

# 2008 ARMY POSTURE STATEMENT



A CAMPAIGN QUALITY ARMY WITH JOINT AND EXPEDITIONARY CAPABILITIES



**AMERICA'S ARMY:**  
**THE STRENGTH OF THE NATION™**

# THE ARMY FAMILY COVENANT

## We recognize:

- The commitment and increasing sacrifices that our Families are making every day
- The strength of our Soldiers comes from the strength of their Families

## We are committed to:

- Providing Soldiers and Families a Quality of Life that is commensurate with their service
- Providing our Families a strong, supportive environment where they can thrive
- Building a partnership with Army Families that enhances their strength and resilience

## We are committed to Improving Family Readiness by:

- Standardizing and funding existing Family programs and services
- Increasing accessibility and quality of health care
- Improving Soldier and Family housing
- Ensuring excellence in schools, youth services and child care
- Expanding education and employment opportunities for Family members



A STATEMENT ON THE  
POSTURE OF THE UNITED STATES ARMY 2008

*submitted by*

THE HONORABLE PETE GEREN and  
GENERAL GEORGE W. CASEY JR.

*to the Committees and Subcommittees of the*

UNITED STATES SENATE

*and the*

HOUSE OF REPRESENTATIVES

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<sup>1</sup> Required by National Defense Authorization Act of 1994

\* Online





February 26, 2008

Our Nation has been at war for over six years. Our Army—Active, Guard and Reserve—has been a leader in this war and has been fully engaged in Iraq, Afghanistan, and defending the homeland. We also have provided support, most notably by the Army National Guard and Army Reserve, to civil authorities during domestic emergencies. Today, of the Nation's nearly one million Soldiers, almost 600,000 are serving on active duty and over 250,000 are deployed to nearly 80 countries worldwide.

We live in a world where global terrorism and extremist ideologies threaten our safety and our freedom. As we look to the future, we believe the coming decades are likely to be ones of persistent conflict—protracted confrontation among state, non-state, and individual actors who use violence to achieve their political and ideological ends. In this era of persistent conflict, the Army will continue to have a central role in implementing our national security strategy.

While the Army remains the best led, best trained, and best equipped Army in the world, it is out of balance. The combined effects of an operational tempo that provides insufficient recovery time for personnel, Families, and equipment, a focus on training for counterinsurgency operations to the exclusion of other capabilities, and Reserve Components assigned missions for which they were not originally intended nor adequately resourced, result in our readiness being consumed as fast as we can build it. Therefore, our top priority over the next several years is to restore balance through four imperatives: Sustain, Prepare, Reset, and Transform.

The Army's strength is its Soldiers—and the Families and Army Civilians who support them. The quality of life we provide our Soldiers and their Families must be commensurate with their quality of service. We will ensure that our injured and wounded Warriors, and their Families, receive the care and support they need to reintegrate effectively into the Army or back into society. We never will forget our moral obligation to the Families who have lost a Soldier in service to our Nation.

We are grateful for the support and resources we have received from the Secretary of Defense, the President, and Congress. To fight the wars in Afghanistan and Iraq, transform to meet the evolving challenges of the 21st century, and to regain our balance by 2011, the Army will require the full level of support requested in this year's base budget and Global War on Terror (GWOT) Request.

George W. Casey, Jr.  
General, United States Army  
Chief of Staff

Pete Geren  
Secretary of the Army

“The U.S. Army today is a battle-hardened force whose volunteer Soldiers have performed with courage, resourcefulness, and resilience in the most grueling conditions. They’ve done so under the unforgiving glare of the 24-hour news cycle that leaves little room for error, serving in an institution largely organized, trained, and equipped in a different era for a different kind of conflict. And they’ve done all this with a country, a government—and in some cases a defense department—that has not been placed on a war footing.”

- Secretary of Defense, Honorable Robert M. Gates, October 10, 2007, AUSA Conference

The Army—Active, Guard and Reserve—exists to protect our Nation from our enemies, defend our vital national interests and provide support to civil authorities in response to domestic emergencies. Our mission is to provide ready forces and land force capabilities to the Combatant Commanders in support of the National Security Strategy, the National Defense Strategy and the National Military Strategy.

While “what” the Army does for the Nation is enduring, “how” we do it must adapt to meet the changing world security environment. We are in an era of persistent conflict which, when combined with our on-going global engagements, requires us to rebalance our capabilities. We do this remembering that Soldiers, and the Families who support them, are the strength and centerpiece of the Army. And, while our Nation has many strengths, in time of war, **America’s Army is The Strength of the Nation.**





## Strategic Context

### An Era of Persistent Conflict

Persistent conflict and change characterize the strategic environment. We have looked at the future and expect a future of protracted confrontation among state, non-state, and individual actors who will use violence to achieve political, religious, and other ideological ends. We will confront highly adaptive and intelligent adversaries who will exploit technology, information, and cultural differences to threaten U.S. interests. Operations in the future will be executed in complex environments and will range from peace engagement, to counterinsurgency, to major combat operations. This era of persistent conflict will result in high demand for Army forces and capabilities.



### Trends Creating the Conditions for Persistent Conflict

The potential for cascading effects from combinations of events or crises arising from the trends described below compounds the risk and implications for the United States.

#### Globalization and Technology

Increased global connectivity and technological advances will continue to drive global prosperity—

yet they also will underscore disparities, such as in standards of living, and provide the means to export terror and extremism around the world. Globalization accelerates the redistribution of wealth, prosperity, and power, expanding the “have” and “have not” conditions that can foster conflict. The scale of this problem is evident in the projection that 2.8 billion people are expected to be living below the poverty line by 2025. While advances in technology are benefiting people all over the world, extremists are exploiting that same technology to manipulate perceptions, export terror, and recruit the people who feel disenfranchised or threatened by its effects.

#### Radicalism

Extremist ideologies and separatist movements will continue to have an anti-western and anti-U.S. orientation. Radical and religious extremist groups, separatists, and organizations that support them are attractive to those who feel victimized or threatened by the cultural and economic impacts of globalization. The threats posed by Sunni Salafist extremists, like Al-Qaeda, as well as Shia extremists with Iranian backing, represent a major strategic challenge.

#### Population Growth

The likelihood of instability will increase as populations of several less-developed countries will almost double in size by 2020—most notably in Africa, the Middle East, and South and Southeast Asia. The “youth bulge” created by this growth will be vulnerable to anti-government and radical ideologies and will threaten government stability. This situation will be especially true in urban areas in which populations have more than doubled over the last 50 years.

## STRATEGIC CONTEXT

By 2025, urban areas with concentrations of poverty will contain almost 60 percent of the world's population.

### Resource Competition

Competition for water, energy, goods, services, and food to meet the needs of growing populations will increase the potential for conflict. Demand for water is projected to double every 20 years. By 2015, 40 percent of the world's population will live in "water-stressed" countries. By 2025, global energy demands are expected to increase by 40 percent, threatening supplies to poor and developing nations.

### Climate Change and Natural Disasters

Climate change and other projected trends will compound already difficult conditions in many developing countries. These trends will increase the likelihood of humanitarian crises, the potential for epidemic diseases, and regionally destabilizing population migrations. Desertification is occurring at nearly 50-70 thousand square miles per year. Today more than 15 million people are dying annually from communicable diseases. The number of people dying each year could grow exponentially with increases in

population density and natural disasters.

### Proliferation of Weapons of Mass Destruction

The diffusion and increasing availability of technology increases the potential of catastrophic nuclear, biological, and chemical attacks. Many of the more than 1,100 terrorist groups and organizations are actively seeking weapons of mass destruction.

### Safe Havens

States that are unable or unwilling to exercise control within their borders create the potential for global and regional groups to organize and export terror. Territories under the control of renegade elements or separatist factions will challenge central government authority, potentially creating a base from which to launch broader security threats. The trends that fuel persistent conflict characterize the strategic environment now and into the future and will require integration of all elements of our national power (diplomatic, informational, economic, and military) to achieve our national objectives. The implication for the Army is the need to be modernized, expeditionary and campaign capable, and prepared to operate across the full spectrum of conflict.



### ARMY GLOBAL COMMITMENTS



#### ARMY PERSONNEL STRENGTH

COMPONENT	R/C AUTHORIZED FOR MOBILIZATION/ON CURRENT ORDERS
- ACTIVE (AC)	518,000
- RESERVE (RC)	
USAR	190,000
ARNG	353,000
	1,051,000
	21,000
	52,000

- 251,000 Soldiers forward deployed in nearly 80 countries overseas
- More than 4,500 Army Civilians are forward deployed.

#### Challenges of Providing Forces with the Right Capabilities

The Army recruits, organizes, trains, and equips Soldiers who operate as members of Joint, interagency, and multinational teams. The Army also provides logistics and other support to enable our Joint and interagency partners to accomplish their missions, as well as support civil authorities in times of national emergencies. Responding to the strategic environment and the national security strategy that flows from it, we are building an expeditionary and campaign quality Army. Our expeditionary Army is capable of deploying rapidly into any operational environment, conducting

operations with modular forces anywhere in the world, and sustaining operations as long as necessary to accomplish the mission. To fulfill the requirements of today's missions, including the defense of the homeland and support to civil authorities, approximately 591,000 Soldiers are on active duty (currently 518,000 Active Component, 52,000 Army National Guard, and 21,000 Army Reserve). Forty-two percent (251,000) of our Soldiers are deployed or forward-stationed in 80 countries around the world. Additionally, more than 237,000 Army Civilians are performing a variety of missions vital to America's national defense. Of these, more than 4,500 are forward deployed in support of our Soldiers.

