

2006

POSTURE STATEMENT

A CAMPAIGN QUALITY ARMY WITH JOINT AND EXPEDITIONARY CAPABILITIES



UNITED STATES ARMY



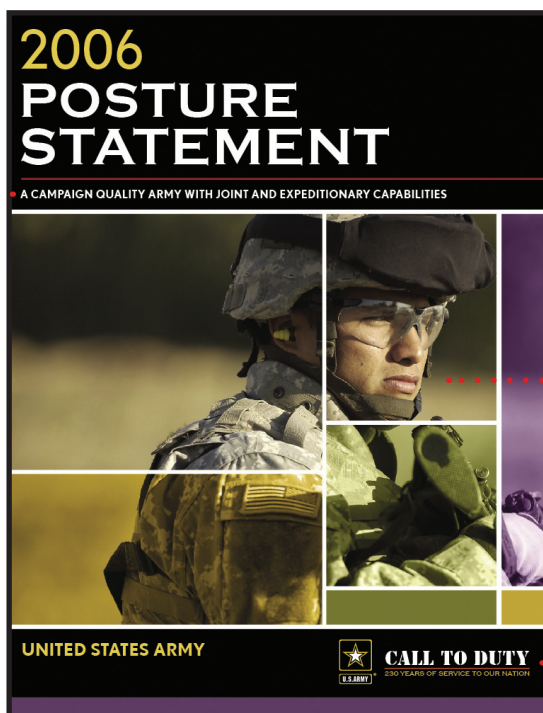
CALL TO DUTY

230 YEARS OF SERVICE TO OUR NATION

About the Cover

Soldiers are the Army. This idea is foremost in our thinking. It is the Soldier – well trained, equipped, and led – who serves as the ultimate expression of the capabilities the Army provides to the Joint Force and the Nation. Living and personifying the ideals of the Warrior Ethos, our Soldiers are on duty, around the world and at home, to protect the Nation and the society they serve. For these reasons, Soldiers are our Centerpiece. *This is why we proudly feature a Soldier on this cover.*

Our Army is organized, manned, trained, and equipped to conduct sustained campaigns on land, as part of joint, interagency, and coalition formations, to achieve national strategic objectives. We are also uniquely suited to conduct expeditionary operations – requiring rapid deployment of our forces to remote, austere theaters of war and conduct operations immediately upon arrival. Our transformation and modernization efforts are focused to improve our capabilities in each of these settings. To meet the needs of the Nation and adapt to the challenges our Soldiers will face, we must continue to improve these capabilities. *This is why we feature this statement on this cover.*



Our Soldiers continue to answer the *Call to Duty*, as they have done for over 230 years. The most potent weapon in the long struggle against terror will be our brave men and women in uniform. These Americans represent the finest the Nation has to offer. Those who honor and assist our Soldiers also answer the *Call to Duty*. To recognize the importance of service to the Nation, Call to Duty is the theme of this year's Posture Statement. *This is why we feature Call to Duty on this cover.*

A Statement on the Posture of the United States Army 2006

by

The Honorable Francis J. Harvey and General Peter J. Schoomaker

Presented to

The Committees and Subcommittees of the
UNITED STATES SENATE and the HOUSE OF REPRESENTATIVES
2nd SESSION, 109th CONGRESS

The annual Army Posture Statement is an unclassified summary of
Army roles, missions, accomplishments, plans, and programs.

The Posture Statement is designed to reinforce the testimony presented by the Secretary of the Army and the Chief of Staff, Army, that addresses the resources and support required by the Department of the Army to accomplish its mission during Fiscal Year 2007.

This Posture Statement serves a broad audience as a basic reference on the state of the Army.

This document is available on the Army website at <http://www.army.mil/aps/06>.

The Posture Statement is a product of the Office of the Chief of Staff, U.S. Army,
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February 10, 2006

We have the confidence of the Nation as we continue to engage in a long struggle against global terrorism and the conditions that give it life and sustain it. Over a half-million active and reserve Soldiers have served overseas in the war on terrorism. More than 600,000 Soldiers are on active duty today. Almost half of them are deployed, serving in 120 countries worldwide in defense of U.S. interests.

While fighting, we are preparing Soldiers and leaders for the challenges that they will face. We continue to transform, to modernize, and to realign our global force posture. Our Army continues to evolve from a force dependent on divisions to deter and to wage war against traditional adversaries, to a force dependent on modular brigades, specially designed for the full range of non-traditional adversaries and challenges it will face.

With the support of the President, the Congress, and the Secretary of Defense, we have developed and resourced a fully integrated plan to best serve the Nation, to deal with the challenges we will face today and tomorrow, and to sustain our volunteer Soldiers in this time of war.

To execute this plan, we are depending upon continued Congressional leadership in three areas:

- Obtaining legislative authorities to assure predictable access to our Army National Guard and Army Reserve Soldiers who have become, by necessity, our operational rather than our strategic reserve;
- Expediting wartime acquisition processes needed to equip and protect our Soldiers; and
- Of greatest importance, maintaining the support of the American people whom we serve.

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

Peter J. Schoomaker
General, United States Army
Chief of Staff

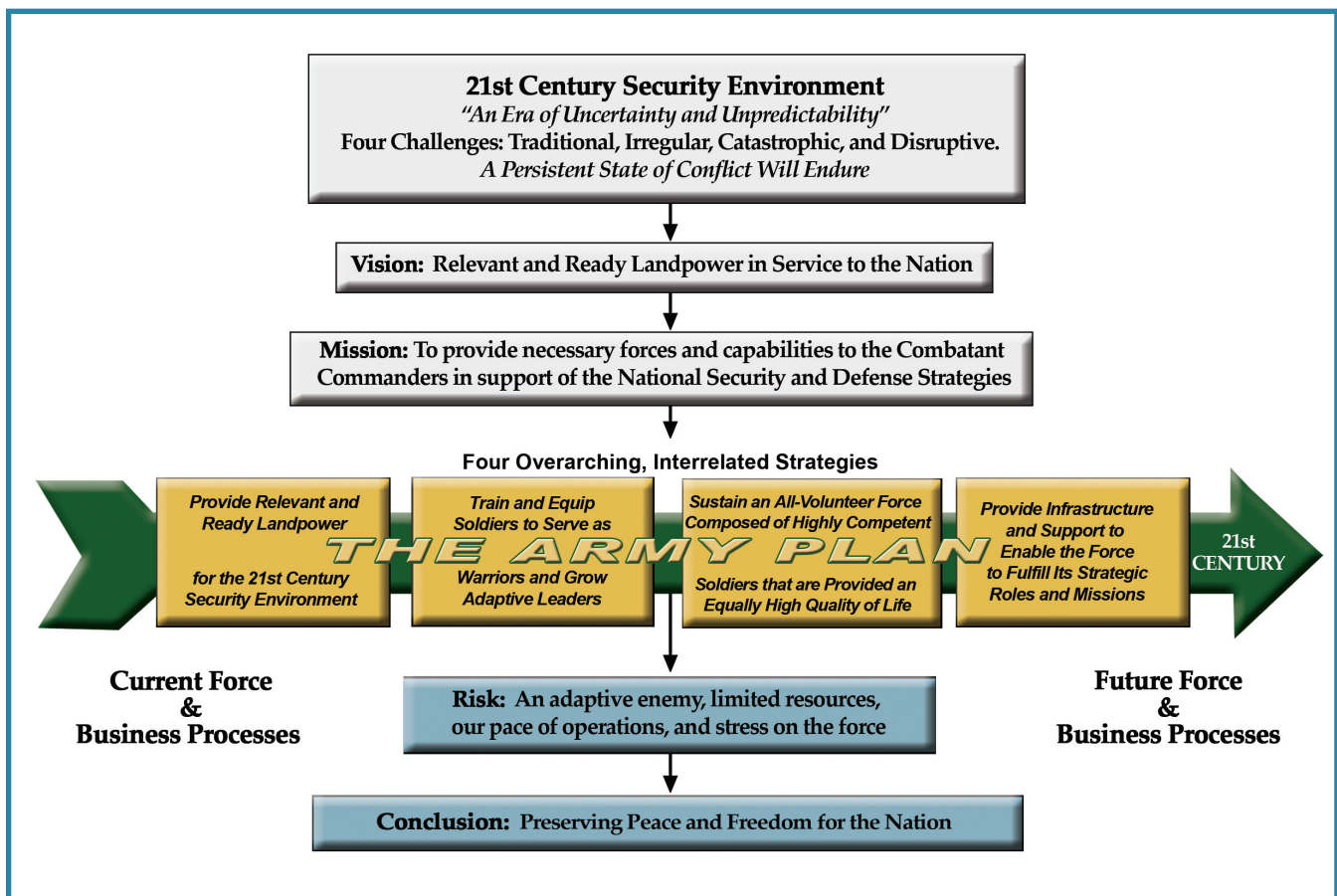
Francis J. Harvey
Secretary of the Army

Purpose and Organization of the 2006 Army Posture Statement

The 2006 Army Posture Statement describes how the Army is executing The Army Plan to meet the challenges of today and to be better prepared for those we will face tomorrow. Focusing on the Soldier, our centerpiece, the Posture Statement summarizes key implications of the 21st century security environment. This discussion provides the context to examine the Army Vision to accomplish our enduring, constitutionally-derived mission.

The Army Plan consists of four overarching, interrelated strategies, focusing on people, forces, training and infrastructure. We explain our initiatives, accomplishments, and compelling needs as they relate to each of these strategies. We describe transformation, not as an end in itself; but rather, how it has helped us to accomplish our mission and to realize our vision.

We conclude with a discussion of risk to underscore our compelling needs.



This Posture Statement is designed to serve as a primary portal to learn about the Army. A listing of helpful Army-related websites and a glossary of acronyms are also provided.

The Army Posture Statement can also be found on the Web at <http://www.army.mil/aps/06>. The electronic version of the document provides a series of addenda and hyperlinked boxes addressing key items of interest to enhance readability and to make additional information available to support diverse user interests. These items of interest are indicated in *blue type* throughout the document.

2006 Army Posture Statement Executive Summary

Soldiers are making enormous contributions and sacrifices while serving at the forefront of a long struggle of continuous, evolving conflict. Their presence has enabled historic elections in Afghanistan and Iraq, and is setting the conditions for democratic institutions to take hold. Our Soldiers are also preventing attacks on our Nation and responding to natural disasters at home and abroad, while sustaining the full range of America's global commitments. At the same time, to be ready for the challenges we face today and tomorrow, we are accelerating our plan to transform and modernize.

We are executing The Army Plan to accomplish our mission and to realize our vision: *to remain the preeminent landpower on Earth – the ultimate instrument of national resolve – that is both ready to meet and relevant to the challenges of the dangerous and complex 21st century security environment.* Our plan consists of four overarching, interrelated strategies (Figure 1).

This fully integrated plan is driving change at an unprecedented pace. We are becoming a more powerful, more flexible, and more deployable force with a broad set of capabilities to deal with the full spectrum of challenges we will face. Our improvements will enable our Soldiers to sustain the full range of global commitments which extend beyond today's current theaters of war. We are improving our ability to operate with joint and coalition partners and to perform nontraditional operations. We are also developing better ways to manage increasing demands for forces and relieve stress on Soldiers, their families, and civilian workers to sustain our All-Volunteer force.

Four key ideas underpin our planning:

- First, we remain committed to producing units that are ready for the challenges they will face and to overcoming years of underfunding prior to the events of 9-11. We have received unprecedented support to "buy back" much needed capability. We cannot, however, fool ourselves by maintaining large numbers of forces on paper that, in reality, lack the people, equipment, training, and support needed to accomplish the missions that they will be assigned. We are determined to support our Soldiers and their families with an improved quality of life that matches the high quality of service they perform for America.
- Second, we recognize that intellectual change precedes physical change. For this reason, we are developing qualities in our leaders, our

people, and our forces to enable them to respond effectively to what they will face. We describe the leaders we are creating as "pentathletes," whose versatility and athleticism – qualities that reflect the essence of our Army – will enable them to learn and adapt in ambiguous situations in a constantly evolving environment. We have undertaken a major review of how we train, educate, assign, and develop our military and civilian leaders to ensure that our Soldiers are well-led and well-supported as they deal with complexity and uncertainty for the foreseeable future.

- Third, reinforced by the American military experience of the 20th century, we believe that our Soldiers' effectiveness depends upon a national commitment to recruit, train, and support them properly. This commitment must be underwritten by consistent investment in their equipment and infrastructure. We remain acutely aware of fiscal constraints; however, our duty to do what is right for our Soldiers, their families, and the Nation remains firm and unwavering.
- Fourth, we remember our position at the start of the long struggle in which we are engaged. After years of insufficient modernization investments, many of our units were under-equipped and not immediately ready for deployment, especially in our reserve units. To meet Combatant Commanders' wartime needs, we pooled equipment from across the force to equip those Soldiers deploying into harm's way. This increased risk in other capabilities, as seen in the Army National Guard during our national response to Hurricanes Katrina and Rita. With help from the President, the Congress, and the Department of Defense through supplemental appropriations, we have addressed many of our equipment shortfalls. We still have much to accomplish to ensure force readiness and to mitigate risk.



