



# Torchbearer National Security Report

## The U.S. Army

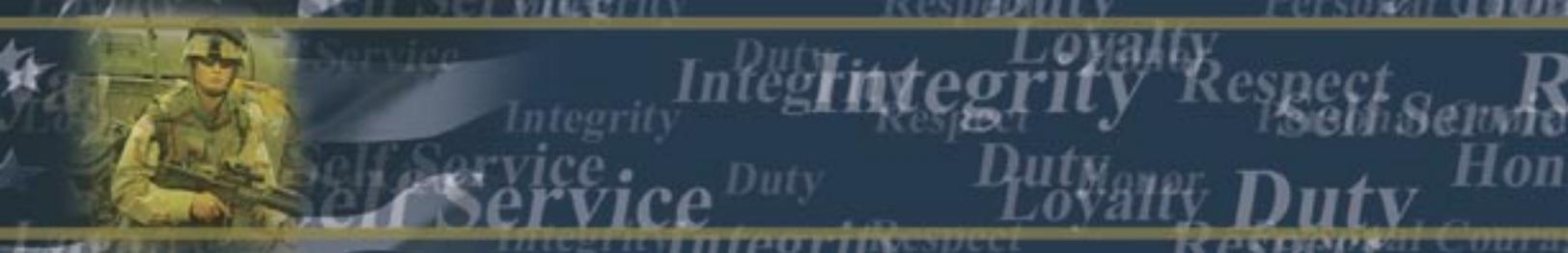


**A Modular Force  
for the 21<sup>st</sup> Century**



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March 2005





15 March 2005

The year 2005 finds the U.S. Army at war, securing America, resetting the force and transforming the force for the future. As the Army takes these actions, it is working within the reality that in the very near future, the Department of Defense will have conducted its base realignment and closure (BRAC) process, completed its Quadrennial Defense Review (QDR) and tied up the loose ends in the Global Force Posture report that will move thousands of Soldiers and their families from overseas installations, primarily in Europe and Korea, to the United States.

Rather than reacting to the upheaval in the strategic environment, the U.S. Army is poised to take advantage of a strategic window of opportunity and has already placed in motion a dynamic transformation plan based on four interrelated strategies. One of these, providing relevant and ready landpower to combatant commanders, contains the major transformational effort—the making of a modular force. This will take time, energy and resources.

In this latest installment of AUSA's signature Torchbearer series, we provide an in-depth look into the transformation of the U.S. Army into a modular force, always remembering that at the heart of the Army is the Soldier. We analyze what must be done to provide the Army with the resources it needs to transform while prosecuting the Global War on Terrorism together with posturing itself for future threats. We hope you find this report a useful resource and that you will continue to look to AUSA for thoughtful, credible analysis of contemporary national security issues.

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GORDON R. SULLIVAN  
General, USA Retired  
President



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## Executive Summary

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These extraordinary and dangerous times in the history of America demand an Army capable of dominating any adversary, anywhere, anytime. To meet this demand, the U.S. Army is changing—transforming while at war. The Army has an average of 650,000 Soldiers on active duty, some 145,000 of them mobilized reserve component Soldiers. Simultaneously, it is changing to meet both current threats and future needs—becoming a campaign-quality Army with joint and expeditionary capabilities.

The Army's strategic goal continues to endure: remaining relevant and ready today and tomorrow by providing the Joint Force with essential capabilities to dominate across the entire range of military operations. What is changing, however, are the design, the size and mix between components, and the manning of units. The Army is transforming its capabilities.

To accomplish its mission of providing the necessary force and capabilities to the combatant commanders in support of the National Security and Defense Strategies, the Army has developed and is executing four overarching and interrelated strategies supported by 20 initiatives. Transformation to a modular force is ingrained in all of these strategies as well as in all of the supporting initiatives. These strategies are:

- providing relevant and ready landpower to combatant commanders;
- training and equipping Soldiers to grow as adaptive leaders and serve as warriors;
- attaining a quality of life for Soldiers and their families that matches the quality of their service; and
- providing the infrastructure to enable the force to fulfill its strategic roles and missions.

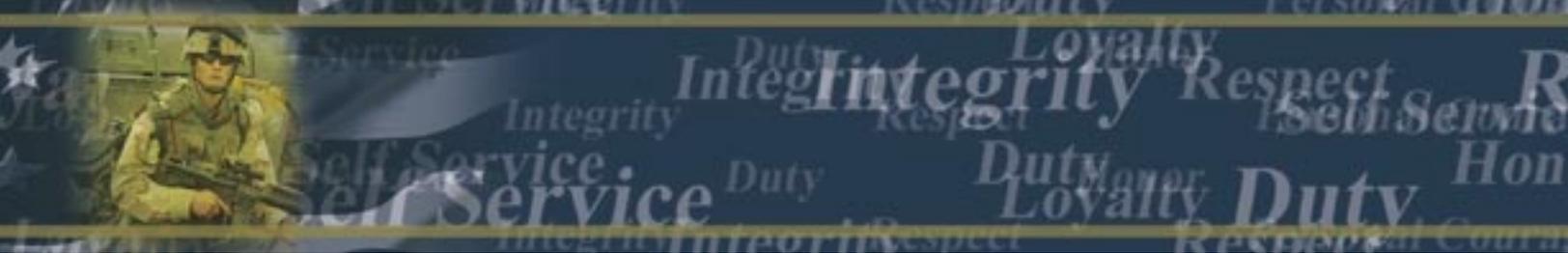
**Within the first strategy—providing relevant and ready landpower to combatant commanders—three of its nine initiatives are crucial to making the Army into a modular force: converting to a brigade-based modular force; rebalancing active and reserve component units and skills; and stabilizing Soldiers**

