

2007

POSTURE STATEMENT

A CAMPAIGN QUALITY ARMY WITH JOINT AND EXPEDITIONARY CAPABILITIES



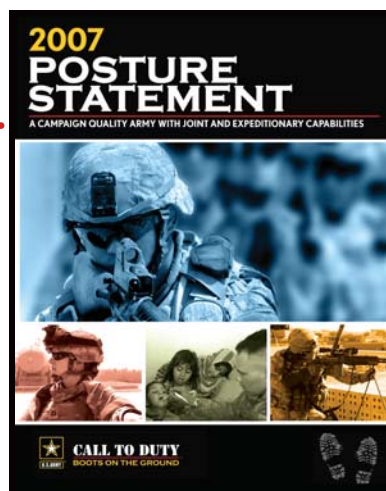
CALL TO DUTY
BOOTS ON THE GROUND



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- ***Soldiers are the Army.***
- Fully trained, properly equipped, and well led Soldiers are what we provide to Combatant Commanders and the Nation.
- *This is why we proudly feature Soldiers on our cover.*

- Organized, manned, trained, and equipped to conduct sustained campaigns on land, as part of joint, interagency, and coalition formations.
- Designed to conduct expeditionary operations – requiring rapid deployment of our forces to remote, austere theaters of war – and to fight or conduct stability operations immediately upon arrival.
- Transforming and modernizing to improve our capabilities for campaigns and expeditionary operations.



- Soldiers continue to answer the Call to Duty, as they have for over 230 years.
- Soldiers play an indispensable role on the ground to fight and to promote stability.
- Our Nation's problems will evolve; however, our need for "boots on the ground" will remain an enduring constant.

A STATEMENT ON THE
POSTURE OF THE UNITED STATES ARMY 2007

submitted by

THE HONORABLE FRANCIS J. HARVEY and
GENERAL PETER J. SCHOOMAKER

to the Committees and Subcommittees of the

UNITED STATES SENATE

and the

HOUSE OF REPRESENTATIVES

1st SESSION, 110th CONGRESS



February 14, 2007

America remains at war. This is one of the most dangerous times in our history. We retain the confidence of the Nation as we engage in a long struggle against global terrorism and the conditions that give it life and sustain it. Since 9-11, well over 700,000 active and reserve Soldiers have deployed overseas in support of the war on terror.

Today, almost 600,000 Soldiers are on active duty, serving in nearly 80 countries worldwide. While fighting, we are continuing to prepare our Soldiers, leaders, families, civilians, and forces for the challenges they will face. Our *commitment to current and future readiness in the face of uncertainty* is driving how we are transforming; modernizing; and realigning our entire global infrastructure of bases, depots, arsenals, and equipment sets.

To fulfill the central role that will be demanded of landpower in the 21st Century, we are becoming a strategically agile, expeditionary force reliant on modular brigades. These modular brigades are designed to deal with the full spectrum of challenges our Nation will face. Their effectiveness in current theaters of operation today validates that we are moving in the right strategic direction.

The recent decision to expand the size of the Armed Forces – specifically our ground forces – reflects clear recognition on the part of the President, the Congress, and the Secretary of Defense of the dangers we face, the importance of our mission, and the increasing level of stress that our Soldiers and families are weathering as a result of unprecedented levels of strategic demand over the past five years.

To continue to accomplish our mission in service to the Nation, we require support to:

- Ensure full, timely, and sustained funding to be ready for current and future challenges;
- Expand the size of the Army to build strategic depth and to enhance readiness across all components of the force;
- Implement new policies to assure recurrent, predictable access to Army National Guard and Army Reserve units in order to meet sustained global demand for Army forces;
- Enhance wartime authorities to improve commanders' ability to deal with emerging, in-theater operational demands and to build the capabilities of strategic partners; and
- Support to sustain our All-Volunteer Soldiers, their families, and our Army Civilians and to maintain the trust of the American people, whom we serve in this time of war and uncertainty.

We have received considerable support to execute current operations, to reset our forces, and to build a modular Army. We will need additional support to close the gap between requirements and resources, particularly as we maintain an extraordinarily high operational pace and grow the Army. This support must not be provided at the expense of our future readiness. To break our historic cycle of national unpreparedness, America must invest prudently and predictably in defense, which it can afford to do.

To meet the needs of the Combatant Commanders and the Nation, the Army will require the full level of the resources requested in the base budget and in supplemental appropriations.

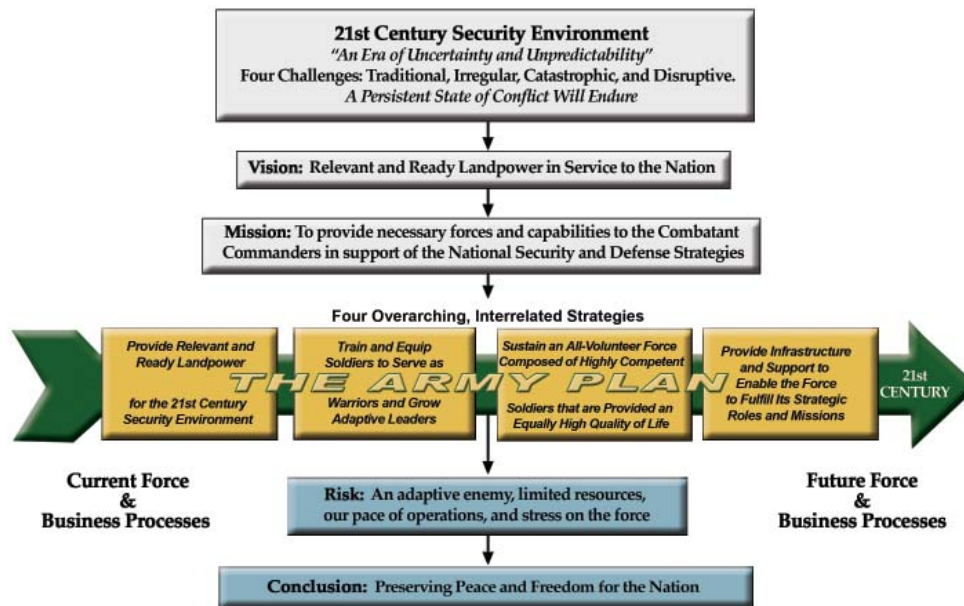


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General, United States Army
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Secretary of the Army





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* ADDENDA LOCATED ON WEB AND CD-ROM VERSION ONLY

Notes:

¹ The Posture Statement is designed to reinforce the testimony of the Secretary of the Army and the Chief of Staff, Army.

² It addresses the Army's posture and compelling needs for 2008. It is a primary portal to learn about the Army.

³ The Posture Statement is available at <http://www.army.mil/aps/07>.

⁴ The electronic version includes a series of addenda and hyperlinked information papers (indicated by blue type) to promote greater understanding.

⁵ The Posture Statement is produced by the Executive Office of the Headquarters Strategy Group, ExecutiveStrategyGroup@hqda.army.mil.

EXECUTIVE SUMMARY

Soldiers are serving today in one of the most dangerous periods in our history. They are making enormous contributions and sacrifices at the forefront of the Global War on Terror. Their *"boots on the ground"* have enabled historic elections in Afghanistan and Iraq and will be required for democratic institutions to take hold. Operating as part of the Joint Team, our Soldiers are preventing attacks on the Nation, responding to natural disasters at home and abroad, helping to secure our borders, and underwriting our nation's commitment to defend its interests.

In light of the growing threats to the Nation posed by states and non-state movements and organizations, the environment in which our Soldiers will operate will remain extraordinarily dangerous for the foreseeable future. Our mission within this environment will remain largely unchanged. The Army, as a vital ground component of the Joint Team, will be required to conduct prompt, sustained combat and stability operations. We will continue to provide the forces and capabilities to the Combatant Commanders needed to sustain the full range of U.S. global commitments in the face of growing challenges.

As U.S. ground forces have demonstrated so vividly since 9-11, the ability to operate in the "human dimension" – to directly confront, to defeat, or to otherwise influence our adversaries – can only be provided by putting *"boots on the ground."* Ground forces will play a central role in countering the spread of radical ideologies, influencing people, and bringing order and stability to troubled areas worldwide. This capability will become increasingly important for the Nation and its friends, allies, and coalition partners.

To prepare our Soldiers for the challenges they will face today and tomorrow, and to sustain anticipated levels of demand for Army forces which far exceed deployments to current theaters of operation, we seek to accelerate critical aspects of our transformation.

Recent decisions to expand the size of the Armed Forces – specifically our ground forces – reflect clear recognition on the part of the President, the Congress, and the Secretary of Defense of the dangers we face, the importance of our mission, and the increasing level of stress our Soldiers and families are weathering as a result of unprecedented levels of strategic demand over the past five years.

This recognition must be matched by commensurate levels of national commitment that result in timely, adequate, and predictable resourcing and support. These resources are required to sustain the capacity to wage war and to transform – to build our force in a balanced, coordinated fashion, while providing adequately for the needs of our All-Volunteer Soldiers and their families, across our active and reserve components.

The purpose for our expansion is to build readiness for current and future challenges. We know from our national experience that this is a time consuming process – that depends not only on manning and equipping, but also on training and caring for our people. Likewise, our capacity to grow military forces depends on our capacity to grow and maintain the infrastructure needed to train and sustain these forces.

As we move to expand the size of our force, we will adhere to the four key ideas which have guided our transformation in recent years:

- **Whole Cohesive Units.** First, we remain committed to producing units that are ready for the challenges they will face and to overcoming years of underfunding prior to 9-11. We have received unprecedented support to "buy back" much needed capability. We cannot, however, fool ourselves by maintaining large numbers of forces on paper that, in reality, lack the people, equipment, training, and support needed to accomplish the missions that they will be assigned.
- **Adaptive Leaders and Soldiers.** Second, we recognize that intellectual change precedes physical change. For this reason, we are developing qualities in our leaders, our people, our forces – and the institutions which generate and sustain them – that will enable them to operate effectively amidst uncertainty and unpredictability. We describe the leaders we are creating as *"pentathletes,"* whose versatility and agility

GUIDING OUR TRANSFORMATION

- Whole Cohesive Units
- Adaptive Leaders and Soldiers
- National Commitment
- Holes in the Force

– qualities that reflect the essence of our Army – will enable them to learn and to adapt to new situations in a constantly evolving environment. To ensure that our Soldiers are well led, we are now actively implementing the findings of a comprehensive review focused on how we train, educate, assign, and develop our officers, noncommissioned officers, and civilian leaders.

• **National Commitment.** Third, reinforced by American military experience, we believe that our Soldiers' effectiveness depends upon a national commitment to recruit, to train, and to support them properly. This commitment demands consistent investment in their equipment and supporting infrastructure. We are acutely aware of fiscal constraints; however, we remain firm and unwavering in our determination to fulfill our duty to do what is right for our Soldiers, their families, and the Nation. We are equally determined to improve support for our Soldiers and their families. Our objective is to provide a *quality of life* that matches the *quality of service* they perform for America.

• **Holes in the Force.** Fourth, we remain mindful of our position at the start of the long struggle in which we are now engaged. After years of insufficient investment in the Army, many of our units were under-equipped and not ready for deployment, especially in our reserve units. To meet Combatant Commanders' immediate wartime needs, we pooled equipment from across the force to equip those Soldiers deploying into harm's way – a practice that we are continuing today to meet current operational demands. This practice increases risk in our ability to perform other critical missions, as observed in our Army National Guard during Hurricanes Katrina and Rita, and in our assessment of our ability to respond to other strategic contingencies.

With help from the President, the Secretary of Defense, and the Congress – through base and supplemental appropriations – we have addressed many of our equipment shortfalls. Supplemental appropriations, however, have not enabled the Army to “get well,” as they are intended to pay for the costs of war, principally through the purchase of consumable supplies and the replacement of battle losses. Even with full resourcing, we would still have

REDUCING RISK TO THE FORCE

- Obtain Full, Timely, and Predictable Funding
- Grow the All-Volunteer Force
- Reset the Force
- Improve Wartime Authorities and Resources
- Transform the Force
- Modernize by Accelerating the Fielding of Advanced Technologies
- Station the Force to Meet Emerging Strategic Demands
- Transform Business Practices

much to accomplish to mitigate risk as currently assessed (by the Department of Defense and the Chairman of the Joint Chiefs).

Our need to build readiness to sustain the current mission, to remain relevant and ready to meet future challenges, and to maintain risk at acceptable wartime levels, translates into a set of core objectives which the Army must achieve:

- **Obtain Full, Timely, and Predictable Funding to Sustain the Army's Global Commitments.** *Full, timely, and predictable funding of the Army's Fiscal Year 2008 President's Budget request and supplemental appropriations is required to build readiness needed to execute the National Defense Strategy and to pay for the costs of war.* Full funding will enable the Army to provide adequately for Soldiers, families, and Army Civilians; to accelerate key aspects of our transformation; and to maintain the momentum of vital training programs, modernization, and critical stationing initiatives.
- **Grow the All-Volunteer Force to Sustain the Long War.** *Support and full funding is needed to continue to achieve our goals for attracting and retaining high quality people in each of our active and reserve components.* This funding will facilitate the expansion of our operational, deployable force pool – which is vital to sustaining the effectiveness and health of the All-Volunteer force, now being tested for the first time in a long war.

- **Improve Wartime Authorities and Resources for Soldiers and Commanders in Combat.** *Changes are needed to eliminate unintended constraints on programs such as the Commander's Emergency Response Program, the Logistics Civil Augmentation Program, and in administering security cooperation and assistance programs, as well as furnishing humanitarian assistance. In addition, continued Congressional leadership will be required to support programs and initiatives to protect Soldiers (to counter Improvised Explosive Devices, to provide up-armored vehicles, to field individual body armor, etc.) and to better equip Iraqi and Afghan police, security, and military forces.*
- **Reset the Force to Ensure Readiness for Current and Future Challenges.** *Full funding is needed to restore units – a process with both materiel and human dimensions – to required levels of readiness to execute projected operational deployments, while remaining prepared for likely future contingencies and homeland defense missions. To be ready, we must not only ensure that battle damaged items are repaired, recapitalized, or replaced; we must also enable our Soldiers and families to recover from the stress of combat and prolonged separation. Resetting the force will require sustained, predictable funding for several years beyond major deployments.*



- **Transform the Force to Sustain the Full Range of our Global Commitments.** *Full funding for Army transformation is needed to create an operational, deployable pool of 76 modular Brigade Combat Teams and approximately 225 Support Brigades. Our transformation is improving our ability to execute and support protracted campaigns by increasing the depth and breadth of our overall capacity. We are converting to more capable modular formations, balancing the size and capabilities of our active and reserve components, and stabilizing our force.*

Our transformation will be reinforced by an Army-wide readiness model to support expeditionary, rotational deployment. This system is designed to: improve the readiness of our non-deployed forces across all components; reduce stress on Soldiers, families, and equipment; improve predictability for employers of reserve component Soldiers; end the need to extend deployments in theater to provide active component Soldiers at least one year at home before redeploying them; and manage the force to achieve our goal of one year deployed with two years at home station for these Soldiers.

This system requires recurrent, assured, and predictable access to our reserve component units who – because of strategic decisions and operational necessity – have become a vital part of our deployable force pool.

- **Modernize by Accelerating the Fielding of Advanced Technologies to our Soldiers Today.** *Full funding of the Army's modernization program is needed to accelerate aspects of Future Combat Systems (FCS) development, aviation programs, and over 300 other key modernization initiatives. FCS is our first major modernization program in several decades and is our most critical investment program. In 2008, to enhance combat effectiveness today, FCS will begin to "spin out" key technologies to our current forces – a process projected to continue in roughly two-year intervals. FCS is enabling Soldiers – from our active and reserve components, all U.S. ground forces, and our allies that support ground campaigns – to deal with the full spectrum of challenges they will face.*

• **Station the Force to Meet Emerging Strategic Demands While Providing Infrastructure and Services to Enable Mission Accomplishment.**

Full funding and timely passage of key appropriations is needed to achieve the framework of a new global basing posture by 2011 and to enable our installations to deliver a quality of life for our Soldiers, families, and Army Civilians that matches the quality of the service they provide to the Nation. Our plan will improve our ability to fulfill national strategic requirements and to do so far more efficiently than today. Moreover, the funding provided to the Army will enable us to allocate significantly greater levels of resources to improve the quality and effectiveness of the facilities we depend on to: train, maintain equipment; house and care for our Soldiers, and provide safe, modern working conditions for our Army Civilians.

Our capability to meet current force requirements and to grow our forces, depends on adhering to an extremely complex, intricate schedule to realign our entire global infrastructure of bases, depots, arsenals, and other facilities. Our ability to remain on schedule depends on timely execution of a diverse range of military construction projects and supporting activities (e.g., environmental assessment studies and remediation projects). Timely passage of military construction appropriations is needed to prevent the effects of delays from cascading into other areas of Army activity that put at risk our ability to accomplish our mission – to provide trained, ready forces to meet the Combatant Commanders' needs.

The resources provided in 2007 and 2008, through base and supplemental appropriations, are needed to enable the Army to adhere to the schedule established by law, and to sustain our All-Volunteer Soldiers and their families, now bearing the stress of more than five years of war.

• **Transform Business Practices to Better Enable Army Transformation.** *Continued support is needed to execute Army Business Transformation and achieve targeted efficiencies through: management reform; acquisition reform; comprehensive redesign of the organizations and business processes that generate,*

deploy, and reset forces; consolidation of bases and activities; military to civilian conversion programs; and performance measurement enhancements.

This remains a pivotal time for the Army. We will continue worldwide operations to support the war on terror and to sustain the full range of our global commitments. At the same time, we will maintain our focus on transforming the force, our global infrastructure, and our supporting business processes.

Four overarching, interrelated strategies form the core of our plan – which we call The Army Plan. This plan is enabling us to accomplish our mission today and to realize our vision over time: *to remain the preeminent landpower on Earth – the ultimate instrument of national resolve – that is both relevant to, and ready for, the challenges of the dangerous, complex 21st Century security environment.*

Our strategies are summarized in Figure 1. Our compelling needs – expressed in terms of the resources and support we require to execute these strategies – are summarized in Figure 2.

These strategies are driving change at an unprecedented pace. We are making enormous progress in “shifting the weight” of our intellectual and organizational focus from traditional challenges to be better prepared for irregular, disruptive, and catastrophic challenges.

We are developing a broad set of capabilities to deal with, and quickly adapt to, the full spectrum of challenges we will face. Our forces are becoming more powerful, more flexible, and more deployable. We are improving our ability to operate with our joint and coalition partners. We are also working, while at war, to relieve stress on our Soldiers, families, and Army Civilians to sustain the viability of our All-Volunteer force – which is perhaps our greatest strategic challenge.

The resources and support provided to the Army in 2007, 2008, and beyond will enable us to maintain the momentum of key programs and to accelerate critical aspects of our transformation. Moreover, this funding will determine our ability to continue to accomplish our mission, to complete the shifting of our weight, and to prepare our Soldiers to deal with the challenges they will face today and tomorrow.

Four Overarching, Interrelated Strategies

Provide Relevant and Ready Landpower

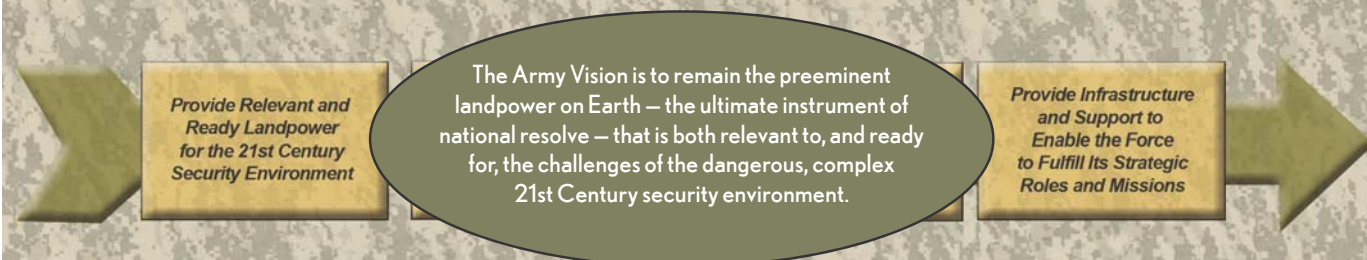
We are improving our capabilities to achieve victory in the war on terror and sustain all of our global commitments. While fighting, we are:

- Accelerating our efforts to transform and to modernize.
 - Transforming to create an active and reserve component pool of 76 modular Brigade Combat Teams and approximately 225 Support Brigades.
 - Modernizing — the first time in decades — to develop Future Combat Systems, new aviation systems, and over 300 advanced technologies and systems.
- Building a modular force in which brigades — not divisions — can “plug into” joint and coalition task forces in expeditionary and campaign settings.
- Improving readiness to deal with traditional, irregular, catastrophic, and disruptive challenges.
- Building depth (*more*) and breadth (*more kinds*) of capability to ensure Soldiers and units can adapt to these challenges.
 - Growing the Army and accelerating the availability of *more* brigades, to increase our strategic depth, and to relieve stress on Soldiers and equipment.
 - Developing *more kinds* of capability by making our brigades *more* powerful, versatile, deployable, and relevant to new challenges.
 - Transforming our supporting organizations to better enable the execution of combat and logistics operations.
- Creating improvements in: Sustaining the Force, Actionable Intelligence, Stability Operations, Homeland Defense, Operating in Complex Environments, and more.
- Ensuring that every investment in our current force benefits our future force.

Train and Equip Soldiers and Grow Adaptive Leaders

We are better preparing our Soldiers for the rigors of war and developing our leaders to serve as multi-skilled pentathletes able to thrive amidst complexity and uncertainty. Recognizing that intellectual change precedes physical change, we are:

- Producing Soldiers armed with the mindset, values, and combat skills to serve as competent, resilient warriors.
- Reinforcing a commitment to our *Warrior Ethos* among all our Soldiers and Army Civilians.
- Enhancing education and training programs throughout the Army: at home stations, at our Combat Training Centers, within our schools, by leveraging distance learning methods — and by increasing opportunities for graduate level education.
- Growing innovative, adaptive leaders through training and education programs that quickly apply lessons learned during combat, stability operations, reconstruction, and in providing support to civil authorities.
- Enhancing our capabilities by providing the best possible training, weapons, sensors, protection, and equipment to our Soldiers.
- Expanding our emphasis on language training and enhancing cultural awareness in our military education programs.
- Improving our Soldiers’ abilities to operate in complex environments overseas and with other governments and militaries to strengthen the capacity of partner nations.



Sustain an All-Volunteer Force

Our continuing success in accomplishing the Army mission is directly attributed to the talented men and women of our Army who provide “boots on the ground” around the world. We are sustaining the All-Volunteer force by:

- Honoring our commitment to care for these versatile young Americans and their families.
- Enhancing numerous programs for housing, education, health care, and other areas to improve how we support our Soldiers and their families.
- Promoting a greater sense of belonging to units and communities to build readiness and cohesion, while reducing uncertainty.
- Executing a full range of initiatives to recruit and retain Soldiers with the right aptitudes and attitudes.
- Working to match the *quality of life* that our Soldiers enjoy to the *quality of service* they provide to the Nation.

