and trained personnel with sufficient sustainment funding to conduct prompt and enduring operations against an adversary. A resilient force can withstand, fight through, and recover from attacks. The line of effort has broad implications for the Space Force, directly and indirectly supporting the DAF OIs. The FY 2025 budget continues resilient global missile warning satellite system modernization with \$2.6 billion in investments. Additionally, the Space Force will use data-driven analysis to revolutionize military



satellite communication architectures and fund an initial investment of \$264.5 million to field a modernized capability for the Joint Force to prevail in contested environments. Furthermore, the Space Force budgeted FY 2025 funding for improvements to Operational Test and Training Infrastructure (\$65.3 million), and Defensive Cyber Operations (\$63.0 million).

Line of Effort Two: Amplify the Guardian Spirit

The second line of effort focuses on unleashing our force's creativity, innovation, determination, and patriotism. 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. The Space Force is investing to strengthen the Guardian Spirit, specifically increasing instructor cadre and student capacity in Guardian Professional Military Education (\$14.6M) and Training, Curriculum, and Exercise Development (\$8.9 million).

Line of Effort Three: Partner to Win

The third line of effort focuses on strengthening the partnerships necessary to accomplish Space Force roles and missions supporting integrated deterrence. The Space Force's superlative talent and exceptional capabilities are amplified with joint, coalition, international, interagency, academic, and commercial partnerships. Partnerships act as critical force multipliers and expand our competitive advantage, and the Space Force is committed to placing Guardians in positions where they can strengthen critical relationships. We are investing \$133.5 million to support the development of a Quasi-Zenith Satellite System in partnership with Japan to enhance Space

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Domain Awareness. Moreover, this budget request invests \$27.8 million in Service Component support to Combatant Commands.

Conclusion

The DAF faces a generational challenge with an enduring strategic competition against a dynamic, well-resourced, and determined competitor. We are in a race for technological superiority. The PRC is actively developing and expanding capabilities to defeat our ability to project power. These threats inform our FY 2025 budget request and build a ready force capable of engaging the strategic long-term challenge across the spectrum of operations from competition through crisis. It is aligned with the NDS and meets our mission requirements while taking care of people and fulfilling our role in the Joint and interagency team. If deterrence fails, the FY 2025 budget request for both the Air Force and Space Force will allow us to prevail in conflict.

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NATIONAL GUARD BUREAU

<i>Discretionary Budget Authority in Billions</i> National Guard Bureau	FY 2023 Actuals ¹	FY 2024 Request	FY 2024 CR ²	FY 2025 Request
Military Personnel	15.9	16.4	15.5	16.7
Operation and Maintenance	15.6	15.9	15.7	16.0
National Guard and Reserve Equipment	0.6	-	-	-
Military Construction	0.9	0.5	0.9	0.6
Subtotal National Guard Appropriations	33.1	32.9	32.1	33.3
Service Proc Programs Reserve Comp (P-1R)	6.0	3.6	3.6	2.4
Total National Guard	39.1	36.5	35.7	35.7

¹ FY 2023 Actuals include supplemental funding Natural Disasters

² Reflects Continuing Resolution (CR) (P.L. 118-15), as amended

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 the People’s Republic of China (PRC) 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. National Guard Soldiers and Airmen are actively engaged in every aspect of our National Defense Strategy (NDS). As 20 percent of the Joint Force, the National Guard is a significant component of **integrated deterrence**. As the combat reserve of the Army and the Air Force - manned, trained, and equipped to fight our Nation’s wars, and currently serving in every Combatant Command - we play a key role in **campaigning**. As a dual-status force that builds key partnerships at every level - including international State partners, the Federal interagency, regional emergency management, and local law enforcement - the National Guard provides **enduring advantages** not found anywhere else in DoD. The NDS cannot succeed without the National Guard.

The first NDS priority, homeland defense, is innately embedded in the National Guard through its community-based force across the 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 Force’s unit-equipped space operations squadrons and disaster response at the request of State Governors. The National Guard has over 4,000 cyberspace professionals supporting 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 the second priority, deterring strategic attacks against our homeland, allies, and partners. This priority clearly demonstrates both the interconnected nature of the threats and challenges we face and the cooperative approach we must take to counter them. Through the National Guard’s State Partnership Program’s (SPP) 88 partnerships with 100 nations around the globe, Soldiers and Airmen experience the global operating environment, develop military-to-military relationships, improve readiness, enhance access and influence, and ensure our Nation has trusted, capable, interoperable allies and partners at our side. The SPP has proven to be one of the most valuable security cooperation

Overview – FY 2025 Defense Budget

programs available and continues to grow in support of the National Security Strategy, NDS, and Combatant Commanders' theater security objectives. As the NDS makes clear, mutually beneficial alliances and partnerships are an enduring strength, and a key to the integrated deterrence and campaigning efforts of the National Guard.

The third NDS priority is deterring aggression, while preparing to prevail in conflict when necessary. Here, perhaps, is the greatest National Guard transformation over the past 20 years. The National Guard has 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 and win our Nation's wars. National Guard Soldiers and Airmen have served in over one million deployments since 9/11 and continue serving in every Combatant Command today. To remain interoperable with the Joint Force, the recapitalization and modernization of the National Guard continues.

And finally, the National Guard supports the fourth NDS priority through its contributions to building a resilient Joint Force and defense ecosystem. This priority speaks to both people and systems - strengthening the resilience of the Soldiers and Airmen who serve, improving the resilience of the critical infrastructure on which we rely and enhance the resilience of our organization. We continue to devote time and resources to improve all aspects of National Guard culture to make service more appealing and inclusive, to include fostering an environment that values education and understands the importance of mental and physical well-being. We also continue efforts to enhance national resilience by protecting our Nation's critical assets, communications and control, and infrastructure, and increasing our ability to withstand the effects of natural and man-made disasters.

