UNITED STATES ARMY
POSTURE STATEMENT FY00

America's Army -
Assuring Readiness for Today
and for the 21st Century

A Statement on the Posture of The United States Army Fiscal Year 2000

by

The Honorable Louis Caldera
and
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and the
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COVER PHOTO: *An American soldier trains with Land Warrior equipment as part of the Army's comprehensive program for assessing its efforts to leverage information-age technology to ensure superior 21st century capabilities.*

Soldiers are our credentials.

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

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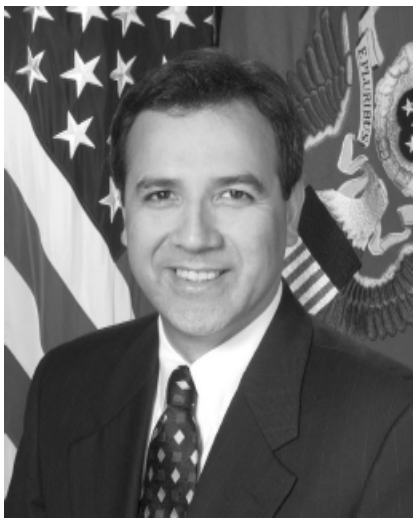

The Honorable Louis Caldera
Secretary of the Army

General Dennis J. Reimer
Chief of Staff

Foreword

America's Army is transforming itself in accordance with the National Military Strategy to a force that measures its readiness not only by its preeminent mission—to fight and win our Nation's wars—but also by its readiness to meet the challenges of preserving peace and countering emerging threats. The transformation has stretched the Army from a force oriented on responding to the dangers of the Cold War to a force capable of shaping the international environment, responding to crises that challenge U.S. security interests, and preparing for a range of threats and opportunities. The Army has attained an unprecedented achievement by meeting the continuous demands of current readiness while adjusting its focus and structure in significant ways. Despite the toll this transformation and increasing requirements have taken on our people, equipment and systems, the Army is proud of its central role in U.S. engagement around the world.

The Army's challenge is to take care of our people while meeting near-term readiness demands and preparing for the requirements of future readiness. To assure we can accomplish future missions, leveraging information technology to revolutionize military operations over the next ten to fifteen years is a key priority. We remain committed to providing the American people the most readiness for the resources provided. Accordingly, we continue to focus on and support more efficient ways of doing business, such as the Defense Reform Initiatives. In conjunction with these efforts, America's role as a global leader makes it vital to fund the Army at a level commensurate with the requirements of the world's preeminent land combat force.

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"I do not know when or where, but we will sometime place soldiers in harm's way, on short notice and ask them to defeat a determined and dangerous foe. When that happens, we should be satisfied that we have done our best to prepare them for the task at hand."

General Dennis J. Reimer, CSA

America's Army is the most potent land combat force in the world. The Army is indispensable to the protection and furtherance of our national interests because it has greater utility across the full range of contingencies than other types of military force. This utility comes from Army *capabilities* for executing a broad range of operations from nation building and disaster relief to defeating enemies on the battlefield. Generating and sustaining these capabilities over time requires a deliberate, complex process involving people, readiness, and modernization. The Army's challenge in recent years has been to take care of people, keep the force trained and ready, and simultaneously continue the most fundamental institutional change since World War II. Meeting this challenge with constrained resources has stretched the fabric of America's Army. We are committed to be as efficient as we can, continuing robust efforts to move forward on the Army's part of the Defense Department's Defense Reform Initiatives and the Revolution in Business Affairs. The fiscal year (FY) 99 supplemental funding measure approved by Congress and the President's FY00 Budget support our efforts, and address many of our most pressing readiness concerns.

The Geostrategic Environment and National Military Strategy

Changes to the National Military Strategy (NMS) in response to the geostrategic environment have driven the Army's transition since the final years of the Cold War. The containment strategy of the previous era demanded an Army focused on the Soviet threat. The U.S. Army maintained a higher level of forward presence overseas than it does today, and training was based largely on countering predictable Soviet doctrine. Increasing instability in some regions made the need for engagement evident even before the Soviet Union's demise. However, the end of the Cold War's bipolar stability allowed a more rapid emergence of regional instabilities and transnational challenges, such as terrorism, aggressive behavior by rogue states seeking power and resources, and the proliferation of weapons of mass destruction. These threats are much less predictable, and, consequently, the United States may face some combination of them at any time. The diverse nature of these emergent threats fostered a new strategy for using America's global leadership to make the world a safer place. By mitigating potential threats through shaping operations, countering actual threats and responding to crises, and preparing for future threats, the new military strategy seeks to promote global stability. As a result of the geostrategic environment and the NMS,

the Army is transforming itself to a force based on capabilities needed for shaping and responding, while at the same time preparing for the future.

The Army's most fundamental capability is the exercise of sustained, comprehensive control over people, land, and natural resources. Putting American soldiers on the ground is the most effective method to shape the international environment in ways favorable to our interests. Army shaping activities are executed face-to-face and one-on-one with the armies and people of other nations. Such interaction has a lasting and positive effect that simply cannot be achieved through less direct engagement. Putting American soldiers on the ground is the most credible response to potential aggressors and to those who would exploit instability for their own ends. It is also the most tangible evidence of the nation's commitment to both allies and adversaries. Bombs and missiles can destroy selected targets and temporarily deny control of terrain, but they cannot provide the presence required to compel compliance with the rule of law and the processes of peace. Maintaining the capability to project and employ land power in the information age is essential to protecting the nation's interests against the diverse threats likely to emerge in an uncertain future.

Even as changes in environment and strategy have increased the frequency with which the Army is employed worldwide, social and economic factors created pressure for reducing defense spending. The Army has transitioned to a force about one-third smaller than it was in 1989 and has capitalized on the end of Cold War containment to shift many forces from overseas bases back to the continental United States (CONUS). The Army has sought increased efficiency in its operational and business practices to meet today's more frequent demands for American presence with a smaller force and budget. Exploiting the potential of information technology, enhancing the integration of active and reserve component forces, and implementing a broad set of defense reforms and Army initiatives are among the avenues by which the Army is becoming a more effective and efficient force.

Much leaner than it was ten years ago, the Army nonetheless finds itself almost continuously engaged at home and abroad. More than 60 percent of the people participating in 32 of the 36 major military deployments since 1989 have been soldiers, yet the Army receives only 25 percent of the defense budget. Proud of its central role in the execution of the National Military Strategy, the Army can continue to execute this strategy with acceptable risk if provided with sufficient resources. However, the resource constraints of the past fourteen years, coupled with the high pace of operations, have severely stretched the fabric of the Army. While we remain ready today to play the central role in the National Military Strategy, adverse trends in recruiting and retention (people), readiness, and modernization must be countered to assure sustained readiness for today and into the 21st century. The FY99 supplemental and the increase in Army Total Obligation Authority

(TOA) in the FY00 Budget and outyear spending plan are helpful and are being applied to improve readiness. These funding increases will address many of the concerns expressed by Army and other Department of Defense leaders by demonstrating our commitment to take care of our people and to enhance near-term readiness. Modernization needs are being addressed by holding investments at roughly the same levels forecasted in last year's President's Budget with the expectation of growth in the outyears.

Last year, the Army identified the need for an annual increase of $5 billion over the FY99 Budget in addition to increases required for contingency operations, pay increases and reform of military retirement. The President's FY00 Budget sends a strong signal of support and concern for the welfare of our soldiers, Army civilians, and their families. The budget provides for known contingency funding and enhances near-term readiness. While funding increases have been helpful in many areas, modernization continues to carry the largest burden of risk. Increases to readiness accounts will reduce the need to migrate funds from modernization, and Army-wide efforts to become more efficient, along with Defense Reform Initiatives and a capacity for additional Base Realignment and Closure, create the potential for increased funding for the modernization account. The Army's Force XXI process has provided a roadmap for transforming the Army to meet 21st century requirements. Funding levels will be the primary determinant of the pace at which that transformation occurs.

Supporting the National Military Strategy

In spite of resource constraints and signs of wear, America's Army is supporting the NMS around the world, 24 hours a day. On an average day in FY98, over 122,000 soldiers stationed overseas and 28,000 soldiers deployed away from home station were conducting operations in more than 70 countries.

Army personnel conduct numerous activities that help shape the international environment. Continued support for observer missions in Macedonia, the Multinational Force and Observers in the Sinai, and along the border between Ecuador and Peru help foster stability and promote peace. Active and reserve component soldiers and Army civilians contribute to deterrence through forward presence. Soldiers and Army civilians also enhance our relationships with allies and friends through a variety of programs. In FY98, army-to-army activities ranged from senior-level contacts to the training of 5,980 foreign military personnel under the International Military Education and Training (IMET) and Foreign Military Sales programs. Such activities foster cooperation with other nations, and offer a unique opportunity to influence the character of other nations' militaries in a positive way. Army participation in Partnership for Peace and associated exchanges and exercises helped

set the stage for the peaceful enlargement of NATO while building the foundation for cooperative efforts with non-NATO forces as well. American soldiers trained soldiers of other nations on the tactics, techniques and procedures of humanitarian demining and counter-drug operations. Under the African Crisis Response Initiative, American soldiers provided peacekeeping training to soldiers of several African nations. These important operations are proactive: shaping the world to be a safer place.

The Army also responds to crises to protect American interests around the world with its decisive combat, logistics, and administrative capabilities. The deployment of the 1st Brigade (-) of the 3d Infantry Division (Mechanized) to Kuwait in February, 1998, demonstrated such a response. Within 96 hours, the brigade had completed its deployment from the United States and occupied defensive positions in Kuwait. In support of Operation Desert Fox in December, the Army once again rapidly deployed units to reinforce elements already deployed for training in Kuwait. The presence of several thousand American soldiers effectively deterred any threatening activity by Iraqi ground forces. While Desert Fox was unfolding, the Army also provided substantial support for Hurricane Mitch Disaster Relief in Honduras, Nicaragua, El Salvador, and Guatemala through both Joint Task Force-Bravo and the Disaster Relief Joint Task Force. In Bosnia, the Europe-based 1st Armored Division, with active and reserve component augmentation, provided the U.S. contingent to NATO forces ensuring compliance with the Dayton Accords for most of last year. The CONUS-based 1st Cavalry Division assumed responsibility for the U.S. portion of this contingency operation in October, 1998. Closer to home, soldiers and Army civilians were instrumental in providing support for numerous disaster relief efforts in the United States and its territories.

In addition to its shaping and responding activities, the Army is preparing for emerging threats ranging from the proliferation of weapons of mass destruction to attacks on our information systems. The Secretary of the Army's role as the Executive Agent for the Department of Defense (DoD) Domestic Preparedness program places the Army in the forefront of this key initiative. The program is the centerpiece of joint and interagency efforts to prepare our military and civilian "first responders" for incidents involving weapons of mass destruction (WMD). By giving local officials the tools to train their own response teams, the Domestic Preparedness program will provide 120 cities with the ability to train first responders by the end of FY02. A Federal Training Team, which includes reserve component instructors, conducts the initial training for individuals who will set up the local programs. At the end of FY98, a total of 9,950 first-responder trainers in 32 cities had received the training. In the area of cyber-defense, the Army is implementing measures to protect friendly information and decision making processes from intentional disruption. The addition of Information Operations specialists at division level and above, installation of intrusion detection devices, and development of regional Computer Emergency Response Teams in both the active and

reserve components are among the steps the Army has taken in this regard.

Efforts to field the first information age Army continue as well. In response to the promise of information technology, *Joint Vision 2010 (JV2010)* and *Army Vision 2010 (AV2010)* have identified operational concepts and patterns of operation to guide the development of information-based warfighting capabilities. The Revolution in Military Affairs refers to increased combat effectiveness through the integration and exploitation of information technology. Information technology allows the Army to give every friendly soldier on the battlefield a continuously updated picture of where other forces—both friendly and enemy—are and what they are doing. Each element of the friendly force is thereby made more effective because the ability to share information makes it possible to better concentrate the effects of friendly combat power against the enemy's vulnerabilities. A force that can achieve information dominance to this degree should also reduce fratricide, the accidental casualties within its ranks caused by misidentification. Another revolution enabled by information technology, the ongoing Revolution in Military Logistics, is transitioning the Army to a logistics system based on rapid distribution of supplies and equipment to units when they need them, as opposed to a system based on prepositioning large stockpiles in anticipation of unit needs. This "distribution-based" system employs automated systems for total asset visibility, communications, new organizational designs, improved platforms, and new distribution concepts. Such a system will enhance the Army's operational capabilities, increase efficiency by cutting demand, and reduce the deployment time for follow-on forces.

Experimentation

The Army Force XXI process is building the first information age Army. By using a variety of different field training experiments, in which soldiers use a blend of old and new equipment under realistic conditions, the process fuels the development of equipment and concepts. Experimentation under realistic conditions permits a holistic approach to change. Soldiers gain an appreciation for the strengths and weaknesses of new concepts and prototypes under field conditions, provide immediate feedback to materiel developers and industry representatives, and then assess improvements. This so-called "foxhole to factory" partnership leads to a significantly faster development cycle, known as spiral development, and permits a more rapid fielding of equipment with information technologies to soldiers and units.

The Force XXI process not only benefits the Army by providing feedback for equipment development, but also reveals the implications of new equipment for the Army's core competencies—our "six imperatives." These imperatives–people, force mix, doctrine, training, modern equipment, and leader development–must support one another at any given point in time

to produce readiness. When changes in one imperative are accompanied by appropriate corresponding changes in the other imperatives, we say the imperatives are synchronized. The recent heavy-force experiments conducted with the 4th Infantry Division (Mechanized) (4ID(M)) offer an example of the power of the Force XXI process for synchronizing the imperatives. The experiments included a brigade-level Task Force XXI Advanced Warfighting Experiment (AWE) at the National Training Center and a computer-driven, division-level AWE at Fort Hood. Lessons learned from these experiments led to a redesign of Army heavy divisions. The heavy division redesign features a reduction in the number of tanks and infantry fighting vehicles (from 58 to 44) in each battalion. This reduction, essentially a change in the Army's force mix, is possible because of the increased lethality that information technology (modern equipment) allows. Through its experimentation with modern equipment, the Force XXI process illuminates desirable changes, such as the heavy division redesign, across the other imperatives.

People

Quality people are the first of the six imperatives and the single most important factor for maintaining readiness. The Army is people. Army capabilities to shape, to respond, and to prepare are embedded in the foundation our people provide. The 25-year-old Sergeant commanding a tank in California, the 18-year-old Private First Class serving in the crew of a Patriot missile launcher in Saudi Arabia, the soldiers on leave from civilian jobs to serve their Nation, and countless others performing demanding tasks all over the world are our credentials: they do the things that make us the world's best Army. Not just anyone can do these things, nor can our Nation afford to send just anyone to do them. It is the people who do the unexpected, extraordinary things in difficult circumstances who make the Army much more than the sum of its parts. Given the importance of people to our Army, recent recruiting trends and retention indicators are causes for concern.

The Army failed to meet its recruiting goals for FY98 and for the first quarter of FY99. The active component fell about 800 enlistees short of the target last year, and missed this year's first quarter target by 2300 soldiers. The Army National Guard (ARNG) and United States Army Reserve (USAR) were about 1200 and 3700 recruits short of FY98 targets, respectively. Quality is also an important indicator of people trends. The Total Army continues to meet most of its recruiting quality goals.

While overall retention percentages still exceed requirements, these percentages mask retention difficulties among noncommissioned officers (NCOs) and soldiers with certain Military Occupational Specialties (MOS). Also, over the past seven years, the number of officers and

enlisted soldiers indicating an intent to remain on active duty has declined by more than five percent. The Spring 1998 *Sample Survey of Military Personnel* shows the top two reasons cited by officers for leaving the military to be the amount of time separated from family and the amount of basic pay. Since 1992, satisfaction with retirement benefits fell from 61.8 percent to 36 percent for officers and from 47.2 percent to 28.8 percent for enlisted soldiers. The REDUX retirement system resulting from the 1986 Military Retirement Reduction Act was the fastest-rising area of discontent for our soldiers on these surveys.

Recruiting trends and survey results confirm that compensation, retirement, and quality of life issues are important factors for recruiting and retaining quality people in the Army. The prompt commitment of the Administration and Congress to increase pay and reform military retirement are important steps to reinforce the Army's recruiting and retention efforts, and will send a strong signal to soldiers that the Nation values their service.

Readiness and Training

While people are indispensable to our Army's success, there are other dimensions to maintaining readiness. Military readiness is a measure of capabilities against requirements. The Army generates capabilities to meet the requirements of the National Military Strategy by synchronizing the six imperatives continuously over time. When properly synchronized, these imperatives complement each other and create optimal readiness. Today's readiness is the product of our investments in these imperatives over many years. The development of today's battalion-level officer and NCO leaders, for instance, began almost 20 years ago.

Unfortunately, readiness can dissipate far more rapidly than it can be built. Underfunded Operations Tempo, Base Operations, and Real Property Maintenance accounts, as well as late reimbursement for contingency operations, detract from training and readiness. Sustained underfunding of modernization, and subsequent delayed fielding of new and modern equipment, can have serious impacts on the other imperatives. Recent difficulties in recruiting and retention threaten to erode the pool of outstanding soldiers who are the heart of today's readiness and the source of tomorrow's leaders. All of these recent issues can, if left unresolved, disrupt the imperatives and unhinge readiness.

Realistic training for the Army's soldiers and civilians supports readiness by maintaining land power proficiency for the full spectrum of military operations. Army training is performance-oriented; soldiers and civilians perform essential tasks to established standards under realistic conditions. For soldiers who serve in gender-integrated units, gender-integrated training is a key

aspect of training realism. Units are teams, and soldiers learn to perform their duties best when they are trained from their first days of service to understand and respect other members of their team. Gender-integrated training supports the Army's need to build teams and to have all soldiers feel like valued members of their teams. The Army's Combat Training Centers (CTCs) are another example of the Army's commitment to training realism. At CTCs, units conduct sustained operations against a skillful opposing force and under the watchful eye of a professional cadre well-versed in the latest doctrine. CTCs conduct the world's best training. Continuing to enhance CTC operations will be a critical contributor to future Army battlefield successes.

While the quality of Army training is second to none, the challenge in recent years has been to resource enough training, particularly at home station. Recent reports indicate that units are arriving at CTCs at lower levels of proficiency than in the past. Resource constraints for Base Operations (BASOPS) and Real Property Maintenance (RPM) accounts have been areas of concern affecting training and readiness. In the past, the Army resourced training primarily through Operations Tempo (OPTEMPO) accounts. OPTEMPO captures the fuel and repair parts costs associated with driving or flying Army equipment the number of miles or hours associated with executing certain groupings of training exercises. OPTEMPO does not capture many costs associated with training, such as the cost of training aids and simulators, ranges, and maintenance operations. The Army generally funds OPTEMPO at 100 percent of annual requirements for priority units, but has had to underfund BASOPS and RPM accounts in order to do so. BASOPS and RPM, however, fund many training costs not covered by OPTEMPO, as well as quality of life programs and facilities. In recent years, the cumulative effect of underfunded BASOPS and RPM has forced many commanders to decrement OPTEMPO accounts to pay for readiness-related BASOPS and RPM needs. Stemming this so-called "migration" of OPTEMPO dollars requires sufficient resourcing for BASOPS and RPM.

BASOPS and RPM affect readiness through their impact on training, maintenance, deployment infrastructure, and quality of life. Average RPM funding from FY90 to FY97 was only 56 percent of annual requirements, resulting in a backlog of facility maintenance requirements. BASOPS, which includes essential items such as utilities and municipal services, has traditionally been funded at a higher level; the FY99 supplemental funding measure increased BASOPS funding from the budgeted level of 84 percent to 91 percent. The FY00 budget and outyear proposal will allow better resourcing of these accounts. BASOPS funding is at 95 percent from FY00 through FY05 under this plan, with RPM at 77 percent through FY01 and 90 percent from FY02 through FY05. RPM funding at these levels will help stem the deterioration of facilities through FY02, and will allow the Army to begin reducing the facilities maintenance backlog beginning in FY03.

The Army's substantial contributions to shaping and small-scale contingency operations also have a readiness cost. For combat units, the skills required for peace operations are oftentimes not those required for combat. Training and execution of such operations detract from unit combat training, and consequently, from warfighting skills. Nevertheless, these operations constitute a critical, proactive component of national security activities, and the Army is the force best suited to conduct them. For many combat support and logistics units, operations such as Bosnia offer an opportunity to operate under realistic conditions. Combat units also realize some training benefit from deploying, conducting force protection activities, and implementing rules of engagement. However, these missions increase the pace of operations in units by creating additional training requirements that compete for limited training time and, in some cases, decrease the level of training on warfighting skills.

The Army has also had to use OPTEMPO funds in the past to pay for contingency operations. Delayed reimbursement for these operations can detract from unit training by causing cancellation of scheduled training due to lack of funds. Even though the money may eventually be replaced, it is impossible to replace the loss of training time associated with this phenomenon. Timely, non-offset funding for contingency operations, such as that contained in the President's FY00 Budget, is important for current readiness.

Modernization

While the FY00 Budget request addresses many of the concerns associated with taking care of people and ensuring readiness, there simply have not been enough resources to fund all priorities. Highest priority modernization programs have been funded to ensure development of future capabilities, but at a pace slower than desired. Other programs will have to await the results of initiatives that will generate additional funding for modernization. *The Army Modernization Plan* is the Army's strategy for fielding systems that provide the capabilities to support *JV2010* and *AV2010*. The Army executes its modernization plan by establishing and pursuing specific goals essential to enabling *AV2010* patterns of operation. Through this framework, the modernization plan links future equipment to anticipated future operational requirements.

Digitization, our goal to modernize Army units by equipping them with digital systems, is the means by which we will achieve information dominance. It involves the use of modern communications capabilities and computers to enable commanders, planners, and shooters to rapidly acquire and share information. The Army will equip the the 4th Infantry Division (Mechanized)—the Army's heavy experimental force—with information dominance capability

by the end of FY00, and will equip III Corps by the end of FY04. The force capable of achieving information dominance is called Army XXI. Army XXI units will have some current systems that have information dominance capabilities added, as well as some new "leap ahead" systems, such as the Comanche helicopter and the Crusader howitzer. Further in the future, other advanced technologies will be leveraged to create more leap-ahead systems. Fielding and integration of these systems will create the force we refer to as the Army After Next (AAN), a force that will combine information dominance with better strategic and tactical mobility.

The four other goals identified in *The Army Modernization Plan* are maintaining combat overmatch, sustaining essential research and development while focusing science and technology on leap-ahead capabilities, recapitalizing the force, and integrating the active and reserve components. We maintain combat overmatch by upgrading current systems periodically through Preplanned Product Improvements programs, thus keeping our current systems more capable than those of our adversaries. At the same time, we focus the limited resources available on development of technologies and systems that promise truly revolutionary, or leap-ahead, capabilities. Recapitalization keeps our force viable and avoids block obsolescence through extended service plans, depot rebuild programs, and selective replacement of important assets, such as our truck fleet. As we modernize, we must also ensure that our active and reserve components are fully integrated to ensure new capabilities are optimized throughout the Army.

The challenge of meeting the increased mission requirements generated by the *NMS* while taking care of its people has forced the Army to accept risk in modernization in recent years. Since 1989, Army modernization buying power has dropped 44 percent. The Army has terminated or restructured over 100 programs since 1987. In general, slowing procurement increases costs for each system procured. Because of funding constraints, the Army has maintained procurement programs at minimum sustaining rates rather than at more efficient economic rates. Modernization also helps to reduce operations and support costs. While equipment serviceability rates remain high for fielded equipment, older equipment is more expensive and more time-intensive to maintain; allowing fleets to age beyond their economic usefulness will cost the Army future dollars, manpower commitment, and training time. Today's modernization programs are tomorrow's capabilities. Increased modernization funding will ensure future readiness and provide our soldiers the combat overmatch they need to win quickly, decisively, and with minimum casualties.

Executive Summary

Total Army Integration

With 54 percent of the Army in the reserve components, integration of the Total Army—active component, USAR, and ARNG—is important for optimizing readiness. The White Paper, *One Team, One Fight, One Future*, provides a framework for integrating the active component (AC) and the reserve component (RC). The conversion of some ARNG combat forces to meet Army combat support and combat service support requirements will facilitate the integration of the components. Two years ago, the ARNG Division Redesign Study recommended the conversion of approximately 48,000 personnel authorizations currently in ARNG combat force structure to provide required combat support and combat service support forces. The ARNG will convert six combat brigades (19,000 soldiers) between FY00 and FY05, with the rest of the conversion taking place by the end of FY09.

A number of other initiatives to foster a seamless relationship between the AC and the RC have received renewed attention as a result of the expanded employment of the reserve component in ongoing missions. This year two integrated divisions will be created, each comprised of ARNG enhanced Separate Brigades under a division headquarters commanded by an AC major general. The division headquarters will be responsible for training, readiness, and mobilization of the division's enhanced Separate Brigades. Divisional teaming offers another way to enhance readiness by promoting a habitual and mutual support relationship between ARNG and AC divisions. Each division takes the lead for particular missions, and the other division in the team provides personnel, equipment, and other agreed-upon support to help accomplish the mission. Incorporating ARNG companies into AC light infantry battalions is also under study. The USAR is participating in the multi-component unit initiatives by providing personnel and units with key combat support and combat service support specialties. For instance, the Army relies on the USAR for two-thirds of its Psychological Operations capability and more than 90 percent of its Civil Affairs expertise. The redesigned heavy division includes 513 RC authorizations assigned across the division. Multi-component units and other integration initiatives will create flexible organizations able to respond to emerging threats in both the international and domestic arenas.

Defense Reform Initiatives

While Total Army Integration aims to optimize effectiveness through efficient use of the active and reserve components, the Army is also striving to improve efficiency in other areas. Over the last ten years, the Army has made great progress in reducing costs and increasing the effectiveness of its business processes. Support for the latest DoD-wide effort—the Defense Reform Initiatives (DRI)—includes several efficiency initiatives that are already part of our Future Years Defense Plan. We are leading in the implementation of several DoD initiatives. For instance, the Army has

the highest usage rate (95 percent) of the Government Purchase Credit Card in DoD. We are also a leader in implementing the DoD "paperless contracting" initiative, and are scheduled to complete fielding of the Standard Procurement Systems during the first quarter of next year. Overall, the Army has reduced its cost to contract per dollar obligated by over 50 percent in the last 14 years. Due to our own initiatives and DRI efforts, the Army is programmed to achieve about $10 billion in savings over the Future Years Defense Plan. Initiatives such as the Revolution in Military Logistics, acquisition reform, A-76 cost competitions, and infrastructure management initiatives have reduced costs or improved effectiveness. This has enabled the Army to meet its increased commitments under the National Military Strategy during a period of severe personnel and budget reductions.

Values

This summary highlights a number of revolutionary changes and initiatives now underway to sustain readiness into the 21st century, but nothing should displace the shared values that enable soldiers to form essential bonds of trust and respect. The Army must preserve the fundamental values that are the bedrock for success in military operations. We must continue to ensure that American soldiers embrace the essential values that have been the soul of our Army since its birth. The values of loyalty, duty, respect, selfless service, honor, integrity, and personal courage have been the hallmark of the American soldier for over 223 years. The Army's Human Relations Action Plan and Character Development XXI initiatives provide the mechanisms for ensuring that soldiers understand these values from their earliest days of training and have that understanding reinforced throughout their time in the Army. The Army, therefore, serves the Nation not only by executing the National Military Strategy, but also through the value-rich example that soldiers and former soldiers provide.

Conclusion

The FY00 Budget addresses most of the Army's people and near-term readiness concerns. Included are an essential increase in funding for contingencies, pay, and retirement. The Army is committed to ensuring these dollars are effectively and efficiently allocated to fix critical deficiencies. Modernization increases are not yet possible within current resource levels; however, we remain ready to move forward in modernization through our Force XXI processes as soon as resources can be identified. We will continue to do our part to implement Defense Reform Initiatives and other cost-saving measures to help generate funding for unfunded modernization priorities. This budget represents the best possible balance of available resources applied across the priorities of people, readiness, and modernization.

Chapter 1
Assuring Current and Future Readiness

America's Army is the most capable Army in the world today. In executing the requirements of the National Military Strategy, the Army has provided over 60 percent of the people for the major American military operations since the end of the Cold War while receiving only one-quarter of the defense budget. The NMS is the right strategy for protecting America's interests, and the Army is indispensable to the execution of the NMS.

The pillars of the NMS–shaping the international environment, responding to crises, and preparing for an uncertain future–are an efficient way to protect our national interests. Because the NMS addresses proactive shaping activities as well as more conventional responding and preparing activities, this strategy offers the potential for America to protect her interests with engagement rather than relying solely on the threat of military response. The Army's most fundamental capability is the exercise of sustained, comprehensive control over people, land, and natural resources; the Army can therefore perform missions ranging from nation building to defeating enemies on the battlefield. The versatility and discrimination possible when American soldiers are on the ground make the Army the force of choice for most military operations in support of the NMS.

From Bosnia to Korea, the Army continues to do the Nation's heavy lifting. Through the extraordinary efforts of our soldiers and Army civilians, the Army executes the NMS while maintaining its capability for decisive response and preparing for tomorrow.

Nonetheless, resource constraints, coupled with the increased pace of shaping and responding operations required by the NMS, have created concerns in the areas of people (recruiting and retention), readiness, and modernization. The FY00 Budget and outyear plan provide for pay increases and for many of the Army's near-term readiness concerns. Addressing these concerns adequately precludes increasing modernization funding at this time.

Readiness, The National Military Strategy, and Army Capabilities

America's Army is the best land combat force in the world. We stand ready today, as our predecessors have for over 223 years, to fight and win our nation's wars. Supporting the military strategy established by our National Command Authorities, we are currently conducting operations worldwide to promote peace by shaping the international environment. These operations are improving the lives of people of many nations. We are also keeping and enforcing the peace in a number of tense regions where, but for the presence of American soldiers, peace would have no chance. We are ready and able to *compel* our enemies to do what they would otherwise not do of their own free will, to *deter* those who would become our enemies, to *reassure* our allies and friends, and to *support* domestic authorities in times of disaster or other emergencies.

The Army is the largest Service component of the Department of Defense (DoD). Three interdependent elements—active component soldiers, reserve component soldiers, and Army civilians—comprise the more than 1.3 million people that make up today's Army. Each element makes vital contributions to the Army capabilities needed to execute the National Military Strategy.

The Army's fundamental capability, its unique contribution to joint military operations, is the exercise of comprehensive and continuous control over people, land, and resources. Our soldiers and leaders, and those who support them, are prepared to conduct prompt and sustained operations throughout the spectrum of military operations in any environment that requires land forces. The Army is therefore the force of choice to support peace, to deter war, and to compel enemies in defense of the interests of the United States. The Army is the central element of our Nation's military readiness: a full spectrum force of decision.

10th Mountain Division soldiers practicing special techniques in Bosnia.

Readiness for What?–The National Military Strategy

Military readiness is a measure of the capabilities of our military forces against the requirements those forces must satisfy. These requirements are determined by evaluating U.S. interests in the context of the international environment. The next steps are to develop a strategy to promote and defend those interests, distill from the strategy the set of required military capabilities, and balance the required capabilities against available resources. Finally, we must take steps to acquire and maintain the capabilities indispensable for defending our interests. Achieving and maintaining readiness is thus a responsibility shared by the Executive

and Legislative branches of government. In short, the Executive branch formulates both the National Security Strategy and National Military Strategy, and requests funding from Congress for capabilities deemed essential to executing the NMS. We can say that we have attained an adequate level of military readiness when current capabilities meet or exceed the capabilities required by the NMS, and the program for acquiring new or updated capabilities is keeping pace with anticipated requirements for them.

The current NMS reflects the profound change in the international environment that resulted from our victory in the Cold War. No longer are we confronted with the monolithic threat against which we assessed our readiness for the 44 years following World War II. Rather we are faced with a complex array of threats and challenges that emerged in the wake of the Soviet Union's demise. Wars between rival ethnic factions, the proliferation of weapons of mass destruction and ballistic missile technology, and a resurgence of international terrorism are but some of the characteristics of the post Cold War world.

Whereas we once viewed the mission of the American military largely in terms of fighting and winning mid- to high-intensity conflicts, we now find the military involved almost continuously in other types of military operations, including such missions as nation-building and peacekeeping. However, since mid- to high-intensity conflict remains the most demanding mission along the spectrum of military operations, we must always stand ready to fight and win our Nation's wars, even while executing operations along the lower end of the spectrum. Readiness today, then, must be

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Army engineers conduct shaping activities all over the world.

assessed in terms of our ability to shape the international environment, our effectiveness as we execute military operations in response to crises, and our preparations to answer tomorrow's challenges. By answering the question, "Readiness for what?," the NMS provides the framework around which we build military capabilities.

The NMS and Army Capabilities

The first pillar of the NMS, shaping the international environment in ways favorable to our national interests, is indispensable in minimizing potential threats. Shaping activities vary widely, from efforts aimed at preventing or minimizing conflict to peacetime military engagement programs that stabilize and strengthen current alliance relationships. This pillar is best supported by long-term, face-to-face activities that build friends and cement trust, promote stability in fragile societies, strengthen coalitions, and ensure cooperation with traditional allies. The presence of the American soldier on the ground is the principal method to execute these activities. Since the majority of other nations' militaries are dominated by their armies, military engagement with these countries is most effective through army-to-army contact. Army presence in fragile societies yields multiple benefits for both the Army and the host nation: it promotes national stability and provides training opportunities for U.S. soldiers who learn–and teach–skills that both improve the quality of life in participating nations and enhance Army readiness. America's Army is ideally suited for and heavily engaged in the execution of this pillar of the NMS. Indeed, the Army's unique and robust shaping capabilities give it the lead role in the first pillar of the NMS.