Provide Infrastructure and Support

To better enable the force to fulfill its strategic roles and missions, we are:

- Adjusting our global footprint to be better positioned for the challenges of the 21st Century and to achieve victory in the long war on terror.
- Transforming our installations, depots, and arsenals — and the information network that connects them — to become more efficient and better able to support the Army’s mission, at home and abroad.
- Changing how we conduct the business of the Army — finding ways to improve, to increase productivity, and to maximize the use of every dollar.
- Transforming the Army’s structure, systems, processes, and logistics automation to enable Soldiers to sustain the full range of our global commitments.

www.army.mil/aps/07

Figure 1

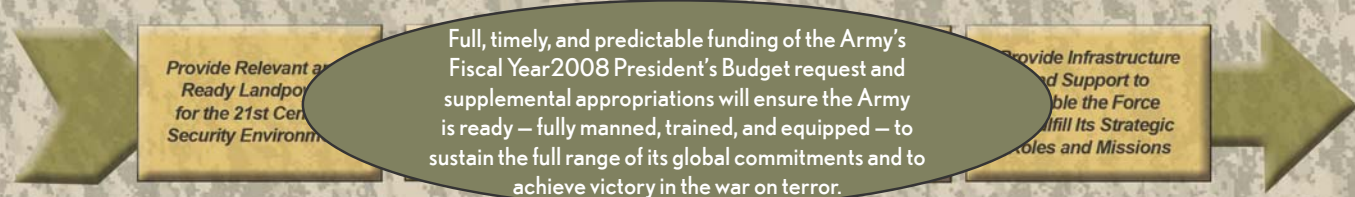
Compelling Needs

Provide Relevant and Ready Landpower

- Provide full, timely, and predictable funding of the Army's Fiscal Year 2008 President's Budget request and supplemental appropriations required to build readiness to execute the *National Defense Strategy* and to pay for the costs of war.
- Fully fund the Army's requirements to reset the force. Full funding is needed to restore units – a process with both materiel and human dimensions – to required levels of readiness to execute projected operational deployments, while remaining prepared for future contingencies and homeland defense.
- Fully fund the Army's plan to grow our Operating Force and to restructure all components of our Operating and Generating Forces.
- Fully fund continuous modernization of the current force through Future Combat Systems, aviation programs, and other key supporting programs which include: increasing Soldier protection, developing advanced technologies, transforming LandWarNet, transitioning Joint Network Node to Warrior Information Network–Tactical, and rebalancing active and reserve component units and skills.
- Provide support to accelerate the momentum we have established to transform the Army through modular conversions in Fiscal Years 2007 and 2008 which will:
 - Continue or complete conversion of 17 Brigade Combat Teams (1 AC, 16 ARNG).
 - Continue or complete conversion of 27 Multi-functional or Functional Support Brigades (12 AC, 8 ARNG, 7 USAR).
 - Begin conversion of 16 Brigade Combat Teams (4 AC, 12 ARNG) and 2 ARNG Headquarters.

Train and Equip Soldiers and Grow Adaptive Leaders

- Fully fund Army Operations and Maintenance accounts to develop the readiness – of fully manned, trained, and equipped units – that are able to execute the full spectrum of operations.
- Fully fund modernization programs to accelerate the delivery of advanced technologies to Soldiers to increase their effectiveness and protection.
- Provide continued support to reset, repair, replace, or refurbish Soldiers' equipment needed for combat, training, and homeland defense.
- Support to implement Army Leader for the 21st Century policies, programs, and initiatives designed to build *pentathletes*.
- Fully fund planned infrastructure improvements – including new construction and upgrades to existing training facilities and ranges – to support our Combat Training Center Program and our capacity to conduct tough, realistic training at our home stations.
- Fully fund programs to expand our capacity to train Soldiers and grow adaptive leaders at our Combat Training Centers, at home stations, and across our institutional training base to enable the growth of the Army.
- Fully fund programs and initiatives to support the ongoing expansion of language and cultural awareness programs in our schoolhouses and in our unit based activities.



Sustain an All-Volunteer Force

- Fully fund and support critical recruiting and retention goals to enable the Army to grow by:
 - Achieving accession and retention goals across all components of the Army by providing incentives, recruiters, advertising, and other support.
 - Continuing support for Army initiatives designed to increase stability and enhance predictability for Soldiers and families in both our active and reserve components.
- Fully fund programs designed to sustain the propensity to serve – demonstrated by our Soldiers, their families, and our civilian employees – and to ensure a *quality of life* that matches the *quality of their service* by:
 - Supporting initiatives to provide quality housing for Soldiers and their families at our installations.
 - Supporting initiatives to improve medical care, in both active and reserve components, that attest to the Nation's concern for Soldier well-being.
 - Supporting construction of Child Development Centers, Youth Centers, Fitness Centers, Recreational Facilities, and Chapels.

Provide Infrastructure and Support

- Fully fund and support the execution of a carefully synchronized plan to achieve a new global basing posture – and to grow the Army – while fulfilling the requirements of the *National Defense Strategy*. The requirements of this plan (for renovation, construction, environmental remediation, and other costs) will exceed the resources currently apportioned for base realignment and projected to be recouped through consolidation and closure (a situation that will require continuous reevaluation in future years).
- Fully fund and support efforts to synchronize Global Defense Posture Realignment, Base Realignment and Closure, and numerous initiatives required to complete the realignment of our global infrastructure of bases, depots, arsenals, and other facilities.
- Fully fund Base Operations and Sustainment accounts to provide uniformly high standards of service for our Soldiers, families, and Army Civilians, while ensuring predictable spending levels needed to plan and execute operations at all of our installations.
- Fully fund Sustainment, Restoration, and Modernization accounts to slow the rate of deterioration of Army infrastructure.
- Fully fund the Installation Information Infrastructure Modernization Program.

www.army.mil/aps/07

Figure 2

21ST CENTURY SECURITY ENVIRONMENT: AN ERA OF UNCERTAINTY AND UNPREDICTABILITY

In the five years since 9-11, the international security environment has become increasingly dangerous. Military commitments – requiring ground and Special Operations Forces – have increased on a global scale. Sustained levels of force deployment have stressed our Soldiers, their equipment, and the institutions that generate them. The likelihood of sustained strategic demand for Army forces underscores the need to improve our readiness for both current and future challenges.

We need sustained support and timely, predictable funding to keep requirements and resources in balance – in the face of growing threats to the Nation. We will continue to conduct operations to prevail in the war on terror and to execute a range of initiatives designed to improve our strategic posture to deal with the challenges we will face.

We are increasing our capabilities to deal with the challenges we face today. In light of the clearly foreseeable challenges now emerging, we must accelerate our preparation for those we will face tomorrow. We remain steadfast in our determination to:

- Transform and modernize to build a far more capable, relevant Army;
- Realign our global infrastructure of bases, depots, arsenals, and equipment sets; and
- Sustain our All-Volunteer Soldiers, their families, and our Army Civilians.

Recent decisions to expand the size of U.S. ground forces reflect clear recognition on the part of the President, the Congress, and the Secretary of Defense of the dangers America faces, the importance of our mission, the central role that ground forces will perform to defend the Nation, and the stress that our All-Volunteer force is weathering.

This decision puts us on a path to greatly enhance the depth and breadth of Army capabilities, yet will require several years, considerable resources, and a sustained national commitment to bring to fruition. Over time, this decision will alleviate strategic risk. To implement the changes required to prepare for the future, while continuing our

The Security Environment

IRREGULAR	CATASTROPHIC
Irregular challenges from the adoption or employment of unconventional methods by non-state and state actors to counter stronger state opponents - terrorism, insurgency, civil war, etc. Seeking to erode U.S. power	Catastrophic challenges involving the surreptitious acquisition, possession, and possible terrorist or rogue employment of WMD or methods producing WMD-like effects. Seeking to paralyze U.S. power
Ethnic War; Guerrilla; Insurgency; Terror	WMD: Rogue, Terrorist; Homeland Missile Attacks
TRADITIONAL	DISRUPTIVE
Traditional challenges posed by states employing legacy and advanced military capabilities and recognizable military forces, in long-established, well-known forms of military competition and conflict. Seeking to challenge U.S. power	Disruptive future challenges emanating from competitors developing, possessing, and employing breakthrough technological capabilities intended to supplant our advantages in particular operational domains. Seeking to marginalize U.S. power
Legacy Nuclear Forces; Uniformed Militaries	Cyber-War; Directed Energy; Genetic Weapons; Nano Weapons

Source: 2006 Quadrennial Defense Review

Figure 3

current pace of operations, we require timely, sufficient resources, and rapid implementation of policies designed to assure recurrent, predictable access to all of our components.

COMPLEXITY AND UNCERTAINTY

The *National Defense Strategy* identifies an array of traditional, irregular, catastrophic, and disruptive challenges that pose distinct threats to our Nation (Figure 3). These threats are growing increasingly more complex due to:

- The decline in the military primacy of states, resulting from the rise of *non-state* extremist movements and organizations;
- The corresponding deterioration in our adversaries' adherence to international law and norms, intended to govern the character and conduct of warfare;
- The rise of globalization, which is creating both opportunity and vulnerability due to the growing interdependence of international financial, commercial, information, and transportation systems;
- The diffusion of technology, which is increasing the availability and killing power of weaponry,

while creating new challenges for space and communications systems;

- The dramatic growth of the internet and cellular communications, which is creating low-cost, effective means to rapidly move information, transmit instructions, shift resources, and shape perceptions in unprecedented ways; and
- Growing disparities among “haves” and “have nots” in the international order, compounded by feelings of hopelessness and despair, which are creating fertile ground to sow the seeds of hatred and radicalism.

We will be confronted with increasing threats posed by a growing number of transnational organizations and movements, who will wage irregular warfare. We will continue to face threats, posed by nation-states that will involve large scale conventional military forces in more regular forms of warfare.

Fueled by ideologies that oppose our Nation’s bedrock values, extremist groups like al-Qaeda and other enemies, supported by the states and groups who sponsor them, are committed to reducing America’s global presence – and to destroying American society. They will seek to oppose the United States asymmetrically – by employing terror, information warfare, and the most deadly, casualty-producing weapons available. Al-Qaeda’s goal is clear: to gain control in the Islamic world by establishing a unified caliphate, stretching from North Africa to Indonesia, and to expand its influence well beyond these regions.

Enemies like al-Qaeda are ruthless, unconstrained, and expert in distorting and exploiting the power of religion to further their ends. Ongoing counter-terrorism and counter-insurgency operations in Iraq, Afghanistan, and elsewhere reflect the tough challenges involved in confronting savage, extremist adversaries in highly **complex environments**. We are fighting smart, adaptive opponents who are leveraging the opportunities presented by globalization to conduct brutal, indiscriminate, and unprecedented attacks.

These adversaries will be neither deterred by nuclear or conventional forces nor defeated in battles with decisive outcomes. Previous concepts for intelligence and warning do not adequately address the threats we now face. To prevail in this struggle, the Nation must remain vigilant, improve interagency cooperation, and employ all

instruments of national power – diplomatic, informational, military, and economic – in a rapid, concerted, and fully integrated manner.

Military conflict will be waged increasingly in the human dimension – *which underscores the need to be able to directly confront, to defeat, or to otherwise influence adversaries on the ground*. This need can only be met with “boots on the ground,” as U.S. ground forces have demonstrated so vividly since 9-11. Ground forces, able to conduct sustained operations, will be required to counter the spread of radical ideologies, to influence people, and to bring order and stability to troubled areas.

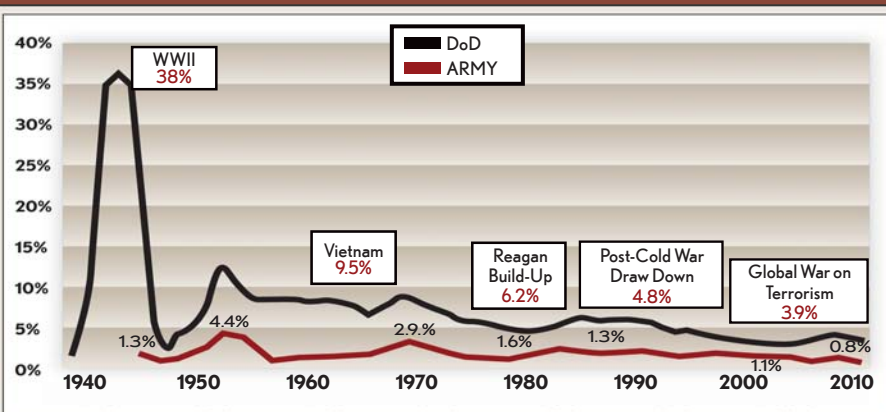
The security environment in which our Soldiers will operate is becoming increasingly uncertain and unpredictable. Their environment will be influenced by:

- International progress in the war on terror;
- The commitment and stability of key international institutions and the governments of allies and partners in the war on terror;
- The actions of states and non-state extremist movements and organizations who oppose democratic reform in the Middle East and elsewhere, particularly in Iraq, in Afghanistan, and in the emerging Palestinian State;
- The ability of existing governments to perform traditional state functions – and to deny safe haven for terrorist organizations – amidst increasing economic pressures and demands for energy, water, and other natural resources;
- Progress in controlling the proliferation of nuclear weapons and other **weapons of mass destruction**;
- The nature and outcome of military competition (on land, sea, air, and space) at both regional and global levels;
- The potential for adversaries to disrupt critical land based and space based communications systems; and
- Decisions in key areas which include: defense priorities amidst growing national fiscal pressures and the pace and level of resourcing for both **Base Realignment and Closure** and **Global Defense Posture Realignment** initiatives.

COMPETING FISCAL PRIORITIES

The Army will remain engaged around the globe, while operating in a constrained fiscal environment. This will continue to limit the resources available for both current and future challenges.

DoD Outlays as a Percentage of U.S. GDP



Source: National Defense Budget Estimate for FY2007, Office of the Under Secretary of Defense (Comptroller), March 2006

Figure 4

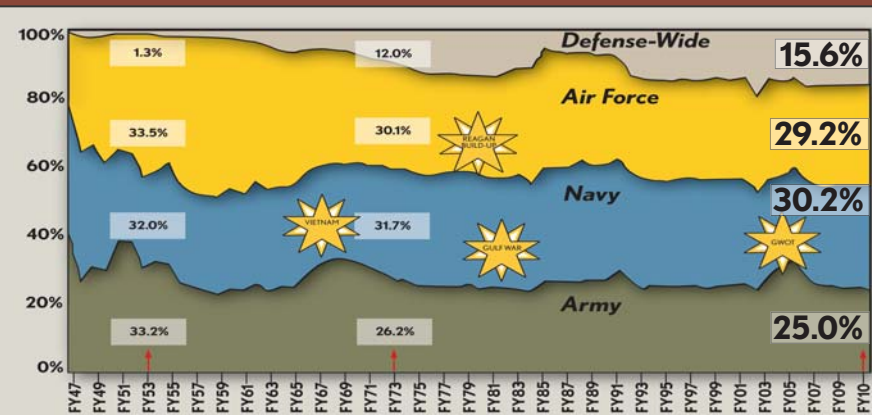
NATIONAL BUDGET TRENDS

The Office of the Secretary of Defense, Comptroller, projects 2007 Defense spending will be 3.9 percent of Gross Domestic Product (GDP), continuing a downward trend (Figure 4). Defense resources have not kept pace with growth in GDP. GDP increased over 300 percent between 1968 and 2005, from \$3.7 to \$11 trillion. Defense spending, however, increased only 62 percent, from \$358 to \$523 billion.

DEFENSE BUDGET TRENDS

The allocation of Defense resources has changed little over time (Figure 5), despite changes in the focus and emphasis of the *National Defense Strategy*. Today, while providing the largest number of forces for the war on terror, the Army receives the smallest share of programmed Defense resources. The Army is the most manpower intensive Service. Unlike the other Departments, who are able to reduce manpower to offset rising personnel costs, the Army must *add* Soldiers to meet its commitments. Rising fuel, health care, and other costs – on top of steadily increasing costs to man the force – will continue to erode the Army's purchasing power.

Defense Budget Allocation by Service



Source: National Defense Budget Estimate for FY2007, Office of the Under Secretary of Defense (Comptroller), March 2006

Figure 5

ARMY BUDGET TRENDS

The bulk of the Army's funds are committed to sustaining people, maintaining vital infrastructure, and preparing equipment for combat deployment. People accounts – including salaries for Soldiers and Army Civilians as well as the labor costs incurred in contracts and in procurement – amount to more than 80 percent of the Army's budget. As a result, our ability to fund investment accounts today is extremely limited (Figure 6) – and has diminished steadily over time. In 1984, for example, procurement and research, development, test, and evaluation amounted to 31 percent of the Army's budget, which by 2005 had diminished to only 17.5 percent. Caused in large part by rising manpower costs – to attract, to retain, and to provide for a competitive quality of life for an increasingly married force – this trend is indicative of the Army's continuing tension between current and future demands.

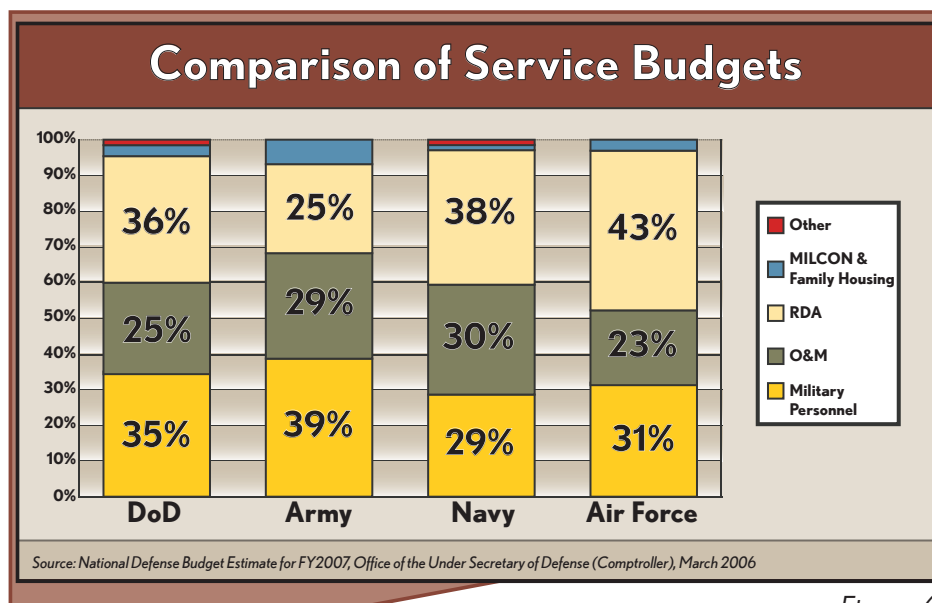


Figure 6

ARMY INVESTMENT TRENDS

Since 1990, the Army's share of investment dollars has been considerably smaller than that of the other Departments (Figure 7). The Army has received less than one-fifth, while the other Departments have each received approximately one-third. Consequently, the Army has been unable to invest in the capabilities needed to sustain a rising operational tempo and to prepare for emerging threats. Supplemental funds have enabled the Army to replace essential weapons and equipment lost or worn out during battle. They have sustained our capability to meet the operational demands of the war on terror. Supplemental funds *have not*, however, enabled the research and procurement required to be prepared for the future.

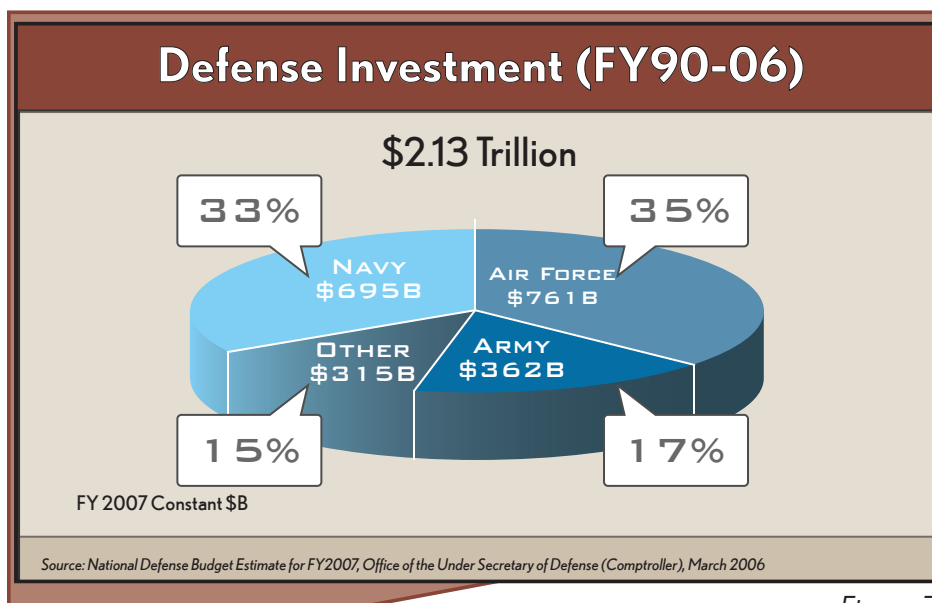


Figure 7

IMPLICATIONS FOR THE ARMY

The implications of the 21st Century security environment for the Army are clear:

- An Era of Uncertainty and Unpredictability.** The Nation will remain engaged in a long struggle of continuous, evolving conflict. As in Iraq and Afghanistan today, this conflict will manifest itself in both traditional and irregular settings involving conflict in the human dimension – necessitating the presence of forces on the ground. We will face adaptive adversaries (now carefully observing U.S. and allied forces) who will present unprecedented threats to our military establishment. We must prepare for disruptive challenges including cyberspace attack and attempts to disable national and international communications systems.
- Need for Relevant Forces.** Landpower will perform an enduring, central role to underwrite U.S. commitment and resolve. More than ever before, we will rely on our ability to project power and to deploy rapidly across strategic distances – with relevant forces that are able to conduct combat operations immediately upon arrival in theater. Relevant forces will enhance our national strategic agility – and enable our leaders to create favorable strategic situations by foreclosing, and potentially preempting, enemy options. As described in the Army's capstone concept for the future force, *The Army in Joint Operations*, these forces must be able to operate effectively as part of joint, interagency, multinational, and coalition teams and to do so with little or no warning.
- Trained and Equipped to be Ready in the Face of Uncertainty.** We must maintain the capacity to deploy trained, ready forces in response to emerging strategic contingencies as required by the *National Defense Strategy*, the *National Military Strategy*, and Combatant Commanders' plans. For this reason, our Soldiers, from all components, must be ready to conduct the full spectrum of operations needed to defeat the threats they will face – and to strengthen the capacity of friends, allies, and partners. We can no longer accept the risks associated with partially manning, equipping, or training our units. We will not be able to depend on significant warning to provide the time needed to mobilize, to train, and to

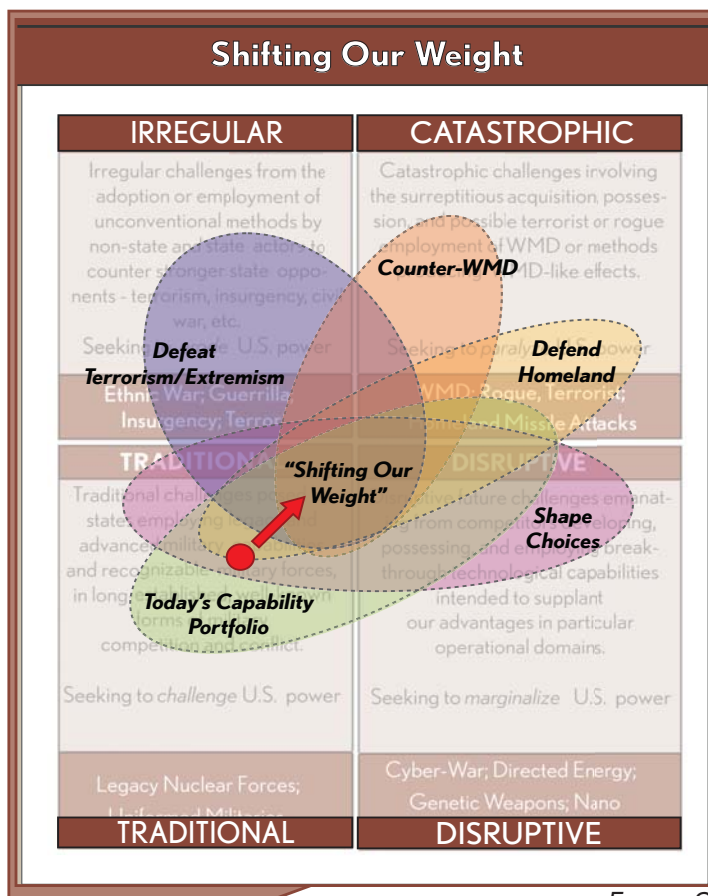


Figure 8

prepare for deployment. Instead, our units designated for deployment will require their full complement of Soldiers and equipment. They must also be trained to conduct the full spectrum of likely operations: from engagement with friends, allies, and partners... to irregular warfare...to major combat operations.