The FY 2025 budget enhances service member resilience with cost-of-living increases, innovative child-care opportunities for family members, leveraging Integrated Primary Prevention, and additional support services. To address the current strategic environment and climatological risks, the FY 2025 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 close coordination with many diverse partners in and beyond the State and Nation, our longstanding homeland defense capabilities, and geographically dispersed forces. This benefits both the defense enterprise and the American people. The Army National Guard and the Air National Guard FY 2025 budget requests support the parent service's strategic initiatives and operational imperatives, which fully align to the NDS.

Army National Guard (ARNG) Budget Request

The FY 2025 ARNG budget request supports an end strength of 325,000, sustained from FY 2024. To meet end strength goals, the ARNG remains focused on new recruiting and retention initiatives to address the recruiting challenges. The FY 2025 budget funds 4,087 full-time and 585 part-time recruiters and fully invests in marketing and advertising strategies. Additionally, the budget funds ARNG statutory programs, and provides increases in Soldier basic pay, Basic Housing Allowance, and Basic Allowance for Subsistence.

The FY 2025 budget resources 27,311 Civilians and adds 40 full-time support personnel for the Integrated Primary Prevention program, and 2 full-time support personnel for the Resiliency Program. This continues to enhance the Army's Implementation of the Independent Review Commission's recommendations to build resilient Soldiers and Families and enhance quality of life. This budget provides for civilian pay raises and invests in civilian talent management.

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. To build readiness to support deterring adversaries around the globe and to operate in a multidomain environment

Overview – FY 2025 Defense Budget

as part of the Joint Force, the ARNG will again conduct two Combat Training Center rotations at two major training sites (National Training Center and Joint Readiness Training Center). The ARNG will also conduct three Exportable Combat Training Capability events in Georgia, Virginia, and Mississippi. The FY 2025 budget increases the ARNG's flying hour program proficiency hours to 7.5 hours per crew per month. Additionally, the budget request builds readiness in our ARNG force to respond to threats to the homeland and natural disasters to include hurricanes and wildfires.

To support ARNG facilities and installations, the FY 2025 budget funds Facility Sustainment at 86 percent, allowing for scheduled preventative maintenance and timely response to on-demand work orders. The budget request funds Base Operations Support to sustain ARNG family programs, Soldier support programs, prevention programs, installation protection services, municipal services to installations, airfield support, and fire and emergency services across the 50 States, 3 Territories, and the District of Columbia.

Air National Guard (ANG) Budget Request

The FY 2025 ANG budget request supports an end strength of 107,700 Airmen supporting the NDS. As a critical partner in the Total Force, the ANG supplies one-third of the Department of the Air Force's flying capability, ranging from 90 percent of the homeland air and cruise missile defense mission to 14 percent of the strategic airlift capability. The FY 2025 budget bolsters our investment in ANG operational readiness by funding 142,290 flying hours, an increase of 12,653 hours and providing for 87 percent of Weapon System Sustainment funding for 879 ANG aircraft. In FY 2025, this funding supports increased operations and personnel to support 20 F-35s and 10 F-15EXs procured in prior years as part of an ongoing effort to modernize ANG aircraft inventories. The ANG continues to be a key ingredient for America's defense by optimizing DoD resources to achieve its NDS responsibilities. Increased manning supports new missions like Cyber Enabled Air Superiority with highly experienced personnel at a lower cost. The ANG will be at the leading edge supporting the NDS in areas such as Intelligence, Surveillance, Reconnaissance, Cyber operations, Air Superiority, Precision Attack, Global Mobility, and multinational cooperation through the SPP.

“Today’s National Guard is ready and capable and a vital part of our National Defense Strategy. As a combat reserve of the Army and the Air Force, our Soldiers and Airmen are built to fight our nation’s wars. It is manning, training, and equipping for combat that allows us to also serve our communities in their time of need.”

- Chief of the National Guard Bureau General Daniel R. Hokanson, January 2023

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6. DOD ANNUAL PERFORMANCE REPORT

PERFORMANCE MONITORING AND TRACKING

The Department is a performance-based organization committed to using data on delivered results to drive decision making and accountability for achieving outcomes. The Department monitors, reviews, and reports progress on its strategic priorities, objectives, and associated performance goals and measures on a quarterly basis, following specific targets identified in the Annual Performance

Plan (APP) for the forthcoming fiscal year. The Deputy’s Management Action Group (DMAG) is the senior body for governing the Department’s Strategic Management Plan (SMP), including assessing component and enterprise-wide performance. All Deputy-led processes incorporate the monitoring of SMP implementation as part of their routine activities. These efforts are supported by the Defense Performance Improvement Council (DPIC), which serves as the Department’s governance and integration body for matters associated with defense management, defense reform, performance management and improvement, enterprise risk management, and oversight of related resourcing decisions. The DPIC, chaired by the DoD Performance Improvement Officer (PIO) and Director, Administration and Management (DA&M), meets on a quarterly basis and focuses on the preparation and monitoring of the SMP, and the implementation of the Defense Performance Improvement Framework.

Sections
<ul style="list-style-type: none">• Performance Monitoring and Tracking• Data-Driven Performance Management• Performance Management Framework• Summary Of Strategic Goals and Objectives FY 2023 End of Year Result

DATA-DRIVEN PERFORMANCE MANAGEMENT

The Department 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 PIO/DA&M, in partnership with the Chief Digital and Artificial Intelligence Officer (CDAO) designed “Pulse”, the Department’s executive analytics platform for performance management. The “Pulse” SMP Dashboard provides DoD senior leaders with a strategic view of how the Department is performing against its top priorities and contributes to implementing the Deputy Secretary of Defense’s vision to transform the Department into a data-driven organization and empowers DoD Components to draw deeper insights from data, drive more efficient processes, gain better insight into ongoing performance improvement efforts, and enable proactive performance tracking and monitoring.