To execute the second pillar of the NMS, our military must effectively respond to threats and challenges to our national interests. The Army, as the only Service that can compel and maintain decisive results, plays a critical role in this regard. In the current strategic environment, America can not afford to wait for a clear threat to emerge and then rely on oceans to protect the Nation while preparing an adequate response. We must be ready to respond very quickly, and we must be ready to respond here in America as well as wherever else our interests are threatened. To respond effectively, we must maintain enough forces to make trained and ready units available for deployment on short notice, sufficient strategic air and sealift to

The soldiers of 3d Infantry Division and other supporting units demonstrated the Army's rapid response capability in Kuwait.

project power rapidly, and ample forward-positioned forces and prepositioned assets to cut down deployment times for initial response forces. America's Army has proven time and again over the past ten years that we can project combat power worldwide on short notice as well as provide security and essential services in response to disasters here at home.

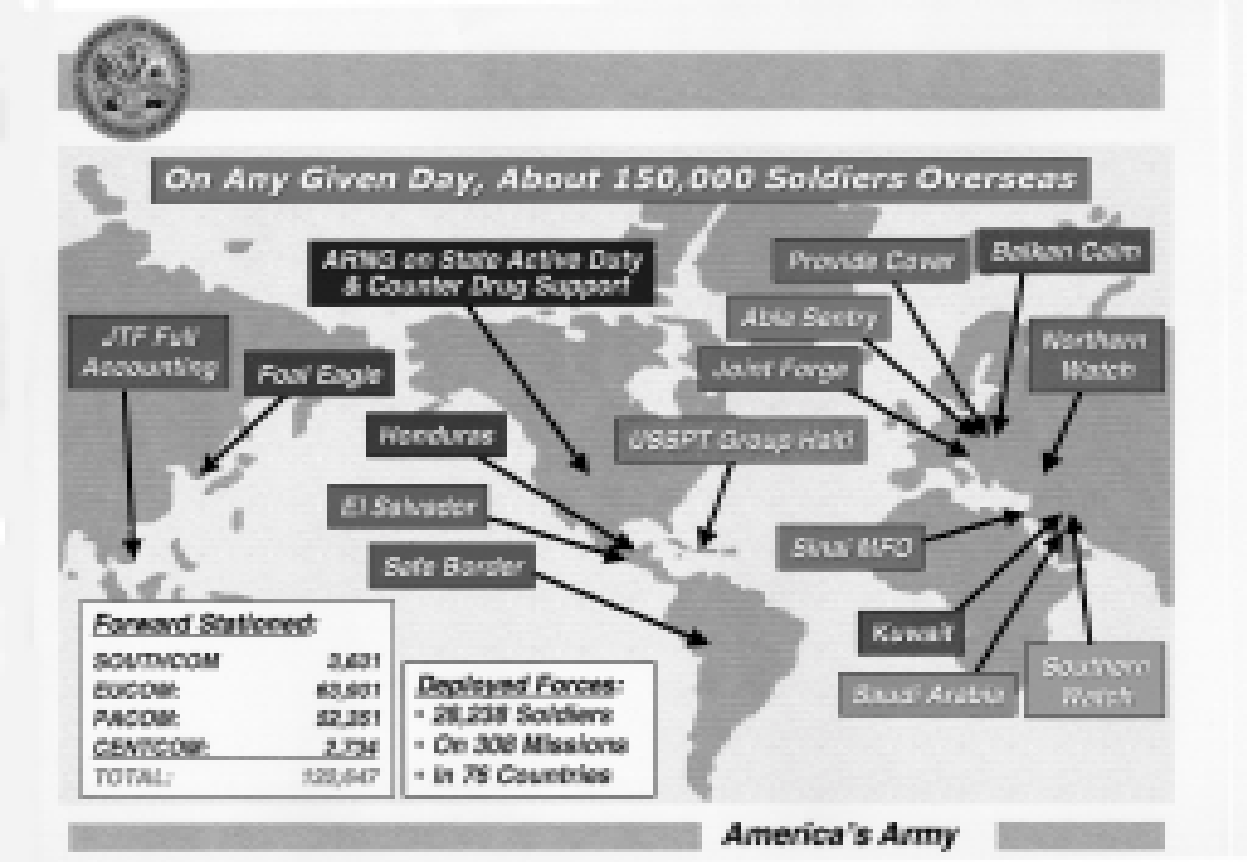
The third pillar of our NMS is to prepare to meet the threats we anticipate confronting us in the future. The threats of the future may have a familiar face, as some nations or coalitions grow in power and seek to challenge our interests. On the other hand, the speed of technological advance presents asymmetrical threats: a rival or group of rivals seeking to challenge our interests with some technology, weapon, strategy, or tactic that avoids our strengths and exploits our vulnerabilities. In either event, we must prepare now to ensure that we are ready to counter tomorrow's threats. America's Army is implementing a comprehensive transformation strategy to build the information-age capabilities needed to protect our interests well into the 21st century while preserving current readiness. This strategy, discussed at length in Chapter 3, requires a substantial commitment of money, soldiers and training time to develop and validate the equipment and doctrine that will enable us to effectively wield new technologies on future battlefields. Our dominance of recent battlefields is no guarantee of future success; we must continue to generate the military capabilities that will dominate future battlefields. Only by preparing now will we maintain our ability to defend America's interests in the face of a complex array of rapidly evolving threats.

A soldier enters data to the High Mobility Artillery Rocket System during the Rapid Force Projection Initiative (RFPI) Field Experiment last July.

Shaping, responding, preparing—the NMS has been carefully tailored to protect American interests in the context of the current international environment. The NMS is the right strategy, and America's Army is indispensable to its proper execution.

Doing America's Heavy Lifting: The Army and the NMS

The Army is prepared now to fight and win our Nation's wars, and it continues to prepare each day, bringing unique and substantial capabilities to the joint team. While contributions of air and sea power are key enablers for decisive ground combat operations, and they facilitate the application of land power capabilities throughout the full spectrum of military operations, today's NMS is demonstrably Army-intensive. The Army has a larger forward presence than any other Service, with more than 122,000 soldiers assigned to



overseas bases. These soldiers perform real-world missions every day, from the Demilitarized Zone in Korea to Bosnia, Egypt, and countless other places. Furthermore, on an average day in FY98, over 28,000 soldiers were deployed away from their home stations to more than 70 countries around the world. On a daily basis, American soldiers and Army civilians interact with host nation soldiers, officials, and citizens; implement treaty requirements and rules of engagement; and put a human face on the image of America held by people all over the world.

Shaping the International Environment

American soldiers are conducting shaping operations 24 hours a day, seven days a week. The Army shapes the international environment through the presence of our forward-deployed forces around the world, robust programs of nation-building and military-to-military activities, and support of arms control initiatives.

Most of the American soldiers stationed overseas are assigned to U.S. Army Europe (USAREUR) and to the 8th U.S. Army in Korea, where they provide the critical core of our alliances in these strategic regions. The forces of USAREUR represent an enduring commitment to NATO—a commitment that has been a key factor in providing essential stability for managing the turbulence associated with the breakup of the Warsaw Pact. In addition to their contribution to the Partnership for Peace (PfP) Program and associated military exchanges and exercises, the presence of these American soldiers is a key enabler to ongoing international efforts to maintain peace in the Balkans. In

Korea, the presence of American soldiers reassures our allies and provides a potent, necessary deterrent to the unpredictable North Korean regime. Other soldiers stationed in the U.S. Pacific Command and the U.S. Southern Command areas of operation contribute to engagement operations in the countries of the Pacific Rim and throughout Latin America and the Caribbean. In sum, our substantial forward-deployed forces shape the international environment by deterring aggression, leading our response to global threats, and promoting stability through military-to-military contacts in key regions.

Keeping the Peace

FY98 marked the sixteenth year of American support for the Multinational Force and Observers (MFO) in the Sinai, which verifies compliance with the treaty of peace between Egypt and Israel. Army soldiers serving in similar observer and peacekeeping missions from the border between Ecuador and Peru to the Former Yugoslav Republic of Macedonia (FYROM) helped foster peace in troubled regions around the world. Over 300 AC and RC soldiers also served with the United States Support Group in Haiti, participating in operations centered on peacekeeping, humanitarian relief, and law enforcement training. Under the African Crisis Response Initiative (ACRI), soldiers of our Special Operations Forces provided peacekeeping training to soldiers of Mali, Malawi, and Ghana in FY98. This brings the total number of countries trained under this program to six, with Cote d'Ivoire expected to join the ranks of Army-trained African peacekeepers in the near future.

...forward-deployed forces shape the international environment by deterring aggression, leading our response to global threats, and promoting stability through military-to-military contacts in key regions.

Partnership for Peace

Army participation in PfP and related exchanges and exercises in FY98 helped set the stage for the enlargement of NATO while building the foundation for cooperative efforts with non-NATO forces as well. During Exercise Peace Shield 98 in September, active and reserve component soldiers worked with soldiers from the Ukraine and 13 other eastern European countries in a multinational brigade-level command post exercise designed to improve interoperability in peace support operations. For the second year, our soldiers also participated in a "In-the-Spirit-of" PfP training exercise with the Central Asian Peacekeeping Battalion. PfP fosters military cooperation, encourages support for peacekeeping operations among participating nations, and showcases the professionalism and values of America's Army.

Military-to-Military Exchanges

In addition to operations and exercises, the Army participates in a wide variety of day-to-day foreign interactions that contribute to shaping goals. Army-to-army contacts constitute the majority of all cooperative activities between the armed forces of the United States and the armed forces of other nations. Last year, such activities ranged from senior-level contacts to the training of 5,980 foreign military personnel under the International Military Education and Training (IMET) and Foreign Military Sales programs.

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These programs encourage other nations to participate in international peacekeeping missions and offer an opportunity to mold the values of foreign militaries in positive ways. The Army's reserve components play a critical role in military-to-military exchanges. The National Guard State Partnership Program, for example, has been instrumental in forging close ties with the armies and governments of the former Warsaw Pact. Besides helping to shape the international environment in line with U.S. interests, these continuing contacts with foreign armies enhance our ability to participate in coalition operations today and in the future.

...the Army conducts a wide range of activities and operations at home and abroad in support of U.S. government counterdrug efforts.

Counterdrug Efforts

The National Defense Authorization Act for FY89 mandated DoD involvement in counterdrug activities. In accordance with applicable laws, the Army conducts a wide range of activities and operations at home and abroad in support of U.S. government counterdrug efforts.

In the domestic arena last year, more than 2000 AC and RC soldiers performed tasks ranging from construction of fences along the border with Mexico to providing intelligence analyst support to Drug Law Enforcement Agencies (DLEA). The ARNG provides unique counterdrug support to the 54 states and territories under provisions of Title 32. This support involves over 3000 people and consists of activities such as cargo inspections and supporting operations to reduce drug demand.

The Army also provides counterdrug support in many nations of Latin America, the Caribbean, and the heroin producing and transshipping regions of southeast and southwest Asia. Army counterdrug activities abroad include training host nation personnel by our Special Operations Forces along with aviation transportation, intelligence, planning and reconnaissance support. In close cooperation with other Federal agencies, the Army plays a key role in our Nation's fight against this transnational threat.

Supporting Arms Control and Nonproliferation

Other Army shaping operations promote American interests abroad by training foreign militaries and by supporting our government's arms control and nonproliferation initiatives. In support of our government's policy of reducing the threat of non-self destructing anti-personnel landmines, Army Special Operations Forces and Explosive Ordnance Disposal soldiers are deployed in 19 countries around the world. These soldiers are providing training and support in areas such as mine awareness, mine clearance, and planning. To date, we have led demining efforts that have trained nearly 25 percent of the world's deminers. As the DoD Executive Agent, the Army also supports the Chemical Demilitarization Program by continuing the safe destruction of the U.S. lethal chemical weapons stockpile and related non-stockpile warfare materiel in compliance with the world-wide Chemical Weapons Convention. Through these efforts, America's Army is making the world a safer place.

Building Friendships

American soldiers performed missions all

USAR soldiers treated over 116,000 host nation civilians while on medical training exercises in South and Central America in FY98.

over the world in FY98. Many of these missions allowed soldiers to practice job-related skills while concurrently benefiting the host nation by improving infrastructure or providing medical care for the population. For example, USAR soldiers provided medical care for over 116,000 host nation civilians while deployed on Medical Readiness Training Exercises in five different countries in Latin America. Other soldiers conducted similar medical training missions in Sri Lanka, Fiji, the Maldives, and Madagascar. Army engineer units conducted Civic Action Team engineering projects in Tonga, the Republic of Korea, Micronesia, Mongolia, and the Republic of Marshall Islands. Operations such as these support political and economic stability and build friendships in fragile societies that might otherwise breed conflict.

The wide range of Army operations conducted to shape the international environment helps reduce the potential for conflict and human suffering around the world. Our soldiers and civilians mold institutions and attitudes, giving substance to the image of America held by people of many nations. Support for peace operations, demining programs, and programs that promote cooperation through exchanges also provide valuable experience for Army personnel. Through the numerous activities discussed in this section, the Army is enhancing global security and stability; the results of these shaping operations will continue to advance our national security and humanitarian interests in the future.

Responding to Crises Abroad and at Home

America's Army responded to crises abroad and at home in FY98 by deploying a heavy brigade to Kuwait in 96 hours, conducting a relief in place of forces involved in the peacekeeping mission in Bosnia, supporting the Hurricane Mitch Disaster Relief effort in Central America, and supporting a wide range of domestic support activities. These successes validate our full-spectrum readiness.

The wide range of Army operations conducted to shape the international environment helps to reduce the potential for conflict and human suffering...

Two UH-60 Blackhawk helicopters maneuver to a tactical landing zone in central Thailand to insert soldiers from the 25th Infantry Division for their first day of training with the Royal Thai Army.

Full-Spectrum Readiness: Maintaining the Capability to Respond

The capability to respond anywhere in the world on short notice comes from our sustained commitment to the complex requirements of full-spectrum readiness. This readiness comes from the unmatched capabilities of American soldiers and the rigorous training that prepares them for battle. The readiness of soldiers today is the product of many years' investment in quality people, training, doctrine, force mix, modern equipment, and leader development. These "Army imperatives" are discussed in detail in Chapter 2. Since we fight as a member of a joint team, and often in coalition with other nations, we must also train with the other members of the joint team (joint training exercises) and with our allies (combined training exercises) to assure readiness for today and for the 21st century.

The Army executed a robust program of training deployments in FY98 designed to validate and improve our ability to deploy rapidly, fight, and win. Exercise Bright Star, for instance, allowed us to practice deploying rapidly as well as conducting combined operations with the Egyptian military. Joint Task Force Exercise (JTF-X) Purple Dragon, one of the largest exercises of the year, included participation by soldiers of XVIII Airborne Corps and all four of its divisions along with elements of the Navy, Air Force, and Marine Corps. This massive exercise, conducted at several locations in the Eastern United States, the Atlantic Ocean, and the Caribbean, offered the unique opportunity to integrate the operations of all Services in a scenario involving everything from counterinsurgency to weapons of mass destruction. In March, over 500 soldiers from the Europe-based V Corps and from the Minnesota National Guard participated in NATO Field Training Exercise (FTX) Strong Resolve 98 in Norway. Last August, soldiers from Alaska conducted a combined training exercise with the Thai Army that featured the largest airborne operation ever conducted in Thailand. These exercises, along with a number of others, provided invaluable deployment and training experience for the soldiers and leaders involved.

Responding Abroad

In February 1998, the 1st Brigade (-) of 3d Infantry Division (Mechanized) (3 ID (M)) was ordered to deploy to Kuwait in conjunction with other forces sent to the region when Iraq refused to comply with UN weapons inspections. The brigade (-) moved by air and utilized prepositioned equipment to assume a ready posture within 96 hours. They joined another battalion from 3 ID (M) that was already training with the Kuwaiti Land Forces. An Army headquarters was sent to assume command of all combined and joint forces in Kuwait. On 20 February, the President authorized the call-up of

A North Carolina ARNG soldier works on the engine of an Apache helicopter in a hanger at Ali Al Salem Air Force Base in Kuwait.

RC soldiers to support military operations in Southwest Asia. As of 22 September 1998, 184 ARNG and 192 USAR soldiers had mobilized for service in Southwest Asia, where they performed chemical detection, logistics, air defense, communications, and aviation missions. In support of Operation Desert Fox in December, the Army once again deployed active and reserve component forces on short notice to augment the forces already in theater for training. The presence of several thousand American soldiers effectively deterred any threatening activity by Iraqi ground forces. The successful execution of these operations validates our program of regular training deployments to key regions, and underscores the importance of integrating the reserve components rapidly in ongoing contingencies.

The deployment of the 1st Cavalry Division (-) last September to assume responsibility for the U.S. portion of the NATO peacekeeping mission in Bosnia offers another example of the Army's support for global contingencies. The Europe-based 1st Armored Division, augmented by a significant number of individuals and units from both active and reserve component forces in the United States, provided the American contingent to NATO forces in Bosnia for most of FY98. The shift to the CONUS-based 1st Cavalry Division helped stabilize some Europe-based units for readiness training and reduced their time spent away from home station, or PERSTEMPO. The professional execution of this relief in place allowed the transition to occur without reducing our commitment to supporting U.S. goals in the Balkans. Reserve component support is again a key factor in our success in Bosnia. During FY98, over 1300 RC soldiers were mobilized in support of operations there.

During FY98, over 1300 RC soldiers were mobilized in support of operations in Bosnia.

The U.S. Army also provided substantial support for disaster relief efforts in the wake of Hurricane Mitch in Central America. Through Joint Task Force-Bravo and the Disaster Relief Joint Task Force, soldiers and civilians conducted relief operations in Honduras, Nicaragua, El Salvador, and Guatemala. The XVIII Airborne Corps deployed substantial logistics and aviation support to help with the immediate response to this catastrophic storm. ARNG soldiers in the United States supported relief efforts by assisting with the preparation of shipments of relief supplies. Ongoing USAR support includes a program of sequential, 21-day deployments of soldiers trained in civil affairs, engineer, medical, maintenance, and supply specialties to the region. These deployments are projected to include as many as 8000 soldiers.

Responding at Home

The Army provided substantial support to Federal, state and local authorities responding to natural disasters in the United States and its territories last year. Active, U.S. Army Reserve, and National Guard soldiers, along with many Army civilians, supported Federal Emergency Management Agency (FEMA) disaster relief efforts for Typhoon Paka (Guam), Hurricanes Bonnie (North Carolina) and Georges (U.S. Virgin Islands, Puerto Rico, Florida and the Gulf Coast), the Northeast Ice Storms (New York and Maine), and for fighting wildfires in Florida. The Army Corps of Engineers contributed greatly to Army disaster relief efforts. Army support included providing and operating power generators, flying helicopters for missions

Soldiers and Army civilians from the US Army Corps of Engineers provided emergency power to much of Puerto Rico in the wake of Hurricane Georges.

ranging from medical evacuation to damage assessment, and providing emergency shelter, water, ice and food. Additionally, on numerous occasions in FY98, the Army provided Explosive Ordnance Disposal or Technical Escort Unit personnel in response to requests from Federal, state, and local authorities for assistance in dealing with explosives or hazardous materiel. Activities and response efforts such as these validate the ability of the Army, in accordance with the law and at the request of local authorities, to respond rapidly to domestic situations as required.

Preparing for an Uncertain Future

Preparing for an uncertain future encompasses not only the widely publicized harnessing of information-age technology to create a Revolution in Military Affairs, but also preparations for countering the threats emerging from the activities of potential rivals. Due to the scope of the Army's Modernization Plan and related programs, we have reserved discussion of this aspect of "preparing now" for Chapter 3. The remainder of this section surveys ongoing Army initiatives for addressing the challenges of terrorism, threats to the homeland, and information technology.

The Army Corps of Engineers contributed greatly to Army disaster relief efforts.

Combating Terrorism

The terrorist threat demands a coherent program to protect our soldiers, Army civilians, family members, information, and critical resources at home and abroad. The Army's Antiterrorism Force Protection (AT/FP) program is designed to meet this threat. The effectiveness of antiterrorism programs depend to a large degree on how well response plans are integrated amongst the appropriate Federal, state and local agencies. In addition to specifying protective measures, the AT/FP program charges installation commanders with the responsibility for ensuring connectivity with Federal, state, local, and host nation law enforcement and intelligence agencies. The program requires establishment of AT/FP committees at installation level as the mechanism for oversight and coordination of the AT/FP Program.

The Army's Antiterrorism/Force Protection program provides an operational model for safeguarding personnel, information, and critical resources from the threat of terrorism. The program includes four levels of training tailored to meet the requirements of groups ranging from individual soldiers through senior leaders. It requires periodic installation vulnerability assessments to keep plans current. In general, the AT/FP program ensures that our personnel and leaders are aware of the threat, conduct continuous assessments of specific vulnerabilities, and take steps to reduce risks through improving physical and operational security.

USAR and ARNG chemical companies and USAR medical units will be trained to provide an enhanced DoD response capability to domestic disasters involving WMD.

Homeland Defense: National Missile Defense and Domestic Preparedness

The recent launch of a multistage missile by North Korea and continuing efforts by other nation-states to acquire or improve long-range missile systems underscore the importance of developing the capability to field a national missile defense (NMD) system. The Army supports the current joint NMD program designed to develop and test a land-based NMD system that can be operational in 2005, or sooner (2003) if so directed. With funding and guidance from DoD's Ballistic Missile Defense Organization (BMDO), the Army manages the development of the dedicated NMD ground-based elements, which include the Ground-Based Radar and the Ground-Based Interceptor. Development of both elements are on schedule. Facilities for the prototype Ground-Based Radar at Kwajalein Atoll are complete, and the radar is now operational.

The Secretary of the Army's role as the Executive Agent for the DoD Domestic Preparedness program places the Army in the forefront of joint and interagency efforts to prepare our military and civilian "first responders" for incidents involving weapons of mass destruction. This program will train instructors in 120 cities by the end of FY02, giving these cities the ability to train their own first responders to handle emergencies involving WMD. A Federal Training Team, which includes ARNG and USAR instructors, conducts this training. As of the end of FY98, a total of 9,950 first-responder trainers in 32 cities had received the training.

The Army also supports DoD efforts to improve its ability to respond to terrorist attacks involving WMD in support of lead Federal agencies. The Army's Technical Escort Unit and lab elements from the Soldier Biological and Chemical Command are among DoD forces that could respond today to requests for assistance under the Federal Response Plan. The Federal Response Plan comes into play in this case just as in any other disaster––in response to a presidential declaration of a disaster or major emergency.

The unique status of the ARNG as a state-controlled force (unless called to Federal service) enhances the states' initial response capability while preserving the supporting role of the DoD for domestic disaster relief. Under the DoD *Plan for Integrating National Guard and Reserve Component Support for Response to Attacks Using Weapons of Mass Destruction*, National Guard Rapid Assessment and Initial Detection (RAID) detachments will be trained beginning in FY99 to provide initial response capability to WMD incidents. Each of the ten detachments (one per Federal Emergency Management Agency region) are jointly staffed by a combination of 22 Air and Army National Guard personnel. They assess suspected nuclear, biological, chemical or radiological events; advise civilian responders regarding appropriate actions; and expedite requests for assistance from state and Federal agencies to help save lives, prevent human suffering, and mitigate property damage. In most cases, these RAID detachments will remain under state control. USAR and ARNG chemical companies and

USAR medical units are among the elements that will be trained to provide an enhanced DoD response capability (at the request of Federal lead agencies) to domestic disasters involving WMD.

Information Technology Challenges: The Year 2000 Problem, Cyber-Defense, and Allocation of the Electromagnetic Spectrum

The global explosion of information technology offers the potential for dramatically improved military capabilities, but reliance on this technology also creates the challenge of ensuring its integrity. Wide-spread system failures due to intentional attacks on our information systems or systemic flaws are a serious threat. The possibility that the once-common practice of referencing dates in computer software using only two digits could disrupt computer-based systems in the year 2000—a problem known as the Year 2000 "bug" (Y2K)—is one manifestation of the challenge posed by our reliance on information technology. Protecting friendly information and decision making processes from intentional disruption and commercial constraint of the electromagnetic spectrum are two others. Several Army programs aim to ensure that our information systems remain free from disruption.

The Army is implementing a detailed plan to ensure that our weapons, information systems, and information technology controlled devices are not affected by the Y2K problem. We have identified at-risk systems, classified them according to their criticality, and are carefully managing the renovation of these systems using an Army-wide database and monthly reports. For key activities that involve the integration of multiple systems, the Army is conducting "end-to-end" tests as well as participating in joint tests and evaluations to ensure full system functionality. No Army mission-critical systems will fail due to Y2K problems.

Information Operations refers to the integration of offensive and defensive measures that provide enhanced situational awareness to friendly forces while degrading the situational awareness of our enemies. Since potential enemies also have access to information technology, the Army is implementing a series of mechanisms to protect friendly information and decision making processes from intentional disruption. Improvements undertaken in support of this approach include the addition of Information Operations capabilities at division level and above, installation of intrusion detection devices, and the development of regional Computer Emergency Response Teams in both the active and reserve components.

Many modern warfighting systems depend on the electromagnetic spectrum, making access to this spectrum an important resource for information-age warfare. Recent global initiatives to auction this limited resource as a commodity constrain military use of the spectrum for operations and for training. This development has made spectrum management an important consideration for military planners.

No Army mission-critical systems will fail due to Y2K problems.

Resource Concerns

The capabilities needed to execute the National Military Strategy are the yardstick for military readiness. For the Army, our vital and substantial role in shaping the international environment, responding, and preparing for the future require a sustained commitment to achieving readiness by generating and maintaining Army capabilities. While we remain ready today, constrained funding is stretching the fabric of our Army, creating concerns in the areas of people, readiness, and modernization. Chapter 5 discusses these concerns in detail; they are outlined in this section because they provide important context for the discussions of Army capabilities, modernization and quality of life in Chapters 2 through 4.

Over the past several months, Army leaders have consulted with the Administration and testified before Congress regarding readiness. The Army requested a $5 billion annual increase in Total Obligation Authority (TOA) due to concerns centered chiefly on recruiting and retention, current readiness, and modernization. The efforts of the Administration and Congress to provide additional funding in the form of a FY99 supplemental funding measure and the President's FY00 Budget and outyear plan have addressed many of these concerns.

Our concerns in the area of people stem from increasing difficulties recruiting and retaining sufficient numbers of high quality young Americans for military service. The Army must recruit almost 180,000 new recruits each year to provide enough trained soldiers to meet requirements. We must also retain enough experienced soldiers across the full range of Military Occupational Specialties (MOS) to continue producing quality mid-grade and senior-level leaders. The robust economy has created significant competition for the population we seek to recruit and retain.

Even though our first-to-fight units are trained and ready today, this state of readiness can dissipate rapidly if not properly sustained. Reports that units are arriving at CTCs at lower levels of proficiency than in the past underscore the need to fund training-related accounts adequately and to protect unit training time. Providing funds for contingency operations before the Army has to divert training funds to cover costs is part of the solution. Adequate funding for Base Operations and Real Property Maintenance accounts will also help protect training funds from migrating to cover severe deficiencies in infrastructure or quality of life.

Assuring readiness for today and for the 21st century requires quality people, adequate resources, and modern equipment.

The Army has accepted risk in its modernization accounts in order to fund current readiness accounts at acceptable levels in recent years. Over 100 major programs have been terminated or restructured since 1987, and Army modernization funding has decreased by 44 percent since 1989. The current rates of recapitalization and procurement are too slow to keep pace with aging fleets in many cases. Procurement programs are funded at minimum sustaining rates rather than at more economical rates. While equipment serviceability rates remain high, older equipment is more expensive and more time-intensive to maintain. The greatest challenge facing the Army today is to take care of people and meet current readiness

demands while continuing to prepare for the future with constrained resources.

Assuring readiness for today and for the 21st century requires quality people, adequate resources, and modern equipment. Providing the resources to address current readiness concerns is important, and the FY00 budget proposal does that to a large degree. The FY00 Budget represents the best possible balance of available resources applied across the priorities of people, readiness, and modernization.

Conclusion

The Army is meeting the challenge of successfully executing numerous activities, exercises, and operations around the world that are essential to national security. At the same time, we have the capability today to respond, fight and win on short notice. We are stretched by current resource constraints, and our readiness levels are declining. Today, however, the Army is executing the NMS and has the capabilities to fight and win the Nation's wars.

The NMS is the strategy that defines readiness for the United States military. The current strategy requires forces committed to proactive shaping activities, more traditional responding activities, and preparing activities made essential by the uncertain geostrategic environment and the wide range of potential threats. The NMS answers the question, "Readiness for what?"

The Army conducts shaping activities all over the world. These activities cover a broad range, from training other nations' militaries in the conduct of peacekeeping operations to providing counterdrug support to authorities here at home. The Army is ready to respond on short notice anywhere in the world to protect U.S. interests through the unique powers of its land forces. American soldiers deployed twice to Kuwait in FY98, as well supporting disaster relief efforts across the United States, in both the Pacific and the Caribbean, and in Central America. While conducting these activities, the Army also pursued a number of programs and initiatives to prepare for the future. Providing substantial support to the DoD's efforts to enhance consequence management for WMD attacks, implementing measures to secure its information systems, and striving to modernize within tight fiscal constraints are some of the major ways the Army is preparing to secure the interests of the U.S. in the future.

While the NMS is the right strategy to maximize the potential for global stability, the rapid pace of operations and fiscal constraints of the past several years have given rise to indications that Army readiness is in decline. The Army's senior leaders have identified the need for an additional $5 billion in annual TOA increases in order to reverse the effects of this decline and preserve essential readiness. The current budget request addresses many of the Army's most pressing concerns, especially in the areas of taking care of people and sustaining current readiness.

"Let us recollect that peace or war will not always be left to our option; that however moderate or unambitious we may be, we cannot count upon the moderation, or hope to extinguish the ambition of others."

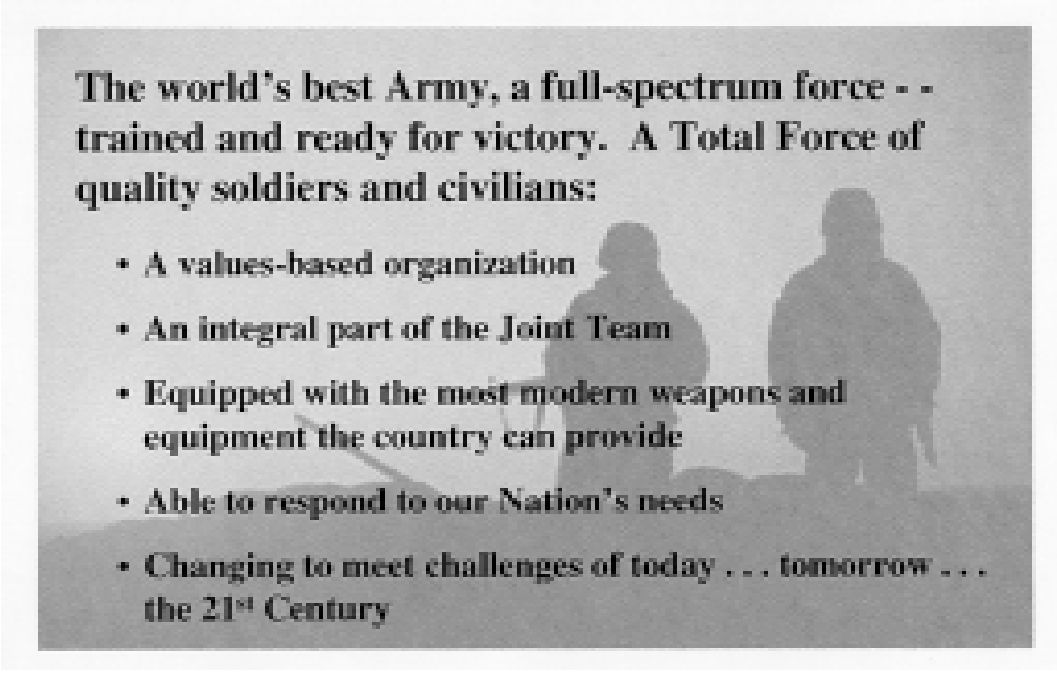
Alexander Hamilton

Chapter 2
Generating Capabilities for the Full Spectrum of Military Operations

The defense of our national interests requires a broad range of military capabilities that America's Army is well-suited to provide. Each component, branch, and organization has a role to play in generating the Army's capabilities. The six imperatives—quality people, training, force mix, doctrine, modern equipment, and leader development—are the framework the Army uses to manage this process. By maintaining a complementary relationship among the imperatives, the Army optimizes its readiness. Training standards, for instance, should reflect the current Army doctrine and the equipment that soldiers are using to train. If this relationship holds, soldiers gain confidence from meeting relevant standards, units operate harmoniously using common doctrine, and equipment is employed to best effect. Conversely, the failure to maintain a complementary relationship among the imperatives results in a less effective force. Achieving this complementary relationship is called synchronizing the imperatives. The Army is a system of systems. Its systems work together to produce a force capable of performing the tasks required to execute the NMS.

The Army Vision

The Army Vision sets the azimuth for the Total Army. It guides our execution of the National Military Strategy today and our evolution to meet the challenges of tomorrow.