To sustain the current mission, posture for future commitments, and maintain risk at acceptable wartime levels, the Army needs:

- Full funding of the Army request in the 2007 President's Budget and special consideration, in light of wartime demands, for avoiding any reductions to the Army's budget and program. In addition, supplemental funding is required for combat and contingency operations and to continue to reset, repair, recapitalize, and replace battle losses of equipment for several years beyond major deployments. Supplemental funding is needed to overcome the stress on equipment resulting from sustained combat operations in harsh environments. These resources will ensure that the Army is fully manned, trained, and equipped to achieve victory in the war on terrorism. These resources will also enable the Army to maintain the momentum of key programs, while accelerating transformation.
- Funding to increase Army capabilities and overall capacity as well as support for the legislative authorities and programs needed to assure access to our reserve components – who, by necessity, have become an operational vice a strategic reserve. We must achieve a proper balance of capabilities and skills among our active and reserve forces and continue to build high-quality units to increase capability and ease the strain on our deployed Soldiers.
- Support and funding to achieve critical recruiting and retention goals needed to grow operational forces. Meeting these goals for our active and reserve Soldiers sustains the quality and effectiveness of our All-Volunteer force.
- Funding for the Future Combat Systems (FCS) program – to enhance current force capabilities today with “spin outs” of available technology – and accelerate more than 300 other modernization programs. Our most critical investment program, FCS will be the Army's first major modernization in over 30 years and will better prepare and protect Soldiers for current and future threats. These capabilities will directly benefit our active and reserve components, all U.S. ground forces, and our allies that support ground campaigns.
- Full funding to maintain momentum in building a rotational pool of 70 Brigade Combat Teams (BCTs) and more than 200 modular Support Brigades and headquarters. Already well under way, our transformation to become a



fully modular force is preparing our Soldiers to conduct sustained operations of the type we see today. In addition, our transformation is increasing the depth and breadth of our capabilities to prepare our Soldiers for tomorrow's challenges, particularly as we evolve to maintain overseas presence with rotational units.

- Full funding for Army installations and support to execute a carefully synchronized plan to achieve a new global basing posture, while fulfilling the requirements of the National Military Strategy. This plan will make full use of the resources currently apportioned and projected to be recouped through consolidation and closings. Unanticipated costs associated with environmental remediation, renovation, construction, and other areas, may require additional resources in future years (a situation that will require continuous reevaluation). Full funding and continued support for Army installations and quality-of-life programs is required to sustain the All-Volunteer force, now being tested for the first time in a prolonged war.
- Support for funding and authorities for Army Business Transformation initiatives to achieve targeted efficiencies through management reform, Institutional Army adaptation, and reengineered business practices. These initiatives will free human and financial resources for more compelling operational needs and accelerate other aspects of our transformation.

A complete, detailed list of our Compelling Needs for 2007 is provided in Figure 2.

2007 will be a pivotal year for the Army. We will continue to conduct operations while transforming the force, its global infrastructure, and all of our supporting business processes. The resources provided to the Army in 2007 and beyond will enable the Army to maintain the momentum of key programs, while accelerating aspects of our transformation. Moreover, this funding will determine our ability to continue to accomplish our mission and to be postured to meet future commitments.

Four Overarching, Interrelated Strategies

Provide Relevant and Ready Landpower

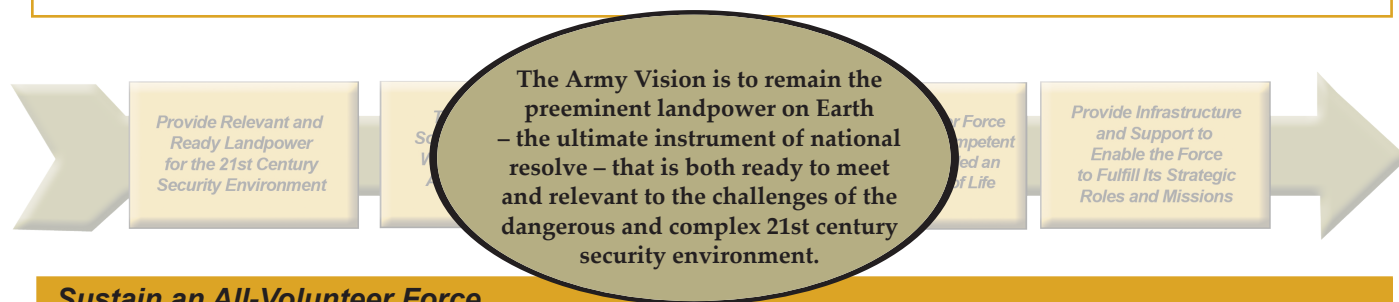
We are improving our capabilities to prevail in the war on terrorism and sustain all of our global commitments. While fighting, we are:

- Maintaining the momentum of our transformation and modernization.
 - Transforming to create an active and reserve component pool of 70 modular Brigade Combat Teams, reinforced by over 200 modular Support Brigades.
 - Modernizing – for the first time in decades – to field Future Combat Systems and other advanced technologies.
- Building a modular force in which brigades – not divisions – can “plug into” joint and coalition task forces in expeditionary and campaign settings.
- Improving readiness to deal with irregular, catastrophic, disruptive, and traditional challenges.
- Building depth (*more*) and breadth (*more kinds*) of capability to ensure Soldiers and units can adapt to these challenges.
 - Building *more* brigades to increase strategic flexibility and relieve stress on Soldiers and equipment.
 - Developing *more kinds* of capability by making our brigades more powerful, versatile, deployable, and relevant to new challenges.
- Creating improvements in: Sustaining the Force, Actionable Intelligence, Stability Operations, Homeland Defense, Operating in Complex Environments, Facing Irregular Challenges, Battle Command, and more.
- Ensuring that every investment in our current force benefits our future force.

Train and Equip Soldiers and Grow Adaptive Leaders

We are preparing our Soldiers for the rigors of war and leaders to serve as multi-skilled pentathletes amidst complexity and uncertainty. We are:

- Producing Soldiers armed with the values, skills, and mindset to serve as competent, resilient warriors.
- Reinforcing our commitment to our shared Warrior Ethos among all of our Soldiers and civilians.
- Enhancing our education and training programs – at our home stations, our Combat Training Centers, and across our institutional training base.
- Leveraging lessons learned in combat, countering insurgents, promoting stability, and supporting reconstruction.
- Continuing to build the best capabilities possible – by providing the best possible weapons, sensors, and protection for our Soldiers.
- Expanding cultural awareness in our military education programs and enhancing emphasis on foreign language training.



Sustain an All-Volunteer Force

We are sustaining the volunteer force now being tested for the first time in modern history in a long war. We are:

- Honoring our commitment to the versatile young Americans that we depend on by caring for them and their families.
- Enhancing numerous programs – housing, education, health care, and more – to improve how we support our Soldiers and their families.
- Promoting a sense of belonging – to units and communities – that builds readiness, cohesion, and reduces uncertainty.
- Executing a full range of initiatives and incentives to recruit and retain Soldiers with the right aptitude and attitude.
- Working to match the quality of life that our Soldiers enjoy to the quality of service they provide to the Nation.

Provide Infrastructure and Support

We are providing infrastructure and support to ensure the Army is able to execute its mission. We are:

- Investing in our bases that house and deploy our Soldiers, depots, arsenals, and the information network that connects them.
- Adjusting our global footprint to be better positioned for the challenges of the 21st century and the long war on terrorism.
- Consolidating our activities to become more effective (to do our job better) and more efficient (with best use of resources).
- Reengineering the Army’s business processes to free human and financial resources for more compelling operational needs.
- Reducing cycle time, overhead, and cost in every aspect of what we do.

FIGURE 1

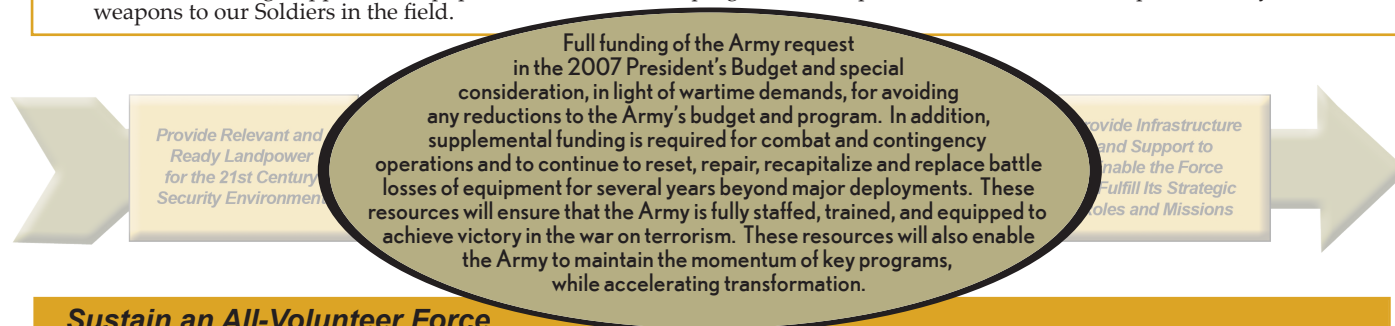
Compelling Needs

Provide Relevant and Ready Landpower

- Resource the Army's requirements for resetting more than 50 brigades consisting of over 350,000 pieces of equipment, including: 615 aircraft; 7,000 combat vehicles; and 30,000 wheeled vehicles.
- Support the Army's effort in 2007 to grow our operational forces to 355,000 Soldiers (increase of 40,000 Soldiers), and restructure both the Institutional and Operational Army to achieve a proper balance of capabilities across our active and reserve components to meet global commitments now and in the future.
- Fully fund continuous modernization of the current force through the Future Combat Systems program and key supporting programs, including increasing Soldier protection, sustaining development of advanced technologies, and developing the Joint Network Node and LandWarNet to ensure the Army remains the preeminent landpower on earth.
- Sustain momentum in force transformation through modular conversions planned in 2007 – three active component and seven reserve component Brigade Combat Teams, 13 active component and five reserve component Support Brigades, headquarters, and theater commands – to increase the depth and breadth of our capabilities to ensure the Army has relevant combat power for the 21st century.

Train and Equip Soldiers and Grow Adaptive Leaders

- Support and funding to implement the findings of the Review of Education, Training, and Assignments for Leaders, examining all pertinent policies and programs with a view to creating military and civilian "pentathletes" able to lead effectively amidst the complexity and uncertainty of the 21st century security environment.
- Continue to support Army initiatives to sustain Soldier, leader, and unit training development and improve stability for Soldiers and their families.
- Continue to support the Rapid Fielding Initiative to complete the goal of equipping all operational forces (active and reserve component) by September 2007.
- Maintain funding support for equipment modernization programs that speed state-of-the-art force protection systems and weapons to our Soldiers in the field.



Sustain an All-Volunteer Force

- Support and funding to achieve critical recruiting and retention goals. Meeting these goals for all components will ensure the quality of our All-Volunteer force:
 - Achieve an active component recruiting goal of 80,000 and retention goal of 64,200; an Army National Guard recruiting goal of 70,000 and retention goal of 34,900; and an Army Reserve recruiting goal of 36,500 and retention goal of 16,900.
 - Continue support of Army initiatives to improve predictability and stability for Soldiers and their families in both the active and reserve components.
- Full funding and support for quality-of-life programs to sustain the All-Volunteer force, now being tested for the first time in a prolonged war.
 - Support housing initiatives to provide quality housing for Soldiers and families at installations impacted by Base Realignment and Closure and the Integrated Global Presence and Basing Strategy.
 - Support the transformation of family programs to benefit families in all components regardless of physical location, leveraging resources available in local communities.

Provide Infrastructure and Support

- Full funding for Army installations and support to execute a carefully synchronized plan to achieve a new global basing posture, while fulfilling the requirements of the National Military Strategy. This plan will make full use of the resources currently apportioned and projected to be recouped through consolidation and closings. Unanticipated costs associated with environmental remediation, renovation, construction, and other areas, may require additional resources in future years (a situation that will require continuous reevaluation).
 - Support Army efforts to synchronize Integrated Global Presence and Basing Strategy, Base Realignment and Closure, and stationing of modular forces.
 - Support funding to achieve a 67-year facilities recapitalization rate.
 - Maintain support for 2007 military construction requirements in accordance with the Army modular force initiative, Base Realignment and Closure, Integrated Global Presence and Basing Strategy, and other Department of Defense guidance.
- Support for funding and authorities for Army Business Transformation initiatives to achieve targeted efficiencies through management reform, Institutional Army adaptation, and reengineered business practices. These initiatives will free human and financial resources for more compelling operational needs.

FIGURE 2

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21st Century Security Environment: An Era of Uncertainty and Unpredictability

In the four years since the terrorist attacks on the Nation, the international security environment has changed dramatically. As a result, military commitments and especially the demand for Soldiers have increased both at home and abroad. With the support of the President, the Congress, and the Secretary of Defense, we have increased our capabilities to deal with the challenges we are facing today and accelerated our preparation for those we will face tomorrow.