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

PERFORMANCE MANAGEMENT FRAMEWORK

The SMP for FY 2022 – FY 2026 is the result of a collaborative effort among subject matter experts across the Department and aligns every strategic objective to a strategic priority. To achieve the objectives outlined in the SMP, the Deputy Secretary of Defense and PIO/DA&M engage with senior leaders across the Department to promote enhanced management processes, systems, and practices. The SMP provides the Deputy Secretary of Defense and PIO/DA&M with effective levers to identify, oversee, and report on a series of tangible and measurable activities ensuring diligence in the Department’s management of resources assigned to those priorities. The implementation of each strategic objective in the SMP is in the purview of one or more of the

Overview – FY 2025 Defense Budget

Office of the Secretary of Defense (OSD) Principal Staff Assistants (PSAs) who are delegated with the Secretary of Defense’s authority to carry out their assigned responsibilities and functional areas.

The strategic priorities and objectives, coupled with the performance goals and measures outlined in the FY 2024 APP describe how the Department intends to achieve its goals and priorities and succeed through teamwork with our allies and partners.

SUMMARY OF STRATEGIC GOALS AND OBJECTIVES FY 2023 END OF YEAR RESULT

The following FY 2023 end of year results chart summarizes the results of the strategic performance measures by strategic priority and objective. The complete FY 2023 Annual Performance Report (APR) can be accessed online through the Office of the PIO/DA&M’s website at <https://dam.defense.gov/Performance-Mgmt/>

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Strategic Priority	Strategic Objectives	FY 2023 End of Year Result for Performance Measures
Priority 1 – Transform the Foundation of the Future Force	1.1 – Drive competitive advantage by acquiring effective capabilities to deter and, if necessary, defeat pacing threats	Met – 4 Not Met - 1
	1.2 - Modernize and sustain the nuclear deterrent and protect against chemical and biological threats	Met – 2 N/A – 4
	1.3 – Deliver and optimize the Department’s enterprise, information, and technology infrastructure to drive mission effectiveness	Exceeded – 2 Met – 2 Not Met – 2
Priority 2 – Make the Right Technology Investments	2.1 - Build a strong foundation for future science and technology through modernized laboratories and test facilities	Exceeded – 2 Met – 1
	2.2 - Collaborate with public/private sector partners in support of innovative, interoperable solutions	Exceeded – 1
	2.3 - Leverage technology innovation to build enduring performance advantage	Exceeded – 3 Met – 6
Priority 3 – Strengthen Resiliency and Adaptability of Our Defense Ecosystem	3.1 - Shape a 21st century Defense Industrial Base (DIB)*	Met – 7
	3.2 - Reduce operation and sustainment costs to maximize readiness	Met – 3
	3.3 - Enhance the DoD's ability to combat 21st century climate, energy, and environmental challenges*	Exceeded – 6 Met – 2 Not Met – 5 N/A - 1
	3.4 - Enhance the DoD's cybersecurity posture	Met – 2
	3.5 - Increase the resiliency of Command, Control, and Communications (C3) capabilities	Met – 5 Not Met – 1
	3.6 - Engage in co-development, research, testing, and evaluation with allies and partners	Exceeded – 1 Met – 2

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Strategic Priority	Strategic Objectives	FY 2023 End of Year Result for Performance Measures
Priority 4 – Take Care of Our People and Cultivate the Workforce We Need	4.1 - Cultivate Talent Management*	Met – 8 Not Met – 4 Pending – 1
	4.2 - Change the culture	Met – 2 Partially Met – 1 Not Met – 1 Pending – 4
	4.3 - Promote the health, wellbeing, and safety of the force and families	Exceeded – 2 Met – 9 Partially Met – 1 Not Met – 6
Priority 5 – Address Institutional Management Priorities	5.1 - Accelerate the path to an unmodified audit opinion	Exceeded – 1 Not Met – 2
	5.2 - Optimize budget to execution and foster a high integrity funds control environment	Exceeded – 1 Met – 2 Not Met – 1
	5.3 - Modernize DoD Business Systems	Not Met – 2
	5.4 - Accelerate the adoption of trusted data and analytics across the Department	Exceeded – 4 Not Met – 2

