

United States Army

SOLDIERS ON POINT FOR THE NATION



Posture Statement 2001

A Statement on the Posture
of the
United States Army
2001

by

The Honorable Thomas E. White
and
General Eric K. Shinseki

Presented to

The Committees and Subcommittees
of the
UNITED STATES SENATE
and the
HOUSE OF REPRESENTATIVES

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The annual Army Posture Statement is an unclassified summary of
Army roles, missions, accomplishments, plans, and programs.
Designed to reinforce the Secretary of the Army and Chief of Staff, Army posture and
budget testimony before Congress, the APS serves a broad audience
as a basic reference on the state of the Army.

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August 2001

The Army has made tremendous progress since articulating its Vision to transform into a force for the 21st Century. We continue to do magnificent work for the Nation while meeting the challenges of matching resources to our requirements for People, Readiness, and Transformation. Much work remains to be done, but The Army has moved out. We are transforming in comprehensive and profound ways to be the most strategically responsive and dominant land force of the 21st Century—decisive across the entire spectrum of operations.

The President's amended budget for fiscal year 2002 ensures The Army is funded to support the National Security Strategy and National Military Strategy. It will put us on the road to recovery in some categories, such as military pay, housing allowances, and health care. It will start an improvement but leave us short of our goals in other areas, such as restoring our deteriorating infrastructure. Unfortunately, there will be continued shortfalls in a number of critical areas, such as modernization and recapitalization of the force.

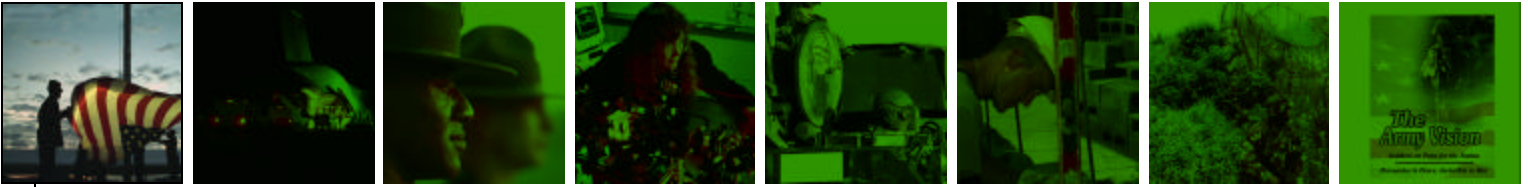
The Army's Transformation is enabled, although not at the optimal level. The Army is accepting moderate risk in training operating tempo, while ensuring stable base operations levels, improved facility maintenance and repair, and sustainment programs.

The bipartisan support of Congress over the past two years has helped The Army build sustainable momentum for its Transformation. Key to this Transformation is the freedom to efficiently manage The Army and generate near- and long-term savings for reinvestment. Given the latitude, we will improve efficiency within The Army by adopting better business practices—focusing on core competencies, outsourcing or privatizing where it makes sense, and streamlining processes to reduce operating costs. The Army has been and will continue to be a good steward of our Nation's resources. We will achieve irreversible momentum for the Army Vision by fully funding the pillars of the Army Vision: People, Readiness, and Transformation.

For fiscal year 2002, the President's amended budget funds our most pressing priorities. The programs, schedules, and funding levels described in this statement, however, may change as a result of the ongoing Quadrennial Defense Review, which will guide future decisions on military spending. With the continued support of the Administration and Congress, The Army will have the resources to remain—Persuasive in Peace, Invincible in War.

ERIC K. SHINSEKI
General, U.S. Army
Chief of Staff

THOMAS E. WHITE
Secretary of the Army



The Army exists for one purpose—to serve the Nation. For over 226 years, American Soldiers have answered the Nation's call to duty, faithfully and selflessly performing any mission that the American people have asked of them.

Throughout that time, The Army—active component, Army National Guard, United States (U.S.) Army Reserve, and Army civilians—has maintained its nonnegotiable contract with the American people to fight and win our Nation's wars decisively. Indeed, The Army stands ready to go into harm's way whenever and wherever we are asked. Today, The U.S. Army is the most formidable land force on earth; a fact that reassures allies and deters adversaries.

The Army's active component "go-to-war" force is forward stationed, deployed, or in the field—advancing our national interests, supporting theater engagement plans, and training for tomorrow's warfight. But our Army is one-third smaller, deploys more frequently, and is more likely to conduct stability and support operations than its Cold War predecessor. Accelerating mission and training requirements have strained Army capabilities, and overstretched resources have leveraged our warfighting readiness on the backs of our Soldiers and their families. Indeed, our missions create a demand for forces that increasingly can only be sustained by committing the reserve components. When we speak of The Army—active and reserve components, soldiers, civilians, family members, retirees and veterans—we are acknowledging a single force with common missions, common standards, and common responsibilities.