Complex Security Challenges

The National Defense Strategy identifies an array of traditional, irregular, catastrophic, and disruptive challenges that pose threats to the Nation (Figure 3). These threats are becoming increasingly complex. We no longer face only conventional armies who operate within clearly established political boundaries. In addition, we will face enemies that employ irregular tactics, terror, and asymmetric warfare. These enemies will be increasingly transnational and dispersed.

Fueled by ideologies that oppose our Nation's bedrock values, al-Qaeda and other enemies are committed to reducing American global presence and to destroying our society. They have publicly stated their goal: to gain control in the Islamic world by establishing a unified caliphate, stretching from North Africa to Indonesia.

We are engaged in a long struggle against adversaries who are ruthless and unconstrained in achieving their ends. Our previous conceptions of security, deterrence, intelligence, and warning do not adequately address the threats we now face. To defeat our adversaries, who will be neither deterred by nuclear or conventional weapons nor defeated in battles with decisive outcomes, we must remain vigilant in employing all forms of national and international power – diplomatic, informational, military, and economic – in a concerted, integrated manner.

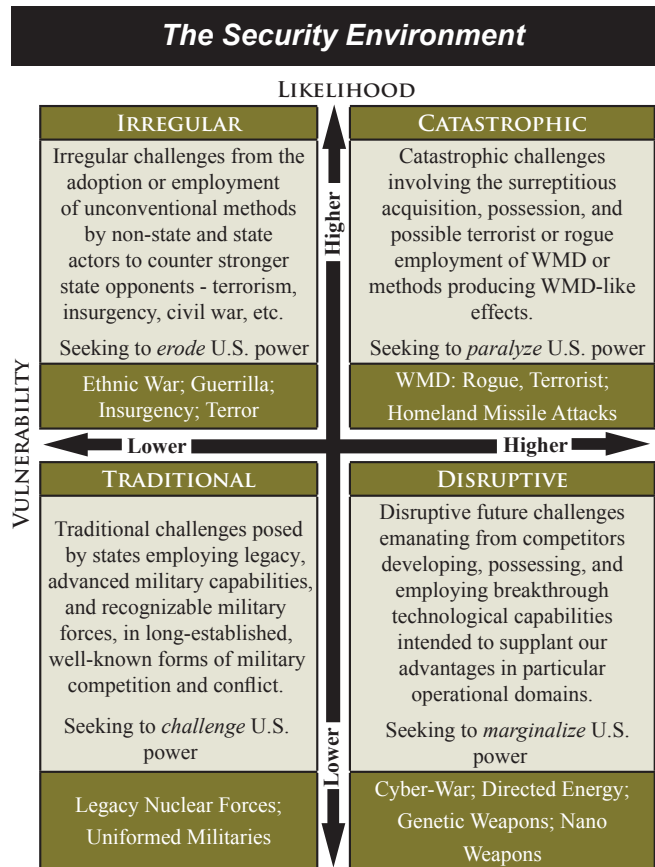


FIGURE 3

Increasing Complexity

The security environment in which our Soldiers will operate is characterized by challenges and uncertainties, including:

- Progress in the war on terrorism;
- The pace of democratic reform in the Middle East and elsewhere, especially in fledgling democracies such as Iraq, Afghanistan and the emerging Palestinian State;
- The ability of existing governments to perform traditional state functions and deny safe haven to terrorist groups;
- Progress in controlling the proliferation of weapons of mass destruction to state and non-state actors; and
- Decisions in four major areas:
 - Defense priorities amidst growing fiscal pressures;

- Roles and missions of the Armed Forces as defined in the Quadrennial Defense Review;
- Role of the Armed Forces in defense support to civil authorities; and
- Pace of implementation of Base Realignment and Closure (BRAC) legislation and Integrated Global Presence and Basing Strategy (IGPBS) plans.

Competing Fiscal Priorities

The Army will remain engaged around the globe, while operating in a constrained fiscal environment. This will continue to limit the resources available to accomplish our missions.

National Budget Trends

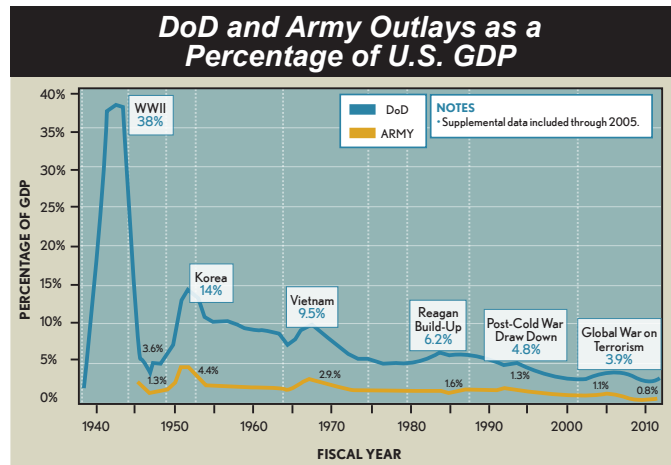
The Office of the Secretary of Defense, Comptroller, projects 2007 Defense spending will be 3.9 percent of Gross Domestic Product (GDP), continuing a downward trend (Figure 4). Defense resources have not kept pace with growth in GDP.

Defense Budget Trends

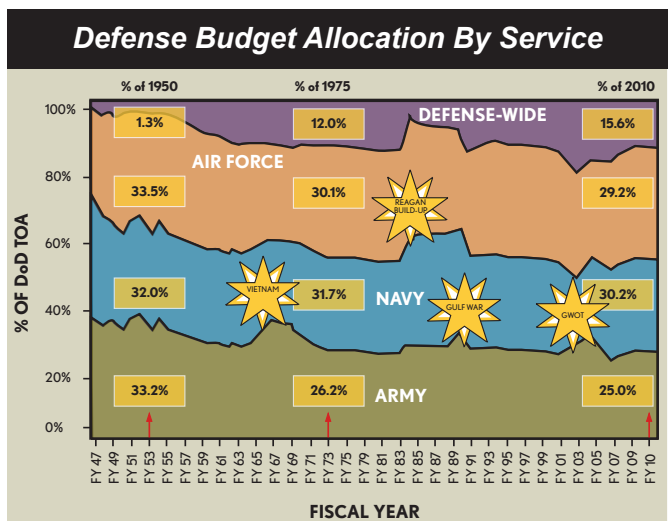
The allocation of Defense resources has changed over time (Figure 5) in response to the focus and demands of the National Military Strategy. Today, despite providing the bulk of the forces for the war on terrorism, the Army receives the smallest share of programmed resources. Increasing pressure to reduce the federal deficit, coupled with rising fuel, health care, and other costs, may impact the resources appropriated to accomplish Army missions.

Army Budget Trends

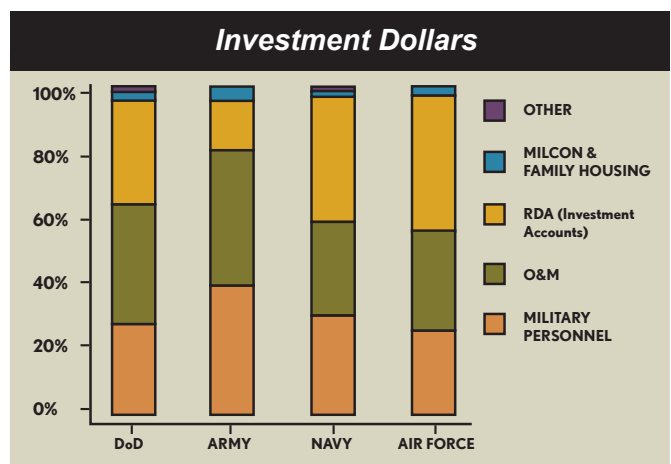
The bulk of the Army's funds are committed to sustaining people, maintaining vital infrastructure, and preparing equipment for combat deployment. As a result, our ability to fund investment accounts is extremely limited (Figure 6). This creates a perennial tension between current and future demands.



Source: National Defense Budget Estimates for FY 2006, Office of the Under Secretary of Defense (Comptroller), April 2005. FIGURE 4



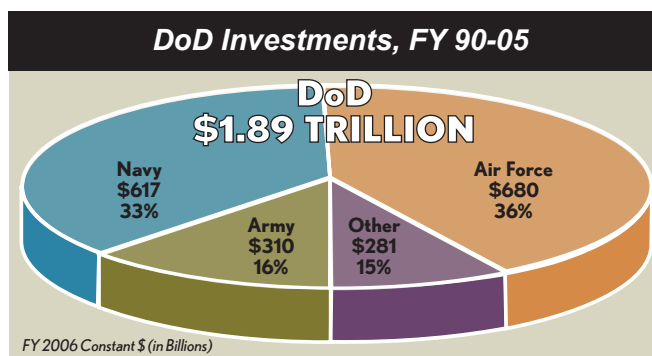
Source: National Defense Budget Estimates for FY 2006, Office of the Under Secretary of Defense (Comptroller), April 2005. FIGURE 5



Source: National Defense Budget Estimates for FY 2006, Office of the Under Secretary of Defense (Comptroller), April 2005. FIGURE 6

Investment Trends

Since 1990, the Army's share of investment dollars has been considerably smaller than that of the other Departments (Figure 7). Consequently, the Army has been unable to invest in the capabilities to sustain a rising operational tempo and to prepare for emerging threats. Supplemental authority has enabled the Army to "buy back" crucial capability to meet the operational demands of the war on terrorism and to improve our ability to sustain the full scope of our global commitments.



Source: National Defense Budget Estimates for FY 2006, Office of the Under Secretary of Defense (Comptroller), April 2005.

FIGURE 7

Implications for the Army

The implications of the evolving security environment are clear.

- The Nation will continue to be engaged in a long struggle of continuous, evolving conflict that, as in Afghanistan and Iraq today, will manifest itself in complex, traditional, and irregular challenges to include cyberspace attack. These struggles will be waged by Soldiers who will be expected to perform difficult tasks and create decisive outcomes to accomplish the objectives of the National Military Strategy.
- Our Soldiers must be prepared to deal with the full spectrum of threats. As described in the Army's capstone concept for [the future force](#), they must be able to operate effectively as part of joint, interagency, and coalition teams.

Therefore, we must continue to improve the strategic responsiveness of our forces and our generating base through improvements in:

- strategic agility;
 - joint interdependence;
 - speed;
 - survivability;
 - lethality;
 - sustainability;
 - networks to improve situational awareness and command of forces; and
 - [information assurance and network security](#)
- Our Soldiers and units must be prepared to operate with little to no warning. We will no longer have the luxury of partially manning, equipping, or training a unit and relying on significant warning time to mobilize, train, and prepare to deploy. Rather, the units we have designated to be available for deployment will need their full complement of Soldiers, equipment, and training to be ready for immediate deployment from our power projection infrastructure.

Failure to invest in Soldiers to build the right capabilities – by improving our doctrine, organizations, training, materiel, leaders, people, and facilities – will increase risk for the Army, the Joint Team, and our Nation. Building the capabilities required to hedge against the uncertainty of tomorrow will require prudent investments today. These investments must be sustained at predictable, consistent levels over time. Investing in defense capabilities in this manner would reflect a significant departure from historic patterns of spending, which have increased America's vulnerability prior to each of the major conflicts of the 20th century.

The Army Vision: Relevant and Ready Landpower in Service to the Nation

The challenges posed by the 21st century security environment drive our vision of the force we must

become to continue to accomplish our mission. The Nation has entrusted us to preserve peace, maintain freedom, and defend democracy. We have performed this role for more than 230 years. Today, because of the actions of our Soldiers and our record of accomplishment, the American people regard the Army as one of the Nation's most respected institutions. We will maintain this trust.