**Indicates a Strategic Objective tied to an Agency Priority Goal in the Annual Performance Plan*

APPENDIX A: RESOURCE EXHIBITS

Chart A-1. FY 2025 DoD Budget Request by Military Department

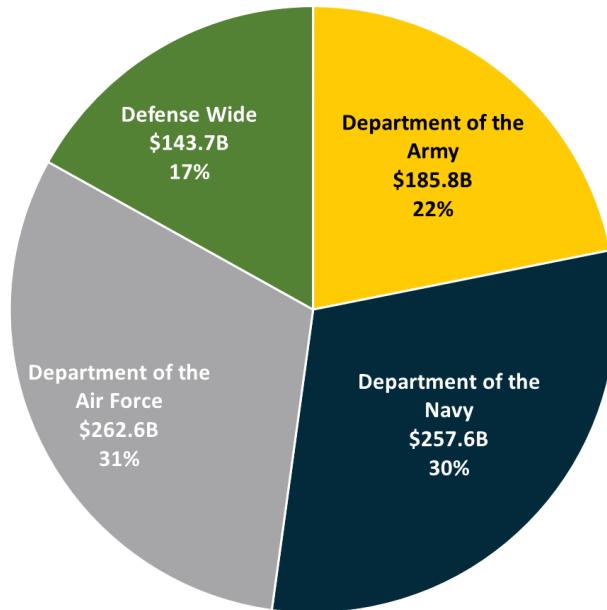
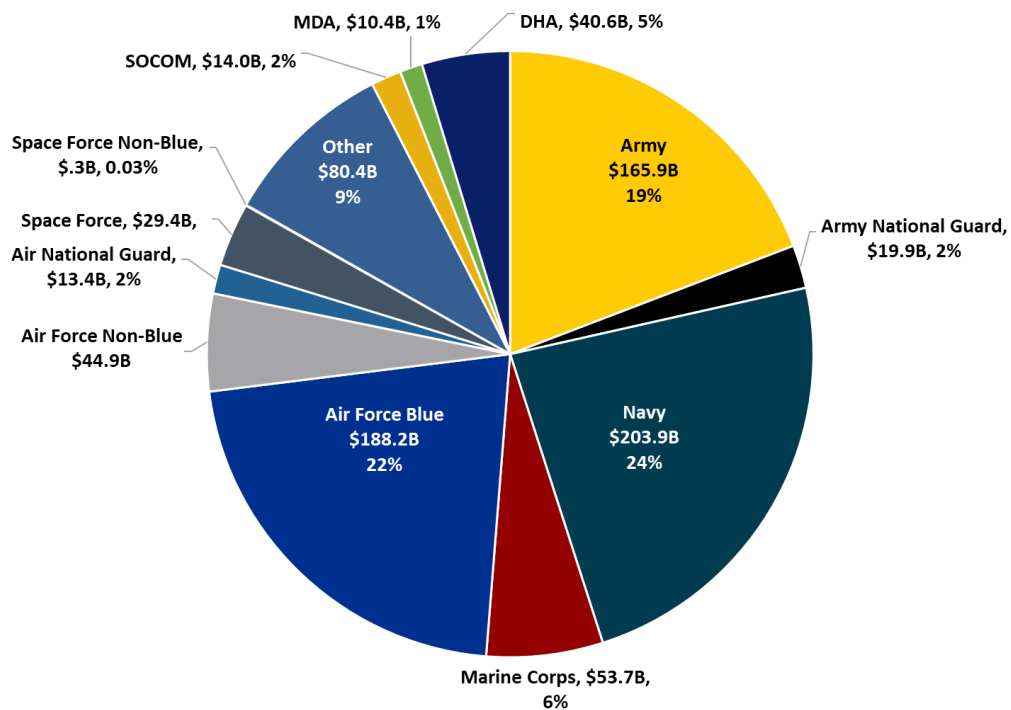


Chart A-2. FY 2025 DoD Budget Request – Additional Details



Overview – FY 2025 Defense Budget

Table A-1. DoD Total (Base + FY 2023 Supplemental) Budget by Appropriation Title (\$ in millions)

Total Budget	FY 2023	FY 2024 Request ¹	FY 2024 CR ²	FY 2025 Request
Military Personnel	174,210	178,874	173,019	181,881
Operation and Maintenance	339,638	329,749	320,072	337,921
Procurement	176,845	170,049	163,862	167,546
RDT&E	139,820	144,980	139,658	143,157
Revolving and Management Funds	2,178	1,683	1,718	1,721
Offsetting Receipts	-25	-9	-9	--
Defense Bill	832,665	825,326	798,321	832,225
Military Construction	16,714	14,734	16,673	15,561
Family Housing	2,327	1,941	2,327	1,984
Military Construction Bill	19,041	16,675	19,000	17,545
DoD TOTAL	851,706	842,000	817,321	849,770

Source: Next Generation Resource Management System

Numbers may not add due to rounding.

¹ FY 2024 excludes supplemental funding request for Ukraine (\$44.4 billion), Israel (\$10.6 billion), and Submarine Industrial Base (\$3.3 billion).

² Reflects Continuing Resolution (CR) (P.L. 118-15), as amended

Table A-2. DoD Total (Base + FY 2023 Supplemental) Budget by Military Department (\$ in millions)

Total Budget	FY 2023	FY 2024 Request ¹	FY 2024 CR ²	FY 2025 Request
Army	201,366	185,337	185,236	185,807
Navy	246,584	255,753	243,276	257,586
Air Force	249,897	259,240	247,420	262,642
Defense-Wide	153,858	141,670	141,389	143,735
DoD TOTAL	851,706	842,000	817,321	849,770

Source: Next Generation Resource Management System

Numbers may not add due to rounding.

¹ FY 2024 excludes supplemental funding request for Ukraine (\$44.4 billion), Israel (\$10.6 billion), and Submarine Industrial Base (\$3.3 billion).

² Reflects Continuing Resolution (CR) (P.L. 118-15), as amended

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Table A-3. DoD Total (Base + FY 2023 Supplemental) Budget by Military Department and Appropriation Title (\$ in millions)

Department of the Army	FY 2023	FY 2024 Request ¹	FY 2024 CR ²	FY 2025 Request
Military Personnel	69,324	69,836	68,255	70,657
Operation & Maintenance	75,064	72,465	71,120	71,956
Procurement	35,843	24,472	24,619	25,204
RDT&E	17,034	15,775	17,142	14,073
Military Construction	3,018	2,068	3,018	3,141
Family Housing	937	690	937	752
Revolving and Management Funds	145	29	145	24
ARMY TOTAL	201,366	185,337	185,236	185,807
Department of the Navy	FY 2023	FY 2024 Request ¹	FY 2024 CR ²	FY 2025 Request
Military Personnel	58,387	60,565	58,368	61,882
Operation & Maintenance	81,655	84,572	80,069	87,609
Procurement	74,000	76,870	72,342	77,062
RDT&E	25,913	26,922	26,004	25,698
Military Construction	5,819	6,182	5,778	4,682
Family Housing	716	641	716	623
Revolving and Management Funds	95	--	--	30
NAVY TOTAL	246,584	255,753	243,276	257,586
Department of the Air Force	FY 2023	FY 2024 Request ¹	FY 2024 CR ²	FY 2025 Request
Military Personnel	46,499	48,473	46,397	49,341
Operation & Maintenance	76,877	79,487	75,901	81,808
Procurement	59,538	61,681	58,311	59,480
RDT&E	61,704	65,765	61,530	67,809
Military Construction	4,584	3,200	4,584	3,569
Family Housing	615	551	617	548
Revolving and Management Funds	80	84	80	87
AIR FORCE TOTAL	249,897	259,240	247,420	262,642
Defense - Wide	FY 2023	FY 2024 Request ¹	FY 2024 CR ²	FY 2025 Request
Military Personnel	--	--	--	--
Operation & Maintenance	106,042	93,225	92,982	96,548
Procurement	7,463	7,026	8,590	5,800
RDT&E	35,168	36,517	34,982	35,577
Military Construction	3,293	3,284	3,294	4,169
Family Housing	59	58	57	61
Revolving and Management Funds	1,858	1,570	1,493	1,580
Offsetting Receipts	-25	-9	-9	--
DEFENSE - WIDE TOTAL	153,858	141,670	141,389	143,735
DoD TOTAL	851,706	842,000	817,321	849,770

Source: Next Generation Resource Management System

Numbers may not add due to rounding.