**and units to enhance readiness and cohesion and create predictability. The foundation already laid for these changes is the continued emphasis on the Soldier as the centerpiece of all Army formations and the embedding of the Warrior Ethos in all aspects of a Soldier's life.**

The Army modular force initiative—the major transformational effort—involves the total redesign of the operational Army (all components) into a larger, more powerful, more flexible and more rapidly deployable force while moving the Army from a division-centric structure to one built around a brigade combat team (BCT). BCTs are a stand-alone, self-sufficient and standardized tactical force of between 3,500 and 4,000 Soldiers who are organized the way they fight. Consequently, these brigades are more strategically responsive across the entire range of military operations required by the 21st century security environment. Furthermore, because of standardization, a Heavy brigade of, for example, the 3d Infantry Division, will be exactly the same as any other Heavy brigade, thus aiding in planning, logistics and maintenance for operational readiness. The three designs (Heavy, Infantry and Stryker) are a bridge to the future—the Future Combat Systems-equipped design. The Army is growing the operational Army to 77-82 maneuver BCTs.

The force above the BCT level will be supported by similarly modular supporting brigades that provide aviation, fires, logistics and other support. The headquarters structure will also become more versatile and efficient as an entire echelon of command is eliminated—moving from three to two levels.

This transformational effort will result in a force that has: a 30 percent increase in the active component combat power by 2007; an increase from 48 to 77 useable BCTs in the rotational pool; a joint-capable headquarters organized the way it will operate in theater; an ability to readily apply future net-centric developments to the modular force design; and, when complete, a decrease in stress on the force due to a more predictable rotation



cycle for all components of the force, coupled with much longer dwell times at the home base.

The Army is also executing the most ambitious restructuring of its forces since World War II, transforming the Cold War Army to the type of versatile force required for the Global War on Terrorism and future threats. It is restructuring and rebalancing more than 100,000 positions in both the active and reserve component force structures. **The Army is eliminating less-used force structure to resource additional infantry capabilities and high-demand units such as military police, transportation and civil affairs.** The Army's senior leadership is investing in more active component combat support and combat service support capability for the first 30 days of an operation.

To improve unit cohesion and readiness while reducing uncertainty for families and turbulence in units, the Army is changing the way it assigns Soldiers to units. The intent is to keep Soldiers in units longer to create more cohesion and predictability not only for them but for their families as well. Units that stay together longer are able to take their training proficiency to higher levels and work more smoothly. Stabilizing Soldiers for longer periods of time allows their families to build deeper roots within their communities and to take advantage of opportunities for employment, continuity of health care and schooling, and other personal matters. The Soldier is also less likely to move as a filler from a unit that has just returned from an overseas deployment to a new unit preparing for deployment. **The Army gains more cohesive and experienced units, while families gain the predictability and stability they demand and deserve.** The 172d Separate Infantry Brigade in Alaska was the first unit to implement unit stability; two newly activated modular BCTs began converting in September 2004. Six more brigades are scheduled to follow suit in 2005.

The Army is positioning itself to add 30,000 Soldiers to its active component through 2009 in accordance with recent legislation; modularize 52 brigades and restructure more than 40,000 force structure spaces in the reserve to the active component by the end of 2006; and convert all BCTs and support brigades to Lifecycle Management by the end of FY 2009.

A key turning point in stabilization has been the acceptance by more than 9,600 Soldiers of one-year or two-year extensions in Korea in exchange for monthly bonuses of \$300 or \$400. Forty percent of the Army's permanent moves were associated with manning Korea for year-long unaccompanied tours.

What is required now is for the senior leadership of the Department of Defense (DoD) and the executive branch of government together with Congress to "stay the course." They must fully resource the Army in the DoD budget (and not with supplementals) now and for the life of the program. There can be no "changes in midstream" or the gains in capabilities to this point will be in vain.

The four overarching and interrelated strategies comprising Army Transformation are sound and in place, addressing the shortfalls in the categories of people, equipment and force structure, and posturing the Army for the future. However, unless properly resourced throughout the entire life of the program, it will be no more than just another plan. Therefore, Congress and DoD must:

- continue to fully support Army Transformation, to include the initiatives that enable it to become a modular force;
- fund DoD at an amount approximately 4 percent of the gross domestic product;
- increase the Army's share of the DoD budget to at least 28 percent to meet its requirements;
- expeditiously fund future commitments of Army forces for unprogrammed contingencies so the Army is not forced to internally reprogram dollars;
- permanently authorize and fund active component endstrength to at least 540,000;
- authorize and fund reserve component full-time manning requirements at 100 percent; and
- support and sustain in the DoD budget (not with supplementals) an Army at war now and in the future.



