



## FOREWORD

*The Army* has embarked on a bold and comprehensive transformation. The diverse array of complex threats our Nation faces in the coming years and America's responsibilities as a global leader necessitate our course. We will sustain our non-negotiable contract with the American people, to be prepared "to fight and win the Nation's wars," while transforming *The Army* into a force that will be responsive and dominant at every point on the spectrum of operations.

We have begun transforming *The Army* with the encouragement and support of our Nation's leaders. We move forward assured that the American people, the enduring source of our strength and institutional excellence, support our efforts to meet America's changing national security requirements. We will pursue transformation mindful of our sacred obligations to maintain a proud heritage of service to our Nation and to provide the most respected soldiers in the world with the tools they need to get the job done.

The transformed Army will meet the challenges of the 21st century with the new capabilities they demand. Failure to obtain the resources to transform, or to fully transform, will stretch yesterday's capabilities to meet today's requirements, and will relegate America's sons and daughters in uniform to a tomorrow of increasing uncertainty and risk. We are committed to changes that best serve the American people. We ask for the support that we need to meet the needs of the Nation so that *The Army* will continue to be *persuasive in peace, invincible in war* in the 21st century.

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## EXECUTIVE SUMMARY

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For over 224 years, *The Army*—active component (AC), Army National Guard (ARNG), U.S. Army Reserve (USAR), and Army civilians—has provided landpower capabilities to promote and protect our Nation’s interests. Today, the National Security Strategy (NSS) and National Military Strategy (NMS) require forces that are responsive and dominant across the full spectrum of operations. Due to the hard work of Army soldiers and civilians, coupled with the support of the Administration and Congress, *The Army* is meeting its responsibilities as the decisive component of U.S. military capability, but with risk in some scenarios. In this context, the Office of the Secretary of Defense (OSD) has defined risk as the likelihood of failing to accomplish objectives within planned timelines; it does not mean that U.S. Forces would not prevail.

By announcing a new Vision for *The Army* that entails a major transformation, we have charted a new direction that will allow us to meet urgent strategic requirements. Meeting these requirements means making *The Army* more responsive, deployable, agile, versatile, lethal, survivable, and sustainable. These characteristics are necessary to meet the fast-paced, complex demands of the current and future international strategic environment.

The support of the Administration and Congress has helped immensely over the past months. The increases in Army buying power contained in the Fiscal Year (FY) 2000 defense legislation have been put to good use. In particular, the support for increasing compensation and fixing military retirement sent a strong message to our soldiers and their families that their service is appreciated. In combination with the hard work of the officers and noncommissioned officers (NCOs) throughout *The Army*, this support contributed to making FY1999 one of the most successful years ever for Army retention.

Notwithstanding this achievement, we must have your continued support to give America the force it needs for the 21st century. We must increase buying power to sustain the momentum we have achieved in our transformation. Without this investment, the risks

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## EXECUTIVE SUMMARY

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associated with executing the NMS will continue to increase. On the other hand, with the investment, *The Army* can provide the joint team and our Nation with the decisive landpower capabilities necessary to achieve full spectrum dominance.

There is much to be done, and the FY2001 budget is a critical first step. It will enable *The Army* to execute the NMS, with risk, in FY2001. It also allows us to continue the initial steps of our transformation. This Posture Statement describes the significant work *The Army* has performed in recent months, identifies the challenges we face, and requests continued support as we transform the world's most respected Army into a strategically responsive force that is dominant at every point on the spectrum of operations.

### Engaged, Decisive, and Versatile

By law, *The Army* is assigned the tasks of defending the United States and its territories; supporting national policies and objectives; and defeating nations responsible for aggression that endangers the peace and security of the United States. These tasks, in the context of the international security environment, drive the size and shape of our force. As of the end of FY1999, *The Army* consisted of 1,268,633 people. Of these, there were 479,426 soldiers in the AC; 357,469 soldiers in the ARNG; 206,836 soldiers in the USAR; and 224,902 Army civilians. It is a globally engaged force, heavily committed to meeting the requirements of the NSS and NMS. More than 140,000 Army personnel are forward stationed or deployed around the world on any given day. Soldiers and civilians stationed in the United States perform other critical roles, from keeping warfighting organizations ready for worldwide employment today to building the tools necessary to ensure readiness tomorrow.

The activities of *The Army's* soldiers and civilians produce a force trained and equipped for the overwhelming and synchronized application of land combat power. Landpower is uniquely decisive.

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## EXECUTIVE SUMMARY

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Committing soldiers on the ground is the ultimate statement of U.S. resolve to defeat an adversary or compel him to change his course of action. In concert with the joint team and the forces of our allies, landpower provides decisive capability for countering international threats and defending U.S. interests. The presence of landpower also guarantees compliance with the terms of peace. Finally, landpower enables the establishment of legitimate authority to rebuild the area of conflict.

Since the effective use of modern combined arms requires diverse capabilities, *The Army* trains soldiers in over 500 specialties. Skills that support the application of combat power also play a central role in operations aimed at shaping the international environment, one of the three pillars of our NMS. Furthermore, armies are the dominant component in the militaries of most other nations. They share organizational features with *The Army* that facilitate cooperative endeavors. Therefore, the United States Army is not only critical to America's ability to win wars, it is also the principal military-to-military engagement tool for influencing the policies and actions of other nations.

As the Nation's largest land combat force, globally engaged and comprising a wide range of specialized skills, *The Army* is the force the Nation relies on most heavily to perform the full spectrum of military operations. Since 1989, the average frequency of Army contingency deployments has increased from one every four years to one every fourteen weeks. Some of these operations have been brief; others have evolved into ongoing commitments for our forces. While executing these missions, *The Army* has remained ready at all times to meet the warfighting requirements of the NMS: to fight and win two nearly simultaneous major theater wars (MTWs). We are able today to meet the requirements for the first MTW with moderate risk, but there would be higher levels of risk associated with fighting a second MTW. The wide range of missions performed by the U.S. Army in FY1999 is evidence of the increased requirements placed on our Army in support of the NSS and NMS. From Kosovo and the Middle East to Asia and



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## EXECUTIVE SUMMARY

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Latin America, *The Army* demonstrated its role for shaping the international environment, responding to crises, and preparing for the future.

### The Need for Change

Notwithstanding its current execution of assigned missions, *The Army* must simultaneously effect a comprehensive transformation to better meet current and future strategic requirements. With the emergence of an increasingly complex international security environment, sources of conflict and tension are increasing. Sources of unrest and conflict range from competition between states to the instability caused by the collapse of states unable to withstand the strains of resource scarcity, population growth, and ethnic and religious militarism. The technology enabling real-time transmission of information from any point on the globe has facilitated the rise of subnational and transnational groups, including criminal and terrorist elements, that may pursue objectives that threaten U.S. interests. The proliferation of space and information technology, ballistic missiles, and weapons of mass destruction (WMD) makes it possible for small groups to pose significant challenges. As the number of potential challenges increases, the requirements for U.S. landpower to conduct full spectrum operations will also continue to grow. The new Army Vision aims to meet these requirements by transforming *The Army* into a force strategically responsive and dominant at every point on the spectrum of conflict.

### The Vision

*The Army's* Vision is “Soldiers on point for the Nation...Persuasive in Peace, Invincible in War.” The Vision’s goal is to ensure that *The Army* fulfills its Title 10 responsibilities in continuously meeting the NMS. To make this Vision a reality, *The Army* will transform itself into a full spectrum force—the Objective Force—

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## EXECUTIVE SUMMARY

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capable of dominating at every point on the spectrum of operations. The Objective Force will meet the challenges of the 21st century by providing the Nation with an Army that is more responsive, deployable, agile, versatile, lethal, survivable, and sustainable. This force must be capable of reversing the conditions of human suffering rapidly and resolving conflicts decisively.

The characteristics of the Objective Force are complementary features that together produce an overall capability greater than the individual capabilities they describe. The characteristics arise from *The Army's* Title 10 responsibilities, the NMS, and the likely shape of the future international security environment. They are fully consistent with and support the Joint Vision. In turn, they provide the analytical foundation for developing the concepts, doctrine, and systems that will constitute the Objective Force.

*The Army's* Vision points to a synergy that will revolutionize the effectiveness of *The Army* in order to match its capabilities with the Nation's strategic requirements. Advances in information, materials, and weapons systems technologies will enable new organizational and operational concepts that optimize the employment of Army and joint capabilities across the full spectrum of operations. The versatility inherent in these organizations will be magnified through the training and leadership of our high-quality men and women, who will be prepared to transition from disaster relief to low-intensity contingencies to high-intensity warfighting without pause. Applying the Objective Force design across *The Army* will improve our overall capability, help alleviate operational and personnel tempo challenges, and enhance the Nation's capacity to sustain long-term commitments while responding to frequent contingencies.

### Army Transformation

As *The Army* transforms to the Objective Force, it must maintain the capabilities required to fight and win the Nation's wars. Implementing the profound changes called for in the Vision, therefore,

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## EXECUTIVE SUMMARY

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will require careful planning, sustained support, and periodic reassessments and adjustments. To do this, *The Army* will pursue a conditions-based strategy that will ensure appropriate conditions are met, and required capabilities are available, before implementing subsequent decisions. Changes to the operational forces will be the most visible aspects of transformation; however, the simultaneous transformation of the Institutional Army, along with the preservation of a core of trained and ready forces to address Commander-in-Chief (CINC) requirements, is an integral part of the strategy. Transformation will occur in three major phases: the Initial phase, the Interim Capability phase, and the Objective Force phase.

The Initial phase began with the announcement of the Vision in October 1999. During this phase, *The Army* will field initial Brigade Combat Teams. Initially equipped with available surrogate and loaned equipment that is more conducive to meeting the capabilities expressed in the Vision, the initial Brigade Combat Teams will validate an organizational and operational model for Interim brigades and generate insights for further transformation of the force. At the same time, *The Army* will maintain the decisive capabilities of today's warfighting organizations through recapitalization and fielding of new, already-programmed equipment, and will challenge the science and technology (S&T) community to develop solutions for the Objective Force.

Once *The Army* has certified the initial Brigade Combat Teams, the Interim Capability phase will begin. *The Army* will field the Interim Force based on the initial Brigade Combat Team-validated structure. This force will seek the characteristics of the Objective Force, within the constraints of available, "off-the-shelf" equipment. The surrogate and loaned equipment used to equip the initial Brigade Combat Teams will be replaced by the Interim Armored Vehicle (IAV), a yet-to-be-selected, "off-the-shelf" system which *The Army* will begin procuring in FY2000. These vehicles will be used to equip Interim Force units until *The Army* is ready to begin fielding the Objective Force. Throughout this period, recapitalization of aging equipment and fielding of some new equipment will remain necessary to sustain overmatch of our legacy forces.

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## EXECUTIVE SUMMARY

continued

The Objective Force phase begins when technology permits the fielding of systems that will achieve the desired force characteristics. The characteristics of the Objective Force—responsiveness, deployability, agility, versatility, lethality, survivability, and sustainability—will guide the development of its doctrinal as well as S&T underpinnings. It is premature to discuss the Objective Force in more detail. The Objective Force phase will eventually result in the total transformation of *The Army* into the Objective Force.

*The Army* will begin the transformation of the Institutional Army in the first phase. This transformation will address the systems, organizations, and processes by which the Institutional Army supports training, leader development, infrastructure management, sustainment, combat and materiel development, and soldier well being. The transformation of the Institutional Army is essential to sustain readiness while developing and fielding the Objective Force.

### People

Quality people are the cornerstone of today's Army, and will remain so in the future. Without highly skilled, competent, and dedicated people, it does not matter how lethal our weapons are or how strategically responsive our formations are. Manning the force is an integral part of our transformation strategy. It encompasses a commitment to the well being of all the personnel that form *The Army* family—its soldiers, civilians, veterans, and their families—as well as an emphasis on superior ways of investing in our most precious asset: our people.

We face stark challenges both today and in the future concerning our Army uniformed and civilian personnel. The requirements for technical and advanced skills will only increase as our means of performing full spectrum operations become more sophisticated. Yet today's booming economy and increased opportunities for higher education have created unprecedented competition for the quality people that fill *The Army's* ranks today. We will continue to pursue innovative ways to attract and retain the quality soldiers we need.

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## EXECUTIVE SUMMARY

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### Recruiting

Fiscal Year 1999 was one of the most challenging years for recruiting since the beginning of the all-volunteer force; however, record reenlistment rates helped *The Army* meet its required endstrength. The AC fell about 6,300 soldiers short of its goal of 74,500, but the ARNG exceeded its recruiting quota, accessing 132 soldiers above its target of 56,958. The number of USAR recruits was 10,300 below the goal of 52,084. Although *The Army* fell short in recruiting overall, new initiatives sparked a year-end upturn in the number of accessions.

*The Army* is aggressively restructuring its entire recruiting operation, including upgrading its research into youth attitudes; improving its in-house marketing expertise; fully reviewing its advertising strategy and execution; and improving training, positioning, and incentives for recruiters. *The Army* will also implement two new recruiting initiatives. The College First program targets candidates who are college-bound or already in college by providing education benefits up-front in return for a period of service. *The Army* High School Completion program focuses on non-high school graduates who score well on motivation indicators and mental aptitude tests. This program will offer assistance in obtaining a General Equivalency Diploma (GED) to a select number of candidates. *The Army* will continue to emphasize creative solutions to the challenge of attracting sufficient numbers of young Americans to military service.

### Retention

In spite of its recruiting challenge, *The Army* met its end-of-year strength requirements because of its tremendous success in retention. The AC exceeded its retention goals by 6,147 soldiers in FY1999. Enhanced bonus programs implemented by *The Army*, as well as improvements in military compensation by the Administration and Congress, have bolstered retention efforts.

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## EXECUTIVE SUMMARY

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Sustaining this kind of retention success is important for readiness, but will likely become more difficult in the future. Recent studies indicate that the propensity to remain in the military has declined steadily among junior officers and NCOs, a decline of 17 percent over the nine survey years. To retain sufficient numbers of our high-quality officers, NCOs, and soldiers, both military and civilian leaders must continue to take steps to improve soldier well being and compensation.

### Readiness and Training

While people are an indispensable component of readiness, there are other elements as well, including training. *The Army's* training management system provides a framework to enable all Army units to conduct training on key tasks with enough frequency to sustain their ability to perform assigned missions. One function of this system is to identify resource requirements, based on the optimum frequency for conducting mission-essential task training at unit level to maintain minimum proficiency levels. Combined Arms Training Strategies (CATS) prescribe the integrated series of live and computer-generated training events deemed necessary to achieve readiness for each type of unit. These strategies provide the basis for ground and air operating tempo (OPTEMPO) requirements. The budget request funds virtually all of *The Army's* validated OPTEMPO requirements.

### Smaller-Scale Contingency Operations

*The Army* is proud of the work its soldiers and civilians are doing in support of Smaller-Scale Contingency (SSC) operations around the world. Ongoing operations offer clear examples of *The Army's* central role in engagement and crisis response. For our people, participation in activities that are reshaping the international security environment is a source of pride and valuable experience.

Sustaining these operations presents a challenge for readiness

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## EXECUTIVE SUMMARY

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resourcing. Since SSC operations are generally unforeseen, the expenses associated with the initial operations are paid from the same accounts that fund Army training. Therefore, in the absence of timely reimbursement, SSC operations affect training throughout the year. Early passage of supplemental funding for operations in Kosovo will preserve the increased investment in training reflected in FY2000 defense legislation. For FY2001, the President's Budget request includes provisions for non-offset funding of all current SSC operations.

### Modernization

Based on its Vision, *The Army* is revising its modernization strategy to support the transformation to the Objective Force. *The Army* will develop enhanced capabilities by combining the information technologies that have been part of Army modernization programs for several years with advanced S&T still under development to meet the special needs of the Objective Force. The effort to integrate information technologies, known as digitization, greatly enhances unit effectiveness. Anticipating this enhanced capability, *The Army* redesigned its mechanized divisions. This redesign, to be implemented over the next few years, makes mechanized divisions more deployable by reducing their size, yet maintains their current lethality when enhanced with enabling systems like Crusader. In addition to these continuing efforts, *The Army* has made significant adjustments to its modernization strategy.

Planned adjustments to Army modernization include acceleration of a number of programs designed to improve strategic responsiveness and increase the lethality of light forces. Acceleration of logistical command and control systems and software will facilitate the deployment and support of Army units by making it easier to prepare and execute movement plans, ensuring integration with joint logistical systems, and providing the ability to track shipments in transit. Efforts to improve light force lethality include anti-armor systems and indirect fire systems.

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## EXECUTIVE SUMMARY

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Since much of the technology to provide Objective Force capabilities is still under development, *The Army* will focus S&T efforts until it becomes possible to develop systems that will give desired characteristics to the force. The Future Combat Systems (FCS) program will develop systems far lighter than today's combat vehicles with improved capabilities. In all of its modernization efforts, *The Army* strives to ensure interoperability with other Services and allied forces.

The support of the Administration and Congress has allowed *The Army* to begin its transformation. The \$100.0 million provided by Congress to assist with our initial efforts is greatly appreciated. It provides *The Army* with important flexibility as we move forward with this critical endeavor. Over the past months, we have worked closely with the OSD to resource transformation requirements in FY2001. We ask your support of the budget request to bring these efforts to fruition.

Fielding the Objective Force while sustaining decisive capabilities will require additional resources throughout the transformation. Given current funding trends, we estimate that *The Army* has identified funding for approximately half of the costs associated with transformation. We will continue to work with the Administration and Congress to request the necessary support.

### Funding Infrastructure

*The Army* is pursuing a range of programs to better align its infrastructure with mission requirements. Elimination of excess and unusable infrastructure through Base Realignment and Closure (BRAC) and the Facilities Reduction Program (FRP) are essential to reducing *The Army's* annual facilities maintenance requirement. Savings achieved by these efforts could help defray the costs of transformation. Other important infrastructure initiatives provide modern facilities that will support readiness; enable force projection; and enhance well being, recruiting, and retention. The budget request supports these efforts by requesting funds for improving barracks, investing in strategic mobility facilities, and building reserve component (RC) readiness centers. It



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## EXECUTIVE SUMMARY

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allows the continuing evaluation of privatization opportunities while funding some construction and revitalization to address Army Family Housing (AFH) requirements.

### Conclusion

With the support of the Administration and Congress, *The Army* has charted a course that will better align our capabilities with the requirements of the international security environment, enhancing responsiveness while sustaining dominance at every point on the spectrum of operations. Implementation of the Vision is underway, but it will take a sustained effort to transform *The Army* into the force America needs to secure its interests in the 21st century. The FY2001 budget request will enable *The Army* to execute the NMS, with risk as previously defined, in FY2001, and to continue its initial steps towards transformation. In conjunction with the speedy approval of a non-offset Kosovo supplemental, the budget request will sustain the positive momentum begun with last year's defense legislation.