¹ FY 2024 excludes supplemental funding request for Ukraine (\$44.4 billion), Israel (\$10.6 billion), and Submarine Industrial Base (\$3.3 billion).

² Reflects Continuing Resolution (CR) (P.L. 118-15), as amended

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Table A-4. Combat Force Structure Overview

Service	FY 2023	FY 2024	FY 2025	Δ FY24-25
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	291	296	287	-9
Carrier Strike Groups	10	10	10	0
Marine Corps Active				
Marine Expeditionary Forces	3	3	3	0
Infantry Battalions	21	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	42	40	-2
Aircraft Inventory (TAI)	3915	3796	3735	-61
Air Force Reserve				
Combat Coded Squadrons	3	3	2	-1
Aircraft Inventory (TAI)	295	315	290	-25
Air National Guard				
Combat Coded Squadrons	20	20	18	-2
Aircraft Inventory (TAI)	954	921	878	-43

Table A-5. Active Component End Strength

Service	FY 2023 ¹	FY 2024 Request	FY 2024 Authorized	FY 2025
Army	453,551	452,000	445,000	442,300
Navy	332,322	347,000	337,800	332,300
Marine Corps	172,577	172,300	172,300	172,300
Air Force	318,698	324,700	320,000	320,000
Space Force	8,879	9,400	9,400	9,800
TOTAL	1,286,027	1,305,400	1,284,500	1,276,700

¹ FY 2023 actuals

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Table A-6. Reserve Component End Strength

Service	FY 2023 ¹	FY 2024 Request	FY 2024 Authorized	FY 2025
Army Reserve	176,680	174,800	174,800	175,800
Navy Reserve	55,072	57,200	57,200	57,700
Marine Corps Reserve	33,036	33,600	32,000	32,500
Air Force Reserve	66,216	69,600	69,600	67,000
Army National Guard	325,066	325,000	325,000	325,000
Air National Guard	104,974	108,400	105,000	107,700
TOTAL	761,044	768,600	763,600	765,700

¹ FY 2023 actuals

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

Total Budget	FY 2023	FY 2024 Request	FY 2024 CR ¹	FY 2025 Request
Military Personnel	173,995	178,874	173,019	181,881
Operation and Maintenance	318,527	329,749	320,072	337,921
Procurement	162,841	170,049	163,862	167,546
RDT&E	139,364	144,980	139,658	143,157
Revolving and Management Funds	2,178	1,683	1,718	1,721
Offsetting Receipts	-25	-9	-9	--
Defense Bill	796,881	825,326	798,321	832,225
Military Construction	16,673	14,734	16,673	15,561
Family Housing	2,327	1,941	2,327	1,984
Military Construction Bill	19,000	16,675	19,000	17,545
DoD TOTAL BASE	815,881	842,000	817,321	849,770

Source: Next Generation Resource Management System

Numbers may not add due to rounding.

¹ Reflects Continuing Resolution (CR) (P.L. 118-15), as amended

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

Total Budget	FY 2023	FY 2024 Request	FY 2024 CR ¹	FY 2025 Request
Army	186,214	185,337	185,236	185,807
Navy	243,665	255,753	243,276	257,586
Air Force	247,269	259,240	247,420	262,642
Defense-Wide	138,732	141,670	141,389	143,735
DoD BASE TOTAL	815,881	842,000	817,321	849,770

Source: Next Generation Resource Management System

Numbers may not add due to rounding.

¹ Reflects Continuing Resolution (CR) (P.L. 118-15), as amended

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

Department of the Army	FY 2023	FY 2024 Request	FY 2024 CR ¹	FY 2025 Request
Military Personnel	69,159	69,836	68,255	70,657
Operation & Maintenance	71,359	72,465	71,120	71,956
Procurement	24,570	24,472	24,619	25,204
RDT&E	17,025	15,775	17,142	14,073
Military Construction	3,018	2,068	3,018	3,141
Family Housing	937	690	937	752
Revolving and Management Funds	145	29	145	24
ARMY BASE TOTAL	186,214	185,337	185,236	185,807
Department of the Navy	FY 2023	FY 2024 Request	FY 2024 CR ¹	FY 2025 Request
Military Personnel	58,383	60,565	58,368	61,882
Operation & Maintenance	80,079	84,572	80,069	87,609
Procurement	72,742	76,870	72,342	77,062
RDT&E	25,872	26,922	26,004	25,698
Military Construction	5,778	6,182	5,778	4,682
Family Housing	716	641	716	623
Revolving and Management Funds	95	--	--	30
NAVY BASE TOTAL	243,665	255,753	243,276	257,586
Department of the Air Force	FY 2023	FY 2024 Request	FY 2024 CR ¹	FY 2025 Request
Military Personnel	46,453	48,473	46,397	49,341
Operation & Maintenance	76,015	79,487	75,901	81,808
Procurement	58,103	61,681	58,311	59,480
RDT&E	61,420	65,765	61,530	67,809
Military Construction	4,584	3,200	4,584	3,569
Family Housing	615	551	617	548
Revolving and Management Funds	80	84	80	87
AIR FORCE BASE TOTAL	247,269	259,240	247,420	262,642
Defense-Wide	FY 2023	FY 2024 Request	FY 2024 CR ¹	FY 2025 Request
Military Personnel	--	--	--	--
Operation & Maintenance	91,074	93,225	92,982	96,548
Procurement	7,426	7,026	8,590	5,800
RDT&E	35,047	36,517	34,982	35,577
Military Construction	3,293	3,284	3,294	4,169
Family Housing	59	58	57	61
Revolving and Management Funds	1,858	1,570	1,493	1,580
Offsetting Receipts	-25	-9	-9	--
DEFENSE - WIDE BASE TOTAL	138,732	141,670	141,389	143,735
DoD BASE TOTAL	815,881	842,000	817,321	849,770

Source: Next Generation Resource Management System

Numbers may not add due to rounding.

