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Accordingly, all views, positions, and conclusions expressed in this brief should be understood to be solely those of Jerry Hendrix, Paul Scharre, and Elbridge Colby.
Our Team’s Strategy

Maintain readiness for today’s threats.

Modernize the force for emerging challenges.
A Ready, Modern, Balanced Force

• Restore **readiness** (flying hours, depot maintenance).

• Invest in **emerging technologies** (cyber, robotics, directed energy, human performance, etc.).

• Field a diverse **high-low mix** of forces to cover the full range of missions most effectively and efficiently.
Predictable But Restrained Budget

Do it all within a 2% increase in defense spending over PB17 levels.
Budget Top-Line in Perspective

DOD Discretionary Budget Authority
(FY17 dollars in billions)

- Enacted (base + OCO)
- PB12 (base)
- PB17 (OCO)
- Our Team (base)
- Enacted (base)

Dollars in Billions (FY 2017 constant dollars)


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Our Team’s Force is Prepared to…

- Defend the homeland against terrorist, missile, and cyber attacks.

- Project power globally into anti-access areas.

- Deter and defeat regional aggression.

- Maintain a stabilizing presence abroad.

- Sustain our nuclear deterrent.
U.S. Navy

• Grew the fleet by 28% – from 272 ships to 350 – in 10 years.

• Increased **undersea strike capacity** – increased from 58 to 74 submarines, adding 680 cruise missile tubes.

• Invested in **new technologies** – uninhabited (unmanned) systems, directed energy, electromagnetic rail gun, & high velocity projectile.

• Invested in lower-cost commercial derivative ships (black hulls) as expeditionary sea bases to expand overall **expeditionary lift capacity**.

• Reduced legacy high-cost, low-value assets for A2/AD environments – **terminated Ford- and America-class carrier production lines** and curtailed LPD/LSD fleet.
U.S. Air Force

- Increased:
  - Overall Air Force TACAIR inventory by +180 aircraft by using a high-low mix.
  - Stealthy bombers by +44% with an increased B-21 buy.
  - Developed new stealthy uninhabited combat air vehicle (UCAV).
  - Additional KC-130J tankers for distributed operations inside A2/AD areas.

- Procured advanced munitions (JASSM-ER, SDB II, LRASM, MALD-J, new long-range air-to-air missile, collaborative munitions, upgraded PNT).

- Invested in new technologies – high-energy lasers, high-powered microwave weapons (CHAMP), and distributed aerial swarms (Gremlins).

- Preserved airlift and non-stealthy uninhabited ISR.

- Funded investments by:
  - Reducing non-stealthy bombers (retired 60 B-1 bombers).
  - Trimming F-35A quantities by 60 aircraft over 10 years.
U.S. Army and Marine Corps

• Preserved active-duty Army end-strength at ~450,000.

• Rebalanced from light infantry to armor, precision fires, missile defense, and electronic warfare.

• Increased active-duty armor BCTs from 9 to 12.

• Cut 5 active-duty USMC battalions in keeping with decreased amphibious lift capacity.

• Invested in robotic logistics (ground and air) to save costs.

• Preserved regeneration capacity in Advise and Assist Brigades.

• Cut U.S. Army Reserves by 11% and USMC by 5%.
Strategic Systems

• Modernized the **nuclear triad** and invested in enhanced C2.

• Increased **space resiliency** and airborne layer C2 & PNT.

• Increased strategic **cyber offense & defense**.

• Increased **missile defense**:
  – Additional THAAD (+2) and Patriot (+2) batteries.
  – +40 additional ground-based interceptors (GBIs).
  – Deployed game-changing technologies: electromagnetic rail gun and high velocity projectiles (HVP).
Combat-Credible Forward Presence

+2 Armored BCTs
+1 Stryker BCT
+1 Combat Aviation Brigade

+2 Carriers
+ Attack Submarines
+ Destroyers
Base Resiliency and Access

• Increased capabilities for **airfield dispersal**, **rapid runway repair**, and **at-sea VLS rearming**.

• Invested $2B on **improving partner bases** for U.S. access and logistics.

• Added **SOF regional hubs** for rapid access in high-threat regions.
Restored Readiness

- **Restored readiness** damaged by BCA cuts by increasing funding above PB17 levels for:
  
  - Flying hours
  
  - Depot maintenance
Increased R&D

• Increased R&D spending by $24 billion over 10 years to capitalize on emerging technologies:
  – Advanced weapons: railgun, hypersonics, high-energy lasers
  – Electronic warfare, cyber, networking, PNT
  – Advanced undersea and aerospace technologies
  – Artificial intelligence and human performance

• Increased DARPA agency funding.
Building Partner Capacity

• Invested in capabilities to build partner capacity:
  
  – Expanded security force assistance training.
  
  – Created 2 Advise and Assist Brigades (3000 personnel).
  
  – Created a light attack squadron to train partners in low-end air capabilities.
  
  – Increased SOF language training.
Management Efficiencies

• Saved $55B over 10 years by cutting 5% of DOD civilian workforce and 8,000 contractors.

• Cuts made possible by HQ de-layering, automation of jobs, and process efficiencies.

• Trimmed additional $27B over 10 years by initiating BRAC, eliminating commissary subsidies, and raising TRICARE fees.
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