## STRATEGIC CONTEXT

Our current focus is on preparing forces and building readiness for counterinsurgency operations in Iraq and Afghanistan. Despite this current and critical mission, the Army also must be ready to provide the Combatant Commanders with the forces and capabilities they need for operations anywhere around the world, ranging from peace-time military engagement to major combat operations. Examples of Army capabilities and recent or ongoing operations other than combat include the following:

- Supporting the defense of South Korea, Japan, and many other friends, allies, and partners
- Conducting peacekeeping operations in the Sinai Peninsula and the Balkans
- Conducting multi-national exercises that reflect our longstanding commitments to alliances
- Continuing engagements with foreign militaries to build partnerships and preserve coalitions by training and advising their military forces
- Participating, most notably by the Army National Guard, in securing our borders and conducting operations to counter the flow of illegal drugs
- Supporting civil authorities in responding to domestic emergencies, including natural disasters and threats at home and abroad
- Supporting interagency and multi-national partnerships with technical expertise, providing critical support after natural disasters, and promoting regional stability
- Supporting operations to protect against weapons of mass destruction and block their proliferation

It is vital that our Army ensures that units and Soldiers have the right capabilities to accomplish the wide variety of operations that we will conduct in the 21st century. Continuous modernization is the key to enhancing our capabilities and maintaining a technological advantage over any enemy we face. We never want to send our Soldiers into a fair fight.



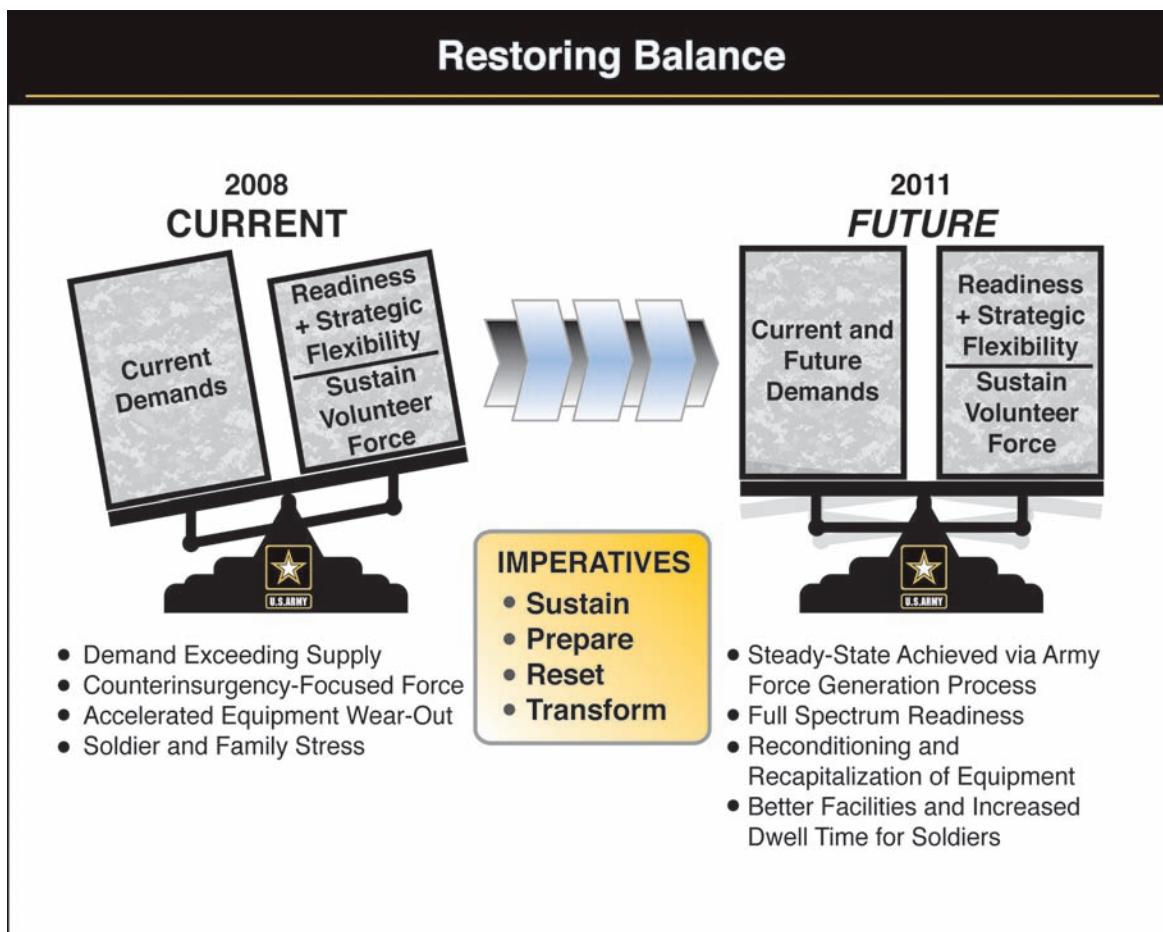
Future Combat Systems (FCS) are the core of our modernization effort and will provide our Soldiers an unparalleled understanding of their operational environment, increased precision and lethality, and enhanced survivability. These improved capabilities cannot be achieved by upgrading current vehicles and systems. FCS will use a combination of new manned and unmanned air and ground vehicles, connected by robust networks, to allow Soldiers to operate more effectively in the complex threat environments of the 21st century. Maintaining our technological edge over potential adversaries, providing better protection, and giving our Soldiers significantly improved capabilities to accomplish their mission are the reasons for FCS. FCS capabilities currently are being tested at Fort Bliss, Texas. They are proving themselves valuable in the current fight and are being fielded to our Soldiers in Iraq. FCS and their capabilities will continue to be integrated into the force over the next 20 years.

## Two Critical Challenges: Restoring Balance and Funding

### An Army Out of Balance

Today's Army is out of balance. The current demand for our forces in Iraq and Afghanistan exceeds the sustainable supply and limits our ability to provide ready forces for other contingencies. While our Reserve Components (RC) are performing magnificently, many RC units have found themselves assigned missions for which they were not originally intended nor adequately resourced. Current operational requirements for forces and insufficient time between deployments require a focus on counterinsurgency training and equipping to the detriment of preparedness for the full range of military missions.

We are unable to provide a sustainable tempo of deployments for our Soldiers and Families. Soldiers, Families, support systems, and equipment are stretched and stressed by the demands of lengthy and repeated deployments, with insufficient recovery time. Equipment used repeatedly in harsh environments is wearing out more rapidly than programmed. Army support systems, designed for the pre-9/11 peacetime Army, are straining under the accumulation of stress from six years at war. Overall, our readiness is being consumed as fast as we build it. If unaddressed, this lack of balance poses a significant risk to the All-Volunteer Force and degrades the Army's ability to make a timely response to other contingencies.



## CRITICAL CHALLENGES

### Restoring Balance

We are committed to restoring balance to preserve our All-Volunteer Force, restore necessary depth and breadth to Army capabilities, and build essential capacity for the future. Our plan will mitigate near-term risk and restore balance by 2011 through four imperatives: Sustain, Prepare, Reset and Transform.

### Sustain

To sustain our Soldiers, Families, and Army Civilians in an era of persistent conflict we must maintain the quality and viability of the All-Volunteer Force and the many capabilities it provides to the Nation. Sustain ensures our Soldiers and their Families have the quality of life they deserve and that we recruit and sustain a high quality force.

#### *Goals for Sustain:*

- Offer dynamic incentives that attract quality recruits to meet our recruiting objectives for 2008 and beyond
- Provide improved quality of life and enhanced incentives to meet our retention objectives for 2008 and beyond
- Continue to improve the quality of life for Army Families by implementing the Army Family Covenant and other programs that: standardize services, increase the accessibility and quality of health care, improve housing and installation facilities, provide excellence in schools and youth services, and expand spousal education and employment opportunities
- Continue to improve care for Wounded Warriors and Warriors in Transition through a patient-centered health care system, Soldier and Family Assistance Centers, and improved Warrior Transition Unit facilities
- Continue to support Families of our fallen with sustained assistance that honors the service of their Soldiers



### Prepare

To prepare our Soldiers, units, and equipment we must maintain a high level of readiness for the current operational environments, especially in Iraq and Afghanistan.

#### *Goals for Prepare:*

- Continue to adapt and enhance the rigor of institutional, individual, and operational training to enable Soldiers to succeed in complex 21st century security environments
- Train Soldiers and units to conduct full spectrum operations with improved training ranges to operate as part of a Joint, interagency, or multinational force
- Provide Soldiers the best equipment through the Rapid Fielding Initiative, the Rapid Equipping Force, and modernization efforts
- Partner with private industry to rapidly develop and field equipment needed on today's battlefield

- Continue to improve the Army Force Generation (ARFORGEN) process which increases the readiness of the operating force over time by generating recurring periods of availability of trained, ready, and cohesive units

### Reset

To reset our force we must prepare our Soldiers, units, and equipment for future deployments and other contingencies.

#### *Goals for Reset:*

- Develop an Army-wide reset program that repairs, replaces, and recapitalizes equipment that our Soldiers need
- Retrain our Soldiers to accomplish the full spectrum of missions they will be expected to accomplish
- Revitalize our Soldiers and Families through implementation and full resourcing of the Soldier Family Action Plan (SFAP) and our warrior care and transition programs

### Transform

To transform our force, we must continuously improve our ability to meet the needs of the Combatant Commanders in a changing security environment.