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# CONTENTS

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FOREWORD	iii
EXECUTIVE SUMMARY	ix
CHAPTER 1 Supporting National Security Today	1
The Army: Engaged, Decisive, and Versatile	2
Shaping the International Environment	3
Forward Presence	3
Training and Support for Foreign Militaries	4
U.S. Army School of the Americas	5
Other Shaping Activities	5
Responding to Crises	6
Operational Deployments	6
Support for Domestic Authorities	7
Preparing Now for the Future	8
Preparing to Respond	8
Integrated Divisions and Multi-component Units	8
The Army Strategic Mobility Program	9
Missile Defense and Domestic Preparedness	10
Information Assurance	10
The U.S. Army Corps of Engineers	11
Conclusion	12
CHAPTER 2 A New Vision for the New Century	13
Tomorrow's Challenges: International Security Trends	14
The Army Vision	15
Supporting the Joint Vision	17
Army Transformation	18
Conclusion	21
CHAPTER 3 A New Look at Army Modernization: Keeping Pace With a Changing Force	23
The Army Vision and Force Modernization	24
Force XXI	24
Division XXI	25
Fielding Essential Capabilities	25
Comanche	26
Crusader	26
Recapitalization	27
Increasing Light Lethality	28

---

# CONTENTS

continued

Focusing Science and Technology	29
Restructuring and Divestitures	30
Preserving Interoperability Within the Army and Between the Services	30
The Army Enterprise Strategy	30
Experimentation	31
Joint and Combined Training	31
Conclusion	32
<b>CHAPTER 4 Resourcing the Army</b>	<b>33</b>
Sustaining a Trained and Ready Force	34
Investing in People	34
Compensation	34
Recruiting and Retention	34
Training	35
Smaller-Scale Contingency Operations	35
Modernization	36
Depot Maintenance	37
Funding Infrastructure	37
Eliminating Excess Infrastructure	37
Military Construction	38
Army Family Housing	38
Single Soldier Housing	39
Defense Reform Initiatives	39
Environmental Considerations	40
Conclusion	41
<b>CHAPTER 5 The Army: Excellence and Service</b>	<b>43</b>
A Diverse Community	44
Meeting the Recruiting and Retention Challenge	44
Recruiting	44
Retention	45
Junior Reserve Officer Training Corps Expansion	45
More Than Just Numbers: Maintaining Quality, Sustaining Values	46
Building the Foundation: Quality Recruits and Basic Training	46
Sustaining a Values-based Organization	46
The Human Relations Action Plan	47
Character Development XXI	47
The Consideration of Others Program	47

---

# CONTENTS

continued

The Community and Well Being	48
Medical Care	48
Commissaries and Exchanges	49
Morale, Welfare, and Recreation Programs	50
Army Family Programs	50
Supporting Deployment Readiness	50
Safety	51
Retired Soldiers	52
Conclusion	53
ACRONYMS	54
ADDENDUM	57

## CHAPTER 1

# Supporting National Security Today

The Army remains the most respected army in the world. Today, the scope of Army operations extends beyond conventional warfighting to the full spectrum of operations. Our NSS is founded on continued U.S. engagement and leadership abroad, enhancing our security through integrated approaches that shape the international environment, respond to crises, and prepare now for an uncertain future. Today's Army is fully engaged in executing and preparing to support the full range of military operations required by our NSS and NMS.

The Army conducts an extensive array of shaping operations. In FY1999, U.S. soldiers continued to facilitate civil implementation of the Dayton Peace Accords in support of the North Atlantic Treaty Organization's (NATO) operations in Bosnia. Elsewhere, U.S. soldiers stood with our allies in Korea and the Middle East to deter aggression, while United States Army Europe (USAREUR) played a major role in the Partnership for Peace (PfP) and other engagement programs to promote stability and interoperability with allies and partners. Soldiers deployed for peacekeeping operations in the Sinai and continued security and civil assistance activities in Haiti. They provided training on humanitarian demining operations in 22 countries, supported the war on drugs at home and abroad, and performed civic assistance missions

from Mongolia to Latin America. In every corner of the globe, Army shaping activities promoted regional stability and improved conditions in support of U.S. values and interests.

The deployment of Army combat forces to Kuwait, Albania, and Kosovo in FY1999 demonstrated the Army's readiness to respond. In Kuwait, the Army deterred Iraqi action during the Desert Fox bombing campaign. Task Force (TF) Hawk's deployment to Albania during NATO's air war against Yugoslavia provided Army-specific capabilities for campaign planners. After the bombing stopped, the Army put "boots on the ground" to support the peacekeeping process. U.S. Army soldiers also provided key skills in support of Operation Stabilize in Indonesia.

To prepare for an uncertain future, the Army announced a new Vision to forge a more strategically responsive, yet dominant, force for the 21st century. It also continued a rigorous training program and broad efforts to integrate the AC and RC. The fielding of 10 WMD Civil Support teams improved the Nation's posture for responding to incidents involving WMD. Whether lending a hand to help nations suffering from natural disaster, standing its ground to protect U.S. interests abroad, or taking steps to prepare for tomorrow's challenges, the U.S. Army continues to perform its missions ably and well.

## The Army: Engaged, Decisive, and Versatile

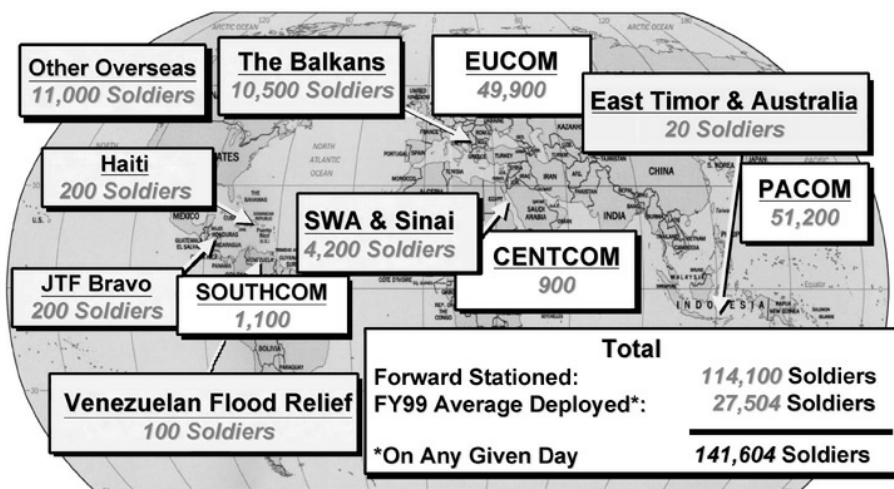
The Army — AC, ARNG, USAR and Army civilians—has a non-negotiable contract to fight and win the Nation's wars. By law, it is assigned the tasks of defending the United States and its territories; supporting national policies and objectives; and defeating nations responsible for aggression that endangers the peace and security of the United States. These tasks, in the context of the international security environment, drive the size and shape of the Army.

East. Soldiers and civilians stationed in the United States perform other critical roles, from keeping warfighting organizations ready for worldwide employment today to building the tools necessary to ensure readiness tomorrow. Wherever they serve, America's soldiers and Army civilians are making significant contributions to our Nation and helping improve conditions for people all over the world.

The Army is trained and equipped for the overwhelming and synchronized application of land combat power. Landpower is uniquely decisive.



*U.S. soldiers conduct searches for illegal weapons in Kosovo.*



**A snapshot of the Army engaged worldwide. From 1989 to today: more missions, fewer soldiers.**

As of the end of FY1999, the Army consisted of 1,268,633 people. Of these, there were 479,426 soldiers in the AC; 357,469 soldiers in the ARNG; 206,836 soldiers in the USAR; and 224,902 Army civilians. It is a globally engaged force, heavily committed to meeting the requirements of the NSS and NMS. On any given day, more than 140,000 Army personnel are forward stationed or deployed in Africa, Asia and the Pacific, Europe, Latin America, and the Middle

East. Committing soldiers on the ground is the ultimate statement of U.S. resolve to defeat an adversary or compel him to change his course of action. In concert with the joint team and the forces of our allies, landpower provides decisive capability for countering international threats and defending U.S. interests. The presence of landpower also guarantees compliance with the terms of peace. Finally, landpower enables the establishment of legitimate authority to

rebuild the area of conflict.

Since the effective use of modern combined arms requires diverse capabilities, the Army trains soldiers in over 500 specialties. Skills that support the application of combat power also play a central role in operations aimed at shaping the international environment. Furthermore, armies are the dominant component in the militaries of most other nations. They share organizational features with the Army that facilitate cooperative endeavors. Therefore, the United States Army is not only critical to America's ability to win wars, it is also the principal military-to-military engagement tool for influencing the policies and actions of other nations.

As the Nation's largest land combat force, globally engaged and comprising a wide range of specialized skills, the Army is the force the Nation relies on most heavily to perform the full spectrum of military operations. Since 1989, the average frequency of Army contingency deployments has increased from one every four years to one every fourteen weeks. Some of these operations have been brief; others have evolved into ongoing commitments for our forces. While executing these missions, the Army has remained ready at all times to meet the warfighting

requirements of the NMS: to fight and win two nearly simultaneous MTWs. We are able today to meet the requirements for the first MTW with moderate risk, but there would be higher levels of risk associated with fighting a second MTW. In this context, risk is defined as the likelihood of failing to accomplish objectives within planned timelines, and does not mean that U.S. forces would not prevail. The wide range of missions performed by the U.S. Army in FY1999 is evidence of the increased requirements placed on our Army in support of the NSS and NMS. From Kosovo and the Middle East to Asia and Latin America, the Army demonstrated its role for shaping the international environment, responding to crises, and preparing for the future.



*Soldiers from the 249th Engineer Battalion (Prime Power) load an emergency generator in North Carolina during Hurricane Floyd relief operations.*

## Shaping the International Environment

The Army conducted a wide range of shaping operations around the world in FY1999. Operations in the Balkans and elsewhere enhanced stability and reassured allies. Deployed soldiers practiced critical skills repairing or replacing infrastructure in the wake of natural disasters and in support of nation building. The International Military Education and Training (IMET) program and numerous army-to-army activities abroad enhanced interoperability and fostered military values that strengthened democratic forms of government. Through the presence of our forces, robust programs of military-to-military engagement, and other activities, Army shaping operations contributed greatly to enhancing U.S. interests abroad in FY1999.

### Forward Presence

The Army continued its central role in Operation Joint Forge in Bosnia and assumed the principal role for the peacekeeping mission in Kosovo, Operation Joint Guardian, in 1999. One of the three multi-national divisions comprising the NATO force in Bosnia includes 5,500 U.S. soldiers under the command and control of a U.S. Army division headquarters. This force monitors the most important crossing points on the Bosnia-Herzegovina and Federal Republic of Yugoslav border, supports civil implementation of the Dayton Peace Accords, and provides security for displaced person and refugee visits and returns. In addition to this continuing effort, the cessation of hostilities in Yugoslavia paved the way for the deployment of the nearly 4,600 American soldiers who either support or participate directly in the Kosovo peace implementation force (KFOR).

Throughout the region, the Army continues to do what only a ground force can—promote a self-sustaining, safe, and secure environment in which democracy can take root. The U.S. Army creates the context in which U.S. and other governmental, non-governmental, and international organizations can build anew the essential institutions of civil society consistent with U.S. values and interests.

Although events in the Balkans captured most of the world's attention last year, thousands of American soldiers overseas performed other important shaping functions as well. In



*U.S. Army Reserve Apache helicopters fly past the Statue of Liberty on the first leg of their deployment to Bosnia.*

Europe, USAREUR led U.S. participation in the PfP, a NATO program designed to foster interoperability and cooperation between the 19 NATO members and 26 partner nations. A total of nine PfP exercises were conducted last year; these exercises included participation by most NATO and partner nations. In Germany, forces from 28 nations participated in Exercise Combined Endeavor, one of the largest PfP exercises conducted in FY1999.



*Patriot missiles deployed to Southwest Asia provide lower tier Theater Ballistic Missile protection for key facilities.*

In Southwest Asia and the Middle East, the continuous presence of an Army headquarters, a mechanized task force comprising both ground assets and attack helicopters, Patriot missile units, and other supporting forces, helped deter aggression, reassure regional allies, and support implementation of United Nations (UN) resolutions. Forces deployed for Operation Desert Falcon and Operation Desert Focus maintained an in-theater Patriot capability. The forward positioning of these assets enhanced rapid response capability to the Middle East and demonstrated U.S. commitment. Besides providing a measure of reassurance for our allies, these and other forces deployed to this area provided important support for Operation Southern Watch, the joint and combined operation enforcing UN sanctions against Iraq. In the Sinai, FY1999 also marked the eighteenth year in which approximately 900 U.S. soldiers have helped monitor the treaty of peace between Egypt and Israel as part of the Multinational Force and Observers (MFO).

The 25,000 soldiers stationed on the Korean peninsula remained a major bulwark for regional stability in Asia. Their presence underscored U.S. resolve, strengthened our Nation's position in the United States and Republic of Korea talks with North

Korea, and deterred North Korean adventurism even as North Korea continued development of its long-range missile program. Army forces stationed in Japan also contributed to stability in Asia; these units participated in Exercise Yama Sakura, the ground portion of a joint and combined exercise conducted with the Japanese in 1999. Around the world, the Army maintained forward-stationed forces and supported



*Soldiers hurry across an open area in Korea during Foa Eagle 1999.*

deployments that shaped the geopolitical environment in critical ways.

### Training and Support for Foreign Militaries

Because the preponderance of other nations' militaries consist of army and army-equivalent land forces, Army

training of foreign military personnel constituted a significant portion of U.S. military engagement activities last year. Army Special Operations Forces (SOF) deployed to 22 countries in support of humanitarian demining operations. Support included training in mine awareness, mine clearing techniques, emergency medical care, and the procedures for establishing a national mine action center. Under the African Crisis Response Initiative (ACRI), Army SOF trained several African armies for peacekeeping operations and potential humanitarian crisis response. The ARNG, USAR civil affairs (CA) units, the U.S. Army Corps of Engineers (USACE), and the Surgeon General also engaged in various efforts in Africa designed to support the transition to democracy and to improve infrastructure and health.

The Army also supported the war on drugs last year through training and

support of foreign counterdrug forces in many nations of Latin America, the Caribbean, and the heroin trafficking regions of southeast and southwest Asia. Activities in these regions included SOF training of host nation personnel, as well as aviation, transportation, intelligence, planning, and reconnaissance support. In





*Working with the forces of other nations enhances interoperability and understanding. Here, a U.S. soldier erects a camouflage net with Japan Self Defense Force personnel.*

Colombia, for example, Army support to counterdrug efforts included training and equipping a special Colombian Army counterdrug battalion.

The IMET program provided an outstanding vehicle for fostering cooperation and democratic values by training 7,623 students from 134 foreign countries. Most of this training took place in the United States, where the students not only received formal instruction but were also able to form friendships with American sponsors and experience our democratic and egalitarian society first-hand. The training of foreign military personnel under these programs expands the capabilities of other nations to support both their own people and the international community.

#### U.S. Army School of the Americas

The United States Army School of the Americas (USARSA) is one program for training foreign personnel that is worthy of special note. Located at Fort Benning, Georgia, USARSA has provided high-quality professional military education in Spanish for more than 60,000 select personnel from Latin

American armies over the past 54 years. The school is a multinational, multi-service institution, with a curriculum that includes Army doctrine, a comprehensive human rights program, and instruction on the role of a professional military in a democratic society. Other instruction covers leadership and management, as well as tactical and technical skills. Students learn about humanitarian demining, counterdrug operations, peacekeeping, and natural disaster response. Several investigations by external agencies confirmed that the school's instruction is consistent with U.S. human rights policy.

USARSA is a key element in a U.S. regional engagement strategy that focuses on the military's role in strengthening democracy and protecting the institutions of civil society against external threats. USARSA graduates from nations throughout the region played key roles in the Military Observer Mission Ecuador and Peru (MOMEPE) that led to the successful resolution of the long-standing border dispute between those two nations in 1999. A graduate is credited with helping stop a 1992 coup attempt in

Venezuela. Four other graduates have been instrumental in ending 36 years of civil war in Guatemala. The presence of USARSA graduates in key positions in the military, government, and economic institutions of the region over the past several decades has made the transition toward democracy easier in Latin America, a region in which Cuba is now the sole remaining authoritarian regime. The Army is committed to taking the steps necessary to ensure USARSA's operations are fully understood and remain consistent with the expectations of Congress and the values of the American people.

#### Other Shaping Activities

The Army participated in a broad range of other shaping activities in FY1999. Army soldiers and civilians combined training with civic assistance efforts. Army engineers, for instance, repaired the roof on a charity hospital in Mongolia, and repaired clinics, roads, and schools in the Marshall Islands. Through Medical Readiness and Training Exercises, (MEDRETEs), Army RC personnel provided medical treatment around the world. In just one of these exercises, 44 USAR soldiers



*Army engineers repair the roof on a hospital in Mongolia.*



*Apache helicopters at a forward arming and refueling point.*

from the 4224th U.S. Army Hospital treated more than 2,000 patients in Mariquita, Colombia. Army National Guard personnel also participated in MEDRETEs, with deployments to Guatemala, Costa Rica, and Ecuador. The Army also continued its work in Haiti last year under authority of Operation Uphold Democracy. Through the end of January 2000, approximately 200 deployed soldiers performed security missions as well as medical and civil assistance projects in support of this operation. In the Ukraine, USAREUR's 30th Medical Brigade provided surplus Army medical equipment to civilian hospitals in Operation Provide Hope. From August through October 1999, Army personnel delivered equipment and instructed Ukrainian personnel on its use. Through the professional work of its soldiers, the Army fostered good will while training and enhancing America's credibility abroad last year.

## Responding To Crises

While engagement activities foster conditions that prevent and deter wars, the Army's core function is to remain ready to respond anywhere in the world to fight and win the Nation's wars. The

deployment of combat forces to Kuwait, Albania, and Kosovo in FY1999 validated the Army's readiness to respond and provided important lessons to enhance future operational deployments. Other emergency deployments arising from the Balkan crisis, Hurricane Mitch, and the unrest in East Timor underscored the Army's responsiveness and utility.

## Operational Deployments

In November 1998, the United States and its allies conducted Operation Desert Fox, four days of bombing operations in response to Iraq's failure to comply with UN resolutions. The crisis erupted while the Army had two mechanized battalion task forces and an aviation task force training with Kuwaiti forces. The Army quickly deployed additional forces. Under control of Combined/Joint Task Force—Kuwait, these ground forces deterred Iraq from using the strikes as an excuse to move against Kuwait. The rapid buildup of this potent force highlighted the value of the Army's training and equipment repositioning programs.

The Army also employed forces in support of the NATO bombing campaign against Yugoslavia from March to June 1999. In addition to providing nearly

200 augmentees to Joint Task Force (JTF) Noble Anvil, the Army deployed a 5,000-soldier strong task force—TF Hawk—to Albania in April to provide Army-specific capabilities for campaign planners. These soldiers demonstrated the Army's ability to deploy forces anywhere in the world, overcoming the most difficult terrain and weather conditions. The deployment of this warfighting force not only sent a clear signal of the coalition's resolve, but also put a capable force into position to participate in the peace implementation operation.

When U.S. forces crossed into Kosovo to begin the difficult task of bringing stability to the province, the Army led the way. Elements of the 1st Infantry Division (ID) have provided the



*1st Infantry Division soldiers on patrol in Kosovo.*

bulk of the U.S. contingent, dubbed TF Falcon, since the peace implementation operation began in June 1999. On a daily basis, American soldiers are face-to-face with the people of Kosovo, doing the dangerous and difficult work of

disarming former combatants, resettling refugees, protecting minority populations from retribution, and setting the context for building the democratic institutions of civil society. In addition to the contribution of its U.S. elements, TF Falcon is providing command and control for more than 3,100 Greek, Polish, Russian, Ukrainian, United Arab Emirates, Jordanian, and Lithuanian soldiers. Together, this combined force conducts patrols, operates roadblocks and checkpoints, and guards key facilities in the designated U.S. sector. As it has in Bosnia, the Army is leveraging its diverse skills to provide a force tailored to this challenging mission.

In addition to providing forces for missions such as those in the Balkans, Southwest Asia, and the Sinai, the Army led U.S. efforts to assist the nations of Central America in the wake of Hurricanes Georges and Mitch last year. The XVIII Airborne Corps, with RC augmentation in critical specialties, deployed more than 4,000 soldiers to help alleviate the immediate suffering caused by Hurricane Mitch. Dubbed Operation Strong Support, this effort

lasted from November 1998, until January 1999. It provided aviation, logistics, emergency evacuation, engineer assessment, road repair, and medical care for affected areas in Honduras, Nicaragua, El Salvador, and Guatemala. Operation Strong Support was followed immediately by the annual Exercise New Horizons, which was enhanced to provide continuing, comprehensive assistance to Central American and Caribbean nations devastated by Hurricanes Georges and Mitch. More than 20,000 RC soldiers worked on civil projects designed by the Department of State (DoS) and operated medical support sites for the local populace from January through August 1999. In all, American soldiers provided medical treatment for more than 100,000 local civilians and either built or repaired 33 schools, 12 clinics, 27 high-capacity wells, 26 bridges, and 175 kilometers of road.