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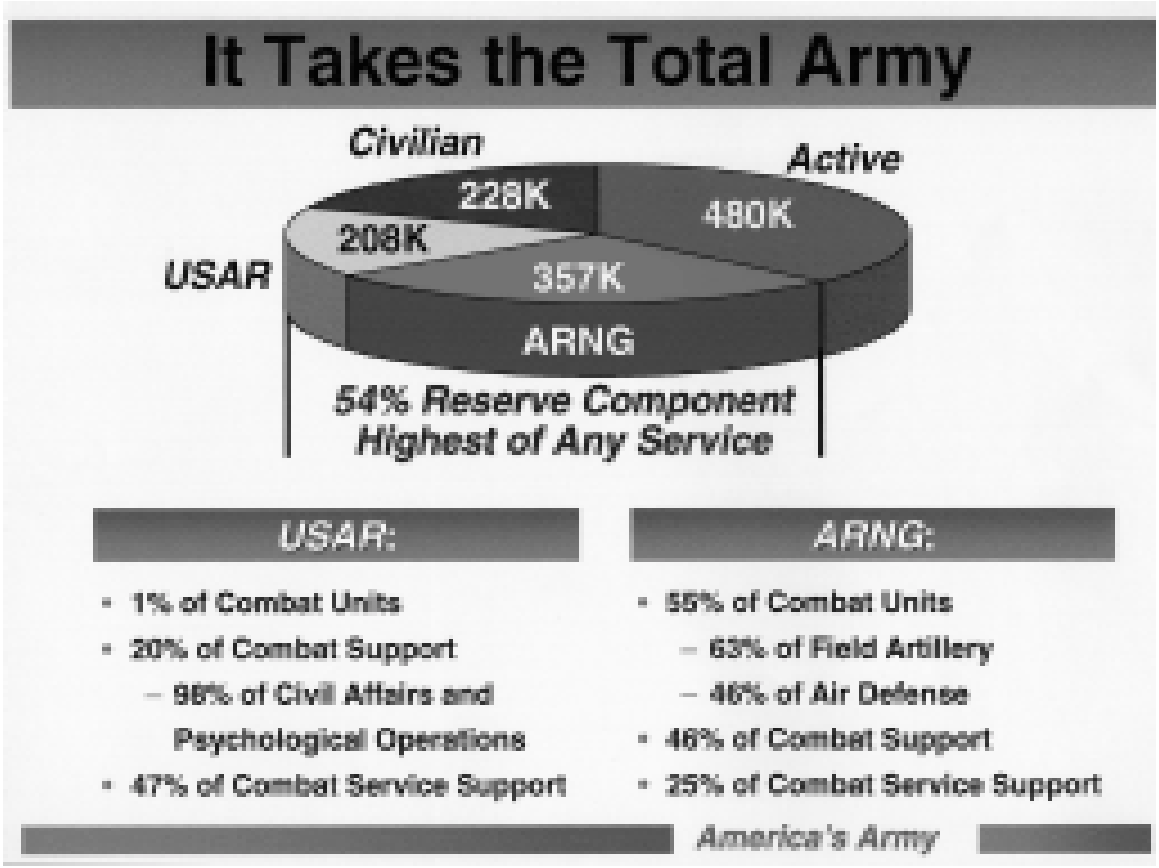
The values we refer to in our vision are the Army values of loyalty, duty, respect, selfless service, honor, integrity, and personal courage. They are the values we have inherited from the American soldiers who, from the birth of our Nation, have fulfilled our oath to support and defend the Constitution of the United States. They are stamped on a tag worn with the personal identification of each soldier. Just as our personal identification tags identify us individually, our Army Vision is the collective statement of who we are.

AC, RC, and Army Civilians

The twin realities of the post-Cold War world–diverse, almost continuous global challenges and fiscal constraints–have led to a careful examination of the force structure of today's Total Army, which consists of the active component, the reserve components (ARNG and USAR), and Army civilians. We have programmed endstrengths for each of these components based on Quadrennial Defense Review (QDR) recommendations and a series of analyses of Army requirements and structure (known as Total Army Analyses). By comparing possible scenarios with the forces available to respond to contingencies, Total Army Analyses offer a mechanism for determining the proper size of the Army. Analysis indicates that further endstrength reductions beyond those already directed will place our ability to execute the NMS at greater risk. Current endstrengths make the



contributions of each component vital for effective Army operations. These contributions are evident from Bosnia to Korea. Every day, all over the world, soldiers and civilians are forging the Total Army's broad range of capabilities by practicing and executing tasks required to carry out the NMS.

The Active Component

At the end of FY98, the active component consisted of 484,000 soldiers. AC soldiers make up the bulk of the four corps, ten divisions, and Special Operations Forces that are the nucleus of the Army. The AC also provides most of the soldiers who fill the Army's staff positions and perform myriad other full-time duties, such as facilitating training at the Combat Training Centers, providing cadre to the Army's institutional training program, or serving as advisors to reserve component units. Our OCONUS forces not only provide a forward-positioned capability to respond to threats world-wide, but also reassure allies and deter potential adversaries by providing tangible evidence of America's commitment to global security. The active component was below its programmed endstrength at the end of FY98 and will continue to manage its endstrength to meet the QDR-programmed level of 480,000 by the end of FY99.

The Reserve Components

Comprising 54 percent of the Total Army, the RC is made up of the ARNG and USAR. These forces include a significant percentage of soldiers with critical specialties necessary to sustain and support Army forces during lengthy deployments. There are three major categories of reserve service: the Ready Reserve, the Standby Reserve, and the Retired Reserve. The Ready Reserve is further organized into the Selected Reserve, the Individual Ready Reserve, and the Inactive Army National Guard. All of these reserve categories may be called to active service in time of a national or (for the ARNG) state emergency.

One mechanism for activating RC soldiers is the Presidential Selected Reserve Call-up (PSRC). By authority of the PSRC, the President may activate as many as 200,000 RC soldiers for periods up to 270 days. Under the Bosnia PSRC, six increments of RC soldiers totaling 570 units and 16,434 soldiers were activated from 1995 to 1998. Another mechanism for activating reserve forces is Section 12302 of Title 10 (Partial Mobilization), which authorizes the involuntary call-up of reservists for up to 24 months. Under provisions for full mobilization, reservists may be called up for indefinite periods of time following the passage of a public law or joint resolution declaring war or national emergency by Congress. The importance of the RC's contributions to Army operations makes the provisions governing activation of the reserve components key enablers to the execution of the *NMS*.

The Army's increasing reliance on reserve component participation in ongoing contingency operations underscores a key readiness principle for the 21st Century: protecting America's interests amidst a range of threats and challenges will require constant and efficient utilization of the Total Force. Last year, the Army's White Paper *One Team, One*

Fight, One Future provided a framework for better integrating active and reserve forces. The specific initiatives the Army is implementing (described in Chapter 3) are moving us towards our goal of a seamless Total Army.

The Army National Guard

The nucleus of the ARNG consists of combat formations comprising 58 percent of the Army's combat force organized into eight divisions, eighteen separate brigades, and two Special Forces Groups. Additionally, the ARNG comprises 38 percent of the Combat Support and 33 percent of the Combat Service Support at echelons above division. The Army National Guard is the component with most of the RC combat formations. National Guard units are commanded by their state governors unless federalized by the President. ARNG endstrength will be 350,000 by the end of FY00.

The United States Army Reserve

The U.S. Army Reserve provides 45 percent of the Army's Combat Service Support and 26 percent of the Combat Support forces at echelons above division. The logistics-heavy composition of the USAR makes it a vital part of the Total Army's force projection and sustainment capability and allows the AC and ARNG to devote more force structure to combat forces. The USAR has provided over 70 percent of RC forces deployed to Bosnia since 1995. The 208,000 soldiers of the USAR Selected Reserve serve in troop program units, as Active Guard/Reserve, or as Individual Mobilization Augmentees. Additionally, the USAR maintains a pool of 225,000 personnel (Individual Ready Reserve) with prior military training that may be called upon to augment standing forces. The USAR will reduce its Selected Reserve endstrength to 205,000 by the end of FY00.

Current endstrengths make the contributions of each component vital...

Army Civilians

At the end of FY98, over 232,000 civilians were performing important functions on Army installations and staffs worldwide. The experience and perspective civilians bring to the Army facilitate efficient, effective operations and training. In addition to filling key billets on staffs, Army civilians manage training facilities, monitor environmental compliance, and oversee or perform work in safety, force projection, force modernization, and other important functions affecting readiness and quality of life at installations worldwide. Since our soldiers

and leaders change jobs frequently as part of their progression through the ranks, our civilians provide valuable continuity and assist the transition of newly assigned personnel in key areas. Army civilian endstrength will decrease to 209,000 by the end of FY05.

The experience and perspective civilians bring to the Army facilitate efficient, effective operations and training.

Army civilians receive training with other personnel prior to deploying to Bosnia.

Institutional and Operational Forces

At the end of FY98, American soldiers made up nearly half of the 2.3 million men and women serving in the active and reserve components of our armed forces. These soldiers, along with the Army's civilians, are distributed between two major, functionally distinct groups of organizations that many refer to as the institutional Army and the operational Army. Both of these groups play important roles in generating land power capabilities. The institutional Army provides the structure that supports the operational Army's conduct of military operations and training. Counting soldiers assigned for training, about 36 percent of the Total Army serve in institutional assignments at any given time; the remainder are assigned to the operational forces comprising the Army component of the joint warfighting commands or to reserve component units. Institutional and operational organizations perform complementary functions that together generate the capabilities needed to support the NMS.

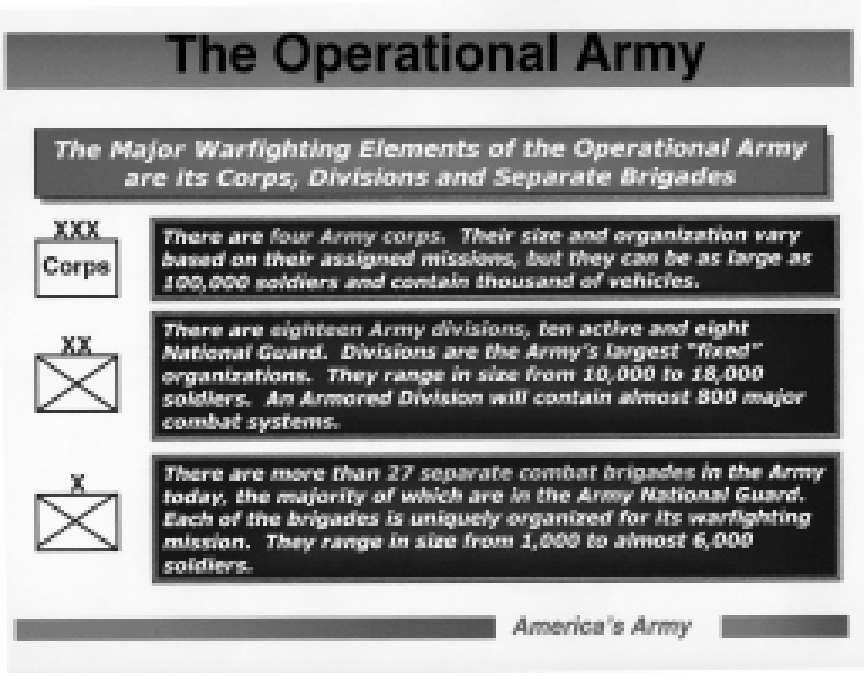
The institutional portion of the Army consists primarily of the Army Staff, Training and Doctrine Command (TRADOC), Army Materiel Command (AMC), the U.S. Army Medical Command, and the U.S. Army Corps of Engineers. These elements

are largely based in the United States. Under the direction of the Secretary of the Army and the Chief of Staff, the institutional Army provides strategic guidance and administrative leadership for the Army. Institutional organizations also recruit and train individual soldiers and officers, develop common doctrine for the Total Army, sustain the force, and prepare the Army for the future. The major organizations comprising the institutional portion of the Army are shown in the figure on the preceding page.

The major warfighting elements of the operational Army are its corps, divisions, and separate brigades. These combat units and their supporting elements are the deployable forces that execute the full spectrum of military operations; many are based overseas. Operational units of different types are grouped together to make the most effective use of the different functional skills and equipment characteristic of these different units. The sample divisional grouping of light infantry, artillery, aviation and other units shown on the next page illustrates this principle. Combat support units add specific functional capabilities, such as engineer support or air defense, to combined arms organizations. Combat service support (CSS), or logistics, units are normally grouped under a support command. Tables of Organization and Equipment (TOE) define each type of unit by specifying the subordinate units and equipment that the unit is authorized. These generic organizations can be temporarily adjusted, or "task-organized" to meet the requirements of specific missions.

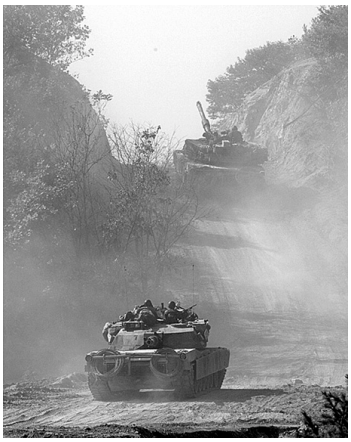
Experienced NCOs are carefully selected to serve tours as Drill Sergeants in the institutional Army, training soldiers for operational units.

The Army provides capabilities for the execution of the NMS by apportioning operational forces among the joint combatant commands: Atlantic Command (ACOM), Central Command (CENTCOM), European Command (EUCOM), Pacific Command (PACOM), Southern Command (SOUTHCOM), and Special Operations Command (SOCOM). Forces may be shifted between combatant commands based on the requirements of particular contingencies. In accordance with the Department of Defense Reform Act of 1986, the chain of command for these forces runs directly from the President through the Secretary of Defense to the Commanders-in-Chief (CINCs) of the joint warfighting commands.



Total Army Capabilities

As the world's preeminent ground combat force, America's Army brings a wide range of unique capabilities to the Joint Team and to our Nation. Our soldiers and their leaders are prepared to conduct prompt and sustained operations throughout the entire spectrum of military operations in any environment that requires land-force capabilities. From our heavy and light divisions and brigades to our Special Operations Forces, the Army is the foundation of our national military power because of our unique capabilities, the scale and duration at which we can effectively employ these capabilities, and our Nation's capability to project and sustain combat power.



The Army brings a wide range of unique capabilities to the joint team and to our Nation. At left, two Abrams tanks maneuver in rugged Korean terrain. Below, a soldier distributes mine awareness mater-ials to children in Bosnia.

Conventional Forces

The Army maintains six heavy divisions in its active component and four heavy divisions in the Army National Guard. The ARNG also has seven heavy enhanced Separate Brigades (eSB) and an Armored Cavalry Regiment. These divisions, brigades, and regiments employ tanks and infantry fighting vehicles, supported by artillery and attack helicopters, to defeat enemy forces and to seize and hold key terrain. Like much of our Army, heavy divisions have been extensively used in peace operations in recent years; in fact, our heavy divisions have executed most of the requirements of the peacekeeping mission in Bosnia.

Army light infantry forces are well-suited for operations in restrictive terrain, such as in cities, mountains, jungles, and swamps. They are capable of conducting large-scale helicopter assaults; the 101st Airborne Division (Air Assault) specializes in these operations. The 82d Airborne Division is the Army's only division that retains the capability to conduct large-scale parachute assaults. Light infantry units participate in a wide range of operations, including support for the peacekeeping mission in Bosnia and for the Multinational Force and Observer mission in the Sinai. Currently, there are four Active component light divisions, one ARNG light division, and seven light ARNG enhanced Separate Brigades. The ARNG also maintains three divisions with a mix of heavy and light force structure.

Special Operations Forces

The Army provides the bulk of our nation's Special Operations capabilities through the Special Forces, Civil Affairs, Psychological Operations, and other Special Operations units of both the active and reserve components. Army Special Operations Forces currently consist of seven Special Forces

Groups (five AC and two ARNG), one Aviation Regiment, one Ranger Regiment, three Psychological Operations Groups (one AC, two USAR), four Civil Affairs Commands (USAR), eight Civil Affairs Brigades (USAR), and 25 Civil Affairs battalions (one AC tactical battalion, 24 USAR battalions). Special Operations Forces include specially organized, equipped, and trained units prepared to conduct a wide range of missions including counter-terrorism missions, such as hostage rescue, attack of terrorist infrastructure and recovery or neutralization of stolen or improvised nuclear, biological or chemical weapons. The Special Operations Aviation Regiment provides aviation support for the full range of Special Operations missions.

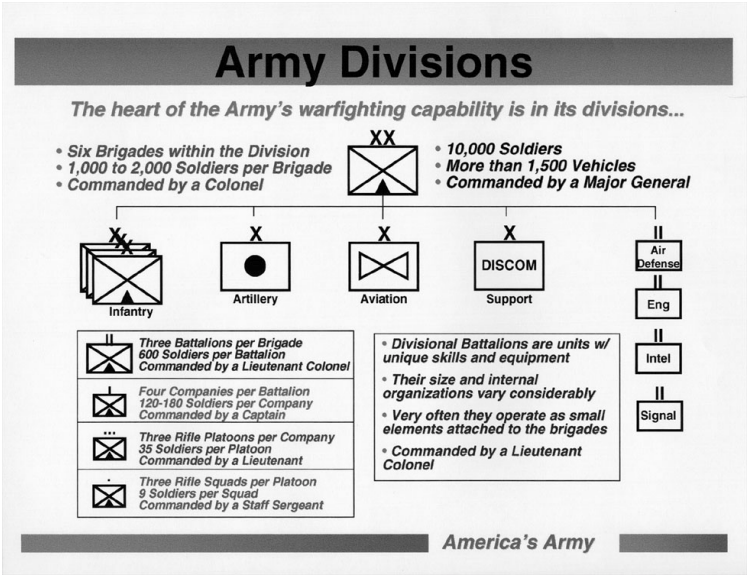
Special Forces Groups combine subject matter expertise in many functional areas of ground combat with in-depth knowledge of the languages and cultures of specific regions. The "Green Berets" in these units specialize in training the forces of other nations in a broad range of operational skills. The Ranger Regiment provides the capability of conducting precision raids and other "direct action" missions, including securing port and airfield facilities by parachute (airborne) assault.

Army Psychological Operations units, like this USAR loudspeaker team in Haiti, have been deployed frequently in recent years.

Some of the most heavily deployed soldiers in our Army in recent years have been those in the Psychological Operations and Civil Affairs units. These units offer unique capabilities, such as providing specially trained liaison teams to work with foreign governments and non-governmental organizations, broadcast and print media in austere theaters, expertise on infrastructure requirements and status in an operational area, and information to host nation populations to facilitate ongoing operations. Army Special Operations Forces are the only source for many functional skills; they are important contributors to our substantial shaping and responding capabilities.

Other Unique Capabilities

In addition to these broad categories of units, the Army also has a wide array of logistics and special-function support units designed to provide food, fuel, engineer and communications support, and other resources to military forces operating in austere areas. Besides providing the essential sustainment and support for Army combat operations, these units give the Army an unmatched capability to support most of the shaping and responding operations ongoing in the world today. From purifying water for Rwandan refugees to providing temporary power generation capability in the wake of Hurricane Georges, our logistical and special function support units are used extensively across the full spectrum of military operations.



While the tasks and missions Army forces can perform are in many ways unique, the scale on which the Army can perform these missions, anywhere in the world, is itself a unique capability. With significant numbers of soldiers stationed overseas, and another six divisions able to deploy from their bases in the United States, our Army is capable of projecting overwhelming combat power. These forces are fully occupied with the many readiness-related activities associated with executing the NMS, and we have reduced Army force structure to the minimum required for executing the NMS with acceptable risk. However, the fact that we are the largest source of land combat power available for sustained, global employment makes America's Army particularly valuable to the Nation.

Power Projection-the Army Strategic Mobility Program

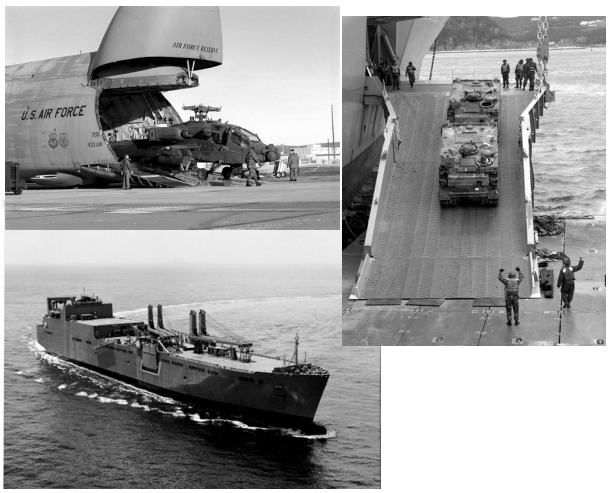
Current contingency plans require mobility support to deploy three divisions into a theater of operations within 30 days of notification, with another two divisions plus sustainment arriving in the next 45 days. The Army Strategic Mobility Program (ASMP) is a comprehensive program that addresses infrastructure requirements, such as rail, highway, port, and airfield improvements, to facilitate movement of personnel and equipment from bases in the continental United States to air and sea ports of embarkation. Infrastructure and equipment improvements focus on designated CONUS Power Projection Platforms, including 15 installations, 14 airfields, 17 strategic seaports, and 11 ammunition depots and plants.

Under ASMP, the Army also monitors the procurement of C17 Globemaster III aircraft by the Air Force and additional Roll-On/Roll-Off (RO/RO) ships by the Navy to correct the shortfall in strategic lift identified in the last Mobility Requirements Study. Currently 47 of the required 134 C17s have been delivered. The Navy has awarded contracts for 19

Reverse Osmosis Water Purification Units provide a reliable way to purify water.

Large, Medium-Speed, Roll-On/Roll-Off (LMSR) ships; eight of them have been delivered. Eventually, eight of these ships will be used for afloat prepositioning and the other 11 to increase surge sealift capability.

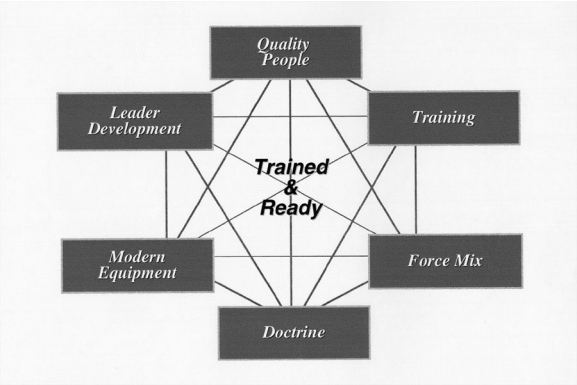
The Army's Global Prepositioning Strategy further strengthens rapid deployment capabilities by prepositioning heavy brigade sets of unit equipment in different strategic regions of the world. Army Materiel Command currently manages seven prepositioned Brigade sets (with an eighth planned). One set is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



http://www.army.mil

Synchronizing the Six Imperatives

Generating the Total Army capabilities to execute the NMS requires both the resources Congress provides to the Total Army and the process that the Army uses to turn those resources into readiness. We need quality people and equipment, time, and money to build the necessary capabilities. We build these capabilities by integrating and synchronizing the six major components of Total Army readiness: quality people, training, force mix, doctrine, modern equipment, and leader development. We call these the six imperatives.



Each imperative affects and is affected by the other five imperatives. Allowing any one of the imperatives to get out of sync with the others can have major repercussions for readiness. Conversely, when the imperatives are properly synchronized over time, the Army truly maximizes the military capabilities produced for the dollars spent.

Quality People

The Army must recruit about 180,000 soldiers annually, which is more than the recruiting needs of the other Services combined. We use three principal criteria to monitor the quality of the soldiers entering our ranks. One of these is the level of education of our recruits. Our goal is to have 90 percent of the total number of recruits enter service with high school diplomas. The second criterion is the Armed Forces Qualification Test (AFQT) score that soldiers achieve on the Armed Services Vocational Aptitude Battery (ASVAB), a standardized test administered to determine enlistment eligibility and Military Occupational Specialty (MOS) assignment qualifications. The Army goal is for 67 percent of our enlistees to achieve scores placing them in the top three categories (Categories I-IIIA) on the ASVAB. The final criterion is to accept no more than two percent of recruits with AFQT scores in Category IV, the lowest acceptable category.

Maintaining a force capable of executing demanding missions is contingent on our ability to recruit and retain high quality people like those who comprise our current force. We need people capable of learning and growing with the information technologies that are driving the Revolution in Military Affairs and changing the way we will operate. Besides the challenges of new technologies, today's soldiers must exercise mature judgment under stressful circumstances. The soldiers keeping and enforcing the peace in numerous locations around the world must be able to understand the diplomatic and operational context of their actions to operate effectively. At any moment, any soldier performing these sensitive duties could be confronted with a problem of strategic significance. The reality of instantaneous news and information transmission makes every soldier an ambassador for America—potentially to a global audience.

Today's Army is a force of great quality. Ninety percent of the enlisted forces have graduated from high school, and over 99 percent have at least high school equivalency. About 60 percent of the active

component enlisted force have some college credit. The jobs these soldiers must perform demand increasing levels of technical expertise and judgment. The people capable of meeting this challenge are sought after by colleges and are in high demand in the commercial sector. In order to attract and retain the high quality people we will need to lead the 21st-century Army, we must take aggressive steps to keep military service competitive with other career options.

Training

We build and validate the current readiness of our units by executing tough, realistic training. Since mid- to high-intensity conflict remains the most demanding mission along the spectrum of military operations, the most important measure of readiness for a particular unit is its ability to perform the essential tasks it would most likely have to perform in this type of conflict. Different types of units perform different essential tasks; therefore, the Army has a generic Combined Arms Training Strategy (CATS) for each type of unit. The CATS for a tank battalion task force, for instance, provides the recommended frequency for tank battalions and habitually associated units to conduct training on various key tasks specific to those type units. Unit training is currently funded through Operational Tempo accounts based on the amount of money required to execute the unit CATS.

Units must complete certain types of training periodically to maintain their readiness. This training is conducted under a variety of rigorous conditions, often with observers from like units to provide feedback on unit performance. Since units experience a constant turnover of personnel due to soldiers leaving the Army or moving to new jobs, the ability of a unit to perform complex missions is perishable. Based on a number of factors, such as the number of essential tasks the unit has performed recently, the level of proficiency demonstrated on those tasks, and the amount of turnover the unit has experienced, commanders make a subjective assessment of their unit's readiness.

Today's Army relies increasingly upon training simulators and simulations to augment live training and optimize the level of training achieved per dollar spent. Rather than actually maneuvering a group of Bradley Fighting Vehicles in actual terrain (live training), some tasks may be practiced using networked simulators. The simulators provide some of the training benefit while minimizing the costs of fuel and maintenance associated with live training. Simulators and simulations allow repetitive, structured training and facilitate evaluation of training to a common standard. They allow for the conduct of training under increasingly difficult (simulated) conditions, and are an efficient way to prepare for more costly live training.

Periodic rotations at our CTCs provide an

Periodic live-fire exercises involving coordinating the maneuver ofground forces supported by artillery and air support are part of CATS.

outstanding opportunity to hone essential skills. At the National Training Center in California, the Joint Readiness Training Center in Louisiana, the Combined Maneuver Training Center in Germany, and the Battle Command Training Program in Kansas, units conduct prolonged operations against a highly skilled opposing force. A professional cadre, fully versed in the latest doctrine, observes and critiques unit performance at each center.

The maneuver CTCs provide training as close to real combat conditions as possible. Units deploy and conduct operations while immersed in a training environment that closely replicates the likely conditions of low- to high-intensity conflict. Extensive use of civilian "role players" and training aids, devices, simulators, and simulations (TADSS); dedicated opposing forces; and observer/controllers ensure the CTCs offer the most realistic preparation possible for threats ranging from terrorism to full-scale combat. Units complete these rotations much more proficient at critical skills than they were at the outset. Each unit receives a comprehensive assessment to guide their future training.

In general, each maneuver CTC conducts 10 brigade rotations per year. U.S. Army Reserve and Army National Guard soldiers participate in almost all of these rotations to some extent, and some rotations are devoted to ARNG enhanced Separate Brigades. Last year alone, more than 143,000 soldiers trained at either the National Training Center in California, the Joint Readiness Training Center in Louisiana, or the Combat Maneuver Training Center in Germany.

The key to great training, at CTCs and Army bases around the world, is the execution of well-defined tasks under prescribed conditions to clearly articulated standards. The conditions must be realistic for the training to be meaningful. Soldiers must be able to meet the Army standard under such conditions in order to be considered trained. For soldiers who will serve in gender-integrated units, working with soldiers of opposite gender is a key aspect of training realism—it is one of the conditions under which these soldiers will conduct actual military operations. Gender-integrated basic training is important preparation for that portion of the Army's recruits that will go to mixed units. Units are teams, and soldiers learn to perform their duties best when they are trained from their first days of service to understand and respect other members of their team.

Force Mix

The size and mix of forces in the Total Army relates to the capabilities required by the NMS in complex ways. Most obviously, we must maintain sufficient trained and ready forces to respond to global contingencies or domestic emergencies on short notice while simultaneously executing sustained, people-intensive operations, such as Operation Joint Forge in Bosnia. Furthermore, the Army must dedicate adequate forces to conduct the experimentation necessary to prepare for information-age warfare. The force mix must allow all units to conduct required readiness training in addition to their operational missions. It must provide an adequate "buffer" to account for that constant portion of our force that is either transitioning from one assignment to another, undergoing initial entry training, or attending schools to prepare for increased responsibilities. Finally, we must maintain an adequate framework of people and organizations to perform the Total Army's institutional functions. Among its other missions, the institutional Army recruits and trains soldiers in the many skills needed for the Army as a whole. Maintaining the right number of soldiers trained in the 511 specialty skills the Army requires while achieving an optimal distribution of skills throughout the force is a difficult task. Currently, about 36 percent of the

Army's forces serve in institutional assignments.

Any discussion of Total Army force mix must address the critical fact that more than half of America's Army resides in the reserve components. Army National Guard and United States Army Reserve soldiers are deployed around the world every day performing missions in support of the NMS. These soldiers deploy with their units and as individual augmentees to AC units. While the ARNG and USAR still provide the basis for rapidly expanding the Army's available forces in an emergency, they are playing an important role in ongoing contingency operations as well.

Based on recent experience, we are increasing the integration of active and reserve forces through a variety of programs (discussed fully in Chapter 3) and will deploy the headquarters of the 49th Armored Division (ARNG) to participate in Operation Joint Forge next year. Since reserve component soldiers balance their military service to the Nation with full-time jobs as civilians, it is important to structure their participation in ongoing contingencies to provide soldiers and their employers with the predictability necessary to properly manage this balance. Both the USAR and ARNG make critical contributions to our readiness at home and abroad every day: thus, adequately sized and resourced reserve components are an integral part of the Total Army's ability to execute the NMS.

RC forces are an important part of the Total Army's force mix.

Both the USAR and ARNG make critical contributions to our readiness at home and abroad every day...

Doctrine

Army doctrine describes how the Army fights, establishes the standards for how we train to fight, and details the procedures for caring for Army equipment. It also defines and outlines the needs of the future force. To maintain efficiency, any required revisions to existing doctrine should precede the fielding of major new pieces of equipment or the implementation of new organizational designs. This allows time for training Army leaders on how to conduct operations to maximize the effect of the new system or organization as well as ensuring that the soldiers receiving new equipment have time to receive training on how to operate and maintain it properly.

Army Battle Laboratories help keep doctrine current. The Army began forming Battle Laboratories in 1992 as a means for the Training and Doctrine Command (TRADOC) to streamline its mission of identifying concepts and requirements for new doctrine, training, leader development, organizations, materiel, and soldier systems. Today there are 11 Battle Laboratories, each focused on specific functional areas that contribute to the application of effective land combat power. Each year, these Battle Labs team with industry to evaluate mature technologies from industrial research and development centers.

Since their inception, the Battle Labs have been the focal points for nine Advanced Warfighting Experiments (AWE). AWEs are large-scale, force-on-force training exercises conducted by actual units either live at maneuver training centers or with

computer-driven simulations. These experiments provide the critical analysis essential to synchronizing doctrine, force structure, equipment and training.

Modern Equipment

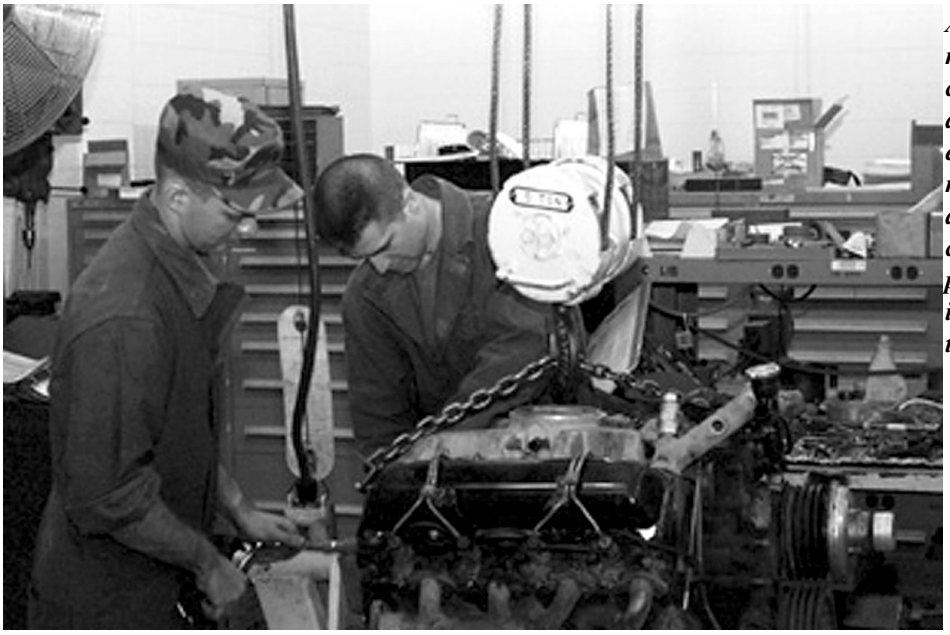
Maintaining the Army's capability to fight and win our Nation's wars requires modern equipment. Ensuring that America's military forces have better equipment than any potential adversary—a prerequisite for the combination of training and superior equipment that creates "combat overmatch"—helps deter potential aggressors. Combat overmatch will contribute to shorter wars and fewer casualties. The Army has a comprehensive modernization plan designed to maintain combat capability greater than that of any potential adversary. While this plan is discussed in detail in Chapter 3, the highlights presented here illustrate the relationship between modern equipment and the other imperatives of readiness.

Imminent and revolutionary changes in the conduct of military operations make it critical for the United States to field systems that can capitalize on information technology. Such systems make it possible to keep friendly forces constantly up to date on where they are, where the enemy is, and where other friendly units are. By enabling this "situational awareness," systems incorporating information technology allow units to achieve greater effectiveness on the battlefield. Information technologies are significant for military logistics as well. Here, by giving logisticians a current status of what is available and what is required, modern systems can greatly improve both efficiency and effectiveness. The Revolutions in Military Affairs and Military Logistics made possible by information technologies are discussed in greater detail in Chapter 3.

