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| Title: Resource the Army – Impacts of the Bipartisan Budget Agreement 2015 (BBA15) | | v8 | OPR: G-8/ABO |
| Strategic Theme: Policy | | Source Doc: FY16 CR Impacts Paper; FY16 Budgetary Guidance | |
| | | Date: 01 DEC 15 | |
| Top Line Message(s) | <ul style="list-style-type: none"> • BBA15 still falls short of our FY16 and FY17 requirements and slows our progress in achieving the optimal balance between end strength, readiness, and modernization. • Lack of consistent and on time funding, through repeated BBAs and CRs, imperils Army modernization and programming and impedes the Army’s ability to meet global demands. • Absent a FY16 appropriation, the Army is operating under a CR through 11 December 2015. Should the defense appropriation pass at the BBA15 level, which is lower than FY16 request, Army will have to reduce its planned spending accordingly. | | |
| Summary | <p>Under the BBA15, DOD base funding increases by \$23.8B in FY16 and \$14.3B in FY17 from the Budget Control Act (BCA) spending caps, but remains less than PB requested levels. The DOD OCO topline is \$58.8B in FY16 and FY17, which is higher than anticipated requirements; the increased OCO funding will help partially offset the base reductions. We anticipate the Army will assume its fair share of reduction on a proportional basis to its FY16 funding program. Under the reduced topline expected under the BBA15, the Army will be challenged to fund readiness and readiness enablers such as base operations support and Soldier and family programs at a level commensurate with our OPTEMPO.</p> | | |
| Message | Talking Points | | Audience |
| Short-term CRA (through 11 Dec) is manageable if an appropriation is passed. | <ul style="list-style-type: none"> • Absent an FY16 appropriation, the Army is operating under a Continuing Resolution through 11 December 2015. Congress will need to pass, and the President sign, the Defense appropriation at the BBA15 level before 12 December, or pass a second CR. The Army will work with commands to minimize impacts to Army operations. | | Congress |
| Though the Bipartisan Budget Act of 2015 (BBA15) provides some relief from the Budget Control Act (BCA) funding levels, the Army faces a reduced funding topline in FY16 | <ul style="list-style-type: none"> • BBA15 funding is less than the FY16 request and will require choices as we are challenged to best balance operational requirements, readiness, modernization, and end strength. • The President signed the BBA15, which provides two years of increased discretionary funding over spending caps established by the BCA but is still below DoD’s Presidents Budget (PB) request and less than FY14 actual execution. • Under the BBA15, DOD base funding increases by \$23.8B in FY16 and \$14.3B in FY17 from the BCA spending caps, but remains less than PB requested levels. The DOD OCO topline is \$58.8B in FY16 and FY17 is higher than anticipated requirements. This increased OCO funding may provide a partial offset of the base reductions. • To preserve near-term readiness in FY16, other Operation and Maintenance accounts and Procurement accounts will likely absorb the majority of the reductions. • Under the reduced topline expected under the BBA15, the Army will be challenged to fund readiness and readiness enablers such as base operations support and Soldier and family programs at a level commensurate with our OPTEMPO. • Though Congress provided OCO funding in excess of the PB16 request, a portion of it will likely fund emergent requirements: POTUS’ decision to retain 9,800 soldiers in Afghanistan through FY16, Army’s Stryker lethality program, and other new Combatant Command requirements. | | Congress |
| Communication Special Instructions: | | Notes: | Social Media: |
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| Title: Globally Engaged Army – Support to Combatant Commands (1 of 2) | | v8 | OPR: DAMO-ODO |
| Strategic Theme: Prevent Shape Win – Warfighting | | Source Doc: Title 10, USC; GFMAP; The Army Vision; Army Strategic Guidance for Security Cooperation, & ASCC input | |
| Date: 01 DEC 15 | | | |
| Top Line Message(s) | <ul style="list-style-type: none"> • The complexity and number of security challenges in the world are increasing, creating new requirements for Combatant Commanders. Combatant Commanders require Army forces meet these security challenges. • Assigned and allocated Army forces provide Combatant Commanders with the capability to prevent conflict, shape the environment, and if necessary, win. • Increased demand for Army forces have us more globally engaged than ever before with 190K Active Component, Army National Guard and US Army Reserve Soldiers mobilized on active duty supporting combatant commanders in the month of November 2015. • Global engagement is necessary for Combatant Commanders to prevent future conflict by shaping the environment. However, due to reduced force levels the Army is at risk of lacking the capacity to simultaneously maintain current commitments and defeat near peer adversaries when required. | | |
| Summary | The Army is Globally engaged supporting Combatant Command missions. The Army has nearly 190K Soldiers committed in 140 countries. The Army's forward presence and stationing: builds partner capacity, assures our Allies, and deters aggressors. | | |
| Message | Talking Points | Audience | |
| The Army is committed to our national security | The US Army currently has nearly 190,000 Soldiers of its Active Duty strength committed in support of the six geographic Combatant Commanders. (Total support: ~188K; SOUTHCOM: ~4K; EUCOM: ~35K; AFRICOM: ~8K; NORTHCOM: ~17K; CENTCOM: ~38; PACOM: ~77K; Global Response Forces (GRF): ~9K. The Army's 11 Active Division headquarters are integrating operations with 7 committed, 1 preparing to deploy, and 3 in reset. | Congress - Allies | |
| Army current operations in Asia and the Pacific | In November, nearly 80K Soldiers were supporting the Pacific Command Combatant Commander. USARPAC conducted six (6) exercises during the month of November including completing the fourth iteration of Pacific Pathways rotation that included exercises in Mongolia, Japan and the Republic of Korea. Additionally, Exercise Artic Pegasus was executed by the 1 st BCT, 25 th ID which involved a no notice deployment of a Stryker platoon for the first ever deployment of Stryker vehicles north of the Arctic Circle. Additional exercises in November that supported Theatre Security Cooperation in the PACOM Area of Responsibility included Lightning Strike with the Singapore Army, and Southern Katipo, a multilateral exercise hosted in New Zealand and including 2,000 Soldiers from eight countries. | Congress - Allies | |
| Army current operations in Europe | Over 34K Soldiers are currently supporting the European theater including 2 Army brigades conducting theater security cooperation (TSC) events. A third Brigade, 1/3 ID continues its rotational deployment to the region in support of Operation Atlantic Resolve. In Operation Atlantic Resolve – Soldiers from 1/3 ID and 2SCR are currently deployed to demonstrate the United States' commitment to the collective security of NATO allies in the region through security cooperation exercises in Poland, Latvia, Lithuania, Estonia, Germany, Bulgaria, and Romania. In November additional exercises included Lipizzaner 2, a bilateral exercise between Slovenia defense forces and Soldiers from the 173 rd BCT as well as final preparations for continuing Fearless Guardian, a multilateral training event to build the capacity of Ukrainian security forces. | Congress - Allies | |
| Army current operations in the Middle East | More than 38K Soldiers are operating in 12 countries in the Middle East. Operation Freedom's Sentinel – ~7K Soldiers from 10 th MNT HQ(-), 7th Infantry Division HQ(-), 2/10 ID(-), and 3/10 ID(-) and 1,000 Army SOF are currently operating throughout Afghanistan. Operation Inherent Resolve – ~3K Soldiers from 82 ID HQ and 1/10 ID(-) in coordination with Army SOF are conducting train, advise, and assist missions to build partner capacity with Iraqi Security Forces. Operation Spartan Shield – ~13K Soldiers from 2/1 ID BCT, 185 th Theater Aviation Brigade (TAB) (MS ARNG), 1st Theater Support Command (-), 1st Sustainment Brigade, and 160 th Signal Brigade in Kuwait and over 3K Soldiers under the 11th ADA BDE are deployed in order to defend DoD personnel, lines of communication, and support host nation partner relations in the region. MFO-Sinai – ~500 Soldiers from 2 nd Cav. Regt. are currently deployed to supervise the implementation of the security provisions of the Egyptian-Israeli Treaty. | Congress - Allies | |