## —The U.S. Army . . . A Modular Force for the 21<sup>st</sup> Century—

### Introduction

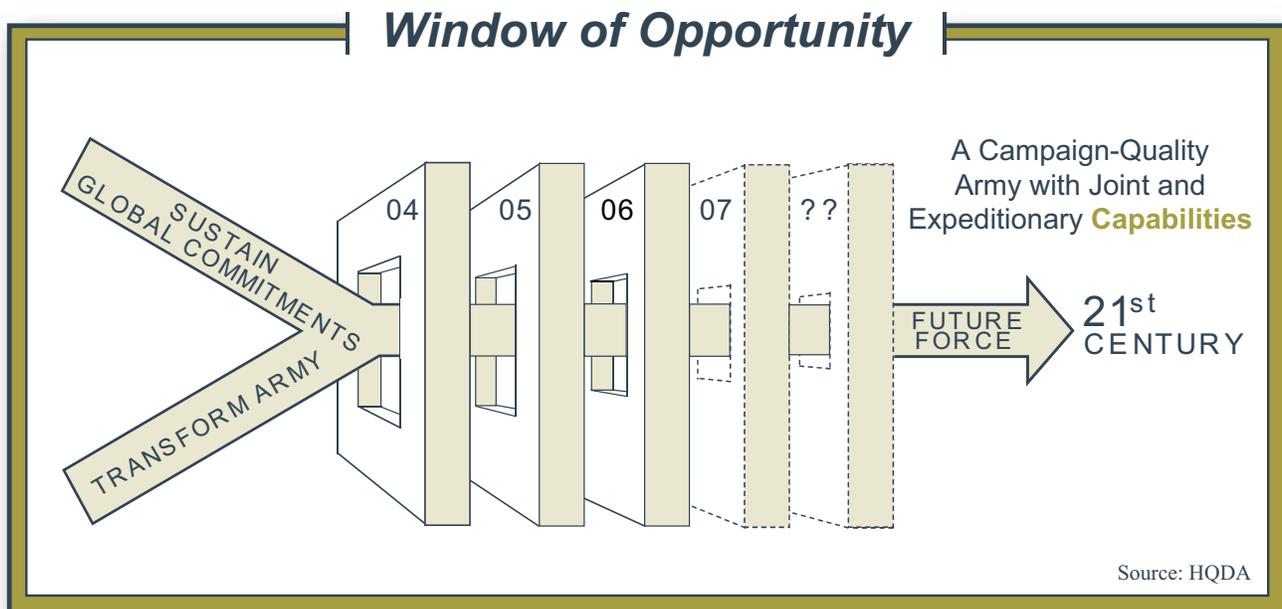
During General George C. Marshall’s tenure as Chief of Staff, U.S. Army (from 1 September 1939 to 18 November 1945), the United States faced some of the gravest threats in its history—an attack on Pearl Harbor; attempted penetrations of the west coast of the United States; a blitzkrieg across the European continent and the Battle of Britain, the capture of the Philippines and other U.S. territory in the Pacific—in essence, the survival of America as a nation. General Marshall opined: “For almost twenty years [1920–1940], we had all of the time and almost none of the money; today we have all of the money and no time.”

With 11 September 2001’s deadly terrorist attacks on the World Trade Center in New York and the Pentagon in Washington, D.C. and the crash of a fourth hijacked airliner in the fields of Pennsylvania, together with past attacks on U.S. embassies and ships and lives overseas, the United States again is facing a most grave threat to its survival as a nation—its national security.

As Secretary of Defense Donald H. Rumsfeld stated on 27 October 2004 at AUSA’s Annual Meeting, it is a threat from “an even more dangerous enemy—an enemy without a country, an enemy without a conscience—one that seeks no armistice with the United States or the civilized world.”

The Army’s senior leadership has long recognized the current strategic environment as an extraordinary and dangerous time in America’s history and has also foreseen the ongoing Global War on Terrorism (GWOT) not as a stumbling block for change but rather as a proving ground and a stimulus for it.

“While we are engaged in combat operations in both Iraq and Afghanistan, we are also transforming the force. And we’re making some of the most significant changes in our Army that we have made since World War II,” said Chief of Staff, Army (CSA) General Peter J. Schoomaker, in a Department of Defense (DoD) Special





Briefing on U.S. Army Transformation at the Pentagon on 26 July 2004. But it is not change just for change's sake. The Army has realized that ultimate success in the GWOT rests on transformed capabilities. It will not be ready and relevant in the 21st century unless it becomes much more: expeditionary, joint, rapidly deployable and adaptative, with enhanced capacity to be successful across the entire range of military operations—from major combat to post-conflict stability. The Army has concluded that transforming into a modular force is the most effective way to achieve those goals.

But time is again of the essence, just as it was in World War II. The future security environment is uncertain and likely to remain so, making the Army's transformation even more imperative. If the new modular force is the major transformational initiative, how does it increase capabilities? How does it better provide to the combatant commander ready and relevant landpower that is rapidly deployable today and tomorrow? Will the transformation be completed in time to meet the current and future threats?