Beginning in September 1999, the Army also engaged in operations in Indonesia. American soldiers performed critical medical, intelligence, communications, and CA tasks as part of the U.S. contingent supporting

Operation Stabilize. The rapid deployment of soldiers in these key specialties was a noteworthy contribution to this important operation.

#### Support for Domestic Authorities

Throughout the year, the Secretary of the Army's role as the Department of Defense (DoD) Executive Agent for Military Support to Civil Authorities kept the Army in the forefront here at home. In fact, the Army coordinated military support to civil authorities on 38



*Soldiers deliver bottled water in North Carolina in the aftermath of Hurricane Floyd.*



*An ARNG bulldozer installs culverts over Rio San Juan in Honduras during Exercise New Horizons.*

separate occasions during FY1999. Army National Guard soldiers responded an additional 257 times during FY1999, providing support at the state and local level as the Nation's first line of military response to domestic disasters. Whether responding to tornadoes in Oklahoma, wild fires in California, or hurricanes along the eastern seaboard, the Army's timely and comprehensive efforts were vital to the Federal Emergency Management Agency's (FEMA) response capability.

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## Preparing Now for the Future

The Army worked hard in FY1999 to balance global shaping and responding operations with the imperative of preparing for an uncertain future. Remaining trained and ready to fight and win the Nation's war—our first priority—demanded extensive efforts to resource, plan, and conduct realistic training. Smaller-Scale Contingency operations abroad generated additional training and operational requirements, added to wear and tear on equipment, and increased personnel operating tempo (PERSTEMPO). Faced with a dynamic international security environment, increased commitment of the Army abroad, and the requirement to prepare for an uncertain future, the Army's senior leaders announced a new Vision for the Army in October 1999. Described more fully in Chapter 2, the Vision will guide the Army's transformation into a more responsive, deployable, agile, versatile, lethal, survivable, and sustainable force: a force designed to meet the challenges of frequent operations in an uncertain international security environment and achieve dominance at every point on the spectrum of operations.

The Army also conducted other activities last year to prepare for an uncertain future, including a rigorous program of training, deployments, and exercises; establishment of new multi-component organizations; and continued emphasis on strategic mobility, missile defense, domestic preparedness, and information assurance.

### Preparing to Respond

Staying ready to respond requires a rigorous training program. To that end, the Army conducted training at home station, deployments to combat training

centers (CTCs), and major joint and combined training exercises last year. Home station training ranged from individual and small unit training to major exercises at brigade and division level. Having honed their skills at home station, some 82,000 soldiers were able to participate in 47 CTC rotations in FY1999. These rotations afforded our soldiers the opportunity to conduct sustained operations against a highly skilled opposing force under realistic conditions. Some rotations were also tailored to prepare units for contingency operations in the Balkans. In addition to home station and CTC training, major joint and combined training deployments, such as Exercises Cobra Gold in Thailand, Ulchi Focus Lens in Korea, and Bright Star in Egypt, offered



*U.S. and Thai soldiers scramble out of helicopters during Exercise Cobra Gold 1999.*

valuable opportunities for leaders to execute deployment plans and conduct operations upon arrival. The experience and proficiency gained by planning, resourcing, and conducting these exercises is essential to preserving near-term readiness and training tomorrow's leaders.

## Integrated Divisions and Multi-component Units

Whether deploying today or building organizations to prepare for tomorrow, the integration of AC and RC forces is essential to the employment of the Army. The establishment of two integrated divisions in 1999, the 24th ID (Mechanized) (M) (-) and the 7th ID (-), signaled our ongoing commitment to the seamless employment of all components. These divisions each combine an AC division headquarters with three ARNG enhanced Separate

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Whether deploying today or building organizations to prepare for tomorrow, the integration of AC and RC forces is essential to the employment of the Army.

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Brigades (eSB). The 24th ID (M) (-) has its headquarters at Fort Riley, Kansas, and includes mechanized eSBs from North Carolina, South Carolina, and Georgia. The 7th ID (-) has its headquarters at Fort Carson, Colorado, and includes infantry eSBs from Arkansas, Oklahoma, and Oregon. While these units are not deployable as divisions, the full-time planning and training management support of the AC



*Strategic projection of Army capabilities requires adequate airlift, sealift, and mobility infrastructure.*

headquarters will enhance the readiness of the assigned eSBs.

The Army also expanded the number of other multi-component units in its force structure last year. The new Division XXI design for armored and mechanized divisions, described in Chapter 3, includes authorizations for 515 RC soldiers within the divisional force structure. During FY2001, 51 units will activate as multi-component organizations. Two of these units will be under the command and control of the ARNG, seven will be under the command and control of the USAR, and the remaining 42 will be under the command and control of the AC. By embracing the indispensable contribution of the RC, the establishment of these units will facilitate the integration of administrative systems and enhance the responsiveness of the Army.

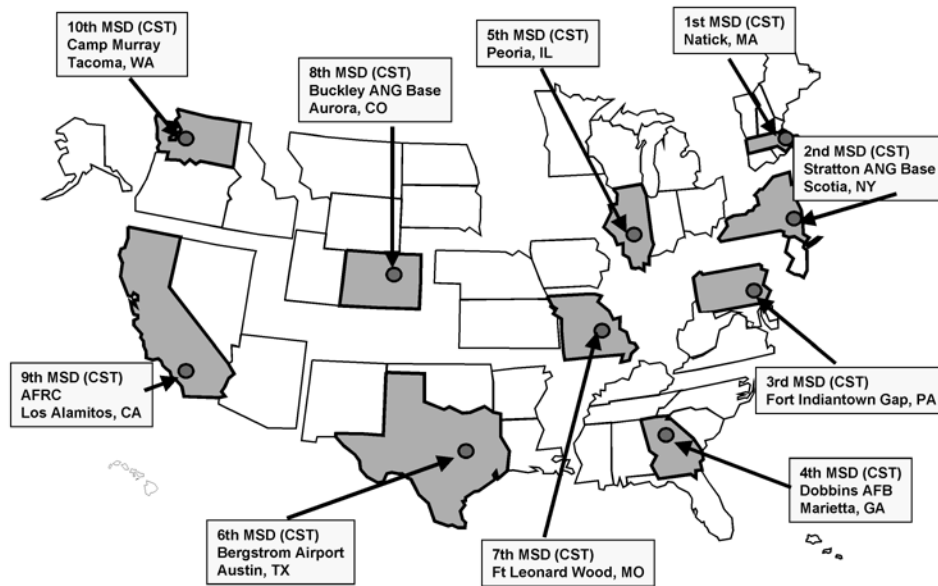
### The Army Strategic Mobility Program

The Army Strategic Mobility Program (ASMP) is a comprehensive program that addresses infrastructure requirements, such as rail, highway, port, and airfield improvements, to facilitate movement of personnel and equipment from bases in the continental United States (CONUS) to air and sea ports of embarkation. Infrastructure and equipment improvements focus on designated CONUS Power Projection Platforms, including 15 installations, 14 airfields, 17 strategic seaports, and 11 ammunition depots and plants.

Under ASMP, the Army also monitors the procurement of the Air Force's C17 Globemaster III aircraft and additional Navy Roll-On/Roll-Off (RO/RO) ships to correct the shortfall in strategic lift required to meet Army deployment requirements. Currently 56 of the required 134 C17s have been

delivered. The Navy has awarded contracts for 19 Large, Medium-Speed, Roll-On/Roll-Off (LMSR) ships; ten of them have been delivered. Eventually, eight of these ships will be used for afloat prepositioning and the other 11 to increase surge sealift capability. Congress has appropriated funds to construct a twentieth LMSR.

The Army's Global Prepositioning Strategy further strengthens rapid deployment capabilities by prepositioning heavy brigade sets of unit equipment in different strategic regions of the world. Army Materiel Command currently manages seven prepositioned brigade sets (with an eighth planned). One set is currently prepositioned afloat, ready for rapid transport to likely crisis areas. The combination of the Army's investments in infrastructure and the procurement requirements identified by the Mobility Requirements Study (MRS) significantly enhance the



***Military Support Detachment Civil Support Teams around the Nation stand ready to support civil authorities in the event of a disaster involving weapons of mass destruction.***

Nation's capability to deploy Army forces rapidly.

### Missile Defense and Domestic Preparedness

The Army was also active in missile defense and domestic preparedness last year, experiencing significant successes in the national and theater missile defense programs under its purview. As the executive agent for the development of the dedicated national missile defense (NMD) ground-based elements, the Army supported the Joint Program Office for NMD in the initial hit-to-kill flight test of the Exoatmospheric Kill Vehicle (EKV) in early October 1999. The EKV correctly discriminated between a reentry vehicle and another object, tracking and destroying the reentry vehicle. In the theater missile defense (TMD) realm, both the Patriot Advanced Capability-3 (PAC-3) and Theater High Altitude Area Defense (THAAD) programs had successful intercepts last year as well. The success

of the PAC-3 upgrade capitalizes on the Nation's investment in the Patriot system, the only fielded U.S. system capable of defeating theater ballistic missiles (TBM). While PAC-3 will provide enhanced lower-tier TMD in the short term, THAAD's two successful intercepts were encouraging milestones on the road to upper-tier protection as well. Together, PAC-3 and THAAD promise critical protection against the TBM threat.

As the Executive Agent for the DoD WMD Domestic Preparedness Program, the Army supported the federal training team in providing "train-the-trainer" instruction to 35 cities last year. Overall, more than 20,000 people in 67 cities had received this training by the end of FY1999. The Army continues to support the interagency effort bringing the Domestic Preparedness Program to the 120 largest cities within the United States.

To further enhance the Nation's capability to respond to WMD incidents,

special teams consisting of Army and Air National Guard personnel were established last year. Ten Military Support Detachment (MSD) Civil Support Teams (CST) were trained and activated. These CST, each consisting of 22 full-time ARNG or Air Guard personnel, are aligned with the 10 FEMA regions and stand ready to support civil authorities in the event of a disaster involving WMD. In addition to this effort, the USAR began training its chemical and logistical units to provide augmentation in the event of a WMD emergency. The rapid development of this critical capability is a significant contribution to national security.

### Information Assurance

In response to expanding information warfare capabilities around the world, the Army has implemented a comprehensive Network Security Improvement Program (NSIP). The NSIP includes policies and procedures, state-of-the-art technological security

solutions, and new training initiatives designed to protect all of the Army's critical information infrastructure. It includes worldwide monitoring of Army information systems to detect intrusion attempts. The program also integrates security tools into the information systems architecture of sustaining base installations and into the design of battlefield information systems and networks. The Army's NSIP ensures our information systems remain secure and ready to support the force.

## The U.S. Army Corps of Engineers

The USACE is an Army Major Command (MACOM) that performs shaping, responding, and preparing functions in pursuit of its broad mission to provide quality, responsive

engineering services to the Nation and the Army. Its diverse workforce of civilian and military engineers, scientists, and other professionals not only support military missions, but also contribute to the well being of all Americans. Besides providing engineer services for SSC operations, the USACE also assists government agencies of emerging democracies and international organizations. In the United States and its territories, it has repeatedly demonstrated an impressive capability for supporting emergency response activities in the wake of floods, hurricanes, earthquakes, and other emergencies. The USACE owns and operates 75 hydropower projects comprising 24 percent of all U.S. hydropower capacity, operates 383 major flood control reservoirs, and has emplaced over 8,500 miles of flood control levees. Its maintenance of

navigation channels for America's harbors and inland waterways is essential to commerce and strategic mobility. By providing engineering and problem-solving expertise to over 60 federal agencies, numerous state and local governments, and friendly nations, the USACE continues its tradition of service to our Nation and the Army.



*The J. Strom Thurmond Lake and Dam Powerhouse, Clarks Hill, SC, is one of 75 hydropower facilities operated by the U.S. Army Corps of Engineers.*

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## CONCLUSION

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The Army supported the NMS through a broad range of activities and operations last year. U.S. soldiers were on point for the Nation, from keeping the peace in Kosovo to standing ready to deter war in Korea and Southwest Asia. The Army was there to train the soldiers of nations around the world in peacekeeping, demining, and counterdrug operations. The Army was there when our neighbors, devastated by hurricanes of historic proportions, needed help to survive and rebuild their societies. Wherever they were last year, U.S. soldiers and Army civilians supported the values and interests of our Nation, improved conditions for our allies and partners, and enhanced stability. While meeting increased demands with limited resources, the Army charted a path to the future — its newVision — that will enhance strategic responsiveness and dominance at every point on the spectrum of operations well into the 21st century.



## CHAPTER 2

### A New Vision for the New Century

The world of the 21st century will grow more challenging than the one in which we find the Army fully engaged today. Fundamental differences in the nature of the threat, technology, and the character of operations will require a more strategically responsive, full spectrum Army. The Army has identified enhanced responsiveness, deployability, agility, versatility, lethality, survivability, and sustainability as the force characteristics essential to meet future national security requirements. The new Vision charts the course for the Army to transform itself into a force—the Objective Force—that has these desired characteristics and can sustain dominance at every point on the spectrum of operations.

The first phase of the transformation consists of fielding initial BCTs at Fort Lewis, Washington. These initial BCTs will develop the operational and organizational model for follow-on brigades using readily available equipment. The second phase consists of fielding follow-on or interim brigades using a yet-to-be-determined IAV. This Interim Force will come as close to realizing the Objective Force as is possible with existing equipment. The third phase consists of the total transformation to the Objective Force. It will be accomplished once S&T makes possible the systems necessary to realize an Objective Force with the desired characteristics. To retain decisive capabilities during the transformation, the Army will selectively modernize and recapitalize its current warfighting organizations or legacy forces.

Throughout all phases, the Army will pursue the transformation of its

concepts and doctrine as well as its Institutional Force. Since the Army will be a hybrid force consisting of the transformed and legacy forces until the final Objective Force is realized, sustaining coherent doctrine and institutional support is essential to preserve interoperability. Keeping these critical changes synchronized with the transformation of the force will ensure the Army retains the capability to meet its national security requirements well into the 21st century.

The Army will retain its commitment to its people: its greatest resource. Recruiting, retention, and distribution measures will ensure we continue to attract, train, motivate, and retain the most competent and dedicated people in the Nation to fuel our ability to be persuasive in peace and invincible in war. We will assure the Nation's security by equipping, training, and caring for our people and their families and enabling their full potential as individuals.

The Army will fill its warfighting divisions and armored cavalry regiments to 100 percent of authorized strength in FY2000. We will continue distribution of our soldiers and leaders to fill the rest of our operational and institutional organizations to 100 percent of authorization by the end of FY2003. We will pursue these goals with the commitment to keeping all units manned adequately to perform their missions. Having synchronized our force structure with congressionally mandated endstrengths, we will identify additional personnel requirements, if they exist, to our Nation's leaders.

## Tomorrow's Challenges: International Security Trends

The world has changed dramatically during the past 11 years, and the trends that have shaped this change are likely to continue through the early decades of the 21st century. The U.S. is likely to retain its role as a world leader, but regional rivalries and resource conflicts may create turbulence and lead to confrontations. Under these conditions, potential adversaries are likely to adopt strategies based on lessons learned from U.S. actions in recent conflicts: attacking nodes that support strategic deployment and resupply; avoiding precision guided munitions by dispersing and shielding likely targets; and attempting to inflict casualties and use the media to undermine U.S. resolve and split coalitions.

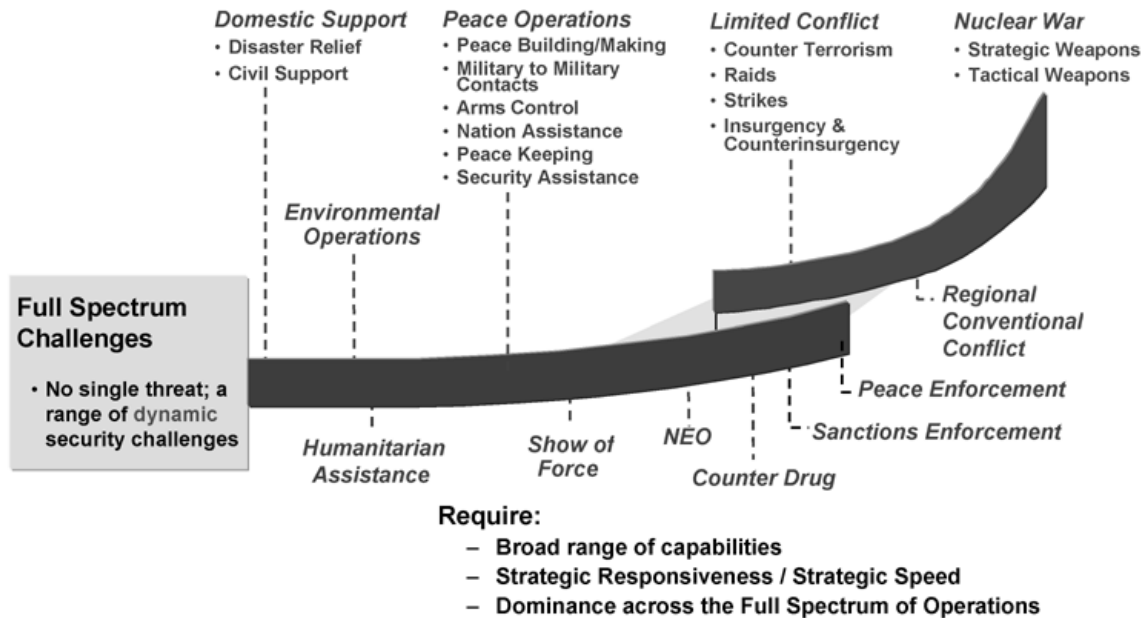
Such regional turbulence is not the only danger for the United States. Population growth, resource scarcity, the

inability of governments to meet the expectations and basic requirements of their populations, and conflict between ethnic and religious groups are likely to create turmoil within nations as well. Natural disasters and famine may also exacerbate or create these conditions. The U.S. may be drawn into these conflicts for reasons of national or humanitarian interest, or may simply become a target for subnational groups seeking to enhance their legitimacy through anti-western actions. Even with low-technology capabilities, such groups may pose significant challenges in urban areas with large civilian populations.

The proliferation of ballistic missiles, WMD, and other technologies adds a disturbing dimension to any future conflict scenario. Groups that might otherwise be unable to challenge the United States may obtain nuclear, biological, or chemical (NBC) weapons. Increased access to information and

space technologies may also tempt potential adversaries to compete with or degrade U.S. capabilities in the hope of achieving parity or near-parity.

These potential challenges are not speculative; they are forecasts based on trends evident in the world today. Because of these trends, it is clear that the United States must remain engaged and ready to respond with overwhelming capability. The Army must minimize vulnerabilities associated with frequent contingencies, long-term commitments, and global power projection. It must train soldiers and leaders to adapt readily to conditions all across the spectrum of military operations. It must also build organizations capable of attaining dominance at any point on that spectrum. The newArmyVision charts a course to better align the capabilities of the Army with the challenges it is likely to face in the years ahead.