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| Title: Globally Engaged Army – Support to Combatant Commands (2 of 2) | | v8 | OPR: DAMO-ODO |
| Strategic Theme: Prevent Shape Win – Warfighting | | Source Doc: Title 10, USC; GFMAP; The Army Vision; Army Strategic Guidance for Security Cooperation, & ASCC input | |
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| Summary | The Army is Globally engaged supporting Combatant Command missions. The Army has nearly 190K Soldiers committed in 140 countries. The Army's forward presence and stationing: builds partner capacity, assures our Allies, and deters aggressors. | | |
| Message | Talking Points | | Audience |
| Army current operations in Africa | Over 8K Soldiers are supporting missions on the African continent with the bulk coming from 2/3 ID, a rotational force of ~4K Soldiers allocated to support AFRICOM. Soldiers operate in 16 countries supporting 48 theater security cooperation missions. CJTF-HOA – Is comprised of over 1K Soldiers deployed to the Horn of Africa in order to conduct theater security cooperation activities to enable regional actors to neutralize violent extremist organizations invariably affecting the repatriation of school girls from Boko Haram. Additionally, in November, Operation Onward Liberty 16 continued to train and mentor Liberian security forces and Soldiers from 3rd ID supported UN led training in Chad. The Michigan Army National Guard Engineers together with Armed Forces of Liberia (AFL) Engineers conducted construction activities as well as leadership and construction management training. These activities support AFRICOM's Theatre Security Cooperation efforts to shape the environment. | | Congress - Allies |
| Army current operations in Central, South America, and the Caribbean | During November there were nearly 4K Soldiers participating in 13 exercises to support Theater Security Cooperation (TSC) activities in the Southern Command Area of Responsibility. The State Partnership Program in November included armored combat subject matter expert exchange with Chile, intel processing subject matter expert exchange with Guatemala, and the Commanders Conference of American Armies in Colombia. JTF- GITMO – 1,540 Soldiers are deployed conducting care and custody of detainees, intelligence collection, as well as support to the Office of Military Commissions. JTF-Bravo – 380 Soldiers are currently deployed to Soto Cano Air Base, Honduras to conduct and support joint operations, actions, and activities while maintaining a forward presence to enhance regional security, stability, and cooperation in Central and South America and the Caribbean. | | Congress - Allies |
| Army current operations in North America | Over 17K Soldiers are part of the Department of Defense (DoD) homeland defense efforts that coordinate support to civil authorities and theater support activities. In November there were multiple exercises and activities within North America including the Canadian Patrol Concentration, a multilateral exercise focused on ground security force employment during crisis events hosted by Canada as well as the Defense Coordinating Element Region 8 being activated to support FEMA recovery efforts on the Pine Ridge Indian reservation in South Dakota. | | Congress - Allies |
| Communication Special Instructions: | | Notes: | Social Media: |
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| Title: Future Army Capability Challenges | | v8 | OPR:G-3/5/7 (DAMO-FM) |
| Strategic Theme: Policy | | Source Doc: | Date: 01 DEC 15 |
| Top Line Message(s) | <ul style="list-style-type: none"> • Future funding shortfalls will lead to greater risk, specifically limiting readiness only to committed forces, creating an inability to deter or deny near peer adversaries. • Future funding shortfalls threaten the Army's modernization, requiring the Army to end, restructure, or delay every program with an overall modernization investment decrease of 40% and preclude any new investment in future capabilities. • When Sequestration takes effect again in 2018, the Army will be forced to cut 60k additional Soldiers across all three components. | | |
| Summary | <ul style="list-style-type: none"> • Full sequestration directs the Army to achieve a 920K (420K AC, 315K ARNG, 185K USAR) force by FY19, an additional reduction of 60k in the three components. • In all likelihood, the AC would reduce up to 2 more BCTs and a division and its slice (Artillery, Aviation, and Sustainment). The ARNG would reduce 2 more BCTs to 24 to achieve a 315K, the USAR would reduce an additional 10K to achieve 185K, and the civilian workforce would reduce up to an additional 6K. • These reductions would not enable the Army to defeat an adversary in one major combat operation while simultaneously denying the objectives of an adversary in a second theater. • From FY16 and beyond, as we draw down and restructure the Army into a smaller force, the Army will have a degraded readiness and extensive modernization shortfalls. | | |
| Message | Talking Points | | Audience |
| The Army's support to prolonged operations | <ul style="list-style-type: none"> • We are witnessing first hand mistaken assumptions about the number, duration, location, and size of future force conflicts, and the need to conduct post-stability operations that translate directly into increased military risk. • Even as the Army faces reduced manpower, training, and modernization caused by sequestration, it is taking on many new missions. • Over 190,000 Soldiers are supporting Combatant Commands around the world deterring aggression, assuring our allies, and if necessary, prepared to defeat any adversary, examples include: <ul style="list-style-type: none"> ➢ Afghanistan. ➢ Korea. ➢ Middle East. | | NCR, Local/Key Influencers, American Population |
| Inability to support to the Joint Force | <ul style="list-style-type: none"> • Sequestration will significantly reduce the service's ability, on any scale, to support the Joint Force in conducting simultaneous operations, specifically deterring in one region while defeating in another. • In addition to reducing the Army's ability to support crisis events, the Service's ability to shape the security environment in multiple regions simultaneously will be significantly degraded and put into question our Nation's ability to deter and compel multiple adversaries simultaneously. • Sequestration would hinder the Army's on-going transition from training focused on counter insurgency to training to rebuild readiness for decisive action until around FY23. | | NCR, Internal Army, Local/Key Influencers, American Population |
| Depleting resources leads to less manned, less modernized, and less ready units | <ul style="list-style-type: none"> • Sequestration will require the Army to end, restructure, or delay every program with an overall modernization investment decrease of 40% and preclude any new investment in future capabilities. • Sequestration reduces the Army by an additional 60k in the three components. • Under sequestration, Army training would focus on units with validated missions and then on other units to meet contingency requirements. • Sequestration would result in tiered readiness and a Hollow Force. • Sequestration would require the Army to significantly reduce attendance for many leader development programs, decreasing readiness as Soldiers and leaders would not receive training needed to grow and increase individual skills. | | NCR, Local/Key Influencers, American Population |
| Communication Special Instructions: | | Notes: | Social Media: |
| <ul style="list-style-type: none"> • Spheres of Influence: Congress, Soldiers, Families & Army Civilians, Media, General Public • Army Engagers: Commanders at all levels, Principle members of the Army Staff, Army Staff Officers & Civilians at all levels | | | |