- Capacity to Sustain the All-Volunteer Force.** Sustaining the overall viability of the All-Volunteer concept may well be our greatest strategic challenge. Our installations play a vital role in this effort – by providing homes and communities for our Soldiers and families as well as safe, modern workplaces for the many civilians who support our Army. To continue to attract and to retain the highest quality of Soldiers and civilians, we must provide a quality of life for our Soldiers, families, and Army Civilians that matches the quality of service that they provide to the Nation.
- Infrastructure and Capacity to Project Power.** To prepare, to generate, and to sustain forces, we will demand more from our global infrastructure of bases, depots, arsenals, equipment sets, and the network which connects them. Our installations provide the foundation of our ability to execute the *National*

Defense Strategy. They enable us to project power and to train our Soldiers, leaders, and units. As such, we must invest in them accordingly to develop the strategic capabilities we need, and to overcome decades of underfunding. In addition, our Armed Forces must maintain a proper mix of airlift, sealift, and properly maintained equipment sets, positioned on land and afloat.

To remain relevant to the threats now clearly emerging, we must continue to “shift our weight” from our traditional focus to become more versatile across the full range of irregular, disruptive, and catastrophic challenges we will face. We must accelerate the ongoing adaptation of our **leader development**, training, and **modernization programs**, which is already well under way. Likewise, we must also continue our efforts to improve our strategic responsiveness and agility – as well as the overall effectiveness of our Operating and Generating Forces. In addition, we must continue our initiatives to create improvements in critical areas which include:

- **Joint interdependence;**
- **Operational agility;**
- **Intelligence** for our commanders and Soldiers that is timely, actionable, and draws upon all sources available;

- **Lethality;**
- **Soldier and unit protection;**
- Networks to improve common situational awareness and understanding needed for **battle command;**
- **Information assurance** and **information security;** and
- **Cultural awareness and foreign language proficiency**, and the ability to operate with the militaries and governments of other nations.

Building the capabilities required to execute the full spectrum of likely operations amidst increasing threats to the Nation will require prudent investment today. This level of investment must be sustained at predictable levels over time to reduce risk for our Soldiers, the Army, the Joint Team, and the Nation.

Investing in defense in this manner would reflect a significant departure from historic patterns of spending – that have resulted in corresponding cycles of unpreparedness – which have increased America’s vulnerability at the outset of the major conflicts of the 20th Century and those occurring in the early stages of the 21st Century.



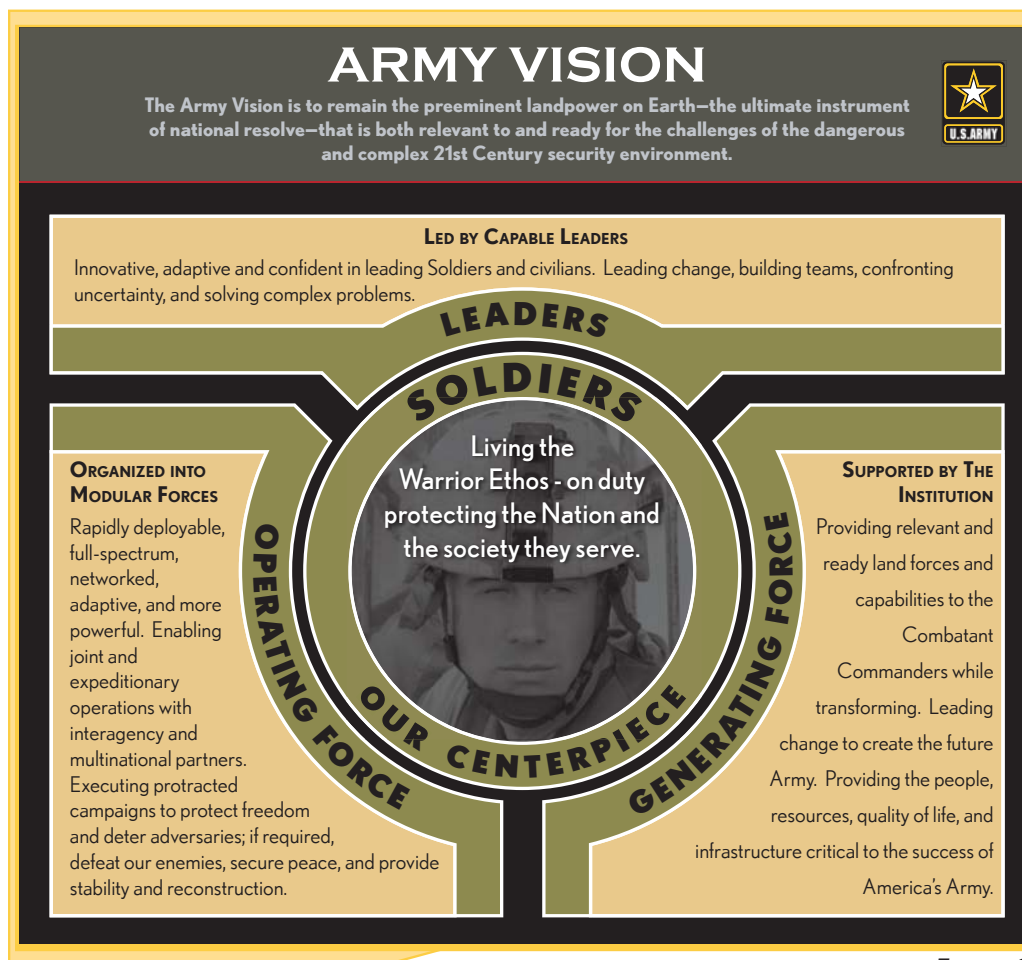


Figure 9

THE ARMY VISION: RELEVANT AND READY LANDPOWER IN SERVICE TO THE NATION

The challenges posed by the 21st Century security environment drive our vision of the force we must become to continue to accomplish our mission, to preserve peace and freedom for the Nation. Maintaining our focus on Soldiers - who are well led and organized into flexible, adaptive formations in our Operating Force, and properly supported by our Generating Force - we will ensure that our Army continues to be relevant, in terms of its design, and ready, in terms of its capabilities, for whatever the Nation demands. America has entrusted us to preserve peace, maintain freedom, and defend democracy - a role we have performed for over 230 years. Today, because of our Soldiers and our record of accomplishment, the American people regard the Army as one of the Nation's most respected institutions. We will maintain this trust.

MISSION: PROVIDING FORCES AND CAPABILITIES

The Army exists to serve the American people, to defend the Nation, to protect vital national interests, and to fulfill national military responsibilities. Our mission is enduring: to provide necessary forces and capabilities to the Combatant Commanders in support of the *National Security and Defense Strategies*. The Army recruits, organizes, trains, and equips Soldiers who, as vital members of their units and the Joint Team, conduct prompt, sustained combat and stability operations on land. The Army is also charged with providing logistics and support to enable the other Services to accomplish their missions, and supporting civil authorities in time of emergency, when directed.

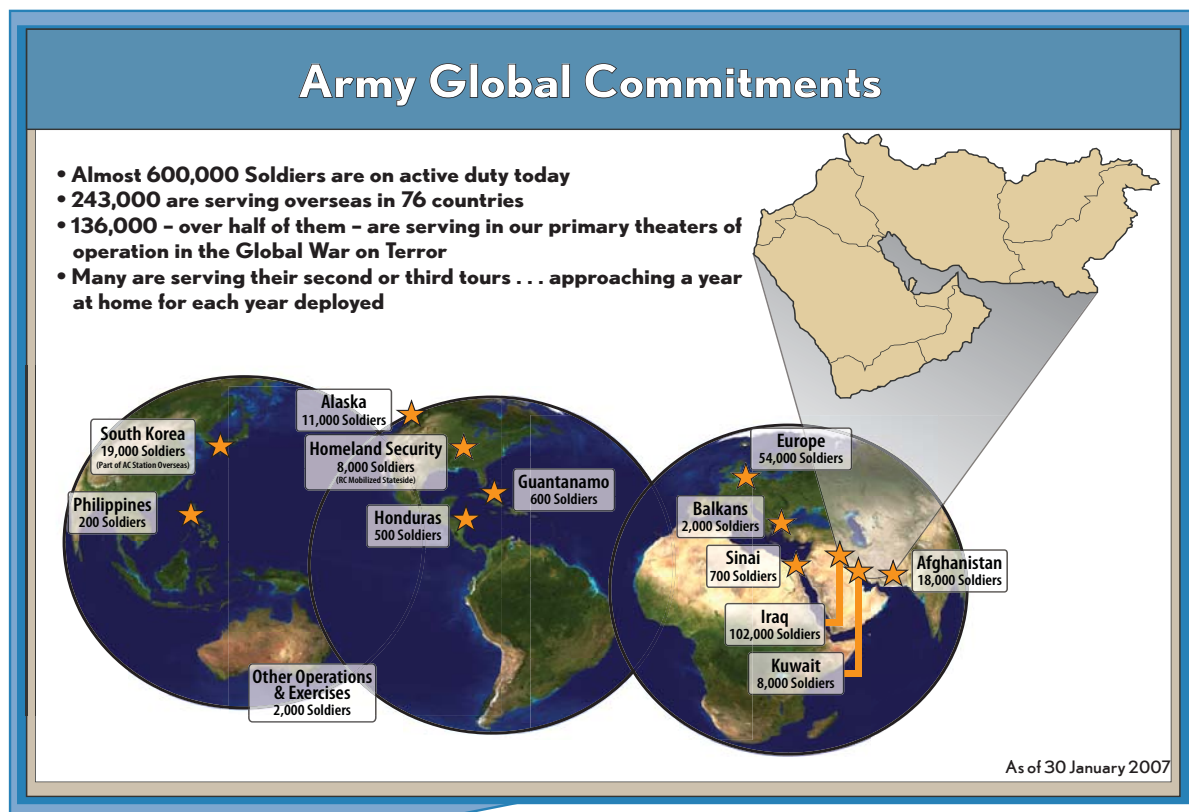


Figure 10

ACCOMPLISHING THE MISSION TODAY: SUSTAINING GLOBAL COMMITMENTS

Almost 600,000 Soldiers are on active duty today (currently 507,000 active component, 46,000 **Army National Guard** and 28,000 **Army Reserve**). Over 40 percent (243,000) of them are deployed or forward stationed, serving in 76 countries worldwide. More than 4,600 Army Civilians are serving side-by-side with them in the field, performing a variety of missions vital to America's national defense. At home, over 8,000 Soldiers are on duty in support of the war on terror. The Army's operational pace remains high, continuing the trend established during the post-Cold War era. Whenever and wherever needed, Soldiers are continuing to answer the Call to Duty, enabling America's ability to put "boots on the ground" – as demonstrated so vividly by the recent national decisions to reinforce our forces in Iraq and Afghanistan.

The Army continues to provide Combatant Commanders with a wide range of forces and capabilities to prevail in the war on terror, to sustain our global commitments, and to build effective multinational coalitions. First and foremost are the forces required for Operation Iraqi Freedom and Operation Enduring Freedom, which include forward-stationed units and those based in the United States. The

Army's requirements, however, are far greater than those needed to support the war on terror.

They include support for:

- Multinational exercises which reflect our longstanding leadership of, and commitment to, an expanding North Atlantic Treaty Organization and many other alliances;
- The defense of South Korea, Japan, and many other friends, allies, and partners;
- Ongoing peacekeeping operations in the Sinai Peninsula, the Balkans, and elsewhere;
- The security of our borders, as evidenced most vividly by the major deployment of reserve component Soldiers to our Southwest Border this past year;
- Operations and equipment to counter the flow of illegal drugs; and
- Civil authorities in response to disasters and threats at home and abroad.

As a result of the dramatic changes in the security environment since 9-11 and the enduring requirements of the Global War on Terror, we are also engaged in South America, the Philippines, Africa, the Caucasus, Central Asia, and many other places. These operations, which depend on our Soldiers to put "boots on the ground," include

a wide range of combat and non-combat missions: from counter-insurgency, to humanitarian and civic assistance, to large scale reconstruction operations.

Our Soldiers are also working to accomplish a vital U.S. national objective – to **build partnerships** with foreign militaries and preserve the coalition formed to counter terror – by training and advising the military forces of many nations. In addition, through various forms of military to military exchanges, and other forms of assistance and cooperation, our Soldiers are helping to enhance the military capabilities of our international partners. Through international education programs, such as the Army War College, the Command and General Staff College, the **Western Hemisphere Institute for Security Cooperation**, and a variety of other cooperative studies initiatives, our Soldiers are helping to shape the strategic environment in favorable ways by building enduring security relationships and improving interoperability. In addition, the presence of U.S. forces assures friends and allies of our national commitment, while encouraging them to contribute their national resources to international efforts.

In the five years since 9-11, the Army National Guard has mobilized more than 610,000 Soldiers to perform both state and federal missions. On any given day, the Army National Guard provides vital capabilities in virtually every mission area. Today, more than 46,000 Soldiers from the National Guard are on active duty.

Besides their commitments in Iraq and Afghanistan, and in troubled regions around the world, National Guard Soldiers are protecting the homeland, performing key missions in support of **U. S. Northern Command**. They are helping the Department of Homeland Security to protect critical infrastructure and to patrol our southern borders (with nearly 5,000 Soldiers deployed). They are also continuing their service in areas ravaged by **Hurricane Katrina** and performing vital state-directed missions under the command of the Governors. Our current levels of operational commitment have created intense demand for National Guard Soldiers. Despite sustained levels of high operational tempo, Army National Guard Soldiers are performing superbly, accomplishing every one of their missions and serving with distinction worldwide.

Since 9-11, the **Army Reserve** has mobilized more than 164,000 Soldiers, who are also performing superbly. Today more than 28,000 Army Reserve Soldiers are serving

on active duty, with more than 16,000 – almost half of them – deployed to serve in 18 countries worldwide. The Army Reserve provides vital capabilities across a diverse range of mission areas which include 88 unique skill sets. Our Army Reserve provides over 90 percent of the Army's civil affairs capability, and more than 50 percent of the Army's medical capability.

The unique skills resident in our Army Reserve are in great demand by Joint and Army commanders. The commitment to mission accomplishment and the values demonstrated by our Reserve Soldiers, coupled with their inherent capabilities, enable our Army Reserve to make an absolutely vital, essential contribution to the Joint Force. They are meeting every requirement for their special skills, accomplishing every one of their missions, and underwriting our capability as a Nation to put *"boots on the ground."*

MAJOR DECISIONS IN 2006 - 2007

During 2006 and 2007, the Army continued its efforts to "shift the weight" of its intellectual and organizational activities to be better prepared for both current and future challenges. Five key areas highlight the Army's efforts to accelerate change.

- **Accelerated the Pace of Modular Conversion of Operating Force.** To improve our capacity to meet global demand for Army forces and capabilities, the Army received support and initiated plans to convert two active component Brigade Combat Teams to modular designs far sooner than planned. Two Brigade Combat Teams will now become available for worldwide deployment, in their new modular designs, a year or more earlier than planned.

We are also developing plans to accelerate the availability of other Brigade Combat Teams. Accelerating modular conversion will help to reduce stress on the force by increasing the time that Soldiers will be able to remain at their home stations prior to redeploying.

- **Received Approval to Grow Army Capabilities and for New Policies to Assure Access to All Components of Our Force.** In recognition of current levels of stress on the force, and the need to sustain high levels of force deployment for the foreseeable future, the Army has been directed to increase in size. During 2007, the Army will begin to execute a plan to field six additional Brigade Combat Teams by 2012 in the active

component and a diverse range of supporting organizations in our active component, Army National Guard, and Army Reserve. We will expand our rotational pool to 76 Brigade Combat Teams and approximately 225 Support Brigades. This decision will enable the Army to meet an anticipated demand for Brigade Combat Teams and vital supporting units from our active and reserve components.

While this plan will greatly improve the Army's ability to meet strategic demand, it will not reduce current levels of stress on the force, since it will take several years to accomplish. The recent changes to policy governing reserve component mobilization will help to fulfill sustained high levels of strategic demand for Army forces, and to better manage stress across the force. Growing the Army and improving access to all components of the forces are vital strategic initiatives, which will accelerate the momentum the Army has established to improve its capacity to execute the *National Defense Strategy*, today and tomorrow. All of the initiatives now underway – to reset the force, to improve readiness of non-deployed forces, to expand the size and condition of our operational force, to modernize the force, to realign and improve the condition of the bases and installations which comprise our global infrastructure, and many others – still require full financial support.

- **Reinforced the Concept of Full Spectrum Operations.** The *National Defense Strategy*, updated as part of the 2006 Quadrennial Defense Review, requires the Armed Forces to be able to conduct joint, multinational operations anywhere across the spectrum of conflict. This spectrum ranges from the low end – emphasizing stability and civil support operations – to the high end – emphasizing major combat operations (which focus on more familiar offensive or defensive operations).

The change in the *National Defense Strategy* reflects the reality of the strategic environment: that due to the complexity of stability operations, the Armed Forces must develop readiness for these operations, in addition to developing readiness for combat operations, their more traditional focus. This change, is wholly consistent with the doctrine which has guided our transformation – and how we prepare Soldiers and leaders – since

9-11. It has also created unique, additional requirements for manning, training, educating, and equipping our operating forces and the forces and institutions that generate them. Put simply, we must plan for stability operations to be an integral, enduring component of any and all joint campaigns; therefore, we must organize, prepare, and provide resources for this aspect of our mission accordingly.

- **Restructured Our Approach to Fielding Future Combat Systems.** The Army is transitioning continuously from the current to the future force through the combined effects of transformation and modernization. The main focus of our transformation is modular conversion. Converting to a force that is built around brigade level modules is enabling the Army to become more capable, more flexible, more deployable, and ultimately, more relevant to current and future challenges. This transformation has already improved our ability to meet Combatant Commanders' needs and to conduct joint, expeditionary warfare.

Our transformation is complemented by our modernization initiatives, which center on **Future Combat Systems (FCS)**, aviation modernization, and more than 300 other advanced technologies and systems. Future Combat Systems will reflect the Army's first comprehensive modernization in decades. We have cancelled well over a hundred programs in recent years to free resources for our modernization. FCS is generating, or "spinning out," technologies to protect Soldiers, enhance battlefield understanding, and provide other tactical advantages for our Soldiers fighting in irregular environments *today*. FCS will produce fully equipped brigades that will begin to enter the force in 2015.

FCS will provide significant tactical and operational advantages for our Soldiers and commanders in pre-insurgency environments and to counter insurgencies if they occur. It will also improve our ability to support civil authorities and to meet all anticipated operational requirements. In recognition of the importance of this initiative to the Army's current and future readiness, we activated and manned a special Army Evaluation Task Force and a supporting headquarters during 2006 to test, refine, and validate FCS technologies.

As a result of the combined effects of budget cuts over the past three years, and fiscal guidance that will reduce

resources programmed for future years, we will reduce the scope and delay the schedule of FCS fielding. We will continue to develop the core operational capability envisioned for FCS, yet will do so with 14 instead of 18 interconnected systems. We will defer plans to develop two classes of unmanned aerial vehicles, one class of unmanned ground vehicles, and a whole class of intelligent munitions (except for the Korean Peninsula).

These projected reductions will put at risk our ability to reach the full tactical and operational potential envisioned for FCS. It will also delay our target date to field the first of 15 projected FCS equipped Brigade Combat Teams by five months, to 2015, and slow the rate of procurement to one per year. These adjustments will cause us to take five years longer, until 2030, to be able to field and employ all 15 Brigade Combat Teams. These program adjustments will decrease capabilities available to the Joint Force and therefore, increase levels of Future Challenges risk, as described in the *National Defense Strategy*.

- **Expanded the Scope of Army Business Transformation.** As we change the way in which we operate militarily, we are also changing the way in which we do business. As a parallel effort to the transformation of Army warfighting forces, we are transforming the business processes and functions to better support our forces – improving both effectiveness and efficiency. The scope of the effort is immense, touching every facet of Army activity.

The goal of our effort is to free human and financial resources for more compelling operational needs. Realizing this goal depends upon improving processes, developing tools to enhance enterprise-wide situational awareness and decision making, and reducing organizational redundancy and overhead.

We are now well underway in deploying the *Lean Six Sigma* methodology as a vehicle to seek continuous process improvement, eliminate waste, and improve quality across the force. This methodology is the foundation of the comprehensive review of all of our major commands and organizations, now in progress. The award of the coveted Shingo prize to four activities within our Army Materiel Command for improvements in business processes and manufacturing is but one example of our progress in this regard.

THE ARMY PLAN TO ENABLE MISSION ACCOMPLISHMENT

We are executing The Army Plan, which centers on our four overarching, interrelated strategies, to enable mission accomplishment and to achieve the Army Vision over time. This plan accelerates the redesign of the forces, support structures, and headquarters that are accomplishing our mission today. This plan also guides our initiatives to provide Combatant Commanders with the capabilities needed to protect the Nation today and tomorrow.

The Army is continuing to:

- **Provide Relevant and Ready Landpower for the 21st Century Security Environment;**
- **Train and Equip Soldiers to Serve as Warriors and Grow Adaptive Leaders;**
- **Sustain an All-Volunteer Force Composed of Highly Competent Soldiers that are Provided an Equally High Quality of Life; and**
- **Provide Infrastructure and Support to Enable the Force to Fulfill Its Strategic Roles and Missions.**

We are transforming to create a future force with a broad set of capabilities to enable our Army to address strategic problems the Nation will face (See Figure 11). The benefits of our approach are clearly evident in the attitudes and levels of commitment we see in our Soldiers, as well as the attributes of our combat formations, the forces that sustain them, and the facilities and processes that generate them from their home stations.

The combined effects of transformation, modernization, innovation, and improvement – reinforced by positive change in the attitudes and behaviors that create the culture of our service – are helping us to become the force the Nation will need to safeguard its peace and freedom in the 21st Century. The Army Plan is continuously improving our ability to operate as part of the Joint Team, while ensuring our ability to dominate in any environment against current, emerging, and unforeseen threats. We believe that every dollar spent to build capability for our current force is an investment in our future force.

Our initiatives are guiding our efforts to:

- Increase Soldier and unit effectiveness and protection;
- Grow innovative, adaptive Soldiers and leaders through **training and education programs** that rapidly incorporate lessons learned from combat and prepare them to serve as *warriors*;
- Adapt the doctrine which guides how we fight, how we **sustain our forces**, how we train our Soldiers, and how we work to strengthen the capacity of friends, allies, and partners;
- Create far more capable, strategically deployable brigades designed to receive new technologies and equipment as soon as they become available; and
- Apply better business practices to free resources to use for our most pressing operational requirements.

Our ongoing intellectual and cultural transformation is dramatically improving how our leaders, Soldiers, civilian workforce, and families are adapting to the reality of protracted conflict. This transformation is reinforcing the commitment to continuous improvement that has taken hold across the Army.



EXAMPLES OF UNIQUE ARMY CAPABILITIES TO SUPPORT JOINT, COMBINED, AND INTERAGENCY OPERATIONS

Countering Terrorism

- Assist friends, allies, or partners to conduct military operations by providing logistics, command and control, intelligence, protection, and other support to the Joint Force.
- Train military and security forces to counter extremist, radical, or insurgent elements.
- Provide ground forces (conventional and special operations) to sustain large-scale counter-terror and counter-insurgency operations.
- Rapidly deploy substantial numbers of ground forces from strategic distances to meet Combatant Commanders' requirements for counter-terror or combat operations.
- Conduct extended stability operations.

Defending the Homeland

- Detect and prevent hostile actions against the homeland through the presence of the National Guard and the Army Reserve within states and communities.
- Support civil authorities in consequence management, disaster relief, and other roles including: executing the *National Response Plan*, reinforcing public safety, and providing logistics, transportation, communications, utilities management, engineering, and other services.