#### *Goals for Transform:*

- Help balance our force and increase capacity to provide sufficient forces for the full range and duration of current operations and future contingencies by growing as quickly as possible
- Upgrade and modernize to remain an agile and globally responsive force with Future Combat Systems (FCS) as the core of our modernization effort
- Continue organizational change through modularity and rebalancing to become more deployable, tailorable, and versatile

- Improve expeditionary contracting and financial and management controls
- Continue to adapt institutions and the processes, policies, and procedures, including business practices, to more effectively and efficiently support an expeditionary Army at war
- Complete the transition of the RC to an operational reserve and change the way we train, equip, resource, and mobilize RC units
- Integrate Grow the Army initiative, Base Realignment and Closure (BRAC), Global Defense Posture Realignment, and the operation of installations and facilities to increase readiness, improve efficiency, and improve the quality of life for our Soldiers, Families, and Army Civilians
- Develop agile and adaptive leaders who can operate effectively in Joint, interagency, intergovernmental, and multi-national environments



## CRITICAL CHALLENGES

### Compelling Needs for Sustain, Prepare, Reset, and Transform

To achieve balance through the four imperatives, the Army will require sustained, timely, and predictable base budget and GWOT funding. The Army's compelling needs for FY09 are:

#### *Support and Fund:*

- Recruiting and retention incentives and benefits to enable Active and Reserve Components to meet end-strength objectives and achieve Army standards for recruit quality
- Quality of life programs to sustain our Soldiers' and Army Civilians' commitment to serve and the continued support of our Army Families
- Programs to help our wounded, ill, and injured Warriors in Transition to return to duty or to civilian life
- BRAC and military construction to execute the Army's global repositioning plan
- Operations and maintenance for air and ground operations, depot maintenance, base operations, and space and missile defense capabilities
- Leader training and development to make Soldiers

culturally astute and better able to integrate and complement the other elements of national power (diplomatic, informational, and economic)

- Efforts to develop technical and procedural solutions to defeat the threat of improvised explosive devices
- The Rapid Equipping Force (REF)
- Equipment repair, replacement, and recapitalization programs
- Retraining Soldiers to execute their new and future missions
- Programs to revitalize our Soldiers and Families as they reintegrate after deployments
- End-strength growth of approximately 74,000 by 2010.
- Army modernization programs including Future Combat Systems, aviation, Patriot PAC-3, LandWarNet, intelligence, logistics automation, and other advanced technologies
- Planned modular transformations in 2009—two Brigade Combat Teams and 13 support brigades
- Transformation of the Reserve Components to an operational reserve





“America’s ground forces have borne the brunt of underfunding in the past and the bulk of the costs—both human and material—of the wars of the present. By one count, investment in Army equipment and other essentials was underfunded by more than \$50 Billion before we invaded Iraq. By another estimate, the Army’s share of total defense investments between 1990 and 2005 was about 15 percent. So resources are needed not only to recoup from the losses of war, but to make up for the shortfalls of the past and to invest in the capabilities of the future.”

- Secretary of the Defense, Honorable Robert M. Gates, October 10, 2007, AUSA Conference

### Funding Challenges

Recruiting and retaining the most combat-experienced Army in our Nation’s history require predictable and sustained funding. Sustaining this high-quality and professional All-Volunteer Force will not be possible without investing in and supporting our quality of life efforts and providing competitive pay and benefits. As a manpower-intensive organization, we will continue to spend the bulk of our funds to sustain people and maintain vital infrastructure, but we also must maintain investment in equipment and technology required for future readiness.

To support our Soldiers, the centerpiece of the Army, we must rebuild and recapitalize our equipment including vehicles and weapons systems, maintain readiness for current operational demands, and build readiness for future challenges. It takes years beyond the end of hostilities to complete rebuilding and recapitalizing equipment. The fact that the number of vehicles and weapon systems currently in Army depots are sufficient to equip five Brigade Combat Teams and one Combat Aviation Brigade demonstrates the importance of timely recapitalization and reconditioning.

#### The Fiscal Year 2009 President’s Budget

The FY09 President’s Budget requests \$140.7 Billion for the Army. This request and the amounts in the Global War on Terror (GWOT) Request are necessary to support current operations, fight the wars in Iraq and Afghanistan, sustain the All-Volunteer Force, and

prepare for future threats to the Nation. This year the President approved accelerating the end-strength of the Army’s Active Component to 547,000 and the Army National Guard to 358,200 by 2010.

The Army Reserve will increase in size to 206,000 by 2013. This most significant increase in the FY09 budget is the result of permanent end-strength increases of 44,300 Soldiers in two components—43,000 in the Active Component and over 1,300 in the Army National Guard. The Army’s FY09 budget includes \$15.1 Billion for all the costs associated with Grow the Army, which is an increase of \$7.4 Billion over the costs of this initiative in FY08. This growth will enhance combat capabilities, help meet global force demand, and reduce stress on deployable personnel. Amounts requested by major appropriation category in the FY09 President’s Budget as well as the change from the amounts enacted in FY08 are:

#### Military Personnel

The FY09 budget requests \$51.8 Billion, a \$5.5 Billion increase from FY08. This includes \$4 Billion for Grow the Army, an increase of \$3.4 Billion over FY08. This amount also funds pay, benefits, and associated personnel costs for 1,090,000 Soldiers: 532,400 Active, 352,600 Army National Guard, and 205,000 Army Reserve. The GWOT Request will fund special pays and incentives and the mobilization of Reserve Component Soldiers.

## CRITICAL CHALLENGES

### **Operation and Maintenance**

The FY09 budget requests \$40.2 Billion, a \$3.6 Billion increase from FY08. This includes \$2.6 Billion for Grow the Army, an increase of \$1.9 Billion from FY08. The increase funds training and sustainment of Army forces and includes the maintenance of equipment and facilities. The GWOT Request will fund the day-to-day cost of the war, training to prepare units for deployment, and the reset of forces returning from deployment.

### **Procurement**

The FY09 budget requests \$24.6 Billion, a \$2 Billion increase from FY08. This includes \$4.2 Billion for Grow the Army, an increase of \$100 Million from FY08. This increase continues procurement of weapons systems for the Army to include the Non-Line of Sight Cannon, an FCS-designed system. The GWOT Request will fund procurement of weapon systems to improve force readiness and replace battle losses and the reset of forces returning from deployment.

### **Research, Development, Test, and Evaluation**

The FY09 budget requests \$10.5 Billion, approximately the same amount requested last year, but a \$1.5 Billion decrease in the amount appropriated in FY08. The FY09 request reflects a \$100 Million decrease to the FCS Research, Development, Test, and Evaluation as the programs transition to procurement.

### **Construction, Base Realignment and Closure (BRAC), and Army Family Housing**

The FY09 budget requests \$11.4 Billion, a \$1.8 Billion increase from FY08. This includes \$4.3 Billion for Grow the Army, an increase of \$1.9 Billion from FY08. The increase funds the construction of facilities to support the growth and re-stationing of Army

Forces. The GWOT Request will fund construction in and around the Iraq and Afghanistan theaters of operation.

### **Other Accounts**

The Army executes the Chemical Agents and Munitions Destruction Program. Funding for this account is stable at \$1.6 Billion in FY08 and FY09. The Army also has fiscal responsibility for the Iraq Security Forces Fund (ISFF), Afghanistan Security Forces Fund (ASFF), and Joint Improvised Explosive Device Defeat Organization (JIEDDO) appropriations. The Army budgets for recurring sustainment costs of JIEDDO with FY09 at \$500 Million, an increase of \$400 Million from FY08. The GWOT Request will fund JIEDDO initiatives. The ISFF and ASFF are funded entirely through the GWOT Request.

### **Restoring Fiscal Balance**

Timely and full funding of the Army's FY09 request of \$140.7 Billion will ensure the Army is ready to meet the needs of the Nation and continue the process of putting us back in balance. However, it is important to note that over the last six years, the Army has received increasing proportions of its funding through supplemental and GWOT appropriations. This recurring reliance on GWOT funds and a natural overlap between base and GWOT programs means that the Army's base budget does not fully cover the cost of both current and future readiness requirements. Because the GWOT planning horizon is compressed and the timing and amount of funding is unpredictable, some base programs would be at risk if supplemental funding is precipitously reduced or delayed. An orderly restoration of the balance between base and GWOT requirements is essential to maintain Army capabilities for future contingencies.

## Stewardship, Innovation, and Accomplishments



Our goals are to be good stewards of the resources we are provided by Congress and to free human and financial resources for higher priority operational needs. Through the use of innovations such as Lean Six Sigma we are improving support to our people while reducing waste and inefficiencies. Integral to achieving our goals is the development of an Army-wide cost-management culture in which leaders better understand the full cost of the capabilities they use and provide and incorporate cost considerations into their planning and decision-making. This approach will enable us to achieve readiness and performance objectives more efficiently. Concurrently, we are strengthening our financial and management controls to improve contracting in expeditionary operations and ensure full compliance with the law and regulations. Our goal to improve long-term sustainability will be

achieved through effective stewardship of human, financial, and natural resources. Some examples of our ongoing initiatives include:

- Adjusting our national and global footprint to improve efficiency and sustainability
- Transforming installations, depots, arsenals, and the information network that connects them to become more effective, energy efficient, and environmentally conscious
- Transforming the Army's training, structure, systems, and processes to better sustain and prepare the force
- Adapting our activities to protect the environment

Our accomplishments over the past year further illustrate our commitment to improving efficiency and effectiveness throughout the Army.