Digitization refers to the fielding of equipment and to equipment modifications that provide information dominance. This capability will allow all U.S. and other friendly forces to share an accurate, constantly updated common view of the entire battlefield, enabling them to act faster than the enemy can react. The Army's digitization strategy includes experimentation, evaluation, and acquisition to achieve specific results: equipping the first digitized division by the end of FY00 and the first digitized corps by the end of FY04. Army XXI—the force with the fielded information dominance capability—is a critical step to maintain combat overmatch while maturing the technology required for the revolutionary force of the next century, the Army After Next (AAN).

Modernization requires a significant investment of soldiers to conduct the training experiments necessary for the development of new systems and doctrine. Recent Advanced Warfighting Experiments have been key elements for ensuring that our doctrine, leader development and force structure are synchronized with the introduction of new equipment. Experiments have guided the Heavy Division Redesign that will be the blueprint for the 4th Infantry Division (Mechanized). This redesign, explained in detail in Chapter 3, encompasses the integration of reserve component soldiers and units as well as a dramatic reduction in the number of main combat systems (tanks and infantry fighting vehicles). The reduction in numbers of tanks and infantry fighting vehicles in the new heavy division is possible because of the increased capabilities that digitization brings to the force; these capabilities were validated by experimentation.

The imperative of modern equipment involves more than the integration of new systems with enhanced capabilities discussed above. It is also important to recapitalize existing systems to account for the wear and aging that is a normal part of the life cycle of any piece of equipment. It often takes



As equipment ages, it takes more time to maintain and costs more money to operate and maintain than newer equipment. Unless properly managed through recapitalization, the additional costs associated with this phenomenon could make it increasingly difficult to find the funds to modernize.

more money and time to maintain older equipment than new equipment. The inefficiency of failing to recapitalize existing systems drains critical dollars away from other Army requirements, including research and development of next-generation systems, which degrades our ability to maintain combat overmatch in the long term. A balanced, long-term approach to modernization is important to provide the Army with the equipment necessary to assure readiness.

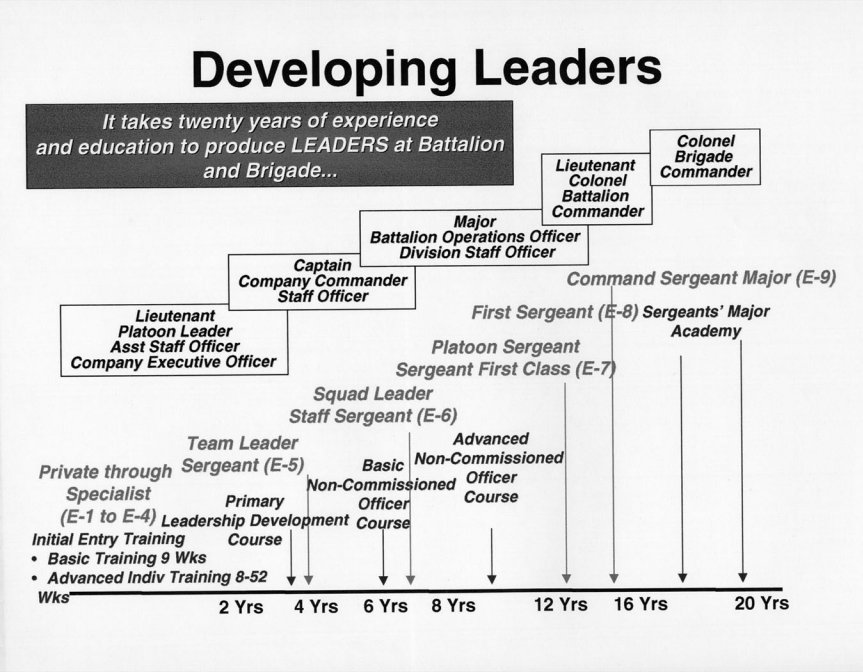
Leader Development

The senior leaders who will have to train, maintain, and fight the Army After Next are now in our ranks. We must train these leaders to be comfortable with information technologies so they can maximize the effects of those technologies without being overwhelmed by the high volume of information. We must also constantly scrutinize the roles of officer, warrant officer, and noncommissioned officer (NCO) leaders in the future organizations of Army XXI and the Army After Next. Only by continually assessing the implications of new technologies for the roles leaders will play on future battlefields can we ensure that we provide our future leaders with the skills and knowledge they will need to fight and win.

Leader development in the Army is accomplished through institutional training, operational assignments, and self-development. Different training courses conducted by the institutional Army prepare officers and NCOs for specific levels of responsibility in units by teaching the doctrine and basic skills which leaders at that level must have. Operational assignments allow leaders to put what they have learned into practice. Finally, the shared conviction that the military profession requires special commitment motivates self-development programs that are a key contributor to leader confidence and success.

Accomplishing all of this intensive preparation while maintaining the ability to shape and respond requires a new way of thinking about leader development. The technologies that are reshaping our world offer opportunities for revolutionizing military professional education programs by fully exploiting distance learning to supplement or replace other educational techniques. Distance learning relies on information technology to bring the classroom to the student. With distance learning

technology, we can make leader development a continuous process with significantly enhanced opportunities for self-development. We will blend distance learning and periodic institutional training at Army schools with intensive training and mentoring in units to develop the warrior-leaders of the 21st century.



Conclusion

The Army is a Total Force comprised of active and reserve component soldiers and Army civilians. We have extensive capabilities for conducting military operations throughout the full spectrum of military operations, and we generate these capabilities by synchronizing the six imperatives of quality people, training, doctrine, force structure, modern equipment, and leader development. Our contribution to national security rests on the quality of the American soldiers and civilians who make up the Total Army.

"Without readiness in necessary land forces, all so-called retaliatory and even defensive plans are mere scraps of paper."

President Dwight D. Eisenhower

Chapter 3
Readiness for the 21st Century: Knowing What to Change

The Army is executing a comprehensive plan for achieving full-spectrum dominance in the 21st century. The likely requirements of future national security strategy are the foundation of our plan for future readiness. From these anticipated requirements, Joint Vision 2010 establishes the conceptual template for America's armed forces in the 21st century. Army Vision 2010 identifies the capabilities required to ensure our Army remains ready to conduct prompt and sustained operations on land throughout the full spectrum of military operations.

The Army uses the Force XXI process to ensure it remains the preeminent information-age Army. To do this, Force XXI incorporates a holistic approach to change. This innovative approach, which we call "spiral development," compresses the development cycle for new systems by fielding prototypes and incorporating new technologies on fielded systems within a designated experimental force.

The Army Modernization Plan describes our long-term strategy for modernization given anticipated force requirements. The plan uses modernization goals, the six Army patterns of operation from AV2010, and the results of experimentation to prioritize modernization investments and acquisitions. This prioritization yields a two-stage evolution to the Army After Next. The first stage, Army XXI, is an essential step to preserve the synchronization of the six imperatives and assure readiness in the mid-term. Army XXI, the product of the Army's near-term digitization and product improvement efforts, will achieve these objectives by fielding systems that enable the Army to achieve and exploit information dominance. Army XXI will begin to come into existence when the 4th Infantry Division (Mechanized) is equipped with digital capability in FY00. The AAN will couple information dominance capabilities with lighter, more agile systems we expect to be possible with future technologies.

Amidst the many changes we are making to assure readiness for the 21st century, the Army must preserve its commitment to its core values, which are the bedrock of success in battle and in the service of the Nation. We must also continue our commitment to taking care of the quality soldiers and civilians who make up the Total Army.

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Strategy For the 21st Century

The requirements of military readiness arise from the Nation's interests and the security strategy designed to protect those interests. The current *National Security Strategy* identifies certain goals that have remained constant throughout our Nation's history:

- Protect the lives and safety of Americans;
- Maintain the sovereignty, political freedom, and independence of the United States, with its values, institutions, and territory intact; and
- Promote the prosperity and well-being of the nation and its people.

Beginning with the likely trends that will affect future national security requirements and the future military capabilities necessary to carry out those requirements, this chapter presents the Army programs for experimenting with new technologies and building required capabilities. The potential for significant changes in the conduct of military operations is the catalyst for the Army's efforts to acquire systems that can exploit the latest information technology. The Force XXI process and the Army Modernization Plan are key elements to the identification, development and acquisition of information-age systems.

Tomorrow's Geostrategic Environment

Recent studies of military readiness and national security requirements offer assessments of the shape of the 21st-century geostrategic environment based on current demographic, economic, political and environmental trends. Population growth, increasing competition for critical resources, and possible environmental catastrophes all feature in these projections. The possibility that some societies will collapse due to their inability to provide basic services is another feature common to many projections. Threats posed by terrorism and regional competitors, along with the potential emergence of a peer rival, are likely. Some forecasts are more optimistic than others. However, since military capabilities are built over long periods of time and can erode rapidly, projections of likely military requirements must address the less optimistic scenarios. The fact that multiple threats could confront the United States simultaneously increases the importance of preparing now.

Global trends indicate a continuing need for the Army to respond to crises and catastrophes abroad and at home into the next century. To mitigate and, whenever possible, prevent global threats, we are also likely to be called on to continue our current extensive commitment to shaping operations. The requirement to protect the lives and safety of Americans demands that we remain ready to fight and win our Nation's wars and to accomplish this mission decisively, with minimal American casualties.

Joint Vision 2010 and Army Vision 2010

Joint Vision 2010, a conceptual template for America's armed forces, predicts that the United States will face a wider range of threats in the future. Threats to our national interests range from the possibility of terrorist attacks here in our own country to potential for full-scale conflict with a rising global or regional peer. The proliferation of weapons of mass destruction

and the unpredictability of rapid technological advances are dangerous variables that could affect conflict at any point along the spectrum of military operations. Since mid- to high-intensity combat operations present us with the most demanding requirements, and forces designed to meet these requirements are also capable of conducting operations in a lower intensity environment, *JV2010* concludes that we should continue to build the capabilities required to conduct direct combat operations.

JV2010 predicts that joint and, where possible, combined operations will continue to be the most effective recipe for defeating threats in the next century. The four operational concepts of dominant maneuver, precision engagement, full dimensional protection, and focused logistics will guide the application of combat power in the information age. To support these operational concepts and achieve new levels of effectiveness as the land component member of the joint warfighting team, *Army Vision 2010* distills six essential Army patterns of operation: Gaining Information Dominance, Projecting the Force, Protecting the Force, Shaping the Battlespace, Decisive Operations, and Sustaining the Force. By identifying concepts, technologies, and systems that support these patterns of operation, *AV2010* provides the starting point for the experimentation necessary to build a 21st-century Army. The Army envisioned by *AV2010* will be capable of projecting power globally as part of the joint team and of conducting prompt and sustained operations on land throughout the full spectrum of military operations.

Army Experiments and the Revolutions in Military Affairs and Military Logistics

The term Revolution in Military Affairs (RMA) refers to the radical enhancement of warfighting capability enabled by the application of information technology to military systems. By adding high-speed computers and communications to weapons systems and other military equipment, it is possible to provide all friendly forces with an almost-continuously updated picture of where they are, where the enemy is, and where other friendly units are. Situational awareness on this scale increases the lethality of friendly forces by allowing the

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focused application of combat power against enemy systems and units. At the same time, the survivability of friendly forces increases because of the enhanced ability to avoid the enemy's combat power and because of the reduction in accidental casualties, or fratricide, among friendly units. Finally, information dominance allows friendly forces to act far more rapidly than the enemy can react. For these reasons, the application of the latest information technology to the military sphere will create a revolutionary change in the nature of military operations.

The revolutionary potential of information technology extends to military logistics as well. The Revolution in Military Logistics (RML) harnesses technology to provide an almost-continuously updated picture of the logistics requirements of units as well as the location and status of supplies, equipment, personnel, and logistics organizations on the battlefield. With this level of situational awareness, friendly forces can focus logistics resources where they are needed, and, in the process enhance both the effectiveness and the efficiency of the force.

The potential for revolutionary change demands that we assess the impact of new technologies on the Army and make appropriate adjustments to maintain the best and most effective force possible. Other nations will pursue the advantages of information technology, much of which is commercially available. The Army cannot afford to pursue the acquisition of information technology haphazardly because the systems ultimately must support information sharing across the entire joint team and among both active and reserve component forces. Therefore, as the potential of emerging information technologies became apparent, the Army developed an experimentation process and campaign plan to guide our investigations of new concepts and technologies. The Force XXI process, the Army Experimentation Campaign Plan, and the Army After Next Project help the Army efficiently explore how best to match technology against the practical requirements of soldiers and leaders now and in the future.

Force XXI: A Process for Synchronizing Future Readiness and Change

The Army has adopted Force XXI as its process for building the information-age Army. The Force XXI process leverages the power of information age technology through a series of experiments ranging from the large-scale AWE to smaller-scale efforts focused on particular functional areas. By streamlining the way we turn concepts into systems, Force XXI provides us with the experimental data needed to maintain the most capable land combat force in the world. It evolved from the requirement to manage revolutionary change extending across virtually all of the functions of joint warfighting. The process allows rapid evaluation of a broad range of technologies, identification of promising areas, and development of new systems in those areas. To do this, Force XXI incorporates a holistic approach to change that ensures that innovations are synchronized with the six imperatives discussed in Chapter 2.

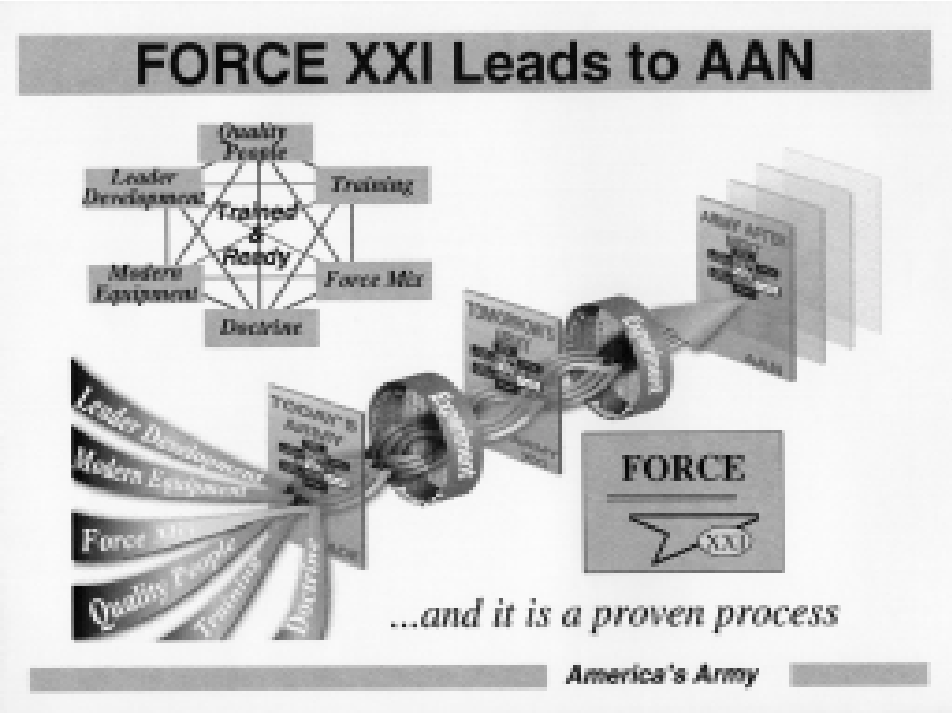
The Force XXI process provides insights into doctrinal and force structure adjustments necessary to employ new systems. It also helps identify leader development and training necessary to prepare soldiers to utilize new systems effectively.

This innovative approach, which we call "spiral development," compresses the development cycle for new systems by fielding prototypes and incorporating new technologies on fielded systems within a designated experimental force. By locating contractors and program managers with the experimental force and conducting various military operations in a training environment, soldiers and leaders are able to provide feedback. Valid feedback is incorporated directly into system improvements, which are then used in further operational tests. This "foxhole to factory" linkage leads to a significantly faster development cycle, and permits a more rapid fielding of new information technology capabilities to soldiers and units.

This process not only develops systems more rapidly than the traditional developmental process, it also provides important insights that are often not evident with more linear development processes until after the systems are fielded. Many of the operational and human factors affecting system characteristics and doctrine do not appear in isolated tests of the system. Only when the system is employed in concert with other Army systems and under demanding conditions do the full implications, strengths, and limitations of the system emerge. The "spiral development" of the Force XXI process facilitates synchronization of the six imperatives: it provides insights into doctrinal and force structure adjustments necessary to employ new systems and helps identify leader development and training necessary to prepare soldiers to use new systems effectively.

The Army Experimentation Campaign Plan

The Army Experimentation Campaign Plan (AECP) maps future experiments and exercises that support each successive phase of the Force XXI process. Currently, the AECP is oriented along three axes: Mechanized Contingency Force, Light Contingency Force, and Strike Force. In each of these axes, the AECP provides the framework upon which new organizational designs and concepts will be developed. The AECP will move the Army from concepts to capabilities in the new systems and organizations that will make up the Army After Next.



The mechanized axis focuses on heavy forces. Recent heavy-force experiments conducted with the 4th Infantry Division (Mechanized)

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(4ID(M)) have led to the redesign of the Army heavy division. Future heavy axis milestones include the Division Capstone Exercise (DCX). The DCX concept involves a live, brigade-level National Training Center rotation at Fort Irwin, CA in March, 2001, and a computer-based Battle Command Training Program Warfighter Exercise at Fort Hood, TX in September, 2001. These 4ID (M) training events will demonstrate go-to-war capabilities with the systems to be fielded over the next few years.

The light axis includes units that can fight their way into a theater of operations by seizing ports, airfields, or other areas. These units also operate well in urban and restrictive terrain and are often called "contingency forces" because of their rapid response capability. A Joint Contingency Force (JCF) AWE for this axis will occur in September 2000, focusing on crisis response and rapid deployment. One objective for this AWE is to improve the effectiveness and efficiency of joint command, control, communication, computers, intelligence, surveillance and reconnaissance (C4ISR) through digitization, enhanced communications, and joint interoperability of systems, processes and procedures. Another objective is to improve joint operations in urban and restrictive terrain. Finally, this AWE will serve as a venue for experimentation with U.S. Atlantic Command's joint experimentation process.

The Rapid Force Projection Initiative Field Experiment conducted last summer is an example of the Force XXI process in action. Here, soldiers from the 101st Airborne Division employ new information technology to provide command and control during maneuvers against an opposing force.

The Strike Force axis will lead to the development of a highly deployable, agile, lethal, and survivable middleweight force. Strike Force will provide a bridge between early-entry light forces and slower-to-arrive mechanized forces, combining the strengths of both heavy and light forces in a rapidly deployable configuration able to enhance early-entry operations as well as operate in urban and restrictive terrain. Initially, it will be a command and control headquarters that can assimilate light, airborne, air assault, mechanized and motorized joint and combined forces to create a tailored force package for entry operations. This Strike Force headquarters will participate in the JCF AWE.

The AECP provides key experience and analysis to guide the development and employment of new systems. It allows the Army

to synchronize the six imperatives over time. By employing the latest technology and dedicated experimental forces in controlled warfighting experiments, the three axes of the AECP ensure that the Army will continue to identify and address evolutionary and revolutionary changes in the conduct of land warfare.

Battle Labs and CTCs: Enabling Change

Army Battle Labs and Combat Training Centers (CTCs) have been critical to the success of the Force XXI process. Battle Labs facilitate the spiral development process through different types of experiments, ranging from large-scale Advanced Warfighting Experiments to smaller Advanced Technology Demonstrations (ATD) and Advanced Concept Technology Demonstrations (ACTD). While the larger AWE might involve the integrated efforts of multiple Battle Labs, ATD and ACTD are most often managed by individual labs. The recent Military Operations in Urban Terrain (MOUT) ACTD provides examples of experiments conducted by the Battle Laboratories in FY98. Three experiments were conducted employing infantry platoons as the experimental force. Each experiment assessed selected technologies designed to enhance joint Army and Marine Corps warfighting capabilities in urban terrain. Tests such as these offer an efficient way to identify promising technologies and improve systems deemed suitable for further development.

Advanced Warfighting Experiments leverage the fully-instrumented training environments of Army CTCs to enable comprehensive evaluation of new systems and technologies on a large scale. The 4th Infantry Division (Mechanized) Task Force XXI AWE at the NTC (March 97) and the subsequent Division AWE conducted at Fort Hood in conjunction with the Battle Command Training Program (November 97) are examples of the Force XXI process in action. The results of these experiments were key to the Heavy Division Redesign.

Soldiers from the 10th Mountain Division participating in one of three urban terrain experiments conducted by the Army in FY98.

The Army After Next Project

The term "Army After Next" is frequently used to refer to the Army of 2025, but it also refers to a project begun in 1996. The mission of the AAN Project is to conduct broad studies of warfare out to the year 2025 to assist senior leaders in developing a vision of future Army requirements. The project examines a wide range of areas, including the future strategic setting, force projection concepts, the use of AAN-era forces in urban and complex terrain, AC/RC integration, the role of the Army in homeland defense, the nature of future joint and coalition operations, and the identification of promising technologies. Issues and insights from the AAN Project help focus the Army's science and technology efforts and combat development program.

The AAN Project institutionalizes a process for examining the probable nature of future

The Army has sponsored three major AAN wargames to date, each involving hundreds of participants in computer-supported exercises.

warfare. Each year, the Army sponsors a major wargame, conducts follow-on seminars and games to examine specific issues in greater depth, and produces a report capturing the insights gained. During the FY99 Spring Wargame, the opposing force will be a major military competitor equipped with asymmetric capabilities including weapons of mass destruction and advanced information technology systems. Subsequent events will examine the Army imperatives and the transformation of the current Army into the Army of 2025.

The Army has sponsored three major AAN wargames to date, each involving hundreds of participants in computer-supported exercises. Representatives from all services and from multiple agencies outside DoD participate in each game. During the past two years, the AAN Project has made significant contributions towards shaping both near-term transformation efforts and the Army of the future.

Joint and Combined Experimentation

As evidenced by the AAN wargames and our inclusion of other services in our AWE, the Army fully supports recent initiatives in joint experimentation. The designation of the Commander-in-Chief, U.S. Atlantic Command (USACOM), as the DoD Executive Agent for joint experimentation last May will accelerate this process. Joint experimentation will leverage Army expertise developed in our highly successful experimentation program and will employ CONUS-based Army organizations and facilities.

Through efforts to shape the development of joint operational concepts and integrate our Battle Labs with USACOM joint experimentation activities, the Army is ensuring that new systems are compatible with those of the other services. The Army is also engaged in a number of forums designed to ensure that we achieve multinational force compatibility with our allies and likely coalition partners. Cooperative research and development efforts with our NATO allies to field interoperable information systems is supplementing our own modernization efforts. Cooperative efforts with allies can help America gain access to advanced foreign technologies while at the same time enhancing the interoperability and effectiveness of future coalitions.

The Army Modernization Plan

The Army's Modernization Plan balances, with risk, the demands for current and future readiness within fiscal constraints. Because of the great potential of information technologies, digitization is a high priority for our near-term efforts. Since maintaining interoperability is vital in fielding digitized systems, the Army will field digital capability by Brigade Combat Team, the critical grouping of combined arms elements that wage the maneuver war. Maintaining interoperability with the reserve components is another important consideration

in the Army's Modernization Plan. The plan also emphasizes recapitalization of our aging equipment, because the savings in operations and sustainment costs generated by recapitalization are critical to funding the transition to the Army After Next.

The long-term strategy for modernization which the Army Modernization Plan describes uses modernization goals, the six Army patterns of operation from *AV2010*, and the results of experimentation to prioritize investments and acquisitions. This prioritization yields a two-stage evolution to the AAN. The first stage, Army XXI, is an essential step to ensure the Army assimilates the revolutionary capabilities of information technologies into its training, force mix, doctrine, equipment, and leader development while maintaining readiness through the mid-term. Army XXI will achieve these objectives by fielding systems that enable the Army to achieve information dominance. The AAN will couple these information dominance capabilities with lighter, more agile systems we expect to be possible with future technologies. This section provides an overview of Army modernization goals and surveys some major systems that contribute to the six *AV2010* patterns of operation.

Army Modernization Goals

The Army's modernization strategy establishes and pursues specific goals essential to enabling *AV2010* patterns of operation. The five major goals of Army modernization are:

- Digitize the Army
- Maintain Combat Overmatch
- Sustain Essential Research and Development and Focus Science and Technology to Leap-Ahead Technologies
- Recapitalize the Force
- Integrate the AC and RC.

The discussion in this section explains how achieving these goals will equip our Army to maintain full-spectrum dominance in the 21st century.

To achieve the capabilities required by *AV2010*, the Army's number one modernization priority is to achieve information dominance in the near- and mid-terms. Information dominance stems from superior information systems and the mindset and training that ensure soldiers are prepared to win on the complex battlefield of the future.

Digitize the Army

The first Army modernization goal, Digitizing the Army, is the means by which we will achieve information dominance. Digitization involves the use of modern communications capabilities and computers to enable commanders, planners, and shooters to rapidly acquire and share information. This enhanced ability to share information will improve our ability to find and target the enemy rapidly and precisely. Digitization is not a

This soldier is operating a work station in the Light Digital Tactical Operations Center (LDTOC) during last summer's Rapid Force Projection Initiative Field Experiment. The LDTOC packages digital technologies for the Army's light infantry divisions.

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program in the traditional acquisition sense. Rather, it is a broad effort to integrate command and control hardware and software, the underlying communications systems, and weapons systems to provide information-sharing throughout the battlespace.

The force with the fielded digital capabilities is Army XXI, the intermediate force between the Army of today and the Army After Next.

Our digitization efforts leverage the latest advances in information technology from the commercial sector. We will equip the experimental force—the 4th Infantry Division (Mechanized) at Fort Hood—with digital capabilities by the end of FY00, and will digitize III Corps by the end of FY04. The force with the fielded digital capabilities is Army XXI, the intermediate force between the Army of today and the Army After Next.

It is difficult to overstate the importance of the initial goal of digitization. Since much of this technology is available commercially, timely investment is essential to maintain our status as the world's preeminent land combat force in the information age.

Maintain Combat Overmatch

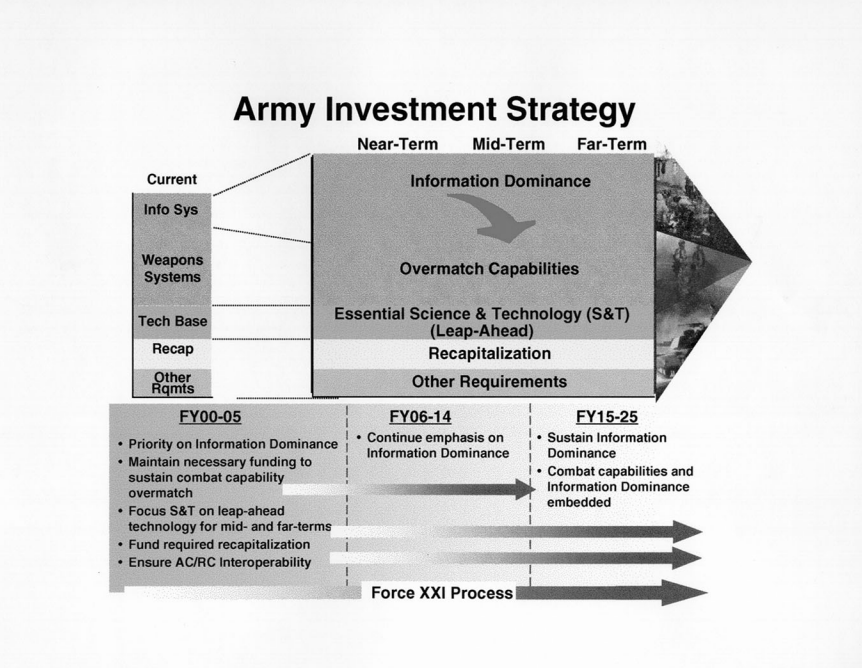
The Army currently enjoys combat overmatch in most ground combat systems. The addition of Comanche and Crusader will add decisive combat power to Army XXI and the Army After Next. Modernization of current systems is important to maintain overmatch as threat capabilities improve. Improvements in signature reduction, survivability, and air defense protection by potential adversaries will require corresponding improvements in target acquisition, lethality, and range in order to keep our current advantage. Preplanned Product Improvement (P3I) programs will enhance combat effectiveness through periodic, focused technology insertions and will maintain much of the industrial base. Making the minimal improvements necessary to maintain combat overmatch was a function of the Army's decision to accept risk in modernization in order to fund near-term readiness requirements. The Longbow Apache program is an example of how the Army will use technology upgrades to maintain its combat overmatch capabilities.

Sustain Essential Research and Development and Focus Science and Technology on Leap-Ahead Technologies

In recent years, the Army deferred the modernization of many systems. Deferred modernization creates a capability gap as current systems approach wearout dates without replacement systems ready for fielding. In order to have systems with the required capabilities and characteristics in the far term, the Army must field some leap-ahead capability systems to bridge the gap caused by modernization deferrals. Focused Research and Development (R&D) investments addresses this challenge by accelerating essential leap-ahead technologies and ensuring the industrial base is ready to field the systems needed for Army After Next. Developing technologies to make lighter, more mobile, more supportable vehicles is an integral part of the focused R&D strategy.

Recapitalize the Force

Recapitalization of worn or dated equipment extends its usability and effectiveness. The Army recapitalizes its equipment through a combination of replacement and refurbishment programs that not only extend useful life, but also reduce operating costs. Current production and fielding rates of many Army systems do not meet the levels required to prevent fleet aging from becoming a chronic problem.



...the Army's modernization investments will shift to the procurement of leap-ahead systems...

Some examples of systems requiring recapitalization include the Abrams and Bradley powerpacks (engines), other armor systems, and aviation Service Life Extension Programs.

Integrate the Active and Reserve Components

The Army will continue to modernize the reserve components along a timeline that ensures that AC and RC forces remain interoperable and compatible. Initiatives to create multi-component units underscore the importance of this modernization goal. The reserve components are at a historical high point in modernization due to a combination of procurement programs and equipment cascading from AC forces. For example, M1/M1A1 Abrams tanks have replaced M60A3s in all ARNG tank battalions, and five transport and supply companies in the USAR have been equipped with modernized Heavy Equipment Transports.

The Army's modernization plan uses the goals discussed above to allocate resources over time to transform the Army from its current state to Army XXI and then Army After Next. Current modernization investments emphasize fielding equipment with the latest information technologies. This will allow the Army to train its soldiers and leaders to operate effectively as part of the digitized force, Army XXI, and give that force as a whole "mental agility." As the evolution to the Army After Next continues, the Army's modernization investments will shift to the procurement of additional advanced, or leap-ahead, systems that will be lighter and more mobile. The force which combines the mental agility of Army XXI with the physical agility made possible by lighter systems is the Army After Next, an Army able to assure readiness for the 21st century.

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Fielding Required Capabilities

As stated previously, the Army has derived six patterns of operations from the operational concepts of *JV2010* and likely land power requirements of future national security strategies. *The U.S. Army 1998 Modernization Plan* links specific systems to each pattern of operation. This section highlights some of the systems and programs that contribute significantly to the six patterns of operation.

Gain Information Dominance

Fielding the systems necessary to gain Information Dominance is essential to realizing the potential of the Revolution in Military Affairs. As mentioned previously, digitization is not a single program but a broad effort affecting many programs.

The digitization effort ranges from upgrading tanks and infantry fighting vehicles to incorporate onboard computers to the fielding of the Army Battle Command System (ABCS). ABCS is the central framework for networking the battlefield to execute military operations faster and more decisively. It includes other critical systems that will form the backbone of the networked and digitized force. These systems include the Army Tactical Command and Control System (ATCCS); Force XXI Battle Command Brigade and Below (FBCB2); Maneuver Control System (MCS); Single Channel Ground Airborne Radio System, System Improvement Program (SINCGARS-SIP/ASIP); Enhanced Position Location Reporting System, Very High Speed Integrated Circuitry (EPLRS-VHSIC); and the Joint Tactical Radio System (JTRS). Together, these systems will yield near real time situational awareness throughout the force. Such situational awareness, in turn, makes it possible to apply combat power much more rapidly and effectively than our enemies, increase the survivability of our systems, and decrease fratricide.

Ensuring compatibility with other members of the joint team is a critical part of attaining information dominance. The Army Enterprise Architecture (AEA) is the Army's process for developing and maintaining an integrated information systems blueprint. This blueprint is being developed in accordance with the 1996 Clinger-Cohen Act and will ensure Army systems meet required compatibility standards within DoD.

Project the Force

In addition to the Army Strategic Mobility Plan, which ensures the fielding of the Air Force C17 Globemaster III and the Navy's expansion of its RO/RO sealift capability (discussed in Chapter 2), another group of programs that support Projecting the Force are those that provide Logistics Over The Shore (LOTS) capability. This set of systems includes vessels to transport cargo from strategic sealift ships to the beach, pier, or shore. Utility craft, such as floating cranes, also contribute to LOTS operations. By ensuring the Army can conduct operations over unimproved shorelines and through restricted access ports, LOTS equipment enhances the Army's ability to Project the Force.

Protect the Force

Theater Air and Missile Defense (TAMD) is a key requirement for Protecting the Force. From initial entry to redeployment, Army air and missile defense systems support the joint TAMD

architecture. In addition to defending against aircraft, the Patriot system provides lower tier protection against Tactical Ballistic Missiles (TBM) within a limited area. Patriot Advanced Capability-3 (PAC-3) will more than double the defended area, defeat more capable TBM that have more than twice the range of the Gulf War threat, and increase missile accuracy and lethality to effectively destroy TBM and cruise missiles with WMD warheads. The Theater High Altitude Air Defense System (THAAD), currently being developed for possible deployment in 2007, will provide wide-area, upper-tier protection against TBM. The Army also supports the continued development of a system capable of providing force protection for forward area critical assets against short-range ballistic missiles and cruise missiles. The Medium Extended Air Defense System (MEADS) was being developed for this purpose. No other planned or programmed TMD system of any service can fill this role.