¹ Reflects Continuing Resolution (CR) (P.L. 118-15), as amended

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

Supplemental Funding	FY 2023	FY 2024 Request ¹	FY 2024 CR ²	FY 2025 Request
Ukraine	35,678	--	--	--
Natural Disaster Relief	147	--	--	--
DoD SUPPLEMENTAL TOTAL	35,825	--	--	--

Source: Next Generation Resource Management System

Numbers may not add due to rounding.

¹ FY 2024 excludes supplemental funding request for Ukraine (\$44.4 billion), Israel (\$10.6 billion), and Submarine Industrial Base (\$3.3 billion).

² Reflects Continuing Resolution (CR) (P.L. 118-15), as amended

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

Supplemental Funding	FY 2023	FY 2024 Request ¹	FY 2024 CR ²	FY 2025 Request
Military Personnel	214	--	--	--
Operation and Maintenance	21,111	--	--	--
Procurement	14,003	--	--	--
RDT&E	455	--	--	--
Revolving and Management Funds	--	--	--	--
Defense Bill	35,784	--	--	--
Military Construction	41	--	--	--
Family Housing	--	--	--	--
Military Construction Bill	41	--	--	--
DoD SUPPLEMENTAL TOTAL	35,825	-	-	-

Source: Next Generation Resource Management System

Numbers may not add due to rounding.

¹ FY 2024 excludes supplemental funding request for Ukraine (\$44.4 billion), Israel (\$10.6 billion), and Submarine Industrial Base (\$3.3 billion).

² Reflects Continuing Resolution (CR) (P.L. 118-15), as amended

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

Supplemental Funding	FY 2023	FY 2024 Request ¹	FY 2024 CR ²	FY 2025 Request
Army	15,152	--	--	--
Navy	2,919	--	--	--
Air Force	2,628	--	--	--
Defense-Wide	15,126	--	--	--
DoD SUPPLEMENTAL TOTAL	35,825	-	-	-

Source: Next Generation Resource Management System

Numbers may not add due to rounding.

¹ FY 2024 excludes supplemental funding request for Ukraine (\$44.4 billion), Israel (\$10.6 billion), and Submarine Industrial Base (\$3.3 billion).

² Reflects Continuing Resolution (CR) (P.L. 118-15), as amended

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

Department of the Army	FY 2023	FY 2024 Request ¹	FY 2024 CR ²	FY 2025 Request
Military Personnel	164	--	--	--
Operation & Maintenance	3,705	--	--	--
Procurement	11,274	--	--	--
RDT&E	9	--	--	--
Military Construction	--	--	--	--
Family Housing	--	--	--	--
Revolving and Management Funds	--	--	--	--
ARMY SUPPLEMENTAL TOTAL	15,152	--	--	--
Department of the Navy	FY 2023	FY 2024 Request ¹	FY 2024 CR ²	FY 2025 Request
Military Personnel	4	--	--	--
Operation & Maintenance	1,576	--	--	--
Procurement	1,258	--	--	--
RDT&E	41	--	--	--
Military Construction	41	--	--	--
Family Housing	--	--	--	--
Revolving and Management Funds	--	--	--	--
NAVY SUPPLEMENTAL TOTAL	2,919	--	--	--
Department of the Air Force	FY 2023	FY 2024 Request ¹	FY 2024 CR ²	FY 2025 Request
Military Personnel	46	--	--	--
Operation & Maintenance	862	--	--	--
Procurement	1,435	--	--	--
RDT&E	285	--	--	--
Military Construction	--	--	--	--
Family Housing	--	--	--	--
Revolving and Management Funds	--	--	--	--
AIR FORCE SUPPLEMENTAL TOTAL	2,628	--	--	--
Defense-Wide	FY 2023	FY 2024 Request ¹	FY 2024 CR ²	FY 2025 Request
Military Personnel	--	--	--	--
Operation & Maintenance	14,968	--	--	--
Procurement	37	--	--	--
RDT&E	121	--	--	--
Military Construction	--	--	--	--
Family Housing	--	--	--	--
Revolving and Management Funds	--	--	--	--
DEFENSE-WIDE SUPPLEMENTAL	15,126	--	--	--
DoD SUPPLEMENTAL TOTAL	35,825	--	--	--

Source: Next Generation Resource Management System

Numbers may not add due to rounding.

¹ FY 2024 excludes supplemental funding request for Ukraine (\$44.4 billion), Israel (\$10.6 billion), and Submarine Industrial Base (\$3.3 billion).