### Army Accomplishments

- Initiated the Army Medical Action Plan to improve medical care for our Wounded Warriors
- Initiated the Soldier Family Action Plan bringing to life the Army Family Covenant
- Initiated Soldier Family Assistance Centers throughout the Army to provide a single point of entry for Families and Wounded Warriors for health-care and related issues
- Recognized with the prestigious Malcolm Baldrige Award; the Army Armament, Research and Development Engineering Center is the only organization in the federal government to have received this honor
- Recognized for world-class excellence in manufacturing, the Army Materiel Command's depots and arsenals earned 12 Shingo public sector awards
- Formed the Army Contracting Task Force to review current contracting operations and then immediately began implementing improvements
- Converted approximately 10,000 military positions to civilian positions through the end of FY07
- Privatized more than 4,000 homes, bringing the total to over 75,000 homes that are privately managed
- Reduced energy consumption on our installations through FY07, achieving levels down 8.4 percent since 2003 and 28.9 percent since 1985
- Reset 123,000 pieces of equipment, including 1,700 tracked vehicles, 15,000 wheeled vehicles, 550 aircraft, and 7,400 generators
- Improved property accountability by providing Army wide visibility of 3.4 billion items valued in excess of \$230 Billion
- Destroyed over 15,000 tons of chemical agent contained in 1.8 million chemical munitions and containers
- Moved 10 million square feet of unit cargo in support of the GWOT and humanitarian aid missions
- Merged the Joint Network Node program into the Warfighter Information Network-Tactical, resulting in better integration and cost savings
- Began fielding Mine Resistant Ambush Protected (MRAP) vehicles to units in Iraq
- Established the Army Evaluation Task Force and fielded first "spin-outs" from FCS
- Developed the Automated Reset Management Tool to provide a collaborative integrated tool for equipment reset planning and execution of the Army Force Generation process
- Increased the rigor in training new Soldiers by requiring graduates of basic training to be Combat Lifesaver certified
- Fielded Human Terrain Teams to assist commanders in gaining objective knowledge of a population's social groups, interests and beliefs
- Employed National Guard Soldiers worldwide who aided in seizing nearly 4,000 vehicles, approximately a million pounds of marijuana, and roughly 600,000 pounds of cocaine

While we are proud of these accomplishments, we continue to identify and pursue additional ways to improve our stewardship, efficiency, and effectiveness throughout the Army.

## Preserving the Strength of the Nation

The Army has been at war for over six years. Our Soldiers have demonstrated valor, endured countless hardships, and made great sacrifices. Over 3,000 Soldiers have died and many more have been wounded. The awards our Soldiers have earned reflect their accomplishments and bravery on the battlefield. Our Army Families have stood shoulder to shoulder with their Soldiers throughout these challenging times.

Our examination of the current and future security environments confirms the need to restore balance and build readiness across all components of the Army as quickly as possible. Four imperatives—Sustain, Prepare, Reset, and Transform—frame how the Army will restore balance by 2011 and begin to build readiness for the future. To accomplish our plan, we will continue to require timely and predictable resources and support.

The Army will remain central to successfully achieving U.S. national security objectives, particularly in an era in which operations will be waged increasingly among people in urban environments. As the decisive ground

component of the Joint and interagency teams, the Army operates across the full spectrum of conflict to protect our national interests and affirm our Nation's commitment to friends, allies, and partners worldwide. Our goal is a more agile, responsive, campaign-quality and expeditionary Army with modern networks, surveillance sensors, precision weapons, and platforms that are lighter, less logistics dependent, and less manpower intensive.

As we restore balance and build readiness for the future, we continue to invest in our centerpiece—Soldiers— and the Families that support them. Of the million Soldiers in uniform, over half of them are married, with more than 700,000 children. The Army Family Covenant, the Soldier Family Action Plan, and the Army Medical Action Plan are examples of our commitment to caring for our Soldiers, Families, and Army Civilians in these challenging times. With the continued support from the Secretary of Defense, the President, and Congress for our legislative and financial needs, the Army will restore balance, build the readiness necessary in an era of persistent conflict, and remain **The Strength of the Nation.**



### Reserve Components Readiness

Sections 517 and 521 of the National Defense Authorization Act (NDAA) 1994 require the information in this addendum. Section 517 requires a report relating to implementation of the pilot Program for active component support of the Reserves under Section 414 of the NDAA 1992 and 1993. Section 521 requires a detailed presentation concerning the Army National Guard (ARNG), including information relating to implementation of the ARNG Combat Readiness Reform Act of 1992 (Title XI of Public Law 102-484, referred to in this addendum as ANGCRRRA). Section 521 reporting was later amended by Section 704 of NDAA 1996. U.S. Army Reserve Information is also presented using Section 521 reporting criteria.

#### Section 517 (b) (2) (A)

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

	AC in RC (%)*	Army Average (%)**
FY 2006		
Major	93.9	97.5
Lieutenant Colonel	68.7	90.9
FY2007		
Major	100	94.9
Lieutenant Colonel	100	91.0

\*Active component officers serving in reserve component assignments at time of consideration.

\*\*Active component officers not serving in reserve component assignments at the time of consideration.

#### Section 517 (b) (2) (B)

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

	AC in RC (%)*	Army Average (%)**
FY 2006		
Major	5.1%	6.8%
Lieutenant Colonel	3.2%	8.1%
FY2007		
Major	50%***	9%
Lieutenant Colonel	0%	9.7%

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

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

\*\*\*One officer promoted below the zone out of two eligible for consideration.

#### Section 521(b)

1. The number and percentage of officers with at least two years of active-duty before becoming a member of the Army National Guard or the US Army Reserve Selected Reserve units.

- ARNG officers: 20,811 or 55.5 percent
- Army Reserve officers: 4,968 or 7.9 percent

2. The number and percentage of enlisted personnel with at least two years of active-duty before becoming a member of the Army National Guard or the U.S. Army Reserve Selected Reserve units.

- ARNG enlisted: 119,269 or 37.8 percent
- Army Reserve enlisted: 11,247 or 18.8 percent

### **3. The number of officers who are graduates of one of the service academies and were released from active duty before the completion of their active-duty service obligation and, of those officers:**

a. The number who are serving the remaining period of their active-duty service obligation as a member of the Selected Reserve pursuant to section 1112(a)(1) of ANGCRRA:

- In FY07, no graduates of a service academy were released to the Selected Reserve to complete their obligation.

b. The number for whom waivers were granted by the Secretary of the Army under section 1112(a)(2) of ANGCRRA, together with the reason for each waiver:

- In FY07, no waivers were granted by the Secretary of the Army.

### **4. The number of officers who were commissioned as distinguished Reserve Officers' Training Corps graduates and were released from active duty before the completion of their active-duty service obligation and, of those officers:**

a. The number who are serving the remaining period of their active-duty service obligation as a member of the Selected Reserve pursuant to section 1112(a)(1) of ANGCRRA:

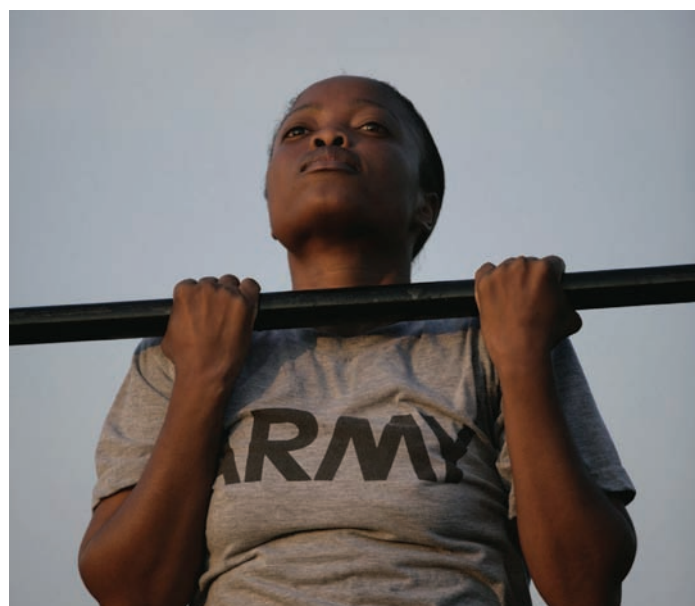
- In FY07, one distinguished Reserve Officers' Training Corps (ROTC) graduate was released before completing his active-duty service obligation.

b. The number for whom waivers were granted by the Secretary of the Army under section 1112(a)(2) of

ANGCRRA, together with the reason for each waiver: In FY07, one waiver was granted by the Secretary of the Army. The reason for the waiver was personal hardship (i.e., a child of the service member, born with a congenital heart defect, must be within 10-15 minutes from a major center specializing in pediatric cardiology for services as required).

### **5. The number of officers who are graduates of the Reserve Officers' Training Corps program and who are performing their minimum period of obligated service in accordance with section 1112(b) of ANGCRRA by a combination of (a) two years of active duty, and (b) such additional period of service as is necessary to complete the remainder of such obligation served in the National Guard and, of those officers, the number for whom permission to perform their minimum period of obligated service in accordance with that section was granted during the preceding fiscal year:**

- In FY07, no ROTC graduates were released early from their active-duty obligation. Of this number, none are completing the remainder of their obligation through service in the ARNG, and none through service in the Army Reserve.