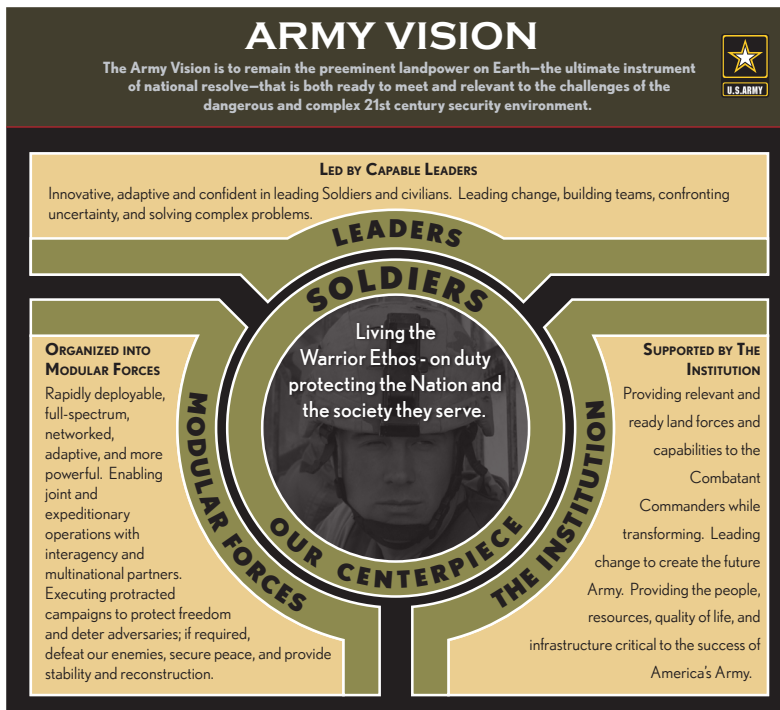
Accomplishing the Mission Today: Sustaining Global Commitments

The Army continues to provide Combatant Commanders with a wide range of capabilities to prevail in the war on terrorism and to sustain our global commitments. These capabilities include support to civil authorities in response to threats and crises at home. Our worldwide commitments extend far beyond Iraq and Afghanistan. Today, approximately 600,000 Soldiers are on active duty (currently 487,000 active component, 72,000 Army National Guard and 41,000 Army Reserve), with 245,000 Soldiers serving worldwide in 120 countries (Figure 8). More than 1,700 Army civilians serve side-by-side with them in the field. Our Soldiers and civilians perform a variety of missions vital to America's national defense. Here at home, more than 13,000 Soldiers are on duty specifically fulfilling critical missions to support the Global War on Terrorism.

The Army's operational pace remains high, sustaining obligations and continuing trends established during the post-Cold War era. In addition to Iraq and Afghanistan, our forward presence continues to preserve peace on the Korean

Peninsula, the Sinai, the Balkans, and numerous other places of strategic importance.

Whenever and wherever needed, Soldiers continue to answer the Call to Duty. During this past year, Soldiers supported civil authorities during a variety of [disaster relief](#) and recovery missions. More than 42,000 National Guard Soldiers; 7,300 active component Soldiers; and 3,500 Army civilians assisted citizens in Louisiana, Mississippi, Texas, and Florida after Hurricanes Katrina and Rita. Active and reserve aviation units flew thousands of helicopter sorties. These pilots and crews saved countless lives while distributing food, water, and other supplies. Working closely with state and federal agencies, the Army Corps of Engineers provided emergency support and is now



Mission: Providing Forces and Capabilities

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



FIGURE 8

executing more than \$4 billion worth of projects to support recovery. Soldiers also provided relief for earthquake survivors in Pakistan. At home and abroad, on a daily basis, our Soldiers and civilians are doing critical work in service to our country.

In the four years since September 11, our National Guard has mobilized more than 329,000 Soldiers for both state and federal missions. On any given day, the Army National Guard provides vital capabilities in virtually every mission area. As of January 2006, more than 72,000 Soldiers from the National Guard are mobilized. Besides their commitments in Iraq and Afghanistan, National Guard Soldiers are protecting the homeland by securing borders, protecting key infrastructure, and securing special events such as the Super Bowl. They also support other missions of [U.S. Northern Command](#). They are preserving peace in the Sinai and in the Balkans. They are also establishing the conditions for continued progress in Iraq and Afghanistan.

Since September 11, the Army Reserve has mobilized over 143,000 Soldiers who, together with their fellow active and National Guard Soldiers, have enabled the Army to accomplish its mission at home and abroad. The Army Reserve provides vital capabilities across a diverse range of

mission areas. As of January 2006, more than 41,000 Army Reserve Soldiers serve on active duty. The Army Reserve's 98th and 80th Divisions (Institutional Training) deployed to Iraq and Afghanistan to support U.S. Central Command's training of security forces.

Major Decisions in 2005

During 2005, the Army made four key decisions to accelerate change needed to win today and to continue to prepare for tomorrow's challenges.

- Accelerated the Fielding of the Future Force.** In April 2005, the Army announced refinements of its plan – The Army Plan – to transition continuously from the current force to the future force to realize the Army Vision. This plan guides our efforts to transform the Army into a modular force, while continuing to modernize by fielding Future Combat Systems (FCS) and other technologies. We are leveraging recent combat experiences to train and educate our Soldiers and leaders and provide the campaign and expeditionary capabilities needed to deal with future challenges.
- Restructured the FCS Program.** In April 2005, the Army restructured the FCS program for two reasons: (1) to improve contractual

arrangements with industry and provide a better framework to manage the cost and schedule aspects of this vital program; and (2) to further leverage FCS technologies as quickly as feasible to improve our Soldiers' ability to fight and to protect themselves. By improving control and oversight, these new arrangements are paying dividends now.

- **Established the Business Transformation Initiatives.** In February 2005, the Army decided to implement an Army-wide Business Transformation initiative. (We are reviewing all of our business, resourcing, management, and acquisition processes to become more effective, improve quality, reduce cycle time, and achieve cost reductions.) To do so, we are applying the *Lean Six Sigma* methodology. Just as we are leveraging the lessons of war to improve fighting effectiveness, we are applying relevant corporate best practices to improve our business processes and make best use of our financial, human, and materiel resources. Other key aspects of Business Transformation include: Information Management Systems Portfolio Management, Institutional Army Adaptation, and Business Initiative Councils.
- **Adopted the Army Force Generation (ARFORGEN) Model.** The Army began to implement the ARFORGEN model to ensure all units are fully ready for deployment. This model will establish and coordinate cycles of readiness and training for all active and reserve units. To sustain our ability to execute the National Military Strategy, this model schedules deployment windows for our units while balancing the requirements associated with transforming, modernizing, implementing a new global stationing plan, and other mission demands.

The Army Plan to Enable Mission Accomplishment

We are executing The Army Plan, consisting of four overarching, interrelated strategies, to enable mission accomplishment and to achieve the Army Vision over time. This plan accelerates the redesign

of the forces, support structures, and headquarters that are accomplishing our mission today. This plan also guides our initiatives to provide the Combatant Commanders the assets to protect the Nation today and tomorrow.

The Army is:

- Providing relevant and ready landpower for the 21st century security environment;
- Training and equipping Soldiers to serve as warriors and growing adaptive leaders;
- Sustaining an All-Volunteer force composed of highly competent Soldiers that are provided an equally high quality of life; and
- Providing infrastructure and support to enable the force to fulfill its strategic roles and missions.

We are transforming to create a future force with a broad set of capabilities to enable our Soldiers to address strategic problems the Nation will face (See Figure 9).

The benefits of our approach are clearly evident in the attitudes and levels of commitment we see in our Soldiers, as well as the attributes of our combat formations, the forces that sustain them, and the facilities and business processes that generate them from their home stations. The combined effects of transformation, modernization, innovation, and improvement – reinforced by positive change in the attitudes and behaviors that create the culture of our service – are helping us to become the force the Nation will need to safeguard its peace and freedom in the 21st century.



Examples of Unique Army Capabilities to Support Joint, Combined, and Interagency Operations

Countering Terrorism

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

Defending the Homeland

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

Shaping Choices of Countries at Crossroads

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

Preventing Acquisition of Weapons of Mass Destruction by State and Non-State Actors

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

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

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

The Army Plan is continuously improving our ability to operate as part of the Joint Team, while ensuring our ability to dominate in any environment against current, emerging, and unforeseen threats. We believe that every dollar spent to build capability for our current force is an investment in our future force. Our initiatives are guiding our efforts to:

- Grow innovative, adaptive Soldiers and leaders through **training and education programs** that build on recent combat experiences and leverage the Training Transformation Program;
- Adapt the doctrine which guides how we fight, how we **sustain our forces**, and how we train Soldiers;
- Create far more capable, strategically deployable brigades that are designed to receive new technologies and equipment as soon as they become available;
- Increase Soldier and unit effectiveness and protection; and
- Apply better business practices to free resources to use for our most pressing operational requirements.

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

Provide Relevant and Ready Landpower for the 21st Century Security Environment

To support current global operations and prevail in the war on terrorism, we are increasing the quality and the effectiveness of our essential fighting units, the Brigade Combat Teams (BCTs). We are forming a rotational pool of 70 BCTs that will allow us to sustain global commitments, surge forces for unforeseen contingencies, and reduce stress on Soldiers and equipment. We are

Figure 9

also creating the right mix of Support Brigades to ensure that our Soldiers receive the logistical, engineering, intelligence, protection, aviation, and communications capabilities they will need to support the Combatant Commanders.

We are rebalancing the force by placing the right Soldiers with the right skills into our jobs and organizations in greatest demand. At the same time, we are stabilizing Soldiers, to keep them with their units longer, to improve teamwork and reduce stress on families caused by frequent moves between posts. We are maintaining momentum in transforming and modernizing our formations – through modular conversion, pursuit of future combat systems, and fielding other advanced technologies. These complementary initiatives will ensure that our Soldiers are well prepared to operate in campaign and expeditionary settings with our joint and coalition partners.

Support Current Global Operations with Relevant and Ready Landpower

To sustain a steadily increasing demand for military forces, we are building a **modular force** centered on BCTs. Our **modular conversion** across the active and reserve components is designed to meet the demands of the current war, sustain other global commitments, establish the organizational structure needed to accelerate modernization, and support a new global basing posture that will rely more heavily on rotational presence.

Our plan will create a rotational pool of 70 BCTs: 42 in the active component and 28 in the Army National Guard. These BCTs will be organized into one of three standard designs: Infantry, Heavy, or Stryker. We will support these BCTs with more than 200 active and reserve Support Brigades. These Support Brigades will enable the BCTs to accomplish a broad range of missions. They will also provide essential capabilities to support civil authorities in homeland defense missions, including consequence management and disaster relief.

Our Support Brigades are organized into two categories: Multi-functional Support Brigades and Functional Support Brigades. The multi-

Accomplishments

Since 9-11

- Soldiers helped to overthrow two terrorist regimes, rescue two nations from oppression, and to liberate over 50 million people.
- More than 144,000 Army Reserve Soldiers, 329,000 National Guard Soldiers, and 498,000 active component Soldiers supported Combatant Commanders in Iraq, Afghanistan, Guantanamo Bay, the Balkans, the Sinai, and elsewhere.
- 120,000 National Guard Soldiers and 31,000 Army Reserve Soldiers, along with active component Soldiers, helped secure the homeland through key asset security, special events security such as the Super Bowl, airport security, and Air Force Base security augmentation.
- Began 37 of the 70 planned Brigade Combat Team modular conversions; 18 of these 37 conversions completed.
- Doubled depot output in just three years to refurbish and reset vehicles and equipment for future deployments.
- Extended the life of more than 4,000 HMMWVs and 1,200 aircraft through the reset program.

2005

- Soldiers and coalition forces secured vital elections in Iraq and Afghanistan where millions voted.
- Two training divisions plus 4½ Brigade Combat Teams worth of officer and noncommissioned officer leadership trained Iraqi and Afghan security forces.
- Soldiers trained and equipped 88,000 Iraqi Security Forces during 2005, increasing their ranks to 224,000 in 136 battalions.
- Soldiers deployed to South Asia and Southwest Asia to provide tsunami and earthquake relief.
- More than 42,000 National Guard Soldiers; 7,300 active component Soldiers; and 3,500 Army civilians; complemented with Army Reserve aviation and transportation units, provided hurricane relief support (including Katrina and Rita).
- Deployed advanced systems to share information and improve situational understanding and command of forces for four divisions and three Brigade Combat Teams in Iraq and Afghanistan.
- Equipped most deploying units with the Joint Network Node to enhance command of forces.
- Advanced \$2.2 billion contract for production of 368 Armed Reconnaissance Helicopters – the Army's first new manned helicopter acquisition since 1983.



functional brigades will perform operational roles including: Combat Aviation, Combat Support (Maneuver Enhancement), Sustainment, Fires, and Battlefield Surveillance. The functional brigades will perform broad support roles on a theater-wide basis including: Air Defense, Engineer, Explosive Ordnance Disposal, Military Police, Signal, and others.

Like our theater commands, our corps and division-level operational command posts and headquarters, Support Brigades will also be converted to modular designs. They will be trained, manned, and equipped to work directly for each of these headquarters without augmentation of people or equipment.

We are also improving the readiness of our reserve forces that are making vital contributions on a daily basis – and have transitioned from a strategic to an operational reserve as our global commitments have increased. We are working to improve our access to these forces to support our strategic requirements. Access will be enabled by reducing reserve component overstructure and managing reserve Soldiers in ways that will improve assigned strength in each of our units, while increasing opportunities for education and special skills training. These improvements, coupled with modular conversion, will improve the Army's overall ability to provide ready forces

and capabilities to the Combatant Commanders and to civil authorities in a timely manner.

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

- To assure timely access to the right types of units and Soldiers, we are [rebalancing](#) skills within our three components. We have determined the types of units and skills that are in greatest demand in today's environment – including infantry, engineer, military police, military intelligence, Special Forces, chemical, civil affairs, and psychological operations units – and have identified over 100,000 positions to rebalance. We have accomplished more than half of this rebalancing and project to be completed by 2011.
- To sustain increased global commitments, we are also increasing, or "growing," the Operational Army in the active component. Our goal is to grow the Operational Army by 40,000 Soldiers by 2008 (from the 2004 baseline of 315,000) to bring our active component operational force total to 355,000 Soldiers. This change will be enabled by [military-to-civilian conversions](#) and better management of our Individuals Account.