Shaping Choices of Countries at Crossroads

- In support of Combatant Commanders, establish relationships with foreign leaders, forces, and people through: security cooperation, training, humanitarian and civil assistance, medical, engineering, exercises, and other national and international programs.
- Seize control and defend key facilities or terrain to preclude actions by potential adversaries.
- Conduct expeditionary operations to deter, destroy, or defeat potential adversaries.
- Conduct extended campaigns to deter or prevent potential adversaries from engaging in protracted conflict with joint or U.S. led coalitions of forces.

Preventing Acquisition of Weapons of Mass Destruction

- Conduct irregular or unconventional warfare in support of the Joint Force.
- Deny sanctuary and safe haven for terrorist groups.
- Assist the forces of other nations to conduct operations against adversaries seeking to possess or transfer control of weapons of mass destruction.

While the problems we face will evolve, Soldiers' "boots on the ground" will remain vital to our solutions.

Source: *Strategic Problems drawn from 2006 Quadrennial Defense Review, Office of the Secretary of Defense, February 2006.*

Figure 11

BALANCING RISK: THE TENSION BETWEEN CURRENT AND FUTURE DEMANDS

To be able to execute the *National Defense Strategy* (which includes the military requirements of the *National Military Strategy*), the Army must maintain readiness to deal with current challenges, while developing the capabilities to be ready for future challenges. Now five years after 9-11, the Army continues to fight the long war with high levels of force deployment.

This sustained demand for Army forces continues to exceed the demand envisioned in the *National Defense Strategy* established during the 2006 Quadrennial Defense Review. This level of demand is placing enormous strain on the Army's All-Volunteer force. Time between deployments for our active component has been steadily decreasing over the last five years, and is now approaching less than one year, on average.

The Army is incapable of generating and sustaining the forces required to wage the Global War on Terror, to respond to emerging challenges, and to sustain the full range of U.S. global commitments without all of its components – active, National Guard, and Army Reserve – fully available to deploy together. At current levels of demand, without recurrent, assured, and predictable access to our reserve components, we will be unable to manage current and projected requirements for Army forces.

The recent decisions by the President and the Secretary of Defense – to assure access to all components of the force – will fully enable our reserve components to perform their new role as an integral part of our operationally deployable force. In addition, these new policies will facilitate the deployment of our best led, and best equipped reserve units – as *whole cohesive units*. We are working rapidly to implement these changes and will require continued Congressional support to do so.

The decision to expand the size of the Nation's ground forces reflects clear recognition on the part of the President, the Congress, and the Secretary of Defense of the dangers we face, the importance of our mission, and the stress our Soldiers, families, and Army Civilians are enduring. This decision will enhance the depth and breadth of Army capabilities, yet will require several years and considerable

ARMY ACTIONS TO MITIGATE RISK IN 2006

Operational Risk

- Completed transformation of 31 of 42 AC Brigade Combat Teams (BCTs) to modular designs and initiated the conversion of an additional four AC BCTs and 16 ARNG BCTs (based on Fiscal Year 2005 baseline).
- Funded [Reset Program](#) to repair over 4,100 tracked and wheeled vehicles and over 540 helicopters.
- Continued [Army Force Generation](#) (ARFORGEN) implementation to generate a continuous level of forces – BCTs augmented by all enabling organizations – and to deploy additional, fully enabled BCTs, if required.

Future Challenges Risk

- Transitioned effort to develop Future Combat Systems – which are on cost, on schedule, and meeting performance parameters – to System Development and Demonstration phase, moving us closer to fielding Future Combat Systems.
- Manned and activated Army Evaluation Task Force to facilitate “spinning out” advanced technologies and systems to the current force.
- Developed new [Army Prepositioned Stock](#) strategy to meet global requirements for agile, flexible forces.
- Established [Army Asymmetric Warfare Office](#) to work with the Joint Improvised Explosive Device Defeat Organization to better understand and defeat asymmetric threats.

Force Management Risk

- Implemented improvements to ARFORGEN to better manage our forces, and improve [predictability](#) for Soldiers and families.
- Increased number of rebalancing actions to approximately 57,000 – reducing overstructure in certain areas, and increasing the availability of skills in greatest demand, such as Military Police, Civil Affairs, Infantry, and others.
- Increased number of [military-to-civilian](#) conversions to approximately 7,170 – moving Soldier positions from our Generating Force to better structure and man our Operating Force.
- Established reserve component [Transient, Trainee, Holder and Student \(TTHS\) account](#) to improve readiness, deployability, training, and education opportunities.

Institutional Risk

- Maintained focus on business transformation which is helping us to improve efficiency and effectiveness, to decrease cycletime, to lower the cost of doing business – and to increase quality, productivity, and morale.
- Implemented [Lean Six Sigma](#) methodology within all [Army Commands, Direct Reporting Units, Army Service Components](#) of Joint Commands, and across Headquarters, Department of the Army.
- Developed facilities support strategy to meet the target dates established by Base Realignment and Closure law, Global Defense Posture Realignment, and building the Army Modular Forces which requires the execution of approximately \$38 billion in Military Construction and related projects between 2007 and 2013.
- Initiated [consolidation of information technology services](#) world-wide and implemented a range of initiatives to assure the availability of information to ensure [network security](#).
- Completed technology demonstration for General Fund Enterprise Business System to enable better financial management and decision making.

resources to bring to fruition. Over time, this decision will alleviate strategic risk, as we assess it today.

In recent years, we have received considerable support to improve our capabilities; yet we still have much to accomplish to establish the levels of readiness – across all components of the force – needed to maintain risk at acceptable levels in wartime.

Since 9-11, we have used our resources carefully, making numerous decisions to allocate resources to immediate wartime needs, and to better prepare and protect our Soldiers. We have drawn upon the entire Army to meet requirements for forces and equipment. We have cancelled countless investment programs and deferred both maintenance and required investment in our infrastructure. To free human and financial resources for our most compelling operational needs, we have undertaken major Army-wide business transformation initiatives. We have also received the support needed to accelerate our schedule for modular conversion that will enable two Brigade Combat Teams to deploy much earlier than planned.

The combined effects of continuing high levels of strategic demand for Army forces, at home and abroad, compounded by longstanding deficits in equipment, modernization, and infrastructure investment place current and future readiness at risk. In addition, our capacity to meet current force requirements, and to grow our forces, depends on adhering to an extremely complex, intricate schedule to realign our entire global infrastructure of bases, depots, arsenals, and other facilities. Our ability to remain on schedule is jeopardized by our *inability* to execute a diverse range of military construction projects and supporting activities (e.g., environmental assessment studies and remediation projects). Timely passage of military construction appropriations is required to stay on schedule and to prevent the effects of construction delays from cascading into many other areas of Army activity that will unintentionally put at risk our ability to accomplish our mission – to provide trained, ready forces to meet the Combatant Commanders' needs.

The Army will require additional base and supplemental appropriations to achieve the levels of readiness needed to fulfill the requirements of the *National Defense Strategy*. Without sufficient resources, the Army cannot continue its current pace of operations and implement the changes



required to prepare for the future – in the face of growing threats to the Nation posed by state and non-state extremist movements and organizations.

To build readiness to sustain the current mission, to remain relevant and ready to meet future challenges, and to maintain risk at acceptable wartime levels the Army needs to:

- **Obtain Full, Timely, and Predictable Funding to Sustain the Army's Global Commitments.**

Full, timely, and predictable funding of the Army's Fiscal Year 2008 President's Budget request and supplemental appropriations is required to build readiness needed to execute the National Defense Strategy and to pay for the costs of war. Full funding is needed for the Army to fulfill its global responsibilities in the face of traditional, irregular, catastrophic, and disruptive challenges; to provide adequately for Soldiers, families, and Army Civilians; to accelerate key aspects of our transformation; and to maintain the momentum of vital training programs, modernization, and stationing initiatives..

- **Grow the All-Volunteer Force to Sustain the Long War.**

Support and full funding is needed to continue to achieve our goals for attracting and [retaining high quality people](#) in each of our active and reserve components. This funding is enabling the expansion of our operational, deployable force pool, which is vital to sustaining the effectiveness and health of the All-Volunteer force, now being tested for the first time in a long war.



- **Improve Wartime Authorities and Resources for Soldiers and Commanders in Combat.**

Changes are needed to eliminate unintended constraints on programs such as the Commanders' Emergency Response Program, the Logistics Civil Augmentation Program, and in administering security cooperation and assistance programs, as well as furnishing humanitarian assistance. Sufficient funding for programs to enhance security cooperation and provide assistance to friends and allies is required to build partner capacity and institutions that prove to be cooperative and enduring. In addition, continued Congressional leadership will be required to support programs and initiatives to protect Soldiers (to counter Improvised Explosive Devices, to provide up-armored vehicles, to field individual body armor, etc.) and to better equip Iraqi and Afghan police, security, and military forces.

- **Reset the Force to Ensure Readiness for Current and Future Challenges.** *Full funding is needed to restore units – a process with both materiel and human dimensions – to required levels of readiness to execute projected operational deployments, while remaining prepared for likely future contingencies and homeland defense missions. To be ready, we must not only ensure that battle damaged items are repaired, recapitalized, or replaced; we must also enable our Soldiers and families to recover from the stress of combat and prolonged separation. The requirement to reset our units will not be satisfied with a one-time*

infusion of funds; it will require a sustained, predictable commitment of funds for several years beyond major deployments.

- **Transform the Force to Sustain the Full Range of our Global Commitments.** *Full funding for Army transformation is needed to create an operational, deployable pool of 76 modular Brigade Combat Teams and approximately 225 Support Brigades. By increasing the depth and breadth of our overall capacity, through conversion to more capable **modular formations**, our transformation is improving our ability to execute and support protracted campaigns. Our ability to meet the levels of force availability envisioned in the *National Defense Strategy* depends upon an Army-wide readiness model to support **expeditionary deployment** on a rotational basis. It is designed to improve the readiness of our non-deployed forces across all components; reduce stress on Soldiers, families, and equipment; improve predictability for employers; end the need to extend deployments in theater to provide active component Soldiers at least one year at home before redeploying them; and manage the force to achieve our goal of one year deployed with two years at home station for these Soldiers. This model depends upon assured, predictable access to our reserve component units who – because of strategic decisions and operational necessity – have become a vital part of our deployable force pool.*
- **Modernize by Accelerating the Fielding of Advanced Technologies to our Soldiers Today.** *Full funding of the Army's modernization program is needed to accelerate aspects of Future Combat Systems (FCS) development, aviation programs, and over 300 other key modernization initiatives. FCS is our first major modernization program in several decades and is our most critical investment program. In 2008, to enhance combat effectiveness today, FCS will begin to "spin out" key technologies to our current forces – a process projected to continue in roughly two-year intervals. FCS is enabling Soldiers – from our active and reserve components, all U.S. ground forces, and our allies that support ground campaigns – to understand battlefield conditions in unprecedented ways. These improvements are better preparing them to deal with the full spectrum*

of traditional irregular, catastrophic, and disruptive challenges they will face for the foreseeable future. Despite the benefits FCS will provide, as a result of the combined effects of budget cuts over the past three years, and fiscal guidance that will reduce resources programmed for future years, we will adjust the scope and schedule for fielding FCS. We will continue to develop the core operational capability envisioned for FCS, yet will do so with 14 instead of 18 interconnected systems. These adjustments will result in delaying development, acquisition, and delivery of this much needed capability to our Soldiers and the Nation.

- **Station the Force to Meet Emerging Strategic Demands While Providing Infrastructure and Services to Enable Mission Accomplishment.**

Full funding is needed to achieve the framework of a new global basing posture by 2011 and to enable our installations to deliver a quality of life for our Soldiers, families, and civilians that matches the quality of the service they provide to the Nation. Our plan will improve our ability to fulfill national strategic requirements in an uncertain environment. Due to extensive streamlining and consolidation

of facilities and activities, it will also improve our overall efficiency. Moreover, the funding provided to the Army will enable us to allocate significantly greater levels of resources to improve the quality and effectiveness of the facilities we depend on to: train, maintain equipment; house and care for our Soldiers, and provide safe, modern working conditions for our Army Civilians. The resources and support provided to the Army will have a pivotal outcome on our ability to execute our stationing plan, to meet the schedule established by law, and to sustain our All-Volunteer Soldiers and their families, now bearing the prolonged stress of more than five years of war.

- **Transform Business Practices to Better Enable Army Transformation.** *Continued support is needed to execute Army [Business Transformation](#) to achieve targeted efficiencies through management reform; acquisition reform; comprehensive redesign of the organizations and business processes that generate, deploy, and reset forces; consolidation of bases and activities; military to civilian conversion programs; performance measurement enhancements, and more.*



PRESERVING PEACE AND FREEDOM FOR THE NATION

We remain resolute in our determination to preserve peace and freedom for America. Guided by the Army Vision, we are accomplishing our mission today while building the future force – of Soldiers, leaders, Army Civilians, Operating and Generating Forces, and the infrastructure that serves as our foundation – to ensure our ability to do so tomorrow.

We remain focused on tough questions that will remain at the center of the defense debate:

- What are the strategic requirements of the 21st Century? What decisions must we make now to fulfill our Title 10 obligation to ensure that the Army, as a vital component of America's Armed Forces, is best prepared to defend U.S. interests in the face of traditional, irregular, catastrophic, and disruptive challenges?
- Are joint ground forces (Army, Marines, and Special Operations Forces) properly sized and structured to provide the capabilities needed to perform the missions the Nations will require?
- What additional actions are required to ensure that our forces are organized, manned, trained, and equipped to be relevant to, and ready for, the challenges they will face?
- How can we best prepare our leaders to become multi-skilled *pentathletes* able to operate with confidence amidst complexity and uncertainty?
- What will be the impact of protracted conflict on the All-Volunteer force? What combination of quality of life, compensation, incentives, service options, family programs, and other tools will be required to recruit, retain, and sustain the concept of the All-Volunteer force for the future?
- How do we ensure that our physical infrastructure (of installations, depots, arsenals, and the network which connects them) best supports our mission?
- How do we balance our resources to: provide quality of life to sustain our volunteers; maintain deployment facilities (air, ground, sea, rail, cargo, and other facilities) to support Combatant Commanders' timelines; and establish a training and education base to prepare our Soldiers, leaders, and Army Civilians for the challenges they will face?
- How can we best leverage the human and financial resources we have been provided to ensure that we remain the world's preeminent landpower?
- How can we *accelerate the momentum* we have established in recent years, in all of these areas, to properly position our force for the future?

Our continued effectiveness depends upon a national commitment to properly recruit, train, equip, and support the Army. We have received considerable support to execute current operations and to reset our forces. To provide for future readiness and to break our historic cycle of national unpreparedness, the Nation must invest prudently and predictably in defense, which it can afford to do.



ADDENDUM A (PROVIDE RELEVANT AND READY LANDPOWER FOR THE 21ST CENTURY SECURITY ENVIRONMENT)

We are improving our capabilities to prevail in the war on terror and sustain all of our global commitments. While fighting, we are:

- *Accelerating our efforts to transform and to modernize.*
 - *Transforming to create an active and reserve component pool of 76 modular Brigade Combat Teams and approximately 225 Support Brigades.*
 - *Modernizing - for the first time in decades - to develop Future Combat Systems, new aviation systems, and over 300 advanced technologies and systems.*
- *Building a modular force in which brigades - not divisions - can "plug into" joint and coalition task forces in expeditionary and campaign settings.*
- *Improving readiness to deal with traditional, irregular, catastrophic, and disruptive challenges.*
- *Building depth (more) and breadth (more kinds) of capability to ensure Soldiers and units can adapt to these challenges.*
 - *Growing the Army and accelerating our schedule to field more brigades, to increase our strategic depth and to relieve stress on Soldiers and equipment.*
 - *Developing more kinds of capability by making our brigades more powerful, versatile, deployable, and relevant to new challenges.*
 - *Transforming our supporting organizations to better support combat and logistics operations.*
- *Creating improvements in: Sustaining the Force, Actionable Intelligence, Stability Operations, Homeland Defense, Operating in Complex Environments, and more.*
- *Ensuring that every investment in our current force benefits our future force.*

ACCOMPLISHMENTS

Since 9-11

- Soldiers helped to overthrow two terrorist regimes, rescue two nations from oppression, enable vital elections, train and equip Iraqi and Afghan security forces, and liberate over 50 million people.
- More than 360,000 Army National Guard (ARNG); 167,000 United States Army Reserve (USAR); and 498,000 Active Component (AC) Soldiers supported Combatant Commanders in Iraq, Afghanistan, Guantanamo Bay, the Balkans, the Sinai, and elsewhere.
- More than 150,000 ARNG, USAR, and AC Soldiers helped to secure the homeland by providing security augmentation for key assets, airports, special events, and Air Force bases.
- Began 51 of 70 planned Brigade Combat Team (BCT) modular conversions; 31 of these 51 conversions completed. Completed 131 of the over 200 planned Multi-functional and Functional Support Brigade conversions.
- Significantly increased depot output to refurbish and reset vehicles and equipment for future deployments.
- More than 52,800 Soldiers from all components, supported by a diverse range of Army Civilians and Army aviation, transportation, military police, medical, and other units, provided hurricane relief support (including support for Katrina and Rita).
- Soldiers also deployed to South Asia and Southwest Asia to provide tsunami and earthquake relief.
- Initiated \$2.2 billion contract to procure 368 **Armed Reconnaissance Helicopters** - the Army's first new manned helicopter acquisition since 1983.

2006

- Completed conversion of 13 AC BCTs; initiated conversion of an additional 13 BCTs (4 AC, 9 ARNG). Completed conversion of 19 Multi-functional and Functional Support Brigades (4 AC, 12 ARNG, 3 USAR).
- Created an Intelligence, Surveillance, Reconnaissance (ISR) Integration and Synchronization Office to improve quick reaction capabilities and optimize ISR support to current Global War on Terror (GWOT) operations.
- Integrated space technology to guide munitions, track forces, protect against fratricide, and stream real-time battlefield video.
- Continued the transformation of **Army Pre-Positioned Stocks (APS)** of equipment, ammunition, and general support items worldwide to support operational deployments.
- Developed and fielded an unprecedented capability to identify individuals through an **Automated Biometric Identification System**.
- Developed and fielded the first operational headquarters to perform **Weapons of Mass Destruction** elimination missions at the Joint Task Force level.
- Fielded unprecedented intelligence fusion and analysis capability to 11 brigades and 73 battalions deployed in support of GWOT.

SUPPORT CURRENT GLOBAL OPERATIONS WITH RELEVANT AND READY LANDPOWER

The Army is transforming and modernizing to build a more capable and relevant force for the 21st Century, while fully engaged in the war on terror and sustaining the range of our global commitments. The combined effects of our transformation and modernization are improving our readiness to deal with traditional, irregular, catastrophic, and disruptive challenges, as a vital member of the Joint Force.

Modular conversion is the main effort of our transformation. To sustain a steadily increasing demand for military forces, we are building a **modular force** centered on Brigade Combat Teams as the basic building block of our fighting capability. Our **modular conversion** of active and reserve components is designed to create brigade based modules able to “plug into” joint and coalition task forces in expeditionary and campaign settings. These forces will be better organized to accept advanced new capabilities and technology in order to meet the demands of the current war, sustain other global commitments, establish the organizational structure needed to accelerate modernization, and support a new global basing posture that will rely more heavily on rotational presence.

Our plan is creating a rotational pool of 76 BCTs: 48 in the active component and 28 in the Army National Guard. These BCTs are organized into one of three standard designs: Infantry, Heavy, or Stryker. We will support these BCTs with approximately 225 Support Brigades. Our BCTs require the capabilities of our Support Brigades to accomplish the missions they are assigned. Our Support Brigades also provide essential capabilities to other Services, as well as to civil authorities in homeland defense missions, which include consequence management and disaster relief.

Our Support Brigades are organized into two categories: Multi-functional Support Brigades and Functional Support Brigades. Multi-functional brigades perform operational roles including: Combat Aviation, Combat Support (Maneuver Enhancement), Sustainment, Fires, and Battlefield Surveillance. Functional brigades perform broad support roles on a theater-wide basis including: Air Defense, Engineer, Chemical, Military Police, Signal, Medical, Logistics, and Intelligence.

Like our theater commands, our corps and division-level operational command posts and headquarters, Support

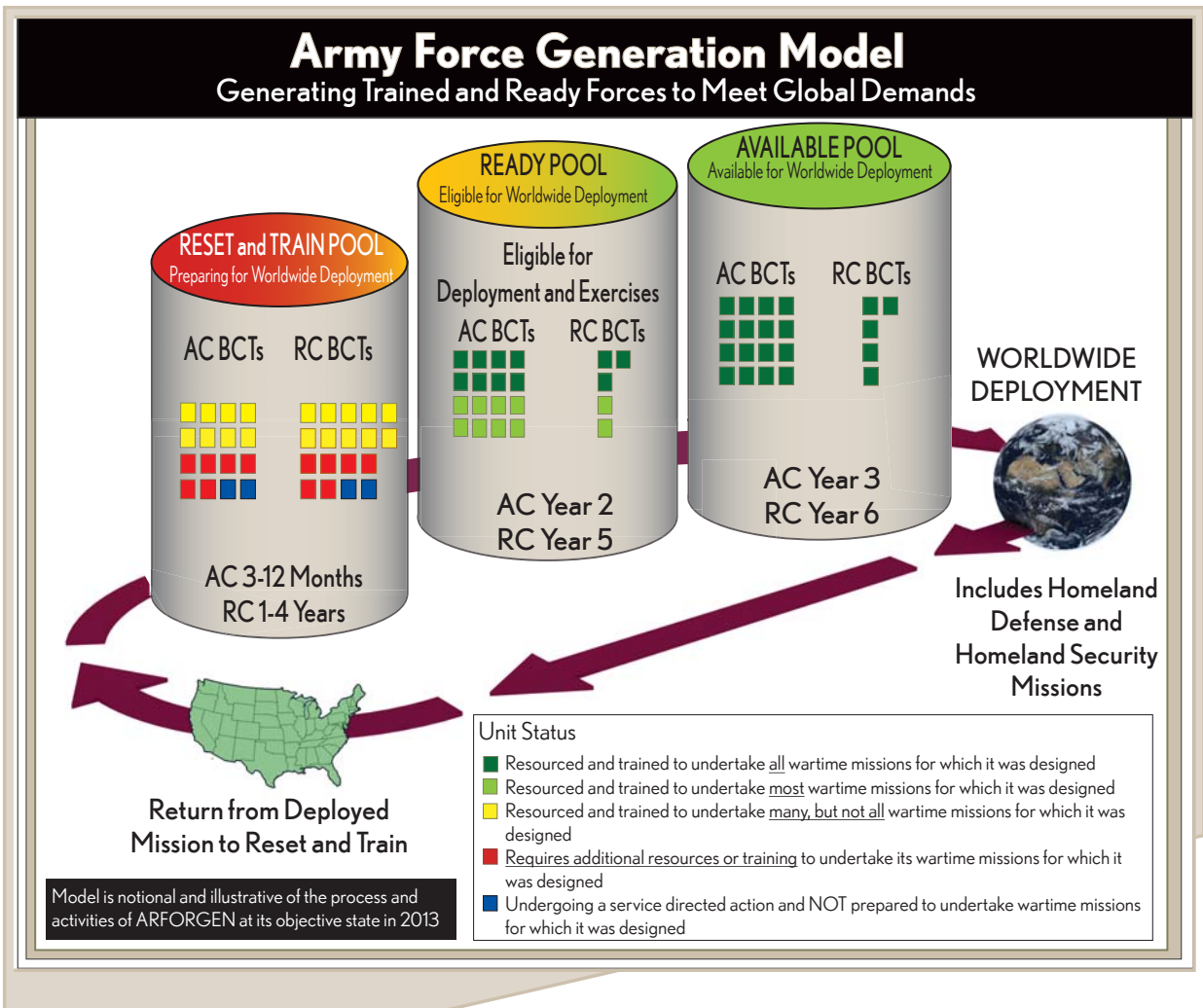


Brigades are also converting to modular designs. They will be trained, manned, and equipped to work directly for each of these headquarters without augmentation of people or equipment.