The Army has competing requirements that are in constant, daily tension. First is The Army's requirement to have a trained and ready force to fulfill its nonnegotiable contract with the American people to fight and win our Nation's wars decisively. That mission is significantly enhanced by being fully engaged around the globe with our allies, partners, and sometimes our potential adversaries to promote stability, to gain influence, and to ensure access in times of crisis. Further, as contingency operations become long-term commitments, our mission tempo, both training and





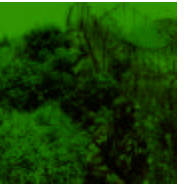
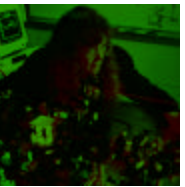
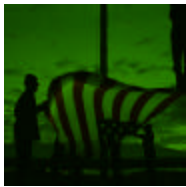
operational, increasingly strains our force structure. The mismatch between strategic requirements and operational resources forces us daily to prioritize among support for our people, the readiness demanded by the Nation, and the transformation necessary to continue our global preeminence.

More than ten years ago, during the buildup of Operation Desert Shield, The Army identified an operational shortfall—a gap between the capabilities of our heavy and light forces. Our heavy forces are the most formidable in the world. There are none better suited for high-intensity operations, but they are severely challenged to deploy to all the places where they might be needed. Conversely, our magnificent light forces are agile and deployable. They are particularly well suited for low-intensity operations but lack sufficient lethality and survivability. There is, at present, no rapidly deployable force with the staying power to provide our national leadership a complete range of strategic options. The requirements dictated by the rapidly evolving world situation increasingly underscore that capability gap; therefore, The Army is changing.

The Army must transform itself into a force for the 21st Century, strategically responsive and dominant at every point on the spectrum of military operations and prepared to meet a growing spectrum of requirements including threats to our homeland. To meet the national security

requirements of the 21st Century, The Army articulated its Vision to chart a balanced course and shed its Cold War designs. The Vision is about three interdependent components—People, Readiness, and Transformation. The Army is people—Soldiers, civilians, veterans, and families—and Soldiers remain the centerpiece of our formations. Warfighting readiness is The Army's top priority. The Transformation will produce a future force, the Objective Force, founded on innovative doctrine, training, leader development, organizations, materiel, and Soldiers. The Vision weaves together these threads—People, Readiness, and Transformation—binding them into what will be The Army of the future.





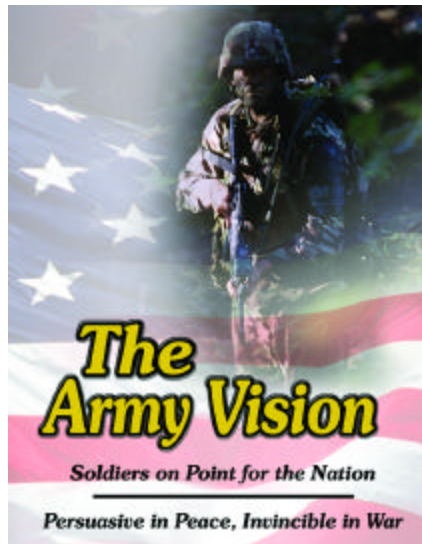
Last year, The Army took the initial steps to achieve its Vision. One step was the continued realignment of our budget priorities, generating investment capital by canceling or restructuring seven major Army procurement programs. Unfortunately, The Army has had to eliminate or restructure 182 programs over the past decade and a half. It is not that these systems and capabilities were unnecessary; our resource prioritization made programs unaffordable. Joining with the Defense Advanced Research Projects Agency (DARPA) in a cooperative research and development effort, we began to streamline our acquisition process to focus and accelerate the development and procurement of enabling technologies for our Objective Force. To address the capability gap

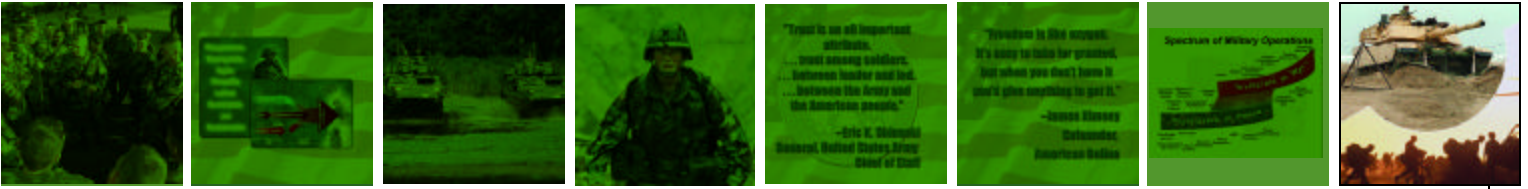
between our heavy and light forces, The Army developed a concept and began to organize an interim capability until the 21st Century Objective Force is fielded. The Army also completed a comprehensive study of how it trains Soldiers and grows them into leaders, knowing that the capabilities of a transformed Army will reside in competent, confident, adaptive, and creative people.

