



38th CSA Marching Orders

Waypoint #1



America's Army

Waypoint #1



THE ARMY MODERNIZATION STRATEGY

The centerpiece of our modernization program is the **Soldier and Squad**.

One of the hallmarks of the complex future battlefield is the requirement to quickly identify a threat in chaotic environments and defeat it with overwhelming force. A key lesson of the past eleven years is that the American Soldier remains the most discriminately lethal force on the battlefield. The Soldier and Squad Investment plan provides our small units with a range of equipment including individual and crew-served weapons, next generation optics and night vision devices, body armor and advanced individual protection equipment, providing lethality and force protection to the Soldier on the ground. Together as a Squad, tactical overmatch will be facilitated by a suite of small-unit systems including unmanned aerial vehicles, ground based robots, counter-IED devices, and the latest surveillance systems.

The **Army Network** provides the overarching architecture connecting Soldiers and their equipment with the data vital to creating overwhelming synergy. Improvements to the Army Network ensure Soldiers have the right information from a range of sensors at the right time to make the best possible decisions. It provides the squad connectivity with Joint assets, allowing access to Joint firepower systems in the most complex physical and human terrain.

Our **combat and tactical wheeled vehicle fleets** are being developed to network this more capable squad and provide detailed information from multiple sources. Furthermore, our future vehicle fleets will provide increased lethality and mobility, while optimizing survivability through the use of incremental options scaled to mission requirements.

In the same manner, **programmed aviation improvements** will provide our SOF, conventional forces and partners with greater mobility and responsiveness. In total, our modernization efforts will prepare the entire force for the complex and uncertain battlefield by putting a squad with precise information and overmatch capability in the right place at the right time to accomplish their mission.



Trust – the Bedrock of our Profession

Trust between Soldiers

Trust between Soldiers and Leaders

Trust between Soldiers, their Families and the Army

Trust between the Army and the American People



**The Strength of our Nation is our Army,
The Strength of our Army is our Soldiers,
The Strength of our Soldiers is our Families,
This is what makes us Army Strong!**



Waypoint: a set of coordinates identifying a specific point along a route

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America's Force of Decisive Action

January 2013

The Force of Decisive Action

The Strength of the Nation



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INTRODUCTION

Since the publication of Marching Orders one year ago, our Army has made great strides. Waypoint #1 highlights where we have been over the past 12 months and provides greater detail on where we are going in the coming year. Like a navigational aid, it marks our current location and orients the force for the next leg of the journey. Despite the complexity and uncertainty of today's strategic environment, we are dedicated to this path, fully committed to current operations while ensuring the Army remains the world's preeminent land force, capable of many missions, at many speeds, in many sizes, under many conditions.



U.S. Army Spc. David White, a security force team member for Provincial Reconstruction Team (PRT) Farah, stands guard. PRT Farah's mission is to train, advise and assist Afghan government leaders at the municipal, district and provincial levels in Farah province, Afghanistan.



Sgt. Quentin Deckard, an infantryman, fires an AT-4 (an anti-tank weapon) at the Udari Range Complex near Camp Buehring, Kuwait, Dec. 20, 2012. The AT-4 is a portable, single-shot recoilless smoothbore weapon used to destroy heavily armored vehicles.

CSA INTENT

My intent is to sustain a high-quality All-Volunteer Army that remains the most decisive land force in the world; provides depth and versatility to the Joint Force; is agile, responsive, and effective for Combatant Commanders; and ensures flexibility for national security decision-makers in defense of the Nation at home and abroad.

CSA PRIORITIES

- Provide trained, equipped and ready forces to win the current fight while maintaining responsiveness for unforeseen contingencies
- Develop the Army of 2020 and beyond as part of Joint Force 2020 – a versatile mix of capabilities, formations and equipment
- Sustain our high quality All-Volunteer Army – Soldiers, Civilians and Families, in the Active and Reserve Components
- Adapt leader development to meet our future security challenges in an increasingly uncertain and complex strategic environment
- Foster continued commitment to the Army Profession, a noble and selfless calling founded on the bedrock of trust