We are improving the readiness of our reserve forces that are making vital contributions on a daily basis – and have transitioned them from a strategic reserve to an operational force as our global commitments have increased. We are also working to improve access to these forces in order to support our strategic requirements. Strength reporting, educational opportunities and special skills training opportunities have been improved by reducing overstructure. These improvements, coupled with modular conversion, are enhancing the Army’s overall ability to provide ready forces and capabilities to the Combatant Commanders and to civil authorities in a timely manner.

In addition, to make best use of our resources, we are both rebalancing and redistributing our forces. We are rebalancing to create the right mix of high demand units and to assign Soldiers with critical and high demand skills in each of our active and reserve components. At the same time, we are redistributing Soldiers to create the right mix between our Operating Force and our Generating Force.

- To assure timely access to the right types of units and Soldiers, we are **rebalancing** skills within our three components. We have determined the types of units and skills that are in greatest demand in today’s environment – including infantry, engineer, military police, military intelligence, logistics, Special Forces, chemical, civil affairs, and psychological operations units – and have identified approximately 116,000 positions



to rebalance. We have accomplished more than half of this rebalancing and project to be completed by 2013.

- We are redistributing skills from our Generating Force to increase the size of the active component of our Operating Force. We are continuing **military-to-civilian conversions** (that have already returned approximately 7,200 Soldiers to our Operating Force) and improving management of our individual Soldier assignment processes to ensure full manning of our operational units and command posts.

The combined effect of rebalancing, redistributing, and increasing our Operating Force is improving our overall effectiveness. We are improving our ability to provide trained Soldiers in cohesive formations to the Combatant Commanders and to **support civil authorities**, while reducing stress on Soldiers and families.

To support global operations while transforming, we are preparing our forces for war – or resetting them – as quickly and efficiently as we can. Our **Reset Program** links other

Army programs together through replacement, repair, and recapitalization. This program is restoring units returning from war to required levels of readiness to prepare them for future missions. As we reset our units, we are simultaneously converting many of them to their new modular designs. Several of these units have already returned to theaters of war in their new configurations.

The Army's readiness model, Army Force Generation (**ARFORGEN**), is used to manage the force and ensure the ability to support demands for Army forces. ARFORGEN sequences activities for all active and reserve Army units to include:

- Reset;
- Modular conversion;
- Modernization;
- Manning adjustments;
- Soldier and leader training and education programs;
- Unit training;
- Employment; and
- Stationing decisions.

To sustain global commitments, we will transition units through a progression of three sequential readiness pools: **RESET** and **TRAIN** (recovering from deployments, resetting equipment and other activities), **READY** (eligible for deployment and exercises), and **AVAILABLE** (immediately available for world-wide employment).

ARFORGEN establishes a basis to schedule deployments on an Army-wide scale. Our planning objective is to be able to generate a continuous output of trained and ready forces that will be ready to support one operational deployment and two years at home station for the active component. The planning objective for involuntary mobilization of the Army National Guard and Army Reserve units is one year mobilized and five years demobilized. This goal will be achievable only after completion of all projected modular conversions.

Current levels of operational demand—to include the Balkans, the Sinai, and other global commitments in addition to Iraq and Afghanistan—exceed the levels which had been projected. To meet sustained global demand for Army forces, we require timely implementation of policies intended to ensure recurrent, assured, and predictable access to our Army National Guard and our Army Reserve units. Without full access to our reserve component units, our active component units will continue to deploy for a year, return home for a year, and then redeploy – a situation which is creating unsustainable levels of stress on the force.

When fully operational, ARFORGEN will enable the development of a schedule to bring units to full readiness – with people, equipment, and training – before they are scheduled to deploy. It is also designed to enable the following critical objectives:

- Reduce uncertainty for Soldiers, families, and the communities that support installations;
- Improve availability of forces for Combatant Commanders;
- Generate a continuous level of BCTs, augmented by all required supporting organizations (given appropriate mobilization authority); and
- Surge additional BCTs, augmented by all required supporting organizations (given appropriate mobilization authority).

BUILD A CAMPAIGN-QUALITY MODULAR FORCE WITH JOINT AND EXPEDITIONARY CAPABILITIES FOR TODAY AND TOMORROW

The war on terror and the changing paradigm for maintaining forward presence have created both the necessity and the opportunity to accelerate change from the current to the future force. Our conversion to a modular force – one that is carefully balanced between active and reserve component BCTs, Support Brigades, and division and corps-level operational command posts – is well under way. This conversion is transforming the Army into a more lethal, flexible, deployable, and sustainable force. It is enabling us to shift the center of gravity of our capabilities (previously focused primarily on traditional challenges) to better address the full spectrum of traditional, irregular, disruptive, and catastrophic challenges.

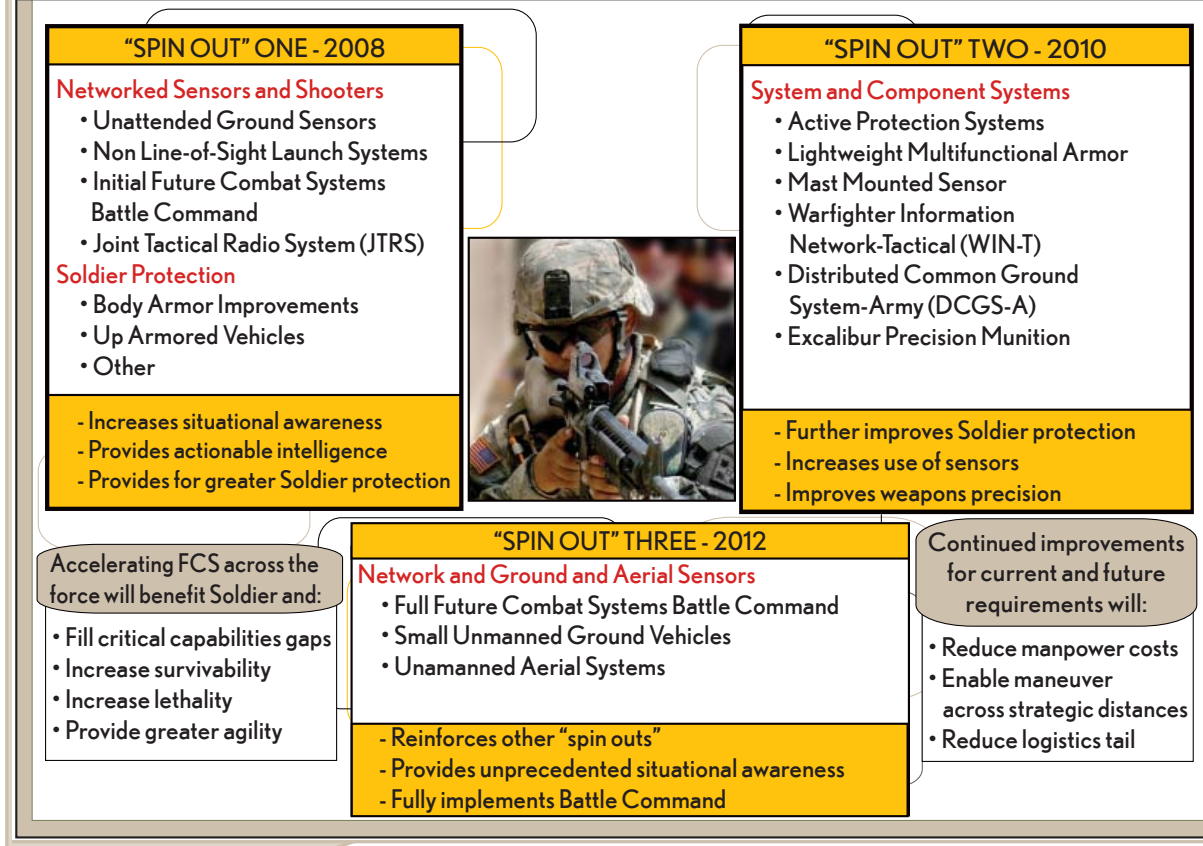
The 21st Century necessitates a highly versatile Army that can handle a diverse array of operations and missions. The combination of transformation, to build a modular Army, and continuous modernization, to field **Future Combat Systems (FCS)** new aviation systems, and other advanced technologies and systems, is methodically producing the and future force.

FCS is a system of interconnected weapons, communications, and intelligence systems (which include sensors, manned and unmanned ground and aerial vehicles, as well as improved linkages to national and theater level surveillance and imagery systems) that will be immediately responsive to Soldiers and commanders. When fielded, FCS will provide a persistent, ubiquitous intelligence, surveillance, and reconnaissance capability. In addition, it will create an integrated, distributed network to leverage the value of intelligence and facilitate the rapid employment of all weapons system available.

FCS is the Army's first major step toward modernization in several decades and is our most critical investment. FCS, and Army modernization as a whole, is incorporating lessons learned from current operations, at home and abroad.

The capabilities provided by FCS will directly benefit all U.S. ground forces, including the Marine Corps and the Special Operations Forces from all Services. These capabilities will fundamentally alter how we deploy, employ, and sustain our ground forces. They will greatly improve our ability to put

Enhancing Current to Future Force Through Technology "Spin Outs"



"boots on the ground," to stabilize contested zones, and to support joint, an interagency and multinational teams.

FCS capabilities are providing Soldiers with significant tactical and operational advantages which are dramatically improving our ability to address the dilemma of irregular warfare and to conduct operations to prevent and to counter insurgencies.

FCS provides enhanced awareness of friendly and enemy situations and improves the ability to operate across larger areas with fewer Soldiers. FCS enables the ability to defeat weaponry which includes Improvised Explosive Devices, anti-tank weapons, and small arms. Because of improved understanding of battlefield conditions and better protection, Soldiers will be able to operate from extended distances, remote locations, and the protection of their vehicles for longer periods which will result in fewer casualties. They will also benefit from greater precision and responsiveness of their weapons, which will improve their ability to operate in urban terrain and other complex environments.

By "spinning-out" FCS and advanced technologies into our formations – as soon as the capabilities are ready – we are strengthening our current forces and working to stay ahead of enemies who are constantly adapting their tactics and methods. Through "spin outs," we are working to improve both our current and future capabilities.

- The first "spin out," on track for delivery in 2008, will introduce Unattended Ground Sensors, Non-Line-of-Sight Launch Systems, and the Network. These capabilities will enhance Soldiers' understanding of their situation in dynamic, battlefield conditions by promoting a common perspective of enemy and friendly locations on digital maps. This improvement will greatly increase the area that Soldiers can influence and control. The Network will also provide Soldiers with more timely **Actionable Intelligence**.
- The second and third "spin outs," are on track for 2010 and 2012 respectively. These "spin outs" will introduce new unmanned ground and air systems and to better support our Soldiers. These technologies will enable

Soldiers to employ greater numbers of sensors to see and find their enemies first. These “spin outs” will also enable robotic reconnaissance of dangerous areas, mines, and booby traps. Together, they will increase Soldier protection, effectiveness, and enhance the precision of their weapons.

- The 2012 “spin out” includes the technologies required to complete the fielding of the Network. This improvement will reinforce the comprehensive efforts now under way to improve the accuracy and responsiveness of the joint weapons systems designed to support Soldiers, while providing unparalleled connectivity and situational awareness.

When BCTs are fielded with the full complement of FCS systems, these units will contain more fighting vehicles and more infantry squads than the units we field today. By leveraging technologies, and the power of the Network, the number of Soldiers in an FCS BCT will be significantly fewer than current formations, decreasing in size from about 3,850 today to 3,200 in the future. These BCTs will have double the amount of critical infantry Soldiers, enabling these formations to operate far more effectively in irregular environments. Soldiers and commanders will enjoy far greater ability to see and to act first – ahead of their adversaries – while dealing with the full spectrum of challenges they will face.

FCS will produce numerous advantages in tactical and operational capability. It will:

- Enable more efficient use of fuel and supplies, and reduce other logistical requirements;
- Reduce costs associated with both manpower and procurement; and
- Improve the ability of modular brigades to operate as self-sufficient, independent formations over increasingly larger areas in far more complex environments.

Eventually, as key technologies are fielded across the force, battalions will be capable of similar levels of self-sufficiency – dramatically increasing the capability and effectiveness of U.S. ground and special operations forces at lower levels than today.

Despite the benefits FCS will provide, budget cuts and overall reductions to the scope of this initiative will delay the development and delivery of this much needed capability to our Soldiers and the Nation.

The future force comprises more than just FCS-enabled, modular BCTs. It includes all of the improvements in strategic agility found in the formations above the BCT and efficiencies that will result from implementing [Base Realignment and Closure](#) and [Global Defense Posture Realignment](#) decisions. These decisions will enable the repositioning of forces to better respond to emerging strategic challenges. We will also be able to execute much of our enduring overseas presence mission with units that deploy from the United States for overseas duty, during rotational windows scheduled and managed as part of the ARFORGEN model.

For both rotational duties and for contingencies, our units will rely on strategic mobility provided by airlift, sealift, and [prepositioned equipment](#). To increase both strategic agility and efficiency, we began modernizing our prepositioned equipment sets to the extent that resources allowed. However, current operational demands require us to use prepositioned stocks to provide forces today.

We lack sufficient funding to realign our prepositioned equipment sets to support the global footprint we need to achieve. Future agility and responsiveness will depend on establishing the right balance among forward stationed forces, prepositioned equipment, and strategic mobility. In addition, our need to rapidly move forces and equipment from home station and between theaters of operation will become an increasingly important determinant of our ability to execute the *National Defense Strategy*.

Another key aspect of our plan for our future force is standardization. We are reducing the number of variants of our heavy combat vehicle fleet. This initiative will promote standardization, decrease the number of systems that we must train active and reserve Soldiers to operate, and reduce maintenance costs.

Our commitment to being a learning, adaptive organization is evident in our efforts to apply lessons learned from our operations both at home and abroad.

We are working to develop a future force that is better able to fight as part of joint and coalition formations – in either protracted campaigns or in **expeditionary operations** and to serve the Nation – by examining how to best accomplish traditional and nontraditional missions such as:

- **Sustaining the Force** is paramount to the Army's success in defeating our adversaries. It enables modular Army logistics units to better anticipate requirements and provide rapid, precise capability to Army, joint, and multinational partners. We are creating 360 degree visibility of all the assets and resources, both deployed and in-transit, and improving theater wide distribution systems needed to support military operations.
- **Actionable Intelligence** is providing Soldiers and leaders with expanded situational understanding by distributing intelligence with more speed and accuracy, ultimately leading to successful operations.
- **Improve Capabilities for Stability Operations** is developing and improving our capability and capacity to conduct stability, security, transition, and reconstruction operations within joint and coalition operations and to support other U.S. Government agencies while continuing to conduct combat operations.
- **Improve Contributions to Homeland Defense** is focusing on balancing capabilities in the active and reserve components to ensure the right capabilities are available to address expanded homeland defense requirements and broaden the options available to civil authorities.
- **Increase Army Capabilities to Dominate in Complex Environments** is focusing on improving the Army's ability to operate in complex human, informational, and physical environments by increasing Soldiers' and organizations' cultural awareness, regional familiarity, and language skills.

The combination of transformation and modernization, reinforced by our commitment to learn and adapt to traditional and nontraditional missions of this type, and continued improvements in training Soldiers, developing leaders, and improving facilities is producing relevant and ready landpower for the 21st Century.

The following initiatives (found at Addendum G) reinforce our efforts to Provide Relevant and Ready Landpower:

- **Develop Operational Capabilities in LandWarNet**
- **Execute Major Acquisition Programs**
- **Restructure Army Aviation**
- **Enhance Joint Interdependence**
- **Stabilize Soldiers and Units to Enhance Cohesion and Predictability**
- **Leverage Science and Technology**

COMPELLING NEEDS

- Full, timely, and predictable funding of the Army's Fiscal Year 2008 President's Budget request and supplemental appropriations are required to build readiness needed to execute the *National Defense Strategy* and to pay for the costs of war.
- Resource the Army's requirements for resetting the force. Full funding is needed to restore units—a process with both materiel and human dimensions—to required levels of readiness to execute projected operational deployments, while remaining prepared for likely future contingencies and homeland defense missions.
- Support the Army's efforts to grow our operational forces, and restructure our Operating and Generating Forces in our active and reserve components, to meet global commitments now and in the future.
- Fully fund continuous modernization of the current force through Future Combat Systems and key supporting programs including: increasing Soldier protection, sustaining development of advanced technologies, transforming LandWarNet, transitioning Joint Network Node to Warrior Information Network–Tactical (WIN-T), and rebalancing active and reserve component units and skills.
- Accelerate momentum established in transforming the force through modular conversions scheduled in Fiscal Years 2007 and 2008, and support plans to grow our Operating Force, to meet current and future requirements:
 - Continue or complete conversion of 17 Brigade Combat Teams (1 AC, 16 ARNG).
 - Continue or complete conversion of 27 Multi-functional or Functional Support Brigades (12 AC, 8 ARNG, 7 USAR).
 - Begin conversion of 16 Brigade Combat Teams (4 AC, 12 ARNG) and 2 ARNG Headquarters.

ADDENDUM B (TRAIN AND EQUIP SOLDIERS TO SERVE AS WARRIORS AND GROW ADAPTIVE LEADERS)

We are better preparing our Soldiers for the rigors of war and developing our leaders to serve as multi-skilled pentathletes able to thrive amidst complexity and uncertainty. Recognizing that intellectual change precedes physical change, we are:

- *Producing Soldiers armed with the mindset, values, and combat skills to serve as competent, resilient warriors.*
- *Reinforcing a commitment to our Warrior Ethos among all of our Soldiers and Army Civilians.*
- *Enhancing education and training programs throughout the Army: at home stations, at our Combat Training Centers, within our schools, by leveraging distance learning methods – and by increasing opportunities for graduate level education.*
- *Growing innovative, adaptive leaders through training and education programs that quickly apply lessons learned during combat, stability operations, reconstruction, and in providing support to civil authorities.*
- *Enhancing our capabilities by providing the best possible training, weapons, sensors, protection, and equipment to our Soldiers.*
- *Expanding our emphasis on language training and enhancing cultural awareness in our military education programs.*
- *Improving our Soldiers' abilities to operate in complex environments overseas and with other governments and militaries to strengthen the capacity of partner nations.*



ACCOMPLISHMENTS

Since 9-11

- Continued to adapt Combat Training Centers to replicate current cultural and language environments, emphasizing urban operations, live-fire convoy training, defeating Improvised Explosive Devices, and working with joint and allied forces.
- Continued to enhance Soldier protection by fielding flame resistant uniforms and improving individual body armor. Today, every Soldier serving in Iraq and Afghanistan is issued improved body armor.
- Continued to meet Combatant Commanders' requirements for Tactical Vehicle Armor, delivering over 14,000 Up-Armored HMMWVs to key theaters of operation.
- Equipped over 800,000 Soldiers with mission enhancing equipment through the Rapid Fielding Initiative.

2006

- Distributed and pre-positioned over 7,000 items of equipment to better posture the Army National Guard to respond to hurricanes and other missions.
- Applied combat lessons to continue improvements in training on essential Warrior Tasks and Drills provided for all Soldiers, in all specialties, during initial military training.
- Improved quantity and quality of language training. Soldiers and Army Civilians can now study 30 languages available via the internet including Arabic, Chinese, and Tagalog. To date, more than 66,000 personnel have completed over 85,000 units of instruction.
- Reduced combat vehicle fatalities by 71 percent from the previous year by using a **composite risk management** process in all plans and operations.
- Conducted over 1,700 different resident, non-resident, and distance learning training courses in Fiscal Year 2006 for Soldiers and civilians across all Army components, other services, and many partner nations.
- Expanded our institutional training instruction – from training provided to Soldiers entering the Army to the education provided to our most senior officers – to increase development opportunities for Soldiers, military and civilian leaders, and students from partner nations.
- Added cultural awareness training to all professional military education courses, providing training for over 260,000 Soldiers and leaders.
- Deployed a new Joint Precision Airdrop system to reduce numbers of cargo trucks on the road and limit Soldier exposure to enemy fire.

REINFORCE OUR CENTERPIECE: SOLDIERS AS WARRIORS

Soldiers are the Army. This idea is foremost in our thinking. It is the Soldier—well trained, equipped, and led—who serves as the ultimate expression of the capabilities the Army provides to the Joint Force and the Nation. For this reason, Soldiers are the centerpiece of our formations. Their “*boots on the ground*” provide capabilities that no technology could ever replace.

Our Soldiers operate in the human dimension—interacting with the populace, facing their enemies in close combat, while preserving the lives of innocent civilians around them. We reinforce these *warriors* by preparing them with the mindset, training, and equipment they need to accomplish their mission in an increasingly uncertain, unpredictable security environment.

The Warrior Ethos, a set of principles we live by, is imbued and reinforced through adherence to **Army Values**, and exemplary standards of conduct and discipline. Our Warrior Ethos serves as the bedrock to prepare Soldiers and leaders to face danger and uncertainty, think critically, and solve the complex problems they face on today’s battlefield. These values are reflected in three sets of guideposts for key groups within our Army: the **Soldier’s Creed**, the **Noncommissioned Officer’s Creed**, and the **Civilian Corps Creed**. To reinforce our commitment to values, we work aggressively, in our units and across the training base, to build pride in the Army’s traditions and our record of service to the Nation.

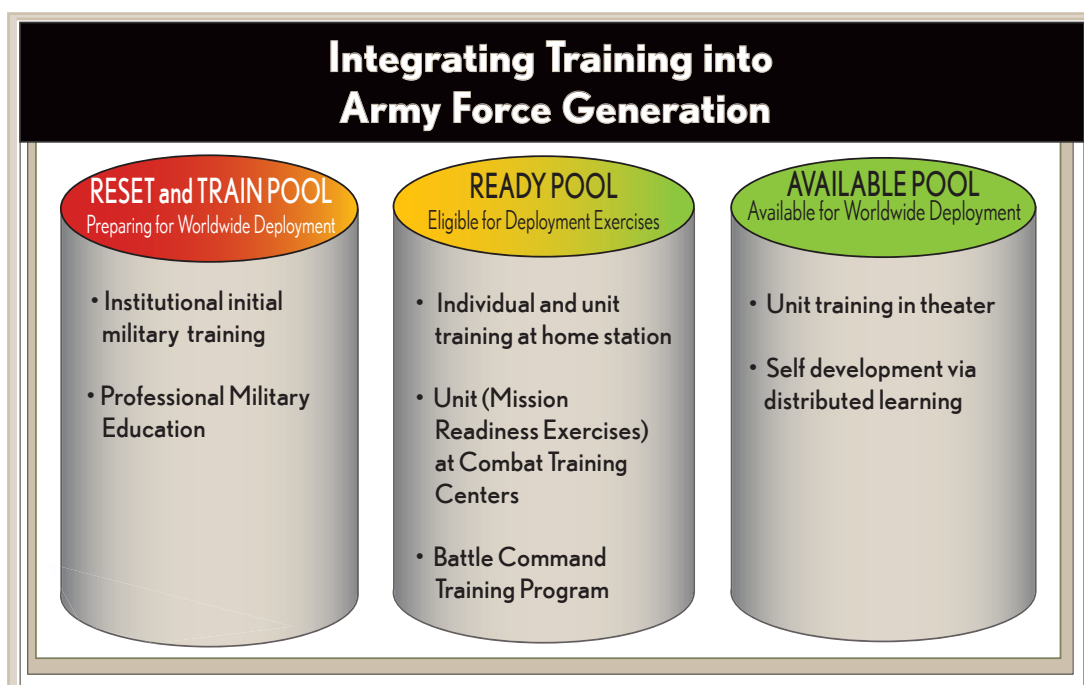
Our Soldiers believe in their mission. They are making enormous sacrifices so that others may live in peace and freedom. Their continued honorable, selfless service against ruthless, adaptive enemies is a testament to our values-based Army. Our nation must remain equally committed to them by providing the capabilities and support they need to succeed in their mission.

TRAIN SOLDIERS

To accomplish our mission, we are preparing our Soldiers from all components to conduct the **full spectrum of operations** as part of joint, interagency, and coalition teams. This spectrum ranges from engaging with friends, allies, and partners to strengthen their capacity to conducting major combat operations.

