

## AMERICA'S ARMY: STRENGTH OF THE NATION

America's Army is made up of talented, experienced, and well-trained Soldiers and Civilians. With their dedication and commitment, the Army is accomplishing the missions our nation has assigned – conducting combat operations in two theaters - all the while transforming and modernizing.

The goal of the Army is to build a versatile mix of tailorable and networked organizations, operating on a rotational cycle, to provide a sustained flow of trained and ready forces for full spectrum operations and to hedge against unexpected contingencies. All must be at a tempo that is predictable and sustainable for our all-volunteer force.

Eight years of combat has stretched our Army, its Soldiers, Families, and Army Civilians. To meet the continuing challenges of an era of persistent conflict, it is imperative to restore balance to the Army, to build resiliency in its people, to modernize the force, and to adapt its institutions.

The Association of the United States Army believes that a fully-manned, well-resourced Army is an absolute necessity. While the Army remains the best trained and best equipped Army in the world, it is also out of balance.

The demand for Army forces over the last several years has exceeded the sustainable supply and continues to limit the Army's ability to provide ready forces for other contingencies. Current operational requirements for forces and insufficient time between deployments limit the Army's ability to balance the force and to set conditions for the future. The Army's plan to restore balance is centered on four imperatives – Sustain, Prepare, Reset and Transform.

To sustain the quality of its all-volunteer force after eight years of combat, the Army is committed to providing the high quality of life deserved by those who serve the Nation. To do so requires added emphasis on care of Soldiers, Families, and Army Civilians; healing for wounded, ill, and injured Warriors; and support for the Families of fallen Soldiers. Progress in these three areas strengthens recruiting, improves retention, and underscores the Army's commitment to its people.

With the support of Congress, the Army has made significant progress in many areas: Soldier and Family programs, housing, child care, youth services, education, spouse employment, survivor outreach services, facilities, restoration of the environment, and long-term health care. It is building communities that provide a strong supportive environment in which Soldiers and their Families can thrive now and in the future. This strong support environment and programs, such as the Army Family Covenant, Army Community Covenant, and the Interstate Education Compact helps Soldiers and Families cope with the stress of reassignments and multiple deployments in support of an expeditionary Army. In addition, the Army is well on its way to providing the infrastructure and services that support restationing the force to meet strategic demands and Base Realignment and Closure (BRAC) requirements. Congress must continue to support these efforts.

To prepare Soldiers, units, and equipment to succeed in current conflicts, the Army continues to adapt institutional, collective, and individual training to enable Soldiers to prevail against adaptive and intelligent adversaries. It remains committed to providing them with the equipment they need to protect themselves and to maintaining a technological advantage in order to accomplish the mission. Education, training, and leader development cannot be deferred until the conflicts are over.

To reset our Soldiers, units, and equipment following a deployment, the Army must return the force to a level of readiness needed for future missions. The Army Force Generation (ARFORGEN) process is being used to improve efficiencies and effectiveness of resetting Soldiers and their equipment.

Revitalizing Soldiers and their Families strengthens the force. Increased dwell time for both Active and Reserve Component Soldiers is needed for professional and personal education, property accountability, receiving new or upgraded equipment, and equipment maintenance, as well as time together for Soldiers and their Families. Increasing dwell time is one of the reasons AUSA continues to recommend Congress authorize and fund the following minimum end strengths: the Active Army to 700,000, the Army National Guard to 371,000 and the Army Reserve to 215,000.

To transform units to meet the demands of the Combatant Commander in a changing security environment, the Army is modernizing the force to:

- Standardize modular units in both the Active and the Reserve Component to continue to build efficiencies and effectiveness for the force.
- Advance technology to meet war fighters' global requirements and prevent service disruptions and degradation.
- Complete BRAC by 2011 to enable the relocation of forces and their Families.
- Transform the Reserve Component to an operational force to achieve strategic depth.
- Develop agile and adaptive leaders to enhance the capability of both the military and civilian force.
- While restoring balance, the Army must simultaneously set conditions for the future. Our Army's future readiness also requires a continued focus on building resiliency in its people, modernizing its equipment, and adapting its institutions.