² Reflects Continuing Resolution (CR) (P.L. 118-15), as amended

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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
ABMS	Advanced Battle Management System
AC	Active Component
ACC	Air Combat Command
AEA	Airborne Electronic Attack
AFC	Army Futures Command
AFR	Air Force Reserve
AFX	Adversary Force Exercise
AI	Artificial Intelligence
AMDR	Air and Missile Defense Radar
AMPV	Armored Multi-Purpose Vehicles
AMRAAM	Advanced Medium Range Air-to-Air Missile
AMS	Army Modernization Strategy
AMTI	Airborne Moving Target Indicator
ANG	Air National Guard
AOR	Area of Responsibility
APP	Annual Performance Plan
APR	Annual Performance Report
ARGs	Amphibious Ready Groups
ARRW	Air-Launched Rapid Response Weapon
ASFF	Afghanistan Security Forces Fund
ASW	Anti-Submarine Warfare
AUR	All-Up Round
AVDLR	Aviation Depot Level Reparable
BAH	Basic Allowance for Housing
BCA	Budget Control Act
BCT	Brigade Combat Team
BMD	Ballistic Missile Defense
BOS	Base Operating Support
BPR	Biodefense Posture Review
BTAC	Behavioral Threat Analysis Center
C2	Command and Control
C2C	Comply-to-Connect
C3	Command, Control, and Communications
C4I	Command, Control, Communications, Computers, and Intelligence
CAB	Combat Aviation Brigades
CAF	Combat Air Force
CAP	Corrective Action Plan
CCDR	Combatant Commander
CCLTF	Close Combat Lethality Task Force
CDAO	Chief Digital and Artificial Intelligence Office

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CDC	Child Development Center
CE2	Combatant Command Exercise and Engagement
CE2T2	Combatant Command Exercise and Engagement/Training Transformation
CERT	Command Exercise Response Team
CFTs	Cross-Functional Teams
CHO	Chief Housing Officer
CIO	Chief Information Officer
CIRCM	Common Infrared Countermeasures
CL	CYBER LIGHTNING
CMC	Commandant of the Marine Corps
CMF	Cyber Mission Force
CMMC	Cybersecurity Maturity Model Certification
CMP	Civil Military Program
CNO	Chief of Naval Operations
COF	Cyberspace Operations Forces
CONUS	Continental United States
COVID	Coronavirus Disease
CPG	Commandant's Planning Guidance
CPS	Conventional Prompt Strike
CPX	Command Post Exercise
CS	Cybersecurity
CSA	Combat Support Agency
CSAR	Combat Search and Rescue
CSF	Coalition Support Fund
CSGs	Carrier Strike Groups
CT	Counterterrorism
CTC	Combat Training Center
CTE	Culminating Training Exercise
CTEF	Counter-ISIS Train and Equip Fund
CVEO	Countering Violent Extremist Organizations
D5LE	Trident II (D5) Submarine-Launched Ballistic Missile Life Extension
DAE	Defense Acquisition Executive
DAF	Department of the Air Force
DARPA	Defense Advanced Research Projects Agency
DBC	Defense Business Council
DC3	Defense Cyber Crime Center
DCA	Dual-Capable Aircraft
DCI	Defense Critical Infrastructure
DCOI	Data Center Optimization Initiative
DEIA	Diversity, Equity, Inclusion, and Accessibility
DFE	Dynamic Force Employment
DHA	Defense Health Agency
DHP	Defense Health Program

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DHRA	Defense Human Resources Activity
DIB	Defense Industrial Base
DIFMS	Defense Industrial Financial Management System
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
DSEC	Defense STEM Education Consortium
DSOC	Defense Safety Oversight Council
DTRA	Defense Threat Reduction Agency
DURIP	Defense University Research Instrumentation Program
DWCF	Defense Working Capital Funds
EABO	Expeditionary Advanced Base Operations
EDI	European Deterrence Initiative
EDRE	Emergency Deployment Readiness
EDS	Execution Documentation System
EELV	Evolved Expendable Launch Vehicle
EFMP	Exceptional Family Member Program
EGGS	Engineered Ground Gear Support
EHR	Electronic Health Record
EMD	Engineering and Manufacturing Development
EMTEC	European Maritime Training and Experimentation Capability
EPAWSS	Eagle Passive Active Warning Survivability System
ERP	Enterprise Resource Planning
FEMA	Federal Emergency Management Agency
FHP	Flying Hour Program
FMF	Fleet Marine Force
FMS	Foreign Military Sales
FMTV	Family of Medium Tactical Vehicles
FNIH	Foreign National Indirect Hire
FRA	Fiscal Responsibility Act
FRC	Fleet Readiness Center
FSRM	Facilities Sustainment, Restoration, and Modernization
FTEs	Full-Time Equivalent
FTX	Field Training Exercise
FY	Fiscal Year
GBI	Ground-Based Interceptors
GBSD	Ground Based Strategic Deterrent

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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
GPS	Global Positioning System
GWOT	Global War on Terror
H2F	Holistic Health and Fitness
HACM	Hypersonic Attack Cruise Missile
HADR	Humanitarian Assistance and Disaster Relief
HBTSS	Hypersonic and Ballistic Tracking Space Sensor
HEL	High-Energy Laser
HHS	Health and Human Services
IAMD	Integrated Air and Missile Defense
IBCS	Integrated Air and Missile Defense Battle Command System
ICAM	Identity and Credential Access Management
ICB	Institutional Capacity Building
ICBM	Intercontinental Ballistic Missiles
IFPC-HEL	Indirect Fire Protection Capability - High Energy Laser
IFPC-HPM	Indirect Fire Protection Capability - High Power Microwave
IPA	Independent Public Accounting
IPOE	Intelligence Preparation of the Operational Environment
IRBM	Intermediate Range Ballistic Missiles
IRC	Independent Review Commission
IRST	Infrared Search and Track
ISCP	International Security Cooperation Programs
ISF	Iraqi Security Forces
ISIS	Islamic State of Iraq and Syria
ISR	Intelligence, Surveillance, and Reconnaissance
ITX	Integrated Training Exercise
IVAS	Integrated Visual Augmentation System
JADC2	Joint All-Domain Command and Control
JAFQ	Joint Advanced Fires Qualification
JAGM	Joint Air-to-Ground Missile
JAIC	Joint Artificial Intelligence Center
JCET	Joint Combined Exchange Training
JCWA	Joint Cyber Warfighting Architecture
JDAM	Joint Direct Attack Munition
JITC	Joint Integrated Training Centers
JKO	Joint Knowledge Online
JLVC	Joint Live, Virtual, and Constructive
JMEIS	Joint Modular Emitter Interphase Standards
JMETL	Joint Mission Essential Task List