## Background

**Quadrennial Defense Review.** In the 1990s, Congress directed the Secretary of Defense to conduct, every four years, a comprehensive examination of the national defense strategy, force structure, force modernization plans, infrastructure, budget plan and other elements of the nation's defense program and policies with a view toward determining and expressing the defense strategy of the United States and establishing a defense program for the next 20 years. This examination is known as the Quadrennial Defense Review (QDR). The QDR has been instrumental in causing revisions of defense strategy for almost a decade. It has emphasized a balanced mix of ground and air capabilities and has kept a force of ten active and eight reserve divisions.

The 2005 QDR will review the 2004 defense strategy and focus on four challenges within the strategic context: irregular, catastrophic, traditional and disruptive. The

top priority for the review is the irregular challenge—extended war against extremist terror networks. Due to Congress on or before 1 February 2006, the 2005 QDR report will drive the Program/Budget Review for 2007. That said, the senior leadership of the Army did not wait for the 2005 QDR to unfold before they began their own review—their own “game plan.”

In 2003, the Army's Transformation Roadmap (now the Army Campaign Plan) stated:

*Changing the Army's culture now, however, is not about introducing innovation. It is about changing how and when innovation occurs in the transformation cycle. Instead of processes constraining solutions, solutions must drive processes. Just as speed is critical on the battlefield, the pace of innovation must increase.*

To rapidly effect necessary and positive change, the Army in 2003 established immediate focus areas with specific guidance for planning, preparation and execution. (See AUSA's Torchbearer National Security Report, *The U.S. Army in 2004 and Beyond: Strategically Agile and Adaptive*, February 2004.)

For 2004, the Army's Campaign Plan placed the needs of the Current Force first. The Army's senior leadership made decisions to reflect the need to “buy back” many of the capabilities forsaken in recent years but now required to support combatant commanders. “Buying back” these capabilities reduced operational risk, improved force protection and supported evolving priorities. Unfortunately, there was a substantial cost—in excess of \$6.5 billion. Two decisions were most significant: the cancellation (in May) of the Comanche helicopter program and reinvestment of the \$14.6 billion in savings into pressing Army aviation requirements and equipment shortfalls; and the July restructuring of the Future Combat Systems (FCS) program to accelerate introduction of crucial new capabilities to the Current Force.

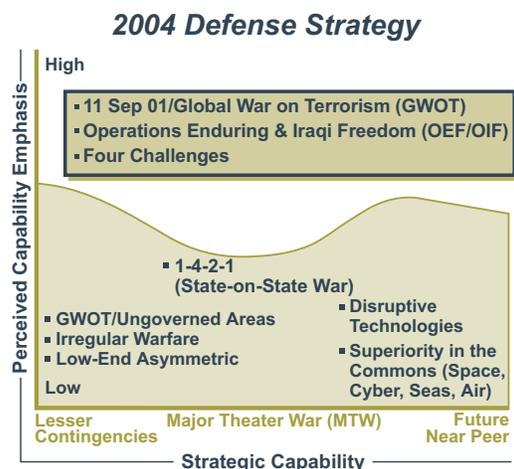
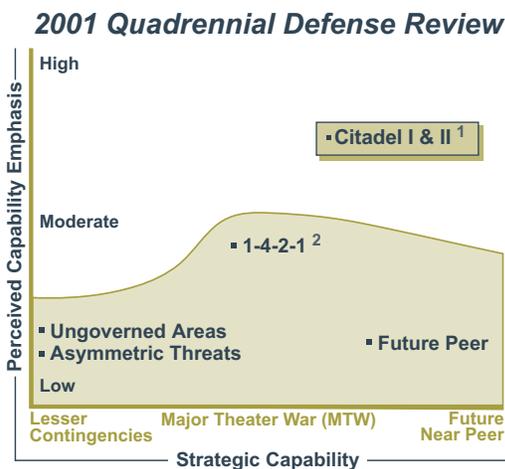
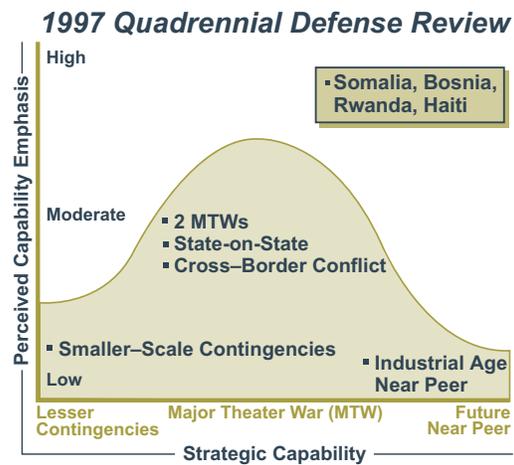
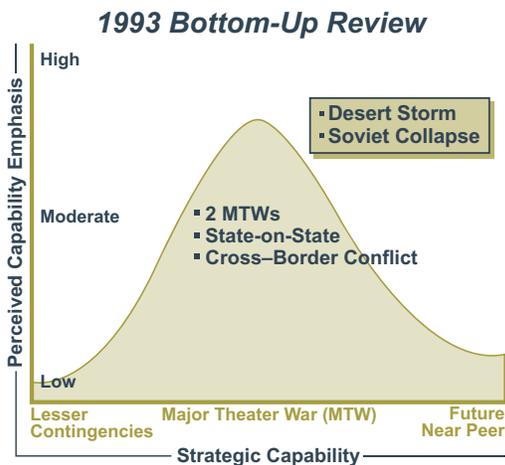
In the 26 July 2004 DoD briefing the Army Chief presented a preview of forthcoming changes:



We are changing our Army along three primary avenues. The first is that we are restructuring the force into modular formations. And we're calling

these combat forces brigade combat team[s]. And this is a path on the transformation towards the eventual Future Combat Systems' [design].

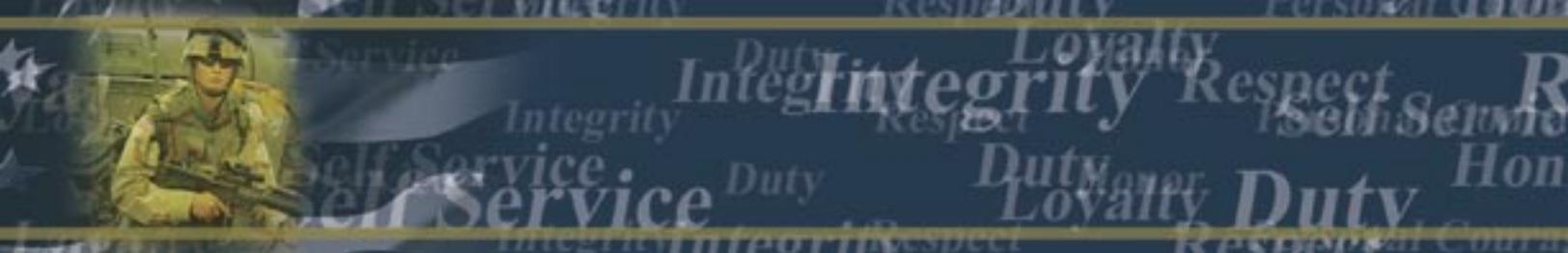
## Decade of Strategic Evolution



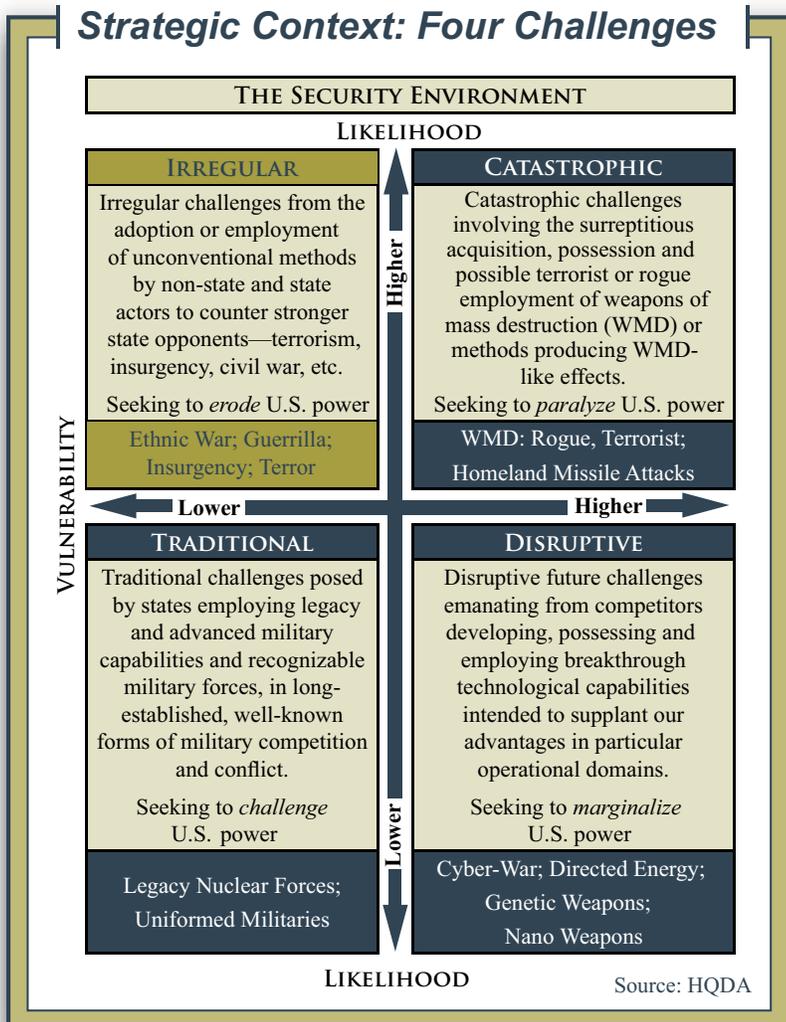
1. Speeches by George W. Bush at The Citadel, on 23 September 1999 as Governor of Texas (available online at [http://citadel.edu/pao/addresses/pres\\_bush.html](http://citadel.edu/pao/addresses/pres_bush.html)) and on 11 December 2001 as President (<http://www.whitehouse.gov/news/releases/2001/12/20011211-6.html>).