Protection of maneuver forces against attacking aircraft has been greatly enhanced with the fielding of the Bradley Linebacker, the Sentinel radar, and the Forward Area Air Defense Command and Control System (FAADC2). The future fielding of Avengers with Slew-to-Cue capability will further improve air defense capability. These improvements provide greater lethality against existing and emerging air threats and will increase the survivability of our combat forces on future battlefields.

Patriot Advanced Capability-3 will dramatically improve lower-tier protection against Tactical Ballistic Missiles.

Shape the Battlespace

Shaping the battlespace refers to the synchronized use of various Army assets and weapons systems, such as long-range missile fires, jamming, and deception, in conjunction with maneuver, to overwhelm an enemy. The destruction of enemy reinforcements with long-range fires before they can influence the fight is an example. The capability to detect enemy forces at great distances and transmit this information to friendly forces, often referred to as sensor-to-shooter linkages, are key to shaping the battlespace. The Joint Surveillance Target Attack Radar System (JSTARS) Ground Station Module/Common Ground Station receives, processes, manipulates, and disseminates data from the airborne JSTARS radar, unmanned aerial vehicles, and other tactical, theater, and national systems. The Army Tactical Missile System (ATACMS) Block IIA program combines an extended-range missile (300 km) with the Brilliant Anti-Tank munition to engage moving armor formations effectively at great distances. The capability to detect and disrupt enemy formations at long range provided by these systems is an important element of land combat power.

Decisive Operations

Decisive Operations compel the enemy to do what friendly forces want them to do (e.g., retreat, surrender, etc.). In combat operations,

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we achieve this result by winning battles. With the exception of the M109A6 Paladin howitzer, we currently have better systems than our potential adversaries. However, other nations are developing weapons that equal, and, in some cases, surpass the weapons we currently field. Further, the dramatic increases in system capabilities made possible by emerging information technologies could accelerate the fielding of more capable systems by other nations. This makes improving our current systems critical to maintaining our current combat overmatch.

The RAH66 Comanche provides all weather, day and night armed reconnaissance capability.

Several other nations, including Russia and China, currently field howitzers with better ranges and rates of fire than the Paladin. The Crusader is the Army's highest priority ground combat modernization program. This howitzer will give the Army a better system for providing close artillery fire than that of potential enemies. The Crusader features advanced technology, including the world's first fully-automated reload system, which makes Crusader's rate of fire more than three times that of the Paladin. Other incorporated technology advances ensure that the Crusader will remain the world's best close artillery system well into the 21st century and the AAN. While heavier than the current howitzer, the threefold increase in rate of fire that Crusader provides translates into a dramatic reduction in the strategic lift required to provide fire support for deployed forces because fewer Crusaders can provide better fire support than a larger number of the current howitzers.

The reconnaissance, security, and attack functions of Army aviation are keys to our capability to conduct decisive operations. The Longbow Apache fuses new technology with proven performance to ensure our forces retain the best attack helicopter into the next century. The RAH-66 Comanche addresses the current deficiencies in reconnaissance and security helicopters (Kiowa, Cobra) by providing a day, night, and adverse weather armed reconnaissance capability. Comanche is fully digitized, highly deployable, and is designed to operate in the joint environment.

The Abrams Upgrade and Systems Enhancement Programs are other key pieces of the Army's modernization strategy. The upgrade consists of converting M1 tanks to an M1A2 configuration through a number of improvements which include a digital electronics package, better armor, and better night vision. The M1A2 System Enhancement Program further improves the M1A2's digital, night vision, and on-board navigation system. Because they enable each tank to send and receive reports via digital command and control systems, these upgrades are an important aspect of digitizing the battlefield. Since the Army cannot afford to upgrade all its tanks to the M1A2 standard and continue to pursue other important modernization objectives, some M1s will be converted to M1A1D models. By adding an applique computer, this upgrade gives the M1A1D digital capability.

Sustain the Force

Sustainment enables all other patterns of operation. The improved situational awareness afforded by digitization is essential to achieve both the Revolution in Military Logistics and the capability for focused logistics envisioned by *JV2010*. The Global Combat Support System-Army (GCSS-A) will be the automated system that will provide global visibility of assets and requirements. GCSS-A will interface with the Combat Service Support Control System (CSSCS), which is the component of the Army Tactical Command and Control System that will provide instant visibility of tactical logistics requirements and assets. CSSCS features automatic connectivity to consumption sensors that eliminate the need for manual input from logistical, medical, financial and personnel systems. These systems, together with other improvements in equipment, communications, and organizational design, will help streamline sustainment and contribute to reduced demand. GCSS-A and CSSCS are key contributors to a more responsive logistics system.

Tactical Wheeled Vehicle (TWV) modernization is another key to providing the logistics capabilities required for the 21st century. Approximately 25 percent of the TWV fleet has exceeded its life expectancy. Congress provided additional funds in FY99, which has helped with the procurement of new vehicles. To support the requirement of sustaining the force and avoid the inefficiencies of maintaining an aging fleet, the Army must continue funding of TWV modernization, including recapitalization.

Future Force Structure

The Total Army has decreased in size by 37 percent since the end of the Cold War. The endstrengths recommended by the QDR (480,000 AC and 530,000 RC) make the Army as small as it can get while continuing to meet the demands of the National Military Strategy with acceptable risk. Further, reducing the size of the Total Army is likely to increase the time it takes to win future wars, with an attendant rise in casualties.

The Army has undertaken a number of initiatives in the force structure arena. We are continuing the Total Army Analysis process for evaluating our force structure. Based on recent experimentation, we have created a new design for heavy divisions that exploits the potential of digitization. Future light force experimentation and ongoing initiatives to achieve seamless integration of AC and RC forces will also influence force structure in the near term. Together, Total Army Analysis 2007 (TAA07), the Heavy Division Redesign, the ARNG Division Redesign, and the series of Total Army integration initiatives reflect the Army's efforts to shape the force to best meet the requirements of the NMS.

Total Army Analysis 2007

The Total Army Analysis process provides periodic assessments of Army force structure. TAA07 will capture the full range of Army requirements, going well beyond the possibility of having to fight two nearly simultaneous, major theater wars (MTW). TAA07 will be the first study to evaluate the force requirements for both the institutional and operational forces of

Army XXI. It will consider the full range of emerging requirements, such as Homeland Defense and Domestic Operations Support, and will integrate Force XXI organizational designs. As part of the ongoing TAA process, TAA07 will ensure that our Army is employing its total strength in the most effective manner possible.

Division XXI: Redesigning the Heavy Division

The redesigned heavy division has fewer people in both its armor and mechanized infantry variants than the current Army of Excellence (AOE) division due to the greater synergy and efficiency made possible by digitizing the force. The enhanced situational awareness made possible by digitization allows maneuver forces to move to points of positional advantage with greater speed and precision, avoid enemy strengths, and combine effects of direct and indirect fires more quickly and effectively than non-digitized forces. Consequently, the number of main battle systems (tanks and infantry fighting vehicles) decreases from 58 to 44 in each line battalion in the Division XXI force structure. The increased efficiency gained from digitization in the logistics arena allows for a reduction in the number of soldiers performing the division's combat service support functions. In sum, the Division XXI armor and mechanized infantry divisions are about 12 percent smaller than their AOE predecessors, with total required strengths of 15,593 and 15,812, respectively.

The Division XXI design features a number of innovations. Each variant has 513 Reserve Component authorizations, including one ARNG MLRS battery and one ARNG general support aviation company. Embedding RC soldiers and units in the Division XXI force structure recognizes the essential role they play in Army operations today and will facilitate sustaining their readiness and rapid deployability in the next century. Among its other features, the new design adds a 49-man reconnaissance troop to each maneuver brigade, and increases mechanized infantry strength by including three squads of nine men each in infantry platoons. Based on the anticipated increase in direct support artillery capability provided by the Crusader, the Division XXI design reduces the number of howitzers in the new division from 24 to 18. Overall, the new design significantly reduces the number of people in our heavy divisions as a result of the increased lethality, survivability, and efficiency we expect from digitization.

ARNG Division Redesign Study

Total Army Analysis 2005 identified a 72,000-soldier shortfall between required and available combat support (CS) and combat service support (CSS) force structure. Two years ago, the ARNG Division Redesign Study recommended the conversion of approximately 48,000 personnel authorizations currently in ARNG combat force structure to provide some of this required CS and CSS structure. The ARNG will convert six combat brigades (19,000 soldiers) between FY00 and FY05, with the rest of the conversion taking place by the end of FY09.

Overall, the new design significantly reduces the number of people in our heavy divisions as a result of the increased lethality, survivability, and efficiency we expect from digitization.

Total Army Integration

The pace of operations demanded by the NMS, resource constraints, and the historical tradition of the citizen-soldier in America make the further integration of the AC and RC an essential priority for America's Army. The Army's integration initiatives employ a combination of enhanced senior leader coordination mechanisms, leader and component exchange programs, and multi-component composite units to build the shared experience and trust essential for a seamless Total Army. Total Army integration initiatives demonstrate our commitment to ensuring the efficiency and relevance of Total Army force structure.

To facilitate the tough force structure decisions necessary to achieve peak efficiency, the Army has moved aggressively to improve communications among the senior leadership of the components. The Assistant Secretary for Manpower and Reserve Affairs has emphasized the role of the Army Reserve Forces Policy Committee, a committee composed of general officers of all three components. The Vice Chief of Staff re-energized another key avenue for inter-component communication, the Reserve Component Coordination Council, in order to better address difficult policy and resourcing issues. Although resource constraints require sacrifices by all, retaining the bedrock commitment to pursue the policies that best serve the nation will enable our senior Army leaders to speak with one voice and achieve the goals of integration.

The Army is expanding an initiative to embed both active and reserve elements in one unit. Programs ranging from simple leadership exchanges to the establishment of multi-component units at all levels seek to increase cross-component understanding through shared experiences. The Army is currently placing AC officers in key RC command and staff billets. This year, this program will be expanded to include assigning RC officers to command AC units. The creation of two integrated divisions, each comprised of ARNG enhanced Separate Brigades (eSB) under a headquarters commanded by an AC major general, is another AC/RC integration highlight for this year. The division headquarters will be responsible for training, readiness, and mobilization of the eSB. We are also experimenting with using RC companies to replace one of the companies in our AC light infantry battalions. These initiatives and others like them will create the kind of flexible organizations able to respond to emerging threats in both the international and domestic arenas.

Yet another initiative, divisional teaming, establishes a habitual relationship between an active component division and a reserve component division. The RC division would lead responses to certain kinds of contingencies, such as disaster relief and response to domestic emergencies, with the AC division providing personnel and equipment to augment the reserve unit. In the case of a contingency involving deployment abroad, the AC division would assume primary responsibility while accepting augmentation from the associated RC division.

Divisional teaming is in place today between the 4th Infantry Division (Mechanized) and the 40th Infantry Division (Mechanized) of the ARNG. Likewise, the 1st Cavalry Division is teamed with the 49th Armored Division. Next year, the 1st Cavalry Division will be able to use its current experience in Bosnia to help prepare the 49th Armored Division to assume responsibility for Operation Joint Forge, the U.S. portion of the Bosnia mission.

Both the increased communication at senior

levels and the various proposals for blending components at all levels have the potential to enhance the future readiness of the Total Army. Any significant Army operation today must draw on the reserve components. The expanded role of the Total Army in the execution of the NMS makes rapport and cooperation among all components essential for national security.

Training Soldiers and Leaders

The senior officer and NCO leaders of the AAN are platoon leaders and privates today. In addition to the fundamental mental and physical toughness that will always be required of warriors, the leaders of the AAN will require broad proficiency in a wide range of complex skills to win information-age battles. We are preparing these leaders today just as we prepare soldiers every day, all over the world—through demanding training in our units and institutional schools. The Revolution in Military Affairs offers dramatic new opportunities on the battlefield, but it also offers new opportunities to leverage information technology for training soldiers and leaders more efficiently and effectively than we do today. The Total Army School System (TASS) and improvements in Training Aids, Devices, Simulators, and Simulations will contribute significantly to the preparation of tomorrow's soldiers and leaders.

The Army Leader Campaign Plan

The Army Leader Campaign Plan (ALCP) is designed to integrate current leader development efforts to produce leaders with the right values, attributes and skills to be successful in direct, organizational and strategic leadership roles. The doctrinal basis for these efforts, *Field Manual 22-100, Army Leadership*, has just been rewritten to establish a common framework incorporating the redefined Army values, a character development model, and an ethical climate assessment instrument. The addition of the Army values to new officer, NCO, and civilian evaluation reports is one initiative under the ALCP. Another is the increased emphasis on leadership assessments in an operational setting, such as at Combat Training Centers.

The Total Army School System

The Army is using information technology to improve how it teaches the many diverse functional skills our soldiers need to acquire. All soldiers and leaders must complete periodic skill

training to attain proficiency in the new responsibilities associated with higher ranks. The Total Army School System (TASS) provides the requisite training through a network of schools spread over seven geographical regions and a distance education program based largely on correspondence courses. Information technology is helping streamline the TASS by ensuring soldiers have easier access to standardized Total Army Training System

Courseware (TATSC). TATSC is making it easier for all soldiers to get the right training at the right time, regardless of where they are.

The Total Army Distance Learning Program (TADLP) is one of the initiatives for making required instruction more accessible to soldiers. This program offers a significant means for delivery of standardized individual, collective, and self-development training to soldiers and units at the right place and time through the application of multiple means and technologies. TADLP consists of a variety of different types of instruction, including video tapes and interactive multimedia instruction. The program is being significantly improved through the use of video-teletraining (VTT) and web-based instruction. Over 140 classrooms with VTT and CD-ROM capability will be fielded by the end of FY99 to both active and reserve component sites.

The mission of the Total Army School System is challenging. Through the TADLP and TATSC, the Army is changing the education paradigm for our soldiers and leaders to meet this challenge. Eventually, these programs will replace the current system of periodic instruction with one in which soldiers and leaders participate continuously in professional education throughout their careers.

Training Aids, Devices, Simulators, and Simulations

As part of our ongoing efforts to increase the efficiency of the Army, we are incorporating a wide variety of TADSS to achieve the most realistic training possible at the lowest cost. TADSS refers to a wide range of equipment and software, from the simple laser that replicates the firing of a rifle or machine gun to the complex computer programs that drive computer-driven command post exercises to help train staff officers and NCOs at battalion and higher levels. TADSS is a valuable supplement to the live field training that is the foundation of readiness.

Computer simulations of combat operations are useful staff training tools. The Battle Command Training Program (BCTP), for example, provides an experience analogous to the combat maneuver training centers for corps, division and RC brigade staffs. The BCTP subjects staffs to fast-paced, simulated combat operations and generates the associated information flow to test the staff's ability to track subordinate units and plan future operations around the clock for several days. The virtual "enemy" is maneuvered by a professional cadre well-versed in current U.S. doctrine, making every BCTP event a challenging training exercise.

Weapons system simulators replicate the functioning of advanced weapon systems, such as the Bradley Infantry Fighting Vehicle or an attack helicopter. The efficiencies possible through the appropriate use of these TADSS are obvious. Helicopter simulators, for instance, enable air crews to achieve training proficiency on certain tasks and thus reduce the actual helicopter flying hours required for training.

In many cases, TADSS afford the Army a way to attain levels of readiness that would otherwise be impossible to achieve within safety, environmental, and resourcing constraints. Future TADSS will incorporate the Synthetic Environment (SE) Core in which a group of related systems simulators (e.g., Close Combat Tactical Trainer, Aviation Combined Arms Tactical Trainer, Fire Support Combined Arms Tactical Trainer II, etc.) will be integrated to conduct high fidelity combined arms operations. The SE Core concept will allow commanders to simultaneously train all battlefield operating

systems, in real time and on the terrain of choice, across the full spectrum of military operations. The synthetic environment will link live, virtual, and constructive domains. These TADSS will substantially supplement, but cannot replace, the necessary field training that allows soldiers to train to proficiency on actual equipment while exposed to the full effects of weather and terrain.

Preserving Army Values

The changes embodied in the Army's modernization, force structure and training initiatives are truly revolutionary. As we implement these initiatives, it is important to balance our desire to make the changes necessary to maintain readiness with the need to preserve the fundamental qualities that have been and remain the bedrock for success in battle. We must continue to ensure that our soldiers embrace the essential values that have been the soul of our Army since its birth.

The values of loyalty, duty, respect, selfless service, honor, integrity, and personal courage are deeply rooted in our American character. These values have been the hallmark of the American soldier for over 223 years. While these values are not new, competing values in our society can obscure and dilute them. This section provides an overview of the initiatives designed to ensure that our values remain the central feature of our Army.

The Human Relations Action Plan

Our Human Relations Action Plan, published in September 1997, responded to incidents that revealed equal opportunity and sexual harassment problems in our ranks. The Army has implemented a series of initiatives outlined in the plan to fix these problems: an emphasis on teaching Army values and traditions in Initial Entry Training and in the Army at large, the assignment of additional personnel to improve supervision of Initial Entry Training, and the implementation of Army-wide Character Development XXI initiatives. Additionally, the Army is increasing the number of Equal Opportunity Advisors from 350 to 500. This year, a reassessment of the human relations environment throughout the Army will determine the effectiveness of the measures implemented under the Human Relations Action Plan.

Character Development XXI

Character Development XXI implements initiatives in doctrine and policy, training and education, and communication to strengthen the values focus of our Army. Policy initiatives include the revision of the Army leadership manual and evaluation instruments for officers,

A soldier from the 1st Support Battalion, Multinational Force and Observers, competes on an obstacle course in the Sinai.

NCOs, and Army civilians discussed previously. In the training arena, the Army has lengthened Initial Entry Training by one week to permit increased training on Army values and disseminated an Ethical Climate Assessment Survey for use by Army leaders. Communications initiatives emphasized the Army's values through measures like the production of the video "Living Army Values" and the distribution of soldier cards and values tags to all soldiers.

The Consideration of Others Program

The Consideration of Others Program consists of regular small-group discussions oriented on values. Soldiers' lives are full of opportunities to meet the high standard of Army values, from the way they treat other soldiers in their units to the performance of routine inspections during guard duty. The Consideration of Others Program fosters better understanding of Army values by allowing soldiers and leaders to focus on the concrete aspects of their organizational and training environment that directly illustrate Army values in action. The program is based on the successful approach used at the United States Military Academy, and it has been implemented Army-wide as a recurring, mandatory requirement.

Soldiers' lives are full of opportunities to meet the high standard of Army values...

Conclusion

The Army is implementing a comprehensive modernization plan based on the anticipated requirements of future strategy and extensive experimentation with emerging technologies. The execution of this plan will provide the Army with the capability to conduct prompt and sustained operations on land throughout the full spectrum of military operations in the 21st century. The new equipment and initiatives that will realize the Revolution in Military Affairs do not change the fact that quality soldiers are the single most important factor in achieving both current and future readiness. The Army's focus on traditional values–the source of our organizational excellenceis a critical aspect of attracting, developing and retaining quality soldiers and leaders.

"Officers and men must know their equipment. They must train with the equipment they intend to use in battle. Equipment must be in the best operational condition when taken to the Theater of Operations."

General George S. Patton, Jr.

Chapter 4
The Army Community–
Getting the Balance Right

America's Army is a community united by its special purpose to defend the Constitution of the United States. We are a community rooted in service, with installations and organizations in every state and around the world. These Army communities are good stewards of our Nation's sons and daughters, committed to providing a good quality of life and a family-friendly environment. They are also good stewards of the Nation's financial, natural and cultural resources, pursuing every reasonable efficiency and striving to comply with Federal and state regulations. The Total Army serves the Nation not only through our readiness, but in the way that readiness is achieved—while taking care of its people and the other resources entrusted to its care.

Army installations and organizations take care of soldiers, Army civilians, and family members through a collection of programs and activities that range from providing medical care to Morale, Welfare, and Recreation activities. These activities aim to preserve the quality of life within the Army community.

Whether striving to remain ready through rigorous training or applying the skills gleaned from training to the execution of the NMS, the Army is committed to be an efficient organization. Army efficiencies and Army support for the wide-ranging DoD Defense Reform Initiatives are making a difference: The Army is programmed to achieve about $10 billion in savings over the Future Years Defense Plan. By streamlining, privatizing, and seeking cost reductions across a full range of activities and processes, the Army is harnessing the Revolution in Business Activities to improve both effectiveness and efficiency.

A Community With a Mission

America's Army is a community with a mission: to fight and win America's wars. For the Army, this mission requires constant readiness to conduct prompt and sustained operations throughout the entire spectrum of military operations. Military service places unique demands on military members, their families, and the civilians who work with them. These shared sacrifices forge common interests and form the foundation of the military community.

The physical manifestations of the Army community today are our installations and organizations, just as they were when frontier outposts guarded key routes and points of access to the nation. Many soldiers and their families live in military communities located and designed to support the Army's mission. Our military communities are also important for the readiness-enhancing functions they perform. Installations

manage the land the Army uses for training as well as many other resources that contribute to readiness. They oversee many programs that contribute to the quality of life of soldiers and their family members. The sections that follow describe important Army-wide programs and procedures for managing installations and organizations. These programs incorporate safety into Army operations, maintain quality of life, sustain the environment, and improve efficiency.

Managing Army Installations and Organizations

Army installations range in size from the small outposts that support peace operations in Bosnia and other places around the world to major bases that combine large maneuver training areas with communities the size of small towns. Installation staffs perform over 100 functions that parallel those of a city, business or commercial enterprise. They operate in accordance with Army regulations and standards. Efforts to increase efficiency and readiness Army-wide have led to the development of a comprehensive, annual report to monitor the status of key installation functions and facilities; a vision to guide the evolution of Army installations into the next century; and a comprehensive effort to manage the increasingly complex network of installation computers and information systems.

The Installation Status Report

The Installation Status Report (ISR), a decision support system designed to assist the Army's senior leaders in the management of our installations, provides an assessment of the status of facilities, environmental compliance, and services both on individual installations and Army-wide. The ISR provides assessments of installation readiness to perform missions such as supporting deployments and conducting mobilization training. In addition to helping installations and organizations comply with Federal and state regulations, it is a useful tool for informing resource allocation decisions.

Installation Vision 2010

Installation Vision 2010 (*IV 2010*) is the conceptual template for installations that supports *Army Vision 2010*. It is based on five tenets: Maintaining Readiness, Providing Power Projection, Maintaining Quality of Life, Sustaining the Environment, and Operating Efficiently. For each tenet, *IV 2010* assigns specific goals and strategies to achieve those goals. By providing guidance and standardized strategies for achieving common goals, *IV2010* will promote installation management efficiencies Army-wide.

Installation staffs perform over 100 functions that parallel those of a city, business or commercial enterprise.

The Installation Information Infrastructure Architecture

The Installation Information Infrastructure Architecture (I3A), a component of the overarching Army Enterprise Architecture effort discussed in the last chapter, ensures Army systems relying on information technology meet Army and DoD capability and compatibility requirements. The I3A provides

a tool for managing installation information technology resources down to individual building level. By showing the existing and planned information technology infrastructure, the I3A helps the installation Director of Information Management decide where and how to best use available resources. A related security architecture helps the Army protect its information systems.

Safety

The Army operates the largest, most comprehensive safety program in the world. Protecting its people and preventing the accidental loss of resources is a top priority for the Army's leadership. The Army has experienced dramatic improvements in its safety record over the past few years.

Army safety activities are organized to protect the force and enhance warfighting effectiveness through a systematic and progressive process of hazard identification and risk mitigation that is embedded in Army doctrine. Commanders use this risk management process to identify safety problems before they can degrade readiness or mission accomplishment. When they identify safety problems, commanders take action to address them. The Army integrates risk management into all its day-to-day processes: from the sustaining base to combat training centers and from testing and depot activities to all types of contingency operations.

Besides protecting the force during operations, emphasis on safety at installation level insures that Army communities are safe places to live and work. Safety offices on Army installations are directly linked to the command. Installation safety managers are direct advisors to installation commanders. Each installation safety manager is responsible for the design, development, and execution of an installation safety program tailored to the unique mission functions of the installation. Safety offices on Army installations monitor safety trends identified by the Department of the Army and major command (MACOM) safety offices.

A NCARNG soldier mans a portable fire suppression system during training on forward arming and refueling techniques for his unit's attack helicopters at Fort Hood, TX.

Quality of Life

Quality of life for our soldiers and their families is a top priority for the Army leadership because it plays a key role in Army readiness. Besides influencing recruitment and retention, installation programs and services help soldiers and their families cope with increased PERSTEMPO, frequent relocations and deployments, and long separations.

http://www.army.mil

To track the attitudes of soldiers and their families towards quality of life and other important issues, the Army uses the Sample Survey of Military Personnel (SSMP). The U.S. Army Research Institute for the Behavioral and Social Sciences conducts the SSMP semi-annually in the spring and fall. SSMP results contribute to the development of strategies for maintaining quality of life. These results indicate that the programs and facilities discussed in the following paragraphs—Army family and single soldier housing; healthcare; commissary and exchange privileges; family programs; and morale, welfare, and recreation (MWR) programs—are all important contributors to quality of life for soldiers and their families.

Army Family Housing

The Army's leadership is committed to providing high quality Army Family Housing (AFH). The cost of achieving this goal exceeds the funding level available. Our strategy for attaining the goal of quality housing while avoiding the high cost of revitalizing and sustaining AFH is to privatize and transition to a business basis all AFH operations and management to the maximum extent possible.

The 1996 Military Housing Privatization Initiative, also known as the Residential Communities Initiative (RCI), authorizes the use of appropriated funds and Army property to attract private-sector capital and expertise for operating, managing, repairing, improving and constructing military housing in the United States. The principal objective of the RCI, part of the DoD Defense Reform Initiatives discussed later in this chapter, is to eliminate inadequate military housing by the year 2010. Although RCI has not been authorized overseas, the Army intends to privatize all Army Family Housing in the United States by 2005. The first Army RCI project, at Fort Carson, Colorado, involves having a business lease land and housing from the Army and use them to meet Army Family Housing requirements. The organization will revitalize the inventory and build 840 new units within five years. In addition, it will own, operate and maintain the inventory for 50 years. Families will pay rent, but the rent will not exceed allowances. In addition to the Fort Carson project, additional RCI projects at 42 installations, including about 85,000 units, are either being planned or are under development. When complete, the Army community will have improved quality of life and divested a major resource burden.

While the RCI initiative is gaining momentum, the Whole-Neighborhood Revitalization Program (WNRP) is an ongoing program for systematically improving existing AFH. The goals of this program are to improve housing to current standards, reduce recurring maintenance and repair costs, and reduce energy and utility costs. There are 12 funded WNRP projects (10 in the United States and 2 in Europe) for FY99. FY99 is the last year the Army will fund the WNRP in the United States; beginning next year the program will be funded exclusively overseas, where it will remain the Army's tool for managing AFH until RCI authority is extended to overseas areas.

Single Soldier Housing

Quality barracks for our single soldiers provide a safe, clean living environment and support both recruiting and retention efforts. Modernizing permanent-party, single soldier housing to what we call a "1+1" standard is our highest priority for facilities. The 1+1 standard provides each soldier with a private living/sleeping area as well as a service area (with refrigerator and microwave) and a bathroom shared with one other soldier. The Army aims

to achieve this standard in the United States by 2008. With some funding assistance from host nations, we should also achieve the 1+1 standard in Europe by 2010 and in Korea by 2012.

The Army has undertaken a reexamination of barracks design for soldiers undergoing initial entry training (IET). The Trainee Barracks Design Subcommittee will work from the existing standard design developed in 1986. As part of the process of defining future facility requirements, this Subcommittee will challenge all assumptions about how soldiers in IET live and train.

Medical Care

The Army completed implementation of the TRICARE program in the last of eleven TRICARE regions in June, 1998. The TRICARE program offers CHAMPUS-eligible beneficiaries three options for obtaining health care: TRICARE Prime, Standard or Extra. Automatically enrolled in TRICARE Prime, active duty personnel continue to have their health care needs managed in military medical treatment facilities and pay nothing out of pocket for referrals to civilian providers. Depending on the rank of their sponsor, the enrolled families of active duty soldiers pay $6 or $12 for each outpatient visit to nonmilitary medical care facilities. TRICARE Standard and Extra benefits are the same as under the CHAMPUS program, with the exception that TRICARE Extra offers discounts for beneficiaries who use providers from a preferred provider network. Non-Medicare-eligible retirees under age 65 pay an annual enrollment fee of $460 per family (or $230 for the retiree alone) in addition to the copayments.

Although Medicare-eligible retirees are currently ineligible for TRICARE coverage, the Army began a demonstration program in September 1998 to test using the military program to provide care for these retirees. The 1997 Balanced Budget Act authorized the Health Care Financing Administration to reimburse DoD medical facilities for care provided to the retirees who participate in this demonstration. DoD expects to implement Medicare subvention system-wide upon successful completion of the demonstration.

The level of enrollment in TRICARE indicates the high value military members place on the benefit of high-quality medical care for themselves and their families. This benefit reassures deployed soldiers that their families will receive adequate care. The Army aggressively supports the TRICARE managed care program and managed care support (MCS) contracts, and continues to work with the Office of the Assistant Secretary of Defense (Health Affairs) to tailor TRICARE to better suit service readiness and patient needs.

Families of active duty soldiers receive dental coverage through the Family Member Dental Plan that covers a significant portion of dental procedures. Soldiers pay monthly premi-

The level of enrollment in TRICARE indicates the high value military members place on the benefit of high-quality medical care for themselves and their families.

http://www.army.mil

ums of $8.09 for one additional family member and $20.00 for more than one additional family member to be covered under this plan. Starting in February 1998, retirees and their family members began enrolling in the newly established Department of Defense Retiree Dental Plan that charges premiums according to a retiree's geographical region and number of people covered.

The presence of commissaries and exchanges reduces the uncertainty of frequent relocations, particularly for soldiers and family members moving overseas for the first time.

Commissaries and Exchanges

Commissaries and exchanges continue to be a benefit our soldiers, retirees and their families value highly. Results from a recent SSMP (Spring, 1998) indicated that commissary and exchange privileges are the two factors (out of 56) with the highest levels of satisfaction (over 70 percent) for enlisted soldiers. Commissary privileges also were the single factor with the highest level of satisfaction among officers (82 percent).

Commissaries and exchanges are an important contributor to military quality of life. These facilities offer an economical alternative to shopping in commercial grocery and department stores. Additionally, revenues generated by exchange profits contribute to installation morale, welfare, and recreation programs. The presence of commissaries and exchanges reduces the uncertainty of frequent relocations, particularly for soldiers and family members moving overseas for the first time. For those stationed overseas, commissaries and exchanges often offer the only practical access to American products.

Morale, Welfare, and Recreation Programs

Army MWR programs improve soldier readiness by promoting mental and physical fitness, increasing family wellness, and enhancing soldier and Army civilian quality of life. The programs offer a variety of recreational activities: sports and fitness facilities, libraries, indoor recreation centers, outdoor recreation centers, arts and crafts facilities, automotive skills facilities, and entertainment and leisure travel programs. Among enlisted soldiers surveyed in the SSMP, the quality and availability of Army recreation services received the third and fourth highest levels of satisfaction. The availability of recreation services was also important to the officers surveyed—rating third overall on the SSMP.

Civilian MWR professionals support major deployments by providing a range of MWR services for deployed soldiers and Army civilians. For instance, 139 civilian professionals have voluntarily served in the Operation Joint Endeavor/Guard/Forge Area of Responsibility (AOR), promoting physical fitness and providing recreation, social and other support services. At the end of FY98, 21 MWR specialists were operating 30 MWR service points in the Bosnia AOR, supporting soldiers with DoD and United Services Organization (USO) entertainment programs, recreation programs, and special events.

Army Family Programs

Army Family Programs help soldiers and their families balance the demands of military life, provide a forum for addressing quality of life issues, and assist families in handling the stress of deployments. These programs are an important asset for our Army because 62 percent of our soldiers are married, and another four percent are single parents. By increasing our families' self reliance and improving access to the support available from within our communities, Army Family Programs are a "force multiplier" that enhance readiness.

Army Child and Youth programs support Army families by making high quality, affordable services accessible to soldiers. The Army matches child care fees paid by parents with appropriated fund support. Family Child Care homes help meet specialized care requirements. Computer labs, homework centers, and summer camps are available for school-age children. Middle school and teen open recreation programs go beyond traditional sports and recreation by providing supervision that helps these impressionable youngsters learn appropriate and healthy behavior. All of these programs help balance the demands of the Army with the needs of Army families.

The Army harnesses the volunteer spirit of its members through Family Support Groups (FSGs). These groups provide a strong internal support network for Army families. FSGs are voluntary organizations centered around the soldier's assigned unit. Scheduled meetings, telephone rosters, and newsletters foster communication and friendship within the unit "family." Many FSGs schedule regular activities designed to provide social and emotional support. When a unit deploys, the FSG becomes a mechanism to focus community support for the families of deployed soldiers. Family Assistance Centers (FAC), operated by Army units and installations during major deployments, work closely with FSGs to provide assistance, information, and referral to soldiers and family members. FACs have direct access to the resources available in key community agencies, like the Red Cross, Army Community Service, and the Judge Advocate General.

Family Support Groups provide support for deployed soldiers and their families.

The Army Family Teambuilding Program (AFTB) enhances personal and family preparedness for three audiences: soldiers, civilians serving in positions that might require deployment, and families. Each track provides training on Army community resources. AFTB promotes self-reliance in those new to the Army, and also prepares leaders in the FSGs and units to assist others with problems. In the family member track of AFTB, the training begins with an orientation to the military for new members, and it provides a vehicle for welcoming new people into the community as well as teaching the "nuts and bolts" of Army life and Army community resources.

The Army Family Action Plan (AFAP) is one of the Army's most effective tools to manage

change and help maintain high quality of life standards for soldiers, family members, and civilian employees. By providing a forum for installation and Army quality-of-life issues, the AFAP gives commanders and leaders an accurate assessment of how the people in their organizations view Army quality of life. The AFAP process begins with local conferences, where representatives of the installations' organizations identify issues of concern and recommend solutions. Most issues are resolved at local level, but some are forwarded for action at higher levels. To date, issues raised through this forum have led to 54 pieces of state and national legislation that benefit all military families. The program has also contributed to Army quality of life by generating important policy revisions, programs, and services.