| Title: Army Health Readiness and The Performance Triad | | v8 | OPR: OTSG/MEDCOM |
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| Strategic Theme: People | | Source Doc: OTSG/MEDCOM Performance Triad materials | Date: 01 DEC 15 |
| Top Line Message(s) | <ul style="list-style-type: none"> • War is a human endeavor and the Army can enhance Soldier readiness and performance, its capacity and capability, through the Performance Triad. • The tactical practices of healthy sleep, activity, and nutrition are vital to the Army's full spectrum readiness. • The Performance Triad influences health readiness behaviors and the readiness quotient, especially with injury and body weight. • The scientific design improves physical, emotional, and cognitive dominance through strategies that optimize sleep, activity, and nutrition. | | |
| Summary | <p><i>"Readiness is #1, and there is no other #1." - GEN Mark A. Milley, 39th Chief of Staff, U.S. Army</i> <i>"A healthy lifestyle can lead to a better life with more engagement, energy, and fulfillment." - LTG Patricia D. Horoho, 43rd Surgeon General, U.S. Army</i></p> | | |
| Message | Talking Points | Audience | |
| Performance Triad is an Army initiative. Army Medicine is the architect of Performance Triad and is spearheading the Army's effort. | <ul style="list-style-type: none"> • National security is at risk when Soldiers are not fit or ready to fight. The P3 will improve Soldier health and increase overall Army readiness. • Army Medicine performs a critical role in all aspects of health readiness and healthcare in the Army. • Army Medicine fulfills the privilege of maintaining, restoring, and improving the health readiness of the Total Army Family and helped the Army create the Performance Triad initiative (Sleep, Activity, and Nutrition). | Internal and external audiences. | |
| The Performance Triad is rooted in the most current sleep, activity, and nutrition science. | <ul style="list-style-type: none"> • The goal of the Performance Triad is to positively impact and sustain the health readiness and resilience of Soldiers and the Total Army Family. • In one form or another there is a cost to pay – both human & fiscal – if the status quo remains; on any given day over 12 BCTs (~ 3 Divisions) of Soldier combat power is not available to deploy. • One of the key findings from the 2014 Pilot was that engaged leadership is most important to gain Soldier buy-in of practicing good habits of sleep, activity, and nutrition; and that leaders create culture and provide resources to facilitate personal health readiness. | Internal and external audiences. | |
| The P3 targets and program design are based on 2014 pilot results and further evaluation will help determine how to scale P3 Army wide; wearable technology being tested in two BDEs. | <ul style="list-style-type: none"> • 2015 current demonstration sites: AMEDDC&S (BOLC, CCC, ALC, SLC); ARNG – Oregon; USAR – 48th CSH; DLI – Monterey; DISA – Europe • 2015 FORSCOM sites: currently in pre-implementation phase; six month program evaluation starts in Sep/Oct 15 at JBLM (555 EN BDE), FT Bragg (44 MED BDE), FT Campbell (2/101 AASLT); FT Riley (1/1 ID); comparison BDE at FT Carson. • The Army is facilitating readiness and resilience by optimizing the physical, emotional, social, spiritual, and family fitness of the Total Army Family. The Performance Triad is about setting conditions that make the healthy choice the easy choice for the Total Army Family. • The built environment has been a main focus at the pilot sites. Army Medicine and IMCOM are working together to make recommendations to re-structure and to build environments that encourage good nutrition, active lifestyles, and sufficient sleep. | Internal and external audiences. | |
| Performance Triad is a comprehensive initiative with a variety of resources and tips that when applied, can lead to healthier living. | <ul style="list-style-type: none"> • The Performance Triad is motivating the Army Family to lead healthier lives. • When you practice the tenets of the Performance Triad, you promote your own good health readiness as well as your friend's and Family's. • The Performance Triad minimizes or can mitigate the risk of having a preventable disease. • The Performance Triad promotes resilient and healthy communities with the goal to increase health readiness and reduce disease and health care costs that are human and fiscal. | Internal and external audiences. | |
| Communication Special Instructions: | | Notes: | Social Media: |
| Visit Public Affairs Portal for available materials: www.us.army.mil/suite/page/publicaffairsportal | | For more information please contact: COL John Via, Director, DCOMM, OTSG/MEDCOM; 703-681-8630 or john.d.via.mil@mail.mil | <ul style="list-style-type: none"> • #PerformTriad, #ArmyMedicine • Follow us on Twitter: @PerformTriad, @ArmyMedicine • Follow us on Facebook: https://www.facebook.com/PerformanceTriad https://www.facebook.com/OfficialArmyMedicine |

