



DEFENSE STRATEGY PRIORITIES

(U//FOUO) Defense Strategy Priorities.

- (U//FOUO) *Prevail in Today's Wars*. The United States, its allies, and its partners must succeed in Afghanistan and Iraq as well as in the global campaign against Al Qaeda and associated movements. This includes the ability to complete a responsible drawdown of U.S. forces in Iraq by the end of 2011.
- (U//FOUO) *Preserve and Enhance the Force*. The United States must ensure the long-term viability of the all-volunteer force, our most precious military resource. This will require Total Force policies that sustain our rotation base, provide care for our people—all service members and their families—in peace and conflict, and adapt their skills as the environment requires. We must also reset equipment lost through combat and the strain of constant operations. In many cases, this will not require wholesale replacement of our current generation of military platforms. Rather, it will necessitate more practical and efficient procurement processes and programs and hard choices about our future capability needs.
- (U//FOUO) *Prevent and Deter Conflict*. America's enduring effort to advance common interests without resort to arms is a hallmark of its stewardship of the international system. The United States helps defend itself from direct attack, deter potential adversaries, foster regional stability, secure and assure access to the global commons—including sea, air, space, and cyberspace—and build the security capacity of key partners by
 - Maintaining awareness of the global environment to maximize warning of potential threats and best leverage emerging opportunities;
 - Extending a posture of defense relationships, facilities, and capable forward-stationed and routinely deployed U.S. forces around the world; and
 - Sustaining the U.S. nuclear deterrent at the lowest levels consistent with U.S. interests.
- (U//FOUO) *Prepare for a Wide-Range of Contingencies*. Where deterrence fails and adversaries challenge our interests with the threat or use of force, the United States must have the wherewithal to conduct operations in support of U.S. national interests. The diversity of challenges to U.S. interests at home and abroad is without precedent. The current and projected operating environment portends state and non-state actors with access to an ever-increasing tool set of irregular, conventional, and strategic capabilities. There are also significant risks posed by fragile and failed states, civil wars, economic and resource battles, ethnic conflict and mass atrocities, and natural disasters. Not all contingencies will require the involvement of U.S. military forces,

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but the Defense Department must be prepared to provide the President with options across a wide range of contingencies.

- (U//FOUO) *Fostering a “Culture of Saving” Throughout the Department.* A “culture of savings” must permeate throughout the Department such that every employee acts as if the money being spent were their own money. Every senior leader must spend time to understand the costs and benefits of the choices their respective organization are making. The Department must take a hard, unsparing look at how it operates, with the goal to cut overhead costs and to transfer those savings to force structure and modernization within the programmed budget. This will provide the resources the Department needs to sustain our combat power at a time of war and make investments to prepare for an uncertain future.

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