***The Army must transform to meet these 21st century security requirements across the spectrum of operations.***

## The Army Vision

The spectrum of 21st century operations demands land forces in joint, multinational, and interagency formations for a variety of missions extending from humanitarian assistance and disaster relief to peacekeeping, peace enforcement, and winning major theater wars — our non-negotiable contract with the American people. In October 1999, senior Army leaders announced a new Vision to enable the Army to better meet these diverse, complex demands. That Vision, in its entirety, has been widely disseminated and is available on the Army homepage at <http://www.army.mil/armyvision>. The Vision's goal is to ensure that the Army fulfills its Title 10 responsibilities in continuously meeting the NMS. To do this will require the Army to transform itself into a full spectrum force more capable of dominating at every point on the spectrum of operations. This

Objective Force will meet the challenges of the 21st century by providing the Nation with an Army that is more responsive, deployable, agile, versatile, lethal, survivable, and sustainable. This force must be capable of reversing the conditions of human suffering rapidly and resolving conflicts decisively.

These characteristics of the Objective Force are complementary features that together produce an overall capability greater than the individual capabilities they describe. The characteristics arise from the Vision's goal and the likely shape of the future international security environment. In turn, they provide the analytical foundation for developing the concepts, doctrine, and systems that will constitute the Objective Force.

The Objective Force must be *responsive* to allow the Army to meet frequent contingency requirements with any element of the force. To be responsive requires the ability to put



*Our forces must be agile and versatile enough to transition along the full spectrum of operations.*

forces where needed on the ground, supported by air and naval forces, to directly affect the outcome of the situation or crisis at hand within hours of a decision. The forces deployed must be prepared to accomplish their mission regardless of the environment, the nature or scope of the proposed operation, or other commitments. They should have a demonstrated capability to deter the prudent adversary, as well as to influence and shape the outcome of the crisis. If required, they should have the ability to employ force from low to high-intensity. Responsiveness applies to more than just operational forces; the entire mobilization process must be responsive in order to ensure the availability of the entire force in a timely manner.

To achieve this responsiveness, Objective Force units must be *deployable*. These units must be capable of rapid strategic movement to create the opportunity to avert conflict through deterrence and confront potential adversaries before they can achieve their goals. The Objective Force requirement is to have a combat brigade on the ground within 96 hours after liftoff, a



*An Army patrol on the move in Kosovo. Army forces must be able to reposition rapidly to create and exploit advantage.*



*Soldiers training at Fort Drum, New York. Lethality must be embedded in every force and unit.*

division within 120 hours, and five divisions within 30 days. Within a theater of operations, Army forces must be able to reposition rapidly to create and exploit advantage. The Army must reduce the size of its systems to attain the desired level of strategic and intra-theater deployability.

Because of the broad range of missions that will be assigned to U.S. forces, often in highly volatile situations, Army forces must be able to shift intensity of operations without augmentation, a break in contact, or additional training. Today's forces possess the agility to shift seamlessly from offensive to defensive to offensive operations on the battlefield. The Objective Force must replicate that same *agility* in a much broader, full spectrum context within entire theaters of operation. These forces will frequently be called upon to transition from non-combat disaster relief to low-intensity contingencies to high-intensity

warfighting with little or no time to change mindset or organizational design. The agility to make these transitions without losing momentum is a function of our people. The Army will develop it through leadership and training.

*Versatility* is closely related to agility, but it is a function of force organization and equipment. The elements of the Objective Force must be adaptive to changing situations and must have utility across the spectrum. This will allow the Army to respond when needed and rotate forces in and out to relieve OPTEMPO and PERSTEMPO. The frequency and duration of SSC operations leave neither the time nor the forces for overly specialized units or extensive reorganization and preparation for specific missions. The Army cannot sustain the operational and personnel tempo of the broad range of crisis response SSC operations and sustained commitments with only part of its force. Therefore, the Army must have the

ability to commit all of the force in its turn, regardless of component, to meet operational demands, even if those demands are for distinct operations in different areas of the world. All Army forces must have the built-in organizational flexibility to respond.

An overwhelming ability to win through application of lethal force can frequently preclude conflict by making the adversary's potential losses disproportionate to his objectives. *Lethality* must be embedded in every force and unit. They must all have the ability to transition from peace to war and access joint capabilities easily without a break in momentum. Even in a seemingly benign environment, our forces cannot ignore the possibility of a chance encounter with hostile elements, whether because of a sudden, unforeseen change in the situation or from radical factions determined to undermine the peace. The consequences of the inability to apply appropriate lethal effects are not just unnecessary loss of life, but could include significant political and operational changes in the environment. Furthermore, lethality signals to our adversaries the potential consequences to them of their willingness to escalate the conflict.

As our forces continue to operate in ham's way, it is crucial to their confidence that we take all possible measures to protect the force and ensure its survival. *Survivability* also affects the perceptions of our adversaries about their ability to fight and win against U.S. forces. But the survivability of the Objective Force must extend beyond combat operations across the full spectrum of operations, and it must address current and emerging asymmetric capabilities. To meet these challenges, the Army must have modern equipment that incorporates new technologies to meet mission



*Soldiers training at Fort Drum, New York. Lethality must be embedded in every force and unit.*

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As our forces continue to operate in ham's way, it is crucial to their confidence that we take all possible measures to protect the force and ensure its survival. *Survivability* also affects the perceptions of our adversaries about their ability to fight and win against U.S. forces. But the survivability of the Objective Force must extend beyond combat operations across the full spectrum of operations, and it must address current and emerging asymmetric capabilities. To meet these challenges, the Army must have modern equipment that incorporates new technologies to meet mission

requirements, counter emerging threat capabilities, and reduce the risks of fratricide.

Our forces must retain the capability to continue operations longer than any adversary we confront. This is a critical aspect of equipment superiority. *Sustainability* is directly linked to responsiveness and deployability. Careful planning and discipline is essential to deploy only those forces and systems needed to ensure dominance at every point on the spectrum of operations. Sustainment requirements will be reduced, where possible, by minimizing forces deployed into the area of operations through split basing and the use of technology to provide reach-back capability. Host nation and allied support for our forces can also reduce sustainment requirements, but the Army must be able to operate unilaterally if necessary. Consequently we must continue to find ways to exploit advanced technologies and reduce the logistics footprint and related costs of our support structure.

As it transforms itself into the Objective Force with the characteristics described above, the Army will remain a values-based force that derives its greatness from its people. We will continue to attract, train, motivate, and retain the most competent and dedicated people in the Nation to fuel our ability to be persuasive in peace and invincible in war. We will invest in training, educating, and equipping our soldiers while providing them and their families with the well being necessary to make the Army a rewarding and fulfilling profession. Providing our soldiers and leaders with a strong physical, mental, and moral foundation will enable them to act decisively while conducting full spectrum operations in the complex environments they will surely face.

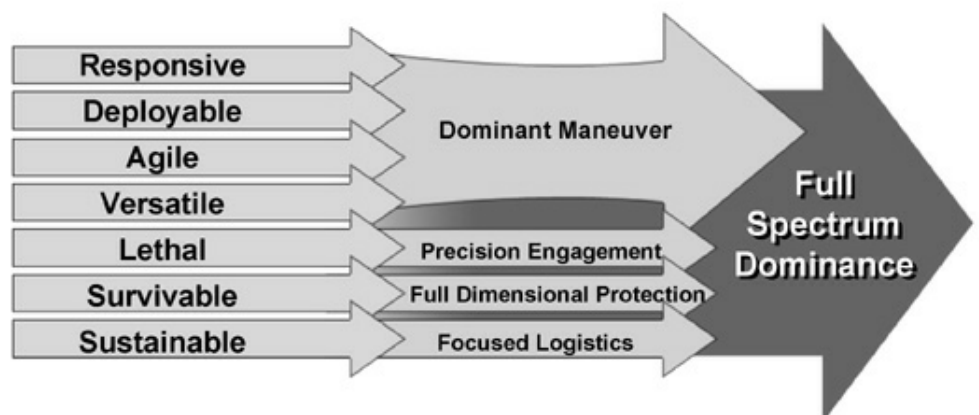
In sum, the Vision points to a

synergy that will revolutionize the effectiveness of the Army in order to match its capabilities with the Nation's strategic requirements. If technology permits, the Army intends to reduce or even eliminate the current distinctions between light and heavy units. Anticipated technological improvements will enable new organizational and operational concepts that optimize the employment of Army and joint capabilities across the full spectrum of operations. The versatility inherent in these organizations will be magnified through the training and leadership of our high quality men and women, who will be prepared to transition from disaster relief to low- intensity contingencies to high-intensity warfighting without pause. Applying the Objective Force design across the Army will improve our overall capability, helping alleviate OPTEMPO and PERSTEMPO challenges and enhance the Nation's capacity to sustain long-term commitments while responding to frequent contingencies.

## Supporting the Joint Vision

The Joint Vision is a conceptual template that provides the basis for the evolution of U.S. forces by prescribing how those forces will fight in the early 21st century. It analyzes America's enduring goals and interests in a likely future security environment consisting of a wider range of threats that feature varying combinations of technology and create challenges at varying levels of intensity. The Joint Vision asserts that power projection, enabled by overseas presence, will likely remain the fundamental strategic concept of our future force. It concludes that U.S. forces must remain capable of deterring conflict and, should deterrence fail, fighting and winning our Nation's wars. It prescribes full spectrum dominance as the key characteristic of this joint force.

To achieve full spectrum dominance, the Joint Vision provides a conceptual framework for operations based on the improved command, control, and intelligence that can be assured by



**Each characteristic is important but their interaction and synergy within the Objective Force will achieve the Army's Vision.**

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## The Objective Force will meet the challenges of the 21st century by providing the Nation with an Army that is responsive, deployable, agile, versatile, lethal, survivable, and sustainable.

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information superiority. The four operational concepts that comprise this framework are dominant maneuver, precision engagement, full dimensional protection, and focused logistics. The Army Vision and modernization strategy are rooted in providing the land component capabilities to support these concepts.

Dominant maneuver is the application of information, engagement, and mobility capabilities to position and employ joint forces to accomplish assigned tasks. Improving the responsiveness and deployability of Army forces will enable rapid positioning and employment of those forces. This essential capability complements other Service capabilities by giving the joint force commander the flexibility to rapidly position overwhelming land component capabilities. The improved agility and versatility of the Objective Force will enhance the utility of Army forces

across the full spectrum of operations.

Precision engagement consists of a system of systems that enables our forces to locate the objective or target, provide responsive command and control, generate the desired effect, assess the level of success, and reengage when required. Objective Force units will feature netted command, control, communications, computers intelligence, surveillance, and reconnaissance (C4ISR) capabilities essential for precision engagement. They will also feature weapons systems capable of accurate, long-range fires and the ability to employ joint fires to enhance their lethality. Better connectivity with national and joint assets, along with improvements to organic C4ISR and weapons systems, will enhance the Objective Force's ability to conduct and support precision engagement.

Full dimensional protection, the Joint Vision's third operational concept, requires control of the area of operations to ensure friendly forces maintain freedom of action during deployment, maneuver, and engagement. The Objective Force will support full dimensional protection by greatly reducing the vulnerability associated with deployment and maneuver. Objective Force survivability, a product of integrated information technology, increased weapons systems' effectiveness, and the increased dispersion of Army systems, will also contribute to full dimensional protection.

Focused logistics is the fusion of information, logistics, and transportation technologies to provide rapid crisis response, to track and shift assets even while enroute, and to deliver tailored logistics packages and sustainment directly at all levels of operations. The Objective Force will support this concept by increasing the sustainability

of Army forces. Lighter, common-chassis systems, more accurate fires, and increased connectivity with joint capabilities will reduce fuel, ammunition, and maintenance requirements. These improvements to Army sustainability will reduce the demand on joint lift assets, contributing to more rapid logistical response and distribution for all Services. In conjunction with the ongoing integration of information technology to better manage logistics supply and demand across the force, the Objective Force will contribute to the precise application of logistics described in the Joint Vision.

The Army's new Vision clearly supports the Joint Vision. Based on parallel analyses of the future international security environment and the role of U.S. military forces, these visions arrive at similar depictions of how military forces should operate. The characteristics of the Objective Force will give it the necessary capabilities to fulfill its role on the joint team by carrying out the operational concepts of the Joint Vision.

## Army Transformation

By taking steps to increase the manning levels of our warfighting organizations and to acquire off-the-shelf equipment for the initial brigades, the Army has already begun its transformation to a more capable force. Since the Army is a large and complex organization that must maintain a ready posture throughout this transformation, implementing the profound changes called for in the Vision will require careful planning, sustained support, and periodic reassessments and adjustments. To do this, the Army will pursue a conditions-based strategy that will ensure appropriate conditions are met

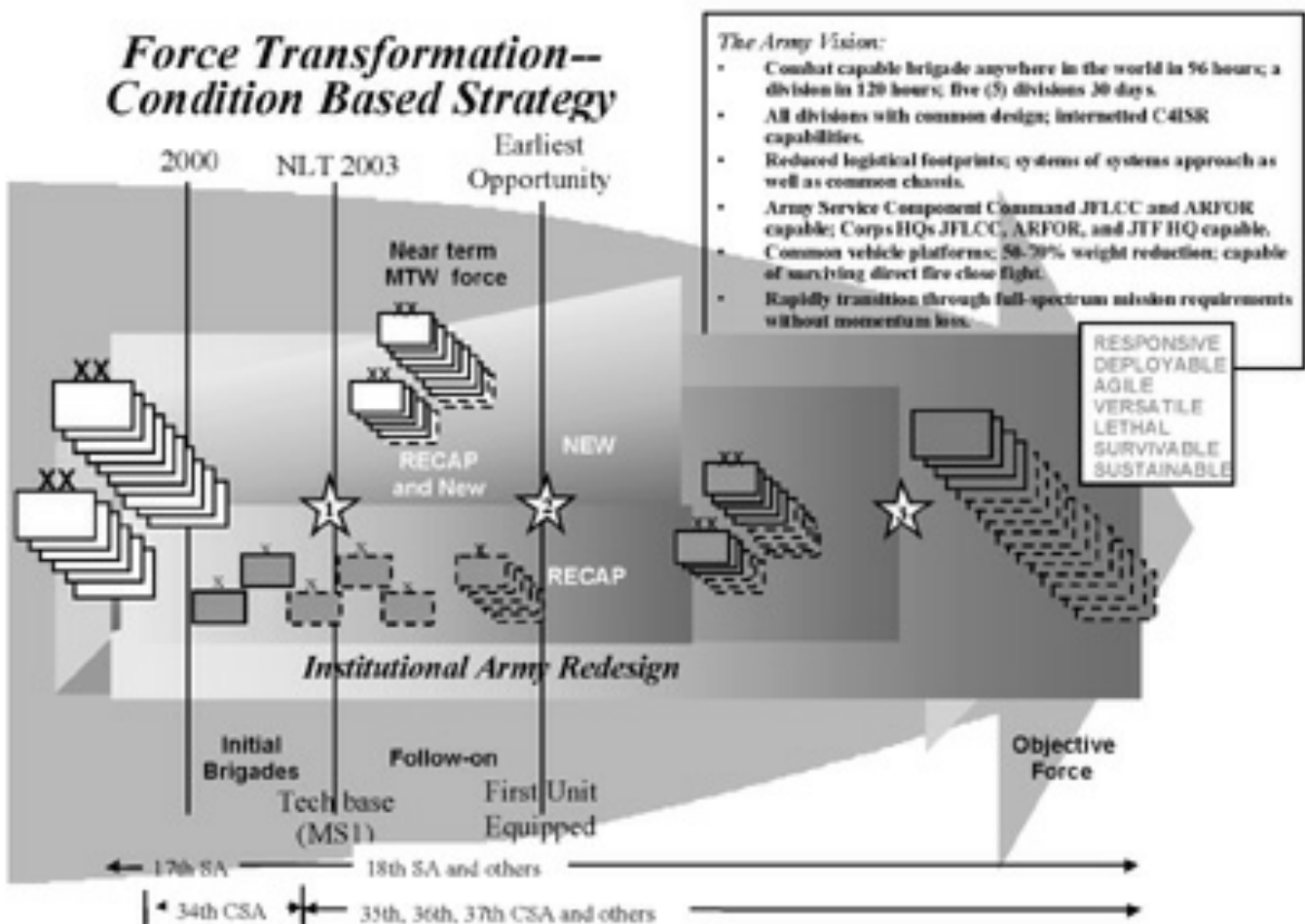
before implementing subsequent decisions. Changes to the operational forces will be the most visible aspects of transformation; however, the simultaneous transformation of the Institutional Army, along with the preservation of a core of trained and ready forces able to address CINC requirements, is an integral part of the strategy. The major elements of the strategy are shown in the force transformation diagram below. Transformation will occur in three major phases: the Initial phase, the Interim Capability phase, and the Objective Force phase.

The Initial phase began with the announcement of the Vision in October

1999. During this phase, the Army will field initial Brigade Combat Teams that will validate an organizational and operational model for Interim brigades and generate insights for further transformation of the force. These brigades are shown in the bottom axis of the force transformation diagram. At the same time, the Army will maintain the decisive capabilities of today's warfighting organizations by modernizing legacy forces through recapitalization and fielding of new, already-programmed equipment during the transformation.

Also in this first phase, the Army will begin an integrated revision of key concepts, doctrine, and strategic plans—

its conceptual framework—to address full spectrum operations in a complex environment that includes other Services, agencies, and nations. Throughout the transformation, the Army's conceptual framework will lead its changing force structure and institutional base. It will address issues of interoperability between all the distinct types of units and equipment that will comprise the transforming Army (including both AC and RC), as well as with other Services and the forces of other nations. Ultimately, this framework will become a coherent body, nested in joint doctrine, that facilitates the responsive, dominant employment of Army units at every point on the





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## CONCLUSION

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The Army intends to synchronize the evolution of today's Army to the Objective Force, while ensuring the capability to support national security requirements at all times. Initially, the Army will rely on legacy forces, composed of the Army's current warfighting organizations, to meet these requirements. At the same time, the initial Brigade Combat Teams will validate an operational and organizational prototype for the Interim Force. Conversion to this Interim Force design will expand until S&T can provide the systems to support desired Objective Force characteristics.

Implementing the Army's Vision has a significant personnel dimension. The Army will continue to train, equip, and care for its people and their families, and will fill its units to 100 percent of personnel authorizations. The transformation of the Institutional Army, along with careful analysis of Army personnel requirements, will support the new distribution of personnel and identify any mismatch between requirements and congressionally mandated endstrength.

The Army's transformation is conditions-based, which means the pace of the transformation is not preordained. At every step, the decision to progress to the next stage will depend on the determination that all necessary preconditions have been met. The first essential condition that will be met at every step is to sustain the capabilities to meet the Nation's security requirements.

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## CHAPTER 3

### A New Look at Army Modernization: Keeping Pace With a Changing Force

Based on its Vision, the Army is revising its modernization strategy to support the transformation to the Objective Force. The Army will develop the enhanced capabilities of the Objective Force by combining the integration of information technologies that have been part of Army modernization programs for several years with advanced S&T still under development. The effort to integrate information technologies, known as digitization, greatly enhances unit effectiveness. Anticipating this enhanced capability, the Army has redesigned its mechanized divisions. This redesign to be implemented over the next few years, makes mechanized divisions more deployable by reducing their size, yet maintains their current lethality. In addition to these continuing efforts, the Army has made significant adjustments to its modernization strategy.

Planned adjustments to the Army modernization strategy include acceleration of a number of programs

designed to improve strategic responsiveness and increase the lethality of light forces. Acceleration of logistical command and control systems and software will expedite the deployment and support of Army units by making it easier to prepare and execute movement plans, by ensuring integration with joint logistical systems, and by providing the ability to track shipments in transit. Efforts to improve light force lethality include anti-armor systems and indirect fire systems.

Since much of the technology to provide Objective Force capabilities is still under development, the Army will guide S&T efforts until it becomes possible to acquire systems that will give desired characteristics to the force. The FCS program will develop systems far lighter than today's combat vehicles with improved capabilities. In all of its modernization efforts, the Army strives to sustain interoperability between the AC and RC as well as with other Services and allied forces.