WHERE WE ARE

- **Committed to the Current Fight** – We remain dedicated to ensuring our forces receive the best training, equipment and support possible. With over 80,000 Soldiers and Civilians deployed around the world, the Army is supporting the Nation today in combat operations in Afghanistan, partner engagement, responsive support to civil authorities, and disaster relief.
- **Refocusing our Training** – To better prepare Soldiers and Leaders for Decisive Action, Army training has refocused on our core competencies of combined arms maneuver and wide area security, set in a challenging joint, interagency and multinational environment, supplemented by an expanded range of virtual, constructive and gaming tools.
- **Adapting to the Environment** – While we manage a deliberate reduction in our endstrength, the Army is assessing the Brigade Combat Team structure to provide increased capabilities. The Army has improved the force generation process to provide trained and ready forces on a predictable cycle and leverage the unique strengths and depth of the Total Army.
- **Incorporating Lessons Learned** – We gained valuable experience over the past eleven years of war. From the close partnerships built between Special Operations and conventional forces to better understanding the human dimension, the Army has captured lessons learned, published new doctrine and continues to update our education system.

THE ROAD AHEAD

- **Strengthen Global Engagement** – We will increase our responsiveness to the Combatant Commanders through the regional alignment of forces, delivering mission-tailored, scalable force packages and providing Joint Task Force headquarters that facilitate planning, theater security cooperation, and building partnership capacity.
- **Modernize the Force** – The Soldier and Squad are the foundation of our Army. Our modernization strategy builds from the Soldier out, equipping our squads for tactical overmatch in all situations, connected to an integrated network, and operating in vehicles that improve mobility and lethality while preserving survivability.
- **Enhance Resiliency in Soldiers, Civilians and Families** – The Ready and Resilient campaign will build the resiliency of our Soldiers, Civilians and Families, promoting comprehensive fitness along all the dimensions of strength through an integrated program that leverages and synchronizes our efforts through all stages of a military career.
- **Invest in Strategic Leadership** – Our complex, uncertain strategic environment requires leaders at all levels capable of critical thinking and strategic vision. We will develop these skills through the expansion of professional military education, additional broadening and fellowship opportunities, and targeted initiatives like the Strategic Studies Group.

ADAPTING FOR THE FUTURE

Even as we set our sights on the road ahead, our Army is already engaged in a wide range of initiatives that improve the current force and set the conditions for the Army of tomorrow. The charts below highlight some of the many programs and initiatives across the spectrum of organizing, developing, employing, and sustaining the Army.

ORGANIZING THE FORCE

- Adapting the ARFORGEN Process
- Assessing Brigade Combat Team Organization
- Home Station Training (L/V/C/G)
- Doctrine 2015
- Revitalizing the Generating Force
- Realigning C2 Structures
- Army Headquarters Transformation
- Align, Integrate Army & Joint Logistics Capabilities
- Developing the optimal AC/RC Balance

DEVELOPING THE FORCE

- Army Profession Campaign
- Leader Development Task Force
- Strategic Landpower Task Force
- Improving Professional Military Education (CGSC, AWC, WLC)
- Strategic Studies Group
- Strategic Planner Program
- Expanding Broadening Assignments
- Women in the Service Review
- Army Cyber Center
- Energy Informed Culture

EMPLOYING THE FORCE

- Regionally Aligned Forces
- Rotational Forces (NRF, ROK)
- Tailorable, Scalable COCOM Response Packages
- SOF-Conventional Forces Integration
- Manned / Unmanned Teaming
- Tactical and Operational Cyber
- Army Prepositioned Stocks Review
- Rapid Expeditionary Deployment Initiative (REDI)

SUSTAINING THE FORCE

- Ready and Resilient Campaign
- Comprehensive Soldier and Family Fitness
- Soldier for Life Program
- Functional Fitness; Master Fitness Trainers
- Organizational Inspection Programs
- Command Climate, Standards & Discipline
- Investment and Regeneration
- Organic Industrial Base Strategy

Each of these individual bullets represent a comprehensive, focused approach in their respective areas. I look forward to discussing them with our Soldiers, Civilians, and Families in my travels around the Army and welcome your feedback as they are implemented.

General Raymond T. Odierno
38th Chief of Staff, U.S. Army

Ready Today, Prepared for Tomorrow

People are Our Army

Meeting the Needs of the Nation