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| Title: Army Health Readiness and The Performance Triad - Activity (1 of 2) | | v8 | OPR:OTSG/MEDCOM |
| Strategic Theme: People | | Source Doc: OTSG/MEDCOM Performance Triad materials | Date: 01 DEC 15 |
| Top Line Message(s) | <ul style="list-style-type: none"> • Soldiers must be ready to perform any mission with speed, agility, power, strength and endurance to operate most effectively in more physically demanding, complex environments. • Soldiers must have the physical, mental, and cognitive skills to achieve squad overmatch. • Regular exercise and movement help build key mental ability – memory, reaction time, attention span, and learning ; it also makes Soldiers stronger, faster, fitter. | | |
| Summary | <p><i>“Readiness is #1, and there is no other #1.” - GEN Mark A. Milley, 39th Chief of Staff, U.S. Army</i> <i>“Leaders must strive to build the highest levels of readiness possible regardless of their mission status; and possess some level of mission capability that may be called upon at a moment’s notice.” – GEN Robert B. Abrams, Commanding General, FORSCOM</i> <i>“Nothing is more conducive to keeping an Army in good health and spirits than exercise;; the ancients used to exercise their troops every day. Proper exercise, then, is surely of great importance for it preserves your health in camp and secures your victory in the field.” Niccolo Machiavelli, The Art of War, 1521</i></p> | | |
| Message | Talking Points | | Audience |
| Train as you Fight | <ul style="list-style-type: none"> • Soldiers must train as they fight. Unit physical training should include strength training, aerobic endurance, power, agility, and speed to develop the physical supremacy required for squad overmatch. • The Performance Triad targets include: 150 minutes of moderate aerobic activity/week + 75 minutes of vigorous activity/week, 2 days of resistance training (strength + power) per week, and 10,000 steps per day. • The essential seven for building strength and toughness: 1. Push (push-up) 2. Pull (carrying) 3. Vertical Push (military press) 4. Vertical Pull (pull-up) 5. Squatting (squats) 6. Lunging (deadlifts) 7. Core/Abdominals (swimmers) • Wearing body armor makes functional tasks 16-60% more difficult; Training programs that include resistance and circuit training found in FM 7-22, can improve a Soldier’s ability to wear body armor and a rucksack by up to 30%. • Road marching and walking with body armor with progressively more weight is the best way to get better at dismounted movement. (FM 21-18) • There is more to endurance training than running. FM 7-22, Army Physical Readiness Training, is the go-to resource to maximize physical performance. | | Internal Army |
| Soldier Fitness Levels | <ul style="list-style-type: none"> • 1 in 20 Soldiers fail the APFT annually; these Soldiers are 3 times less likely to be medically ready to deploy • Only 68.8% of Soldiers get at least 150+ minutes of moderate aerobic endurance training/week • Only 57% of Soldiers get at least 75 minutes of vigorous aerobic endurance training/week • Only 47% of Soldiers get 3 or more days of strength training/week. • GAT 2.0 scores for physical activity averaged 81 out of 100 points; with a range of 79 to 85 across installations. • According to GAT 2.0 scores, 34% of Soldiers are red, 28% are amber, and 38% are green in regards to meeting national physical activity standards • During Initial Military Training, 31% of trainees who failed a pre-accession fitness test became injured in the first 90 days of service | | Internal Army |
| Mission Readiness | <ul style="list-style-type: none"> • Regular exercise and activity helps Soldiers builds resilience, manage stress, perform at their best, and stay in the fight. • Regular exercise helps Soldiers keep the mental edge with all that is required of them to accomplish the mission successfully. • Regular strength training builds resilience in bones, muscles, tendons, and ligaments. This is critical to performing in all types of training and operational environments. • Physical inactivity, smoking, being overweight and a prior history of injury decreases physical performance of Soldiers by up to 10% • During sustained operations your performance is optimized if you are functioning at 40-50% of your aerobic capacity; greater aerobic capacity = greater function during sustained operations. | | Internal Army |
| Exercise Enhances Cognitive Function | <ul style="list-style-type: none"> • Physical activity improves cognition, executive functions, learning, attention, memory, perception, and motivation. • Fatigue leads to decreased executive functions that impair decision-making. • Routine exercise releases brain-derived neurotropic factor (BDNF) which is critical to brain health. • BDNF protects and repairs neurons in the brain from injury and degeneration. • Exercise assists with hormones that combined with BDNF help to grow brain cells, regulate mood, and provide mental clarity. • Exercise releases endorphins - the body's natural mood enhancers that are designed to relieve stress and enhance pleasure; they also dull the sensation of pain. • Exercise increases blood flow to the brain therefore delivering more oxygen and nutrition to it, and improving its waste removal capability. • Exercise releases dopamine which is neurotransmitter that helps control the brain's reward and pleasure centers and improves motivation, focus, and learning. | | Internal Army |