The Army is people, the core of our institutional strength. The well-being—physical, material, mental, and spiritual state—of soldiers, families, and civilians is inextricably linked to The Army's capabilities, readiness, and its preparedness to perform any mission. To improve well-being, we are offering technology-based distance learning opportunities; working to improve pay and retirement compensation; working with the Department of Defense (DoD) to guarantee that TRICARE meets the needs of our soldiers, retirees, and their families; improving facilities maintenance; and modernizing single soldier and family housing. The FY 2002 budget improves our force's well-being with better pay and incentives, funds additional pay raises targeted by grade and years of service, and increases housing allowances to reduce out-of-pocket expenses. The Army will also seek significant well-being improvements such as the health care provisions in the FY 2001 National Defense Authorization Act for our soldiers, retirees, and family

“Vision is the art of seeing things invisible.”

Jonathan Swift





members. Indeed, the pay raise, pay table reform, and retirement reform, as well as diligent efforts by leaders at all levels of The Army, helped us exceed our recruiting and retention goals in FY 2000. The FY 2002 budget increases for enlistment and retention bonuses will enable The Army to sustain recent recruiting and reenlistment successes. Congressional support for important well-being initiatives helps us recruit and retain a quality force. This attention to well-being will keep trained and qualified Soldiers and civilians in The Army.

In FY 2000, we started a four-year effort to increase personnel readiness levels. The Manning Initiative redistributed soldiers to fill all personnel authorizations in every active component combat division and cavalry regiment, but in doing so, we accepted some risk in the institutional base. This effort exposed the serious gap that has existed in the aggregate between manning requirements and authorizations. It is possible that we will need to increase personnel authorizations to meet all requirements, dependent upon ongoing reviews of overall Army missions. Meeting the requirements with the active component, however, is not enough. As mission demands necessitate increased use of our reserve components, we must bolster their full-time support requirements to better keep them ready and available. Manning the entire force will reduce operating tempo (OPTEMPO) and

personnel tempo thereby improving both readiness and well-being.

Readiness is a top priority and our focus. It means we must be prepared to execute strategic missions across the full spectrum of operational requirements around the globe. Our military formations must be able to conduct a range of activities from engagement to stability and support operations to warfighting. On any given day, The Army has nearly 125,000 soldiers and 15,000 U.S. civilians forward-stationed in over 100 countries around the world. In FY 2000, on a daily average, we deployed more than 26,000 additional soldiers for operations and military exercises in 68 countries—from East Timor to Nigeria to the Balkans. In Bosnia, the Texas Army National Guard's 49th Armored Division





assumed the mission for the Multinational Division (North), the first time since World War II that a reserve component division headquarters has led active component forces in an operational mission. In both Europe and Korea, Army soldiers continue a successful security commitment made 50 years ago. In Southwest Asia, The Army continues its support of United Nations sanctions against Iraq, stability operations in the Persian Gulf, and peacekeeping efforts in the Sinai. The Army, as the dominant land force, fills an indispensable role at many levels in deterring aggression, operating with allies and coalition partners, and responding at home and abroad with support to civil authorities.

The Army provides military support to civil authorities, both domestically and around the globe, for crisis response and consequence management. Army support after natural disasters ranged from personnel and equipment to suppress wildfires to logistical and medical support following the disasters in the South African, Central American, and Asian Pacific regions. From October 1997 to September 2000, within the United States, the U.S. Army Soldier and Biological Chemical Command trained over 28,000 people and conducted crisis response and consequence management exercises in 105 cities with federal agencies, state and local governments, and nongovernment organizations in support of the Domestic Preparedness Program. The U.S. Army Corps of Engineers prevented an average of \$20.8 billion in damages through flood control management of 383 major Corps and 108 non-Corps flood control reservoirs and 8,500 miles of flood control levees and flood fighting efforts. The Army supported civil law enforcement agencies in more than 236 counterdrug operations in 41 states. Finally, as part of a joint program, The Army led the development and testing of a ground-based National Missile Defense (NMD) system as a near-term solution to the expanding missile threat that could provide the baseline for any future expanded NMD architecture. The Army stands ready to respond to the full breadth of security requirements in the homeland and abroad, now and in the future.