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## The Army Vision and Force Modernization

As described in the previous chapter, the Army is implementing a strategy to transform itself into the Objective Force—a force that will embody the mobility and decisive warfighting capabilities of today’s mechanized forces as well as the strategic responsiveness of today’s light forces. The redesign of initial Brigade Combat Teams at Fort Lewis, Washington, will begin with surrogate equipment. These initial Brigade Combat Teams will validate the organizational and operational features and requirements for future tactical units. Based on the

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The Army will remain ready to provide decisive land component capabilities in support of the NSS and NMS throughout its transformation to the Objective Force.

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initial Brigade Combat Team-validated structure, the Army will field the Interim Force: a force with the characteristics of the Objective Force but within the constraints of available equipment. The surrogate and loaned equipment used to equip the initial Brigade Combat Teams will be replaced by the IAV, a yet-to-be-selected, off-the-shelf system which the Army will begin procuring in FY2000.

The IAV will be used to equip Interim Force units until the Army is ready to begin fielding the Objective Force.

The Army will develop the enhanced capabilities of the Objective Force and the Interim Force by harnessing the power of information technologies that have been part of Army modernization programs for several years. Through a process called Force XXI, the integration of these technologies into combat and supporting systems—a broad effort referred to as digitization—is well on the way to realizing tremendous advances in warfighting effectiveness. The Army has capitalized on this increased effectiveness by creating Division XXI: a new design for mechanized formations that makes them more lethal and survivable by incorporating information technologies that provide near real-time situational awareness. In turn, increased effectiveness enables reduction of the number of combat vehicles in the division, which improves the deployability of the unit. A parallel effort to enhance light force capabilities through application of information technologies is also underway.

The Army will remain ready to provide decisive land component capabilities in support of the NSS and NMS throughout its transformation to the Objective Force. Therefore, transformation leverages recent advances to retain today’s decisiveness through selected modernization and digitization enhancements, along with essential recapitalization, for mechanized and light forces. This chapter outlines these elements of Army modernization planning that support the transformation.

At the same time, since the S&T underpinnings for the Objective Force are still under development, the characteristics of the Objective Force

will guide the development of future systems. It is premature to discuss these systems in detail. Some noteworthy efforts to develop future capabilities merit a brief discussion at the end of this chapter.

The Army is focused on its transformation goal: the Objective Force. To reach this goal, the strategy continues selected elements of the Force XXI process in order to retain decisive capabilities. At the same time, the development of the Interim Force will provide a parallel capability that embodies Objective Force characteristics within the constraints of available and emerging technology. When technology permits, and with the support of the Nation’s leadership, the Army will complete its transformation to the Objective Force.

### Force XXI

During this transformation, the continuation of the Force XXI process is vital to sustain the capabilities of current forces and minimize the cost of operating equipment. The Force XXI process leverages the power of information age technology through a series of experiments ranging from large-scale Advanced Warfighting Experiments (AWE) to smaller-scale efforts focused on particular functional areas. The lessons gleaned from these experiments compress the development cycle for new systems and inform changes to organizational structure, training, and doctrine. Recent experiments have charted the course for digitizing mechanized forces. The Army will continue to capitalize on the lessons generated by the Force XXI process to integrate information age capabilities in mechanized forces through implementation of the Division XXI design, selected fielding of already-programmed systems with essential

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capabilities, and re-capitalization of existing systems.

Force XXI also seeks improvements in the tactical mobility, survivability, and lethality of light forces. The objectives of this effort are to improve the effectiveness and efficiency of joint command, control, communications, computers, and intelligence; to enhance contingency force operations in urban

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**Division XXI is a new design for mechanized formations that makes them more lethal and survivable by incorporating information technologies that provide near real-time situational awareness.**

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terrain; and, to improve the capability to conduct early entry operations.

Moreover, this effort is integrated fully with Joint Forces Command's program for future warfighting concept development. The 10th Mountain Division (Light Infantry) will participate in a Joint Contingency Force—Advanced Warfighter Experiment (JCF-AWE) in September 2000, to test ways of improving contingency force capabilities.

For both mechanized and light

forces, the Force XXI process is the vehicle for harnessing information technologies and lethality enhancements to achieve a revolutionary advance in effectiveness. The Division XXI design and the impending fielding of digitized divisions is the result of this process for mechanized forces. The process for light forces is less mature, but promises increased lethality and versatility. In sum, Force XXI will improve the capabilities of current forces, while integrating technologies that will support interoperability during the transformation.

#### Division XXI

Some mechanized units have already begun a transition to the Division XXI design. This transition from the Army of Excellence design to the new Division XXI design is predicated on the enhanced capabilities digitized platforms will bring to the division. Consequently, the new division will employ fewer combat systems while leveraging information and communications technology to provide shared situational awareness and increase effectiveness. The 4th ID (M) (-) at Fort Hood, Texas, is currently undergoing conversion to the new design as it becomes the Army's First Digitized Division (FDD). Digital systems will be fielded by the end of calendar year 2000, and the division will undergo a capstone exercise in 2001 to validate the capabilities of the FDD. The 1st Cavalry Division will become the Second Digitized Division by converting one brigade combat team to the new design each year from FY2001 to FY2003.

Key features of this new design include a reduction in the number of tanks and infantry fighting vehicles in mechanized battalions from 58 to 45 and an increase of almost 50 percent in the number of soldiers in infantry platoons.

Division XXI also features a reconnaissance troop in each ground maneuver brigade and a battalion of multiple launch rocket systems (MLRS) at division level. The total number of people in the armor division will decrease from 17,832 to 15,593, while in the infantry division it will decrease from 18,069 to 15,812. The new design will take several years to implement, but it will reduce the strategic lift requirement for affected divisions by 11 percent.

Some divisions will complete a limited conversion to the new design before they receive digital systems. 1st ID (M) (-) in Germany began a limited conversion to the new design in FY1999. The rest of the AC mechanized divisions, except 2d ID in Korea, will complete limited conversions in FY2001. The ARNG mechanized forces will begin conversion to the limited Division XXI design in FY2000 with the 49th Armored Division and seven eSBs. These divisions will complete the conversion to the Division XXI design only after receiving the digital enablers and other modernization on which the design was based.

#### Fielding Essential Capabilities

Digitization improves effectiveness by enabling near real-time situational awareness, making it possible for soldiers to know their location, the enemy's location, and the location of other friendly forces. Inter-netted computers, linked to sensors and satellite-based navigation systems by robust communications networks, are the essential components of this capability. The Army is fielding a suite of command and control systems, selectively procuring weapons systems designed for the digitized battlefield, and integrating required digital components on fielded systems to tap the potential of digitization.



*The Global Combat Support System-Army provides logistical information and interface with the joint force.*

The Army Battle Command System (ABCS) is a system of systems that links automation assets, communications media, and operational elements to support commanders and their staffs in collecting and analyzing information, developing plans and orders, and monitoring the tactical battlefield. As the Army component of the Global Command and Control System (GCCS), ABCS enables transmission of information between Army and joint forces. It consists of complementary subsystems for various functional areas that together provide situational awareness of the battlefield. Some of the subsystems included in the ABCS are the Global Command and Control System-Army (GCCS-A), the Maneuver Control System (MCS), Force XXI Battle Command Brigade and Below (FBCB2), and the Combat Service Support Control System (CSSCS).

To support its transformation by

increasing strategic responsiveness, the Army will accelerate several logistical command and control systems. Within the ABCS, the system designated for acceleration is CSSCS. The CSSCS is an automated system for logistical, medical, financial, and personnel support to assist planning and decision-making. Three non-ABCS systems that enhance responsiveness are being accelerated as well. The Movement Tracking System (MTS) provides visibility of all cargo, enabling two-way communication and redirection of in-transit cargo. The Transportation Coordinator's Automated Information for Movement System II (TC-AIMS II) provides unit-level planners the ability to directly prepare and execute movement plans. The Global Combat Support System-Army (GCSS-A) provides data on supply, maintenance, repair parts, and other logistical information. It is the Army's interface

with the joint GCSS. The acceleration of these on-going programs will improve the strategic responsiveness that is key to implementing the Vision.

### Comanche

The Army seeks to continue development of the RAH-66 Comanche helicopter with the current funding profile and schedule. The Comanche will provide armed reconnaissance, rapid deployment, attack, and air-to-air combat capabilities. Fully digital, Comanche will be able to receive joint tactical and national asset data and imagery, as well as provide digital targeting data and imagery to other Army and joint digital systems. At the same time, it is compatible with other legacy systems. Its ability to engage targets at long range will enhance its survivability, and it is designed to operate without creating excessive logistical burdens. The Comanche helicopter is vital to Army modernization, and will provide a survivable, lethal, and deployable armed reconnaissance aircraft to meet critical battlefield deficiencies.

### Crusader

The Army is restructuring the Crusader program to gain its vital improvements in indirect fire support capability while reducing the overall weight of the system to improve its deployability. Crusader's vastly improved capabilities are essential to compensate for the reduced number of howitzers in the Division XXI design. Its range, rate of fire, ability to mass fire, accuracy, responsiveness, mobility, and survivability will increase the effectiveness and survivability of the entire force. The redesigned Crusader will be made lighter through increased use of titanium and changes to its suspension and powerplant. Further weight reduction comes from redesigning the configuration of support



*Comanche will give the Army a survivable, lethal, and deployable armed reconnaissance capability.*

vehicles for this system. While the original Crusader incorporated a tracked resupply vehicle for each howitzer, the redesigned system features one tracked and one wheeled resupply vehicle for every two howitzers. The Crusader's superior capabilities, combined with these changes to its design, will reduce the lift requirement for equivalent artillery support by 40 percent over the current self-propelled howitzer. Additionally, the Army will significantly reduce the procurement of Crusader to less than 500 in order to equip III Corps. Crusader is an important element in the Army's strategy to retain decisive capabilities during the transformation.

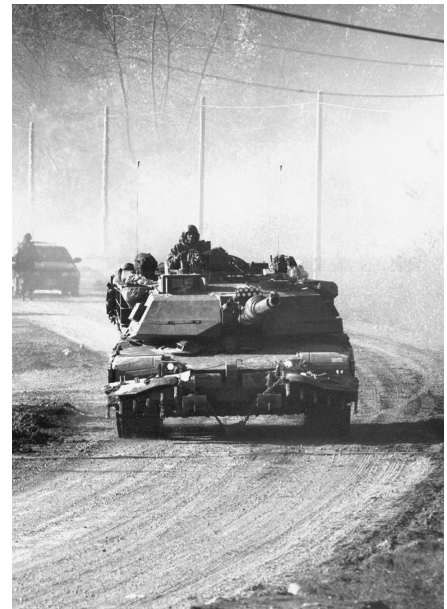
#### Recapitalization

The Army must invest in the maintenance and upgrade of systems currently in both the AC and RC to sustain capabilities, reduce the cost of ownership, and extend the life of these legacy systems. Several ongoing

programs perform these functions for the M1-series tank, the workhorse of today's mechanized formations. Under the Abrams Integrated Management (AIM) XXI program, for instance, the depot and prime contractor provide rebuilds for M1A1 tanks, greatly improving their reliability. This program also reduces the costs of operating and supporting refurbished tanks. The Army intends to expand its recapitalization program to provide a new engine for Abrams tanks. The new engine is expected to reduce fuel consumption by about 30 percent while substantially increasing reliability. Abrams recapitalization supports the upgrade of tanks to M1A1D or M1A2 System Enhancement Program (SEP) configurations. These programs support implementation of the Vision by maintaining the lethality and reducing the logistics footprint of the legacy forces.

Since the technology to build a

lighter combat vehicle with the lethality and survivability of the Abrams family of tanks does not yet exist, the capabilities provided by digitized variants of the M1—the M1A2 (SEP) and M1A1D—will remain key components of readiness during much of the transformation. The improved capabilities of these systems drove the 25 percent reduction in combat vehicles featured in the Division XXI design. The M1A1D variant includes an enhanced Global Positioning System (GPS), an eye-safe laser range finder, and the FBCB2 computer. Initially, M1A2s were produced with a new turret, a 120mm main gun, protection from NBC weapons, Digital Electronics Architecture, a Position/Navigation System, improved armor, and improvements to the tank commander's thermal viewer and weapons station. Since August 1999, the M1A2s produced have incorporated SEP enhancements, including improved thermal sensors, Army Standard Force XXI software, digital maps, an



*The recapitalization of the Army's Abrams tanks is essential to preserve the decisive capabilities of the legacy forces during the transformation.*



*The Apache Longbow helicopter is important for preserving the Army's superior attack helicopter capability during the transformation.*

integrated GPS, improved electronics, and a Thermal Management System. Eventually, M1A2s fielded prior to SEP will be retrofitted to incorporate these enhancements. The Army will continue its efforts to upgrade its Abrams fleet into a mix of M1A2 (SEP) and M1A1D variants to optimize capability during the transformation.

In the aviation arena, two major recapitalization efforts that will support the transformation include upgrading Apache attack helicopters to the Longbow variant, and upgrading Black Hawk utility helicopters to the “L+” variant. The Apache upgrade will streamline logistics and maintenance requirements for the Apache by making it the standard attack helicopter across the force. It will also give all Army

attack helicopters the capability to employ the latest variant of the Hellfire missile. The recapitalization of the UH-60 Black Hawk fleet will make the Army’s utility helicopter more reliable and capable by improving its rotor and engines. Funding for these upgrades will be consistent with the Aviation Modernization plan, scheduled for release later this year.

In the future, the Army plans to increase funding for the CH-47 Chinook to complete upgrades and recapitalization at an accelerated pace. The upgrade features a vibration reduction projected to reduce operations and support costs by more than 22 percent. It will also upgrade the cockpit to make it compatible with digital systems. Recapitalizing the Chinook and

Black Hawk fleets extends the life of these helicopters by an additional 20 years. Together, the Army’s aviation recapitalization efforts ensure retention of key helicopter capabilities that support the full spectrum of operations.

The recapitalization of the Heavy Expanded Mobility Tactical Truck (HEMTT) and the reestablishment of the Hercules Improved Recovery Vehicle (IRV) program are two other noteworthy efforts. The HEMTT provides resupply support for combat vehicles, aircraft, and missile systems. This recapitalization program gives each truck an improved engine, anti-lock brakes, and a load handling system. It will reduce operations and support costs as well as improving fleet readiness. Reinvesting in the IRV program will provide the force a recovery vehicle capable of independently recovering an Abrams tank, an operation that requires two of the currently fielded M88 recovery vehicles. The IRV has better winch and lift capability than the current M88 recovery vehicle, as well as lower operations and support costs. Both the HEMTT and the IRV provide important logistical capabilities to the force.

### Increasing Light Lethality

The systems that the Army is fielding and recapitalizing in support of Division XXI implementation will improve strategic responsiveness for mechanized forces. Acceleration of selected logistics command and control systems will enhance responsiveness for the entire force. Other adjustments to Army modernization planning aim to improve the lethality of today’s most responsive forces—the Army’s light forces—by increasing investments in a range of programs that provide improved fires and battlefield reconnaissance.

Acceleration of the Line of Sight



*The Line of Sight Anti-Tank system is capable of defeating all predicted armored vehicles, hardened bunkers, and reinforced buildings.*

Anti-Tank (LOSAT) and the High Mobility Artillery Rocket System (HIMARS), along with the revalidation of the TOW Fire and Forget system, will enhance light force direct and indirect fire capability. The LOSAT consists of kinetic energy missiles (KEM), and a second generation, Forward Looking Infrared (FLIR)/television acquisition sensor, mounted on an air mobile High Mobility Multipurpose Wheeled Vehicle (HMMWV) chassis. The KEM defeats all predicted future armored vehicles, as well as hardened targets such as bunkers and reinforced urban structures. The LOSAT is readily deployable, and can be air-dropped or sling-loaded for helicopter transport. In the indirect fire arena, the HIMARS is a C130-transportable, general support (GS) rocket system for early entry forces. It is a wheeled version of the MLRS that provides high-volume artillery capability for initial entry operations. The TOW Fire and Forget system provides additional long-range anti-armor capability. Its fire and forget

technology increases both survivability and lethality.

For the future, the Army plans to increase funding for the Lightweight 155mm Howitzer, a towed howitzer that is deployable to any region and operates in most climatic conditions. It is lighter than current GS towed howitzers, but its range, accuracy, and durability are as good or better than current systems. The anticipated acceleration of the Lightweight 155mm Howitzer, along with the programs described previously, will support the transformation strategy by providing highly deployable, lethal systems for early-entry forces.

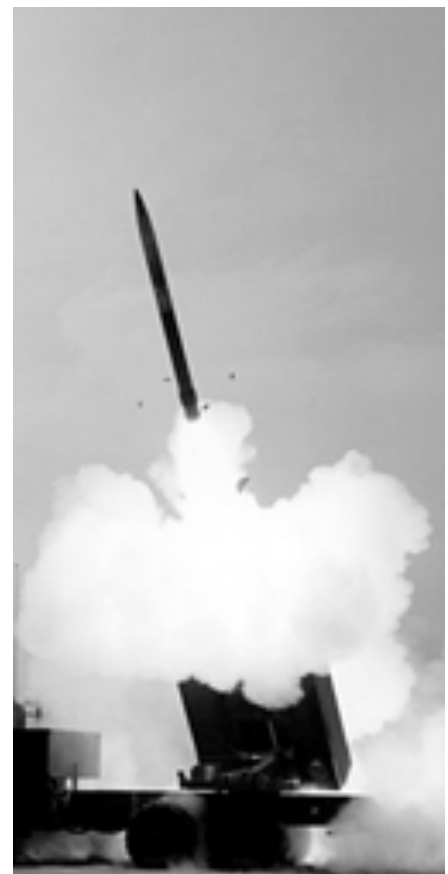
The Army will accelerate the procurement of a Tactical Unmanned Aerial Vehicle (TUAV) to improve battlefield reconnaissance. The TUAV program gives Army brigade commanders an organic capability to obtain real-time situational awareness and precision targeting data for areas not under observation by other friendly forces. As demonstrated during the recent Kosovo campaign, the

capabilities of the Army TUAV are a significant combat multiplier for the entire joint force.

#### Focusing Science and Technology

The systems described in the preceding pages provide important capabilities to meet Army goals and requirements during the transformation. As noted previously, the S&T required to field the Objective Force is still under development. The FCS program will focus S&T on the development of Objective Force capabilities.

The Army is pursuing a collaborative program with the Defense Advanced Research Projects Agency (DARPA) to investigate possibilities for FCS. The FCS program will develop innovative, multi-mission systems optimizing



*The High Mobility Artillery Rocket System provides light forces with potent artillery fires.*



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commonality of components and subsystems, affordability, deployability, survivability, and lethality to meet ground force requirements for the Objective Force. The Army seeks systems that can be deployed by a C130, see before they can be seen, engage before they can be engaged, and survive a first round engagement. These systems must feature affordable sustainment, reduced logistics requirements, and a decrease in crew size as compared to current systems. To achieve this capability, the Army will accelerate the research and development of FCS. Several study contracts will be awarded this year, with the selection of two contractors in FY2002 for virtual prototype demonstration. The anticipated start point for development is FY2006 in order to equip the first unit in FY2012. The requirement for FCS with the desired characteristics will provide focus for developing the necessary S&T to support the Objective Force.

#### Restructuring and Divestitures

The Army has made some difficult decisions to restructure or divest a number of programs in order to provide some of the resources to support its transformation. The restructured programs are the Crusader and the Future Scout and Cavalry System. Divestitures include Prophet (Air), MLRS SmartTactical Rocket (MSTAR), Stinger Block II, Command and Control Vehicle (C2V), Grizzly Engineer Vehicle, Wolverine Heavy Assault Bridge, and the Army Tactical Missile System (ATACMS) Block IIA Missile. Although the requirements for these systems still exist, the Army's analysis concludes that restructuring or divesting them will free resources needed more urgently for the transformation. Even with these hard choices, the Army needs additional resources to execute its

transformation and will continue to work to resolve funding issues with the Administration and Congress.