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

To support global operations while transforming, we are preparing our forces for war – or resetting them – as quickly and efficiently as we can. Our [reset program](#) is restoring units returning from

war to required levels of readiness to prepare them for future missions. As we reset our units, we are simultaneously converting them to their new modular designs. We have reset more than 20 major units. Many of these units have already returned to theaters of war in their new configurations.

The Army Plan introduces a new readiness model, **ARFORGEN**, to manage the force and ensure the ability to support demands for Army forces. ARFORGEN sequences activities for all active and reserve Army units to include:

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

To sustain global commitments, we will transition units through a progression of three sequential readiness pools: *Reset and Train*, *Ready* (eligible for deployment and exercises), and *Available* (immediately available for world-wide employment). This model establishes a plan for scheduled deployment on an Army-wide basis. Through semi-annual synchronization conferences, we will organize our forces into three Expeditionary Force Packages:

- Ready Expeditionary Forces that are training and preparing for potential future missions;
- Contingency Expeditionary Forces that are ready for employment or exercises but not yet deployed; and
- Deployment Expeditionary Forces that are executing assigned missions.

Our goal is to be able to generate a continuous output of trained and ready forces that will support one operational deployment in three years for the active component, and one operational deployment

in six years for the reserve component. At lower levels of demand, this model may allow the Army to support one operational deployment in four years for active forces. This new model establishes the basis to bring all units to a full state of readiness – with people, equipment, and training – before they are scheduled to deploy. It allows the Army to accomplish the following critical objectives:

- Reduce uncertainty for Soldiers, families, and the communities that support installations;
- Improve availability of forces for Combatant Commanders;
- Generate a continuous force of 18-19 BCTs, along with all required Support Brigades; and
- Surge up to an additional 15-19 BCTs in response to crises.

Build a Campaign-Quality Modular Force with Joint and Expeditionary Capabilities for Today and Tomorrow

The war on terrorism and the changing paradigm for maintaining forward presence have created both the necessity and the opportunity to accelerate change from the current to the future force. Our conversion to a modular force – one that is carefully balanced between active and reserve component BCTs, Support Brigades, and division and corps-level operational command posts – is well under way. This conversion is transforming the Army into a more lethal, flexible, deployable, and sustainable force. It is enabling us to shift the center of gravity



of our capabilities (previously focused primarily on traditional challenges) to better address the full spectrum of traditional, irregular, disruptive, and catastrophic challenges.

The combination of transformation to build a modular Army and continuous modernization, to field **Future Combat Systems (FCS)** and other advanced technologies, is methodically producing the future force.

FCS is our primary modernization program and most critical investment. This program will pioneer the next generation of warfighting capabilities which will improve Soldiers' ability to find and fight their enemies. FCS includes a new class of manned and unmanned air and ground vehicles, interconnected by a modern network to better support and sustain Soldiers.

The program is currently in the developmental phase. The first unit fully equipped with manned ground vehicles is projected to achieve initial capability by 2014 (and will be able to fight by 2017). When we complete our intended fielding plan in 2025, new **manned ground vehicles** will replace 40 to 50-year old tactical vehicles designed in the 1970s to defeat Cold War enemies.

A significant contribution of FCS is that it will immediately place advanced technologies into the hands of our Soldiers that will increase their capability and provide greater protection. By integrating advanced technologies into our formations in four "spin outs" that will occur in roughly two-year increments, we will strengthen our current forces in distinct ways:

- The first "spin out," on track for delivery in 2008, will introduce Unattended Ground Sensors, Non-Line-of-Sight Launch Systems, the Intelligent Munitions System, and the Network. These capabilities will enhance Soldiers' understanding of their situation in dynamic, battlefield conditions by promoting a common perspective of enemy and friendly locations on digital maps. This improvement will greatly increase the area that Soldiers can influence and control. The Network will also provide Soldiers with more timely **Actionable Intelligence**.
- The second and third "spin outs," are currently on track for 2010 and 2012 respectively and will introduce new types of unmanned aircraft systems and ground vehicles for our Soldiers. These technologies will enable Soldiers to employ greater numbers of sensors to see and find their enemies first. These "spin outs" will also enable robotic reconnaissance of dangerous areas, mines, and booby traps. Together, they will increase Soldier protection and enhance the precision of their weapons.
- The fourth "spin out" will complete the Network, currently on track for 2014. When completed, this improvement will reinforce the comprehensive efforts now under way to improve the accuracy and responsiveness of the joint weapons systems designed to support Soldiers.

When whole BCTs are fielded with the full complement of FCS systems, these units will be able to generate significantly more capability. These FCS-equipped BCTs will contain more fighting

Enhancing Current U.S. Ground Forces Through Integration of FCS Technologies

SPIN OUT ONE 2008 Introduce the Network Sensors/Shooters <ul style="list-style-type: none">• Unattended Ground Sensors• Non-line-of-Sight Launch Systems• Intelligent munitions <i>Increases situational awareness and provides actionable intelligence.</i>	SPIN OUT THREE 2012 Unmanned Ground Vehicles <ul style="list-style-type: none">• Manpackable Robotics• Assault and Reconnaissance• Countermine and Transport <i>Improves Soldier protection and weapons precision through the use of more unmanned sensors.</i>
SPIN OUT TWO 2010 Unmanned Aircraft Systems <ul style="list-style-type: none">• Improves Soldier protection and weapons precision through the use of more unmanned sensors.	SPIN OUT FOUR 2014 Complete the Network <ul style="list-style-type: none">• Reinforces other spin outs and improves the accuracy and responsiveness of joint systems supporting our Soldiers.

ALL SUPPORTED BY THE NETWORK

vehicles and more infantry squads than the units we field today. They will be able to generate more capability and control more area with significantly fewer Soldiers than today. They will require less fuel, supplies, and other logistical support.

These new capabilities will directly benefit all U.S. ground forces, including the Marine Corps and the Special Operations Forces from all Services. They will fundamentally alter how we deploy, employ, and sustain our ground forces. These capabilities will improve our capability to put “boots on the ground,” to stabilize contested zones, and to support joint and interagency teams.

The future force comprises more than just FCS-equipped, modular BCTs. It includes all of the improvements in strategic agility and efficiencies that will result from implementing BRAC and IGPBS decisions. These decisions will enable the repositioning of forces to better respond to emerging challenges. We will also be able to execute much of our enduring overseas presence mission with units that deploy from the United States for overseas duty, during rotational windows scheduled and managed as part of the ARFORGEN model.

For both rotational duties and for contingencies, our units will rely on pre-positioned equipment. To increase both strategic agility and efficiency, we are modernizing our pre-positioned equipment sets. We are also reducing the number of variants of our heavy combat vehicle fleet from four to two. This initiative will promote standardization, reduce the number of systems that we must train active and reserve Soldiers to operate, and reduce maintenance costs.

Our commitment to being a learning, adaptive organization is evident in our efforts to apply lessons learned from our operations both at home and abroad. We are working to develop a future force that is better able to fight as part of joint and coalition formations in either protracted campaigns or in expeditionary operations and to serve the Nation – by examining how to best accomplish traditional and nontraditional missions through five major areas of focus:

Compelling Needs

- Full funding of the Army request in the 2007 President’s Budget, plus the requisite supplemental funding for combat operations to ensure Soldiers are fully trained and equipped in the most expeditious manner to enhance current force readiness and to achieve victory in the long war.
 - Resource the Army’s requirements for resetting over 50 brigades consisting of over 350,000 pieces of equipment including: 615 aircraft; 7,000 combat vehicles; and 30,000 wheeled vehicles.
 - Support the Army’s effort in 2007 to grow our operational forces to 355,000 Soldiers (increase of 40,000 Soldiers), and restructure both the Institutional and Operational Army across the active and reserve components to meet global commitments now and in the future.
 - Fully fund continuous modernization of the current force through the Future Combat Systems Program and key supporting programs, including increasing Soldier protection, sustaining development of advanced technologies, developing the Joint Network Node, LandWarNet, and rebalancing active and reserve component units and skills to ensure the Army remains the preeminent landpower on earth.
 - Sustain momentum in force transformation through modular conversions planned in 2007 – three active component and seven reserve component Brigade Combat Teams, 13 active component and five reserve component supporting brigades, headquarters and support units – to ensure the Operational Army has relevant combat power for the 21st century.
- **Sustain the Force** enables modular Army logistics units to better anticipate requirements and provide rapid and precise capability to Army, joint, and multinational partners. We are improving theater-wide distribution systems



Soldiers responding to Hurricane Katrina

and visibility of all of the assets and resources, both deployed and in-transit, needed to support military operations.

- **Actionable Intelligence** is providing Soldiers and leaders with expanded situational understanding by distributing intelligence with more speed and accuracy, while providing the means to improve understanding of different languages and cultures.
- Improve Capabilities for **Stability Operations** is improving our understanding of how to stabilize areas of operation and support security, transition, and reconstruction operations while continuing to conduct combat operations.
- Improve Contributions to **Homeland Defense** is focusing on balancing capabilities in the Active and Reserve Components to ensure the right capabilities are available to address expanded homeland defense requirements and broadening the options available to civil authorities.
- Increase Army Capabilities to Dominate in **Complex Environments** is focusing on finding innovative solutions to challenges posed by operations in urban, mountainous, cavernous, and jungle environments while expanding Soldier ability and protection, and enhancing cultural awareness, regional familiarity, and language skills.

The combination of transformation and modernization, reinforced by initiatives of this type, and

continued improvements in training Soldiers, developing leaders, and improving facilities is producing relevant and ready landpower for the 21st century.

Supporting Initiatives (Addendum C): The areas of focus discussed above are reinforced by six initiatives:

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

Train and Equip Soldiers to Serve as Warriors and Grow Adaptive Leaders

The Army Vision centers on producing Soldiers armed with the values, combat skills, and mindset that enable them to serve as competent, disciplined warriors who reflect our shared ethos. Our training programs, at our home stations, our Combat Training Centers, and across our institutional training base are leveraging our combat experiences to grow adaptive leaders who are highly skilled, resilient, able to thrive in rapidly changing environments, and ready to operate with our joint, interagency, and multinational partners. We are committed to continuing to equip our Soldiers with the best capabilities, weapons, and protection our Nation can provide – leveraging our national strength to reduce risk to our Soldiers.

Reinforce our Centerpiece: Soldiers as Warriors

Our Soldiers continue to serve magnificently as we enter the fourth year of the war on terrorism. They believe in their mission, the **Soldier's Creed**, and the Warrior Ethos. As evidenced by their service, they remain committed to something far bigger than themselves.

In Iraq and Afghanistan, our Soldiers are consistently defeating the enemies of freedom.

Accomplishments

Since 9-11

- Adapted Combat Training Center training scenarios to match expected threats and provided enhanced training challenges to develop adaptive leaders.
- More than half of the observer/controllers at our Combat Training Centers have experience in Iraq or Afghanistan.
- Greatly improved individual Soldier protection. Today every Soldier in Iraq and Afghanistan is issued improved body armor.
- Continued to meet Combatant Commander requirements to up-armor the vehicle fleet. To date, over 37,000 light, medium and heavy tactical wheeled vehicles have been fielded.
- Equipped 49 Brigade Combat Teams and nearly 500,000 Soldiers with state-of-the-art equipment through the Rapid Fielding Initiative.

2005

- Instituted the Combat Action Badge to recognize those Soldiers who directly engage or who are engaged by the enemy.
- Implemented standard 39 Warrior Tasks and Nine Battle Drills to initial military training for Soldiers of all military occupational specialties.
- Expanded training base capacity from 405,000 to 454,000 seats to enable growth in combat forces.
- Began implementation of new Officer Education System, including Basic Officer Leader Course and Intermediate Level Education.
- Used our experience gained in Iraq and Afghanistan to adapt our training bases and Combat Training Centers to provide enhanced training on marksmanship, fighting in urban areas, live fire convoy training, IED awareness, and working with non-English speaking allies.
- Increased ammunition production more than 400 percent to 1.5 billion small arms rounds per year to adequately train Soldiers and meet operational needs.
- Participated in the Joint Task Force that developed technical solutions and provided critical training for ground forces to detect and defeat Improvised Explosive Devices.
- Began development of a new Civilian Education System.

They have created the conditions to permit free, democratic elections and to reconstruct vital infrastructure and institutions. Like the American Soldiers of generations past, today's warriors are distinguishing themselves with tremendous acts of courage and valor in places such as Baghdad, Samarra, An Najaf, Fallujah, Tal Afar, Mosul, and Khandahar.

Our Soldiers understand the Army's values and personify our ethos, demonstrated most poignantly by their willingness to sacrifice all so that others may live in peace and freedom. Our Nation must remain equally committed to them by providing the capabilities and support they need to succeed in their mission.