Measuring the readiness of The Army to respond to the Nation's calls requires accuracy, objectivity, and uniformity. Our current standards are a Cold War legacy and reflect neither the complexity of today's strategic and operational environments nor other important factors. Near-term factors encompass the overall capability of units to deploy and include training enablers such as training ranges, institutional support, and depot maintenance; full-time support for our reserve components; and installation support. Long-term readiness factors affect The Army's ability to fight in the future and to retain quality personnel. We are reexamining how to measure Army readiness in the near-term, the long-term, and across the range of missions we may be expected to undertake. The new reporting system will provide timely and accurate information on the status of The Army's readiness, with measurements that are relevant and quantifiable, to enhance the ability of commanders to make the best possible employment decisions. It will also give the American people a more accurate assessment of how ready their Army is to do what it is asked to do.

In our FY 2002 budget, our most critical readiness requirements are supported. However, to stabilize the deterioration of our facilities and augment training enablers, we have accepted risk in the funding levels for OPTEMPO. Ground OPTEMPO for the M-1 Abrams tank is supported at 730 of 800 required miles per year and Flying Hour

Programs are funded for an average of 14 of 14.5 required live flying hours per aircrew per month for the active component and 9 live aircrew flying hours for the reserve component. The Army accepted this risk in order to support the sustainment, infrastructure, and training requirements that will impact on readiness during Transformation. To meet these demands, we have increased funding to replenish stockage levels, provided additional funding to depot maintenance accounts, supported strategic mobility needs, improved installations, and funded critical training enablers. The Army is maximizing resources to ensure our forces are trained, equipped, and ready to fight—a positive impact on overall readiness.

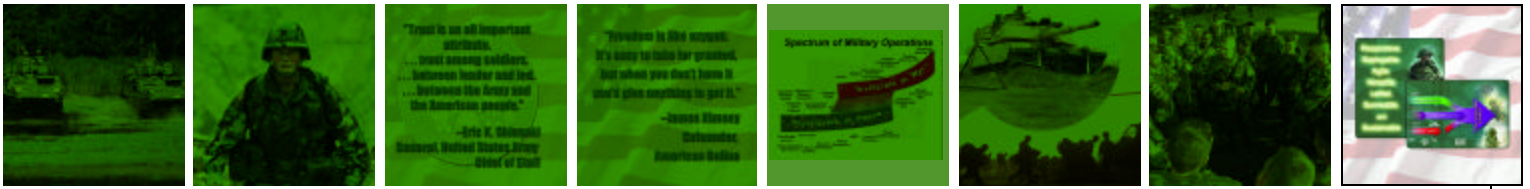




Installations are an essential, but often overlooked, part of our warfighting readiness. They support Soldiers and their families, enhance the rapid deployment of The Army, and provide efficient and timely support to deployed formations. Funding Sustainment, Restoration and Modernization (SRM) (formerly Real Property Maintenance) accounts is one of The Army's greatest concerns this year. We must maintain, modernize, and transform the training platforms and ranges that prepare the force; the depots and arsenals that maintain and equip the force; and the power projection platforms and information infrastructures that support the force when deployed. Only by taking care of the installation infrastructure now can The Army secure readiness for the future.

The FY 2002 budget substantially increases SRM funding to 94 percent (up from 60 percent), which may be sufficient to halt the deterioration of aging infrastructure and funds 96 percent of Base Operations Support. In the past, we paid other bills at the expense of facilities upkeep or masked these costs by migrating funds from OPTEMPO accounts, a practice we have stopped. The Army would prefer to divest itself of excess infrastructure and use the resulting savings to maintain installations and repair critical facilities or other Army priorities. The Army's current goal is to sustain facilities to a level that prevents further deterioration and to improve both the quality and the quantity of facilities to meet validated requirements in strategic mobility by FY 2003, barracks by FY 2008, and family housing in FY 2010. This year's investment will allow us to meet our strategic mobility goal by FY 2003, but our overall infrastructure condition will continue to decline. Without a continuing annual reinvestment, the cost to sustain facilities will only get worse by adding to the current unfunded SRM backlog of \$17.8 billion and unfunded facilities deficit of \$25 billion. The solution requires a long-term commitment to fully fund sustainment and focus SRM (restoration and modernization) funding on selected facility types, in ten-year increments. Army installations will take on a greater role as we attempt to reduce the deployed logistical footprint and rely on reach back links for enhanced command and control capabilities. Transformation of our





operational force without a concurrent renovation of the installation infrastructure will create an imbalance that will impinge on advantages gained by a transformed force.