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

Retired Soldiers

The Army community includes over 900,000 retirees and surviving spouses. These valuable members of our community provide a tangible reminder of the dedicated service of countless soldiers throughout our Nation's history. Many retirees are active members of unit associations that foster esprit among today's soldiers through ceremonies commemorating past unit achievements. They also sponsor volunteer projects in local communities and support recruiting efforts. For today's soldiers, retirees are a compelling example of Army values and an important reminder of our duty to something larger than ourselves.

Sustaining the Environment

The Army recognizes environmental stewardship as necessary to conserve the Nation's natural resources and promote a world that supports the quality of life of future generations. Accordingly, the Army executes no mission without addressing its environmental impact. The environmental program sustains readiness, improves the Army community's quality of life, strengthens community relationships, and provides sound stewardship of resources.

Compliance with environmental laws and regulations protects the environment, demonstrates stewardship, and prevents costly fines and penalties. The Environmental Compliance Assessment System (ECAS) is the cornerstone for Army compliance. These external assessments are conducted at active Army installations, National Guard facilities, and Army Reserve Centers. In addition, the Army uses the Installation Status Report as an internal audit system at all active and reserve installations. This annual report highlights areas of excellence in an installation's environmental program and pinpoints areas for improvement.

Pollution prevention shifts the Army's environmental focus from compliance and restoration to reduction or elimination of pollution at the source before it enters the environment. It provides a high return on investment through cost avoidance. Pollution prevention supports readiness by reducing maintenance and supply costs through centralized

management of hazardous materials. By promoting non-hazardous substitutes for hazardous materials, it reduces the volume of hazardous waste disposed and the associated compliance overhead. Pollution prevention supports Army modernization through promotion of materials and processes that preclude future environmental liability.

Conservation of natural and cultural resources preserves the Army's 12 million acres for readiness activities. Conservation enables a realistic training environment; it also provides a clean, healthy environment for the recreation of soldiers, their families and the general public.

Fort Carson received awards from both the Secretary of the Army and the Secretary of Defense last year for its use of innovative technologies and integration of pollution prevention techniques in military operations.

Through the Installation Restoration Program, the Army has acted aggressively to evaluate contamination from past practices and then take the appropriate steps to restore affected areas. To evaluate a site, the Army conducts a technical assessment and classifies each site according to their relative risks (high, medium or low) The Defense Planning Guidance (DPG) has established goals for reducing all such sites by 2014. The Army will fund restoration sufficiently to maintain progress towards meeting DPG goals.

Defense Reform and Army Initiatives: Assuring A Revolution In Business Affairs

Over the last ten years, the Army has made great progress in reducing costs and increasing the effectiveness of its business processes. The latest effort–the Defense Reform Initiative–includes several efficiencies that are already included in our Future Years Defense Program. We expect to achieve about $10 billion in savings from efforts like the Revolution in Military Logistics, acquisition reform, A-76 cost competitions, and infrastructure management initiatives. By reducing costs or improving effectiveness, each of these programs has helped the Army to meet the requirements of the *National Military Strategy* as our force and funding has grown significantly smaller.

Though not strictly a part of the Defense Reform Initiatives, Total Army Quality (TAQ) and Army Performance Improvement Criteria (APIC) support the intent of the DRI by fostering efficient processes throughout the Army. TAQ, an adaptation of successful commercial management practices to the "business" of military readiness, is the Army's strategic management approach. The APIC provides a systematic framework for assessing continuous improvement through seven proven criteria.

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They are based on the Malcolm Baldrige Criteria for Performance Excellence used by leading American businesses and industry. By applying TAQ and APIC, the Army is streamlining and continually improving business operations and practices. This is evidenced by the three Army organizations that have earned the Presidential Award for Quality, the highest recognition given by the Federal government to organizations that implement best business management techniques, strategies, and performance practices: the U.S. Army Tank-Automotive Research, Development and Engineering Center in Warren, MI (1995), the U.S. Army Research, Development and Engineering Center in Picatinny Arsenal, NJ (1996), and the U.S. Army Infantry Center and Fort Benning in Fort Benning, GA (1997). TAQ has contributed to many of the efficiencies discussed in this section.

Reinvention

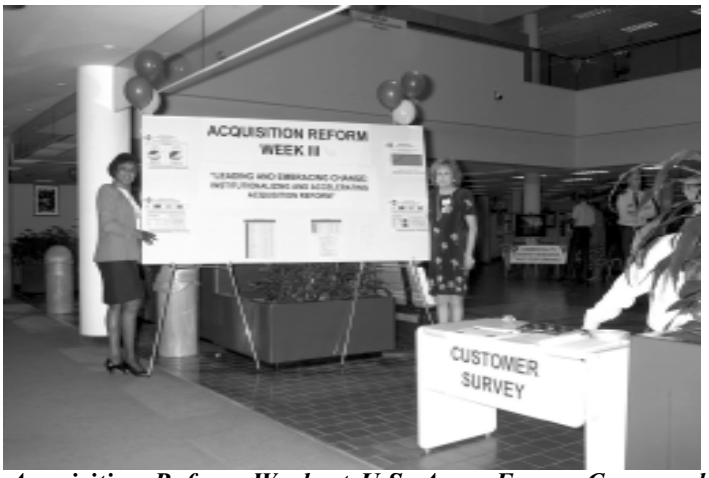
The National Partnership for Reinventing Government (NPR) is an attempt to improve efficiency by implementing the imperatives of putting customers first, empowering employees, cutting red tape, and eliminating activities that do not support core missions. Army support for this program has led to the creation of 47 reinvention laboratories and six reinvention centers. The commanders of these organizations have the mandate to reinvent processes and waive DoD regulations as needed. At the end of FY98, the Army had implemented 333 reinvention waivers, and in concert with DoD, is developing a process to review reinvention waivers for broader application department-wide. Army reengineering efforts continue to receive executive branch recognition through competition for the Vice President's *Hammer Award*. The *Hammer Award* recognizes teams whose reinvention actions have led to new processes that support the NPR imperatives. Through FY98, 55 Army teams had received a *Hammer Award*. The 23 *Hammer Awards* approved last year (FY98) promise savings in excess of $465 million.

Acquisition Reform

Acquisition reform is a key component of the Defense Reform Initiative and has been a major part of the business transformation of the Army. Continuing to lead the way in acquisition reform, the Army is acquiring equipment and services more quickly and at less cost. The Army continues to lead the way in acquisition reform. Our successful Government Purchase Credit Card program for simplified acquisitions (95 percent usage) led to the Deputy Secretary of Defense directing the Army to lead a joint Program Management Office. This office is responsible for ensuring that over 90 percent of DoD is using the card by January 1, 2000. We are also a leader in implementing the DoD "paperless contracting" initiative, and are scheduled to complete fielding of the Standard Procurement Systems during the first quarter of next fiscal year. The Past Performance Information Management System (PPIMS) has been another contributor to Army contracting efficiency since it was implemented at the beginning of FY98. With PPIMS, contracting officers can quickly check the past performance of contractors to determine their history of contract execution. Overall, the Army has reduced its cost to contract per dollar obligated by over 50 percent in the last 14 years.

Our proactive training and continuing education program for Army contractors have been instrumental in the success of our acquisition reform effort. We are leading DoD in requiring and offering continuing education for its contracting workforce. The Army Civilian Training Education Development plan requires contractors to complete 80 Continuing Education Units (CEU)

every two years. The Office of the Deputy Assistant Secretary of the Army (Procurement) awards CEUs for the Acquisition Reform training that it offers. Since 1993, the Army has trained over 12,000 acquisition professionals on acquisition reform.



Acquisition Reform Week at U.S. Army Forces Command (FORSCOM) highlights acquisition reform efforts at many FORSCOM installations.

Streamlining Civilian Personnel Administration

In response to NPR streamlining mandates to reduce overhead, the Office of the Secretary of Defense (OSD) directed the military departments to regionalize civilian personnel services. The Army is leading DoD in the implementation of this initiative, with regionalized civilian personnel services in effect for approximately 96 percent of the Army's civilian workforce at the end of FY98. Army Civilian Personnel Operations Centers (CPOCs) achieve economies of scale by performing automated functions that do not require face-to-face interaction. Small on-site staffs at Civilian Personnel Advisory Centers (CPACs) remain at installations to provide advisory services to commanders, managers, supervisors and employees.

Financial Management

Financial management practices have steadily improved as DoD struggles to improve its accountability and stewardship of the nation's resources. In the Army, these efforts are directly responsive to the Government Performance and Results Act (GPRA) and the Chief Financial Officer's (CFO) Act. The GPRA, established in 1993, requires Federal agencies to develop and establish strategic plans, performance measures, annual performance plans, and performance reporting. In support of DoD execution of GPRA requirements and in accordance with DoD guidance, the Army continuously reviews and monitors its strategic plans and mission objectives. The CFO Act, established in 1990, puts the Federal government on a "private industry" standard for financial reporting by requiring annual, audited financial statements. To meet the intent of this law, the Army has made great progress in integrating its functional and financial systems to achieve single-source, transaction-driven financial control. When completed, decision makers will have accurate and timely financial management information and financial statements with unqualified audit opinions.

Activity-Based Costing

Activity-Based Costing (ABC) is the Army's tool for implementing cost management, a process of continuous improvement that focuses on cost and performance to gain efficiencies and improve operations. Local managers trace the cost of resources consumed to provide products or services. The program encourages cost control through rewards and incentives. The Army has a number of ABC efforts ongoing. U.S. Army Forces Command (FORSCOM) is instituting ABC methodologies across all of their installations. Installation directorates have developed models to measure the cost of the

garrison support activities. These installations have identified areas for business process reengineering through their ABC efforts. TRADOC has ABC efforts underway at Fort Huachuca, AZ and Fort Knox, KY. Army Materiel Command has implemented ABC at Picatinny Arsenal, NJ and Corpus Christi Army Depot, TX.

A-76 Cost Competition Studies

The Army's A-76 Cost Competition Studies are a major part of the Defense Reform Initiative. These studies evaluate whether a given activity can be provided most efficiently by a streamlined government work force or by a commercial provider. The Army plan is to complete A-76 studies of about 73,000 positions by FY05, including all commercial activities and some activities currently considered governmental. Since FY79, the Army has completed A-76 cost competitions for functions covering over 25,000 positions. Nearly two-thirds of these positions (13,000 civilian and 2,900 military) were converted to contract. The average savings achieved by these studies, either by outsourcing to a private competitor or instituting a reengineered process within the current activity, has been about 28 percent of the pre-competition cost.

Base Realignment and Closure

Base Realignment and Closure (BRAC) is one way the Army reduces its excess infrastructure. The Army has already closed 102 of the 112 bases scheduled for closure in the United States and has nearly completed the 667 overseas closures resulting from the BRAC process thus far. The Army is on schedule to complete the closures authorized in the most recent BRAC process.

The annual savings from BRAC actions currently being implemented exceeds the annual costs of implementation. Although the Army will spend $5.2 billion implementing current BRAC actions, about 32 percent of that amount is invested in constructing or modifying facilities at locations that are gaining realigned activities. With the completion of scheduled closures under current BRAC authority in FY01, the Army will have reduced its infrastructure by 30 percent since the Cold War. Additional base closures can realize even more cost-effective savings. While closing installations costs alot in the near term, the long-term benefits in terms of Army efficiencies and property made available for public use exceed the costs. The Army supports the DoD position requesting additional BRAC authorizations as part of our continuing defense reform efforts.

Other Infrastructure Management Initiatives

In addition to implementing BRAC decisions, the Army also has a host of other equally important initiatives that contribute to improved economic efficiency and combat capability in both the active and reserve components. The Army is reducing costs and managing its infrastructure more efficiently through several infrastructure management programs that are part of the Defense Reform Initiatives. These efforts include initiatives to dispose of excess infrastructure, use its infrastructure in innovative ways and privatize utilities. In 1997, the Army completed the seventh year of a Facilities Reduction Program that disposed of more than 57 million square feet of excess infrastructure. By the end of FY99, we expect to have eliminated an additional 7 million square feet, at a cost of $99.6 million in FY99 RPM funds.

By the end of FY99, the Army will have eliminated 64 million square feet of excess infrastructure over eight years.

Three major initiatives improve how the Army uses its current infrastructure. The first moves Army units from commercially-leased space to renovated Army facilities. Four Army activities were moved into renovated Army facilities in FY98, eliminating the expense of leasing the 69,500 square feet of commercial space these activities required. The FY99 budget contains another $15.9 million to construct buildings and renovate space to support moving another 35 activities out of commercially-leased space by FY02.

The second initiative is to lease Army real property temporarily available for other use to private organizations in accordance with the provisions of 10 U.S.C. 2667. The Army earns about $20 million annually in revenues and an unknown amount of in-kind benefits through this initiative.

Under the third initiative, the Asset Management Strategy, the Army seeks to obtain private sector financing to accomplish installation objectives and generate revenues in exchange for shared use of real property with commercial firms. The result is a win-win situation for all–the Army, the private sector partner, the local community, and the American taxpayer. Three pilot Asset Management Strategy programs are currently underway at Yuma Proving Ground, AZ; Picatinny Arsenal, NJ; and Fort Sam Houston, TX.

The utilities privatization initiative transfers ownership and responsibility for operation, maintenance and upgrade of Army-owned utilities to the local utility provider who can ensure safe, efficient operation at a savings to the Army. The privatization goal is to transfer ownership of all Army-owned utilities by 30 September 2003, except for those not economically justifiable or that meet unique security requirements. Forty-nine of the 1,101 Army-owned utilities have been privatized, and privatization has been determined either undesirable or economically unjustifiable for another 34. One hundred thirty-six utilities are currently under study. Eighty-seven are either awaiting negotiation, under negotiation, or have requests for proposal under development. The remaining 795 utilities require study.

Logistics Efficiencies

The Revolution in Military Logistics is a major component of Army and DoD efforts for reducing costs. The RML is also important to ensuring that the Army remains dominant on the battlefields of tomorrow. The RML, part of the Defense Reform Initiatives, will convert Army logistics over several years from a system based on maintenance of large stockpiles (mass) to one based on the ability to move required items to the point they are needed at the time they are needed. This transition includes a number of Army logistics initiatives that offer potential savings of over $2 billion during the period FY98 to FY03. RML initiatives follow three strategies to achieve cost savings: inventory reductions through better management and faster deliveries (Army repair parts inventories have been reduced $9.5 billion, or 50 percent, from FY89 to FY98), demand reductions through increased reliability of parts, and cost reductions.

Total Asset Visibility and Velocity

Management

Army Total Asset Visibility offers one example of a comprehensive initiative that will make the Army a more efficient organization while enhancing Army warfighting capabilities. ATAV will realize the JV2010 operational concept of focused logistics. It employs existing and emerging information technologies to furnish managers and leaders throughout the Army with information on the location, quantity, condition, and movement of assets worldwide. Radio frequency technology, laser optical technology, and bar coding are examples of technologies that allow Army logisticians to monitor cargo movements, redirect crucial shipments and locate critical supplies. We are currently able to track more than three million types of equipment and supplies throughout DoD and the Army.

Barcodes and scanners helped track the 1st Cavalry Division's equipment when it was deployed to Bosnia last year.

In support of the DoD-directed Lateral Redistribution and Procurement Offset Initiative, ATAV provides asset data to all services and to the Defense Logistics Agency (DLA). This information is used to redistribute critical assets to meet user requirements.

A related initiative, Velocity Management, achieves savings by substituting velocity (rapid delivery from wholesale level) for mass (large stockpiles in theater). The work of a number of process improvement teams (PIT) has served to accelerate the overall delivery process. The Order-Ship Time PIT, for example, has reduced Order-Ship Time for high priority shipments worldwide by coordinating regular shipments between Army installations and the DLA, providing dedicated transportation support, and eliminating wasted time in the supply distribution chain. The key to improving Order Ship Time is the fielding of the Standard Army Retail Supply System-Objective (SARSS-O) and related automatic identification technology throughout the Army. We are already seeing tangible improvements. Comparisons conducted by RAND's Arroyo Center indicate our Order- Ship Time results are far better than those of the private sector.

Integrated Sustainment Maintenance

Integrated Sustainment Maintenance (ISM) streamlines all maintenance organizations and activities in the Army at general support level (the second level of maintenance support above the using unit) and higher by bringing them all under a single management structure and by establishing regional component repair programs. Centers of Excellence (COE) within each region support several major commands and all components of the Total Army. COE focus the demand for specific types of maintenance within a particular region. A national-level management structure under control of the Army Materiel Command provides

inter-region coordination. Local Sustainment Maintenance Management (LSMM) offices feed installation requirements into the regional and national system. Cost savings from all facets of ISM are expected to total $142 million over the period from FY98 to FY03. Actual savings from FY98 totaled $26.7 million.

The Army's Operating and Support Cost Reduction program currently has 71 active projects, and the Army Audit Agency has concluded that the program should save $295 million over the FY98-03 time period.

Operating and Support Cost Reduction

An internal initiative, the Army's operating and support cost reduction program, seeks to lower costs by funding the redesign of selected high-cost spare parts in order to increase reliability, reduce manufacturing and repair costs, and optimize the financial benefit of repair instead of replacement. For instance, adding a replaceable, leading edge erosion strip to the tail rotor of the AH64 helicopter extends the life of the blade and is replaceable at depot maintenance level. Through this measure, the Army reduces the frequency with which it must *replace* the relatively expensive tail rotor by adding a less expensive component to absorb wear and tear. The Army's Operating and Support Cost Reduction program currently has 71 active projects, and the Army Audit Agency has concluded that the program should save $295 million over the FY98-03 time period.

Depot Consolidation and Competitive Sourcing

Depot consolidation and competitive sourcing is an effort that balances the savings possible through BRAC and commercial procurement with the requirement to preserve organic core depot capabilities as part of America's industrial base. From the BRAC perspective, there are obvious savings to consolidating core capabilities at remaining depots. The relocation of core capabilities often allows commercial enterprises to move into vacated depot facilities. Competitive sourcing of the depot workload has historically been limited by Title 10 U.S.C., Section 2466, to no more than 40 percent of the total required workload per fiscal year. The FY98 Defense Authorization Act increased this threshold to 50 percent, allowing DoD to utilize the private sector to perform more non-core depot maintenance work.

Prime Vendor Initiatives

The Prime Vendor program is another major Defense Reform Initiative. A number of programs achieve savings for the Army by providing one or more prime vendors with the Army's high-volume market for various commodities. Prime vendor programs focus Army purchases to allow vendors to achieve efficiencies possible with high-volume sales. The benefit is passed on to the Army through the reduced total cost of the purchases.

A recent DoD success with Subsistence Prime Vendor (SPV) illustrates an additional benefit of this initiative. Installations using SPV

reduce Defense Logistics Agency depot support demands by procuring products through local prime vendors. The DLA recently reduced its surcharge for installations using SPV. The surcharge reduction was in part the result of decreased operational costs in depot support due to installation purchases from prime vendors. All AC CONUS installations, which have been under SPV since the end of FY97, benefited from this surcharge reduction.

Army Installations and Organizations: Good Neighbors Nation-wide

As the largest Service component of the DoD, the Service with the largest reserve component force structure, and the proponent of the Army Civil Works Program, the Army has a special relationship with American communities nation-wide. Through over 190 major installations and many thousands of readiness and reserve centers across the country, the Army is rooted in the nation we serve.

America's Army: The Community Next Door

More Americans serve in the Total Army than in any other branch of Service. For many Americans and for many people around the world, contact with an American soldier is the most tangible contact with our government they experience. Army leaders often say that soldiers are our credentials, but American soldiers are America's credentials as well. The nature of the Army's contribution to the NMS brings soldiers into direct contact with civilians, in our communities and abroad, to a greater extent than for any other branch of Service. The Army is a quality team of America's sons and daughters representing all Americans today. The values, diversity and teamwork of our soldiers are compelling examples for people at home and abroad.

Contributing to the well-being of the nation we serve both directly and indirectly, Army installations and organizations are good neighbors for America's communities. They provide a market for community goods and services and are committed to safety, environmental stewardship, and maintaining good relations with local authorities. The Army was the largest single source of prime DoD contracts (those worth more than $25,000) in 17 states and the second largest source of such contracts in 19 additional states in FY97.

The 530,000 soldiers of the Selected Reserve balance their military service with full-time civilian jobs. These soldiers and their families bring the vitality of America to the Total Army. They also take Total Army values to their civilian endeavors.

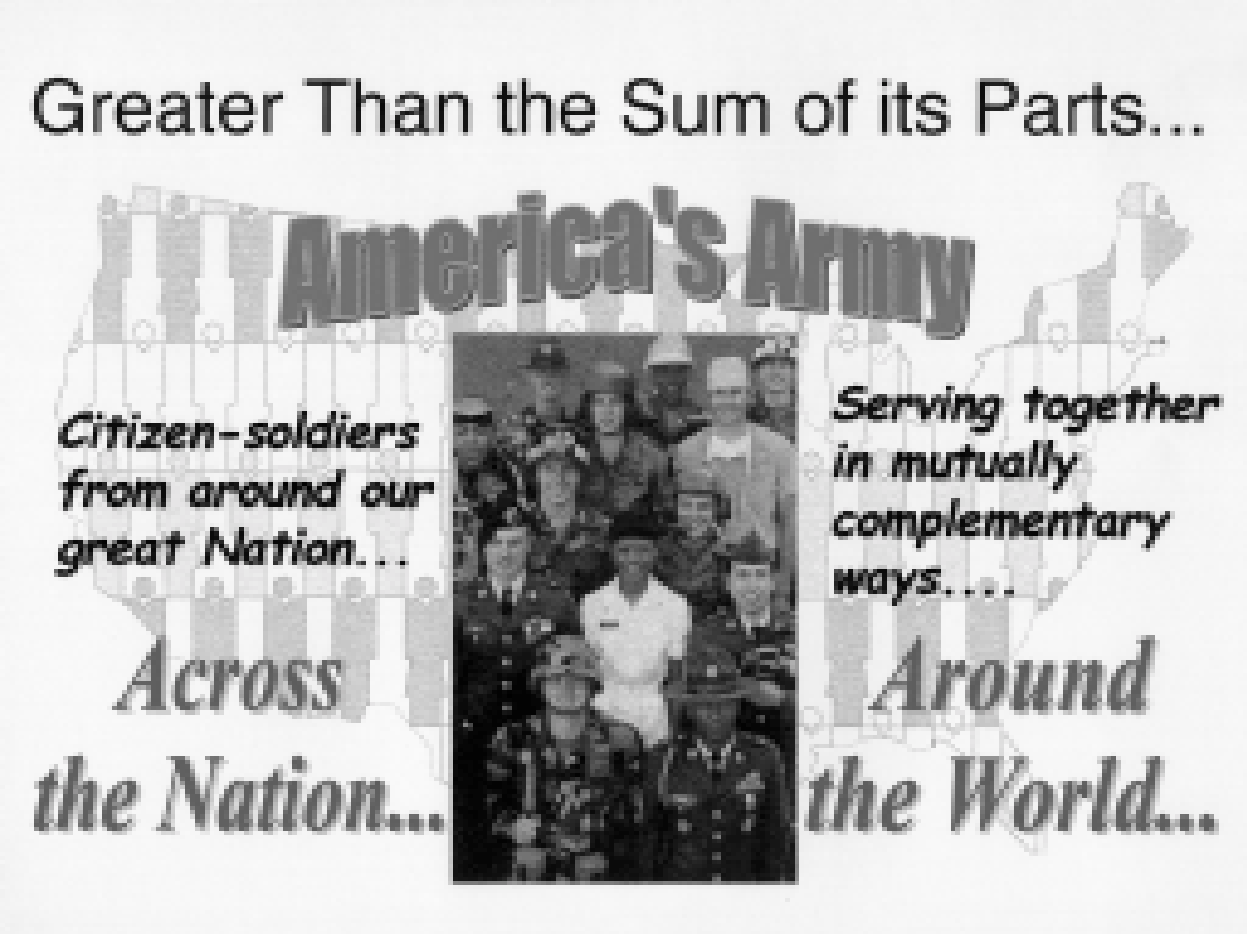
By the same token, American communities support our soldiers. Community organizations sponsor soldiers deployed around the world. On a recent Multinational Force and Observers (MFO) peacekeeping deployment, sponsored units received "care packages" of magazines and disposable cameras from community organizations at home. Soldiers returned pictures and letters describing their duties and activities. "Grassroots" programs such as these build morale for deployed soldiers and keep communities in touch with the contributions of their Army.

The values, diversity, and teamwork of our soldiers are compelling examples for people at home and abroad.

The Army Civil Works Program

Civil Works missions conducted by the U.S. Army Corps of Engineers (USACE) are extremely beneficial to the Nation. The Army's harbor projects are vital to the import and export trade, and waterways maintained by the USACE help move inter-city cargo. Flood protection projects have prevented billions of dollars in damage. The Army produces 25 percent of the Nation's hydropower and provides water to about 10 million people. Civil Works missions in natural resources, water quality, flood plain management, and toxic waste control assist the Army in complying with Federal environmental statutes and help the Army maintain a grass-roots presence in communities across the Nation.

The Army maintains a force of approximately 300 military and 27,000 civilians, supported by tens of thousands of contractor employees, to carry out the Civil Works program. The USACE provides the Army experience in many specialized fields. This significant force stands ready to meet the engineering and technical needs of the Army and the Nation.



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Conclusion

America's Army supports our Nation through more than simply our military capabilities. In addition to doing America's heavy lifting in the execution of the National Military Strategy, the character of America's Army—a community with a mission—supports the well-being of all American communities and the American people. The Army's commitment to taking care of its soldiers and Army civilians benefits the Nation by fostering strong families, safe communities, and volunteerism. Our commitment to service makes America's Army a good custodian of the Nation's financial, natural and cultural resources. For America, the Total Army is a high-yield investment, ready to fight and win the Nation's wars and striving to be all we can be.

Chapter 5
Stretching the Fabric of the Army

Recent funding constraints and increasing operational demands are stretching the fabric of our Army in three major areas: people, readiness, and modernization. During recent testimony before Congress, the Chief of Staff, Army, identified the need to increase the Army's Total Obligation Authority by $5 billion per year in addition to funding for contingency operations and increases in military pay and retirement. In response, Congress authorized a FY99 supplemental funding measure which included $377.5 million for Army readiness and $1,859 million for contingency operations, of which the Army received $1,495 million. The President's FY00 Budget builds on the progress begun with the supplemental. The FY99 supplemental appropriations and the FY00 President's Budget Request are steps in the right direction; these measures begin to address our concerns in people and near-term readiness. Modernization needs are being addressed with investment levels remaining roughly at the same level as in FY99, with the expectation for increases in future years.

Army concerns in people, readiness, and modernization programs voiced last year are real concerns that cannot be addressed with a one-time funding fix or in one year's budget. Manning the force adequately by recruiting and retaining quality men and women requires a sustained commitment to a pay and benefits package that makes military service a competitive option. The Army must also carefully manage PERSTEMPO and quality of life while meeting the increased demands of the NMS. To assure current readiness, the Army requires more than just the OPTEMPO dollars that fund the bulk of Army training. Sustained, adequate funding for contingency operations, base operations, and real property maintenance also protect training dollars and enhance readiness. Modernization is a continuous process that requires disciplined investment to achieve and sustain an effective fighting force.

The complexities of readiness today require careful allocation of resources to meet national objectives. Readiness across the full range of missions we must perform to execute the NMS remains our fundamental precept. The Army's increased role in the execution of the NMS since the end of the Cold War requires increased resources for Army readiness. The readiness warning signs that emerged last year were a function of trying to meet expanded requirements with reduced resources. The FY00 Budget Request represents the best possible balance of available resources applied across the priorities of people, readiness, and modernization. These three areas require a sustained commitment to an increased level of funding for the Army. This chapter describes the issues associated with each area and points out how the FY00 Budget addresses many of the Army's concerns in the areas of people and current readiness for the coming year. This budget, with timely and non-offset funding for any unfunded contingencies, will allow the Army to execute the NMS in FY00.

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Taking Care of People

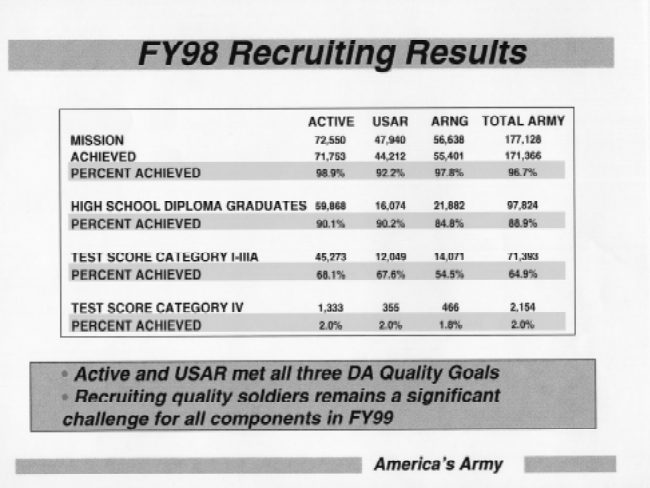
Quality soldiers are the single most important factor in achieving and sustaining readiness, but recruiting and retaining them is increasingly difficult. The Army must recruit, train, and retain enough soldiers to meet the requirements of 511 different specialty skills needed to generate the Army's warfighting capabilities; our studies show that the population of young males today is less willing to enlist for military service than their counterparts of a decade ago. Keen competition for the quality people we seek to enlist and for those we seek to retain, coupled with a decrease in the propensity for military service, has doubled the cost to recruit a soldier since 1986. To meet the challenge of attracting and retaining enough quality people for our Army, it is important to reduce dissatisfaction with compensation and restore the retirement benefits lost with the introduction of the Military Retirement Reduction Act (MRRA) retirement plan. We must also mitigate the challenging PERSTEMPO associated with executing the *NMS* and provide commanders the tools to help them manage PERSTEMPO and quality of life.

Recruiting, Retention, and Compensation

As indicated in the chart on the next page, the Total Army is having difficulty recruiting sufficient numbers of high-quality young men and women to meet requirements. The AC missed its FY98 target of 72,550 new recruits by 797 soldiers. The United States Army Recruiting Command missed their USAR target by 3,729 soldiers, and the ARNG fell 1,237 soldiers short of their recruiting goals.

Army Posture Statement FY00

Compounding this problem, the cost of recruiting each individual soldier has doubled since 1986 from $5300 to more than $10,000. Recruiting enough soldiers to meet our targets is important for filling the ranks today, but it is also critical to ensure that we have enough high quality NCOs for the future.



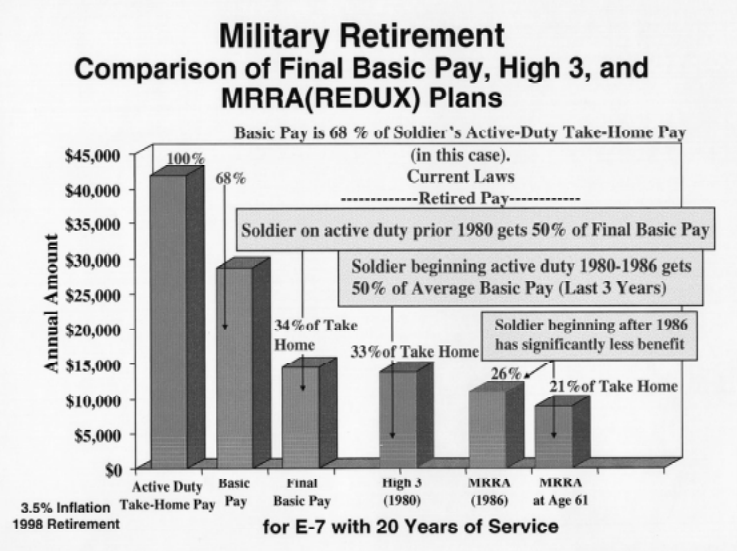
Meeting quality goals is another area of concern. Eighty-nine percent of the Total Army FY98 enlistees who had no previous military service were high school diploma graduates. Both the AC and the USAR met the 90 percent target for high school diploma graduates. To achieve this goal, however, the active component had to draw upon some of its pool of Delayed Entry Program (DEP) candidates for FY99. Because the DEP is traditionally a way to begin building the pool of recruits for any given year, the fact that we inducted some of the FY99 DEP pool in FY98 is making it harder to meet this year's goals. Sixty-five percent of Total Army non-prior-service enlistees in FY98 had AFQT scores in the top three ASVAB categories. All three components satisfied the third quality criterion by accepting two percent or less of non-prior service enlistees with AFQT scores in Category IV. The Army is resourcing its recruiting efforts to improve future recruiting performance.

Because the recruiting goals of all three components are higher for FY99 than they were last year, the Army has taken active steps to increase the number of recruiters and revamp its advertising strategy. The $13 million devoted to recruiting under the FY99 supplemental has helped address the increased costs of recruiting by providing money for increased enlisted bonuses and additional advertising for the USAR. Other incentives include increasing the College Fund maximum from $40,000 to $50,000 and extending enlistment bonus and Loan Repayment Program maximums. In spite of these incentives, current projections indicate that the active component will fall several thousand recruits short of its FY99 goal.

Retention and Compensation

Our soldiers and leaders are working hard. Frequent deployments result in a challenging pace. Because many of our soldiers have families, they must balance training and operational deployments with Little League, child care, and other important responsibilities to their spouses and families. Many of our single soldiers are among those still wrestling with important career choices. For all of our soldiers, compensation, retirement benefits, and quality of life are important factors for determining whether they remain in the Army.