Train Soldiers

Our continued commitment to innovative training and education led us to enhance the rigor and relevance of Initial Military Training for new enlisted Soldiers and officers. Today, every Soldier, regardless of specialty, becomes a *warrior first*. To be better prepared for combat, all recruits receive advanced training in marksmanship and live-fire convoy procedures. Current training draws from recent combat experience and emphasizes [39 Warrior Tasks and Nine Battle Drills](#) previously required only of infantry Soldiers.

Our commitment to medical training and readiness has resulted in the highest survivability rate in military history. Every Soldier in combat carries



a new blood-clotting bandage and a new one-handed tourniquet. Many are certified as combat lifesavers through extensive training. These capabilities combine with highly-trained combat medics, tremendous improvements in medical evacuation, and world-class field medicine to save lives every day.

We are strong believers in life-long learning. We are using information technology to enhance Soldier and leader education in a time of war. Soldiers participate in more than 1,500 online courses to improve job proficiency and to work toward civilian degrees. Our Army Knowledge Online websites average more than one million visits per day, allowing Soldiers and leaders to collaborate and to share information regarding the lessons learned from combat and from training.

Enhance the Combat Training Centers

Just as we have transformed individual Soldier training, our unit training has evolved to better reflect the complexity of modern battlefields. We have invested in our **Combat Training Centers** to replicate the complex environments – terrain, social, language, and culture – in which our Soldiers are fighting. Using these world-class training facilities, every unit conducts a Mission Rehearsal Exercise before deploying to combat.

These exercises feature nongovernmental organizations, contractors, media, coalition role players, and hundreds of civilians on the battlefield. Similarly, our Battle Command Training Program uses state-of-the-art simulation techniques to replicate the realities of combat. This program trains deploying division, corps, and task force staffs who will serve as joint or coalition task force operational headquarters and includes information operations and other joint missions they might support or execute in the future.

We are continuously improving training by providing a mix of **live, virtual, and constructive** training events. This

cost-effective approach, which uses state-of-the-art simulation tools, improves Soldier and unit capabilities and links home station training to the joint team. The rigor that we are adding to our Soldier, unit, and joint-level training, is reducing risk for our Soldiers by improving our pre-deployment preparation.


Grow Adaptive Leaders

The complexity of the 21st century security environment requires more of Army leaders at all levels. As we have seen in Iraq, Afghanistan, Korea, Europe, across the Americas, and in peace enforcement operations around the world, the actions of individual Soldiers and leaders can have strategic consequences. To be effective today and tomorrow, we are growing a new breed of leader – one more akin to a pentathlete who is able to rapidly transition between complex tasks with relative ease.

The future environment will demand that Army leaders at all levels be multi-skilled, innovative, agile, and versatile. Therefore, we are continuing to evolve our training and education systems to grow adaptive civilian and military leaders who are comfortable in leading during times of change and uncertainty.

Army Leaders in the 21st Century

"The Pentathlete"



Personifies the Warrior Ethos in all aspects from war fighting to statesmanship to enterprise management . . . It's a way of life.

<h4>Multi-skilled Leader</h4> <ul style="list-style-type: none">• Strategic and creative thinker• Builder of leaders and teams• Competent full spectrum warfighter or accomplished professional who supports the Soldier• Skilled in governance, statesmanship, and diplomacy• Understands cultural context, and works effectively across it	<h4>Leader Attributes</h4> <ul style="list-style-type: none">• Decisive, with integrity and character• Confident and competent decision-maker in uncertain situations:<ul style="list-style-type: none">◦ Prudent risk taker◦ Innovative◦ Adaptive• Empathetic• Professionally educated and dedicated to life-long learning• Effective communicator
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Recognizing that intellectual change precedes physical change, we chartered a task force to [Review Education, Training and Assignments for Leaders](#). This task force, now six months under way, is drawing upon the ideas and experiences of the finest leaders inside and outside of the Army. The task force will recommend changes to assess and improve all Army education, training, and assignment processes to produce pentathletes.

Unlike World War I and World War II, when the Army closed the Army War College, we have improved our leader education programs while at war. At the Army War College and in all of our schools, training centers, and doctrine development positions, we are placing recently returned veterans into key positions to enhance the relevance of the education and training we provide. We are also moving to fully implement a new [Basic Officer Leader Course \(BOLC\)](#). Consistent with our *warrior first* approach, this tough, standardized, small-unit leadership experience is ensuring that all junior officers, in all of our branches, master the skills they will need to lead in combat. We are executing similar improvements in all of our officer and noncommissioned officer education programs. Our civilian development program is enhanced through our Civilian Education System.



to better protect our Soldiers. REF works in partnership with industry, academic, and military leaders to support Soldier needs as quickly as possible. It provides field commanders with readily employable solutions to enhance lethality and survivability. Often using off-the-shelf and developmental technologies, REF is enabling us to remain ahead of an adaptive enemy and to save Soldiers' lives. Examples of last year's successes include the deployment of digital translators, vehicle scanning systems, and robots able to inspect possible improvised explosive devices.

A similar program to increase Soldier capabilities is the [Rapid Fielding Initiative \(RFI\)](#). RFI has equipped nearly 500,000 Soldiers since its inception. RFI accelerates the fielding of commercial, off-the-shelf

Equip Our Soldiers

Protecting our Soldiers continues to be our highest priority. With great support from the Congress, the Department of Defense, and the President, we have delivered more than 37,000 up-armored vehicles to meet Combatant Commander requirements. Additionally, we continue to contribute to the [Joint Organization](#) established to defeat our adversaries' use of improvised explosive devices. (Figure 10)

We are also exploiting the value of the [Rapid Equipping Force \(REF\)](#)

Equipping Our Soldiers: Soldier Protection Programs in Iraq and Afghanistan			
AREA	WHERE WE WERE SEPTEMBER 2003	WHERE WE WERE JANUARY 2005	WHERE WE WERE JANUARY 2006
Body Armor	Estimated 10 percent of Soldiers in Iraq equipped	All Soldiers and DoD civilians in theater equipped; plus 60,000 Deltoid Axillary Protectors issued	All Soldiers and DoD civilians in theater equipped; total of 693,000 Body Armor sets fielded; plus 173,000 Deltoid Axillary Protector sets issued
Up-Armored HMMWVs	500 Up-Armored HMMWVs in Iraq and Afghanistan	More than 6,400 Up-Armored HMMWVs in Iraq and Afghanistan	More than 11,100 Up-Armored HMMWVs in Iraq and Afghanistan
Tactical Wheeled Vehicle Add-on-Armor Kit	Contingency mission only	More than 19,000 vehicles in theater have Add-on-Armor-kits	More than 37,500 vehicles in theater have Add-on-Armor kits
Armored Security Vehicle (ASV)	No ASVs in theater	Resurrected a terminated program; 82 ASVs in theater	194 ASVs in theater
Bradley Reactive Armor Tile (Brat)	140 sets delivered; acceleration plan in execution	592 sets delivered	790 sets delivered; acceleration plan in execution
Counter-IED Device	Minimal capability in theater	1,496 systems in theater	More than 23,000 systems in theater
Tactical and Small Unmanned Aircraft Systems	Two systems deployed to theater	128 systems in theater	155 systems in theater
Aircraft Survivability Equipment (ASE)	No fixed-wing ASE; in process of upgrading Blackhawk and Chinook aircraft with basic ASE	All theater aircraft upgraded with basic ASE	All theater rotary wing aircraft to be upgraded with Latest Common Missile Warning System
Buffalo	No systems deployed in theater	No systems deployed in theater	44 systems deployed

FIGURE 10

Compelling Needs

- Support and funding to implement the findings of the Review of Education, Training, and Assignments for Leaders, examining all pertinent policies and programs with a view to creating military and civilian “pentathletes” able to lead effectively amidst the complexity and uncertainty of the 21st century security environment.
- Continue to support Army initiatives to sustain Soldier, leader, and unit training development and provide stability for Soldiers and their families.
- Continue to support the Rapid Fielding Initiative to complete the goal of equipping all operational forces (active and reserve component) by September 2007.
- Maintain funding support for equipment modernization programs that speed state-of-the-art force protection systems and weapons to our Soldiers in the field.

systems to produce state-of-the-art capabilities. RFI provides a specific set of equipment to every Soldier, and a set of additional items to Soldiers assigned to BCTs. The Training and Doctrine Command is using combat lessons learned to maintain the currency of the items we supply. We plan to complete fielding these items to all operational forces by September 2007.

Supporting Initiatives (Addendum C): The areas of focus described above are reinforced by three supporting initiatives:

- Support Joint Improvised Explosive Device Defeat Organization ([JIEDDO](#))
- Expand [Cultural Awareness and Language Capabilities](#)
- Develop [Joint Training Capabilities](#)

Sustain an All-Volunteer Force Composed of Highly Competent Soldiers That Are Provided an Equally High Quality of Life

We owe our success to the versatile young Americans who answer the Call to Duty. This is the first time in our modern history that the Nation has tested the concept of an All-Volunteer force during a prolonged war. We are executing a full range of initiatives and incentives to recruit and retain high caliber citizens to man our active, reserve and civilian ranks. Caring for Soldiers and Army families through tangible quality of life programs provides a sense of belonging and sustains motivation for continued service. Improving Soldier and family housing reflects our commitment to providing a quality of life that matches the quality of our Soldiers' service to the Nation.

Recruit and Retain the All-Volunteer Force

We have maintained our All-Volunteer Army by [recruiting](#) dedicated, high-quality Soldiers and then retaining them well beyond their initial obligations. While the recruiting environment for America's young men and women is competitive, we will not compromise standards as we temporarily increase the size of the Army by 30,000 Soldiers. Our recruiting goal this year exceeds 186,000 Soldiers for all three components. This annual



goal compares to about 140,000 recruits for all of the other Services combined.

Accomplishments

Since 9-11

- Exceeded combined active and reserve retention goal each year.
- Built over 24,000 barracks spaces and modernized over 9,000 existing spaces through the Barracks Modernization Program.
- Privatized 59,500 sets of quarters at 26 different installations through the Residential Communities Initiative to improve family housing.
- Continued to provide returning Soldiers state-of-the-art health care as they return from theater.
- Established a Well-Being framework to integrate, resource, and measure quality-of-life programs for Soldiers and families.

2005

- Achieved 106 percent of the combined active and reserve retention goal.
- Increased recruiting and retention incentives programs.
- Assisted Family Support and Readiness Groups from company to division-level. Developed Virtual Family Readiness Groups.
- Implemented the U.S. Army Wounded Warrior Program (formerly Disabled Soldier Support System) to synchronize Army programs that care for severely disabled Soldiers.
- Established a community-based Child and Youth Services Program for child care, youth development, and school transition to support 160,000 Army Reserve youths.
- Implemented a \$250 million Barracks Improvement Program to upgrade sub-standard Soldier barracks.

Last year was a challenging recruiting year. However, we finished strongly, exceeding the monthly goals for the last four months by more than 400 Soldiers per month in the active component. This trend continued into the new recruiting year in all three components. To achieve success this year, we have expanded advertising, increased the number of recruiters, and augmented numerous incentive programs. We recently initiated a new program, [Unity of Effort](#), to recruit former members of the Armed Forces. This program features enlistment bonuses and, in many cases, reinstatement of previous rank. We are optimistic that our efforts, reinforced by Congress and the Nation's support, will result in meeting our recruiting goals for this year.

The Army is [retaining](#) Soldiers at tremendously high levels. Since 2002, while fighting the war on terrorism, we have surpassed our combined Army retention goals each year. In 2005, we exceeded our goal by more than six percent. We reenlist two out of every three eligible Soldiers who reach the end of their term of service during a given year. We are particularly proud that one out of every two first-term Soldiers decide to reenlist. In a time of war and a high operational pace, we believe this achievement is indicative of the high quality of leadership that our Soldiers experience in their units. Our Soldiers value the tradition of service to the Nation and appreciate the opportunity to contribute in a meaningful way.

The continued support of spouses, parents, veterans, and the employers of our reserve component Soldiers plays a huge role in recruiting and retaining the All-Volunteer force. This support has a direct effect on the pride and morale of each of our Soldiers. In May 2005, to recognize the role and contributions of key influencers in our society, we established the [Freedom Team Salute Program](#). To date, we have received requests to commend almost one million spouses, parents, veterans, and civilian employers.

Care for Soldiers and Army Families

We continue to work to assure Soldiers and their families that they will be taken care of and all their needs will be met. Caring for families plays a vital role in sustaining a national commitment to serve and requires both the attention of leaders and the application of resources.

[Army Well-Being](#) programs provide leaders a variety of ways to care for Soldiers and their families. We have integrated numerous quality-of-life functions into a comprehensive well-being framework that enables us to focus resources, measure success, and address the needs of an Army at war. Our objective is to sustain the fighting strength of our Army while providing for the individual needs of Soldiers and families.