### Preserving Interoperability Within the Army and Between the Services

Preserving interoperability between elements in the transforming Army, as well as between Army forces and those

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## Incorporating common technologies and components in multiple platforms across the force, conducting experiments, and training are three processes that assure interoperability.

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of other Services and nations, is essential to sustaining readiness and implementing the Vision. Having the inherent ability for such interoperability enables several key Objective Force characteristics, such as responsiveness, lethality, survivability, and versatility. As it modernizes its forces, the Army maintains and validates its interoperability through the Army Enterprise Strategy (AES), experimentation, and training with other Services and allies.

### The Army Enterprise Strategy

The AES is the capstone effort to unify and integrate a wide range of command, control, computers, communication, and intelligence information technology (C4I/IT) initiatives from the foxhole to the sustaining base. It meets the requirements of the Clinger-Cohen Act of 1996 by providing a coherent mechanism for the selection, management, and evaluation of information technology investments. The AES supports digitization by implementing a sound, integrated, information technology architecture (the Army Enterprise Architecture) and Horizontal Technology Integration (HTI).

The Army Enterprise Architecture (AEA) is a comprehensive blueprint for information systems that cuts across functional domains and Service boundaries. This blueprint is the basis for an information technology investment strategy that ensures the effective design and evolution of Army information systems. It is consistent with the Joint architecture. The AEA ensures that all Army systems that produce, use, and exchange information electronically adhere to established compatibility guidelines.

Horizontal Technology Integration is the application of common technologies across the force to increase force effectiveness. Such integration of common technologies and components on multiple platforms facilitates interoperability and reduces acquisition program costs. Formally proposed in 1993, HTI has been in effect in the Army for several years. A General Officer Working Group manages the program by reviewing candidates for HTI and making decisions on potential HTI programs. HTI is the preferred method for ensuring interoperability while achieving new or improved capability in weapon system programs.

## Experimentation

Another useful technique for ensuring and validating interoperability is experimentation. As described briefly in the previous section on the Force XXI process, the Army has sponsored experiments ranging from large-scale AWE to smaller Advanced Technology Demonstrations (ATD's) and Advanced Concept Technology Demonstrations (ACTD's) for several years. Advanced Warfighting Experiments are full-scale, force-on-force exercises in which Army units employ new systems to provide feedback on system performance and employment. Advanced Technology Demonstrations evaluate the maturity of a technology and assess its potential application to a military need. Advanced Concept Technology Demonstrations are more like small-scale AWEs: they let units explore new tactics, techniques, and procedures while working with the materiel developer on the integration of mature technologies. Army experiments—AWEs, ATDs, and ACTDs—are generally overseen by one or more of the ten functional “battle laboratories.”

Since being formed in 1992, Army Battle Labs have provided a mechanism for coordinating concept development, requirement generation, solution development, and operational testing. Interoperability is a key parameter in developing concepts, requirements, and materiel solutions. Experimentation provides important insights in this regard. Many of the operational and human factors affecting system characteristics and doctrine do not appear in isolated tests. The full implications, limitations, and strengths of a system emerge only when that system is employed in concert with other systems under demanding conditions. Experimentation is an important tool for assessing the interoperability impact of new systems

on existing systems and functional areas.

The recent formalization of a Joint Experimentation Campaign Plan (JECPP) will further the development of systems and procedures that enhance joint interoperability. While the Services have cooperated with and participated in other-Service experiments in the past, the establishment of a Joint Experimentation Directorate by the Joint Forces Command (JFCOM) provides a focus and structure that will improve interoperability. The JCF-AWE in September 2000, will be the first joint experiment endorsed by JFCOM. It will integrate distinct Service experiments through a common scenario and provide an opportunity for assessing and improving interoperability.

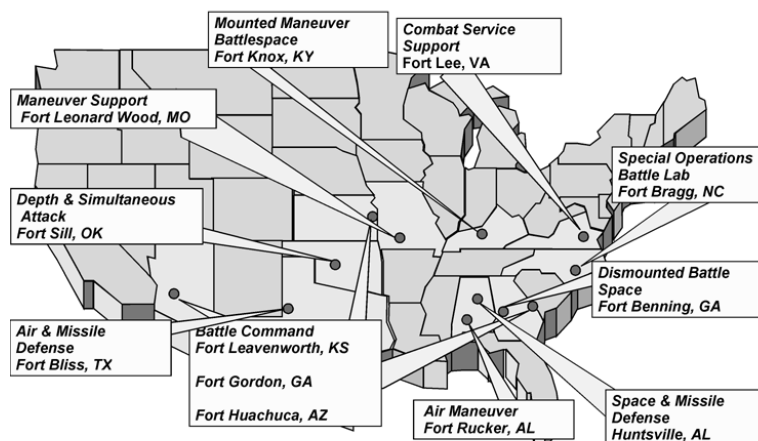
## Joint and Combined Training

The best way to ensure Army components, Services, and allies have compatible systems and procedures is to conduct exercises that involve all parties. The Army has relied on RC participation in major exercises and deployments extensively in recent years. In fact, each rotation at Army CTCs includes RC participation, and one rotation each year at both the National

Training Center (NTC) and the Joint Readiness Training Center (JRTC) is focused on an ARNG eSB.

The Army and other Services also participate in a robust program of joint and combined exercises each year. Chapter 2 highlighted several of these exercises from FY1999. These key events validate materiel interoperability as well as identify other interoperability issues. They also provide a valuable opportunity to ensure that the procedures of all parties optimize force effectiveness.

Incorporating common technologies and components in multiple platforms across the force, conducting experiments, and training are three processes that assure interoperability. The Army will build on these processes throughout its transformation to the Objective Force to sustain and improve interoperability across all components, within the joint team, and with our allies.



**Battle Labs provide a mechanism for coordinating concept development, requirement generation, solution development, and operational testing.**

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## CONCLUSION

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A proud member of America's joint military team, the Army plans its modernization to sustain the land component capabilities required to execute the NSS and NMS. The Joint Vision is the conceptual template that provides strategic direction for the evolution of U.S. military forces. Implementing the Army Vision will fully support the operational concepts of the Joint Vision.

The Army's modernization strategy will support implementation of the Army's Vision by harnessing recent efforts to incorporate information technologies to help sustain decisive capabilities. Accelerating some programs will enhance responsiveness and make our light forces more lethal. Restructuring and divesting selected programs will tailor acquired capabilities to meet the most critical Army requirements while freeing up some of the resources needed for the transformation. Efforts to harness new S&T will elicit advances that support the desired characteristics of the Objective Force. In each of these areas, the support of the Administration and Congress is essential to ensure Army modernization keeps pace with the demands of the international security environment and the NSS.

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## CHAPTER 4

### Resourcing the Army

To meet urgent strategic requirements, the Army announced its Vision and comprehensive transformation in October 1999. The President's Budget request provides the funds necessary to meet FY2001 transformation requirements. It is a critical first step.

With timely and non-offset funding for any unfunded contingencies, this budget will allow the Army to execute the NMS in FY2001, with the risk noted in Chapter 1. It supports recruiting and retention initiatives, and funds 100 percent of training requirements for AC and ARNG units in the top three resource-priority tiers [force packages (FP)]. Divisions in FP4 are funded at 94 percent of validated requirements, while all other ARNG FP4 units are funded at 100 percent. USAR FP1 through 4 units are funded at 100 percent of validated requirements. The request provides the funding needed to stay on schedule for upgrading barracks

worldwide by FY2008, and for completing a program of strategic mobility enhancements by FY2003. To enable funding of higher priority requirements, the budget request funds Real Property Maintenance (RPM) at 69 percent of annual requirements.

With the support of the Administration and Congress, the Army has charted a course that will better align our capabilities with the requirements of the international security environment, enhancing responsiveness while sustaining dominance at every point on the spectrum of operations. Implementation of the Vision is underway, but it will take a sustained effort to transform the Army into the force America needs to secure its interests in the 21st century. The FY2001 budget request will enable the Army to sustain the momentum we have achieved thus far in our transformation.

## Sustaining a Trained and Ready Force

The mission to provide the Nation with decisive landpower capabilities dictates the Army's resource requirements. Sustaining a trained and ready force of high quality people requires a tangible, enduring commitment to the well being of the Army family: our soldiers, civilians, veterans, and family members. Such a commitment encourages retention and helps maintain professionalism and esprit. Properly resourced recruiting, retention, and training operations are also essential. To protect its operations and training accounts, the employment of the force for continuing SSC must be fully funded, and supplemental funding for unforeseen contingencies speedily approved. Adequate investment is also essential to provide the modern, well-maintained equipment and infrastructure

that enables the Army to achieve decisive results at the least cost. Recent efforts by the Administration and Congress have improved funding for Army resource requirements. The FY2001 President's Budget request continues the positive momentum begun with FY2000 defense legislation.

## Investing In People

The commitment of our people has been and will always be the heart and soul of our Army's readiness. Our future readiness to cope with full-spectrum challenges is inextricably linked to the well being of our people—soldiers, civilians, veterans, and their families—all of whom selflessly serve our Nation. The intangible rewards of duty to country and membership on a winning team are powerful incentives to serve, but a clear pledge to the well being of the Army's people is also necessary.

## Compensation

The pay raise, pay table reform, and retirement reform contained in the FY2000 Defense Authorization and Appropriations Acts sent a message that the Nation recognizes and appreciates military service and sacrifice. The FY2001 budget request provides a pay raise for all military personnel that reflects the congressional authorization for pay raises of one half percent above the Employment Cost Index.

## Recruiting and Retention

We face stark challenges both today and in the future concerning our Army personnel and civilian workforce. The requirements for technical and advanced skills will only increase as our means for performing full spectrum operations become more sophisticated. Yet today's booming economy and increased opportunities for higher education have created unprecedented competition for the quality people that fill the Army's ranks today. While Chapter 5 describes the innovative programs the Army is pursuing to attract and retain sufficient numbers of quality soldiers, the importance of adequately resourcing recruiting and retention programs merits discussion in this context also.

The compensation enhancements and support for Army recruiting and retention programs contained in the FY1999 supplemental funding measure as well as in the FY2000 defense legislation have been critical in helping to meet endstrength requirements. This support, along with the efforts of leaders across the Army, helped make FY1999 a tremendously successful year for retention. The Selective Reenlistment Bonus (SRB) program continues to be the Army's most effective tool for retention because it can be targeted to specific locations, as well as to specific grade and skill shortages. Retention

## Fiscal Year 2001 Army Budget\*

<i>Appropriation</i>	<i>FY00</i>	<i>FY01</i>	<i>Change</i>
<b>Military Personnel</b>	<b>\$27.7</b>	<b>\$28.4</b>	<b>+\$0.7</b>
<b>Operation &amp; Maintenance</b>	<b>23.6</b>	<b>23.8</b>	<b>+ 0.2</b>
<b>Procurement</b>	<b>9.3</b>	<b>9.4</b>	<b>+ 0.1</b>
<b>Research, Development, Test &amp; Evaluation</b>	<b>5.2</b>	<b>5.3</b>	<b>+ 0.1</b>
<b>Military Construction</b>	<b>1.4</b>	<b>1.0</b>	<b>- 0.4</b>
<b>Army Family Housing</b>	<b>1.2</b>	<b>1.1</b>	<b>- 0.1</b>
<b>Base Realignment and Closure</b>	<b>0.1</b>	<b>0.3</b>	<b>+ 0.2</b>
<b>Chemical Demilitarization</b>	<b>1.0</b>	<b>1.0</b>	<b>0.0</b>
<b>Environmental Restoration</b>	<b>0.4</b>	<b>0.4</b>	<b>0.0</b>
<b>Defense Working Capital Funds, Army</b>	<b>0.1</b>	<b>0.0</b>	<b>- 0.1</b>
<b>Total**</b>	<b>\$ 70.0</b>	<b>\$ 70.8</b>	

\* Billion, Current \$

\*\* Totals may not add due to rounding

alone, however, is not enough; we must also attract sufficient numbers of recruits. Recruiting costs have more than doubled over the past 14 years, and are now well over \$12,000 per recruit. Continued support for our most effective recruiting incentives, including enlistment bonuses, the Army College Fund, and the Loan Repayment Program, will help meet future requirements.

### Training

The Army's training management system provides a framework that enables units to conduct training on key tasks with enough frequency to sustain units' ability to perform their missions in spite of personnel turnover. One function of this system is to identify resource requirements, based on the desirable frequency for conducting mission-essential task training. Combined Arms Training Strategies prescribe the integrated series of live and computer-generated training events deemed necessary to achieve readiness for each type of unit. These strategies provide the basis for ground and air OPTEMPO requirements.

Ground and air OPTEMPO are key metrics used for measuring training resource requirements. Ground OPTEMPO is a measure of the average number of miles per tank required to complete the cycle of training events recommended in the CATS. Since many units do not have tanks, tank-equivalent miles are used to provide a measure of ground OPTEMPO for those units. The Army seeks OPTEMPO funding at 800 miles per tank for AC units, 270 miles per tank for eSBs, 162 miles per tank for ARNG divisions, and 200 tank-equivalent miles for USAR units. Air OPTEMPO is the number of flying hours (per crew per month) required for annual training requirements. Air OPTEMPO

requirements are 14.5 live flying hours per crew (19.3 hours including simulator time) for AC units, 9.0 flying hours per crew for ARNG units, and 9.5 flying hours per crew for USAR units.

To meet the CINCs' requirements with available resources, Army units are assigned to one of four resource-priority tiers based on their anticipated order of commitment to MTWs. Each tier, or FP, consists of AC and RC forces. The

### Smaller-Scale Contingency Operations

The Army is proud of the work its soldiers and civilians are doing in support of SSC operations around the world. Ongoing operations offer clear examples of the Army's central role in engagement. For our people, participation in activities that are reshaping the international security environment is a source of pride and valuable experience.



*An officer of the Army National Guard takes a moment to talk with Honduran children during Exercise New Horizons.*

FY2001 President's Budget request funds OPTEMPO for AC units at 100 percent of validated requirements. Ground OPTEMPO for ARNG units in FP1 through 3 is also funded at 100 percent of requirements. Divisions in FP4 are funded at 94 percent of validated requirements, while all other ARNG FP4 units are funded at 100 percent. U.S. Army Reserve units in FP1 through 4 are funded at 100 percent of validated requirements.

Sustaining these operations presents a challenge for readiness resourcing. Since SSC operations are generally unforeseen, the expenses associated with the initial operations are paid from the same accounts that fund Army training. Therefore, in the absence of timely reimbursement, SSC operations affect training. Early passage of supplemental funding for operations in Kosovo will preserve the increased investment in training reflected in FY2000 defense

legislation. For FY2001, the President's Budget request includes provisions for advance, non-offset funding of all known SSC operations.

## Modernization

The budget request funds the Army's identified transformation requirements for FY2001. Since the announcement of the Vision in October 1999, the Army has identified a requirement for \$1.1 billion to fund FY2001 transformation efforts. Over the past months, we have worked closely with OSD to resource this requirement. The \$100.0 million provided by Congress to assist with our initial efforts is greatly appreciated. It provides the Army with important flexibility as we move forward with this critical endeavor.

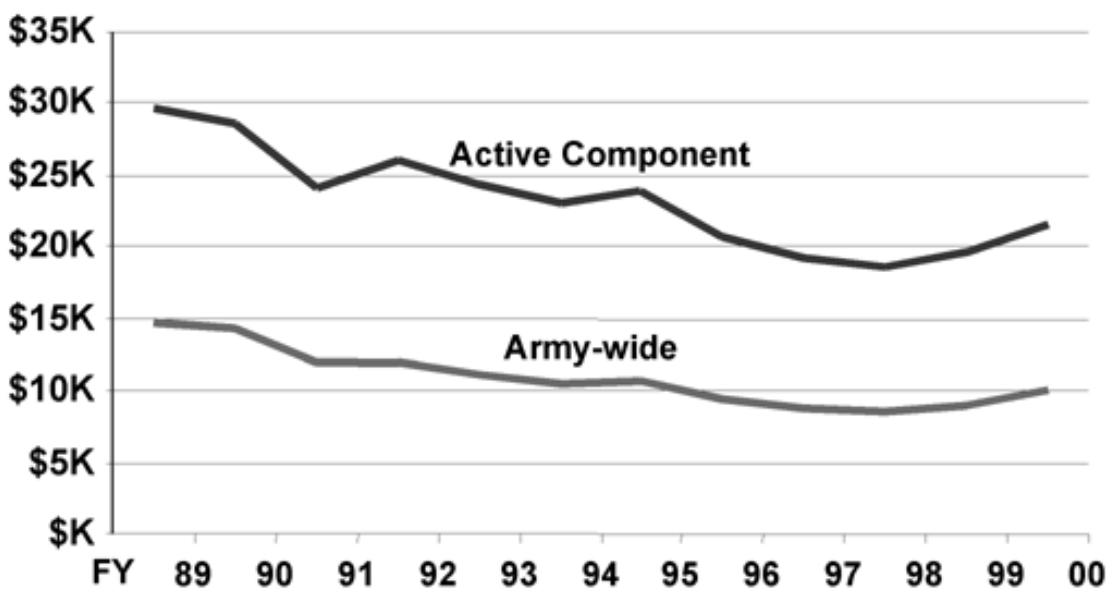
There is more work to be done. Gaining and maintaining support for restructuring Army modernization is essential because, without a carefully

tailored restructuring, we will not have the resources and capabilities to carry out the transformation with acceptable risk. Restructuring Army modernization entails eliminating some programs outright and scaling back others. While the requirements for these systems still exist, Army planners have assessed the benefits and drawbacks of each program against the requirement to stay ready for the full spectrum of operations throughout the transformation. Eliminating or scaling back programs in accordance with this assessment will enable the Army to recoup some money from FY2000 to FY2005 to help fund transformation requirements.

To complete its transformation with acceptable risk, the Army will require support for the entire transformation strategy. In addition to the systems that will enable fielding of the Initial, Interim, and Objective Forces, recapitalization and procurement of some legacy systems is important to maintain equipment superiority and to

keep maintenance time and costs from eroding readiness and buying power. Sustaining selected recapitalization and fielding efforts for systems already programmed is important for ensuring that the Army retains decisive capabilities throughout the transformation.

The transformation of the Army will require the continuing support of the Administration and Congress. We have struggled to balance the requirements of near-term readiness and modernization throughout the last decade. From FY1989 to FY1999, Army buying power decreased by 37 percent. At the same time, the pace of operations increased significantly, forcing some tough choices between near-term readiness, modernization, and infrastructure requirements. The Army accorded near-term readiness a higher resource priority, and this has allowed us to meet the requirements of the NMS while meeting our most critical investment requirements. As a result, Army



**Modernization dollars spent per soldier**

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modernization funding has decreased by nearly 41 percent since FY1989, and many programs have been terminated or restructured during this period. Even with adjustment for the decrease in the size of the Army, the reduction in modernization spending is significant: the Army in FY2000 will spend about \$5000 less per soldier for modernization than it did in FY1989.

Fielding the Objective Force while sustaining decisive capabilities will require additional resources throughout the transformation. Given current funding trends, we estimate that the Army has identified funding for approximately half of the additional costs associated with transformation. We will continue to work with the Administration and Congress to request the necessary support. Without this investment, we can expect the risks associated with executing the NMS to increase. With it, the Army can provide the joint team with the decisive landpower capabilities needed to achieve full spectrum dominance.