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**6. The number of officers for whom recommendations were made during the preceding fiscal year for a unit vacancy promotion to a grade above first lieutenant, and of those recommendations, the number and percentage that were concurred in by an active duty officer under section 1113(a) of ANGCRRRA, shown separately for each of the three categories of officers set forth in section 1113(b) of ANGCRRRA (with Army Reserve data also reported).**

- 2,129 ARNG officers from units were recommended for position-vacancy promotion and promoted.
- 37 Army Reserve officers from units were recommended for position-vacancy promotion and promoted.

**7. The number of waivers during the preceding fiscal year under section 1114(a) of ANGCRRRA of any standard prescribed by the Secretary establishing a military education requirement for non-commissioned officers and the reason for each such waiver.**

- In FY07, no waivers were granted by the Secretary of the Army.

**8. The number and distribution by grade, shown for each State, of personnel in the initial entry training and non-deployability personnel accounting category established under section 1115 of ANGCRRRA for members of the Army National Guard who have not completed the minimum training required for deployment or who are otherwise not available for deployment. (A narrative summary of information pertaining to the Army Reserve is also provided.)**

- In FY07, the ARNG had 61,700 Soldiers were considered nondeployable because of incomplete initial entry training, officer transition, medical issues, nonparticipation, or restrictions on the use or possession of weapons and ammunition under the Lautenberg Amendment. The National Guard Bureau (NGB) maintains the detailed information.
- In FY07, the Army Reserve had 35,049 (AR) Soldiers who were considered nonavailable for deployment for reasons outlined in Army Regulation 220-1, Unit Status Reporting (e.g., pending administrative/legal discharge or separation, medical non-availability).





**9. The number of members of the Army National Guard, shown for each State, that were discharged during the previous fiscal year pursuant to section 1115(c)(1) of ANGCRRRA for not completing the minimum training required for deployment within 24 months after entering the National Guard. (Army Reserve data also reported.)**

- The number of ARNG Soldiers discharged during FY07 pursuant to section 1115(c)(1) of ANGCRRRA for not completing the minimum training required for deployment within 24 months after entering the Army National Guard is 161 officers and 11,095 enlisted Soldiers from all U.S. states and territories. The breakdown by each state is maintained by the NGB.
- The number of Army Reserve Soldiers discharged during FY07 for not completing the minimum training required for deployment within 24 months after entering the Army Reserve is 15 officers and 436 enlisted Soldiers. Those Soldiers who have not completed the required initial entry training within the first 24 months are discharged from the Army Reserve under AR 135-178, Separation of Enlisted Personnel. Those officers who have not completed a basic branch course within 36 months after commissioning are separated under AR 135-175, Separation of Officers.

**10. The number of waivers, shown for each State, that were granted by the Secretary of the Army during the previous fiscal year under section 1115(c)(2) of ANGCRRRA of the requirement in section 1115(c)(1) of ANGCRRRA described in paragraph (9), together with the reason for each waiver.**

- In FY07, no waivers were granted by the Secretary of the Army.



**11. The number of Army National Guard members, shown for each State, (and the number of AR members), who were screened during the preceding fiscal year to determine whether they meet minimum physical profile standards required for deployment and, of those members: (a) the number and percentage that did not meet minimum physical profile standards for deployment; and (b) the number and percentage who were transferred pursuant to section 1116 of ANGCRRRA to the personnel accounting category described in paragraph (8).**

a. The number and percentage who did not meet minimum physical profile standards required for deployment:

- In FY07, 155,662 ARNG Soldiers underwent a physical. Of these personnel, 5,606 or 3.6 percent were identified for review due to a profile-limiting condition or failure to meet retention standards.
- In FY07, 56,384 Army Reserve Soldiers underwent a physical. Of these personnel 9,073 or 16 percent were identified for review due to a profile limiting condition or failure to meet retention standards.

## ADDENDUM A

b. The number and percentage that were transferred pursuant to section 1116 of ANGCRRRA to the personnel accounting category described in paragraph (8).

- In FY07, 5,821 ARNG Soldiers were transferred from deployable to nondeployable status for failing to meet medical deployability standards. This number includes Soldiers returning from a mobilization with a new medical condition and reflects an increase in the use of electronic databases.
- In FY07, 839 Army Reserve Soldiers were considered nonavailable for deployment for failing to meet medical deployability standards. This is a decrease of 784 from the previous fiscal year.



**12. The number of members and the percentage total membership of the Army National Guard shown for each State who underwent a medical screening during the previous fiscal year as provided in section 1117 of ANGCRRRA.**

- Public Law 104-106 (NDAA 1996), Div A, Title VII, Section 704 (b), February 10, 1996, repealed Section 1117 of ANGCRRRA.

**13. The number of members and the percentage of the total membership of the Army National Guard shown for each State who underwent a dental screening during the previous fiscal year as provided in section 1117 of ANGCRRRA.**

- Public Law 104-106 (NDAA 1996), Div A, Title VII, Section 704 (b), February 10, 1996, repealed Section 1117 of ANGCRRRA.

**14. The number of members and the percentage of the total membership of the Army National Guard shown for each State, over the age of 40 who underwent a full physical examination during the previous fiscal year for purposes of section 1117 of ANGCRRRA.**

- Public Law 104-106 (NDAA 1996), Div A, Title VII, Section 704 (b), February 10, 1996, repealed Section 1117 of ANGCRRRA.

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

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

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

- Information on the type of training required by units during postmobilization is maintained by First United States Army. The data are not captured and provided by the state.
- ARNG units are striving to train in accordance with the Army Force Generation (ARFORGEN) process in order to prepare for operational missions and reduce postmobilization training time. The ARFORGEN process requires increasing resources as necessary for maximum company-level training proficiency prior to mobilization. This training generally consists of individual warrior training tasks, weapons qualification and gunnery, battle staff training, and maneuver training. This is followed by theater-specific tasks and higher level collective training to complete the predeployment requirements for the unit's specific mission. The goal for postmobilization training time for a brigade-size organization is approximately 60 days.
- Postmobilization training time is contingent upon the amount of certified pre-mobilization training conducted, the type of unit, and its assigned mission. In order to reduce postmobilization training time, the ARNG has developed programs and products such as the ARNG Battle Command Training Capability, the eXportable Combat Training Capability (XCTC), myriad training devices and range complexes for our units. The combination

of programs and products, provide our units with the capability to accomplish more pre-mobilization training and reduce postmobilization training time.

- The Army Reserve Training Strategy (ARTS) envisions execution of both the provisions of section 1119 as well as the Office of the Secretary of Defense train-alert-deploy paradigm. Specifically, the ARTS requires higher levels of pre-mobilization readiness through completion of increasingly higher levels of training as units progress through the ARFORGEN cycle. Thus, the initial focus on individual and leader training migrates to low-level unit and battle staff, culminating in multiechelon, combined-arms exercises in the Ready year. The goal is to provide trained and ready combat support/combat service support platoons and trained and proficient battle staffs, battalion level and above, to the mobilization station. Realization of this strategy is dependent upon additional resources as it requires additional active training days and support funds. The majority of the additional training days are currently being resourced in the base budget, but the additional operational tempo is funded via supplementals.



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- Per January 2007 direction from the Secretary of Defense (SECDEF) reserve component unit mobilizations are now limited to 400-day periods, including a 30-day postmobilization leave. Perhaps the most significant impact of this policy change is the inclusion of postmobilization training time in the 400-day mobilization period. Thus, many training tasks previously conducted during postmobilization periods of three to six months have been identified for premobilization training, and Army Reserve units are training to standard on as many of these tasks as resources permit.



- Postmobilization training for Army Reserve units is directed and managed by the First Army. First Army conducts the theater-specified training required and confirms the readiness of mobilized Army Reserve units to deploy to overseas theaters. ARFORGEN's Ready Year 2 (the year before mobilization) is particularly critical to implementation of the ARTS and SECDEF

policies. During the Ready Year 2, Army Reserve units complete collective premobilization training in a 29-day period, including training on many of the theater-identified tasks formerly covered by First Army during postmobilization. Timely alert for mobilization—at least one year prior to mobilization—is crucial.

- Army goals for postmobilization training for Army Reserve headquarters and combat support/combat service support units range from 30 to 60 days. Postmobilization training conducted by First Army typically consists of counterinsurgency operations, counter-improvised-explosive-device training, convoy live-fire exercises, theater orientation, rules of engagement/escalation-of-force training, and completion of any theater-specified training not completed during the premobilization period. Typical postmobilization periods for various units are outlined below.

	Post Mobilization Training Days		
	Current	Bridging*	Objective
Military Police (Internet Resettlement)	77	60	46
Engineer Battalion (Route Clearance)	75	60	44
Military Police Company	86	60	46
Supply Company	60	45	33
Postal Company	95	30	22
Engineering Company (Construction)	60	45	35
Transportation Company (Heavy Equip Trans)	60	45	33

\*The period roughly from Training Year 2008 through Training Year 2010, when required training enablers (e.g., dollars, training days, training support structure, training facilities) are resourced and thus support the higher levels of premobilization individual, leader, and collective training needed to maximize boots on ground/deployed time.

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

- During FY 07, the ARNG continued to synchronize the use of existing and ongoing live, virtual, and constructive training aids, devices, simulations and simulators (TADSS) programs with the training requirements of the ARFORGEN training model. By synchronizing the use of TADSS with ARFORGEN, the ARNG continues to improve unit training proficiency prior to mobilization.
- To support the training requirements of M1A1 Abrams and M2A2 Bradley-equipped Brigade Combat Teams (BCT's), the ARNG continued the fielding of the Advanced Bradley Full-Crew Interactive Simulation Trainer, which provides full crew-simulations training for M2A2 units, Tabletop Full-fidelity Trainers for the M2A2 and the Conduct of Fire Trainer XXI for M1A1 and M2A2. When fully fielded, these devices, in addition to the Abrams Full-Crew Interactive Simulation Trainer XXI, will

be the primary simulations trainers to meet the virtual gunnery requirements of M1A1 and M2A2 crews.