To assist Family Support and Readiness Groups at all levels, we have developed [Virtual Family Readiness Groups](#). We have expanded child care programs on installations and in communities that have deployed Army National Guard and Army Reserve units. The Army Reserve established a Child and Youth Services Program to facilitate access to child care, youth development, and student support. The new [Deployment Cycle](#)

[Support Program](#) helps families to understand and cope with the stress of deployments. Our Army [Spouse Employment Partnership](#) program has placed over 11,000 spouses in positions with major corporations and State and Federal agencies. We are currently working on a school transition program to help families and communities affected by BRAC decisions. These are just a few of the many ways that we care for Soldiers and families.

Health care is another critical aspect of caring for our Soldiers and their families. The Army provides world-class health care for 3.5 million beneficiaries, on the battlefield and at hospitals and clinics worldwide. To honor our obligation to care for Soldiers and families, we continually look for ways to improve health and well-being. The [U.S. Army Wounded Warrior Program](#), formerly known as the Disabled Soldier Support System, provides sustained care for our severely wounded Soldiers. This program provides continuous and comprehensive transition and support services for our Soldiers until they are returned to duty or for up to five years after medical retirement. This program exemplifies our commitment to honor the Soldier's Creed by "never leaving a fallen comrade."

Improve Soldier and Family Housing

We are committed to providing quality housing for our Soldiers. Housing for single and married Soldiers has been improved significantly as a result of the [Barracks Modernization Program](#) and [Residential Communities Initiative \(RCI\)](#).

To improve substandard living conditions across our installations, we committed \$250 million to an immediate Barracks Improvement Program. As part of a longer-term Barracks Modernization Program, we will have funded 85 percent of our barracks modernization by the end of this year. We have programmed funding through 2009 to modernize our remaining barracks spaces. In addition, 45 percent of barracks for our recruits at our training centers will be modernized by 2011. Using vital supplemental funding, we also initiated



a program to modernize the barracks used by Army Reserve and Army National Guard Soldiers during their annual training.

Through RCI, we are providing better family housing for our Soldiers by privatizing 82,000 homes at 42 installations. This program leverages private investment capital to improve housing at a much faster rate than traditional methods of financing and contracting for military construction. When completed in 2010, over 90 percent of Army housing in the United States will have been privatized. We have also constructed more than 3,600 family homes and renovated 6,300 existing homes using traditional military construction.

Improved housing, in barracks and quarters, provides Soldiers and families with a quality of life that recognizes their service to the Nation. These programs have a positive, enduring effect on Soldiers' morale, and contribute immeasurably to our ability to sustain our volunteer force.

Supporting Initiatives (Addendum C): The above areas of focus are reinforced by the following three supporting initiatives:

- Continue [Army One Source](#)
- Establish [Multi-Component Family Network](#)
- Execute [Child and Youth Services School Transition Support](#)



Compelling Needs

- Support and funding to achieve critical recruiting and retention goals. Meeting these goals for all components will ensure the quality of our All-Volunteer force.
 - Achieve an active component recruiting goal of 80,000 and retention goal of 64,200; an Army National Guard recruiting goal of 70,000 and retention goal of 34,900; and an Army Reserve recruiting goal of 36,500 and retention goal of 16,900.
 - Continue support of Army initiatives to provide predictability and stability for Soldiers and their families in both the active and reserve components.
- Full funding and support for quality-of-life programs to sustain the All-Volunteer force, now being tested for the first time in a prolonged war.
 - Support housing initiatives to provide quality housing for Soldiers and families at installations impacted by Base Realignment and Closure and the Integrated Global Presence and Basing Strategy.

Provide Infrastructure and Support to Enable the Force to Fulfill Its Strategic Roles and Missions

The infrastructure that the Army maintains plays a vital role in supporting the Joint Force. We are adjusting our global footprint to improve readiness at each of our installations. To free resources for more compelling operational needs, we are reengineering every one of our business processes. At the same time, we are completely transforming our infrastructure, consisting of installations, depots, and arsenals – and the information network that connects them – to reflect the deployment requirements and global commitments of the 21st century security environment, while becoming dramatically more efficient.

Accomplishments

Since 9-11

- Created the Installation Management Agency to unify the business structure of Army installations and to create uniformly high standards of quality for Soldiers and their families.
- Developed a strategic stationing plan that synchronizes decisions of Base Realignment and Closure, Integrated Global Presence and Basing Strategy, Army Modular Force initiative, and the demands and realities of the Global War on Terrorism.
- Optimized Power Projection Platforms to mobilize and deploy over 500,000 Soldiers to support the Global War on Terrorism.

2005*

- Awarded the General Fund Enterprise Business System contract to enhance the management of financial resources.
- Planned and implemented an Army-wide Business Transformation initiative based on the *Lean Six Sigma* methodology to reduce the cost of the business side of the Army.
- Identified and began initial implementation of substantial structural changes to the institutional base of the Army.
- Implemented a strategic management system to measure Army performance and ensure optimum allocation of resources.

* Several continue into 2006

Adjust Global Footprint to Create “Flagships of Readiness”

The Army is moving units and transforming posts through an effort that we call “Stationing.” In 2007, we will reposition major elements of our operational force (Figure 11). At the same time, we

will establish the environmental foundation and initiate the renovation and construction needed to reposition schoolhouses, headquarters, and other support activities. Our stationing effort will posture our forces, logistics activities, and power projection infrastructure to respond to the demands of a complex, uncertain future as efficiently and effectively as possible.

We have produced a plan that integrates BRAC decisions, the IGPBS plan, and the Modular Force initiative. This plan allows us to divest Cold War era infrastructure and create the infrastructure required for the foreseeable future. We are consolidating activities by leveraging information technology and advances in supply chain management. We are also completely reengineering our business processes to eliminate waste.

This consolidation will yield tremendous savings over time. Our plan reduces overhead costs by streamlining the installation staffs, contract support, and infrastructure that will support units and activities at their new locations. We are exploiting this opportunity to become more efficient and more effective as we implement our stationing plan.

Stationing involves more than merely opening, closing, or realigning functions. It requires balancing military, economic, and strategic

Major Stationing Moves in 2007

- 1st Brigade, 1st Armored Division moves from Germany to Fort Bliss.
- 212th Fires Brigade moves from Fort Sill to Fort Bliss.
- 17th Fires Brigade moves from Fort Sill to Fort Lewis.
- Stryker Brigade Combat Team 7 activates at Fort Lewis.
- Battlefield Surveillance Brigades activate at Fort Hood and at Fort Bragg.
- Support Brigades (Maneuver Enhancement) activate at Fort Irwin and Fort Polk.

FIGURE 11

necessities to determine the scope and timing of closures, consolidations, construction, renovation, unit activations, and unit deactivations. We have scheduled all of these activities to occur in ways that will enhance the flow of forces to and from current global commitments.

Our stationing plan and requirements for funding, construction, renovation, and environmental remediation are guided by a set of key goals:

- Use existing infrastructure to reduce cost and excess capacity;
- Minimize use of temporary facilities; and
- Place priority on barracks, housing, motor pools, [ranges](#), and training facilities to ensure that our Soldiers are properly prepared for the challenges they will face.

While positioning the Army to better respond to the 21st century security environment, we are simultaneously working to ensure that our Soldiers and families enjoy the benefits of installations that are truly “[Flagships of Readiness](#).”

The quality of our installations remains critical to accomplishing our mission. Our depots, training bases, and home stations enable the Army to:

- Build, train, deploy, and sustain our operational forces;
- Reset and regenerate combat power of returning forces for future missions;
- Provide homes, health care, essential support, and much of the quality of life that our Soldiers and families enjoy; and
- Provide the workplace for our civilian workforce of more than 230,000 people that is performing an increasingly important role in accomplishing the Army’s wartime mission.

Since 2001, the Army has made tremendous progress in enhancing training and generating combat power in time of war. Despite improvements, the Army still requires significant resources to overcome years of insufficient investments in its installations and infrastructure. We are committed to reducing our facilities recapitalization rate to meet the



Department of Defense 67-year goal. If resourced, our stationing plan will produce installations better able to train and prepare our forces for future missions. Our plan will also provide a quality of life that our Soldiers and families deserve, and help to sustain the All-Volunteer force.

Implement Business Transformation Initiatives

We are fundamentally changing how the Army conducts business. Our goal is to streamline or eliminate redundant operations to free financial and human resources to redirect to our core warfighting missions. We are:

- Improving our processes to repair equipment and reset our forces;
- Reengineering our manufacturing and administrative processes;
- Outsourcing, where it makes sense;
- Seeking to make best use of economies of scale in all of our contracted services;
- Applying information technology to improve support and eliminate functions where possible; and
- Achieving cost savings in software and hardware while pursuing enterprise-level solutions in our networking practices.

Compelling Needs

- Support to execute a carefully synchronized plan to achieve a new global basing posture while fulfilling the requirements of the National Military Strategy. The requirements of this plan (for renovation, construction, environmental remediation and other costs) will exceed the resources currently apportioned for base realignment and projected to be recouped through consolidation and closure.
 - Support Army efforts to synchronize Integrated Global Presence and Basing Strategy, Base Realignment and Closure, and stationing of modular units.
 - Support funding to achieve a 67-year facilities recapitalization rate.
 - Maintain support for 2007 military construction requirements in accordance with the Army Modular Force initiative, Base Realignment and Closure, Integrated Global Presence and Basing Strategy, and other Department of Defense guidance.
- Support for funding and authorities for Army Business Transformation initiatives to achieve targeted efficiencies through management reform, Institutional Army adaptation, and reengineered business practices. These initiatives will free human and financial resources for more compelling operational needs.

Across the Army, we are reengineering all of our business processes to achieve greater efficiency, improve quality, decrease cycle time, and reduce cost. The method we are using, *Lean Six Sigma*, has already produced a marked improvement in manufacturing and repair processes at all of our depots within the Army Materiel Command. Once fully implemented across the Army, with full adherence to labor laws and other administrative requirements, we will replicate these successes across the Army in all our activities.

Develop the LandWarNet Institutional Infrastructure

We are investing in information technology at our installations and reserve component facilities to lay the foundation for fielding [LandWarNet](#). The Army's portion of the Global Information Grid, LandWarNet comprises both infrastructure and services. It moves information through a seamless network to better support our combat forces and the institutional structures that generate them. Our information technology infrastructure will enable operational forces to "reach back" for data, such as repair part visibility, intelligence and other support, and innovations such as telemedicine. This same technology is improving our ability to manage business.

Supporting Initiatives (Addendum C): The areas of focus discussed above are reinforced by three supporting initiatives:

- Execute [Base Realignment and Closure](#)
- Improve [Global Force Posture](#)
- Improve [Medical Infrastructure](#)

Balancing Risk: The Tension Between Current and Future Demands

The Army has always experienced a tension between current and future demands, perhaps more now than ever before. Consistent investment in current and future readiness is needed to:

- Ensure that the size and mix of our components and capabilities are in balance;



- Enhance our global posture, agility, and readiness to conduct expeditionary operations on short-notice; and
- Organize, man, train, and equip our Soldiers to win today and tomorrow.

Meeting Today's Demands While Preparing for Tomorrow

The Army has adapted to fight the war on terrorism following a decade of insufficient modernization investments. At the start of combat operations, many of our units were under-equipped and not immediately ready for deployment, especially in our reserve components.

To meet Combatant Commander requirements, we had to aggregate equipment from across the force to fully equip those Soldiers deploying into harm's way. As a result, we significantly reduced the readiness of many units to prepare others for combat.

This readiness decision was especially evident in the Army National Guard during our national response to hurricanes Katrina and Rita. With help from the President, the Congress, and the Department of Defense via supplemental appropriations, we have been provided the means to address many of our equipment shortfalls and readiness requirements, yet we still have much to accomplish.

To manage risk within acceptable levels during wartime, the Army requires:

- Full funding of the Army request in the 2007 President's Budget and special consideration, in light of wartime demands, for avoiding any reductions to the Army's budget and program. In addition, supplemental funding is required for combat and contingency operations and to continue to reset, repair, recapitalize, and replace battle losses of equipment for several years beyond major deployments. Supplemental funding is needed to overcome the stress on equipment resulting from sustained combat operations in harsh environments. These resources will ensure that the Army is

Army Actions to Mitigate Risk in 2005

Operational Risk

- Funded our reset program to repair over 7,000 tracked and wheeled vehicles and over 550 helicopters;
- Completed the modular conversion of 11 Brigade Combat Teams, including one Stryker brigade that will deploy this year; and
- Implemented the ARFORGEN model to allow the Army to sustain a commitment of up to 18-19 Brigade Combat Teams with the ability to surge an additional 15-19 Brigade Combat Teams on short notice.

Future Challenges Risk

- All tactical vehicles in Iraq and Afghanistan that operate away from forward operating bases have up-armored or add-on armor protection. Nearly 2,400 tactical wheeled vehicles do not have missions off of forward operating bases and are not armored; and
- Restructured the Future Combat Systems program to "spin out" advanced technologies to Soldiers as they become available, rather than waiting for total system fielding.