### Depot Maintenance

The depot maintenance program is the Army's highest level of maintenance—its strategic sustainment base. The types of work performed at this level include complete overhauls of major pieces of equipment (such as tanks), certification of missiles, embedded software maintenance, and technical support to lower levels of maintenance. Because of fiscal constraints, depot maintenance for the AC, ARNG, and USAR have not been funded at the total annual requirement for many years, creating a backlog. The Army allocates available depot maintenance funding in accordance with the resource tiers described in the section on training resources. For FY2000, the President's Budget request

provided increased funding for depot maintenance, and the Congress legislated further increases that meet 79.5 percent of annual requirements for all components. This support for the depot maintenance program has been helpful to enhancing readiness. Supporting the depot maintenance funds and recapitalization requested in the FY2001 President's Budget will support the current positive trend and help reduce future operations and support costs for Army equipment.

### Funding Infrastructure

The Army has excess infrastructure that is inadequate for mission requirements. It also has significant requirements for modern infrastructure to support readiness, enable force projection, and enhance well being, recruiting, and retention. Aggressive efforts to address this challenge include programs to eliminate excess infrastructure, programs to replace or refurbish infrastructure that no longer meets requirements, and programs to build infrastructure to meet new requirements. While eliminating excess infrastructure reduces the burden of facilities maintenance, providing modern infrastructure, in the right places, is equally important for ensuring ranges and other facilities support information-age equipment and processes. Having the right facilities not only sustains our operations and training missions, but also supports the Army's soldiers, their families, and Army civilians.

Sources of funding for Army infrastructure include Military Construction (MILCON), RPM, and AFH accounts. Military Construction accounts pay for the construction of barracks and other key infrastructure,

such as ranges, strategic mobility facilities, and USAR Centers. Real Property Maintenance accounts provide funding for the upkeep of maintenance facilities, training facilities, administrative space, barracks, and other real property infrastructure essential to force readiness. The AFH account pays for the construction and upkeep of AFH at installations in the CONUS and around the world. Base Operations, or BASOPS, is another account closely

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related to Army infrastructure because BASOPS accounts fund municipal services; utilities; leases; Morale, Welfare, and Recreation (MWR) activities; and other installation support.

### Eliminating Excess Infrastructure

Base Realignment and Closure is the most powerful tool for reshaping and eliminating excess infrastructure. Having completed the closures and realignments authorized under three of the four BRAC rounds, the Army supports the DoD request for additional BRAC authorizations. Annual recurring savings from BRAC have exceeded the cost of implementing authorized actions since FY1997. Closures and realignments authorized under the last BRAC process are on schedule to meet the July 2001,



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deadline for completion. Environmental cleanup and property disposal associated with all four BRAC rounds will continue beyond FY2007.

The FRP is another effective way to streamline Army infrastructure. From FY1992 through FY1999, the Army disposed of approximately 68.0 million square feet (MSF) of excess infrastructure. The FRP is on schedule to meet the DoD Defense Reform Initiative target by eliminating an additional 32.6 MSF of excess infrastructure by the end of FY2003. Savings achieved through BRAC and FRP could help provide funds for transformation.

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## The main focus of the AC investment is to continue the upgrade of all permanent party barracks to the approved standard by FY2008.

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### Military Construction

For FY2001, the President's Budget requests \$1.0 billion for construction in the MILCON accounts. The main focus of the AC investment is to continue the upgrade of all permanent party barracks to the approved standard by FY2008. Funds provide for ten whole barracks complexes at eight CONUS installations, two projects in Korea, and five projects in Germany. When complete, these projects will house nearly 5,000 soldiers. In addition, the budget request will provide adequate housing for unaccompanied personnel at Kwajalein

Atoll, and includes phase one of a basic trainee complex to house 1,200 new recruits at Fort Leonard Wood, Missouri. The ARNG is requesting funding for 28 facility projects, totalling \$59.1 million. The projects include a regional training institute, five readiness centers, and alterations to the maintenance facilities to support the fielding of units scheduled to activate by FY2003. The USAR request, at \$81.7 million, will fund six USAR Centers, and a Joint Reserve Complex.

The FY2001 request also continues the Army's investment in strategic mobility by funding six projects, including improvements to rail yard infrastructure and an ammunition holding area. These investments are part of an ongoing effort to complete major strategic mobility enhancements by FY2003. They will also provide funding for several ongoing projects, including Cadet Physical Development Center Revitalization at the United States Military Academy; Digital Multipurpose Training Ranges at Fort Knox, Kentucky, and Fort Hood, Texas; the Consolidated Soldier Support Center at Fort Drum, New York. These projects are an important part of the overall program to match Army infrastructure to mission requirements.

To balance all readiness accounts in FY2001, RPM is funded at 69 percent of the annual requirement. Since RPM has been funded at a percentage of actual requirements for many years, the Army faces a facilities maintenance backlog. Army implementation of BRAC and the FRP is reducing the annual facilities maintenance requirement.

### Army Family Housing

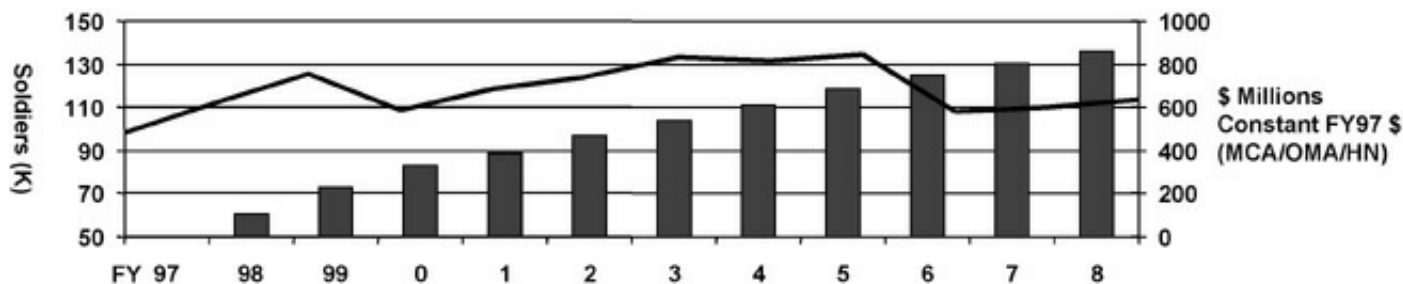
The Army's leadership is committed to providing high quality AFH. The cost of achieving this goal exceeds the funding level available. The Army does

not have enough housing to meet its needs, and much of its current housing inventory is in need of revitalization. The current revitalization requirement is \$6.0 billion, with another \$1.0 billion needed to eliminate the housing deficit. The Army supports DoD's efforts to address the housing challenge by funding AFH, increasing service members' ability to afford off-post housing, and pursuing privatization initiatives. The President's Budget request for FY2001 funds AFH at \$1.1 billion, allowing \$162.0 million for construction. It also funds increases for housing allowances that will reduce out-of-pocket expenses for off-post housing to 15 percent of total cost in FY2001.

To address the housing challenge, Congress passed the 1996 Military Housing Privatization Initiative. This legislation authorizes the Services to attract private sector expertise and capital for improving housing facilities and services provided to military members and their families. Pursuant to this authorization, the Army developed its Residential Communities Initiative (RCI), a plan to privatize AFH by FY2005. Last year, Congress raised concerns about the pace of Service privatization programs and limited initial Army privatization efforts to Fort Carson, Colorado, and three additional sites. In response to these congressional concerns, the Army added \$278.0 million in traditional AFH funding back into its MILCON program for FY2001 through FY2005. We have implemented a privatization initiative at Fort Carson, and are pursuing three pilot RCI sites: Fort Hood, Texas; Fort Lewis, Washington; and Fort Meade, Maryland.

These privatization projects will outlease land and convey an interest in the current AFH inventory to a private organization. The organization will revitalize the inventory and build

## Army's Barracks Modernization Plan



**The Army is on track to modernize single soldier housing to the "1+1 standard. This is a private living and sleeping area connected to a service area.**

additional new units. In addition, it will operate and maintain the inventory for a prescribed period. Families will pay rent, but the amount of rent charged will not exceed allowances. The Army supports the DoD legislative proposal to extend the housing privatization authority for an additional five years, and intends to seek congressional approval for additional privatization once there is sufficient evidence that the current efforts are successful.

### Single Soldier Housing

Quality barracks for our single soldiers should provide a safe, clean living environment and support both recruiting and retention efforts. The Army's highest facilities priority is to modernize permanent-party, single soldier housing to meet a "1+1" standard. This standard provides each soldier with a private living and sleeping area connected to a service area (with refrigerator and microwave) and

bathroom shared with one other soldier. The Army is on track to achieve this standard by FY2008 through the Whole Barracks Renewal Program and the Barracks Upgrade Program. The Whole Barracks Renewal Program is based on the concept of brigade complexes. In addition to soldier living space, each complex includes community buildings; a consolidated dining facility; and company, battalion, and brigade headquarters areas. With some funding assistance from host nations, the Army will also upgrade single soldier housing in Europe and Korea by FY2008.



*The Army's highest facilities priority is to modernize single soldier housing.*

### Defense Reform Initiatives

The Army is striving to maintain readiness within fiscal constraints by improving the efficiency of the force. Increasing commitments have made efficiency an imperative. To help meet this challenge, the Army supports the DoD Defense Reform Initiatives, as

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well as other efforts to improve efficiency. Efforts include the programs to reduce infrastructure discussed earlier. Other successful initiatives include a number of programs designed to reduce the cost of day-to-day operations and streamline logistics systems.

The Army successfully pursued various cost-saving programs in FY1999, including competitive sourcing studies (also known as A-76 studies) and the expansion of its previous success with the Government Purchase Credit Card. Under the competitive sourcing initiative, organizations and installations examine selected operations to determine whether they might be performed more efficiently either by a streamlined government workforce or by a private organization. The Army plans to study operations affecting 73,000 positions by FY2005, and has initiated studies of about 40,000 positions over the past two years. The actions taken as a result of these studies may save as much as \$2.8 billion by the time they are completed.

In another cost-saving initiative, the Army improved on the success of its Government Purchase Credit Card program by expanding usage from 72 to 97 percent of eligible purchases over the last three years. Use of the Government Purchase Credit Card saves money by simplifying the acquisition process. Recognizing the Army's success in this defense initiative, OSD requested the Army to direct the efforts of a Joint Program Management Office responsible for improving the overall DoD usage rates. Through careful examination of its processes and disciplined application of cost-saving measures such as competitive sourcing and the Government Purchase Credit Card, the Army is steadily improving the efficiency of its day-to-day operations.

The Army is also achieving significant efficiencies by using information technology to revolutionize its logistics systems. A series of ongoing initiatives dramatically reduces logistics effort, without degrading readiness, by reducing the quantities of supplies maintained in stockpiles around the world. Information technology makes this possible by providing global visibility of logistics materiel and the software necessary to manage

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**The Army  
environmental  
program is built  
around the pillars  
of compliance,  
pollution  
prevention,  
conservation of  
natural and cultural  
resources, and  
restoration.**

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transactions involving that materiel. The Army Total Asset Visibility (ATAV) system, for example, furnishes logistics managers across the DoD with information on the location, quantity, condition, and movement of assets worldwide. It has been used successfully to support deployments and other shipments to Korea and the Balkans. Global visibility makes possible more efficient use of existing stocks. The Single Stock Fund (SSF) initiative is capitalizing on this increased efficiency

to merge the wholesale and retail portions of certain Army supply activities, including repair parts and packaged petroleum products. The SSF will allow customers to use a single, nationally managed Army inventory, thereby eliminating intermediate managers in control of separate stocks. Through the ATAV, SSF, and a series of other cost-saving initiatives, the Army is actively participating in the DoD's efforts to optimize conversion of scarce resources into required capabilities.

## Environmental Considerations

The Army environmental program is built around the pillars of compliance, pollution prevention, conservation of natural and cultural resources, and restoration. It also includes training soldiers and civilians in environmentally sound skills and habits, and developing environmental technology to reduce pollution in military applications.

The Army complies with all environmental laws. It has developed management, reporting, and self-audit systems to help its installations stay abreast of the changing legal and regulatory requirements. Pollution prevention provides a high return on investment and supports readiness by reducing maintenance and supply costs. Conservation of natural and cultural resources enables a realistic training environment, preserves training areas for future use, and contributes to regional preservation of ecosystems. Through the Installation Restoration Program, the Army evaluates existing contamination risks and initiates the appropriate restoration action. The DoD has established a goal to reduce all of these sites by FY2014 and the Army will maintain a consistent level of funding to meet this goal.

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## CONCLUSION

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The President's Budget request will enable the Army to meet the requirements of the NMS, with risk, as defined in Chapter 1, in FY2001. Implementation of the new Army Vision will decrease risk for executing the NMS by transforming the Army into a strategically responsive force that is dominant at every point on the spectrum of operations. Transforming the Army in accordance with the Vision requires sustained support for each element of the transformation strategy. The President's Budget request enables the Army to meet the Vision-related transformation requirements we have identified for FY2001.

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## CHAPTER 5

### The Army: Excellence and Service

**The Army reflects the diversity of American society in its workforce (both soldier and civilian) and in the families of those who serve. The nature of the Army's mission demands mechanisms for harnessing America's diversity to forge cohesive organizations based on common understanding of shared values. The Army answers this requirement through the standards it demands of its recruits, the Initial Entry Training (IET) that transforms those recruits into soldiers, and sustained emphasis on values in day-to-day operations. Even as our soldiers and civilians embrace Army values as a common denominator essential for military**

**effectiveness, Army communities reach out to provide a range of services and programs suitable for the diverse needs of soldiers and their families. Housing, health care, child care, support for the families of deployed soldiers, and programs for single soldiers are among the range of programs that contribute to the well being of the Army community. This community is a vital component of Army readiness. By assuring our people that they and their loved ones have the Nation's support, vibrant Army communities enable our soldiers to focus on doing the Nation's business—whenever and wherever required.**

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## A Diverse Community

The Army is a diverse community of talented individuals, linked by a shared mission and shared values. The things the Army's people share meld them into

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The diversity of the Army family—its soldiers, civilians, veterans, and family members—requires facilities, programs, and activities that meet a broad range of needs.

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a team and give that team a unique organizational character and identity. Statements such as “I work at Fort Drum,” “My spouse is in the Army,” or “I’m a soldier” immediately bring to mind some features of this organizational identity: Army civilians researching, managing, and supporting; Army families balancing everyday tasks with the demands of service in the AC, ARNG, and USAR; soldiers in uniform working and training. From all over the United States and its territories, men and women come to serve in the Army, combining the strength of their diversity with the power of an organization founded on a common set of values and united in a single purpose: to fight and win the Nation’s wars.

The melding of a diverse group into a cohesive organization does not just

happen. It requires the hard work, insightful leadership, and dedication of soldiers, leaders, civilians, and family members. From detailed planning to rigorous performance of duty to cheerful volunteerism, the efforts of every member of the Army community contribute to making the Army one of the most respected and effective institutions in the Nation. This, more than anything, is the significance of the expression, “The Army is people.”

As of the end of FY1999, the Army was 59.2 percent white, 26.5 percent African American, 7.6 percent Hispanic, and 6.7 percent other ethnic groups. The members of the Army community represented over 150 religious groups. They were men and women. Some were married, and some were single. Some had children, while some did not. They were active and reserve component. Most had high school diplomas; some had GEDs. Some had a little college, and some had one or more degrees. They ranged in age from 17 to 65. They were a reflection of the people we see around us every day—a reflection of America.

The fundamental diversity, prosperity, and freedom of the American society from which our people come affect three major dimensions of the Army community. First, attracting people from a free and prosperous society to volunteer for the rigors of military service demands responsive, effective recruiting mechanisms. Second, the diversity of our society demands that we have effective mechanisms for transforming the people we recruit into soldiers who are ready to take their place alongside other soldiers in cohesive, focused organizations. Third, the diverse needs of our soldiers and families demand that Army communities provide a range of services that support those needs, thus enabling soldiers to focus on their duties.

Examining the programs and initiatives that make up these three dimensions of the Army community reveals the sturdy foundation of this institution. It is a vibrant community in which talented people, performing demanding and meaningful tasks to high standards, are making significant contributions to American society and to people around the world.

## Meeting the Recruiting and Retention Challenge

As the range of choices available to those entering the work force has expanded, the propensity of young Americans to serve in the military has decreased. Since 1991, the propensity to serve amongst American males, age 17 to 21, has decreased from 17 percent to 12 percent. This group has historically provided the largest segment of Army recruits. At the same time, the first groups of young Americans born after the discontinuation of the draft entered the military service. This signaled an era in which the number of adult Americans with military experience, particularly in the age groups most likely to influence teens, decreased sharply. The combination of more choices and fewer “influencers” endorsing military service has contributed to the decreasing propensity to serve. Today, having reached the end of the drawdown, the Army must recruit and retain sufficient numbers of people to maintain its end strength. To meet this requirement, the Army is implementing new initiatives to enhance recruiting while educating other Americans on its values, roles, and contributions to society.

## Recruiting

Fiscal Year 1999 was one of the most challenging years for recruiting since the



*A drill sergeant instructs trainees during Initial Entry Training.*

beginning of the all-volunteer force; however, record reenlistment rates helped the Army meet its required endstrength. The AC fell about 6,300 soldiers short of its goal of 74,500, but the ARNG exceeded its recruiting quota, accessing 132 soldiers above its target of 56,958. The number of USAR recruits was 10,300 below the goal of 52,084. New initiatives sparked a year-end upturn in the number of accessions and provided a good head start for the challenge of meeting FY2000 recruiting targets.

One of these initiatives was the expansion of the Hometown Recruiter Assistance Program (HRAP). This program allows recent graduates of Advanced Individual Training (AIT) to return to their hometown on temporary duty to assist local recruiters. Having recently left their hometowns to go to Basic Combat Training (BCT), these soldiers know and have access to the population of young people eligible to enlist. They can also dispel myths about the Army and encourage those concerned about the rigors of BCT. By increasing the number of soldiers participating in the HRAP, the Army doubled the number of recruits signed

up under this program last year.

The Army is aggressively restructuring its entire recruiting operation, including upgrading its research into youth attitudes; improving its in-house marketing expertise; fully reviewing its advertising strategy and execution; and improving training, positioning, and incentives for recruiters. The Army will also implement two new recruiting initiatives. The College First program targets candidates who are college bound or already in college by providing education benefits up front in return for a period of service. The Army High School Completion program focuses on non-high school graduates who score well on motivation indicators and mental aptitude tests. This program will offer assistance in obtaining a GED to a select number of candidates. The Army will continue to emphasize creative solutions to the challenge of attracting sufficient numbers of young Americans to military service.

#### Retention

Notwithstanding its recruiting challenge, the Army met its end-of-year strength requirements because of its

tremendous success in retention. The AC exceeded its retention goals by 6,147 soldiers in FY1999. Enhanced bonus programs implemented by the Army, as well as improvements in military compensation by the Administration and Congress, have bolstered retention efforts.

Sustaining this kind of retention success is important for readiness, but will become more difficult as today's recruiting shortfalls lead to smaller cohorts of soldiers available for reenlistment. Recent studies indicate that the propensity to remain in the military has declined steadily among junior officers (down 13 percent) and NCOs (down 17 percent) over the past nine years. These statistics have correlated well with actual retention in the past, and merit further observation. To retain sufficient numbers of our high-quality officers, NCOs, and soldiers, both military and civilian leaders must continue to take steps to improve well being and compensation.

#### Junior Reserve Officer Training Corps Expansion

Though not a recruiting program, the expansion of Army Junior Reserve Officer Training Corps (JROTC) programs announced last year may help motivate young Americans toward military service. These programs educate America's youth about the military while providing them with the discipline and values that will contribute to their future success. With the assistance of several distinguished members of Congress, the Army will expand its JROTC program over the next five years to include 275 additional high schools. The expansion will bring the total number of high schools offering Army JROTC to 1,645—the full number allowed for Army programs in accordance with the congressional

ceiling and DoD policy. Participation in JROTC increases self-confidence, attendance and performance among high school students. The expansion of JROTC will inform more young Americans about the opportunities available in the military while providing a positive influence during the critical high school years.