We are transforming how we train and educate our Soldiers to better prepare them to deal with the challenges they will face today and tomorrow. We take a “lifelong approach” to enhancing knowledge and skills. We begin upon entry into service and furnish opportunities for professional growth and learning throughout their careers.

To better prepare Soldiers for combat, we have enhanced the rigor and relevance of training for newly enlisted Soldiers and recently commissioned officers. Today, every Soldier and officer, regardless of specialty, becomes a *warrior first*. A grouping of carefully selected **Warrior Tasks and Battle Drills**, developed from lessons learned on the battlefield, builds proficiency and confidence to function in today’s



operational environment. We conduct a biannual review of these tasks and drills to ensure continued relevance.

Through a program we call *Operation Warrior Trainer*, we are using the recent combat experiences of junior leaders from the Army National Guard and the Army Reserve to better prepare leaders for the challenges they will encounter. This program relies upon officers and noncommissioned officers who volunteer to serve in our Training Support Brigades. They teach, coach, and mentor their fellow Soldiers in the tactics, techniques, and procedures that were successful during their recent combat tours.

We are increasing our investment in our Soldiers to develop foreign language capability and to increase their appreciation, understanding, and respect for other cultures. These two areas establish the foundation for improving our Soldiers' abilities to operate in complex environments overseas and to work closely with other governments and militaries to strengthen the capacity of partner nations.

Our operations in recent years have underscored the important role that language proficiency plays in the execution of successful operations. It accelerates the process of building rapport with the local populace, partner nations, and other organizations. In addition to language training in our schoolhouses, we also provide training on 30 languages to all Soldiers and Army Civilians through modern distance learning methods. Language proficiency, coupled with focused instruction, is helping to improve cultural awareness and enhance leader development. In addition, we are expanding opportunities for graduate level studies in all aspects of foreign cultures, which has the additional benefit of helping to retain our junior officers.

In addition to these enhancements in training Soldiers and leaders, we are improving how we develop the readiness of our units. Our **Combined Arms Training Strategy** is designed to provide trained and ready forces to meet the Combatant Commanders' operational requirements. This

strategy features specific activities throughout what we refer to as **multiple training domains**: institutional, unit, and self-development. The cycles of Army Force Generation (ARFORGEN) – **RESET and TRAIN, READY, and AVAILABLE** – allow commanders to optimize available training time in each of these domains, in a progressive manner, from individual training and education to more complex tasks in which whole units are involved. We carefully manage the flow of equipment throughout the cycles of ARFORGEN to ensure units have the tools they need to conduct demanding, realistic unit training. Applying the latest technology to use simulated training experiences and other tools is helping us to remain ahead of our adversaries and to quickly **adapt our doctrine and training** methods to prepare for a complex, dynamic environment.

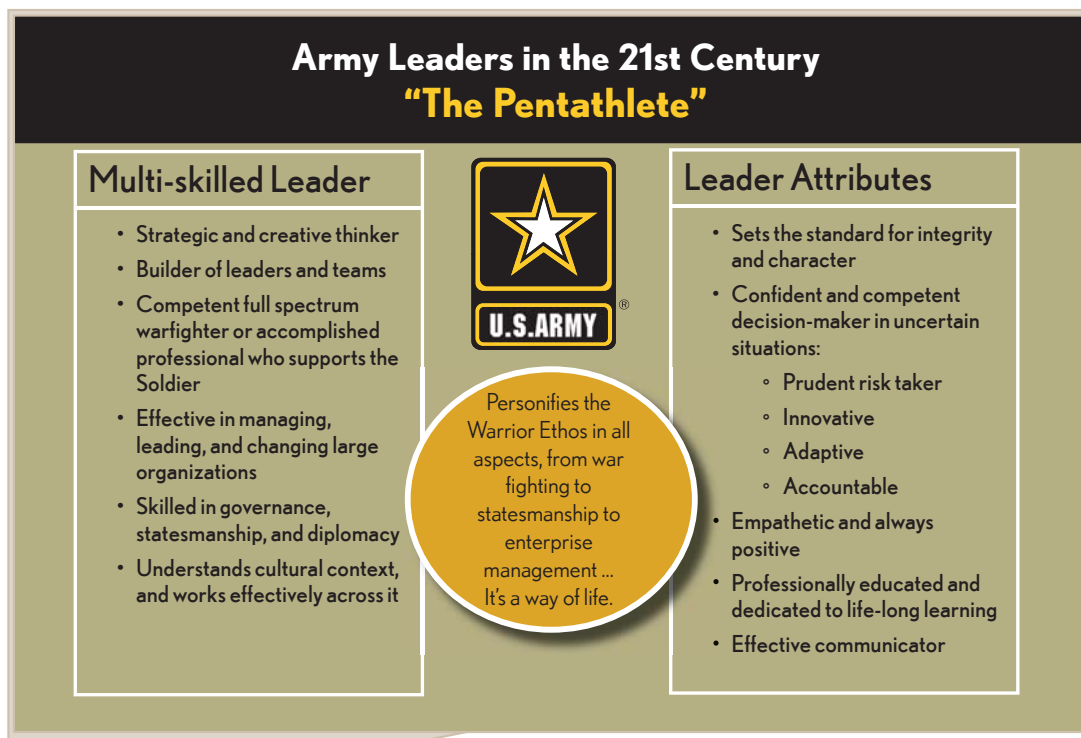
We are also expanding our **distributed learning program** to enhance opportunities to develop our Soldiers and Army Civilians. On an average day over 22,000 Soldiers participate in one or more of the over 2,600 available online courses, including foreign language and cultural awareness training, to improve job proficiency and to work toward civilian degrees. **Army Knowledge Online**, the largest and most mature of all Department of Defense (DoD) portals, is the model for development of **Defense Knowledge Online**

(DKO). Defense Knowledge Online will be established as the DoD portal for personnel from all services, and will be the interface for providing DoD users with the services needed to accomplish their mission.

ENHANCE THE COMBAT TRAINING CENTERS

To better prepare our forces for the rigors of an increasingly uncertain, complex, and dangerous environment, we are continuing to enhance our **Combat Training Center Program**. We maintain three Combat Training Centers (CTC) which support large scale training operations. A fourth center supports the execution of the **Battle Command Training Program**, which facilitates training through





advanced simulation based exercises. We are adapting the settings, conditions, and scenarios used at all of our centers based on operational experience. To better prepare our Soldiers, leaders, and units, our goal is to accurately reproduce the complex environments—terrain, culture, language, and information—in which they will operate.

At the CTCs, our Brigade Combat Teams and other units conduct pre-deployment training on their core mission skills. As units practice their missions at the CTCs, they will encounter nongovernmental organizations, media, coalition forces, hundreds of civilians, interagency organizations and often, special operations forces. This training is crucial to developing readiness for combat. It enables our units to hone their skills and to develop into effective, cohesive teams before they deploy to our theaters of operation.

As we transform to a larger, more capable operational force, we require additional training capacity. In addition, our training centers are exceeding their capacity because of sustained high levels of strategic demand for Army forces. To meet the increasing need for world-class training to certify our units before they deploy, we are developing an exportable training capability. This capability is providing an experience that is close to what is provided at our actual centers at units' home stations. This initiative provides greater flexibility to meet the schedules established by the

Combatant Commanders. It can also serve to reduce the time that our Soldiers are away from their home stations.

Our Battle Command Training Program provides realistic, stressful training, and leader development for corps, division, and brigade commanders and their staffs. We use the latest simulation technology and developments in operational scenarios to create the challenging, dynamic conditions these headquarters will encounter when deployed. This program prepares them to serve as joint and coalition task force operational headquarters in combat.

The rigor and relevance of our CTC Program is enhancing our capabilities across the full spectrum of operations. By improving pre-deployment preparation, it is also reducing risk to our Soldiers.

GROW ADAPTIVE LEADERS

Today's security environment requires more of Army leaders at all levels. The evolving Transition Team mission that our officers and noncommissioned officers are performing – to train foreign nation's security forces – is but one example of the challenges our leaders are dealing with. As we have seen in Iraq, Afghanistan, Korea, Europe, across the Americas, in peace enforcement operations around the world, and while providing civil support, the actions of individual Soldiers and leaders are vital to success and can have strategic consequences.

Accelerating Force Protection Equipment to Soldiers

Area	Where We Were September 2003	Where We Were January 2006	Where We Are January 2007
Individual Body Armor (IBA)	Estimated 10 percent of Soldiers in Iraq equipped	All Soldiers and DoD civilians in theater equipped; and 60,000 Deltoid Axillary Protectors issued	All Soldiers and DoD civilians in theater equipped; more than 900,000 IBA fielded; (more than 271,000 Deltoid Axillary Protectors issued; and more than 276,000 Ballistic Side Plates issued)
Up-Armored HMMWVs	500 Up-Armored HMMWVs in Iraq and Afghanistan	More than 6,400 Up-Armored HMMWVs in Iraq and Afghanistan	More than 14,700 Up-Armored HMMWVs in Iraq, Afghanistan and Kuwait
Tactical Wheeled Vehicle Add-on Armor Kits	Contingency mission only	More than 19,000 vehicles in theater have add-on armor kits	More than 26,000 vehicles in theater have add-on armor kits
Armored Security Vehicle (ASV)	No ASVs in theater	Resurrected a terminated program; more than 80 ASVs in theater	Provided more than 540 ASVs in theater
Unmanned Aircraft Systems	8 aerial vehicles in theater	591 aerial vehicles in theater	Provided more than 1,200 aerial vehicles in theater
Rotary Wing Aircraft Survivability Equipment (ASE)	In process of upgrading rotary wing aircraft with basic ASE	New ASE system in theater, limited fielding to aircraft	All theater rotary wing aircraft upgraded with new ASE system
Buffalo Armored Vehicle	No systems deployed in theater	No systems deployed in theater	More than 40 systems deployed

To better prepare our leaders to develop creative solutions to the complex, ambiguous problems they will face, we formed a special task force to [Review Education, Training and Assignments for Leaders](#). We drew upon the ideas and experiences of the finest leaders inside and outside of the Army.

The results of this task force's work are now being incorporated into [Army Leaders for the 21st Century \(AL21\)](#) – a comprehensive initiative designed to build leaders akin to *pentathletes*, skilled in many disciplines and able to rapidly transition between complex tasks with relative ease.

We are evolving our training and education programs for our officers, noncommissioned officers, and civilians to grow military and civilian *pentathletes*. We are teaching our leaders critical thinking skills – emphasizing *how to think*, not *what to think*. Our focus is to develop highly adaptive leaders who have the intellectual agility needed to thrive in adverse, dynamic situations.

For our newly commissioned officers we implemented the Basic Officer Leader Course (BOLC). Consistent with our *warrior first* approach, this tough, standardized, small-unit leadership experience ensures that all junior officers, in all of our branches, master the skills they will need to lead in combat. Our [warrant officer](#) and noncommissioned officer

programs are experiencing similar improvements in the rigor and relevance of training and education.

Guided by AL21, we are also overhauling our [Civilian Education System](#). We are creating a progressive, sequential program to enhance leader development and provide structured education opportunities for our Army Civilians throughout their careers. Our goal, is to create Army Civilians who, as *pentathletes*, exemplify the [Civilian Corps Creed](#) in dealing with the full range of challenges they will face in providing our Soldiers with the resources, quality of life, infrastructure, and other support they will need to accomplish the Army's mission.

EQUIP OUR SOLDIERS

Providing our Soldiers with the best possible equipment is our highest priority. The changed conditions of warfare necessitate that we can no longer accept risk in how we equip all of our Soldiers. Since there are no front lines in today's battlefields, we must now equip all of our units with night vision goggles, crew served weapons, communications equipment, and other critical items they need to survive. We must also provide them with every means available to protect them and to minimize the risks to which they are exposed.

One of the many programs we have designed to increase individual Soldier capabilities is the [Rapid Fielding Initiative](#).

This initiative accelerates the fielding of commercial, off-the-shelf technologies to quickly deliver state-of-the-art equipment to our Soldiers to enhance their performance. The Rapid Fielding Initiative provides a specific set of equipment to every one of our deploying Soldiers. We provide additional items of equipment to our Soldiers assigned to Brigade Combat Teams. Since its inception, this initiative has equipped nearly 800,000 Soldiers.

Recent experiences in operational theaters help us to determine the items we furnish to our Soldiers. Key examples of Rapid Fielding Initiative successes include: the Advanced Combat Helmet, which enhances protection, comfort, and permits better hearing; and the Improved First Aid Kit, which improves the ability to treat bleeding from wounds and remove airway obstructions. We plan to complete fielding these items to all operational forces by October 2007.

Another key program, in which we restore battle losses and repair worn equipment, is our [Reset Program](#). During "reset," we restore Soldier and unit capability by repairing or replacing key items of their equipment, or issuing whole new types of equipment to them. We also provide training on new equipment that our Soldiers are issued.

Like other aspects of support for an Army at war, our Soldiers' effectiveness and protection depends upon a sustained national commitment to train and equip them properly. Since 2003, we have issued over 900,000 sets of improved [body armor](#). We have delivered more than 14,000 up-armored HMMWVs to our theaters of operation. In addition, we have deployed manned and unmanned systems to detect and to defeat Improvised Explosive Devices (IEDs). We have also fielded new systems such as the Armored Security Vehicle and the Buffalo Armored Reconnaissance Vehicle to better protect our convoy formations.

The IED is the deadliest terrorist method being used against our Soldiers. We are investing unprecedented resources to counter this threat. [The Army Asymmetric Warfare Office](#)

is our focal point to integrate a diverse range of asymmetric warfare initiatives. These initiatives include countering IEDs and to provide specific training. This office also serves as our link to Defense Department initiatives in this area.

Our [Rapid Equipping Force](#) is another means we are using to better protect our Soldiers. This force works in partnership with industry, academic, and military leaders to quickly support unit equipping needs. It furnishes commanders with readily employable solutions to enhance lethality and survivability, using both off-the-shelf and new technologies. The Rapid Equipping Force is enabling us to remain ahead of adaptive enemies and save Soldiers' lives. Examples of Rapid Equipping Force successes include the deployment of language translators, vehicle scanning systems, and robots able to inspect possible IEDs.

The following initiatives (Addendum G) reinforce our efforts to Train and Equip Soldiers to Serve as Warriors and Grow Adaptive Leaders:

- [Army Initiatives to Improve in Irregular Warfare Capabilities](#)
- [Expand Cultural Awareness and Foreign Language Capabilities](#)
- [Support the Joint National Training Capability](#)

COMPELLING NEEDS

- Full funding for Army operations and maintenance accounts to ensure readiness – of fully manned, trained, and equipped units – able to execute the full spectrum of operations.
- Full funding of equipment modernization programs to accelerate the delivery of advanced technologies to our Soldiers to increase their combat effectiveness and protection.
- Continued support to reset unit equipment, needed to train Soldiers and to develop readiness to meet current and future challenges and defend the homeland.
- Support to implement Army Leader for the 21st Century policies, programs, and initiatives designed to build *pentathletes*.
- Full funding of infrastructure improvements – new construction and upgrade of existing training facilities and ranges – to support our Combat Training Center Program and at our installations.
- Full funding to expand our capacity to train Soldiers and grow adaptive leaders at our Combat Training Centers, at home stations, and across our institutional training base to accommodate the expansion of the Army.
- Full funding to support the continued expansion of our language and cultural awareness programs in our schoolhouses and in our unit based activities.



ADDENDUM C (SUSTAIN AN ALL-VOLUNTEER FORCE COMPOSED OF HIGHLY COMPETENT SOLDIERS THAT ARE PROVIDED AN EQUALLY HIGH QUALITY OF LIFE)

Our continuing success in accomplishing the Army mission is directly attributed to the talented men and women of our Army who provide "boots on the ground" around the world. We are sustaining the All-Volunteer force by:

- *Honoring our commitment to care for these versatile young Americans and their families.*
- *Enhancing numerous programs for housing, education, health care, and other areas to improve how we support our Soldiers and their families.*
- *Promoting a greater sense of belonging to units and communities to build readiness and cohesion while reducing uncertainty.*
- *Executing a full range of initiatives to recruit and retain Soldiers with the right aptitudes and attitudes.*
- *Working to match the quality of life that our Soldiers enjoy to the quality of service they provide to the Nation.*

RECRUIT AND RETAIN THE ALL-VOLUNTEER FORCE

Sustaining the All-Volunteer force as an enduring institution is a fundamental strategic objective for the Army. It serves as a vital investment in the future security of our Nation.

We enjoyed great success in manning the Army during 2006. More than 184,000 qualified men and women answered the Call to Duty by choosing to serve. We exceeded our 80,000 total accession goal for the active component by 635 Soldiers – the most we have accessed since 1997. Our Army National Guard met 98.6 percent of its total annual goal (69,042 of 70,000) – achieving its highest number of accessions since 1993. Our Army Reserve finished the year at 95.4 percent of its total annual goal (34,379 of 36,032).

The success we enjoyed during 2006 is significant in light of changing public attitudes toward the war and an improving economy and job market. Less than one-third

ACCOMPLISHMENTS

Since 9-11

- Exceeded combined active and reserve retention goal each year.
- Built over 26,500 barracks spaces and modernized over 12,200 existing spaces through our Barracks Modernization Program.
- Dramatically improved family housing by privatizing 73,000 sets of quarters at 34 different installations through the Residential Communities Initiative.
- Consistently improved care for injured and severely wounded Soldiers upon their return from theater.
- Established a comprehensive Well-Being framework to integrate, resource, and measure quality-of-life programs for Soldiers and families.
- Provided rest and recuperation opportunities for more than 400,000 deployed Soldiers and Army Civilians.

2006

- Exceeded retention objectives in all three components.
- Achieved Active Component recruiting objective of 80,000 Soldiers – most Soldiers recruited since 1997.
- Improved support to families by improving family support programs at installations.
- Increased command support for Family Readiness Groups at all levels of organization.
- Expanded Virtual Family Readiness Groups to improve support for families in remote locations.
- Expanded community-based Child and Youth Services programs for child care, youth outreach, and school transition to support more than 200,000 Army children and youths.
- Expanded the Residential Communities Initiative to include construction of 392 apartments to house bachelors and unaccompanied Soldiers.

of our primary recruiting market (17 to 24 year old males) is fully qualified to serve in the Army (see Figure C-1). We compete with the other Services for this relatively small pool of eligible candidates. Our challenge is perhaps the most difficult in the Armed Forces because we are the largest, most manpower-intensive Service. We recruit more new enlistees each year than all of the other Services combined.

With the support of the Congress and the Department of Defense, we accomplished our objective in 2006. We attribute our success to improved advertising, an expanded recruiter base, and [enlistment incentives program enhancements](#). New programs, such as the [Army Referral Bonus](#) and the [Recruiter Incentive Pay Program](#), along with several [recruitment policy](#)

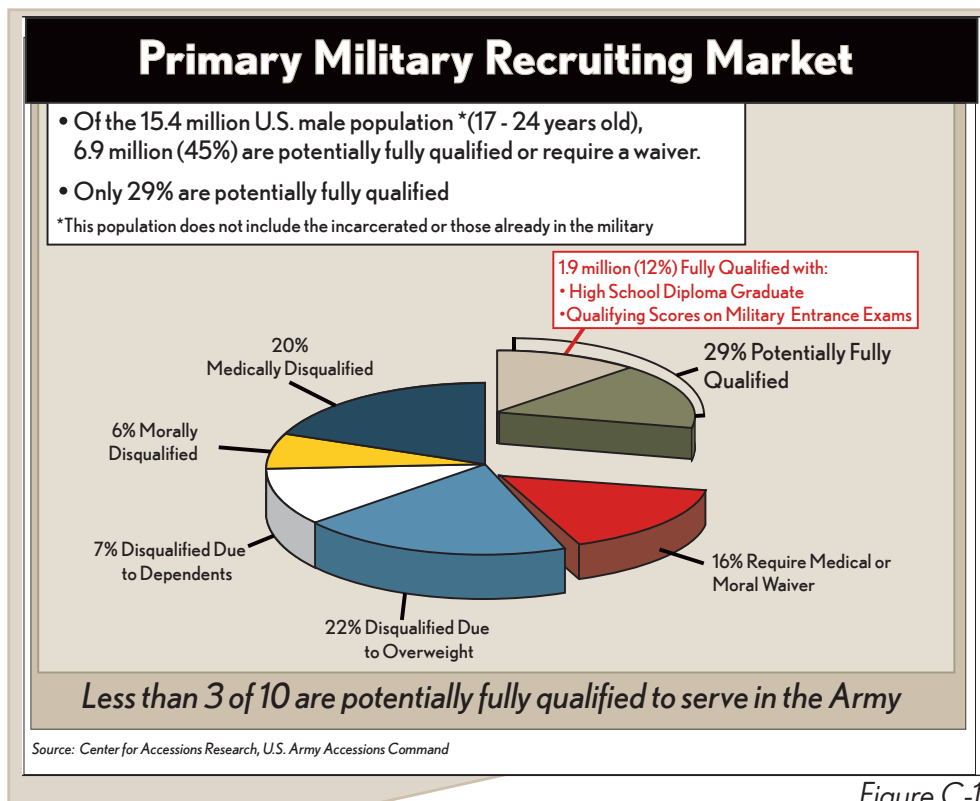


Figure C-1

changes and improved processes, also contributed to these successes. We will require continued resources and support in the coming year to attract and access the best possible Soldiers to man our formations.

In October, we announced a new Army Recruitment Advertising Campaign: **Army Strong**. This campaign highlights the physical, mental, and emotional strength of Soldiers. It draws from past successes the Army has achieved and underscores the strength and pride our Soldiers demonstrate daily while serving the Nation, at home and abroad. We are optimistic that this campaign, reinforced by the support of the Congress and the American people, will enable our 2006 recruiting successes to continue during 2007.

The Army continues to **retain** Soldiers at tremendously high levels. While fighting the war on terror, we have surpassed our combined Army-wide retention goals, each year, since 2002. In 2006, we exceeded our retention goals in the active component by five percent, in the Army National Guard by eighteen percent, and in the Army Reserve by three percent.

Our Soldiers value the Army's tradition of service to the Nation. They appreciate the opportunity to contribute to national security in a meaningful way. We continue to reenlist

two out of every three eligible Soldiers who reach the end of their term of service. We are particularly proud that one out of every two first-term Soldiers decides to reenlist. We believe that our success in retention results from the high quality of leadership that our Soldiers experience in their units.

The continued support of **spouses**, parents, and veterans, along with the **employers** of our reserve component Soldiers, plays a huge role in recruiting and retaining our All-Volunteer force. Their support directly affects the pride and morale of each of our Soldiers. We have recognized over 800,000 of these key influencers through the **Freedom Team Salute Program**.

CARE FOR SOLDIERS, CIVILIANS, AND ARMY FAMILIES

Caring for Army families plays a vital role in sustaining the commitment of our Soldiers and Army Civilians. Our leaders concentrate on this critical aspect of their duties. We apply resources carefully to maintain and to improve the programs that are of the greatest concern to our family members. We constantly work to assure our Soldiers, their families, and our civilian employees that they will be well taken care of and that their needs will be met.

Army Well-Being programs provide leaders a variety of ways to care for our people. We have integrated numerous Army-wide quality of life functions into a comprehensive Well-Being framework to better enable us to focus resources, measure success, and address the needs of an Army at war. Our expanding **Morale, Welfare, and Recreation Programs** are a key part of this framework. These programs help to reduce the stress of daily challenges and enhance mental and physical fitness for our Soldiers, their families, and our Army Civilians.

Family Readiness Groups, to include Virtual Family Readiness Groups, continue to be the centerpiece of our efforts to care for families before, during, and after Soldier deployments. Our new **Family Readiness Deployment Assistant Program**, which provides administrative and logistical support to Family Readiness Group leaders and Rear Detachment Commanders, has been a great success. In 2006, The **Army Chaplaincy's Strong Bonds Program** reached more than 40,000 active and reserve Soldiers. This program is designed to help our Soldiers to maintain healthy family relationships.