Force Management Risk

- Continued modular force conversions, enlarging the pool of available units to reduce the stress on the force;
- Continued military-to-civilian conversion to free up Soldier positions from the Institutional Army to the Operational Army;
- As a component of the ARFORGEN, initiated lifecycle management of 11 Brigade Combat Teams to keep Soldiers in units longer, improve unit readiness and cohesion, and provide greater predictability for Soldiers and their families; and
- Created a stationing plan to better posture the force for deployments and other global commitments.

Institutional Risk

- Implemented business transformation initiatives to improve how the Army does business and consequently reduce cost;
- Awarded the General Fund Enterprise Business System contract to allow better financial management;
- Created a stationing plan to improve strategic responsiveness and invest in our most critical installations; and
- Invested in LandWarNet to improve each installation's ability to manage information and better support operational forces.



fully manned, trained, and equipped to achieve victory in the war on terrorism. These resources will also enable the Army to maintain the momentum of key programs, while accelerating transformation.

- Funding to increase Army capabilities and overall capacity as well as support for the legislative authorities and programs needed to assure access to our reserve components – who, by necessity, have become an operational vice a strategic reserve. We must achieve a proper balance of capabilities and skills among our active and reserve forces and continue to build high-quality units to increase capability and ease the strain on our deployed Soldiers.
- Support and funding to achieve critical recruiting and retention goals needed to grow our operational forces. Meeting these goals for our active and reserve Soldiers sustains the quality and effectiveness of our All-Volunteer force.
- Funding for the FCS program – to enhance current force capabilities today with “spin outs” of available technology – and accelerate more than 300 other modernization programs. Our most critical investment program, FCS will be the Army’s first major modernization in over 30 years and will better prepare and protect Soldiers for current and future threats. These capabilities will directly benefit our active and

reserve components, all U.S. ground forces, and our allies that support ground campaigns.

- Full funding to maintain momentum in building a rotational pool of 70 BCTs and more than 200 modular Support Brigades and headquarters. Already well under way, our transformation to become a fully modular force is preparing our Soldiers to conduct sustained operations of the type we see today. In addition, our transformation is increasing the depth and breadth of our capabilities to prepare our Soldiers for tomorrow’s challenges, particularly as we evolve to maintain overseas presence with rotational units.
- Full funding for Army installations and support to execute a carefully synchronized plan to achieve a new global basing posture, while fulfilling the requirements of the National Military Strategy. This plan will make full use of the resources currently apportioned and projected to be recouped through consolidation and closings. Unanticipated costs associated with environmental remediation, renovation, construction, and other areas, may require additional resources in future years (a situation that will require continuous reevaluation). Full funding and continued support for Army installations and quality-of-life programs is required to sustain the All-Volunteer force, now being tested for the first time in a prolonged war.
- Support for funding and authorities for Army Business Transformation initiatives to achieve targeted efficiencies through management reform, Institutional Army adaptation and reengineered business practices. These initiatives will free human and financial resources for more compelling operational needs and accelerate other aspects of our transformation.

The Army is committed to producing units that are ready for the challenges they will face tomorrow and to overcoming years of underfunding prior to the events of 9-11. We have received unprecedented

support to “buy back” much needed capability. We cannot, however, fool ourselves by maintaining large numbers of forces on paper that, in reality, lack the people, equipment, training, and support needed to accomplish the missions they will be assigned. We are determined to support our Soldiers and their families with an improved quality of life that matches the quality of the service they perform for America.

Building the capabilities required to hedge against the uncertainty of tomorrow will require prudent investments today. These investments must be sustained at predictable, consistent levels over time – a departure from historic patterns of spending which have increased our Nation’s vulnerability at the outset of each of the major conflicts of the 20th century. As George Washington stated, “To be prepared for war is one of the most effective means of preserving peace.” Consistency in funding, even as the war on terrorism ebbs and flows, is absolutely essential to the Army’s ability to preserve peace and freedom for the Nation.

Preserving Peace and Freedom for the Nation

Guided by the Army Vision, we are accomplishing our mission today while building the future force – of Soldiers, leaders, modular forces and institutional support structures – to do so tomorrow.

We remain resolute in our determination to preserve peace and freedom for America. To identify, learn, and adapt to new challenges, we continue to focus on tough questions that will remain at the center of the defense debate:

- What are the strategic requirements of the 21st century? What decisions must we make now to fulfill our Title 10 obligation to ensure the Army, as part of the Nation’s Armed Forces, is best prepared to defend U.S. interests in the face of traditional, irregular, catastrophic and disruptive challenges?
- How can we best prepare our leaders to become multi-skilled “pentathletes” able to

operate confidently and successfully amidst the challenges and uncertainties we will face?

- Are joint land forces (Army, Marines, and Special Operations Forces) properly sized, structured, trained, and oriented to provide the capabilities needed to perform the missions that the Nation will require?
- What additional actions are required to ensure that our forces are organized, trained, manned, and equipped to be relevant to, and ready for, the challenges they will face?
- How do we ensure that our physical infrastructure (installations, depots, arsenals, and the network that connects them) best supports our mission? How do we balance our resources to: provide quality of life to sustain our volunteer force; maintain deployment facilities (air, ground, sea, rail, cargo, and other facilities) to support Combatant Commanders’ timelines; and establish a training base to prepare our Soldiers and units for the challenges they will face?
- How can we best leverage the human and financial resources we have been provided to ensure that we remain the world’s preeminent landpower – ready to meet and relevant to, in capabilities and mindset, the challenges we will face?
- What will be the impact of protracted conflict on the All-Volunteer force? What combination of quality of life, compensation, incentives, service options, and other tools will be required to recruit, retain, and sustain the concept of the All-Volunteer force for the future?

With the support of the President, the Congress, and the Department of Defense, we are developing the capabilities and the capacity to sustain our global commitments and to prevail in the war on terrorism. We need your continued support to meet the needs of the Combatant Commanders and our Soldiers, who answer the Call to Duty by volunteering to serve the Nation in this time of war.

Acronyms

AC	Active Component
ARFORGEN	Army Force Generation
ARNG	Army National Guard
ASEP	Army Spouse Employment Partnership
AW2	U. S. Army Wounded Warrior Program
BCT	Brigade Combat Team
BOLC	Basic Officer Leader Course
BRAC	Base Realignment and Closure
CBRNE	Chemical, Biological, Radiological, Nuclear and High Yield Explosives
CTC	Combat Training Center
DoD	Department of Defense
FCS	Future Combat Systems
FTS	Full Time Support
FY	Fiscal Year
GBIAD	Ground Based Integrated Air Defense
GDP	Gross Domestic Product
HMMWV	High Mobility Multipurpose Wheeled Vehicle
IED	Improvised Explosive Device
IGPBS	Integrated Global Presence and Basing Strategy
JIEDDO	Joint Improvised Explosive Device Defeat Organization
JTF	Joint Task Force
MFO	Multinational Force and Observers
NDAA	National Defense Authorization Act
OEF	Operation Enduring Freedom
OIF	Operation Iraqi Freedom
O&M	Operations and Maintenance
QDR	Quadrennial Defense Review
RC	Reserve Component
RCI	Residential Communities Initiative
RDA	Research, Development, and Acquisition
REF	Rapid Equipping Force
RFI	Rapid Fielding Initiative
SAPI	Small Arms Protective Inserts
SBCT	Stryker Brigade Combat Team
TOA	Total Obligation Authority
UAS	Unmanned Aerial Systems
USAR	United States Army Reserve
WMD	Weapons of Mass Destruction

Addendum I (Helpful Army Websites)

The following websites provide greater information on various topics:

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

<http://www.army.mil>

The Army National Guard: Provides information about the Army National Guard.

<http://www.arng.army.mil>

The United States Army Reserve: Provides information about the Army Reserve.

<http://www.armyreserve.army.mil/usar/home>

Army Families Online: This site provides information and links to other support programs that support our Soldiers and their families.

<http://www.armyfamiliesonline.org>

Wounded Warrior Program: This site provides information on the Army's Wounded Warrior Program which provides support for severely wounded Soldiers and their families. It can be found through the Army Families Online website at

<http://www.armyfamiliesonline.org>

Deputy Chief of Staff for Personnel, G-1: For information on personnel issues.

<http://www.armyg1.army.mil>

Deputy Chief of Staff for Logistics, G-4: For information on Army logistics.

<http://www.hqda.army.mil/logweb>

Chief Information Officer, G-6: For information on Army Information Management.

<http://www.army.mil/ciog6>

Deputy Chief of Staff for Programs, G-8: For information on materiel integration.

<http://www.g8.army.mil>

Future Combat Systems: For information on the Future Combat Systems program.

<http://www.army.mil/fcs>

Army Logistics Transformation Agency: For information on Army logistics transformation.

<http://www.lta.army.mil>

Army Medicine: For information on Army medical programs.

<http://www.armymedicine.army.mil>

Army Posture Statement: For the web-based version of this year's Army Posture Statement and previous years versions.

<http://www.army.mil/aps>

Army Modernization Plan: Provides a detailed overview of the Army's organizational and materiel modernization efforts.

<http://www.army.mil/features/MODPlan/2005>

Addendum J: Additional Information on Army Related Topics

We have provided additional information on the following topics in the CD-ROM and web-based versions of the 2006 Army Posture Statement. They are available as in-text links and may be accessed through this addendum either on the CD-ROM or the Web.

Actionable Intelligence
Active Component / Reserve Component Rebalance
Adapting the Major Army Command Structure
Add-on Armor for Tactical Wheeled Vehicles
Army Barracks Modernization Program
Army Capabilities to Dominate in Complex Environments
Army Career Intern Program
Army Community Service
Army Energy Strategy for Installations
Army Environmental Programs
Army One Source
Army Prepositioned Stocks
Army Reserve

- All-Volunteer Force and the Army Reserve
- Army Reserve Child and Youth Services Program
- Army Reserve Education Services
- Army Reserve Employer Relations
- Army Reserve Facility Management Transformation
- Full-Time Support Revalidation
- Regional Personnel Service Centers
- Reserve Components Separate Competitive Categories for Officer Promotions
- Selected Reserve Incentive Program
- Sexual Assault Prevention and Response Program
- Trainees, Transients, Holders and Students Account
- Voluntary Selective Continuation of Alerted and Mobilized Selected Reserve Lieutenant Colonels and Colonels

Army Retention Program
Army Spouse Employment Partnership
Army Well-Being
Army's Capstone Concept for the Future Force
Base Realignment and Closure Decisions for the Army in 2005
Basic Officer Leader Course
Battle Command
Business Transformation
Campaign Quality Force
Child and Youth Services School Transition Support
Civilian Aides to the Secretary of the Army Program
Combating Weapons of Mass Destruction
Combined Force Interoperability through Security Cooperation
Concept Development and Experimentation
Cultural Awareness and Language Capabilities
Defense Integrated Military Human Resources System
Defense Support to Civil Authorities

- Avian Flu Pandemic Preparation
- Establishment of Army Forces North
- Hurricane Katrina Response
- Special Events for 2005

Deployment Cycle Support Program
Expeditionary Capabilities
Freedom Team Salute
Future Combat Systems
Future Combat Systems Manned Ground Vehicle Development
Global Force Posture
Information Assurance and Network Security
Installation Design Standards
Integrated Global Presence and Basing Strategy
Interceptor Body Armor
Joint Improvised Explosive Device Defeat Organization
Joint Interdependency
Joint National Training Capabilities
Joint Tactical Radio System
LandWarNet and the Global Information Grid
Life Cycle Management Initiative
Live, Virtual, Constructive Training Environment Integration
Major Acquisition Programs

- Future Combat Systems
- Black Hawk Utility Helicopter
- Medium Extended Air Defense System
- Chinook Cargo Helicopter
- Longbow Apache Attack Helicopter

Medical and Dental Readiness
Medical Infrastructure Requirements for Army Transformation
Military-to-Civilian Conversions
Modular Conversion
Modular Force
Multi-Component Family Network
Naming Convention Decisions
National Security Personnel System
Rapid Equipping Force
Rapid Fielding Initiative
Recruiting an All-Volunteer Force
Red Team Education and Training
Reset
Residential Communities Initiative
Restructuring Army Aviation
Review of Education, Training, and Assignments for Leaders
Science and Technology
Soldier's Creed
Spiraling Technology into the Current Force
Stability Operations Capabilities
Stabilizing Soldiers and Units to Enhance Cohesion and Predictability
Sustainable Range Program
Sustaining the Force
U.S. Army Combat Training Center Program
U.S. Army Wounded Warrior Program
Unity of Effort
Up-Armored Vehicle Program
Utilities Privatization
Virtual Family Readiness Group
Warfighter Information Network – Tactical
Warrior Tasks and Battle Drills

THE SOLDIER'S CREED

I AM AN AMERICAN SOLDIER.

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

I WILL ALWAYS PLACE THE MISSION FIRST.

I WILL NEVER ACCEPT DEFEAT.

I WILL NEVER QUIT.

I WILL NEVER LEAVE A FALLEN COMRADE.

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

I AM AN EXPERT AND I AM A PROFESSIONAL.

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

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

I AM AN AMERICAN SOLDIER.



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