2. "The 2004 [National Defense Strategy] directs a force sized to defend the homeland, deter forward in and from four regions, and conduct two, overlapping "swift defeat" campaigns. Even when committed to a limited number of lesser contingencies, the force must be able to 'win decisively' in one of the two campaigns." (*National Military Strategy of the United States of America 2004*, p.18, available online at [http://www.ofc.osd.mil/library/library\\_files/document\\_377\\_National%20Military%20Strategy%2013%20May%2004.pdf](http://www.ofc.osd.mil/library/library_files/document_377_National%20Military%20Strategy%2013%20May%2004.pdf).)

Source: HQDA



## Strategic Context: Four Challenges



Security Report, *The Soldier: Centerpiece of the United States Army*, October 2004). Each Soldier is to personify the Warrior Ethos; collectively, all Soldiers are bound to one another by integrity and trust. They must be flexible, adaptive, confident and competent. Soldiers train and fight as part of a Joint Force. They are the centerpiece of all the Army does. It is the Soldier—fierce, well-trained, well-equipped, well-led—who serves as the ultimate expression of the capabilities the Army provides to the Joint Force and to the nation.

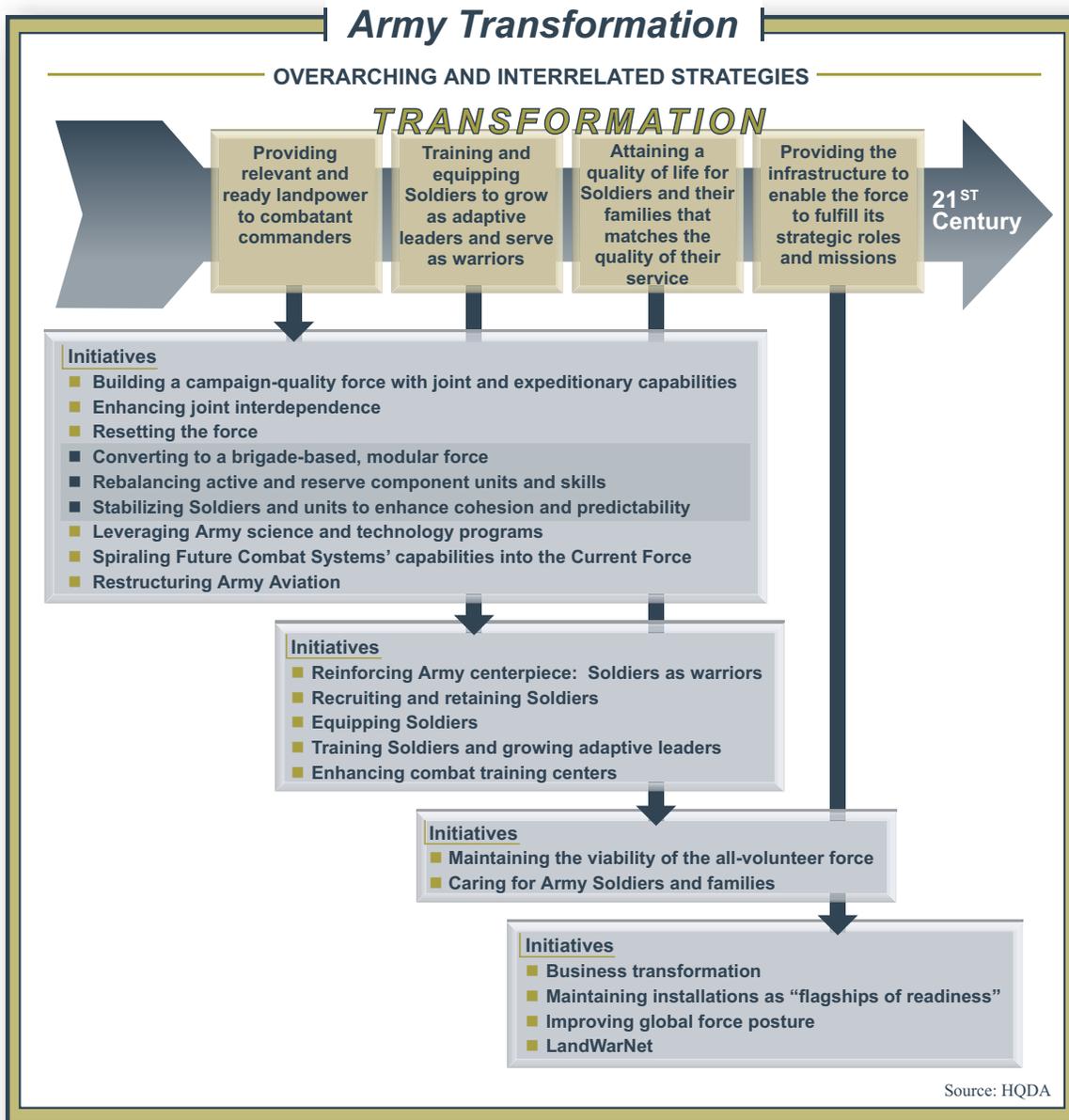
**The Army’s Game Plan for 2005.** The U.S. military has been fighting the GWOT for more than three years. The most significant feature of the new strategic reality is that the GWOT will be a protracted endeavor. This war has blurred the familiar distinctions between war and peace. The GWOT requires the Army to be a stabilizing influence through forward presence in certain areas of the world, to fight enemies in other areas and to protect the American way of life for its citizens wherever they may be. Enemy capabilities have affected America’s security; the ways and means to deal with these threats must change.

