



The Operational Environment



Rise of Multitude of Independent Actors, Competitors

- Threat, Malicious, and Neutral/Friendly Actors
- Availability of Technology Enabling Effective Action
 - Violent and Nonviolent – and Rapid Adaptation
- Conflicts Not Confined to Sovereign Borders



Adversary Characteristics

Lethal

- Well Armed
- Technology Proliferates to Many
- Non-linear Relationship between Economic and Military Power

Persistent

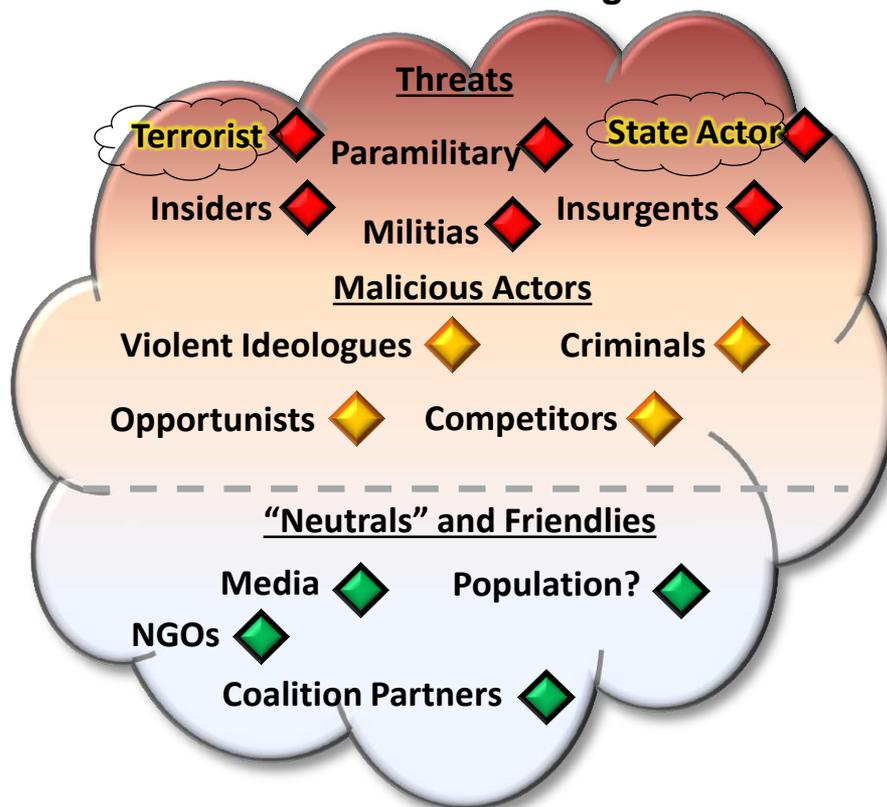
- Victory Ill Defined
- Blurred Transitions, e.g. Conflict to Post Conflict.
- Unexpected Friction

Asymmetric

- Sidestep US Preferred "Way of War"
- Deny ISR & Strike Options
- Exploit Cyber
- Narrowing US Advantage
- "Gray Zone"

Today's OE Realities

- WMD Proliferation
- Importance of Cyber, Space
- Availability of Info, Disruptive Technology
- Sensitivity to Public Perception, Will
- Urbanization
- Homeland as Part of the Battle Space



What are the most likely, dangerous, and disruptive issues for the next 10-25 years?



Future Attributes & Capabilities

The Total Army should be able to:

- **Execute all Homeland Missions (HLD, DSCA, etc.)**
- **Operate Against a Wide Range of Adversaries from Terrorists to Near-Peer Competitors**
- **Engage in Conflicts Among Populations in Complex and Urban Terrain**
- **Conduct Prevention and Shaping Activity to Mitigate the Impact of Adversary Actions Short of War**
- **Adapt and Innovate at the Pace of Events**
- **Operate in Increasingly Sophisticated Cyber Space**
- **Manage the Consequences of WMD & Deal with the Aftermath**
- **Rapidly Form Coalitions and Integrate New Partners**
- **Sustain Operations in an Era Where Conflict Doesn't End**
- **Execute Humanitarian Assistance and Disaster Relief Operations**

+ Special Operations Forces
+ Space
+ Ballistic Missile Defense

***What should the Army be prepared to do?
How should those tasks be prioritized?***



ARNG - Essential 10

- Governors count on National Guard assets to be available to them within the first hours of a domestic incident
- To meet the Governors' requirements, the Chief, National Guard Bureau established the following ten essential capabilities for domestic operations:
 1. Command and Control (C2)
 2. Chemical, Biological, Radiological, Nuclear, and high-yield Explosives (CBRNE) - The consequence management activities for all deliberate and inadvertent releases of chemical, biological, radiological, nuclear, and high-yield explosives.
 3. Aviation / Airlift
 4. Engineering
 5. Medical
 6. Communications
 7. Transportation
 8. Security
 9. Logistics
 10. Maintenance