- In order to meet the virtual-maneuver training requirements in the ARFORGEN process, M1A1 and M2A2 units use the Close-Combat Tactical Trainer (CCTT) and the Rehosted Simulations Network (SIMNET) XXI, in addition to the Rehosted SIMNET CCTT Core. The CCTT, SIMNET XXI, and SIMNET CCTT provide a mobile training capability to our dispersed units.
- In order to train all ARNG units on the tactics, techniques, and procedures (TTPs) of convoy operations, the ARNG is fielding the Virtual Convoy Operations Trainer (VCOT). The VCOT, through the use of geospecific databases, provides commanders with a unique and critical mission rehearsal tool. Currently, 32 VCOT systems are positioned in the ARNG force to train units on the fundamentals of convoy operations.
- In order to meet basic and advanced rifle marksmanship requirements, the ARNG is fielding the Engagement Skills Trainer (EST 2000).



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This system is the Army's approved marksmanship-training device. The ARNG is also continuing use of its previously procured Fire Arms Training System (FATS) until EST 2000 fielding is complete. The EST 2000 and FATS are also used to provide unit collective tactical training for dismounted Infantry, Special Operations Forces, Scouts, Engineer, and Military Police squads, as well as combat support and combat service support elements. These systems also support units conducting vital homeland defense missions.



- The ARNG supplements its marksmanship-training strategy with the Laser Marksmanship Training System (LMTS). The ARNG currently has over 900 systems fielded down to the company level. The LMTS is a laser-based training device that replicates the firing of the Soldier's weapon without live ammunition. It is utilized for developing and sustaining marksmanship skills, diagnosing and correcting marksmanship problems, and assessing basic and advanced skills.
- The ARNG has further developed its battle command training capability through the three designated Battle Command Training Centers (BCTCs) at Fort Leavenworth, Camp Dodge, and

Fort Indiantown Gap, and the Distributed Battle Simulation Program (DBSP). BCTCs provide the backbone of the program as collective hubs in the battle command training strategy. The DBSP provides Commanders assistance from Commander's Operational Training Assistants, TADSS facilitators, and Technical Support Teams. BCTCs and the DBSP collectively help units in the planning, preparation, and execution of simulations-based battle staff training that augments the Department of the Army-directed Warfighter Exercises and greatly enhances battle staff and unit proficiency.

- In order to provide the critical culminating training event of ARFORGEN, the ARNG has implemented the XCTC. The XCTC program provides the method to certify that ARNG combat units have achieved company-level maneuver proficiency prior to mobilization. The XCTC incorporates the use of advanced live, virtual, and constructive training technologies to replicate the training experience until now only found at one of the Army's Combat Training Centers. The centerpiece of the XCTC is the Deployable Force-on-Force Instrumented Range System (DFIRST). DFIRST utilizes training technologies that allow for full instrumentation of the training area from major combat systems down to the individual Soldier, role player, and civilian on the battlefield.
- The most important part of every training exercise is the After-Action Review (AAR). By full instrumentation of the units, Soldiers, and training areas, units receive an AAR complete with two-dimensional, three-dimensional, and video playback of the actual training exercise. This allows Commanders and Soldiers to see what occurred during the training exercise from a different perspective, further enhancing the training experience.

- The Army Reserve continues to leverage—to extent resources permit—TADSS into its training program. Implementation of Army Campaign Plan Decision Point 72 continues with establishment of the 75th Battle Command Training Division (BCTD) (Provisional). This division, with five battle command training brigades, employs legacy constructive simulations to provide battle command and staff training to Army Reserve and Army National Guard battalion and brigade commanders and staffs during pre-mobilization and post-mobilization. The concept plan as well as requirements for supporting Army battle command systems and simulations drivers for the 75th BCTD is pending Headquarters Department of the Army (HQDA) approval.
- The Army Reserve continues to partner with the Program Executive Office, Simulations, Training and Instrumentation; Training and Doctrine Command agencies; and HQDA to define TADSS requirements for combat support and combat service support units. During FY07 the Army Reserve refined concepts for the integration of live, virtual, and constructive environments to train Soldiers and units. Most notably, during the Pacific Warrior exercise in July 2007, the Army Reserve attempted to integrate live and constructive environments as it trained senior battle staffs in both constructive and live environments while lower echelon units conducted platoon lanes. The distinction between live and constructive was apparent to the senior battle staff managing exercise play. The lack of key TADSS enablers was identified in concept plans (e.g., 75th BCTD, Army Reserve Operations Groups) awaiting HQDA approval. Upon approval and subsequent fielding of the required TADSS, this gap will be filled. The 75th BCTD is on the Entity-level Resolution Federation (ERF) fielding plan. The ERF provides a high-resolution (e.g.,

individual Soldier-level fidelity aggregated to unit resolutions) joint constructive battle staff training simulation.

- The LMTS and EST 2000 remain essential elements of Army Reserve marksmanship training. LMTS procurement continues, and distribution throughout the Army Reserve force continues to increase. The LMTS has also been adapted to support convoy operations training. In either individual pre-marksmanship training or convoy modes, the system allows the Soldier to use an assigned weapon, as well as crew-served weapons, in a simulation/training mode. EST 2000 systems have been fielded to many Army Reserve Engineer and Military Police organizations to enable full use of its training capabilities by units with high densities of crew-served weapons their at home stations.



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- The Army Reserve also has a number of low-density simulators it employs to reduce expensive “live” time for unique combat service support equipment. For example, Army Reserve watercraft units train on the Maritime Integrated Training System (MITS), a bridge simulator that not only trains vessel captains but the entire crew of Army watercraft. In 2007 the Army Reserve invested in communications infrastructure so that the MITS at Mare Island, California can communicate and interact with another Army MITS at Fort Eustis, Virginia. This will provide the capability to conduct distributed multiboat collective training among all the simulators. Of note, the MITS is also used by U.S. Navy, U.S. Coast Guard, and harbor management agencies. Other simulators include locomotive simulators used by Army Reserve railroad units and a barge derrick simulator for floating watercraft maintenance units. Other simulator requirements have been and are being identified in requirements documents.
- To further spread and embed the use of simulations and simulators, the Army Reserve hosted a Functional Area 57 (Simulations Operations Officer) course in Birmingham, Alabama, for 26 officers of the 4th Brigade, 75th BCTD. Conducted by HQDA cadre in August and September 2007, the course was a proof-of-principle effort to assess the viability of exporting the resident course from Fort Belvoir to Army Reserve home stations. The Army Reserve intends to continue off-site delivery to the other four brigades of the 75th Division as well as the three Operations Groups while continuing to use resident school quotas to meet formal schooling requirements. Having a qualified cadre of schooled training supporters is the foundation of the use of simulations and simulators, as well as the authoring of requirements documents conducive to the procurement of simulators and simulations to meet combat support and combat service support needs.
- The Army Reserve recommendation for a low overhead driver/staff trainer for brigade-battalion combat support and combat service support Commanders was adopted as a Quick Win by the Total Army Training Capability Study (collective training). The Army is planning on procuring a solution in FY08-FY09 to allow Commanders to conduct stressful and doctrinally correct staff training at home station without the need for a major investment in facilities or support technicians.





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

a. Explanations of the information: Readiness tables are classified. This information is maintained by the Department of the Army, G-3. The data is not captured and provided by state.

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

**19. Summary tables, shown for each State (and Army Reserve), of the results of inspections of units of the Army National Guard (and Army Reserve) by inspectors general or other commissioned officers of the Regular Army under the provisions of Section 105 of Title 32, together with explanations of the information shown in the tables, and including display of:**

- The number of such inspections;
- Identification of the entity conducting each inspection;
- The number of units inspected; and
- The overall results of such inspections, including the inspector's determination for each inspected unit of whether the unit met deployability standards and, for those units not meeting deployability standards, the reasons for such failure and the status of corrective actions.

- During FY07, Inspectors General and other commissioned officers of the Regular Army conducted 252 inspections of the ARNG, including 672 ARNG units. The bulk of these inspections (208) were executed by Regular Army officers assigned to the respective states and territories as Inspectors General. Of the remaining 44, 37 were conducted by First Army and the Department of the Army Inspector General and the remaining 7 by the U.S. Army Forces Command (FORSCOM); Training and Doctrine Command (TRADOC); Communications-Electronics Command; and the U.S. Army Audit Agency. Because the inspections conducted by Inspectors General focused on findings and recommendations, the units involved in these inspections were not provided with a pass/fail rating. Results of such inspections may be requested for release through the Inspector General of the Army.
- Operational Readiness Evaluation data for the Force Support Package and expanded separate brigades are unavailable, as inspections there of were eliminated as requirements in 1997. Data available under the Training Assessment Model (TAM) relates to readiness levels and is generally not available in an unclassified format. TAM data are maintained at the state level and are available upon request from state level-training readiness officials.