The resiliency of the force is dependent upon the ability of its Soldiers, Families and Army Civilians to cope with the cumulative effects of stress and prepare them to be able to adapt better to future demands. The Army is taking steps to build resiliency in its people with a comprehensive approach to enhance their social, emotional, spiritual, and physical fitness. Through its Comprehensive Mental Health strategy, the Army is maximizing physical and psychological health promotion and prevention, with specific efforts on preventing suicide and reducing the perceived stigma of mental health care. Through its Comprehensive Soldier Fitness Program, the Army is developing and instituting a holistic fitness program for Soldiers, Families, and Army Civilians in order to enhance performance and build resilience. Implementation of these critical programs must be supported by Congress and the Administration in an enhanced Army base budget and not passed on to the recipients.

The Army continues to modernize its forces to enable them to prevail across the spectrum of 21st Century conflict. The Army's new Brigade Combat Team Modernization will build a versatile mix of agile, networked brigades that will leverage mobility, protection, information, and precision fires to conduct effective operations. Modernization includes the Global Network Enterprise Strategy, fielding capability packages from spin-off technology, incorporating the Mine Resistant Ambush Protected (MRAP) vehicle, and the new Ground Combat Vehicle program. The Global Network Enterprise Strategy will transform its communications and data networks from many loosely-affiliated independent networks to a single global integrated enterprise. The new capability packages, which need to be funded and synchronized with Brigade Combat Team (BCT) modernization, will be fielded biannually to adapt to the changing operational environment, filling the highest priority shortfalls for Soldiers and their leaders with the best capabilities available. Each package will include enhanced intelligence, surveillance, and reconnaissance capabilities and battle command network improvements that will empower individual Soldiers and brigade leaders. The development of the new family of Ground Combat Vehicle will incorporate the lessons learned from recent and ongoing operations.

In addition, the Army is implementing a modernization strategy that meets the near-term needs of an Army at war and will position the institution for success in the years to come. The funding level for modernization should not place the Army leadership in the position of having to choose between modernization or readiness and taking care of their Soldiers.

The Army is adapting its institutions to support an expeditionary Army operating on a rotational cycle. The Army has recognized the need for Institutional Adaptation as the next step of transformation. This will be structured around the ARFORGEN process, adopting an enterprise approach to Army strategic decision making and reforming the Army's requirements and resource processes. Institutional adaptation will enhance the Army's versatility in response to a complex and dynamic strategic environment. Central to this effort are four core enterprises – Readiness, Human Capital, Materiel, and Services & Infrastructure. These enable the Army to assess risks and effects and focus resources for maximum advantage.

The coming decades are likely to be ones of persistent conflict—protracted confrontation among state, non-state, and individual actors who use violence to achieve their political and ideological ends. This era of irregular and hybrid campaigns has mandated that the Army continue to have the central, enduring role in providing land forces to implement the National Security Strategy, and will result in a high demand for Army forces and capabilities. Future operations in this environment will span the entire spectrum of conflict from stability operations to counterinsurgency to major combat operations. The Army's senior leadership, responding to this strategic environment and the strategy that flows from it, is transforming the Army, building a campaign-quality force that will be versatile, expeditionary, agile, lethal, sustainable, and interoperable.

The nation has been at war for the last eight years but defense budget funding as a percentage of gross domestic product has increased very little. AUSA urges Congress to increase defense funding to at least 5 percent of gross domestic product. Since the Army is carrying the major part of the load, the Army base budget should be given a greater share of the defense budget – at least 28 percent.

For the foreseeable future, funding the Army must be adequate in both the base budget and overseas contingency operations appropriations to ensure stability and predictability for reset, readiness, and accelerated modernization. Reset needs will continue for several years after the end of current hostilities and must be funded. If the Army is required to self-fund these processes, it will degrade its ability to remain the world's dominant land power force.

The United States Army today is an essential component for the success of our National Security Strategy. In the resolutions that follow, the Association of the United States Army outlines the key actions that, when implemented, will lead to an Army, capable of full spectrum operations as part of the Joint Force, providing the prompt, sustainable, and dominant effects necessary to ensure our nation's security in the 21st century.

The defense of the United States of America is a shared responsibility with the people of our nation. Americans must stay engaged. They must continue to shoulder the responsibilities that come with the freedoms we all enjoy. One of these responsibilities is to provide the resources necessary to preserve freedom for ourselves and ensure it for those who follow. Make no mistake – if freedom is to endure, this shared responsibility is a moral imperative. Failure is not an option.

Soldiers, Families, and Army Civilians are making a difference during one of the most challenging times in our nation's history. They are prevailing and performing magnificently. However, they need the continued support of Congress and deserve the support of the American people. America's Army is the Strength of the Nation.