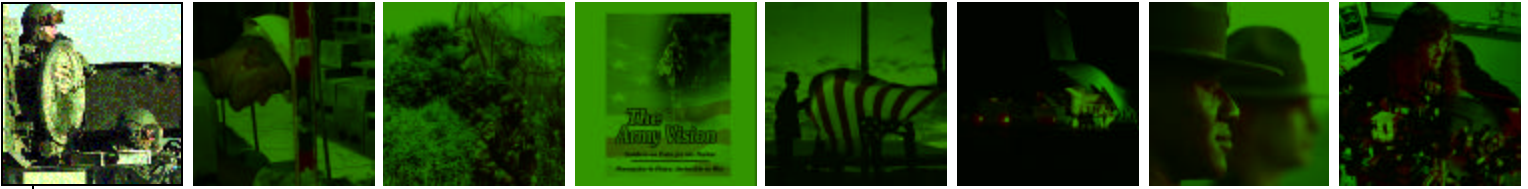
The third thread of the Vision requires a comprehensive transformation of the entire Army. This complex, multi year effort will balance the challenge of transforming the operational force and institutional base while maintaining a trained and ready force to respond to crises, deter war and, if deterrence fails, fight and win decisively. Transformation is far more extensive than merely modernizing our equipment and formations. It is the transformation of the entire Army from leader development programs to installations to combat formations. All aspects—doctrine, training, leaders, organization, materiel, and Soldiers—will be affected.

Transformation of The Army's operational force proceeds on three vectors—the Objective Force, the Interim Force, and the Legacy Force. All are equally necessary to our Nation's continued world leadership. The Objective Force is the force of the future and the focus of The Army's long-term development efforts. It will maximize advances in technology and organizational adaptations to revolutionize land-power capabilities. The Interim Force will fill the current capability gap that exists between today's heavy and light forces. Today's force, the Legacy Force, enables The Army to meet near-term National Military Strategy

commitments. Until the Objective Force is fielded, the Legacy Force, augmented or reinforced with an interim capability, will continue to engage and respond to crises to deter aggression; bring peace and stability to troubled regions; and enhance security by developing bonds of mutual respect and understanding with allies, partners, and potential adversaries. It must remain ready to fight and win if necessary, giving us the strategic hedge to allow Transformation.

As The Army works to develop and acquire the technologies for the Objective Force, the Legacy and Interim Forces will assure Army readiness. Our most pressing concerns this year include the modernization and recapitalization of selected Legacy Force systems to ensure current and near-term





readiness. We must judiciously modernize key armored and aviation systems in the Legacy Force to enhance force capabilities. We will further digitize the M-1 Abrams tank to increase situational awareness and remanufacture early-model Bradley infantry fighting vehicles to improve lethality, situational awareness, and sustainability. We will procure new systems like the Crusader howitzer to increase force effectiveness, reduce friendly casualties, ease logistics support requirements, and improve deployability. Crusader will maximize the total capabilities of the Legacy Force. Fielding the Patriot Advanced Capability-3 missile defense upgrade and the Theater High Altitude Area Defense system will significantly increase our in-theater force protection. The current Legacy Force will

benefit from upgrades and enhancements to proven systems. The Interim Force will demonstrate the power of developmental and off-the-shelf communications and intelligence capabilities. The Army has made the hard decisions for selective modernization to sustain combat overmatch. What is needed is continued support for our prudent investment strategy to keep our force strong and credible.

Concurrently, The Army will selectively recapitalize Legacy Force equipment to combat the rapid aging of our weapon systems. We preserve readiness best and most cost effectively when we retire or replace warfighting systems on a 20-year modernization cycle. As systems age, they break down with greater frequency and become more costly and difficult to maintain in peak warfighting condition. They also lose combat overmatch with respect to an adversary's modernized systems. Today, 75 percent of major combat systems exceed engineered design half-life and will exceed design life by 2010. System operation and sustainment costs are up over 35 percent and aircraft safety of flight messages are up 200 percent since 1995. The Army has established a selective recapitalization program that will restore aging systems to like-new condition and create upgraded warfighting capabilities for a fraction of the replacement cost. The FY 2002 budget provides funding to ensure depot maintenance is prepared to execute recapitalization. We must maintain the





readiness of the Legacy Force until the Objective Force is operational. As the Legacy Force maintains our strategic hedge and the Interim Force bridges the capability gap, The Army will build the Objective Force and complete the Vision for a trained and ready 21st Century Army.

The fielding of the Interim Force fills the strategic gap between our heavy and light forces and is an essential step toward the Objective Force. The key component of the Interim Force is the Interim Brigade Combat Team (IBCT), the first two of which are being organized at Fort Lewis, Washington. Its primary combat platform, the Interim Armored Vehicle (IAV), will fulfill an immediate requirement for a vehicle that is deployable any place in the world, arriving ready for combat. The IAV will consist of two variants, a mobile gun system and an infantry carrier with nine configurations. The IAV will achieve interoperability and internetworked capability with other IBCT systems by integrating command, control, communications, computer, intelligence, surveillance, and reconnaissance systems. Congress supported the IBCT concept with an additional \$600 million in the FY 2001 Defense Appropriations Act for IAV procurement and organization of the second IBCT. The Army will program resources to field six to eight IBCTs.