*At the same time, we are rebalancing our force between the active component of the Army, the Army National Guard and the Army Reserve. And finally, we are stabilizing the force.*

This led the Army to direct its time and effort to five of the focus areas: modularity, Soldier (Warrior Ethos), force stabilization, future forces and active component/reserve component (AC/RC) rebalancing.

The role of Soldiers and the Warrior Ethos became a clarion call for the entire Army and a foundation of the transformation. (See AUSA’s Torchbearer National

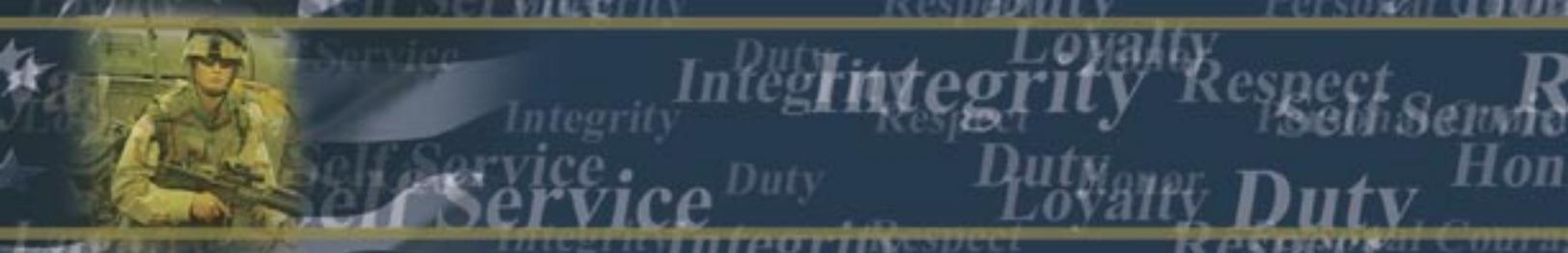
In light of the uncertainty and challenges inherent in the 21st century security environment, the Army’s overarching strategic goal is to remain relevant and ready by providing the Joint Force with essential capabilities to dominate across the entire range of military operations—today and tomorrow. Its mission is enduring—to provide necessary forces and capabilities to combatant commanders in support of the National Security and Defense Strategies. To accomplish this mission, General Schoomaker and Secretary of the Army Francis J. Harvey testified before the House Armed Services Committee on 9 February 2005 about how the Army is executing four overarching



and interrelated strategies (supported by implementation of 20 initiatives) to transform the Army:

- providing relevant and ready landpower to combatant commanders;
- training and equipping Soldiers to grow as adaptive leaders and serve as warriors;
- attaining a quality of life for Soldiers and their families that matches the quality of their service; and
- providing the infrastructure to enable the force to fulfill its strategic roles and missions.

These strategies enable the Army to continue to accomplish its mission today while building and



maintaining the capabilities to ensure the force remains relevant to and ready for the needs of the combatant commander tomorrow.

The detailing of the first strategy—providing relevant and ready landpower—is the focus of this analysis. **Three of its nine initiatives—converting to a brigade-based modular force; rebalancing active and reserve component units and skills; and stabilizing Soldiers and units to enhance readiness and cohesion and create predictability—are the keystones to success; they drive the Army’s transformation.**

### Converting to a Brigade-based Modular Force

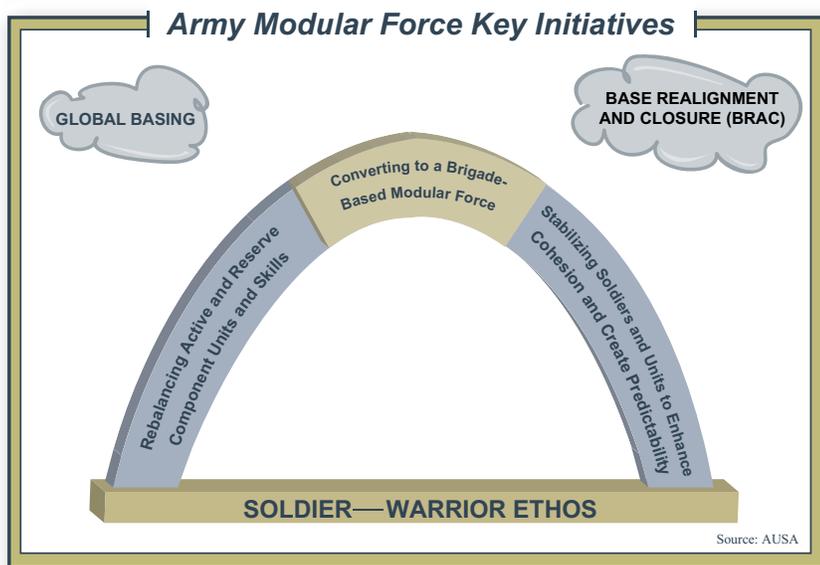
**General.** The Army is transforming to smaller, modular units that are more mobile and quicker to respond to the needs of a Joint Force commander. Converting to a brigade-based modular force represents an intellectual approach to force design that will drive a cultural shift in the Army—a key factor in moving to a campaign-quality Army with joint and expeditionary capabilities. Much more than just another organizational change, modularity is the Army’s major force transformation initiative; it involves the total redesign of the operational