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JNTC	Joint National Training Capability
JPARC	Joint Pacific Alaska Range Complex
JSTARS	Joint Surveillance Target Attack Radar System
JSE	Joint Simulation Environment
JTCP	Joint Training Coordination Program
JTEN	Joint Training Enterprise Network
JTEEP	Joint Training, Exercise, and Evaluation Program
JTIFC	Joint Tactical Integrated Fire Control
LCAC	Landing Craft Air Cushion
LCS	Littoral Combat Ship
LCU	Landing Craft, Utility
LDUUV	Large Displacement Unmanned Undersea Vehicle
LOCE	Littoral Operations in a Contested Environment
LPD	Landing Platform Dock
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
LSCO	Large Scale Combat Operations
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
MAJCOM	Major Command
MALE-T	Medium Altitude Long Endurance-Tactical
MCEIP	Manufacturing Capacity Expansion and Investment Prioritization
MCM	Mine Countermeasures
MDA	Missile Defense Agency
MDAP	Major Defense Acquisition Program
MDD	Missile Defeat and Defense
MDO	Multi-Domain Operations
MDR	Missile Defense Review
MDS	Missile Defense System
MDTF	Multi-Domain Task Force
MERS	Middle East Respiratory Syndrome
MHPI	Military Housing Privatization Initiative
MHS	Military Health System
MILCON	Military Construction
MISO	Military Information Support Operations
MPE	Mission Partner Environment
MRBM	Medium Range Ballistic Missiles

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MST	Maritime Strike Tomahawks
MTF	Military Treatment Facility
MTX	Mountain Exercise
MTV	Medium Tactical Vehicle
MURI	Multi University Research Initiative
MW/MT	Missile Warning/Missile Tracking
MWR	Morale, Welfare, and Recreation
MWX	Marine Air Ground Task Force Warfighting Exercise
MYP	Multi-Year Procurement
NATO	North Atlantic Treaty Organization
NBS	National Biodefense Strategy
NC3	Nuclear Command, Control, and Communications
NDAA	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
NGI	Next Generation Interceptor
NGJ	Next Generation Jammer
NORAD	North American Aerospace Defense Command
NPR	Nuclear Posture Review
NROTC	Naval Reserve Officers Training Corps
NSIC	National Space Intelligence Center
NSSL	National Security Space Launch
NTTR	Nevada Test and Training Range
NWCF	Navy Working Capital Funds
O&M	Operation & Maintenance
OASuW	Offensive Anti-Surface Warfare
OCO	Overseas Contingency Operations
OES	Operation ENDURING SENTINEL
OFS	Operation FREEDOM'S SENTINEL
OIR	Operation INHERENT RESOLVE
OMFV	Optionally Manned Fighting Vehicle
OPIR	Overhead Persistent Infrared
OPM	Office of Personnel Management
OPN	Other Procurement Navy
OSD	Office of the Secretary of Defense
OTI	Operational Training Infrastructure
P&R	Personnel and Readiness
P2P	Performance to Plan
PACAF	Pacific Air Forces

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PB	President's Budget
PCTE	Persistent Cyber Training Environment
PDI	Pacific Deterrence Initiative
PEO	Program Executive Office's
PHS	Payload Handling System
PMA	President's Management Agenda
PMO	Program Management Office
PMTEC	Pacific Multi-Domain Training and Experimentation Capability
PNT	Positioning, Navigation, and Timing
PPBE	Planning, Programming, Budgeting and Execution
PPE	Personal Protective Equipment
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
PTW	Protected Tactical Waveform
R&E	Research and Engineering
R3B	Resources and Requirements Review Board
RC	Reserve Component
RCCTO	Rapid Capabilities and Critical Technologies Office
RCV	Remote Combat Vehicles
RDA	Research, Development and Acquisition
RDER	Rapid Defense Experimentation Reserve
RDT&E	Research, Development, Test, and Evaluation
ReARMM	Regionally Aligned Readiness and Modernization Model
REPI	Resource and Environmental Protection Integration Program
RF	Radio Frequency
ROK	Republic of Korea
RTC	Recruit Training Command
S&T	Science and Technology
SAPRO	Sexual Assault Prevention and Response Office
SATCOM	Satellite Communication
SAW	Squad Automatic Weapon
SBR	Statement of Budgetary Resources
SC	Security Cooperation
SCP	Strategic Cybersecurity Program
SDA	Space Development Agency
SDB	Small Diameter Bomb
SELRES	Selected Reserves
SEWIP	Surface Electronic Warfare Improvement Program
SFAB	Security Force Assistance Brigade

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SIB	Submarine Industrial Base
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
SOCPAC	Special Operations Command Pacific
SpOC	Space Operations Command
SPRIRC	Suicide Prevention and Response Independent Review Committee
SRBM	Short Range Ballistic Missiles
SRRB	Service Requirements Review Board
SSAE	Statement on Standards for Attestation Engagements
SSBN	Submersible, Ballistic, Nuclear (submarine)
SST	Standard Space Trainer
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
T2	Training Transformation
TFM	Total Force Management
THAAD	Terminal High-Altitude Area Defense
TLAMs	Tomahawk Land-Attack Cruise Missiles
TSS	Training Support Systems
UAS	Unmanned Aerial Systems
UMB	Unified Medical Budget
URI	University Research Initiative
U.S.	United States
USAFRICOM	United States Africa Command
USAI	Ukraine Security Assistance Initiative
USCENTCOM	U.S. Central Command
USCYBERCOM	U.S. Cyber Command
USD(C)	Under Secretary of Defense for Comptroller
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

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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
VCS	VIRGINIA Class submarines
VEO	Violent Extremist Organization
VPM	VIRGINIA Payload Module
VSGI	Vetted Syrian Groups and Individuals
WEZ	Weapon Engagement Zone
WFX	Warfighter Exercises
WGS-11	Wideband Global Satellite
WS	Weapon System
WSS	Weapon System Sustainment
ZTA	Zero Trust Architectures

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