Other programs and initiatives designed to reduce the stress of war for our Soldiers, families, and Army Civilians include:

- **U.S. Central Command Rest and Recuperation Program**
- **Deployment Cycle Support Program**
- **Military One Source**
- **Multi-Component Family Network**
- **Child and Youth Services School Transition Services**
- **Spouse Employment Partnership**
- **Family First Household Goods Shipping Initiative**

Health care is another critical aspect of caring for our Soldiers and their families. The Army provides world-class health care for over 3.5 million beneficiaries, on the battlefield, and at hospitals and clinics worldwide. To fulfill our obligation to care for Soldiers and families, we continually look for ways to improve health and well-being. The **U.S. Army Wounded Warrior Program** exemplifies our commitment to honor the Soldier's Creed by "never leaving a fallen comrade." This program provides continuous, comprehensive transition and support services for our severely wounded Soldiers. These services continue,

even if a Soldier is medically retired, to help our *wounded warriors* receive the support they have earned through their service to the Nation.

IMPROVE SOLDIER AND FAMILY HOUSING

Our commitment to providing quality housing for our Soldiers is reflected in the progress we are making in our **Barracks Modernization Program** and in our **Residential Communities Initiative**. We have been working aggressively, over many years, to improve the quality of the barracks which house our Soldiers. By the end of 2006, we had funded 85 percent of our goal for Army-wide modernization.

We expect to complete the funding of this vital initiative by the end of 2011. In addition, we are planning for 36 percent of our barracks for new Soldiers entering the force to be modernized by 2013. We are continuing to modernize the barracks used by our Army National Guard and Army Reserve Soldiers during their annual training.

Through the Residential Communities Initiative, we are providing better family housing for our Soldiers by employing an innovative privatization process. This program leverages private investment capital to improve





housing at much faster rates than traditional methods of financing and contracting for military construction. When completed in 2010, over 98 percent of Army housing in the United States will have been privatized – over 86,000 units at 45 installations. We have also constructed more than 7,600 family homes and renovated over 8,000 existing homes using traditional military construction.

Improving housing is one of the most effective ways to provide our Soldiers and families with a quality of life that recognizes their service to the Nation. Our programs in this area have a positive, enduring effect on morale, enable our Soldiers to provide for their families, and contribute immeasurably to our ability to sustain our All-Volunteer force.

The following initiatives (found in Addendum G) reinforce our efforts to Sustain an All-Volunteer Force:

- **Provide Competitive Compensation**
- **Develop Resilient Army Families**
- **Provide a System that Promotes Continuous Personal and Professional Learning Development**

COMPELLING NEEDS

- Support and full funding for critical recruiting and retention goals that enable the Army's effort to grow the Army by:
 - Achieving accession and retention goals across all components of the Army by providing incentives, recruiters, advertising, and other support.
 - Continuing support of Army initiatives to provide greater predictability and stability for Soldiers and their families in both our active and reserve components.
- Support and full funding for quality-of-life programs that sustain the propensity to serve demonstrated by our Soldiers, their families, and our civilian employees and ensure a quality of life that matches the quality of their service to the Nation by:
 - Supporting housing initiatives to provide quality housing for Soldiers and families at installations impacted by current operations, Base Realignment and Closure, and the Global Defense Posture Realignment.
 - Supporting initiatives to improve medical care in both active and reserve components that attest to the Nation's concern for Soldier well-being.
 - Supporting construction of Child Development Centers, Youth Centers, Fitness Centers, Recreational Facilities, and Chapels.

ADDENDUM D (PROVIDE INFRASTRUCTURE AND SUPPORT TO ENABLE THE FORCE TO FULFILL ITS STRATEGIC ROLES AND MISSIONS)

To better enable the force to fulfill its strategic roles and missions, we are:

- *Adjusting our global footprint to be better positioned for the challenges of the 21st Century and the long war on terror.*
- *Transforming our installations, depots, and arsenals – and the information network that connects them – to become more efficient and better able to support the Army's mission, at home and abroad.*
- *Challenging the way we conduct the business of the Army – constantly finding ways to improve, to increase productivity, and to maximize the use of every dollar.*
- *Transforming the Army's structure, systems, processes, and logistics automation to enable Soldiers to sustain the full range of our global commitments.*

ADJUST GLOBAL FOOTPRINT TO CREATE “FLAGSHIPS OF READINESS”

We are repositioning all of our bases and facilities in one of the most sweeping structural and basing changes in our history. Our plan directs, by 2013, the movement and consolidation of major elements of our operating and generating forces through over 1,800 individual moves. We are working now to establish the **environmental foundation** and to initiate the renovation and construction required to reposition many of our schoolhouses, headquarters, and major supporting activities.

We are committed to creating “Flagships of Readiness,” a concept that is an imperative for our Army and the Nation. To be ready to execute the *National Defense Strategy*, in wartime, we are working to dramatically improve our capacity to train Soldiers and leaders and to generate combat power in time of war.

ACCOMPLISHMENTS

Since 9-11

- Created the Installation Management Agency to unify the business structure of Army installations and to create uniformly high standards of quality for Soldiers and their families.
- Developed a strategic stationing plan that synchronizes Base Realignment and Closure, Global Defense Posture Realignment, Army Modular Force initiative, and the demands and realities of the Global War on Terror.
- Optimized Power Projection Platforms – enabling wartime mobilization and facilitating over 700,000 Soldier deployments for the war on terror.

2006

- Developed facilities support strategy to meet the target dates established by Base Realignment and Closure law, Global Defense Posture Realignment, and to build the Army Modular Forces which requires the execution of approximately \$38 billion in Military Construction and related projects between 2007 and 2013.
- Implemented **Lean Six Sigma** methodology within all Army Commands, Direct Reporting Units, Army Service Components of Joint Commands, and across Headquarters, Department of the Army.
- Received four Shingo Prizes for the Public Sector for improving business practices at key Army Materiel Command depots.
- Activated the Army Sustainment Command to serve as our national logistics integrator.

Our plan is guiding the overall transformation of our support infrastructure to better enable our ability to:

- Furnish tough and realistic training;
- Prepare and deploy forces;
- Provide standards for quality of life that our Soldiers and families deserve;
- Establish modern working conditions for our Army Civilians; and
- Establish the infrastructure needed to support and sustain the All-Volunteer force.

Our plan integrates Base Realignment and Closure decisions, Global Defense Posture Realignment, and the actions required to build a modular Army – which will allow us to divest Cold War era bases and facilities to create the global infrastructure required for a new era. This plan depends on careful synchronization of our stationing, construction, and deployment schedules to support the war on terror and other missions. If done efficiently, this consolidation will yield tremendous savings over

MAJOR STATIONING MOVES IN 2007

- 1st Brigade, 1st Armored Division moves from Germany to Fort Bliss.
- 2nd BCT, 4th Infantry Division moves to Fort Carson.
- 17th Fires Brigade moves from Fort Sill to Fort Lewis.
- 5th Brigade, 2nd Infantry Division (Stryker Brigade Combat Team 7) activates at Fort Lewis.
- Support Brigade (Maneuver Enhancement) activates at Fort Polk.
- 3d COSCOM moves to CONUS and will reflag as the 3d Expeditionary Sustainment Command.

time – while posturing our forces, logistics activities, and power projection platforms to respond to the demands of the Nation as efficiently and as effectively as possible.

In support of our plan, we have received significant support from the President, the Secretary of Defense, and Congress; however, we require significant resources to improve training, housing, and deployment facilities on our installations and infrastructure. We are continuing to assess the impact of budgetary challenges on the timing of our comprehensive global restationing plan. We started Fiscal Year 2007 under a continuing resolution for the Military Construction, Quality of Life, and Veterans Affairs (VA) Bill. This measure kept dollars flowing, yet greatly affected the timing of our ability to construct vital facilities needed to house and to train our Soldiers.

We are at the forefront of an extraordinarily complex challenge, one that must be supported with timely funds to adhere to an intricate, complex schedule. Repositioning our forces worldwide impacts not only the lives of our Soldiers and their families; but also, our overall ability to



execute the *National Defense Strategy*. To execute our plan according to schedule, and to continue to meet strategic requirements for forces and capabilities, we require timely, sustained funding. Failure to underwrite this commitment with sustained and timely resources will increase risk for the Army and the Nation.

IMPLEMENT BUSINESS TRANSFORMATION

As we are changing the way we operate militarily, we are also changing how we do business. We are aggressively transforming our business methods and our workforce culture to reflect best practices in civilian industry. These changes will enhance the Army's ability to deal with the challenges we will face today and tomorrow.

Successful business transformation is essential to our long-term health. It is freeing human and financial resources that we are directing to our core warfighting missions. In addition, by "taking work out" of our processes – reducing waste in all its forms – we are accelerating the rate of our transformation.

The centerpiece of our business transformation is continuous improvement. Through the application of **Lean Six Sigma (LSS)**, we are critically analyzing how we do business. Using this methodology, now increasing its appeal throughout civilian industries, we are constantly identifying ways to increase productivity, reduce cycle time, and decrease our overall resource demands.

The initial focus of our LSS deployment has been on processes used within our operating and generating forces. We currently have over 500 active projects designed to improve efficiency across the Army. We have already enjoyed great success from completed projects in certain areas, as evidenced by continued improvement in manufacturing and repair processes at several depots and arsenals within our Army Materiel Command (AMC). During the past year, four of these AMC depots received the coveted Shingo Prize in 2006 for their efforts to improve manufacturing practices. We will continue to work toward full implementation throughout the Army and to replicate these successes in all our activities.

DEVELOP THE LANDWARNET INSTITUTIONAL INFRASTRUCTURE

We continue to invest in information technology (IT) at our installations and reserve component facilities. We are working to establish the architecture to provide the foundation for **LandWarNet**, the Army's portion of the Global Information Grid. LandWarNet moves information through a seamless network to better support our combat forces and the infrastructure that generates and supports them. Our IT infrastructure will also enable operational forces to "reach back" for data in the form of high definition intelligence products, voice, video, and data.

Consolidating IT network services is helping to increase LandWarNet's efficiency and effectiveness. LandWarNet is enabling us to establish Area Processing Centers to better facilitate and consolidate support for operations in many diverse regions. LandWarNet is reducing vulnerabilities, while increasing both access to and security of our information. Our investment in LandWarNet is helping to improve the Army's ability to conduct **joint, interagency, and multi-national** operations. This capability will fully leverage the potential value of the network to promote common understanding, move data in real-time, and support operations, at home and abroad.

We are improving how we **manage** our network. We are applying new **technologies** and implementing sound investment guidance. We are also dramatically improving the quality of available data by transforming the processes used to analyze and distribute it. While helping to avoid information overload, this initiative will enable the sharing of knowledge needed to optimize decision making. It will also facilitate more effective and more efficient mission planning and performance across the Army.

ENHANCE LOGISTICS READINESS

While the Global War on Terror remains our top priority, we must also prepare the Army for future challenges. To be successful, we are transforming the Army's structure, equipment, and processes, while sustaining the Army's ability to fulfill the full range of its global commitments.

The **Army Force Generation (ARFORGEN)** process identifies emerging equipment requirements and permits a complete corporate view of equipment readiness. Our **Reset Program** enables us to meet those requirements and quickly restore the capabilities of our units. Congress

has funded this restoration process for this year and must continue to do so in future years. Our **Retrograde Program** enables us to account for and redistribute millions of dollars in excess equipment to meet warfighting requirements.

We are ensuring that **Logistics Transformation** keeps pace with broader Army transformation initiatives by:

- Providing commanders with transformed logistics organizations that are fully embedded in their formations to provide more immediate, more responsive support;
- Deploying logistics headquarters that are fully able to operate with other members of the Joint Team and provide unified, theater-wide command and control of logistics operations and activities; and
- Improving home station and wartime accountability by implementing an aggressive **Logistics Automation Governance Strategy** which is rapidly creating and fielding an automation architecture to better support and sustain our modular forces.

The following initiatives (found at Addendum G) reinforce our efforts to Provide Infrastructure and Support:

- **Execute Base Realignment and Closure**
- **Implement Army Sustainability Strategy**
- **Implement Logistics Automation Governance Strategy**

COMPELLING NEEDS

- Support to execute a carefully synchronized plan to achieve a new global basing posture, and grow the Army, while fulfilling the requirements of the *National Defense Strategy*. The requirements of this plan (for renovation, construction, environmental remediation, and other costs) will exceed the resources currently apportioned for base realignment and projected to be recouped through consolidation and closure (a situation that will require continuous reevaluations in future years).
- Support Army efforts to synchronize Global Defense Posture Realignment, Base Realignment and Closure, and stationing of modular forces.
- Fund Base Operations and Sustainment accounts to meet minimum support levels while providing a predictable spending level to Army installations.
- Fully fund Sustainment, Restoration, and Modernization accounts to slow the rate of deterioration of Army infrastructure.
- Fully fund the Installation Information Infrastructure Modernization Program.

ADDENDUM E: DATA REQUIRED BY NATIONAL DEFENSE AUTHORIZATION ACT OF 1994

Sections 517 and 521 of the National Defense Authorization Act (NDAA) for FY1994 require the information in this addendum. Section 517 requires a report relating to the implementation of the pilot Program for Active Component Support of the Reserves under Section 414 of the NDAA for Fiscal Years 1992 and 1993. Section 521 requires a detailed presentation concerning the Army National Guard, including information relating to the implementation of the Army National Guard Combat Readiness Reform Act of 1992 (title XI of Public Law 102-484, and referred in the addendum as 'ANGCRRR'). Section 521 reporting was later amended by Section 704, FY 1996 NDAA. U.S. Army Reserve Information is also presented using Section 521 reporting criteria.

Section 517 (b) (2) (A). The promotion rate for officers considered for promotion from within the promotion zone who are serving as active component advisors to units of the Selected Reserve of the Ready Reserve (in accordance with that program) compared with the promotion rate for other officers considered for promotion from within the promotion zone in the same pay grade and the same competitive category, shown for all officers of the Army.

	AC in RC*	Army Average**
FY 2005		
Major	93.6	97.7
Lieutenant Colonel	42.1	88.7
FY2006		
Major	93.9	97.5
Lieutenant Colonel	68.7	90.9

*Active component officers serving in reserve component assignments at time of consideration. All figures represent percentages.

**Active component officers not serving in reserve component assignments at the time of consideration. All figures represent percentages.

Section 517 (b) (2) (B). The promotion rate for officers considered for promotion from below the promotion zone who are serving as active component advisors to units of the Selected Reserve of the Ready Reserve (in accordance with that program) compared in the same manner as specified in subparagraph (A) (the paragraph above).

	AC in RC***	Army Average****
FY 2005		
Major	4.1	6.2
Lieutenant Colonel	2.9	6.0
FY2006		
Major	5.1	6.8
Lieutenant Colonel	3.2	8.1

*** Below the zone active component officers serving in reserve component assignments at time of consideration.

**** Below the zone active component officers not serving in reserve component assignments at the time of consideration.

Section 521(b).

- The number and percentage of officers with at least two years of active-duty before becoming a member of the Army National Guard or the US Army Reserve Selected Reserve units.
 - Army National Guard (ARNG) officers: 20,284 or 55.0 percent.
 - Army Reserve officers: 7,088 or 26.6 percent.
- The number and percentage of enlisted personnel with at least two years of active-duty before becoming a member of the Army National Guard or the US Army Reserve Selected Reserve units.
 - ARNG enlisted: 114,560 or 37.0 percent.
 - Army Reserve enlisted: 29,498 or 26.6 percent.
- The numbers of officers who are graduates of one of the service academies and were released from active duty before the completion of their active-duty service obligation and, of those officers:
 - The number who are serving the remaining period of their active-duty service obligation as a member of the Selected Reserve pursuant to section 1112(a)(1) of ANGCRRR:
 - In FY06, no officers were released to the selective reserve to complete their obligation.

- b. The number for whom waivers were granted by the Secretary of the Army under section 1112(a)(2) of ANGCRRA, together with the reason for each waiver:
 - In FY06, no waivers were granted by the Secretary of the Army.
4. **The number of officers who were commissioned as distinguished Reserve Officers' Training Corps graduates and were released from active duty before the completion of their active-duty service obligation and, of those officers:**
 - a. The number who are serving the remaining period of their active-duty service obligation as a member of the Selected Reserve pursuant to section 1112(a)(1) of ANGCRRA:
 - In FY06, no distinguished Reserve Officers' Training Corps (ROTC) graduates were released before completing their active duty service obligation.
 - b. The number for whom waivers were granted by the Secretary of the Army under section 1112(a)(2) of ANGCRRA, together with the reason for each waiver:
 - In FY06, no waivers were granted by the Secretary of the Army.
5. **The number of officers who are graduates of the Reserve Officers' Training Corps program and who are performing their minimum period of obligated service in accordance with section 1112(b) of ANGCRRA by a combination of (a) two years of active duty, and (b) such additional period of service as is necessary to complete the remainder of such obligation served in the National Guard and, of those officers, the number for whom permission to perform their minimum period of obligated service in accordance with that section was granted during the preceding fiscal year;**
 - In FY06, five ROTC graduates were released early from their active duty obligation. Of this number, all five are completing the remainder of their obligation through service in the ARNG, and none through service in the Army Reserve.
6. **The number of officers for whom recommendations were made during the preceding fiscal year for a unit vacancy promotion to a grade above first lieutenant, and of those recommendations, the number and percentage that were concurred in by an active duty officer under section 1113(a) of ANGCRRA, shown separately for each of the three categories of officers set forth in section 1113(b) of ANGCRRA (with Army Reserve data also reported).**
 - 1,960 ARNG officers from units were recommended for position vacancy promotion and promoted.
 - 89 Army Reserve officers from units were recommended for position vacancy promotion. A total of 82 were favorably considered.
7. **The number of waivers during the preceding fiscal year under section 1114(a) of ANGCRRA of any standard prescribed by the Secretary establishing a military education requirement for noncommissioned officers and the reason for each such waiver.**
 - In FY06, no waivers were granted by the Secretary of the Army.
8. **The number and distribution by grade, shown for each State, of personnel in the initial entry training and non-deployability personnel accounting category established under section 1115 of ANGCRRA for members of the Army National Guard who have not completed the minimum training required for deployment or who are otherwise not available for deployment. (A narrative summary of information pertaining to the Army Reserve is also provided.)**
 - In FY06, the number of ARNG non-deployable personnel was 63,839. The National Guard Bureau (NGB) maintains the detailed information.
 - In FY06, the Army Reserve had 20,080 Soldiers that were considered non-available for deployment for reasons outlined in Army Regulation 220-1, Unit Status Reporting (i.e., pending administrative/legal discharge or separation, medically non-available).
9. **The number of members of the Army National Guard, shown for each State, that were discharged during the previous fiscal year pursuant to section 1115(c)(1) of ANGCRRA for not completing the minimum training required for deployment within**

24 months after entering the National Guard. (Army Reserve data also reported).

- The number of ARNG Soldiers discharged during the previous fiscal year pursuant to section 1115(c)(1) of ARNGCRRRA for not completing the minimum training required for deployment within 24 months after entering the ARNG is 170 Officers and 12,435 enlisted Soldiers, which includes all 54 States and Territories. The breakdown by each State is maintained by NGB.
 - The number of Army Reserve Soldiers discharged during the previous fiscal year for not completing the minimum training period required for deployment within 24 months after entering the Army Reserve is 173 officers and 547 enlisted Soldiers. Those Soldiers who have not completed the required Initial Entry Training (IET) within the first 24 months are discharged from the Army Reserve under AR 135-178, Separation of Enlisted Personnel.
10. **The number of waivers, shown for each State, that were granted by the Secretary of the Army during the previous fiscal year under section 1115(c)(2) of ANGCRRA of the requirement in section 1115(c)(1) of ANGCRRA described in paragraph (9), together with the reason for each waiver.**
 - In FY06, no waivers were granted by the Secretary of the Army.
 11. **The number of Army National Guard members, shown for each State, (and the number of AR members), who were screened during the preceding fiscal year to determine whether they meet minimum physical profile standards required for deployment and, of those members: (a) the number and percentage that did not meet minimum physical profile standards for deployment; and (b) the number and percentage who were transferred pursuant to section 1116 of ANGCRRA to the personnel accounting category described in paragraph (8).**
 - a. The number and percentage who did not meet minimum physical profile standards required for deployment:
 - In FY06, approximately 96,603 ARNG Soldiers underwent a physical. Of these personnel, 4,386, or 4.5 percent, did not meet the minimum physical profile standards required for deployment.
- In FY06, approximately 23,146 Army Reserve Soldiers underwent a retention physical. Of these personnel 3,214 or 13.8 percent were identified for review due to a profile-limiting condition or failure to meet retention standards.
 - b. **The number and percentage that were transferred pursuant to section 1116 of ANGCRRA to the personnel accounting category described in paragraph (8).**
 - In FY06, 12,042 ARNG persons were transferred from a deployable to a non-deployable status.
 - FY06, 2,474 Army Reserve Soldiers were considered non-available for deployment. This is a decrease of 1,748 from the beginning of FY06 (21,828).
 12. **The number of members and the percentage total membership of the Army National Guard shown for each State who underwent a medical screening during the previous fiscal year as provided in section 1117 of ANGCRRA.**
 - Public Law 104-106 (NDAA 1996), Div A, Title VII, Section 704 (b), February 10, 1996, repealed Section 1117 of ANGCRRA.
 13. **The number of members and the percentage of the total membership of the Army National Guard shown for each State who underwent a dental screening during the previous fiscal year as provided in section 1117 of ANGCRRA.**
 - Public Law 104-106 (NDAA 1996), Div A, Title VII, Section 704 (b), February 10, 1996, repealed Section 1117 of ANGCRRA.
 14. **The number of members and the percentage of the total membership of the Army National Guard shown for each State, over the age of 40 who underwent a full physical examination during the previous fiscal year for purposes of section 1117 of ANGCRRA.**
 - Public Law 104-106 (NDAA 1996), Div A, Title VII, Section 704 (b), February 10, 1996, repealed Section 1117 of ANGCRRA.

15. The number of units of the Army National Guard that are scheduled for early deployment in the event of a mobilization, and of those units, the number that are dentally ready for deployment in accordance with section 1118 of ANGCRRRA.

- Public Law 104-106 (NDAA 1996), Div A, Title VII, Section 704 (b), February 10, 1996, repealed Section 1118 of ANGCRRRA.

16. The estimated post-mobilization training time for each Army National Guard combat unit (and Army Reserve unit), and a description, displayed in broad categories and by State of what training would need to be accomplished for Army National Guard combat units (and Army Reserve units) in a post-mobilization period for purposes of section 1119 of ANGCRRRA.

- Estimated time for post mobilization training is reported through the Unit Status Report, is classified, and is maintained by the Department of the Army, G-3, Operations, Readiness and Mobilization Division.
- Information on the type of training required by units during post-mobilization is maintained by the appropriate Army Command (ARCOM) or Army Service Component Command (ASCC), i.e., FORSCOM, USAREUR, and USARPAC).
- During FY 2006, the ARNG began transforming enhanced Separate Brigades (ESBs) and Divisional Brigades to Brigade

Combat Teams (BCT). To reduce post-mobilization training time, ARNG BCTs will train in accordance with the Army Force Generation Model (ARFORGEN). This six-year model, executed prior to mobilization, culminates with ARNG BCTs achieving company level training proficiency prior to arrival at the mobilization station. The post-mobilization training for ARNG BCTs will then focus on theater specific training requirements. Additionally, ARNG BCTs will conduct collective training in order to attain brigade level training proficiency. This training focuses on combat tasks associated with attack, defend, and support/stability operations.

- The Army Reserve no longer manages units through the Force Support Package (FSP) model, but is transitioning into the ARFORGEN. The Army Reserve has 77 percent of their units integrated into the ARFORGEN model. Post mobilization training for Army Reserve units typically consists of common task testing, NBC defense, force protection, sustainment, command and control, weapons qualification, tactical communications training, and branch-specific technical training. Virtually all units require branch-specific technical training to meet deployment standards. Five additional days are required to conduct convoy lane training (includes live fire and immediate action drill training).