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| Title: Army Health Readiness and The Performance Triad - Activity (2 of 2) | | v8 | OPR:OTSG/MEDCOM |
| Strategic Theme: People | | Source Doc: OTSG/MEDCOM Performance Triad materials | Date: 01 DEC 15 |
| Top Line Message(s) | <ul style="list-style-type: none"> • Soldiers must be ready to perform any mission with speed, agility, power, strength and endurance to operate most effectively in more physically demanding, complex environments. • Soldiers must have the physical, mental, and cognitive skills to achieve squad overmatch. • Regular exercise and movement help build key mental ability – memory, reaction time, attention span, and learning ; it also makes Soldiers stronger, faster, fitter. | | |
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| Message | Talking Points | | Audience |
| Musculoskeletal Injury | <ul style="list-style-type: none"> • Annually, 180,000 active duty Soldiers have at least one musculoskeletal injury, resulting in over 10 million limited duty days. • Musculoskeletal injury accounts for 76% of all medically non-deployable population • Strength training and cross-training can reduce the risk of injury by up to 50%. • Proven strategies to decrease injury: reduce total miles run, conduct distance runs by ability groups, add speed drills, execute warm-up exercises instead of pre-exercise stretching, progress training intensity and quantity gradually, and provide wider variety of exercises. • Vigorous exercise for 30 minutes, 3 times per week improves pain tolerance. • For the average Soldier, running more than 30 minutes, 3 times/week is associated with increased risk of injury without any additional benefits in APFT score. Functional fitness training reduces injury risk and better prepares Soldiers for the mission. | | Internal Audience |
| Health Readiness | <ul style="list-style-type: none"> • Physical inactivity, smoking or being overweight limits physical performance before onset of physical disease • Regular physical activity can improve health and quality of life, and lower the risk of early death, coronary artery disease, stroke, high blood pressure, type 2 diabetes, breast and colon cancer and depression. • Sitting more than ten hours per day results in 34% higher overall mortality, even after accounting for physical activity levels. • Physical inactivity is associated with the development of psychological disorders. • Routine exercises can help reduce symptoms of mild-to-moderate mental health diseases (e.g., depression and anxiety) by up to 75% and is as effective as prescribing antidepressants for first-line treatment. • Decreased physical activity linked to decreased vegetable consumption, increased soft drinks, increased unhealthy snacks, increased weight/body fat, and increased sleep deficits. • Routine physical activity is associated with improved sleep | | Internal Audience |

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| Communication Special Instructions: | Notes: | Social Media: |
| <ul style="list-style-type: none"> • Army Medicine – Performance Triad http://armymedicine.mil/Pages/performance-triad.aspx http://www.army.mil/article/155256/Sleep_issues_bedeaving_Soldiers_health/ • Performance Triad Soldier and Family Video Modules https://www.youtube.com/channel/UCdhyLtFXhMBpEM_wuFRYYQ/playlists | <p>For more information please contact: COL John Via, Director, DCOMM, OTSG/MEDCOM; 703-681-8630 or john.d.via.mil@mail.mil</p> | <ul style="list-style-type: none"> • #PerformTriad, #ArmyMedicine • Follow us on Twitter: @PerformTriad, @ArmyMedicine • Follow us on Facebook: https://www.facebook.com/PerformanceTriad https://www.facebook.com/OfficialArmyMedicine |

Title: **Operational Camouflage Pattern Army Combat Uniform** v8 OPR: PEO Soldier

Strategic Theme: People Source Doc: OCP PAG, OCP ALARACT, OCP Fact Sheet and FAQs Date: 01 DEC 2015

Top Line Message(s)

- Soldiers are allowed to wear the green fleece or Universal Camouflage Pattern cold weather gear with the Operational Camouflage Pattern Uniforms.
- With winter approaching, guidance on the proper wear of Wet Weather Gear and Extended Cold Weather Clothing (ECWCS) is imperative to ensure Soldier safety and compliance with current regulations.
- There is no requirement for issued Organizational Clothing and Individual Equipment (OCIE) such as Wet Weather gear, and Extended Cold Weather Clothing System items to be of the same camouflage pattern as the uniform worn.

Summary

This CONOP is a follow-up to the July 2015 CONOP. The focus is on the proper wear of the Operational Camouflage Pattern ACU with an emphasis on Wet Weather Gear and Extended Cold Weather Clothing. The CONOP addresses Frequently Asked Questions (FAQs) from Soldiers in the Field and provides additional information on Army policy for mixing and matching components of the three versions of the Army Combat Uniforms.

| Message | Talking Points | Audience |
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| Proper wear of Wet Weather Gear and Extended Cold Weather Clothing is imperative to ensure Soldier safety and compliance with current regulations | <ul style="list-style-type: none"> • Wear guidance for OCIE is established by the issuing command, and all items that have been issued are permitted for wear in accordance with locally established policies regardless of camouflage pattern. Commanders should clarify guidance established by any local policies they institute. • The mountain boots issued at RFI do not comply with the standards of DA Pam 670-1. Many of these boots are only 7 inches high, have soling material that covers the toe and heel, and are not coyote brown (many of the boots provided are actually mojave-olive, which is very similar to coyote brown but not the same). • Commanders may authorize the wear of the mountain combat boots issued at RFI for wear with OEF-CP and OCP. The Mountain Combat Boots will not be replaced once unserviceable. Soldiers are still required to obtain the required quantity of clothing bag boots that are IAW DA PAM 670-1. • There is no requirement that the undershirt, belt, and boots must match when wearing the OCP uniform. Each of these items may be either color. | Internal Army |
| Cold Weather Injuries are Preventable | <ul style="list-style-type: none"> • Cold weather injuries (CWIs) occur during various Army training/operational activities in cold as well as cool/ wet climates. • Leaders and Soldiers should understand that prevention of CWIs is vital to readiness and sustaining combat power. • CWIs not only have immediate adverse impact on individual health and mission success, they also lead to future personal limitations and reduced force strength since having a CWI makes a person more susceptible to future cold injuries. • CWIs can be prevented through various tactics such as proper use of cold weather clothing, keeping clothes dry, maintaining adequate hydration and nutrition needs, balancing the time and amount of activity spent in cold/wet conditions, being aware of medical risks, and using a buddy-system to monitor for early signs and symptoms. • Proper clothing is critical: Dressing in a way to easily adjust (layers) to stay warm and dry is a primary prevention tactic. | Internal Army |
| Guidance on proper wear of U.S. Flag on the OCP uniform is clear and succinct and must be adhered to. | <ul style="list-style-type: none"> • The wear guidance for wear of the U.S. Flag is the same for all camouflage patterns of the Army Combat Uniform. • AR 670-1, para 21-18 states, "All Soldiers will wear the full-color U.S. flag embroidered insignia on utility and organizational uniforms, unless deployed or in a field environment." • Soldiers will wear the subdued tactical flag insignia while deployed or in a field environment. | Internal Army |
| The Operational Camouflage ACU is designed to fit all Soldiers' gender and body types. | <ul style="list-style-type: none"> • The ACU-Female is available in the Operational Camouflage Pattern. • The sizes of the ACU-Female are designed to better fit the female body type. • All Soldiers, male and female, have this option available to them in order to purchase the best fitting uniform for their frame. | Internal Army |