In general, the Army exceeded its retention (or reenlistment) goals for FY98. However, these overall percentages mask retention difficulties in certain ranks and specialty skills. Between 1991 and 1998, the percentage of both officers and enlisted soldiers indicating they intended to remain on active duty until retirement declined by over five percent. According to a recent (Spring 1998) Sample



Survey of Military Personnel, the top two reasons cited by officers for leaving the military were the amount of time they were separated from their family and the amount of basic pay. The top two reasons for leaving cited by enlisted soldiers were the amount of pay they receive and the quality of Army life. The survey reflected a statistically significant increase (up 5.6 percent for officers and 6.9 percent for enlisted soldiers between 1993 and 1998) in the percentage of both officers and enlisted soldiers citing inadequate retirement pay as a reason for leaving the Army. These results confirm that compensation, retirement benefits, and quality of life issues are important factors for recruiting and retaining quality people in our Army.

A soldier's regular military compensation has three components: basic pay, various cost of living allowances that accrue to each soldier based on his or her marital status and area of assignment, and other factors such as hazardous duty, special skill pay, and deployment pay. Military pay raises have been capped at .5 percent below the Employment Cost Index (ECI). Over time, the perception of a gap between military pay and pay for comparable work in the civilian sector has grown to the point that it is a frequent complaint among soldiers. Research indicates soldiers believe they receive less pay than Americans doing comparable work in the civilian sector. The Army supports increasing pay over time, but the money to achieve this goal must come from an increase in the Army's Total Obligation Authority. We cannot accept further reductions in force structure or other Army accounts without increasing readiness risks unacceptably.

Military retirement pay is another factor that affects individual decisions to enlist, reenlist, or remain in the Army. Consequently, changes to military retirement can have repercussions for force structure and readiness. Depending on when they entered service, our soldiers are covered by one of three retirement plans. As shown in the graph at the top of the page, each of these retirement systems provide retired soldiers with some percentage of their base pay multiplied by the number of years of military service. As of the end of FY98, the 8.4 percent of the AC who entered service prior to 1980 were under the traditional plan, the 14.4 percent who entered service between 1980 and 1986 were under the "High Three" system, and the 77.2 percent who entered service after 1986 were under the MRRA system. In addition to using a smaller percentage of base pay to calculate the retired benefit, the MRRA system features a smaller annual cost of living allowance that further erodes the benefit over time. The disparity between the MRRA plan and the other retirement systems is an issue of growing concern among soldiers who will begin retiring under this plan in 2006. For these and other reasons, the

Army opposes any further reduction in military retirement and supports the Administration's proposal to restore the 20-year retirement at 50 percent of final base pay.

The Army is aggressively pursuing better marketing and recruiting techniques to help meet the challenge of recruiting and retaining enough quality people to assure readiness for today and tomorrow. We support measures to reduce our soldiers' perception of a gap between military and civilian pay and redress the disparity between the MRRA retirement plan and previous plans. Our success in recruiting and retention will ultimately depend on making military service attractive to the pool of high-quality young people eligible to serve.

Managing PERSTEMPO

Deployments and separations have always been a part of military life, and the increased operational commitment of American soldiers abroad combined with necessary readiness training and training deployments make them even more common today. While the excitement of military deployments and travel is part of the attraction of military life for many people, the time that soldiers spend away from home can negatively affect morale, quality of life, recruiting and retention if not managed properly. Deployments can also disrupt our units' normal training rythyms, particularly when the deployments are for missions that emphasize nonstandard skills.

There are a number of benefits to the nontraditional missions the Army has been called upon to execute in recent years. We believe the peace operations the Army is executing today serve to reduce the need to respond to potential crises tomorrow. Finally, many Army combat support and logistics units are doing substantially the same thing in Bosnia and other peace operations that they would in full-scale conflict. All soldiers participating in such operations get some training benefit from their experience, whether it is implementing rules of engagement, conducting force protection missions, or executing deployment operations.

These benefits notwithstanding, however, the pace of operations since the end of the Cold War has increased the "wear and tear" of military life. Ongoing peacekeeping and peace enforcement commitments affect many more units and soldiers than are actually deployed at any given time. Because these missions require special skills not associated with most combat units' normal wartime tasks, units committed to peacekeeping and peace enforcement roles must conduct preparatory training before they deploy and refresher training to regain warfighting skill proficiency after they return. Peacekeeping and peace enforcement missions also require augmentation from sister units and from soldiers with certain low-density skills or Military Occupational Specialties (MOS). The net effect is that missions such as Bosnia affect the combat readiness training of more units than are actually deployed at any given time. A good rule of thumb to assess the readiness impact of these kinds of missions is to count two additional units as committed for each one actually deployed.

The increased pace of contingency operations and associated training cuts into time available for home station training on essential tasks. This contributes to the decline in proficiency noted in our CTCs. We are still proficient, but we are not as proficient as we were a few years ago.

The employment of the reserve components for contingency operations helps the Army manage PERSTEMPO. The RC has been a big

contributor and has helped greatly in our missions abroad. We need the RC to conduct operations if we are to sustain readiness training and manage PERSTEMPO. With the expansion of Total Army integration initiatives, employment of reserve forces will increase in the future. For example, the 49th Armored Division (ARNG) will provide the division headquarters for the Bosnia mission in FY00.

While the employment of the 49th Armored Division is significant, the Army must manage RC PERSTEMPO also. The PERSTEMPO impact on a reserve component unit performing a mission such as Bosnia is even greater than the impact on AC units. Including the time required to conduct the necessary preparatory training, committing RC soldiers to Bosnia requires us to pull them away from their jobs, and from their employers, for about a year. When one considers that over 16,000 RC soldiers have served in Bosnia thus far, and the Army will continue to rely on their contribution, the message is clear. We must manage RC PERSTEMPO carefully.

Total Army Integration initiatives offer a variety of combinations to capitalize on the strengths of the various components and manage PERSTEMPO. We must explore these initiatives to help continue the effective use of both AC and RC units in peacekeeping and peace enforcement roles, while minimizing the costs and negative impacts on individuals and units. For this reason, the divisional teaming initiative focuses extensively on keeping the main efforts of the reserve components on missions like Homeland Defense and Disaster Relief. These are important missions, and they are compatible with the special PERSTEMPO considerations of employing RC personnel in peacetime.

Managing PERSTEMPO is an important consideration for Army operations. Excessive PERSTEMPO is one of a number of factors that can undermine the attractiveness of military life and erode our ability to recruit and retain quality people. Commanders must manage soldier PERSTEMPO while meeting the demands of their operational and training missions. We can help commanders manage some PERSTEMPO by funding modernization, training, BASOPS, and RPM because the equipment and other resources available to our soldiers affect the time it takes to accomplish necessary training and to maintain equipment.

Concerns With Readiness and Modernization

From FY89 to FY99, Army Total Obligation Authority declined 37 percent in FY00 dollars (normalized for one-time transfers). The Army's share of Department of Defense TOA declined from 27.5 percent in FY89 to 25 percent in FY99. Concurrently, the Army has played an increasing role in executing the National Military Strategy, providing over 60 percent of the people for 32 of the 36 major military operations since the end of the Cold War. While we have preserved readiness for today by deferring modernization and taking advantage of our soldiers' extraordinary efforts, sustaining readiness requires increased resourcing to enable the Army to take care of people, meet current readiness requirements, and prepare for the future.

The difference between funding levels and actual readiness costs in the last decade has required Army leaders to take increased risk in

modernization (including recapitalization) and maintenance of facilities so they could resource current readiness. The funding for many of the direct costs associated with training (OPTEMPO) has also suffered, in part due to the migration of funds to shore up readiness-related elements of BASOPS and RPM. The FY00 Budget provides funds to address the most significant of our near-term readiness concerns. Funding current readiness and taking care of people precludes increasing modernization accounts at this time.

Readiness

Properly resourced training prepares our quality soldiers to do their current jobs and assume increased responsibilities in the future. Assets such as our combat training centers make the American Army the best-trained Army in the world. Frequent deployments and scarce resources, however, have decreased our ability to conduct home-station unit field training at battalion and brigade level in recent years. The result has been a major challenge in maintaining unit proficiency between CTC rotations.

Army leaders plan training in detail, integrating their training plans with other units to ensure that training is properly resourced and efficient. Leaders evaluate training and lead after action reviews (AARs) with all participants to ensure soldiers get the maximum benefit from each event. This systematic approach allows the Army to identify resource requirements with some precision. Additional resource requirements identified in recent testimony before Congress included fully funding the training costs of some RC units, upgrading ranges Army-wide to support quality training with our most modern weapon systems and targetry, and protecting OPTEMPO dollars from being used for funding contingency operations or other readiness-related expenses. Although funding for CONOPs must be addressed with each new contingency, the FY00 Budget Request satisfies most of the near-term readiness requirements we have identified.

Recent funding constraints have forced the Army to adopt a tiered-resourcing strategy to fund training for first-to-fight units. The resource tiers are related to a given unit's place in one of four "force packages." Force Packages (FP) are groupings of units based on their order of anticipated commitment to support contingencies. Units in FP 1 through 3 are funded for 100 percent of the operations, spare parts, and training costs associated with each unit's Combined Arms Training Strategy (CATS). We have not been able to fully fund training for reserve component units in FP4 in recent years. The FY00 Budget and outyear plan increases OPTEMPO funding for these units.

The Army must also upgrade its range facilities to ensure soldiers are properly trained to employ new weapon systems and technologies. Ranges must enable training at greater distances and must allow the integration of weapon systems with information technologies. The Army Ranges and Training Lands Requirements Review and Prioritization Board has prioritized 157 range and training land projects. These projects include digital ranges to support our modern weapon systems, urban terrain training facilities, and qualification ranges. High quality ranges with advanced target systems are important tools to train soldiers to fire and maneuver effectively and safely. Such ranges contribute to reducing fratricide in combat. The budget request funds some improvements to ranges in FY00, with additional

funding planned through FY05.

Contingency deployments have become routine in recent years. Since they are technically "unforeseen" requirements, they generally are not funded in advance. When the Army sends soldiers to these deployments, the funding comes out of our TOA for the year of execution; specifically it comes out of our OPTEMPO funds. These funds also support our training. When a large chunk of this money is unexpectedly committed to cover the costs of a contingency mission, the training that money was earmarked to support is jeopardized. Though the funding may eventually be provided, there is no way to recapture the lost time if a training event must be cancelled. Timely, non-offset reimbursement for contingency missions is essential to protect training. The FY00 Budget provides funding for known contingency operations.

BASOPS and RPM

BASOPS and RPM accounts are important. They affect readiness because they fund the installation facilities and activities that support training, maintenance and deployment. They also affect morale by impacting the quality of life of soldiers and their families. In the FY00 Budget and outyear plan, our BASOPS and RPM accounts are funded at 95 percent and 75 percent of requirements, respectively. RPM funding increases to 90 percent from FY02 through FY05.

Deterioration of facilities and activities that support training, maintenance, and deployment over the past several years resulting from underfunded BASOPS and RPM accounts has forced commanders to use training money to provide needed funds for the maintenance of readiness-related infrastructure. In an effort to identify the readiness-related components of these two accounts more clearly for the purpose of readiness reporting, the Army has developed the concept of Operational Readiness (OPRED). The OPRED concept will give better visibility to the resources needed to fund the infrastructure that contributes to readiness. This includes infrastructure such as ranges, land, power projection facilities and facilities housing supply operations, TADSS, and maintenance activities. The FY00 budget and outyear plan fund BASOPS and RPM at a level that should help stem the migration of training money and will allow the Army to prevent further deterioration of critical facilities.

Better funding of RPM will also makes it easier to streamline infrastructure. As described in the previous chapter, the Army is pursuing a wide range of programs that divest excess infrastructure to free resources for better care of needed facilities. Divestiture takes place through a number of programs, ranging from Base Realignment and Closure (BRAC) to demolition of old facilities unsuitable for other purposes. Proper funding of RPM facilitates getting rid of unusable facilities and saves the money that would otherwise be spent on them.

Modernization

Shaping and responding operations compete for the same limited resources needed to modernize. At the same time, the increased wear and tear on Army equipment associated with supporting contingency operations causes a higher than programmed toll on that equipment's useful life, thus shortening potential life cycles and further increasing the need for recapitalization. Maintaining current readiness at the cost of modernization has resulted in slowing, stretching, or canceling key programs. In accepting the inefficiencies of these actions,

the Army has deferred the capabilities these systems would provide.

Declining Army TOA has had the most acute effect in our modernization accounts. Over the past decade, Army Research, Development, and Acquisition funding has dropped 47 percent. Furthermore, Army RDA spending constitutes only 16 percent ($14 billion including Chemical Demilitarization funds) of total DoD RDA dollars. In acquisition, procurement programs are generally most efficient and yield the lowest cost per item when manufacturers can produce equipment at rates that optimize the efficiency of production facilities and people. Due to funding constraints, the Army has terminated or restructured over 100 programs since 1987 and has maintained procurement programs at minimum sustaining rates rather than more efficient rates.

While the funding increases contained in the FY00 budget begin to address many concerns in the areas of people and near-term readiness, the Army continues to carry the largest burden of risk in its modernization funding. This budget holds modernization accounts at roughly the same level as last year. This level of funding is sufficient to sustain our highest priority programs at the minimum essential levels to ensure development of future capabilities, but at a pace slower than desired. The Army expects to be able to fund modernization at a higher level in future years. Among the priorities for these funds will be increasing the pace for the modernization of soldier support systems, replacement of aging equipment, improvement of combat systems, procurement of modernized munitions, expansion of RC modernization, and Force XXI digitization.

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Resources Available: The FY00 Budget

The FY00 Budget submission for the Army totals $67.4 billion. The chart to the right shows both the FY99 (current year) budget and the proposed FY00 budget by major spending categories:

The budget reflects almost a $2.0 billion increase from last year's budget. Increases in funding for contingencies, pay, retirement, and near-term readiness are included. The budget funds OPTEMPO at 100 percent for both AC and RC units in Force Packages

FY00 Army Budget
($ Billion, Current Dollars)

Appropriation	FY99	FY00	Change
Military Personnel	$26.8	$ 27.8	+ $1.0
Operation & Maintenance	21.1	22.9	+ 1.8
Procurement	8.5	8.6	+ 0.1
Research, Development, Test & Evaluation	5.0	4.4	- 0.6
Military Construction	1.2	0.7	- 0.5
Army Family Housing	1.2	1.1	- 0.1
Base Realignment and Closure	0.5	0.2	- 0.3
Chemical Demilitarization	0.8	1.2	+ 0.4
Environmental Restoration	0.4	0.4	NC
Defense Working Capital Fund, Army		0.1	+ 0.1
*TOTAL	$ 65.5	$ 67.4	+ 1.9

*Totals may not add due to rounding

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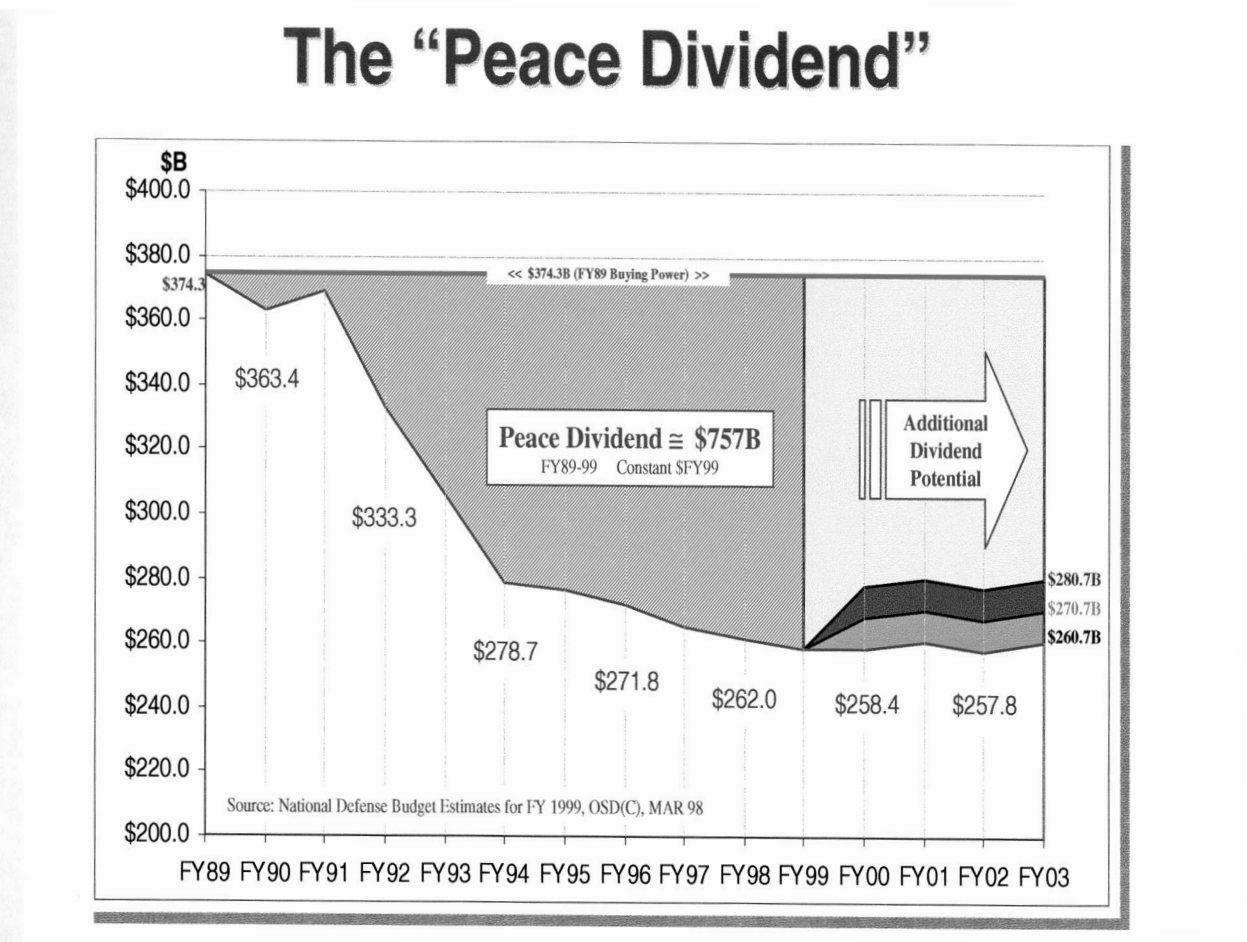
(FP) 1 through 3. OPTEMPO for the RC units in FP4 has been increased. Funding for BASOPS covers 95 percent of requirements. This increase from last year's budgeted level of 84 percent (91 percent after the supplemental), is significant because it will reduce the need to migrate funds from OPTEMPO accounts. Funding for RPM is 75 percent, which is also an increase from last year. This level of Real Property Maintenance funding will allow the Army to begin reversing the deterioration of its facilities, and anticipated increases to 90 percent of requirements in future years will enable a modest revitalization program beginning in FY03. By providing funds for modernizing ranges, the budget supports another key near-term readiness requirement. Finally, the budget funds modernization programs at roughly the same level as last year.



Conclusion

Today's Total Army is one-third smaller than the Cold War Army, yet it conducts many times the number of operations per year as that larger force. The NMS places unique demands on America's Army and American soldiers because of the nature of our missions as well as the nature of our readiness and modernization requirements. The Army should receive resources commensurate with its role in executing the NMS.

Assuring readiness for today and for the 21st century requires a steady commitment to providing funds for people, readiness, and modernization. The cost avoidances made possible by reduced defense spending in the wake of the Cold War, now in excess of $750 billion dollars, support such

a commitment. Adequately funding readiness requires keeping BASOPS and RPM accounts at levels that protect training dollars. Contingency operation funding must be provided early and must come above the Army's top line. Adequate funding is essential to preparing American soldiers for the full spectrum of military operations necessary to support national security.

Attracting and retaining quality people requires funding the programs that provide those people and their families with an adequate quality of life. At a time when the NMS requires sending soldiers abroad more than at any time in recent history, we must strive to improve pay and retirement to a level that provides adequate compensation for a career of service to our Nation. In short, we must let America's sons and daughters know that the Nation values their service. By providing funds to increase pay, the FY00 Budget sends the right message, at a critical time, to our soldiers, civilians, and families.

The FY00 Budget addresses most of the Army's people and current readiness concerns. Modernization funding continues at roughly the same level as in FY99, which allows the Army to sustain its highest priority programs. The Army will continue to do our part to implement Defense Reform Initiatives and other cost-saving measures to help generate funding for unfunded modernization priorities.

Shaping, responding, and preparing now—the elements of our NMS—are landpower intensive and are essential to protecting America's interests. The Army has been increasingly, and almost continuously, called upon to commit our soldiers to operations that serve the Nation's interests both at home and around the world. The execution of the NMS has dramatically increased the operational pace of America's Army even as we have reduced the size of that Army by one-third. The proper execution of the Army's substantial piece of this strategy demands adequate resourcing. American soldiers, trained and ready, serving the Nation's interests around the world, deserve no less.

"We must be prepared to pay the price for peace or assuredly we will pay the price for war."

President Harry S. Truman

Acronyms

AAN
Army After Next
ATCCS
Army Tactical Command and Control System
ABC
Activity-Based Costing
ABCS
Army Battle Command System
AC
active component
ACOM
Atlantic Command
ACRI
African Crisis Response Initiative
AD
Armored Division
ADRS
Army National Guard Division Redesign Study
AEA
Army Enterprise Architecture
AECP
Army Experimentation Campaign Plan
AFAP
Army Family Action Plan
AFQT
Armed Forces Qualification Test
AFTB
Army Family Team Building
ALCP
Army Leader Campaign Plan
AOR
Area of Responsibility
APIC
Army Performance Improvement Criteria
ARNG
Army National Guard
ASMP
Army Strategic Mobility Program
ASVAB
Armed Services Vocational Aptitude Battery
ATACMS
Army Tactical Missile System
AT/FP
Anti-Terrorism/Force Protection
AV2010
Army Vision 2010
AWE
Advanced Warfighting Experiment

BASOPS
base operations
BAT
Brilliant Anti-Armor Submunition
BCTP
Battle Command Training Program
BMDO
Ballistic Missile Defense Organization
BRAC
Base Realignment and Closure

CA
Civil Affairs
CATS
Combined Arms Training Strategy
CCTT
Close Combat Tactical Trainer
CENTCOM
Central Command
CEU
continuing education unit
CFO
Chief Financial Officer
CHAMPUS
Civilian Health and Medical Program of the Uniformed Services
C4ISR
Command, Control, Communications, Computer, and Intelligence, Surveillance, and Reconnaissance
CMTC
Combat Maneuver Training Center
COE
Centers of Excellence
CONOPS
contingency operations
CONUS
continental United States
CPAC
Civilian Personnel Advisory Center
CPOC
Civilian Personnel Operations Center
CTC
Combat Training Center

DLA
Defense Logistics Agency
DLEA
Drug Law Enforcement Agency
DoD
Department of Defense

DPG
Defense Planning Guidance

ECAS
Environmental Compliance Assessment System

ECI
Employment Cost Index

EPLRS-VHSIC
Enhanced Position Locating and Reporting System-Very High-Speed Integrated Circuit

EXFOR
experimental force

FAADC2
Forward Area Air Defense Command and Control

FBCB2
Force XXI Battle Command, Brigade and Below

FLIR
forward-looking infrared radar

FMTV
Family of Medium Tactical Vehicles

FORSCOM
Forces Command

FP
Force Package

FSG
Family Support Group

FSP
Force Support Package

FY
fiscal year

GBCS
Ground-based Common Sensor

GCCS-A
Global Command and Control System-Army

GPRA
Government Performance and Results Act

GPS
Global Prepositioning System

GRCS
Guardrail Common Sensor

HTI
HorizontalTechnology Integration

ID
Infantry Division

ISV
Integrated Sustainment Maintenance

ITAS
Improved Target Acquisition System

JSTARS
Joint Surveillance Target Attack Radar System

JTF
Joint Task Force

JTRS
Joint Tactical Radio System

LMSR
Large, Medium-Speed Roll-on, Roll-off Vessel

LOTS
Logistics-Over-the-Shore

LSMM
Local Sustainment Maintenance Management

MCS
Maneuver Control System

MEADS
Medium Extended Air Defense System

MEDRETE
Medical Readiness Training Exercise

MFO
Multinational Force and Observers

MLRS
Multiple Launch Rocket System

MOS
Military Occupational Specialty

MRRA
Military Retirement Reduction Act

MRS
Mobility Requirements Study

MTW
Major Theater War

MWR
Morale, Welfare, and Recreation

NATO
North Atlantic Treaty Organization

NCO
Non-commissioned officer

NEO
Non-combatant Evacuation Operation

NMD
National Missile Defense

NMS
National Military Strategy

NSD APL
non-self destructing anti-personnel landmine

NSS
National Security Strategy

NTC
National Training Center

OCONUS
out of the continental United States

OSD
Office of the Secretary of Defense
OMA
Operations and Readiness, Army
OPFOR
opposing force
OPRED
Operational Readiness
OPTEMPO
operations tempo

PAC-3
Patriot Advanced Capability-3
PACOM
Pacific Command
PERSTEMPO
Personnel Tempo
PfP
Partnership for Peace
PIT
process improvement team
PSRC
Presidential Selected Reserve Call-up
PSYOP
psychological operations

QDR
Quadrennial Defense Review

RAID
Rapid Assessment and Initial Detection detachment
RC
reserve component
RMA
Revolution in Military Affairs
RML
Revolution in Military Logistics
RO/RO
Roll-on/Roll-off Vessel
ROWPU
Reverse Osmosis Water Purification Unit
RPM
real property maintenance

SARSS-O
Standard Army Retail Supply System-Objective
SEP
System Enhancement Program
SINGCARS
Single Channel Ground and Airborne Radio System
SIP
System Improvement Program
SOF
Special Operations Forces
SOUTHCOM
Southern Command
SPV
Subsistence Prime Vendor
SSMP
Sample Survey of Military Personnel
SWA
Southwest Asia

TADLP
Total Army Distance Learning Program
TAQ
Total Army Quality
TASS
Total Army School System
TATSC
Total Army Training System Courseware
TAV
Total Asset Visibility
THAAD
Theater High-Altitude Air Defense
TMD
Theater Missile Defense
TOA
Total Obligation Authority
TRADOC
Training and Doctrine Command
TRICARE
(New system replacing CHAMPUS)

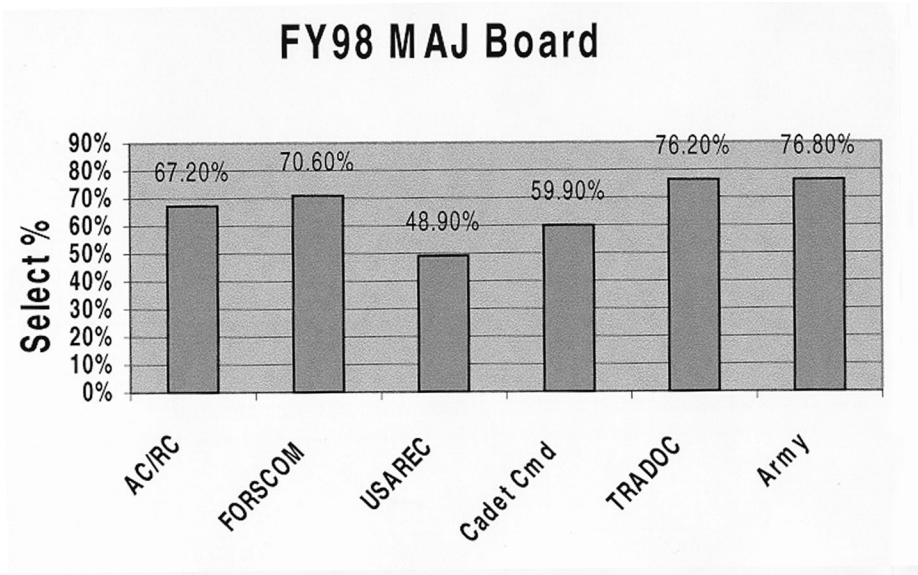
UAV
Unmanned Aerial Vehicle
UN
United Nations
USAR
United States Army Reserve
USO
United Services Organization

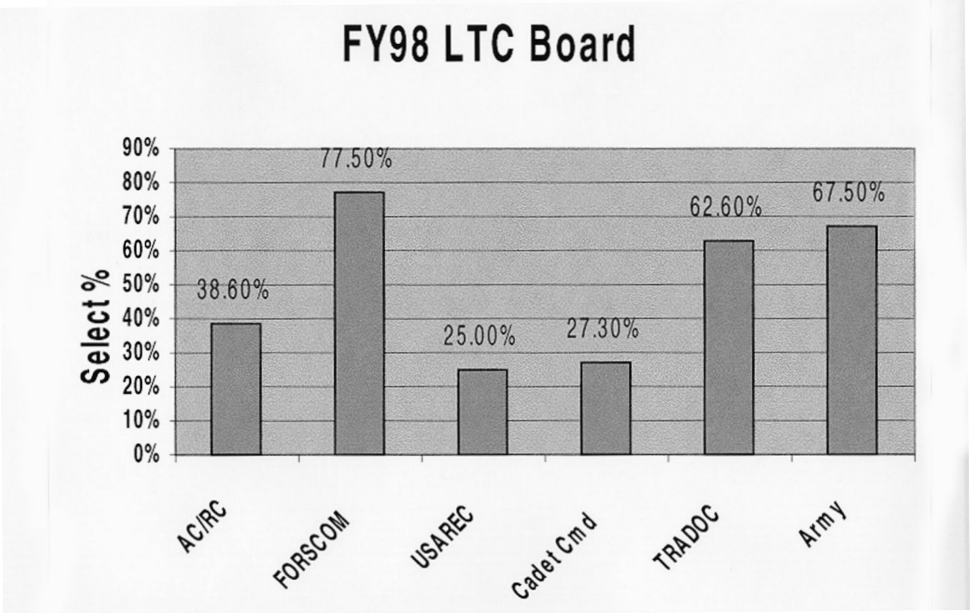
WMD
weapons of mass destruction
WRAP
Warfighting Rapid Acquisition Program

ADDENDUM

DATA REQUIRED BY THE
NATIONAL DEFENSE AUTHORIZATION ACT FOR FY 1994
(BOLD ITALICS INDICATE SUPPLEMENTAL DATA REQUIRED BY HQDA)

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. For FY98 the promotion rate to Major was 67.2% for officers serving as Active component advisors to the Selected Reserve. The promotion rate to Lieutenant Colonel was 38.55%. The table below compares these rates with the Army average as well as rates within other selected commands.





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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 the para above). The promotion rates for officers within the promotion zone and below the zone are summarized below:

	AC/RC	ARMY AVG.	AC/RC BZ	ARMY BZ
FY98 MAJ	**67.2%**	**76.8%**	**4.4%**	**6.5%**
FY98 LTC	**38.55%**	**67.5%**	**0.0%**	**3.4%**

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; ***and the number and percentage of officers with at least two years of active-duty before becoming a member of U. S. Army Reserve Selected Reserve units.*** In FY98 there were 17,479 officers with at least two years of active-duty before becoming a member of a U.S. Army Selected Reserve unit for a percentage of 51.87%. The Army National Guard (ARNG) has 19,077 or 48.53% of the assigned officer strength with at least two years of active-duty before becoming a member of the Army National Guard.

(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: In FY97 there were 55,375 soldiers with at least two years of active-duty before becoming a member of a U. S. Army Selected Reserve unit for a percentage of 36.98%. The Army National Guard has 155,144 or 48.01% of the assigned enlisted strength with at least two years of active-duty before becoming a member of the ARNG.

(3) The number of officers who are graduates of one of the service academies and were released from active duty before completion of their active-duty service obligation: 92 officers who were graduates of one of the service academies were released from active duty before they completed their active duty service obligation in FY 98. **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, 39 academy graduates are serving the remainder of their active duty commitments as members of the Selected Reserve.

(B) the number for whom waivers were granted by the Secretary under section 1112(a)(2) of ANGCRRA, together with the reason for each waiver: No officer received waivers by the Secretary of the Army in FY 98.

(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: – 18 officers who were commissioned as Distinguished Reserve Officers' Training Corps graduates were released from active duty before they completed their active-duty service obligation. Of these 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; ten officers who were commissioned as Distinguished Reserve officers' Training Corps Graduates are now serving in the Selected Reserve**.**

(B) the number for whom waivers ere granted by the Secretary under section 1112(a)(2) of ANGCRRA, together with the reason for each waiver: No officer received waivers by the Secretary of the Army in FY 98.

(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. Twenty-four ROTC graduates were released after serving a minimum of two years of active duty. Effective FY95, the Army initiated a program to insure these officers have a letter of acceptance from a National Guard or Army Reserve unit prior to release from Active Duty.

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

ARMY NATIONAL GUARD

In the Army National Guard, FY 98, the number of officers recommended for a unit vacancy promotion was 958. All of these officers were approved for promotion.

U.S. ARMY RESERVE

The U.S. Army Reserve FSP units promoted 11 officers by unit vacancy promotion in FY 98. The remaining units promoted 39 officers by unit vacancy boards in FY 98. The Army Reserve does not have a federal recognition program like the National Guard. U.S. Army Reserve unit vacancy boards are centralized under HQDA management. Active duty officers are an integral part of all the U.S. Army Reserve's unit vacancy board selections.

(7) The number of waivers during the preceding fiscal year under section 1114(a) of ANGCRRA of any standard prescribed by the Secretary establishing a military education requirement for noncommissioned officers and the reason for each such waiver. There were no waivers granted in FY98 for either the ARNG or the USAR.

(8) The number and distribution by grade, shown for each State, of personnel in the initial entry training and nondeployability personnel accounting category established under 1115 of ANGCRRA for members of the Army National Guard who have not completed the minimum training required for deployment or who are otherwise not available for deployment and a narrative summarizing procedures to be followed in FY98 to account for members of the USAR who have not completed the minimum training required for deployment or who are otherwise not available for deployment:

NATIONAL GUARD

The number and distribution of ARNG soldiers in initial entry training and other

nondeployable personnel accounting status are maintained by National Guard Bureau. The total number of non-deployables in the ARNG is 31,076. Information by grade and state is maintained by National Guard Bureau (NGB).

ARMY RESERVE

The U.S. Army Reserve identifies the number and distribution of non-deploying personnel in the Units Status Report (USR). In the Reserve Forces, DoD requires a complete USR each quarter and change report in each month that a change occurs.