The Army will train and test Soldiers and leaders in the doctrine and organization of

these new units to ensure that they can respond to operational requirements. An IAV-equipped, battalion-sized element will undergo training and initial operational testing and evaluation to guarantee system suitability and effectiveness. Innovative applications and technology insertion in supporting forces will complete the IBCT package and enable initial operational capabilities for the first IBCT in 2003.

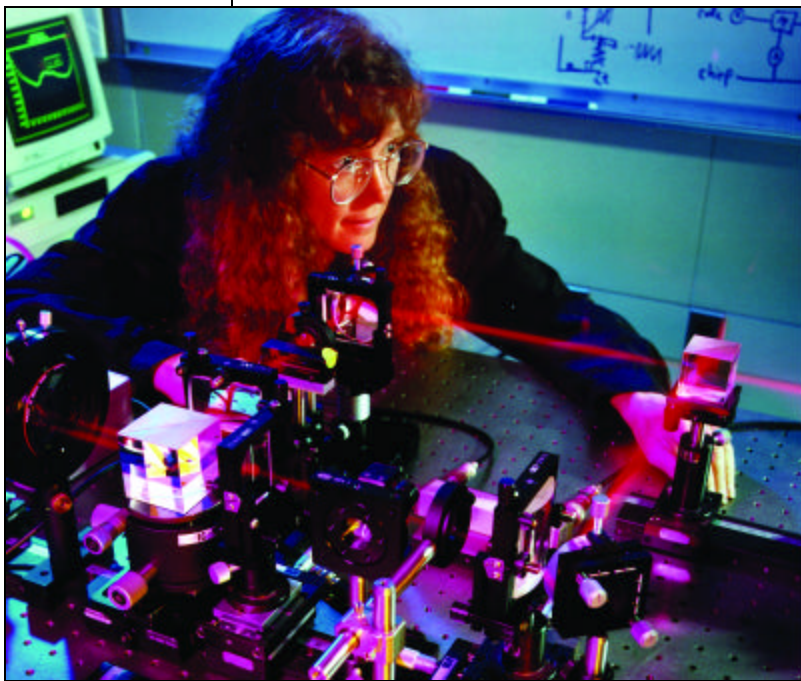
The Army's ultimate goal for Transformation is the Objective Force. Operating as part of a joint, combined, and or interagency team, it will be capable of conducting rapid and decisive offensive, defensive, stability and support operations, and be able to transition among any of these





missions without a loss of momentum. It will be lethal and survivable for warfighting and force protection; responsive and deployable for rapid mission tailoring and the projection required for crisis response; versatile and agile for success across the full spectrum of operations; and sustainable for extended regional engagement and sustained land combat. It will leverage joint and interagency reach-back capabilities for intelligence, logistical support, and information operations while protecting itself against information attacks. It will leverage space assets for communications; position, navigation, and timing; weather, terrain, and environmental monitoring; missile warning; and intelligence, surveillance, and reconnaissance. The Objective Force will provide for

conventional overmatch and a greater degree of strategic responsiveness, mission versatility, and operational and tactical agility. With the Objective Force, The Army intends to deploy a combat-capable brigade anywhere in the world in 96 hours, a division in 120 hours, and five divisions in 30 days. Our ability to quickly put a brigade-size force on the ground, with the balance of a division following a day later, fills a current gap for credible, rapid deterrence. The Objective Force will offer real strategic options in a crisis and changes the strategic calculations of our potential adversaries. The Army with Objective Force capability will provide the National Command Authorities with a full range of strategic options for regional engagement, crisis response, and land force operations in support of the Nation.



Advances in science and technology will lead to significantly improved capabilities for the Objective Force. The Army is programming over \$8 billion for science and technology efforts to begin fielding the Objective Force by the end of the current decade. This effort seeks to resolve a number of challenges: how to balance sustained lethality and survivability against ease of deployability; how to reduce strategic lift requirements and the logistical footprint required in-theater; how to mitigate risk to our support forces and to forces in-theater; and how to ensure digitized, secure communications to provide



battlefield awareness at all levels of command. The Army will find the best possible answers while maintaining the ready, disciplined, and robust forces our Nation demands, our allies expect, and our adversaries fear.