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| Communication Special Instructions: | Note | Social Media: |
| http://www.army.mil/article/156735/Frequently_Asked_Questions_Operational_Camouflage_Pattern_Uniform/ | | |

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| Title: Defense and Support to the Homeland | | v8 | OPR: ARNG / OCAR |
| Strategic Theme: Prevent-Shape-Win (Warfighting) | | Source Doc: | Date: 01 DEC 15 |

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| Top Line Message(s) | <ul style="list-style-type: none"> • The Army (Regular Army, Army Reserve, and National Guard) is located in more than 3000 communities across the United States, its territories and the District of Columbia and available to protect the homeland when needed with critical and accessible life-saving and life-sustaining capabilities. • Time is of the essence when responding to life-threatening events. The application of domestic operations (including defense of the homeland) at the local level is the most effective means to quickly employ critical assets to save lives, prevent human suffering, and mitigate property damage. |
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| Summary | ARNG and USAR “ <i>community-based</i> ” forces provide critical, flexible, tailorable, and accessible life-saving and life sustaining capabilities to Civil Authorities when needed. |
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| Message | Talking Points | Audience |
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| Our nation depends on the Army to protect the homeland and respond to domestic emergencies when needed | <ul style="list-style-type: none"> • 173 Army Reserve Emergency Preparedness Liaison Officers (113 national and 60 regional) provide liaison between the Army, FEMA, and state and local emergency officials in response to a disaster beyond the limits of a single state's capacity, such as hurricanes, forest fires, flooding, and earthquakes. • More than 1,900 ARNG Soldiers are currently supporting state and local authorities (counter drug, border operations, force protection, aviation support, search and rescue, hazardous assessment response, citizen preparedness training, key asset protection, and flood repair operations). • In FY14, ARNG Soldiers responded to 65 natural disasters, including 17 fires, 16 winter storms, 12 tornadoes, 12 floods and 3 hurricanes. | NCR, Local/Key Influencers, Average American Adult, Internal Army |
| Army support to civil authorities is a total force effort to “save lives, prevent human suffering and mitigate property damage.” | <ul style="list-style-type: none"> • Under the law, all of the Army’s resources can respond in support of civilian authorities to “save lives, prevent human suffering and mitigate property damage. DSCA is a total force effort (Active Duty, Army Reserve, and National Guard) with Soldiers who are trained, equipped and organized to perform a wide spectrum of operations to include Homeland Defense, Homeland Security, and Civil Support • The Army Reserve currently has approximately 66% of the Army’s quartermaster capability, 59% of medical capability, 43% of transportation capability, and 30% of engineer capability, along with significant aviation, communication, and military police capabilities. • NG Civil Support Teams CSTs can respond within 90 minutes, stand ready & accessible 24/7, 365 days per year (2,982 missions in FY14). | . NCR, Local/Key Influencers, Average American Adult, Internal Army |
| The Army provides unique, critical capabilities when needed. (Examples CYBER and CBRNE) | <ul style="list-style-type: none"> • The Army is on track to field 41 Cyber Protection Teams (CPTs) by the of FY17: 20 Active, 11 ARNG, 10 USAR, that are highly trained groups of Soldiers that will target emerging threats. The USAR is also building a Cyber Training Element with advanced research and opposing force teams. • More than 3,500 USAR Soldiers are serving in direct support of cyber operations and providing highly-skilled cyber warriors to 1st IO Command, DISA and USCYBERCOM. • More than 800 ARNG Soldiers, as part of 54 ARNG Cyber Network Defense Teams (CNDTs) are protecting NG networks and are available to assist federal and state governments with vulnerability assessments and help protecting their networks when needed. • Approximately 67% of DoD’s chemical, biological, radiological, nuclear (CBRN) response capability resides in the ARNG: 57 Weapons of Mass Destruction Civil Support Team (WMD-CST or CST), 17 CBRN Emergency Response Teams and 10 regionally aligned Homeland Response Forces. The USAR has force structure in all 3 force packages of the CBRNE Response Enterprise, a multi-component DoD entity that responds in the event of a catastrophic CBRNE event, to conduct direct life-saving and enabling tasks. | . NCR, Local/Key Influencers, Average American Adult, Internal Army |

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| Communication Special Instructions: | Note | Social Media: |
| Please use ‘Army Reserve’ or ‘USAR’ instead of ‘Reserve’ when talking about the Army Reserve. | <p>For more information please contact:</p> <p>ARNG: LTC Robert L. Ditchey II, NGB Public Affairs; 703-607-2582 or Robert.L.Ditchey.mil@mail.mil</p> <p>USAR: LTC Annmarie Daneker, OCAR Public Affairs, 703-806-7493 or Annmarie.B.Daneker.mil@mail.mil</p> | <ul style="list-style-type: none"> * www.nationalguard.mil * www.facebook.com/TheNationalGuard * www.usar.army.mil * www.facebook.com/usarmyreserve/ • #USArmyReserve |

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| Title: Ready and Resilient (R2) | | v8 | OPR: ARD, G-1 |
| Strategic Theme: People | | Source Doc: | Date: 01 DEC 15 |

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| Top Line Message(s) | <ul style="list-style-type: none"> • Ready and Resilient (R2) is not a program, but an end state that builds the physical, psychological, social, spiritual and Family preparedness to be able to thrive in a complex and uncertain environments. • The Army provides Ready and Resilient capabilities to Commanders and Leaders to enable them to achieve and sustain personal readiness and optimize human performance in environments of uncertainty and persistent danger. |
| Summary | <ul style="list-style-type: none"> • R2 reinforces the need to achieve and sustain personal readiness and resilience. It empowers all Army Leaders to take care of those they lead by fostering an environment of trust and ensuring Soldiers, Family members and Army Civilians treat themselves and others with dignity and respect. Soldiers, Army Civilians and Family members must achieve and sustain their personal readiness and resilience, which is critical to mission readiness, as it enables optimized human performance in environments of uncertainty and persistent danger. |