(9) The number of members of the Army National Guard, shown for each State, that were discharged during the previous fiscal year pursuant to 1115(c)(1) of ANGCRRA for not completing the minimum training required for deployment within 24 months after entering the National Guard and a narrative summarizing procedures to be followed in FY98 for discharging members of the USAR who have not completed the minimum training required for deployment within 24 months of entering the USAR.

NATIONAL GUARD: None.

ARMY RESERVE: Soldiers who have not completed minimum training required for deployment within 24 months of entering the U.S. Army Reserve are discharged in accordance with Army Regulations 135-175 Separation of Officers, and 135-178 Enlisted Separations. Enrollment and completion of minimum training requirements are monitored through personnel (Total Army Personnel Database – Reserve) and training (Army Training And Requirements Resources System) databases that identify USAR soldiers' military education and their adherence to regulatory guidelines.

(10) The number of waivers, shown for each State, that were granted by the Secretary during the previous fiscal year under section 1115(c)(2) of ANGCRRA of the requirement in section 1115(c)(1) of ANGCRRA described in paragraph (9), together with the reason for each waiver. Account was fully implemented in July 1994. During FY98, there were no waivers granted within either the National Guard or the U.S. Army Reserve.

(11) The number of Army National Guard members, shown for each State, and the number of U.S. Army Reserve members shown by each Army Reserve Command/General Officer Command 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 who did not meet minimum physical profile standards required for deployment; 39,706 soldiers were screened medically and 1,159 failed to meet the minimum physical profile standards required for deployment for a percentage of 2.91% of all soldiers screened.

(B) the number and percentage who were transferred pursuant to section 116 of ANGCRRA to the personnel accounting category described in paragraph (8). 186 soldiers were transferred to the personnel accounting code category described in paragraph (8).

(11) The number of members, and the percentage of total membership, of the Army National Guard, shown for each State, and of the U. S. Army Reserve shown by each Army Reserve Command/General Officer Command, who underwent a medical screening during the previous fiscal year as provided in section 1117 of ANGCRRA. During FY98, 253,911 or 69%

of Army National Guard members completed medical screening. During FY98, 39,706 or 21.6% of USAR unit members completed medical screening.

(13) The number of members, and the percentage of the total membership, of the Army National Guard, shown for each State, and the number of members, and the percentage of the total membership, of the U. S. Army Reserve shown for each Army Reserve Command/General Officer Command who underwent a dental screening during the previous fiscal year as provided in section 1117 of ANGCRRA. ***Note: Funding is not approved for implementing this provision at this time.*** Funds were not available to conduct dental screening during FY98. Twenty percent of USAR members received a visual check by a physician, not a dentist, during their periodic physical exam. This is not a true dental screen, which by definition of the Dental Consultant at the Army Surgeon General's office would have to be performed by a dentist, to include x-rays of teeth.

(14) The number of members, and the percentage of the total membership, of the Army National Guard, shown for each State, and the number of members, and the percentage of the total Selected Reserve unit membership, of the U. S. Army Reserve, shown for each Army Reserve Command/ General Officer Command, over the age of 40 who underwent a full physical examination during the previous fiscal year for purposes of section 1117 of ANGCRRA. Section 1074a of Title 10 covers the requirement for full physical examinations (personnel over 40) and annual medical screenings (all personnel). The over 40 population of the Army National Guard is 77,170 or 20.9% of the total membership. Of the over 40 population, 13,234 (17.1%) received full physical exams during FY98. (National Guard Bureau maintains the state breakdown.) The over 40 population of the USAR unit membership is 43,957 or 24% of the total unit membership. Of the over 40 population, 7,588 (17.3%) received full physical exams during FY98.

(15) The number of units of the Army National Guard, and the U. S. Army Reserve, 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 ANGCRRA. Section 1118 of the ANGCRRA was repealed in Section 740 of the 1996 ANGCRRA. The requirement for annual medical screenings and care is now covered under Section 1074a of Title 10. 155 Army National Guard units and 371 USAR units are scheduled for early deployment in the event of mobilization. Dental readiness screening has not begun due to lack of approved funding in FY99.

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

(A) Estimated time required by units for postmobilization training is reported through the Unit Status Report and is available from the unit readiness rating system. This classified information is now included in classified summary tables of unit readiness, which are compiled and reported by DCSOPS, DAMO-ODR.

(B) Information on types of training required by units during postmobilization is maintained by CONUSA. That information is summarized in paragraphs and tables that are maintained by DCSOPS, DAMO-TRC.

1. Types of postmobilization training required for Enhanced Separate Brigades (eSB)

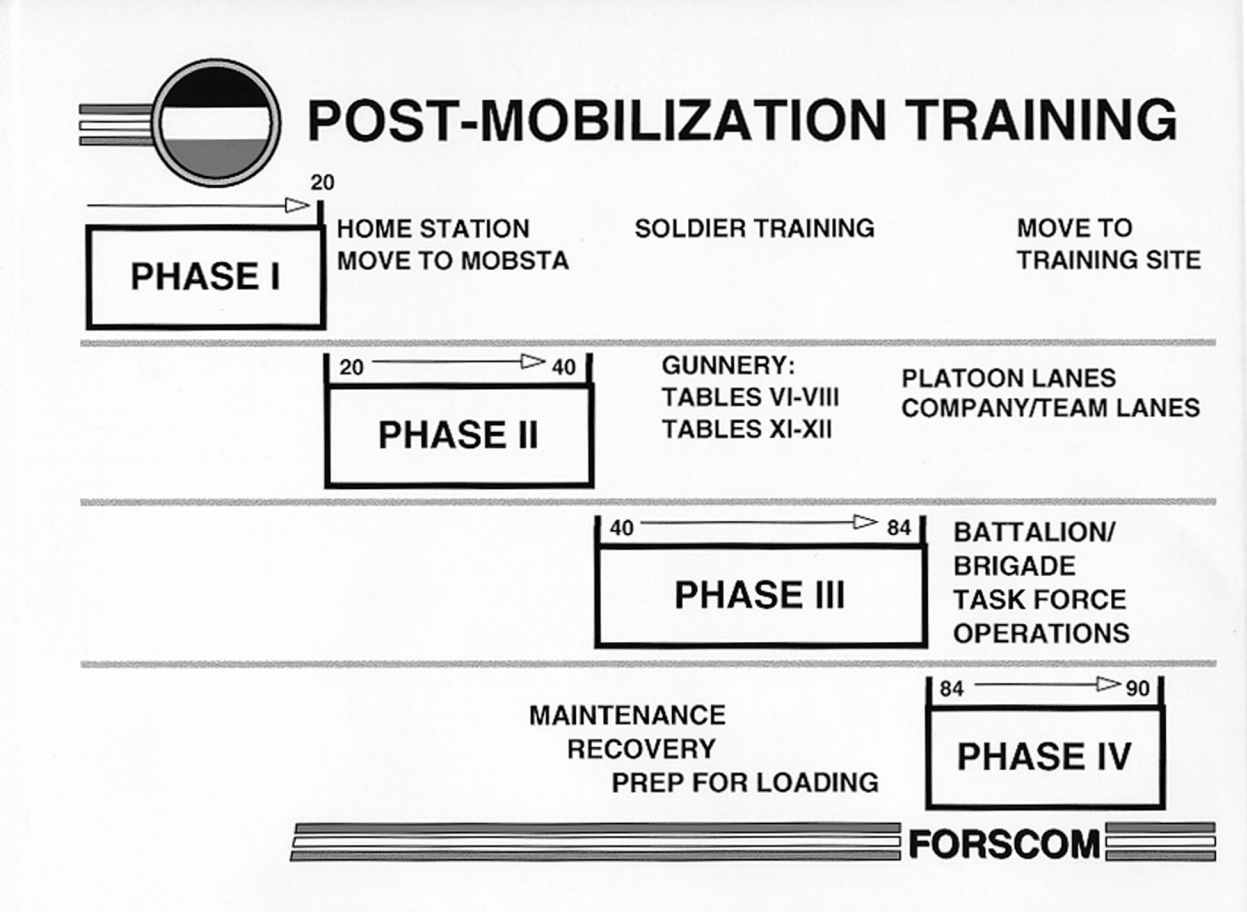
can be generally categorized as maneuver, attack, defend, protect the force, gunnery and NBC defense. Tables showing types of postmobilization training required for each eSB is maintained by DCSOPS, DAMO-TR.

2. Types of postmobilization training required for Force Support package (FSP) units can be generally categorized as Common Task Testing, NBC Defense, Force Protection, Sustainment, Command and Control, Weapons Qualification, and Tactical communications Training. Virtually all units also required branch specific technical training to meet deployment standards. Tables showing types of postmobilization training required for FSP1 and FSP2 units organized by component and branch are maintained by DCSOPS, DAMO-TR.

Enhanced Brigades.

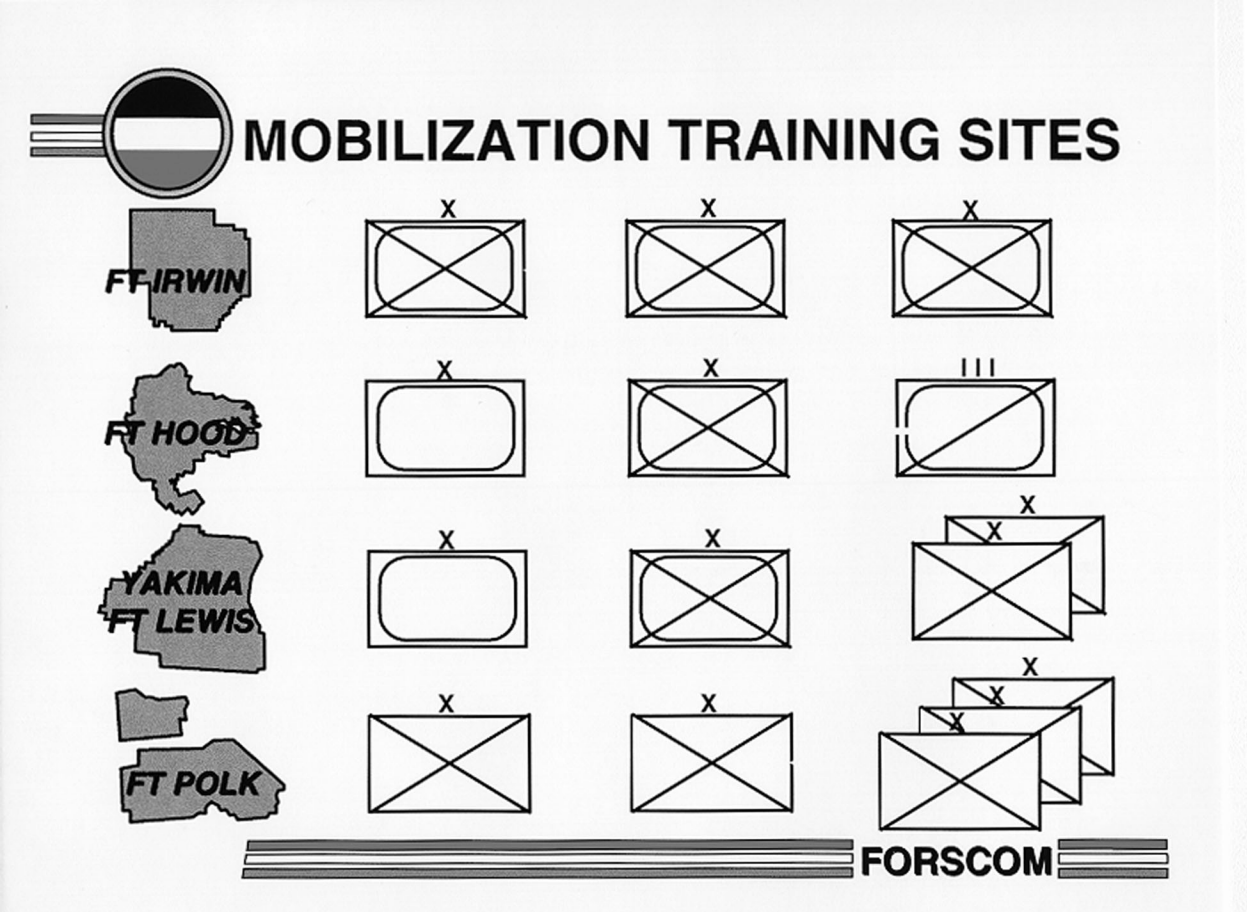
Initiatives continue to ensure that each Enhanced Brigade is prepared to deploy within 90 days of its mobilization. Mobilization timelines will coincide with availability of training areas and lift capability. FORSCOM/Army National Guard Regulation 350-2, which is currently being rewritten, remains the guidepost for Enhanced Brigade training in the near term. Specific data regarding the training requirements of the individual Enhanced Brigades is maintained by Directorate of Operations (G-3), Forces Command.

The following diagram depicts the Post-Mobilization Training phases of the ARNG Enhanced Brigades.



THIS DIAGRAM DISPLAYS THE COMPOSITION AND SEQUENCE OF THE ENHANCED BRIGADE POST-MOBILIZATION TRAINING PLAN. IT ENCOMPASSES FOUR PHASES AND WILL TAKE 90 DAYS.

The following diagram demonstrates how ARNG Enhanced Brigades would flow into the various post-mobilization training sites.



- THIS DIAGRAM DEPICTS HOW UNITS WOULD FLOW INTO THE NUMBER OF HEAVY ENHANCED BRIGADE POST-MOBILIZATION TRAINING SITES RECOMMENDED BY RAND (3), AND LIGHT ENHANCED BRIGADE SITE.
- THE NATIONAL TRAINING CENTER, AT FORT IRWIN, WOULD TRAIN THREE MECHANIZED ENHANCED BRIGADES,
- FORT HOOD WOULD BE USED TO TRAIN THREE HEAVIES
- ENHANCED BRIGADES HOME-STATIONED IN THE NORTHWEST, NEAR I CORPS, AS WELL AS THE 29TH HAWAII, WOULD TRAIN AT YAKIMA.
- THE LIGHT ENHANCED BRIGADES (EXCEPT FOR THE 41ST IN OREGON AND 29TH IN HAWAII) WOULD GO TO THE JOINT READINESS TRAINING CENTER, TO MRC REQUIREMENTS.

(17) A description of the measures taken during the preceding fiscal year to comply with the requirement in section 1120 of ANGCRRA to expand the use of simulations, simulators, and advanced training devices and technologies for members and units of the Army National Guard *and the U.S. Army Reserve.* The ARNG has continued to incorporate simulation and simulators into individual, crew/team, platoon, and battalion and brigade battlestaff training. The ARNG's use of virtual and constructive simulation provides a solution to reduced funding and a method to increase individual and unit readiness.

The use of virtual simulators provides for increased proficiency when the crew/team move into the collective training event. The ARNG has been fielding the Abrams Full-Crew Interactive Simulation

Trainer (A-FIST) – a full-crew precision gunnery trainer for armor units, and the Engagement Skills Trainer (EST). There are currently two mobile platoon sets of the Close Combat Tactical Trainer (CCTT) being used by the ARNG. There is one platoon set for each of the Abrams and the Bradley versions of the M-CCTT. The two M-CCTT platoon sets are currently based at Camp Beauregard, Louisiana. The EST is a multi-task trainer for dismounted infantry teams and squads. The EST also functions as a marksmanship trainer and training support tool for mortars, the Mark 19 40mm Grenade Launcher and other crew-served weapons. They have fielded the Fire Support Combined Arms Tactical Trainer (FSCATT) Howitzer Crew Trainer (HCT), the GUARDFIST II (Guard Armory Device Full-crew Interactive Simulation Trainer - GFII) observed fire trainer, and the Digital Systems Test and Training Simulator (DSTATS) for Field Artillery units. The ARNG has also expanded collective battlestaff training using SIMITAR Janus, and the USAR's Brigade and Battalion Battlestaff Simulation System (BBS).

The Total Army Distance Learning Program (TADLP) is in the process of establishing Distance Learning (DL) classrooms on Active Army Posts, in Total Army School System (TASS) battalions quartered in National Guard Armories, and in Army Reserve Centers. These classrooms will be used by all components of the Army to include the civilian workforce. The National Guard has been aggressively pursuing the establishment of additional DL classrooms with special Congressional funds. Currently, the Guard has placed 32 DL classrooms into operation. In FY 1998, an additional 112 were planned for installation, which would bring the total to approximately 144 operational DL classrooms. The addition of hardware, software, and an integrated strategy now provides the Total Army with a method to distribute training to a large geographic area. The Army Reserve has also developed plans for fielding DL classrooms beginning in FY 1998.

The Simulation Brigades U.S. Army Reserve Divisions (Exercise) (Div(Ex)) under the Training Support XXI (TSXXI) training initiative conduct Battle Command and Staff Training (BCST) annually to: Force Support Packages (FSP) units; units with a Latest Arrival Date (LAD) of less than 30 days; Divisional Round Out units; and, ARNG Enhanced Separate Brigades (eSB). All other units conduct BCST triennially. Five USAR Battle Projection Centers (BPC's) provide both Army Reserve and Army National Guard units with the ability to train using Army standard simulation tools: the Battalion and Brigade Battlestaff Simulation System (BBS), the Corps Battle Simulation (CBS), the Janus Battle Focus Trainer, and the Combat Service Support Training Simulation System (CSSTSS). Constructive simulations will facilitate realistic large scale training for commanders, battlestaffs and their units and soldiers. The USAR has also expanded its ability to support collective and staff training using the SPECTRUM (a computer software program for battlestaff training) constructive simulation system.

The five Battle Projection Centers (BPC's) continue to use legacy constructive simulation systems: CBS, BBS, and CSSTSS. The fielding of the Warfighter's Simulation 2000 (WARSIM 2000) to the 78th and 91st Divisions (Exercise) is currently scheduled for FY 2002. The three other Div(Ex)'s (the 75th, the 85th, and the 87th) are scheduled to receive WARSIM 2000 during FY 2003. Legacy simulations are still required to provide training to the force WARSIM 2000 is fully fielded to the USAR Div(Ex)'s. Continued funding is necessary for continued functionality and development crosswalks and transition requirements. This way the Army Reserve meet its mission to train the priority warfighting and supporting commands of the Reserve Components in the field.

Funding constraints limit Active Army, Army National Guard, and Army Reserve efforts to increase the use, to the extent desired, of training devices, simulations, simulators, and advanced training technologies, to support individual and unit training. These constraints impact the Reserve Components especially hard due to the limited time available for units to train.

(18) Summary tables of unit readiness, shown for each State for Army National Guard units, and for each ARCOM/GOCOM for the U.S. Army Reserve units, and drawn from the unit readiness rating system as required by section 1121 of ANGCRRA, including the personnel readiness rating information and the equipment readiness assessment information required by that section, together with–

(A) explanations of the information shown in the table: Classified tables have been developed by NGB and OCAR with a detailed narrative analysis of personnel and equipment readiness trends indicated since implementation of the January, 1994, revision to Army Regulation 220-1 on Unit Status Reporting. They are currently maintained by the Office of the Deputy Chief of Staff for Operations and Plans (DAMO-TR).

(B) based on the information shown in the tables, the Secretary's overall assessment of the deployability of units of the Army National Guard, and U.S. Army Reserve, including a discussion of personnel deficiencies and equipment shortfalls in accordance with such section 1121: The classified overall assessment of the deployability of ARNG combat units, and FSP units of both Reserve Components is currently maintained by the Office of the Deputy Chief of Staff for Operations and Plans (DAMO-TR).

(19) Summary tables, shown for each State, for units of the Army National Guard and for each ARCOM/GOCOM for units of the U.S. Army Reserve, of the results of inspections of units of the Army National Guard by inspectors general or other commissioned officers of the Regular Army under the provisions of section 105 of title 32, together with explanations of the information shown in the tables, and including display of–

(A) the number of such inspections;

(B) identification of the entity conducting each inspection;

(C) the number of units inspected; and

(D) the overall results of such inspections, including the inspector's determination for each inspected unit of whether the unit met deployability standards and, for those units not meeting deployability standards, the reasons for such failure and the status of corrective actions. ***For purposes of this report, data for Operational Readiness Evaluations will be provided on Enhanced Brigade and FSP units of the Army National Guard and for FSP units of the U.S. Army Reserve. Training Assessment Model data will be provided to meet this reporting requirement for all other units of the Army National Guard and U.S. Army Reserve. Data on Army National Guard units will be reported by State and on U.S. Army Reserve units by Army Reserve Command/ General Officer Command.***

Forces Command (FORSCOM) conducted 1,957 inspections, evaluations and assessments of Reserve Component (RC) Force Support Package (FSP) units during FY97. These included Training Assessment Model (TAM) assessments, Operational Compliance Evaluations (OCE) formerly Operational Readiness Evaluations (ORE), and Aviation Resource Management Surveys (ARMS). These were conducted primarily by CONUSA, installations, and associated units. The ARMS were conducted by FORSCOM ARMS teams. The number of inspections, evaluations and assessments of eSB and FSP units in FY 98 exceeded FY 97 by 326%, from 600 in FY 97.

a. First U.S. Army: During FY 98, First U.S. Army conducted a total of 1,132 inspections, evaluations, and assessments of eSB and FSP units. The number of inspections, evaluations and inspections conducted on eSB and FSP units increased 343% in FY 98, from 330 in FY 97. Of the total evaluations, 137 OCEs were conducted on company, battery, or detachment sized eSB and FSP units. Operational Compliance Evaluations conducted on eSB and FSP units increased 274% in FY 98, from 50 OREs in FY 97.

b. **Fifth U.S. Army:** During FY 98, Fifth U.S. Army conducted a total of 485 inspections, evaluations, and assessments of eSB and FSP units. The number of inspections, evaluations and inspections conducted on eSB and FSP units increased 179% in FY 98, from 270 in FY 97. Of the total evaluations, 94 OCEs were conducted on company, battery, or detachment sized eSB and FSP units. Operational Compliance Evaluations conducted on eSB and FSP units increased 208% in FY 98, from 45 OREs in FY 97.

c. Summary tables depicting CONUSA inspection numbers by state for the ARNG and by Regional Support Command for the USAR units are available in DCSOPS, DAMO-TR. Results of FORSCOM ARMS on RC units are also maintained there.

(20) A listing, for each Army National Guard combat and FSP unit, and the U.S. Army Reserve FSP unit, of the active-duty combat and other units associated with that Army National Guard and U.S. Army Reserve unit in accordance with section 1131(a) of ANGCRRA, shown by State for the Army National Guard and ARCOM/GOCOM for the U.S. Army Reserve and to be accompanied, for each such National Guard and U.S. Army Reserve unit, 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 or U.S. Army Reserve unit in accordance with section 1131(b)(3) of ANGCRRA. Completed assessments are maintained by the Office of the Directorate of Operations (G-3) FORSCOM. A summary of responses addressing eSB and FSP units are found below.

and

(B) the results of the validation by the commander of that associated active-duty unit of the compatibility of that National Guard or U.S. Army Reserve unit with active duty forces in accordance with section 1131(b)(4) of ANGCRRA. Completed assessments are maintained by the Office of the Directorate of Operations (G-3) FORSCOM. A summary of responses addressing eSB and FSP units are found below.

In April 1994, the Secretary of the Army designated the Army National Guard Enhanced Separate Brigades as the principal Reserve Component maneuver forces of the Army. Enhanced Separate Brigade locations and Active Army training associations are shown below.

Training Associations for Divisions and Brigades

ARNG DIVISION/BRIGADE		PEER MENTOR		SENIOR MENTOR	NOTE
28 IN DIV	HARRISBURG, PA	3 IN DIV (M)	FT STEWART	XVIII CORPS	
29 IN DIV (L)	FT BELVOIR, VA	82 AB DIV (ABN)	FT BRAGG	XVIII CORPS	
34 IN DIV	ST PAUL, MN	101 AB DIV (AASLT)	FT CAMPBELL	XVIII CORPS	
35 IN DIV (M)	FT LVNWTH, KS	FT RILEY	FT RILEY	III CORPS	TAM BY CONUSA
38 IN DIV	INDIANOPLIS, IN	10 MTN DIV	FT DRUM	XVIII CORPS	TAM BY CONUSA
40 IN DIV (M)	LONG BEACH, CA	I CORPS	FT LEWIS	I CORPS	TAM BY CONUSA
42 IN DIV (M)	NEW YORK, NY	4 IN DIV (M)	FT HOOD	III CORPS	
49 AR DIV	AUSTIN, TX	1 CAV DIV	FT HOOD	III CORPS	
27 IN BDE	SYRACUSE, NY	10 MTN DIV, BDE	FT DRUM	10 MTN DIV	E BDE
29 IN BDE	FT RUGER, HI	25 IN DIV (L), BDE	SCHOFLD BKS	25 IN DIV (L)	E BDE
30 IN BDE (M)	CLINTON, NC	3 IN DIV (M), BDE	FT STEWART	3 IN DIV (M)	E BDE
39 IN BDE	LITTLE ROCK, AR	101 AB DIV (AASLT), BDE	FT CAMPBELL	101 ABN DIV	E BDE
41 IN BDE	PORTLAND, OR	25 IN DIV (L), 1 BDE	FT LEWIS	I CORPS	E BDE
45 IN BDE	EDMOND, OK	1 CAV DIV, BDE	FT HOOD	1 CAV DIV	E BDE
48 IN BDE (M)	MACON, GA	3 IN DIV (M), BDE	FT STEWART	3 IN DIV (M)	E BDE
53 IN BDE	TAMPA, FL	82 AB DIV (ABN), BDE	FT BRAGG	82 ABN DIV	E BDE
76 IN BDE	KOKOMO, IN	101 AB DIV (AASLT), BDE	FT CAMPBELL	101 ABN DIV	E BDE
81 IN BDE (M)	SEATTLE, WA	2 IN DIV (M), 3 BDE	FT LEWIS	I CORPS	E BDE
116 AR BDE	BOISE, ID	4 IN DIV (M), 3 BDE	FT CARSON	4 IN DIV (M)	E BDE
155 AR BDE	TUPELO, MS	1 CAV DIV, BDE	FT HOOD	1 CAV DIV	E BDE
218 IN BDE (M)	NEWBERRY, SC	1 IN DIV (M), 1 BDE	FT RILEY	FT RILEY	E BDE
256 IN BDE (M)	LAFAYETTE, LA	4 IN DIV (M), BDE	FT HOOD	4 IN DIV (M)	E BDE
278 AR CAV RGT	KNOXVILLE, TN	3 AR CAV RGT	FT CARSON	FT CARSON	E BDE
31 AR BDE	NORTHPORT, AL	1 AR DIV, 1 BDE	FT RILEY	FT RILEY	TAM BY CONUSA
92 IN BDE	SAN JUAN, PR	82 AB DIV (ABN), BDE	FT BRAGG	82 AB DIV (ABN)	TAM BY CONUSA
207 IN SCT GP	FT RCHDSN, AK	6 IN DIV (L), 1 BDE	FT RICHDSN	USARPAC	

1. Enhanced Separate Brigades (eSB).

Information on the manpower, equipment and training resource shortfalls for the eSB is annotated below. The above chart shows the AC Training Associations for the eSB and ARNG Divisions. The column that is identified as certifier means that the AC associated commander will have the responsibility to conduct an assessment at the two and one year mark prior to a potential rotation by a Combat Training Center (CTC) by an eSB. The results are then provided through command channels to the Commander FORSCOM for review. The decision on whether a brigade will continue in its program for an NTC or JRTC rotation will be made by the state authority based on the value of the anticipated training experience weighed against the cost of the rotation. The 41st IN light and the 116th AR heavy completed their CTC rotations, NTC and JRTC respectively, in Training Year 1998.

a. Manpower. The majority of the eSB reported shortages in both junior and senior enlisted personnel (11B, 11M, 13B, 13F, 19K) and officers. Throughout the eSB, Duty Military Occupational Skill Qualification (DMOSQ) tends to be the major training challenge with many soldiers attending DMOSQ schools instead of Annual Training.

b. Equipment. Equipment on hand in some eSB have not kept up with the MTOE changes. Across the board, the eSB are short ERC-A communications equipment (primarily SINCGARS radios) which impacts on their ability to communication with their AC counterparts. Shortages exist in chemical defense equipment, especially chemical alarms. Shortages in night vision devices limits the ability of the eSB to conduct night training. One brigade is short HEMMTS and MICLICS and lacks dedicated signal support. Additionally, the engineers are short bridging equipment.

c. Training Resource Shortfalls. Funding constraints have limited units from sending soldiers to MOS producing schools, such as 11M, 13F, 19F, 19K, 77F and 88M. Reported shortfalls in school allocations, particularly for master gunners and aviation specialties, are harming professional development and unit leader training programs. Changes to MTOE and accompanying reclassification and retraining in Air Defense Artillery and Military Intelligence skills exacerbate the situation with regard to training funding and school seats. Extant shortfalls in Additional Flight Training Periods (AFTP) cut into the flying hour budget, causing reduced aircraft availability, which, in turn, impact air crew proficiency. Shortage of available ranges and adequate maneuver areas, and distance to ranges and areas increases the cost of conducting training and hampers platoon and crew training readiness.

d. Compatibility. Compatibility is limited due to lack of communications equipment, especially SINCGARS and MSE radios. Incompatibility of automation equipment and lack of equipment at the unit level hampers connectivity and training. After completion of the Aviation Restructuring Initiative, one air cavalry squadron is organized instead as an attack battalion, thus reducing its ability to conduct aviation reconnaissance operations. Recent fielding of M1s and M3A2s has enhanced compatibility of the ARNG heavy brigades with the AC force.

2. ARNG and USAR Force Support Package Units.

a. ARNG and USAR FSP units are represented by the following branches or areas of concentration: Chemical; Combat Engineer; Engineer; Aviation; Military Police; Signal Corps; Adjutant General; Logistics; Maintenance; Rear Tactical Operations Center; Supply; Corps Headquarters; Finance; Supply Command Headquarters; Public Affairs; Medical; Military History; Military Intelligence, Ordnance; Quartermaster; and Transportation. The ARNG had Air Defense Artillery, Field Artillery and Armor units in addition to those types listed; the USAR had Military Intelligence and Judge Advocate General units within their FSP units.

b. Information on the manpower, equipment and training resource shortfalls for the FSP units is available in reports submitted by associated AC commanders. These reports are maintained at DCSOPS, DAMO-TRO. That information is also summarized below:

(1) Manpower. Several FSP units have soldier shortages in the range of 8-12 percent. Also a shortfall in DMOSQ soldiers affects a number of units. The most predominant shortcoming is in Military Intelligence units, in language skills.

(2) Equipment. Some FSP units are short NBC equipment and some lack tactical communications equipment, especially SINCGARS. A number of units are lacking ERC-A equipment, which renders them non-deployable, placing the burden of acquiring the equipment on the mobilization station. If FSP units remain without essential equipment for extended periods of time, it will seriously degrade their ability to perform their wartime mission without significant training and time at postmobilization.

(3) Training Resources. Several FSP units do not have an adequate training area by which to perform their mission essential task list training. Some engineer, air defense artillery and aviation FSP units are reporting inadequate funding. Others are having problems getting school seats, i.e. for training engineer, military intelligence language and quartermaster water specialities.

(4) Overall Comments on RC Force Compatibility with AC Force. Communications equipment shortages, particularly SINCGARs, is having the greatest impact on compatibility. As MTOE

changes and unit reorganizations continue to mature, and, coupled with distribution of equipment by priority fill, communications and automation compatibility between AC and RC units will progressively improve.

(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 U.S.C. 261 note), shown (A) by State for the Army National Guard and ARCOM/GOCOM for the U.S. Army Reserve, (b) by rank of officers, warrant officers, and enlisted members assigned, and (c) by unit or other organizational entity of assignment. The Total Army Personnel Command does not maintain assignment data as specified above, as active component personnel are not managed by state or reserve component command.

The Active Component/Reserve Component (AC/RC) reorganization consisted of a three-phase program. The first phase of this Congressionally mandated program was the Pilot Program, which assigned 2,000 Active Duty personnel as full-time advisors to selected Army National Guard and U.S. Army Reserve Units. Personnel rotations for phase one took place in FY 94 and FY 95. Phase two followed enactment of Sec 1132, Title XI, FY 93, National Defense Authorization Act. This expanded the dedicated Active Component (AC) support by 3,000 active duty personnel, bringing the total to 5,000 Congressionally mandated active duty personnel beginning in FY 95. The original target for 100% fielding was 1 October 1997.

During FY 96 and 97, FORSCOM conducted a Support to Organizational Training Functional Area Assessment (SOT FAA). Its mandate was to streamline command and control, and reduce any redundancy in unit missions and functions. In March 1997, the Vice Chief of Staff, Army approved FORSCOM's plan to restructure the AC/RC program, resulting in over 1200 duty position and location changes.

Beginning in FY 98 and continuing throughout FY 99, FORSCOM is executing the third phase of the AC/RC restructuring program. This restructure moved titled positions within the AC/RC program to meet force structure needs. The new structure also created two dual component (AC, ARNG) Integrated Division Headquarters at Fort Riley and Fort Carson which will each serve as the division headquarters to three National Guard Enhanced Brigades. Furthermore, five tri-component (AC, USAR, ARNG) Training Support Division Headquarters were added to command and control the training of the Reserve Component. DA PERSCOM is now assigning against the future structure.

The charts below depict the current enlisted and officer fill for titled positions based on the current force structure mandated by TDA 3098. These charts show personnel fill for AC/RC titled positions by command and grade:

The current reorganization will cause some soldiers to be assigned to unauthorized positions as the AC/RC force structure changes to meet the TDA 1000 requirement. Where possible, these personnel will be reassigned to vacant Title XI positions in the new structure. The remainder of these soldiers have been identified and placed on orders to move from the AC/RC assignment to the mainstream Army beginning May 1999 through September 1999.

The Army is committed to providing enough personnel to fill titled positions to 100%. As the Army reaches the end of its three-phased AC/RC restructure process in October 1999 and the force stabilizes, fill for titled positions is projected to reach 100% by the end of 1st Quarter FY 00. Assignment to Title XI positions is included in the highest priority of fill in the Army.