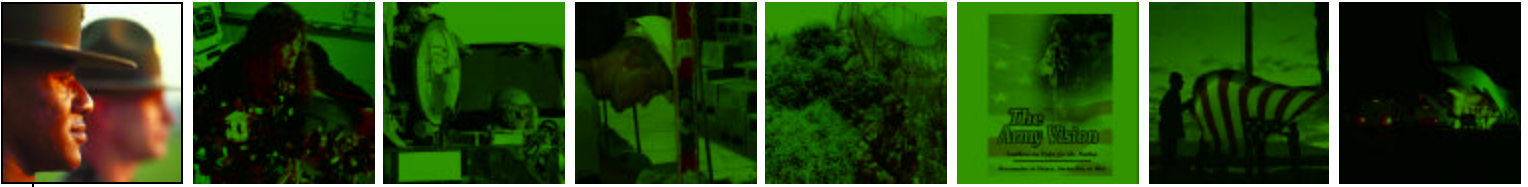
Future Combat Systems (FCS), a system of systems, is one of the essential components for The Army's Objective Force. To accelerate development of key technologies, The Army partnered with DARPA in a collaborative effort, co-funding over \$900 million through FY 2005 for concept definition and demonstration of FCS, providing critical systems and knowledge required to transform to the Objective Force. Forces equipped with FCS will network fires and maneuver in direct combat, deliver direct and indirect fires, perform intelligence, surveillance, and reconnaissance functions, and transport Soldiers and materiel. Over the next six years, The Army will demonstrate and validate FCS concepts and exploit high-payoff enabling technologies, including composite armor, active protection systems, multi-role (direct and indirect fire) cannons, compact kinetic energy missiles, hybrid electric propulsion, human engineering, and advanced electro-optic and infrared sensors.

Equally essential to the Objective Force is the fielding of the Comanche helicopter beginning in 2006. Comanche is the central program of the Army Aviation

Modernization Plan and a prime example of existing modernization programs with significant value for Objective Force capability. Although Comanche will be fielded as part of the Objective Force, its digitization will be compatible with Legacy Force and Interim Force systems. Comanche will provide a lethal combination of reconnaissance and firepower.

The FY 2002 budget will sustain Transformation by funding Objective Force research, development, testing, and evaluation (RDT&E) and setting the stage for modernization of Objective Force equipment. The continued support for RDT&E efforts and technologies in support of FCS, Comanche, IAV, and Crusader development coupled with





budgeted procurements and modernization and recapitalization initiatives, will help The Army maintain its plan for achieving an Objective Force. The procurement support for important systems such as IAV and Wolverine and support for both the Abrams and Bradley upgrade programs will enhance Legacy and Interim Forces. The Army will continue to balance competing requirements in its efforts to transform.

As the combat formations are being transformed, The Army's institutional base-schools, services, facilities, and installations-must also change to support both the Objective Force and current mission requirements. The U.S. Army Training and Doctrine Command produces tactically and technically proficient Soldiers and leaders

and the doctrine and concepts for operational success. The Army must train Soldiers-in simulations, on ranges, and in exercises-and grow them into leaders who are capable of executing rapid and seamless transitions between missions throughout the spectrum of operations. Training must continuously improve and respond to emerging technologies. We must recapitalize and modernize ranges, distance learning centers, Army schools, and combat training centers to keep pace with changes in force structure, technology, and the global environment. We must address the increasing challenge to readiness posed by encroachment to our ranges and training areas while maintaining our environmental stewardship of these same lands.

Army doctrine and concepts must also transform to keep pace with our changing operational force and growing technological advantages. As foundations for the Transformation, the two conceptual baselines for Army doctrine, Field Manual (FM) 1, The Army; and FM 3, Operations; were published June 14, 2001. The Training and Doctrine Command is revising and developing doctrine for organization and operation of the Interim Force and validating concepts for the Objective Force. We are also developing the concepts to integrate the capabilities of space and information operations to provide support across the entire spectrum of military operations. At every level, The Army is integrating emerging joint and multinational





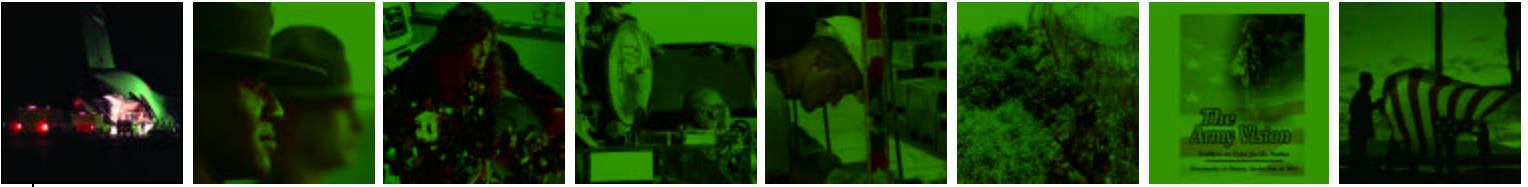
doctrine to develop the concepts that will field a force, grounded in doctrine, that is capable of providing the National Command Authorities a range of options for regional engagement, crisis response, and sustained land force operations.