| Messages | Supporting Talking Points | Audience |
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| <p><u>Personal readiness and resilience</u> is key to mission readiness.</p> | <ul style="list-style-type: none"> • Soldiers, Army Civilians and Family members are personally responsible for taking action to achieve and sustain their own personal readiness and resilience • Individuals who achieve and sustain personal readiness and resilience make Ready and Resilient units and teams. Ready and Resilient units and teams make a Ready and Resilient Army. Army Professionals exemplify the Army Profession. • Empirical evidence shows that personal readiness and resilience can be targeted and developed intentionally and proactively. | <p>Leaders at all levels; Soldiers, Army Civilians, Family Members</p> |
| <p>The Army Values engender a <u>culture of trust.</u></p> | <ul style="list-style-type: none"> • The Army Values instill and demand a sense of mutual dignity and respect for oneself and for all who serve. • The Army is built on a foundation of trust, and Army Leaders are responsible for fostering that culture of trust in their formations, encouraging development and strengthening of personal readiness and resilience. • Those who serve are Army Professionals who demonstrate honorable service and expertise, and are stewards of the Army Profession. • Army Professionals live and uphold the Army Ethic, demonstrating mutual trust as members of a cohesive team. • A culture of trust encourages esprit de corps and fosters a positive command climate. | <p>Leaders at all levels; Soldiers, Army Civilians, Family Members</p> |
| <p><u>Visibility and intervention</u> are critical to ensuring a Ready and Resilient Force.</p> | <ul style="list-style-type: none"> • Army Leaders are responsible for creating healthy environments that built protective factors, support positive behavior and reduce adverse outcomes. • Engaged and empowered leaders are best able to leverage individual strengths, enable growth and optimization within their formations. • The Army is establishing and sustaining self, unit and leader visibility of personal readiness and resilience throughout the Soldier lifecycle. • Increased visibility throughout the Soldier lifecycle enables leaders to take action to increase protective factors and positive behaviors while also recognizing when to intervene and mitigate adverse outcomes. • A Soldier's Family, first line leader and buddy have a role in identifying and intervening to prevent adverse outcomes. • It is the duty of every Army Professional to intervene when appropriate and applicable and not merely stand by as events occur. • Army Professionals must know and be able to recognize key indicators of those at risk. Withdrawal, reckless behavior and increased use of alcohol or substances are examples of red flags we must all be vigilant of. | <p>Leaders at all levels; Soldiers, Army Civilians, Family Members</p> |
| <p>The Army proactively working to <u>build a Ready and Resilient Force.</u></p> | <ul style="list-style-type: none"> • Building and sustaining a Ready and Resilient Force is paramount to optimal results, as explained in the Army Operating Concept, which sets forth that endurance, a tenet of winning in a complex world, requires forces to generate, protect and sustain forces while coping with adversity and losses. • The Army is building capabilities to promote personal readiness and resilience. • Self-awareness of one's readiness establishes a baseline to gauge resilience and improvements over time. • The Army is taking a holistic look at ways to enhance protective factors and mitigate risks. • The Army is developing an assessment of personal readiness and resilience across the Force from which targeted integrated training will be developed and delivered. | <p>Leaders at all levels; Soldiers, Army Civilians, Family Members</p> |

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| Communication Special Instructions: | Note | Social Media: |
| <ul style="list-style-type: none"> • Ensure awareness and understanding of the concept of personal readiness and resilience and the framework of Ready and Resilient • Equip Army spokespersons with the necessary information and required messaging that describe and demonstrate how personal readiness and resilience affects individuals, Families, units, teams and the Force | <p>The Army has refined its R2 strategy and the new R2 OPORD will be released early CY2016. This includes a Public Affairs Annex.</p> | |

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| Title: Ready and Resilient (R2): Personal Readiness and Resilience | | v8 | OPR: ARD, G-1 |
| Strategic Theme: People | | Source Doc: | Date: 01 DEC 15 |

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| Top Line Message(s) | <ul style="list-style-type: none"> • The strength of the Army is its people. Therefore, personal readiness and resilience is key to mission readiness. |
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| Summary | R2 reinforces the need to achieve and sustain personal readiness and resilience. It empowers all Army Leaders to take care of those they lead by fostering an environment of trust and ensuring Soldiers, Family members and Army Civilians treat themselves and others with dignity and respect. Soldiers, Army Civilians and Family members must achieve and sustain their personal readiness and resilience, which is critical to mission readiness, as it enables optimized human performance in environments of uncertainty and persistent danger. |
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| Messages | Supporting Talking Points | Audience |
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| <p>Soldiers, Army Civilians and Family members are personally responsible for taking action to achieve and sustain their own personal readiness and resilience.</p> | <ul style="list-style-type: none"> • Personal readiness is the physical, psychological, social, spiritual and Family preparedness needed to achieve and sustain optimal performance in supporting the Army mission in environments of uncertainty and persistent danger. • It is the responsibility of all who serve to live the Army Values both on- and off-duty, and take proactive and preventive action to ensure they are fit for duty, both at home and at work. • Self-awareness is critical to self-improvement. The online Global Assessment Tool and ArmyFit platform are available to all Soldiers, Army Civilians and Family members so that they have continuous, confidential access to resources and information to help them build personal readiness and resilience and track improvements over time. | <p>Leaders at all levels; Soldiers, Army Civilians, Family Members</p> |
| <p>Ready and Resilient individuals make Ready and Resilient units/teams, which make a Ready and Resilient Army.</p> | <ul style="list-style-type: none"> • Personal readiness, organization cohesion and a continuing commitment to the Army's ethic and values enables greater contributions by every individual. • All Army Professionals have a role in ensuring the personal readiness and resilience of themselves and of others. • Army Professionals are expected to treat themselves and others with dignity and respect and must foster a culture of trust. • Army Leaders at all levels must know and care for those they lead. They have a responsibility, and are accountable for the personal readiness and resilience of their team. • Cohesive teams have the ability to be adaptive and adaptive and exemplify the values on which the Army Profession is based. | <p>Leaders at all levels; Soldiers, Army Civilians, Family Members</p> |
| <p>Empirical evidence shows that personal readiness and resilience can be targeted and developed intentionally and proactively.</p> | <ul style="list-style-type: none"> • Resilience can be taught and developed. The Army is implementing an assessment of the personal readiness and resilience of the Force, of which the results will be used to develop and deliver targeted integrated training that teaches evidence-based skills and techniques members of the Total Army can use to enhance their protective factors and better be able to prevent adverse outcomes. • Resilience and Performance Training is available to all members of the Total Army throughout the Soldier lifecycle, equipping those who serve with basic and enhanced coping skills to help them better face life's challenges and excel at missions. • Every individual enters the Army Profession with some level of personal readiness and resilience but there is always room for growth and improvement. Army life is challenging for not only the Soldier, but their Family, too. The Army is taking a proactive approach to building those protective factors among all who serve so that they are best equipped to be able to face those challenges and thrive in life. | <p>Leaders at all levels; Soldiers, Army Civilians, Family Members</p> |