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- In accordance with AR 1-201, Army Inspection Policy, the U.S. Army Reserve Command (USARC) conducts inspections of regional readiness commands and direct support units within requirements of the USARC Organizational Inspection Program (OIP). Per the Army Regulation, OIPs at division levels and above, mainly comprise staff inspections, staff assistance visits and Inspectors General. Staff inspections are only one aspect by which Commanding Generals can evaluate the readiness of their commands. The Inspector General conducts inspections and special assessments based on systemic issues and trends analysis with emphasis on issues that could impede the readiness of the Army Reserve.
- The Chief, Army Reserve, directed the Inspector General to conduct special assessments in FY07 prompted by concerns over systemic issues. One was the Special Assessment of Property Accountability. It focused on policies and guidance for, compliance with standards of, and adherence to the Command Supply Discipline Program; the effectiveness of the reconstitution process; and the impact of stay-behind-theater-provided equipment on property accountability, with emphasis on transportation and communications equipment.
- Another was the Special Assessment of the Organizational Inspection Program, which evaluated the OIP to determine if Commanders were using it to assess readiness and to reinforce goals and standards within their commands. These assessments also encompassed an annual regulatory review of compliance with and effectiveness of, the Army Voting Assistance Program, a program of special interest to the Department of the Army.
- The Army Reserve is meeting regulatory requirements through a combination of Battle-Focused Readiness Reviews (BFRRs) and

staff assistance visits, with the assistance visits conforming to regulatory requirements of AR 1-201. The BFRR is the tool used by major subordinate Commanders to provide the Army Reserve Commanding General a status on resources and readiness of their commands, and resolve systemic issues/trends in order to achieve continuous improvements in readiness. The Army Reserve conducted 16 BFRRs in FY07. The staff assistance visits were more oriented to a particular topic in the staff proponent's area.

**20. A listing, for each ARNG combat unit (and US Army Reserve FSP units) of the active-duty combat units (and other units) associated with that ARNG (and US Army Reserve) unit in accordance with section 1131(a) of ANGCRRRA, shown by State, for each such ARNG unit (and for the US Army Reserve) by: (A) the assessment of the commander of that associated active-duty unit of the manpower, equipment, and training resource requirements of that National Guard (and Army Reserve) unit in accordance with section 1131(b)(3) of the ANGCRRRA; and (B) the results of the validation by the commander of that associated active-duty unit of the compatibility of that National Guard (or US Army Reserve) unit with active duty forces in accordance with section 1131(b)(4) of ANGCRRRA.**

- There are no longer ground combat active or reserve component associations due to operational mission requirements and deployment tempo.
- As FORSCOM's executive agent, First Army and USARPAC (U.S. Army Pacific) for Pacific based Reserve Component units, executes the legislated active duty associate unit responsibilities through both their premobilization and postmobilization efforts with reserve component units. When reserve component units are mobilized they are thoroughly assessed in terms of manpower, equipment, and training initially by the appropriate

chain of command, and that assessment is approved by First Army or USARPAC as part of the validation for unit deployment.

- Validation of the compatibility of the reserve component units with the active duty forces occurs through the mobilization functions with the direct oversight of First Army, USARPAC and FORSCOM at the Mobilization Centers.
- The Army's Transformation from a division-centric to brigade-centric organization, execution of ARFORGEN, and acceleration of modularity and rebalancing efforts in the ARNG and Army Reserve, coupled with lack of available active ground combat units to conduct annual assessment of reserve component units, should obviate the reporting requirement stipulated in Title 10, U.S. Code, Section 10542, Army National Guard Combat Readiness Annual Report.

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

**and enlisted members assigned, and (c) by unit or other organizational entity of assignment**

- As of September 30, 2007, the Army had 3,251 active component Soldiers assigned to Title XI

Title XI (FY 07) Authorizations				
	OFF	ENL	WO	TOTAL
OA-22	0	2	0	2
U.S. Army Reserve	25	83	0	108
TRADOC	83	80	0	163
FORSCOM	1155	2225	121	3501
ESGR	0	0	0	0
USARPAC	30	54	1	85
TOTAL	1293	2444	122	3859

positions. In FY06, the Army began reducing authorizations in accordance with the National Defense Authorization Act 2005 (Public Laws 108-767, Section 515). Army G-1, and U.S. Army Human Resources Command carefully manages the authorizations and fill of Title XI positions. The data are not captured and provided by state.



### Information Papers

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#### **Sustain**

Army Career Intern Program  
Army Career Tracker  
Army Community Services  
Army Family Action Plan  
Army Continuing Education System  
Army Family Housing  
Army Family Team Building Information  
Army Integrated Family Support Network  
Army Medical Action Plan  
Army Referral Bonus Pilot Program  
Army Reserve Child and Youth Services  
Army Reserve Employer Relations  
Army Reserve Voluntary Education Services  
Army Reserve Voluntary Selective Continuation  
Army Retention Program  
Army Spouse Employment Partnership  
Army Strong  
Army Suicide Prevention Program  
Army Transferability of GI Bill Benefits to Spouses Program  
ARNG Active First  
ARNG Education Support Center  
ARNG Family Assistance Centers  
ARNG Freedom Salute  
ARNG GED Plus  
ARNG Periodic Health Assessment  
ARNG Post Deployment Health Reassessment  
ARNG Recruit Sustainment Program  
ARNG Recruiter Assistance Program  
ARNG Yellow Ribbon Program  
Better Opportunity for Single Soldiers  
Child and Youth School Transition Services  
Commissary and Exchange Quality Of Life  
Community Based Health Care Organization  
Defense Integrated Military Human Resource System  
Deployment Cycle Support  
Diversity  
Equal Opportunity and Prevention of Sexual Harassment  
Exceptional Family Member Program Respite Care  
Family Advocacy Program  
Family Readiness Support Assistant

Freedom Team Salute  
Full Replacement Value and Families First  
Job Swap Program  
Medical and Dental Readiness  
Military Family Life Consultants  
Military OneSource  
Military to Civilian Conversions  
Morale Welfare and Recreation  
MyArmyLifeToo  
National Security Personnel System  
Officer Retention  
Privatization of Army Lodging  
Residential Communities Initialization  
Sexual Assault Prevention  
Soldier and Family Assistance Centers  
Soldier and Family Readiness Board of Directors  
Strong Bonds  
US Army Wounded Warrior Program  
US CENTCOM Rest and Recuperation Leave Program  
Warrior in Transition  
Wellness Assessment and Education

#### **Prepare**

Add-on Armor for Tactical Wheeled Vehicles  
Army Asymmetric Warfare Group  
Army Asymmetric Warfare Office  
Army Combat Training Center Program  
Army Distributed Learning Program  
Army Initiatives to Improve Irregular Warfare Capability  
Army National Guard Readiness Centers  
Army Training Support System  
ARNG Exportable Combat Training Capability  
Basic Officer Leader Course  
Biometrics  
College of the American Soldier  
Combating Weapons of Mass Destruction  
Contractor-Acquired Government-Owned Equipment  
Global Force Posture  
Interceptor Body Armor  
Live Virtual Constructive Integrating Architecture  
Mine Resistant Ambush Protected Vehicles

Multi-Source Assessment and Feedback Program  
Persistent Conflict  
Property Accountability  
Rapid Equipping Force  
Rapid Fielding Initiative  
Red Team Education and Training  
Robotics  
Sustainable Range Program  
Unit Combined Arms Training Strategies  
US Army Combat Training Centers  
Up-Armored High-Mobility Multipurpose Wheeled Vehicle  
Warrior Tasks  
Western Army National Guard Aviation Training Site

### **Reset**

360-Degree Logistics Readiness  
Army Equipping and Reuse Conference  
Army Sustainability  
Black Hawk Utility Helicopter  
Building Army Prepositioned Stocks  
CH-47 Medium Lift Helicopter  
Depot Maintenance Initiatives  
Equipment Reset Program  
Life Cycle Management Initiative  
Longbow Apache  
Raven Small Unmanned Aircraft System  
Retained Issue  
Retrograde  
Shadow Unmanned Aircraft System  
War Reserve Secondary Items

### **Transform**

Accelerate Army Growth  
Active Component Reserve Component Rebalance  
Armed Reconnaissance Helicopter  
Army Distributed Learning Program  
Army Force Protection Division Initiative  
Army G-4 Lean Six Sigma  
Army Integrated Logistics Architecture  
Army Intelligence Transformation  
Army Intelligence Transformation  
Army Leader Development Program  
Army Modernization Plan

Army Netcentric Data Strategy  
Army Officer Education System  
Army Power Projection Platform  
Army Reserve Facility Management  
ARNG Chemical, Biological, Radiological, Nuclear and High-Yield-Explosive-Enhanced Response Forces  
ARNG Civil Support Teams  
ARNG Operational Support Airlift Agency  
ARNG State Partnership Program  
Barracks Modernization Program  
Base Realignment and Closure Program  
Battle Command as a Weapons System  
Campaign-Quality Force  
Civil Works  
Civilian Education System  
Common Levels of Support  
Common Logistics Operating Environment  
Concept Development and Experimentation  
CONUS Theater Signal Command  
Cultural and Foreign Language Capabilities  
Cyber Operations  
Defense Support to Civil Authorities  
Defense Support to Civil Authorities Special Events  
Defense Support to Civil Defense Coordinating Officer  
Digital Training Management System  
Enhancing Joint Interdependence  
Every Soldier is a Sensor / Human Terrain Teams  
Expeditionary Capabilities  
Expeditionary Contracting  
Expeditionary Theater Opening  
Flat Network Intelligence Access  
Full Spectrum Operations  
Intelligence Training  
Interceptor Body Armor  
Joint Knowledge Development and Distribution  
Joint National Training Capability Activities  
Joint Precision Airdrop System  
Joint Tactical Radio System  
Lakota  
LandWarNet and the Global Information Grid  
Logistics Automation  
Major Acquisition Programs Future Combat System  
MANPRINT