## More Than Just Numbers: Maintaining Quality, Sustaining Values

The world's most respected Army must do more than merely fill its ranks with the right *number* of soldiers. It must also ensure these soldiers have what it takes to represent America on the front lines of our engagement with the world. They must be intelligent, tough, and reliable enough to fight and win wars using high-technology systems. They must have the character to make split-second, life or death decisions in the

tense confrontations characterizing recent peacekeeping operations. The Army will attract and train the right people by continuing to impose rigorous recruiting standards, maintaining high standards and a focus on values in initial entry training, and fostering organizational climates that instill teamwork and grow tomorrow's leaders.

### Building the Foundation: Quality Recruits and Basic Training

The Army met the three DoD quality standards for recruits in most categories last year. Active Army, ARNG, and USAR cohorts had fewer than two percent of recruits in Test Score Category (TSC) IV on the Armed Forces Qualification Test (AFQT). Both the AC and the USAR cohorts also had more than 90 percent of recruits who were high school diploma graduates and more than 60 percent whose AFQT scores placed them in TSC IIIA or higher. The Army is investigating other ways to measure recruits' potential for success in

the military, but is firmly committed to maintaining the level of quality found in today's force.

Much of the credit for the quality of today's force must be attributed to the process that transforms recruits, from a wide range of backgrounds, into soldiers. Last year, the Army implemented an expanded IET program by revising both its BCT and AIT. The new BCT is now nine weeks long (one week longer than before) and places increased emphasis on warrior skills, physical fitness, and Army values. Upon completion of BCT, soldiers attend different AIT programs based on their individual specialties. Each of these AIT programs includes reinforcement of the values training and soldier-building process begun in BCT. The Army's expanded IET provides a solid, common foundation of the physical, technical, and ethical qualities and skills required of the American soldier.

### Sustaining a Values-based Organization

The Army's seven core values are Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, and Personal Courage. The process of embracing and living by these values begins in BCT, and continues throughout a soldier's life. For the Army to be effective, the importance of a common framework of values cannot be overstated. It demands programs and initiatives, such as the Human Relations Action Plan, Character Development XXI, and the Consideration of Others Program, designed to inspire soldiers to live in accordance with these values today and to apply them as the leaders of our Army tomorrow.

The Army's mission is unique and demanding to the extent that it requires soldiers to join together and embrace a common set of values that are essential



*Unit training, such as rappelling, highlights the importance of trust and mutual respect.*



building blocks of trust and teamwork. Respect for one another and appreciation of the strengths we gain from our diversity are important constituents of Army values. We cannot inoculate new soldiers with these values when they enter service, nor would we, even if it were possible. The willing acceptance of the Army's values by its soldiers is a special instance of individual freedom—freedom guaranteed by the very Constitution that the Army exists to support and defend. Inspiring soldiers to willingly embrace and live by the Army's values is

must therefore preserve the core of the Army's organizational identity—its values—as indelible characteristics of the lives and daily activities of our soldiers.

### The Human Relations Action Plan

Our Human Relations Action Plan, published in September 1997, responded to incidents that revealed equal opportunity and sexual harassment problems in our ranks. The plan outlined 318 actions to improve the human relations environment; thus far, the

Development XXI initiatives. Additionally, the Army is increasing the number of Equal Opportunity Advisors from 350 to 500. In spite of these efforts, allegations of harassment surfacing last year underscore the need for periodic reevaluation of the human relations climate in our organizations. Last April, the Army leadership directed a reassessment of the human relations climate across the force, with a report due in August 2000. This year, a reassessment of the human relations environment throughout the Army will determine the effectiveness of the measures implemented under the Human Relations Action Plan.

### Character Development XXI

Character Development XXI implements initiatives in doctrine and policy, training and education, and communication to strengthen the values focus of our Army. Policy initiatives include the revision of the Army leadership manual and evaluation instruments for officers, NCOs, and Army civilians discussed previously. In the training arena, the Army has revised IET and disseminated an Ethical Climate Assessment Survey for use by Army leaders. Communications initiatives emphasize the Army's values through measures like the establishment of a values homepage on the internet, production of the video "Living Army Values," and the distribution of soldier cards and values tags to all soldiers.



*Soldiers prepare to secure rooms during urban operations training. Army values enable the teamwork that is essential to military effectiveness.*

instrumental to ensuring that soldiers will do their duty, even when their lives are at risk. In turn, maintaining the individual and collective discipline to do difficult things in dangerous places is the key to the Army's effectiveness as an organization. To preserve the Army's ability to accomplish its mission, we

Army has completed 302 actions, with the remaining 16 ongoing. Actions taken to date include placing additional emphasis on Army values and heritage in IET and in the Army at large, the assignment of additional personnel to improve supervision of IET, and the implementation of Army-wide Character

### The Consideration of Others Program

This Army wide program, based on the successful United States Military Academy approach, consists of regular small-group discussions oriented on values and the human dimension of combat readiness. Soldiers' lives are full of opportunities to meet the high standard of Army values, from the way



*A unit soccer game at Camp Zama, Japan, fosters morale and cohesion.*

they treat other soldiers in their units to the performance of routine inspections during guard duty. The Consideration of Others program fosters better understanding of Army values by allowing soldiers and leaders to focus on the concrete aspects of their organizational and training environment that directly illustrate Army values in action. A handbook that supports the Consideration of Others program is located on the internet at [www.odcsper.army.mil](http://www.odcsper.army.mil).

## The Community and Well Being

Just as the Army's diversity requires mechanisms that inculcate shared values among soldiers, the diversity of the Army family—its soldiers, civilians, veterans, and family members—requires facilities, programs, and activities that meet a broad range of needs. Army communities provide housing, health care, child care, shopping, recreation, religious support, and law enforcement for installations ranging in size from small outposts to major bases. By enhancing the well being of the Army family, these communities preserve organizational effectiveness, support

reenlistment, and are an important component of readiness.

Army communities provide a range of services that support a stable family environment and meet the needs of single soldiers as well. Fifty-five percent of the AC, approximately 263,000 soldiers, are married. Approximately 36,500 more are single parents. These soldiers are concerned with the security, happiness, and support of their loved ones. Knowing that the Army community effectively provides for these needs enhances morale and duty performance. Initiatives for the nearly 216,500 single soldiers foster camaraderie by providing facilities and programs that support positive, cohesion-building activities during soldiers' free time. For both married and single soldiers, community facilities, programs, and activities that enhance well being mitigate the turbulence that can accompany high OPTEMPO, frequent relocations, and separations.

There is a saying in the Army that goes, "We enlist soldiers, but we enlist families." Soldier well being is clearly a significant factor for reenlistment. For soldiers with families, well being is closely linked to the health and happiness of their family members. For single soldiers, the well being they experience for themselves and see in their married co-workers shapes their perception of whether the Army can meet their long-term goals. Sustaining the Army community and the well being it engenders is instrumental to retaining soldiers with the experience, skills, and leadership necessary in the 21st century Army.

Recognizing the importance of the well being of soldiers for current and future readiness, the Army leadership carefully monitors programs, trends, and indicators associated with it. The semiannual Sample Survey of Military

Personnel (SSMP) supports this oversight. The SSMP measures soldiers' levels of satisfaction with different aspects of their environment. Survey results thus contribute to the development of strategies for taking care of our people. These results consistently indicate that compensation, along with Army family and single soldier housing, are important elements of the well being of soldiers and their families. Since compensation and housing were discussed at length in Chapter 4, the following discussion will focus on other important contributors to the quality of life of soldiers and their families: healthcare; commissary and exchange privileges; family programs; and MWR programs are all important contributors to the well being of soldiers and their families.

## Medical Care

The DoD completed implementation of the TRICARE program in the last of 13 TRICARE regions in June 1998. The TRICARE program offers three options for obtaining health care to beneficiaries formerly eligible under CHAMPUS: TRICARE Prime, Extra, or Standard. Active duty personnel are automatically enrolled in TRICARE Prime, continue to have their health care needs managed in military medical treatment facilities and pay nothing out of pocket for referrals to civilian providers. Based on the rank of their sponsor, the families of active duty enrollees pay co-payments of \$6 or \$12 for each outpatient visit to nonmilitary medical care facilities. The FY2001 budget request includes provisions to eliminate these co-payments for active duty families. The annual enrollment fee for retirees in TRICARE Prime is \$460 per family (or \$230 dollars for the retiree alone) in addition to copayments. TRICARE Extra or Standard benefits are the same as under the CHAMPUS program, with

the exception that TRICARE Extra offers cost shares for beneficiaries who use providers from the preferred provider network.

TRICARE Prime Remote was implemented October 1, 1999. It offers the TRICARE Prime benefit through managed care support contractors for active duty service members with duty assignments in remote locations. In four of the 13 TRICARE regions, TRICARE Prime Remote provides the remote benefit to active duty family members as well. The FY2001 budget request includes provisions for expanding the remote benefit to active duty families nation wide.

Medicare-eligible retirees are currently ineligible for TRICARE coverage, but DoD began a demonstration program in September 1998, to test inclusion (subvention) of dual-eligible beneficiaries. The 1997 Balanced Budget Act authorized the Health Care Financing Administration to reimburse DoD medical facilities for care, above their historical level of effort, provided to military Medicare-



*Ensuring access to quality medical care for soldiers and their families is an important well being issue for the Army.*

eligibles who participate in this demonstration program. Upon completion of the demonstration, which is scheduled to end December 31, 2000, DoD will evaluate the merits of implementing subvention.

The level of enrollment in TRICARE indicates the high priority military members place on the benefit of high quality medical care for themselves and their families. This benefit reassures deployed soldiers that their families will receive quality care. Thus far, the level of satisfaction with TRICARE is mixed. The Spring 1999 SSMP results show that less than half of the officers surveyed expressed satisfaction with TRICARE. Surveys targeted specifically for TRICARE beneficiaries show higher levels of satisfaction. To improve customer satisfaction, the standards for resolving claims were raised last year, and the Army Health Advisory Council was established to inform senior Army leaders of health care issues and develop ways to address those issues. The Army aggressively supports the TRICARE managed care program and managed care support contracts, and continues to work with the Office of the Assistant Secretary of Defense (Health Affairs) to tailor TRICARE to better suit service readiness and beneficiary health needs.

Active duty dependents receive dental coverage through the TRICARE Family Member Dental Plan (TFMDP) that covers a significant portion of dental procedures. Soldiers pay monthly premiums of \$8.53 for one family member and \$21.33 for more than one family member for coverage under this plan. As of February 1998, retirees and their family members began enrolling in the newly established TRICARE Retiree Dental Program (TRDP), with premiums ranging from \$9.41 to \$15.08 for single coverage and \$30.53 to \$48.02 for family coverage, based upon geographical region.

## Commissaries and Exchanges

Commissaries and exchanges continue to be a highly valued benefit among soldiers, retirees, and their families. Among 56 aspects of military



*Army wide surveys indicate that commissaries are a highly valued benefit for soldiers.*

life included in a recent SSMP (Spring 1999), commissary and exchange privileges were among the factors with the highest levels of satisfaction (over 70 percent) for both enlisted soldiers and officers. Commissary privileges also held the highest level of satisfaction among officers (80 percent).

Commissaries and exchanges are important contributors to military well being. These facilities offer an economical alternative to shopping in commercial grocery and department stores. Additionally, revenues generated by exchange profits contribute to installation MWR programs. The presence of commissaries and exchanges reduces the uncertainty of frequent relocations, particularly for

soldiers and family members moving overseas for the first time. For many overseas, commissaries and exchanges offer the only practical access to American products.

### Morale, Welfare, and Recreation Programs

Army MWR programs improve soldier readiness by promoting mental and physical fitness, increasing family wellness, and enhancing soldier and Army civilian well being. The programs offer a variety of recreational activities, including sports and fitness facilities, libraries, indoor and outdoor recreation centers, arts and crafts facilities, automotive skills facilities, and entertainment and leisure travel programs. Surveys indicate that most MWR programs are used by at least 30 percent of eligible soldiers. Some of the most popular programs, such as fitness centers and libraries, are used by more

than half of eligible soldiers. The quality and availability of recreation services were among the top ten aspects of military life for which soldiers expressed satisfaction in the SSMP.

Civilian MWR professionals support major deployments by providing a range of MWR services for deployed soldiers and Army civilians. For instance, 138 professionals have voluntarily served in Operation Joint Endeavor/Guard/Forge, promoting the well being of deployed personnel and providing recreation, social and other support services. At the end of FY1999, 38 MWR specialists were serving at nine sites in Bosnia and Kosovo, supporting soldiers with DoD and United Services Organization entertainment programs, recreation programs, and special events.

### Army Family Programs

Army Family Programs provide support to help soldiers and their

families balance the demands of military life, provide a forum for addressing well being issues, and help families to handle the stress of deployments. By increasing self reliance and making support available from within our communities, Army Family Programs are a “force multiplier” that enhance readiness.

Army Child and Youth Services (CYS) programs support Army families by making quality, affordable services accessible to soldiers. CYS provides a variety of age-appropriate programs for eligible children and youth, ages 4 weeks to 18 years. Child Development Services provide child care options for parents of infants and young children. Army child care is employer-sponsored care; the Army matches child care fees paid by parents with appropriated fund support. Family Child Care homes help meet specialized care requirements. School-Age Services programs provide before and after school activities, such as computer labs, homework centers, and summer camps. Youth Services include middle school/teen open recreation programs that go beyond traditional sports and recreation to provide supervised, positive activities. Supplemental Programs and Services address needs across the entire age spectrum. All of these programs help balance the demands of the Army with the needs of Army families.

### Supporting Deployment Readiness

Preparing soldiers and families for deployment is essential to force projection readiness. Operation READY (Resources for Educating About Deployment and You) has been instrumental in that preparation. The U.S. Army Community and Family Support Center conducts and supports Operation READY training for Army Community Service (ACS) staff, Family Readiness Group (FRG) leaders, and



*Community services such as child care affect the well being of soldiers, and, hence, readiness.*

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rear detachment commanders. Operation READY materials familiarize soldiers, civilians, and family members with issues pertaining to all phases of a deployment. To enhance accessibility, the materials have been placed on the Internet and are being translated into German, Korean, and Spanish.

One of the innovative ways the Army harnesses the volunteer spirit of its members is through FRGs, which are voluntary organizations focused at the unit level. Composed of family members, soldiers, and civilians, FRGs organize activities designed to provide social and emotional support among those affiliated with the unit. They act as information clearing houses to disseminate official command information while simultaneously providing feedback to the chain of command on the state of the unit's families. When a unit deploys, its FRG becomes a mechanism for leveraging community support for the families of deployed soldiers. The FRG leadership works closely with the rear detachment commander. Trained by ACS personnel, FRG volunteers provide outreach, information, and referral services to help solve problems at the lowest possible level. Family Assistance Centers (FACs), operated by Army units and installations during major deployments, work closely with FRGs to provide additional assistance, information, and referral to soldiers and family members. Within the FAC are specially trained points of contact from key community agencies, such as the Red Cross, the Judge Advocate General, Finance corps and the ACS. FRGs and FACs support unit readiness, providing peace of mind for deployed soldiers as well as for their families.

The Army Family Teambuilding program (AFTB) is another program that enhances personal and family

preparedness for soldiers, civilians, and families. The AFTB's three tracks provide training on Army community resources tailored to specific audiences: soldiers, civilians serving in positions that might require deployment, and family members. It promotes self-reliance for people new to the Army by teaching them the "nuts and bolts" of Army life. This program also prepares those in leadership roles within FRGs and units to assist others with problems. Since 1994, more than 250,000 soldiers, family members, and Army civilians have attended AFTB classes taught by more than 3,500 volunteer trainers worldwide.

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**Army Family Programs provide support to help soldiers and their families balance the demands of military life, provide a forum for addressing well being issues, and help families to handle the stress of deployments.**

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The Army Family Action Plan (AFAP) is a feedback process that identifies and resolves issues of concern to soldiers (AC, RC, and retired), Army civilians, and family members. It is a commander's decision-making tool for a

continuous process of improvement. In its 16-year history, AFAP issues have led to 60 pieces of legislation, 126 policy changes, and more than 125 new or improved programs and services affecting all components of the Army as well as other Services.

Army Family Programs are an important resource for making the Army more than just the sum of its parts. By giving access to essential services and harnessing the spirit of volunteerism, these programs foster a spirit of sharing and caring that help make the Army a "family friendly" community.

### Safety

The Army's emphasis on safety helps protect the force in Army operations and insures that Army communities are safe places to live and work. Protection of its people and prevention of accidental loss of resources is a top priority for the Army's leadership. During the past few years, the Army has dramatically improved its safety record.

Army safety activities protect the force and enhance warfighting capabilities through a systematic and progressive process of hazard identification and risk mitigation that is embedded in Army doctrine. Commanders use this risk management process to identify safety problems before they can degrade readiness or mission accomplishment. They then develop specific measures to address these problems. The Army integrates risk management into all its day-to-day processes, including CONOPS, training, maintenance, and supporting activities.

Safety offices on Army installations are directly linked to the command structure. Safety managers advise installation commanders and are responsible for the design, development, and execution of a safety program tailored to the unique mission functions

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of the installation. Installation safety offices monitor safety trends identified by Department of the Army and MACOM safety offices.

### Retired Soldiers

The Army community includes 685,000 retirees, 80,000 “gray area” reservists (soldiers who have completed their 20-year obligation for retirement but are not eligible for retired pay until age 60), and 200,000 surviving spouses. These soldiers and spouses are a valuable part of our community because they are a tangible reminder of the service of countless soldiers throughout our Nation’s history. Many retirees are active members of unit associations that participate in ceremonies commemorating past unit achievements, sponsor volunteer projects in local communities, and support recruiting efforts. For today’s soldiers, retirees are a compelling example of Army values and an important reminder of our duty to something larger than ourselves.

Major Army installations conduct Retiree Appreciation Days annually to bring retired soldiers and their families up-to-date information on the Army and on changes in retirement benefits, privileges, and entitlements. They foster camaraderie and are extremely popular with the retired community. Installation commanders determine their own agenda for these events, which may include preventive medicine health fairs and featured speakers from Department of the Army Headquarters or military associations. More than 35 Retiree Appreciation Days were conducted at installations around the Nation last year. Honoring the service of retired soldiers enriches the entire Army community, and can help today’s soldiers prepare for their own retirement.



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## CONCLUSION

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From the tense streets of the Balkans to Korea's Demilitarized Zone, the United States Army stands ready to defend and promote the Nation's interests. It is a quality force composed of America's sons and daughters—citizens who have met stringent entry requirements and endured rigorous training to earn a place in the world's best Army. Having earned this distinction, America's soldiers are often called upon to serve in dangerous places doing difficult things. Wherever they go, they are living symbols of a society in which people of different religions and ethnic backgrounds live and work together in harmony—a society with an economy, an infrastructure and a vitality that are the envy of much of the world.

When we send our sons and daughters abroad, the freedom of the society they represent is their most powerful tool. American soldiers are potent symbols of this freedom. They are volunteers, serving in a values-based organization that exemplifies Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, and Personal Courage. In the midst of foreign lands struggling to achieve basic order and dignity, our soldiers are beacons that illuminate what is possible.

From Fort Bragg, North Carolina, to the jungles of Colombia, to the war-torn Balkans, and elsewhere around the world, 65 brave American soldiers gave their lives last year, training hard and performing dangerous duties in support of our Nation. Their service and sacrifice are a reminder of the generations of soldiers who have served and sacrificed for over 224 years. As it has been throughout our history, only the determination and vigilance of this and succeeding generations can safeguard the freedoms that make our Nation great. We must ensure that our Army has the resources to prepare for tomorrow as well as meet the requirements of today.