17. A description of the measures taken during the preceding fiscal year to comply with the requirement in section 1120 of ANGCRRA to expand the use of simulations, simulators, and advanced training devices and technologies for members and units of the Army National Guard (and the Army Reserve).

- During FY 2006, the ARNG synchronized the use of existing and ongoing Live, Virtual, and Constructive Training Aids, Devices, Simulations and Simulators (TADSS) programs with the training requirements of the ARFORGEN. By synchronizing the use of TADSS with the ARFORGEN, the ARNG will improve unit training proficiency prior to mobilization.
- To support the training requirements of M1A1 Abrams and M2A2 Bradley equipped BCT's the ARNG continued the fielding of the Advanced Bradley Full-Crew Interactive Simulation Trainer (AB-FIST) which provides a full crew simulations trainer for M2A2 units and the Conduct of Fire Trainer (COFT) XXI. When fully fielded these devices in addition to the Abrams Full-Crew Interactive Simulation Trainer (AFIST) XXI will be the primary simulations trainers to meet the virtual gunner requirements of M1 and M2 crews. In order to meet the virtual maneuver training requirements in the ARFORGEN, M1 and M2 units utilize the Close Combat Tactical Trainer (CCTT) and the Rehosted Simulations Network (SIMNET).
- In order to train all ARNG units on the Tactics, Techniques, and Procedures (TTPs) of convoy operations, the ARNG is fielding the Virtual Convoy Operations Trainer (VCOT). The VCOT,



through the use of geo-specific databases, also provides commanders with a unique and critical mission rehearsal tool. Currently, there are 21 VCOT systems positioned in the ARNG force to train the fundamentals of convoy operations.

- In order to meet basic and advanced rifle marksmanship requirements, the ARNG is fielding the Engagement Skills Trainer (EST 2000). This system is the Army's approved marksmanship training device. The EST 2000 is also used to provide unit collective gunnery and tactical training for dismounted Infantry, Special Operations Forces, Scouts, Engineer, Military Police Squads, and Combat Support and Combat Service Support elements. These systems also support units conducting vital homeland defense missions. Additionally, in order to more quickly provide critical marksmanship training capability to ARNG units, the ARNG is using the Fire Arms Training System (FATS) as an in lieu of training system for the EST 2000.
- The ARNG supplements its marksmanship training strategy with the Laser Marksmanship Training System (LMTS). The ARNG currently has over 900 systems fielded down to the company level. The LMTS is a laser-based training device that replicates the firing of the Soldier's weapon without live ammunition. The LMTS is utilized for developing and sustaining marksmanship skills, diagnosing and correcting marksmanship problems, and assessing basic and advanced skills.
- Through the ARNG Distributed Battle Simulation Program, civilian infrastructure commanders receive assistance from Commander's Operational Training Assistants, TADSS facilitators, and Janus Technical Team Exercise Support in the planning, preparation, and execution of simulations-based Battle Staff training that augments the support provided by Training Support XXI Soldiers and greatly enhances unit proficiency and readiness.
- In order to provide the critical culminating training event of the ARFORGEN, the ARNG has implemented the eXportable Combat Training Capability (XCTC). The XCTC program provides the method to validate that ARNG combat units

have achieved the company level maneuver proficiency prior to mobilization. The XCTC incorporates the use of advanced live, virtual, and constructive training technologies to replicate the training experience until now only found at one of the Army's Combat Training Centers. The centerpiece of the XCTC is the Deployable Force-on-Force Instrumented Range System (DFIRST). DFIRST utilizes training technologies that allows for full instrumentation of the training area from major combat systems down to the individual soldier, role player and civilian on the battlefield.

- The most important part of every training exercise is the After Action Review (AAR). By fully instrumenting the training area units receive an AAR complete with two dimensional, three dimensional and video playback of the actual training exercise. This allows Commanders and Soldiers to see what occurred during the training exercise from a different prospective further enhancing the training experience.
- The Army Reserve continues to focus on integrating simulations, simulators, and TADSS into training plans. As part of the Army Campaign Plan Decision Point 72, the Army Reserve has created an entire Battle Command Training Division with simulations brigades strategically placed throughout CONUS. These brigades provide Army Reserve units train-up exercises which culminate in participation in Corps Warfighter and Battle Command Staff Training exercises to enhance training readiness.
- The Army Reserve remains an active member of the Army's simulation community by participating in the Live, Virtual, Constructive (LVC) Training Environment Periodic Review and as a member of the LVC Integration Concept Team. The Army Reserve continues to press PEO-STRI and the National Simulation Center on the priority for the development of combat support and combat service support functionality within the Army Constructive Training Federation to ensure training capabilities for the entire spectrum. The Army Reserve has also identified the need for increased Digital equipment fielding for the Reserve Components. Current and future forces

need digital capability to train effectively in the Contemporary Operating Environment (COE) and the Joint National Training Capability (JNTC) environment of Army capabilities.

- The Army Reserve continues to investigate alternative training mechanisms to simulate urban terrain and potential terrorist activities, including the Virtual Emergency Response Training System (VERTS). The Army Reserve continues to develop the Simulations Operations functional area assessment to ensure that capabilities exist to support the DoD Training Transformation goal of integrated live, virtual, and constructive training in a joint environment.
- At the tactical level, the Army Reserve is using paintball weaponry to simulate conditions in battle. Convoy live-fire training, using paintball technology, teaches valuable combat skill at the cost of Soldiers having to wash off paint stains rather than blood. The Army Reserve continues to work on a Joint learning process that develops leaders who are agile and adaptive, ready to participate in any theater of operation.
- The Army Reserve is prepared to meet any challenge as we move towards the future to combat persistent adversaries in the Global War on Terror, Homeland Defense, and Weapons of Mass Destruction.

18. Summary tables of unit readiness, shown for each State, (and for the Army Reserve), and drawn from the unit readiness rating system as required by section 1121 of ANGCRRRA, including the personnel readiness rating information and the equipment readiness assessment information required by that section, together with:

- a. Explanations of the information:
 - Readiness tables are classified. This information is maintained by the Department of the Army, G-3.
- b. Based on the information shown in the tables, the Secretary's overall assessment of the deployability of units of the ARNG (and Army Reserve), including a discussion of personnel deficiencies and equipment shortfalls in accordance with such section 1121:

- Summary tables and overall assessments are classified. This information is maintained by the Department of the Army, G-3.
19. **Summary tables, shown for each State (and Army Reserve), of the results of inspections of units of the Army National Guard (and Army Reserve) by inspectors general or other commissioned officers of the Regular Army under the provisions of section 105 of title 32, together with explanations of the information shown in the tables, and including display of:**
- a. The number of such inspections;
 - b. Identification of the entity conducting each inspection;
 - c. The number of units inspected; and
 - d. The overall results of such inspections, including the inspector's determination for each inspected unit of whether the unit met deployability standards and, for those units not meeting deployability standards, the reasons for such failure and the status of corrective actions.
- During FY06, ARNG state level Inspectors General conducted extensive inspections throughout the United States. State level Inspectors General (IG) conducted approximately 1,410 inspections during the year, visiting 361 separate units. Because IG inspections focus on findings and recommendations, the units involved in these inspections were not provided with a pass/fail rating. Results of inspections conducted by Inspectors General may be requested for release through the Inspector General of the Army.
 - Operational Readiness Evaluation Data for FSP and eSBs is unavailable as these inspections were eliminated as requirements in 1997. Data available under the Training Assessment Model (TAM) relates to readiness levels and is generally not available in an unclassified format. TAM data is maintained at the state level and is available upon request from state level training readiness officials.
 - In accordance with AR1-201, [Army Inspection Policy](#), the United States Army Reserve Command (USARC) conducts inspections of RRCs/DSUs within requirements of the USARC Organizational Inspection Program (OIP). Per the Army Regulation, at division levels and above, OIPs are comprised primarily of staff inspections, staff assistance visits and IG inspections. Staff inspections are only one aspect by which the Commanding General can evaluate the readiness of their command. The Inspector General conducts inspections and special assessments based on systemic issues and trends analysis; issues that may possibly impede the readiness of the Army Reserve.
 - The Chief, Army Reserve directed the Inspector General to conduct a Special Inspection in FY 06 derived from concerns about a myriad of Soldier Support issues, such as pay and promotions procedures, awards processing and evaluations. This inspection also covered the particular special interest item of Motorcycle Safety, an additional concern due to increasing motorcycle accidents throughout the command.
 - The Army Reserve is meeting regulatory requirements through a combination of Battle Focused Readiness Reviews (BFRR) and Staff Assistance Visits, with the assistance visits conforming to regulatory requirements listed in AR1-201. The BFRR is the tool used by major subordinate commanders to provide the Army Reserve Commanding General a lay-down on the readiness and resource status of their command, and resolve systemic issues/trends in order to achieve continuous improvements in readiness. The Army Reserve conducted 16 BFRR in FY06. BFRRs were halted until the new Deputy Commanding General was selected and resumed in December 2006, with a Review of the 104th Division (IT). The staff assistance visits are more assistance oriented in nature.
20. **A listing, for each ARNG combat unit (and US Army Reserve FSP units) of the active-duty combat units (and other units) associated with that ARNG (and US Army Reserve) unit in accordance with section 1131(a) of ANGCRRA, shown by State, for each such ARNG unit (and for the US Army Reserve) by: (A) the assessment**

of the commander of that associated active-duty unit of the manpower, equipment, and training resource requirements of that National Guard (and Army Reserve) unit in accordance with section 1131(b)(3) of the ANGCRRA; and (B) the results of the validation by the commander of that associated active-duty unit of the compatibility of that National Guard (or US Army Reserve) unit with active duty forces in accordance with section 1131(b)(4) of ANGCRRA.

- There are no longer ground combat active component (AC)/reserve component (RC) associations due to operational mission requirements and deployment tempo.
- As Forces Command's executing agent, First Army executes the legislated Active Duty Associate Unit responsibilities through both their pre-mobilization and post-mobilization efforts with RC units. When RC units are mobilized, the units are thoroughly assessed in terms of Manpower, Equipment, and Training initially by the appropriate RC chain of command and that assessment is approved by First Army.
- Validation of the compatibility of the RC units with the active duty forces occurs through the mobilization functions with the direct oversight of First Army and FORSCOM at the Mobilization Centers.
- The Army's transformation from a Division-centric to Brigade-centric organization under the ARFORGEN model, coupled with the acceleration of the ARNG Modularity and recognition of the combat experience of

deployed RC personnel and units; should render the reporting requirement as specified in U.S. Code: Title 10, 10542. Army National Guard Combat Readiness Annual Report as no longer appropriate.

21. A specification of the active-duty personnel assigned to units of the Selected Reserve pursuant to section 414(c) of the National Defense Authorization Act for Fiscal Years 1992 and 1993 (10 USC. 261 note), shown (a) by State for the Army National Guard (and for the US Army Reserve), (b) by rank of officers, warrant officers, and enlisted members assigned, and (c) by unit or other organizational entity of assignment.

As of 29 September 2006, the Army had 3,327 active component Soldiers assigned to Title XI positions. In FY06, the Army began reducing authorizations in accordance with the National Defense Authorization Act of FY 05 (PL 108-767, Section 515). The Army G-1 and U.S. Army Human Resources Command carefully manage the authorizations and fill of Title XI positions.

Title XI (FY 06) Authorizations				
	OFF	ENL	WO	TOTAL
Human Resources Command	0	5	0	5
U.S. Army Reserve	37	147	0	184
TRADOC	97	167	0	264
FORSCOM	1358	2318	129	3805
ESGR	1	3	0	4
USARPAC	30	58	1	89
TOTAL	1523	2698	130	4351

ADDENDUM P (HELPFUL ARMY WEBSITES)

The following websites provide greater information on various topics:

The Army Website. This site is the most visited military website in the world, averaging about 7 million visitors per month or 250 hits per second. It provides news, features, imagery, and references. <http://www.army.mil>

The Army National Guard. Provides information about the Army National Guard. <http://www.arng.army.mil>

The United States Army Reserve. Provides information about the Army Reserve. <http://www.armyreserve.army.mil/usar/home>

Army Families Online. This site provides information and links to other support programs that support our Soldiers and their families. <http://www.aflo.org/skins/WBLO/home.aspx?AllowSSL=true>

U. S. Army Wounded Warrior Program. This site provides information on the Army's Wounded Warrior Program which provides support for severely wounded Soldiers and their families. <https://www.aw2.army.mil/>

Deputy Chief of Staff for Personnel, G-1. For information on personnel issues. <http://www.armyg1.army.mil>

Deputy Chief of Staff for Intelligence, G-2. For information on intelligence issues. <http://www.dami.army.pentagon.mil>

Deputy Chief of Staff for Operations, Plans, and Policy, G-3/5/7. For information on Army plans and operations. <http://www.g357extranet.army.pentagon.mil/#>

Deputy Chief of Staff for Logistics, G-4. For information on Army logistics. <http://www.hqda.army.mil/logweb/>

Chief Information Officer, CIO/G-6. <http://www.army.mil/ciog6/>

Deputy Chief of Staff for Programs. For information on materiel integration. <http://www.g8.army.mil>

Future Combat Systems. For information on the Future Combat Systems program. <http://www.army.mil/fcs>

Army Logistics Transformation Agency. For information on Army logistics transformation. <http://lta.army.mil>

Army Medicine. For information on Army medical programs. <http://www.armymedicine.army.mil>

Army Posture Statement. For the web-based version of the Army Posture Statement which includes amplifying information not found in the print version. <http://www.army.mil/aps>

Army Modernization Plan. Provides a detailed overview of the Army's organizational and materiel modernization efforts. <http://www.army.mil/features/MODPlan/2006/>

ADDENDUM Q

(ADDITIONAL INFORMATION ON ARMY RELATED TOPICS)

We have provided additional information on the following topics in the CD-ROM and web-based versions of the 2007 Army Posture Statement. They are available as in-text links and may be accessed through this addendum either on the CD-ROM or the Web.

2006 Army Modernization Plan	Army Strong
Actionable Intelligence	Army Sustainability
Active Component / Reserve Component Rebalance	Army Training Support System
Adapting the Major Army Command Structure	Army Transferability of GI Bill Benefits to Spouses Program
Add-on Armor for Tactical Wheeled Vehicles	Army Values
Army Barracks Modernization Program	Asymmetric Warfare Group
Army Capabilities to Dominate in Complex Environments	Base Realignment and Closure Decisions for the Army
Army Career Intern Program	Basic Officer Leader Course
Army Community Service	Battle Command (Annex)
Army Energy Strategy for Installations	Battle Command (as a Weapons System)
Army Environmental Programs	Battle Command (Equipping)
Army Equipping and Reuse Conference	Building Partnership Capacity through Security Cooperation
Army Family Action Plan	Campaign Quality Force
Army Initiatives to Improve in Irregular Warfare Capabilities	Child and Youth Services
Army Knowledge Online (AKO)/Defense Knowledge Online (DKO)	Child and Youth Services School Transition Support
Army Leaders for the 21st Century	Civilian Creed
Army Leads Biometrics Integration	Civilian Education System
Army Prepositioned Stocks	Clinger - Cohen Act Title 40, Subtitle 3 Compliance & Certification
Army Referral Bonus Pilot Program	Combating Weapons of Mass Destruction (WMD)
Army Reserve: All-Volunteer Force and the Army Reserve	Composite Risk Management
Army Reserve: Army Reserve Child and Youth Services Program	Concept Development and Experimentation
Army Reserve: Army Reserve Education Services	Consolidated IT Services
Army Reserve: Army Reserve Employer Relations	Core Enterprise Services
Army Reserve: Army Reserve Facility Management Transformation	Cultural Awareness and Foreign Language Capabilities
Army Reserve: Army Reserve Family Programs	Defense Integrated Military Human Resources System
Army Reserve: Full-Time Support Revalidation	Defense Support to Civil Authorities - (Annex)
Army Reserve: Regional Personnel Service Centers	Defense Support to Civil Authorities
Army Reserve: Reserve Components Separate Competitive Categories for Officer Promotions	Defense Support to Civil Authorities (Establishment of Army North)
Army Reserve: Selected Reserve Incentive Program	Defense Support to Civil Authorities (Hurricane Katrina Response)
Army Reserve: Sexual Assault Prevention and Response Program	Defense Support to Civil Authorities (Pandemic Flu Preparation)
Army Reserve: Trainees, Transients, Holdees and Students Account	Defense Support to Civil Authorities (Special Events for 2006)
Army Reserve: Voluntary Selective Continuation of Alerted and Mobilized Selected Reserve Lieutenant Colonels and Colonels	Deployment Cycle Support Process
Army Retention Program	Expeditionary Capabilities
Army Sexual Assault Prevention and Response	Families First Program
Army Spouse Employment Partnership	Family Readiness Group Deployment Assistant Program
	Family Readiness Group
	Force Stabilization

Freedom Team Salute	National Guard: Operational Support Airlift Agency
Full Spectrum Operations in Army Capstone Doctrine	National Guard: Personnel Services Delivery Redesign
Global Force Posture	National Guard: State Partnership Program
Information Assurance and Network Security	National Guard: Strategic Reserve to Operational Force
Installation Design Standards	National Guard: Weapons of Mass Destruction Civil Support Teams
Interceptor Body Armor	National Security Personnel System
IT Interoperability Testing	Non-Commissioned Officers Creed
IT Portfolio Management	Officer Retention
Joint Interdependence	Rapid Equipping Force
Joint Knowledge Development and Distribution Capability	Rapid Fielding Initiative
Joint National Training Capabilities	Recruiter Incentive Pay Pilot Program
Joint Tactical Radio System	Recruiting Incentive Program
LandWarNet and the Global Information Grid	Recruitment Policy Changes
Life Cycle Management Initiative	Red Team Education and Training
Live, Virtual, Constructive Training Environment Integration	Reset
Major Acquisition Programs: Armed Recon Helicopter	Residential Communities Initiative
Major Acquisition Programs: Black Hawk Utility Helicopter	Restructuring Army Aviation
Major Acquisition Programs: CH47 Medium Lift Helicopter	Retrograde Task Force
Major Acquisition Programs: Future Combat Systems	Review of Education, Training and Assignment for Leaders
Major Acquisition Programs: Light Utility Helicopter	Science and Technology
Major Acquisition Programs: Longbow Apache Attack Helicopter	Soldier's Creed
Major Acquisition Programs: Medium Extended Air Defense System	Spiraling Technology into the Current Force
Major Acquisition Programs: Unmanned Aircraft Systems (Raven)	Stability Operations Capabilities
Major Acquisition Programs: Unmanned Aircraft Systems (Shadow)	Stabilizing Soldiers and Units to Enhance Cohesion and Predictability
Major Acquisition Programs: Unmanned Aircraft Systems (Warrior)	Strong Bonds Program
Medical and Dental Readiness	Sustainable Range Program
MILCON Transformation	The Army Distributed Learning Program
Military Family Life Consultants Programs	The Digital Training Management System
Military One Source	U.S. Army Combat Training Center Program
Military-to-Civilian Conversions	U.S. Army Wounded Warrior Program
Modular Force Conversion	U.S. CENTCOM Rest and Recuperation Program
Morale Welfare and Recreation (MWR)	Unit Combined Arms Training Strategies
Multi-Component Family Network	Up-Armored Vehicle Program
National Guard: Chemical, Biological, Radiological, Nuclear and High Yield Explosive Enhanced Response Force Package	Utilities Privatization
National Guard: Counterdrug Program	War Reserve Secondary Items
National Guard: Education Support Center	Warfighter Information Network - Tactical
National Guard: Every Soldier A Recruiter	Warrant Officer Education System
National Guard: Exportable Combat Training Capability	Warrior Ethos
National Guard: Family Assistance Centers	Warrior Tasks and Battle Drills
National Guard: Family Readiness Programs	Western Hemisphere Institute for Security Cooperation
National Guard: Recruiting Assistance Program	
National Guard: Historical Armory Activities	
National Guard: Homeland Defense	

ADDENDUM R (ACRONYMS)

AC	Active Component	GWOT	Global War on Terrorism
ACOM	Army Command	HMMWV	High Mobility Multipurpose Wheeled Vehicle
AMC	Army Materiel Command	HSDG	High School Diploma Graduates
APOE	Aerial Port of Embarkation	HST	Home Station Training
APS	Army Prepositioned Stocks	HUMINT	Human Intelligence
ARFORGEN	Army Force Generation	IBA	Improved Body Armor
ARI	Army Research Institute	IED	Improvised Explosive Device
ARNG	Army National Guard	ISR	Intelligence, Surveillance, and Reconnaissance
ASC	Army Sustainment Command	IT	Information Technology
ASCC	Army Service Component Command	JIEDDO	Joint Improvised Explosive Device Defeat Organization
ASV	Armored Security Vehicle	JIOC-I	Joint Intelligence Operations Capability - Iraq
AW2	U. S. Army Wounded Warrior Program	JTF	Joint Task Force
BCT	Brigade Combat Team	LMP	Logistics Modernization Program
BfSB	Battlefield Surveillance Brigade	LSS	Lean Six Sigma
BOLC	Basic Officer Leader Course	METL	Mission Essential Task List
BRAC	Base Realignment and Closure	MFO	Multinational Force and Observers
BT	Business Transformation	MI	Military Intelligence
CBRN	Chemical, Biological, Radiological, and Nuclear	NCO	Non-Commissioned Officer
CBRNE	Chemical, Biological, Radiological, Nuclear and High Yield Explosives	NDAA	National Defense Authorization Act
CES	Civilian Education System	OA&D	Organizational Analysis and Design
CM	Consequence Management	OEF	Operation Enduring Freedom
COIN	Counterinsurgency	OIF	Operation Iraqi Freedom
CPI	Continuous Process Improvement	OPTEMPO	Operational Tempo
CS	Combat Support	O&M	Operations and Maintenance
CSS	Combat Service Support	PLM+	Product Lifecycle Management Plus
CT	Counter Terrorist	QDR	Quadrennial Defense Review
CTC	Combat Training Center	RC	Reserve Component
CWMD	Combating Weapons of Mass Destruction	RCI	Residential Communities Initiative
DCGS-A	Distributed Common Ground System - Army	RDA	Research, Development, and Acquisition
DMDC	Defense Manpower Data Center	REF	Rapid Equipping Force
DoD	Department of Defense	RFI	Rapid Fielding Initiative
ES2	Every Soldier a Sensor	SDDC	Surface Deployment and Distribution Command
FCS	Future Combat Systems	SIGINT	Signals Intelligence
FTS	Full Time Support	SMS	Strategic Management System
FY	Fiscal Year	TPFDD	Time Phased Force Deployment Data
GBIAD	Ground Based Integrated Air Defense	QOL	Quality of Life
GCSC-A	Global Combat Service Support - Army	UAS	Unmanned Aerial Systems
GDP	Gross Domestic Product	USAR	United States Army Reserve
GDPR	Global Defense Posture Review	VA	Veterans Affairs
GFEBS	General Fund Enterprise Business System	WMD	Weapons of Mass Destruction



THE SOLDIER'S CREED

I AM AN AMERICAN SOLDIER.

I AM A WARRIOR AND A MEMBER OF A TEAM. I SERVE THE PEOPLE OF THE UNITED STATES AND LIVE THE ARMY VALUES.

I WILL ALWAYS PLACE THE MISSION FIRST.

I WILL NEVER ACCEPT DEFEAT.

I WILL NEVER QUIT.

I WILL NEVER LEAVE A FALLEN COMRADE.

I AM DISCIPLINED, PHYSICALLY AND MENTALLY TOUGH, TRAINED AND PROFICIENT IN MY WARRIOR TASKS AND DRILLS. I ALWAYS MAINTAIN MY ARMS, MY EQUIPMENT AND MYSELF.

I AM AN EXPERT AND I AM PROFESSIONAL.

I STAND READY TO DEPLOY, ENGAGE AND DESTROY THE ENEMIES OF THE UNITED STATES OF AMERICA IN CLOSE COMBAT.

I AM A GUARDIAN OF FREEDOM AND THE AMERICAN WAY OF LIFE.

I AM AN AMERICAN SOLDIER.



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