## ADDENDUM B

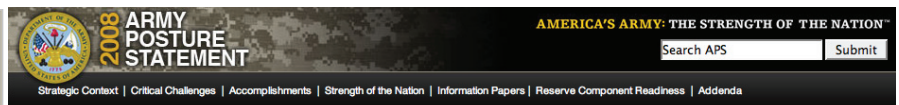
Medium Extended Air Defense System  
Micro Electrical Mechanized Systems with RFID  
Military Construction Transformation  
Military Intelligence Capacity and Rebalance  
Modular Force Conversion  
Next Generation Wireless Communications  
Non-Commissioned Officer Education System  
Pandemic Influenza Preparation  
Persistent Surveillance  
Restructuring Army Aviation  
Revitalizing Army Human Intelligence  
Science and Technology  
Single Army Logistics Enterprise  
Spiral Technology and Capabilities  
Stability Operations Capabilities  
Transform  
Warrior Unmanned Aircraft System  
Warfighter Information Network-Tactical (WIN-T)

### Other Important Information Papers

Army Medical Action Program  
Army Knowledge Online - DKO  
Army Direct Ordering  
Army Environmental Programs  
Army Values  
ARNG Agribusiness  
ARNG Counterdrug

ARNG Environmental Programs  
ARNG Fishing Program  
ARNG Youth Challenge  
Building Partnership Capacity  
Civilian Corps Creed  
CONUS Theater Signal Command  
DSCA and DCO  
Energy Strategy  
Fixed Regional Hub Nodes  
Funds Control Module  
General Fund Enterprise Business System  
Institutional Training  
Information Assurance and Network Security  
Lean Six Sigma 2007  
Organizational Clothing and Individual Equipment  
Real Estate Disposal  
Redeployment Process  
Soldier as a System  
Single DOIM and Army Processing Centers  
Soldiers Creed  
Streamline OCIE Processes  
US Army Combat Training Center Program  
US Army North  
Warrior Ethos  
Western Hemisphere Institute for Security Cooperation

For more information on the Posture of the US Army, please visit our website:  
[www.army.mil/aps/08](http://www.army.mil/aps/08)



2008 ARMY POSTURE STATEMENT

AMERICA'S ARMY: THE STRENGTH OF THE NATION™

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## Information Papers

### Accelerate Army Growth

#### What is it?

The current operational demand for Army forces exceeds the sustainable supply, and as a result, the Army is currently out of balance. To restore balance, the Army developed a plan to grow the Army.

#### What has the Army done?

In January 2007, the Army's plan to grow the Army by an additional 74,200 Soldiers by FY13 across all three components—Regular Army, Army Reserve, and Army National Guard—was approved. The Army's modular transformation plan is to build 76 brigade combat teams (complete by 2015) and 225 combat support and service support brigades (complete by 2019).

#### What continued efforts does the Army have planned for the future?

Operational demands and further analysis indicate that we are not growing the Army fast enough to rapidly restore balance to the Army. Upon approval of a proposed acceleration, the Army will advance to FY10 the planned FY12 end strength (547,000 in the active component and 358,000 in the Army National Guard). Accelerating the growth of the Army will not totally restore Army readiness, but it would be a vital step in the right direction.

#### Why is this important to the Army?

The combined effects of growth and rebalance will begin the process of restoring the Army's strategic depth to meet Combatant Commander requirements and transform the reserve component into an operational force.

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## Websites

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**Army Business Transformation Knowledge Center:**

This site provides information on Army Business Transformation. <http://www.army.mil/ArmyBTKC/index.htm>

**Army Center Capabilities and Information Center (ARCIC):**

This site provides background on ARCIC. <http://www.arcic.army.mil>

**Army Logistics Transformation Agency:**

This site provides information on Army logistics transformation. <http://www.lta.army.mil>

**Army Medicine:**

This site provides information on Army medical programs. <http://www.armymedicine.army.mil>

**Army Modernization Plan:**

This site provides a detailed overview of the Army's organizational and materiel modernization efforts.

<http://www.army.mil/features/MODPlan/2006/>

**Army National Guard:**

This site provides information about the Army National Guard. <http://www.arng.army.mil>

**Army Posture Statement:**

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

**Army Sustainability:**

This site provides information on Army sustainability efforts. <http://www.sustainability.army.mil>

**Army Training and Doctrine Command (TRADOC):**

This site provides background on TRADOC. <http://www.tradoc.army.mil>

**Army Website:**

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

**Army Wounded Warrior Program:**

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

## ADDENDUM C

### **Chief Information Officer, CIO/G-6:**

This site provides information on Army information operations. <http://www.army.mil/ciog6/>

### **Deputy Chief of Staff for Intelligence, G-2:**

This site provides information on Army Intelligence initiatives. <http://www.dami.army.pentagon.mil>

### **Deputy Chief of Staff for Logistics, G-4:**

This site provides information on Army logistics. <http://www.hqda.army.mil/logweb/>

### **Deputy Chief of Staff for Operations, Plans, and Policy, G-3/5/7:**

This site provides information on Army operations, policies and plans.

<http://www.g357extranet.army.pentagon.mil/#>

### **Deputy Chief of Staff for Personnel, G-1:**

This site provides information on personnel issues. <http://www.armyg1.army.mil>

### **Deputy Chief of Staff for Programs:**

This site provides information on materiel integration. <http://www.g8.army.mil>

### **Future Combat Systems:**

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

### **My ArmyLifeToo Web Portal:**

This site serves as an entry point to the Army Integrated Family Support Network (AIFSN).

<http://www.myarmylifetoo.com>

### **United States Army Reserve:**

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

### **Western Hemisphere Institute for Security Cooperation (WHINSEC):**

This site provides the history and overview of WHINSEC. <https://www.infantry.army.mil/WHINSEC/>



### Acronyms and Initializations

AC	Active Component	CT	Counter Terrorist
ACOM	Army Command	CTC	Combat Training Center
AMC	Army Materiel Command	CWMD	Combating Weapons of Mass Destruction
APOE	Aerial Port of Embarkation	DCGS-A	Distributed Common Ground System - Army
APS	Army Prepositioned Stocks	DMDC	Defense Manpower Data Center
ARFORGEN	Army Force Generation	DoD	Department of Defense
ARI	Army Research Institute	ES2	Every Soldier a Sensor
ARNG	Army National Guard	FCS	Future Combat Systems
ASC	Army Sustainment Command	FTS	Full Time Support
ASCC	Army Service Component Command	FY	Fiscal Year
ASV	Armored Security Vehicle	GBIAD	Ground Based Integrated Air Defense
AW2	U. S. Army Wounded Warrior Program	GCSC-A	Global Combat Service Support - Army
BCT	Brigade Combat Team	GDP	Gross Domestic Product
BfSB	Battlefield Surveillance Brigade	GDPR	Global Defense Posture Review
BOLC	Basic Officer Leader Course	GFEBBS	General Fund Enterprise Business System
BRAC	Base Realignment and Closure	GWOT	Global War on Terrorism
BT	Business Transformation	HMMWV	High Mobility Multipurpose Wheeled Vehicle
CBRN	Chemical, Biological, Radiological, and Nuclear	HSDG	High School Diploma Graduates
CBRNE	Chemical, Biological, Radiological, Nuclear and High Yield Explosives	HST	Home Station Training
CES	Civilian Education System	HUMINT	Human Intelligence
CM	Consequence Management	IBA	Improved Body Armor
COIN	Counterinsurgency	IED	Improvised Explosive Device
CPI	Continuous Process Improvement	ISR	Intelligence, Surveillance, and Reconnaissance
CS	Combat Support	IT	Information Technology
CSS	Combat Service Support	JIEDDO	Joint Improvised Explosive Device Defeat Organization

## ADDENDUM D

JIOC-I	Joint Intelligence Operations Capability - Iraq	QDR	Quadrennial Defense Review
JTF	Joint Task Force	RC	Reserve Component
LMP	Logistics Modernization Program	RCI	Residential Communities Initiative
LSS	Lean Six Sigma	RDA	Research, Development, and Acquisition
METL	Mission Essential Task List	REF	Rapid Equipping Force
MFO	Multinational Force and Observers	RFI	Rapid Fielding Initiative
MI	Military Intelligence	SDDC	Surface Deployment and Distribution Command
NCO	Non-Commissioned Officer	SIGINT	Signals Intelligence
NDAA	National Defense Authorization Act	SMS	Strategic Management System
OA&D	Organizational Analysis and Design	TPFDD	Time Phased Force Deployment Data
OEF	Operation Enduring Freedom	QOL	Quality of Life
OIF	Operation Iraqi Freedom	UAS	Unmanned Aerial Systems
OPTEMPO	Operational Tempo	USAR	United States Army Reserve
O&M	Operations and Maintenance	VA	Veterans Affairs
PLM+	Product Lifecycle Management Plus	WMD	Weapons of Mass Destruction

# 2008 ARMY POSTURE STATEMENT



**FCS**

EMPOWERING SOLDIERS TODAY AND TOMORROW



## THE SOLDIER'S CREED

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I AM AN AMERICAN SOLDIER.

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

**I WILL ALWAYS PLACE THE MISSION FIRST.**  
**I WILL NEVER ACCEPT DEFEAT.**  
**I WILL NEVER QUIT.**  
**I WILL NEVER LEAVE A FALLEN COMRADE.**

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

I AM AN EXPERT AND I AM PROFESSIONAL.

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

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

I AM AN AMERICAN SOLDIER.