Essential to Transformation is the training and leader development necessary to produce adaptive Soldiers and leaders for the Army today and for the Objective Force tomorrow. The Army Training and Leader Development Panel (ATLDP) has concluded an in-depth study of issues affecting The Army's culture and training and leader development doctrine. The ATLDP surveyed and interviewed over 13,500 officers and spouses. Follow-on studies of the noncommissioned officer and warrant officer corps will be conducted over the next six months. The primary objectives of the panel were to identify skill sets required of Objective Force leaders and to assess the ability of current training and leader development systems to cultivate those skills. Study participants addressed topics that included well-being, job satisfaction, training standards, and the officer education system. This study represents a candid self-assessment by The Army; it seeks to restore faith with Soldiers and set a course for improving all aspects of The Army's culture by bringing institutional beliefs and practices in line. Accordingly, some steps have already been taken, including developing a pilot basic officer leadership course stabilizing lieutenants in

developmental positions; eliminating tasks that interfere with warfighting training; reviewing resource allocations to our combat training centers; and protecting the well-being of soldiers and their families by increasing the predictability of moves and operational rotations. It is a testament to the strength of any organization when it is willing to take such a candid look at itself, and this kind of healthy introspection characterizes a true profession. This year, the budget will fund formal training at 100 percent and such Transformation initiatives as expanded One Station Unit training, establishment of a Land Warfare University, and Basic Officer Leadership course enhancements in order to develop the leaders and soldiers.

"Trust is an all important attribute.
... trust among soldiers.
... between leader and led.
... between the Army and the American people."
—Eric K. Shinseki
General, United States Army
Chief of Staff





We will transform logistical services and facilities to enhance readiness and strategic responsiveness. Today, logistics comprises approximately 80 percent of The Army's strategic lift requirement, creating a daunting challenge. Prepositioning stocks and forward presence solves only part of the problem. Currently, The Army has seven brigade sets of equipment forward-deployed on land and at sea with an eighth brigade set being deployed in FY 2002. As we fundamentally reshape the way The Army is deployed and sustained, we will ensure logistics transformation is synchronized with the needs of the operational forces and supports DoD and joint logistics transformation goals. The Army is examining how to reduce the logistical footprint in the theater of

operations and to reduce logistical costs without hindering warfighting capability and readiness. Approaches already being explored are recapitalization, common vehicle chassis design, a national maintenance program, and an intermediate basing strategy for force protection. We are synchronizing the critical systems of the institutional army with our operating forces to ensure the Transformation of The Army is holistic and complete.

Transformation is contingent upon good stewardship of our Nation's resources. The Army faces the same challenge as any large organization with people, equipment, and infrastructure: containing the rising costs of doing business. To make the Army Vision become a reality, we must transform the Army's business practices as well. Doing business as we have in the past will not allow the Army to simultaneously take care of people, meet readiness requirements, and transition to the Objective Force.

We must improve efficiency within our organizations by adopting better business practices—focusing on core competencies, outsourcing or privatizing where it makes sense, and streamlining processes to reduce operating costs. As we outsource and privatize non-core activities and services, care must be taken to reduce local workforce vulnerability and the immediate economic impact on surrounding communities.





To jump-start this process, we have established the Business Initiatives Task Force to find ways to cut costs and reinvest savings to enhance readiness and the well-being of our soldiers, their families, and Army civilians. We are also working with the Defense Acquisition Board to simplify weapon systems development and fielding by reducing life-cycle costs of major systems, employing spiral development to improve capability over time, and reducing the acquisition cycle timeline from an average of 10 years to an average of 5 to 7 years.

The Army has embarked on a historic enterprise. Recognizing that the forces we can provide to the combatant commands are becoming obsolete in a changing strategic environment, The Army is transforming. With the support of the Administration and Congress, The Army has charted a course that will better align its capabilities with the international security environment, enhancing responsiveness and deterrence while sustaining dominance at every point of the spectrum of operations. The Army Transformation is the most comprehensive program of change in a century and is already underway. It comes at a propitious moment. We live in a time of relative peace. Our nation's economic strength has given us a period of prosperity. A decade of post-Cold War experience has provided us a strategic perspective, and American technological power gives us

tremendous potential. We have seized this opportunity to guarantee our strategic capability and our non-negotiable contract with the American people well into this century.

The Army—Soldiers on Point for the Nation
—Persuasive in Peace, Invincible in War.



THE UNITED STATES ARMY



L o y a l t y



D u t y



R e s p e c t



S e l f l e s s - S e r v i c e



H o n o r



I n t e g r i t y



P e r s o n a l C o u r a g e