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| Communication Special Instructions: | Note | Social Media: |
| <ul style="list-style-type: none"> • Ensure awareness and understanding of the concept of personal readiness and resilience and the framework of Ready and Resilient • Equip Army spokespersons with the necessary information and required messaging that describe and demonstrate how personal readiness and resilience affects individuals, Families, units, teams and the Force | <p>The Army has refined its R2 strategy and the new R2 OPORD will be released early CY2016. This includes a Public Affairs Annex.</p> | <p>#ReadyandResilient</p> |

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| Title: The U.S. Army Corps of Engineers (USACE) Military Programs | v8 | OPR: USACE |
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| Strategic Theme: Prevent, Shape, Win - Warfighting | Source Doc: USACE High-Level Talking Points, Fall 2015 | Date: 01 DEC 15 |
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| Top Line Message(s) | <ul style="list-style-type: none"> • The U.S. Army Corps of Engineers is a globally-recognized leader in military and civil engineering and science, supporting diplomacy, defense and development. • Through our whole-of-government partnerships, unique authorities and integrated civil-military capabilities, USACE provides value to the Nation and the international community. • USACE strategically delivers innovative solutions to meet the Army's requirement to execute a dynamic range of technical challenges and critical engineering support. |
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| Summary | <p>As the Nation's engineering force of excellence, USACE's Military Programs mission has five top priorities: 1) Support National Security, 2) Support to COCOMs and International/Interagency partners, 3) Execute military construction (MILCON) and installation support, 4) Pursue energy-conscious advancements, 5) Conduct environmental remediation. We achieve this on an FY15 budget of \$20.4B, projected to fall to \$15.4B in FY16. Our resource challenges include managing an aging infrastructure portfolio of 385k assets with a replacement value of ~\$650B, with 30% of those assets at less than adequate condition. USACE's OCO achievements include \$15B of military construction in Iraq and \$9.54B in Afghanistan.</p> |
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| Message | Talking Points | Audience |
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| USACE Supports National Security | <ul style="list-style-type: none"> • USACE uses our regional alignment and global presence, authorities and agreements, and technical engineering capabilities to deliver integrated solutions. • Working with our partners around the globe, we strengthen partner nation capacity to meet resource security and disaster risk management challenges. • We are actively engaged with CCMDs, ASCCs and interagency partners to tighten key alliances, build partner capability and enhance global stability. • EX: USACE is delivering engineering support to NATO and 32 countries around the globe, through 100+ Security Assistance projects valued at \$3.4B. | General Public |
| USACE Supports COCOMs, International and Interagency Partners | <ul style="list-style-type: none"> • USACE works with COCOMs and other partners in more than 110 countries toward holistic and sustainable solutions that achieve global and theater objectives. • Our domestic interagency support portfolio totaled \$905M to ~70 domestic agencies in FY14, among them EPA, VA, CBP, DoE, NASA and FEMA. • USACE support to COCOMs includes Foreign Military Sales, Civil-Military Emergency Preparedness training, HN military construction and emergency response. • EX: We are working in 18 of 20 countries in CENTCOM's AOR; some 6,700 USACE personnel have deployed since 2004 to Afghanistan ISO ~\$9.5B of construction. | International and Interagency Partners |
| USACE Executes MILCON and Installation Support | <ul style="list-style-type: none"> • USACE functions as a statutory construction agent for the Department of Defense, with a MILCON and installation support portfolio of approximately \$12.9B. • We deliver quality military facilities to meet mission needs and stationing timelines, in compliance with laws, regulations and budgets. • Our support includes master planning, energy efficiency, infrastructure sustainment, restoration and modernization to positively impact Army garrisons. • EX: In an average year, we're providing ~\$6B worth of reimbursable facility and public works support to IMCOM and DoD installations in CONUS and abroad. | Legislative Branch |
| USACE Pursues Energy-Conscious Advancements | <ul style="list-style-type: none"> • USACE is helping the Army achieve mission effectiveness through power and energy advancements for operations and installations. • Under the \$7B MATOC, USACE has contracted 90 companies to provide installation power through alternative sources: solar, wind, biomass and geothermal. • Our operational energy arm is the 249th EN BN (Prime Power), a unique asset of 13 power generation platoons capable of powering 1700 homes each. • EX: In Afghanistan, the 249th installed power plant and distro systems creating \$195M in annual savings, enough to remove 12K fuel trucks from the road. | Industry Stakeholders |
| USACE Conducts Environmental Remediation | <ul style="list-style-type: none"> • USACE is the Nation's environmental engineer, with one of the largest environment restoration and sustainability roles in the Federal government. • We support our DoD joint service partners in achieving their programmatic goals for environmental cleanup and compliance. • Our environmental portfolio (worth about \$1.8B in FY14) represents about two-thirds of the work done under the Army's Environmental Program. • EX: USACE obligations include \$372M to environmental quality, \$270M to FUDS, \$392M to BRAC, and \$317M to Defense Environmental Restoration Program. | Conservation Stakeholders |

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| Communication Special Instructions: | Notes: | Social Media: |
| USACE CONOP will update quarterly to focus on key elements of our organizational mission set. | POC: Curry Graham, Chief of Public Affairs for USACE Phone: 202-761-4715 Email: curry.graham@usace.army.mil | Facebook: http://facebook.com/USACEHQ Twitter: http://twitter.com/USACEHQ YouTube: http://youtube.com/CORPSCONNECTION Flickr: http://flickr.com/USACEHQ |