Army (all components) into a larger, more powerful, more flexible and rapidly deployable force.

**The What and the Why.** Modular units are interchangeable and tailorable organizations providing a Joint Force commander with a strategically responsive force that greatly increases the capability to deploy quickly to austere operating environments and defeat an adversary. Modular units build in capabilities previously held at higher headquarters, to include support, thus enabling the modular formation to act more autonomously if required. By creating a modular “brigade-based” structure, the Army is creating forces that are more responsive to regional combatant commanders, employ better joint capabilities, facilitate force packaging and rapid deployment, and are more capable of independent action than current organizations.

By using these modular units organized as common building blocks, Joint Force commanders can then tailor their forces for changing situations and draw from a larger pool of forces available for rotation over time. Modular units will integrate seamlessly into other Army and Joint Force units, employing innovative technologies and operational methods. Under the previous design, when a brigade was tasked for duty it had to reorganize

by taking elements of other areas of the division, such as artillery and engineers, to create a brigade combat team (BCT). Modularity significantly changes that approach by creating standing combined-arms brigades containing the capabilities necessary to deploy to a fight—in effect, organizing as they intend to fight. This includes adding access to joint capabilities at much lower levels with more robust network capabilities, more joint and specialized personnel, and enhanced training and leader development. Creating standing combined-arms brigades that contain the capabilities necessary to deploy to a crisis means these brigades reduce the peace-to-war transition time.





### Modularity—Increasing Strategic Responsiveness and Flexibility

#### MODULARITY DEFINED

“Constructed with common organizational designs for flexibility and variety in use.”

- Employ common organizational designs.
- Create more and smaller units around a brigade structure.
- Embed capabilities that were available previously from the division or higher.
- Convert the Army National Guard and the Army Reserve.
- Restructure support units simultaneously for a more modular force.

Source: HQDA

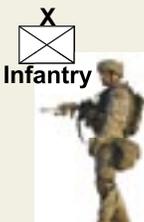
**Redesign.** The redesign centers on the brigade combat team. This unit, a stand-alone and standardized tactical force of 3,500 to 4,000 Soldiers, is organized the way it fights.

There are three types of BCTs: a Heavy brigade, with two armor-mechanized infantry battalions and an armed reconnaissance battalion; an Infantry brigade, with two infantry battalions and a reconnaissance and surveillance battalion; and a Stryker brigade, with three Stryker battalions and a reconnaissance and surveillance battalion. Each type of BCT also includes an artillery fires battalion and a logistics support battalion. They form the bridge to the Future Combat Systems (FCS)-equipped BCTs of the future.

This paradigm shift sets the stage for the Future Force by implementing now several doctrinal, organization and leader development activities envisioned for

## Brigades as Building Blocks

(Fewer than 4,000 Soldiers in each brigade)

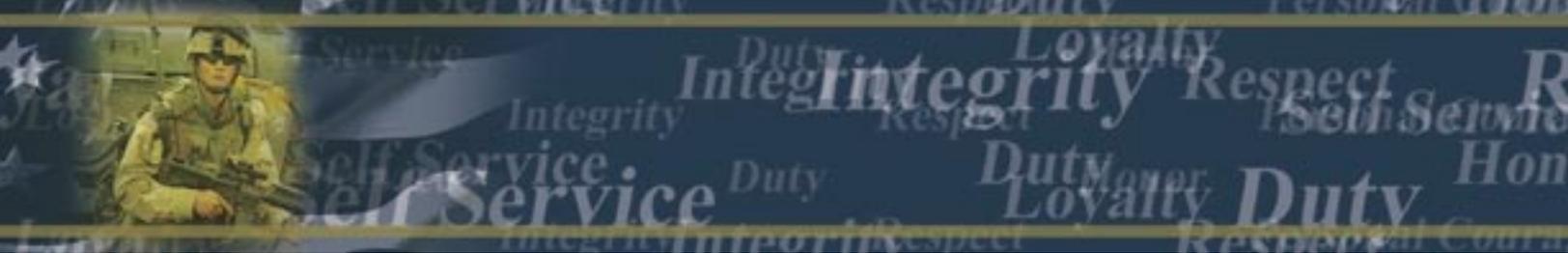


Standard maneuver brigades with organic combined-arms capabilities



Supporting brigades with standard headquarters but variable subordinate units

Source: HQ TRADOC

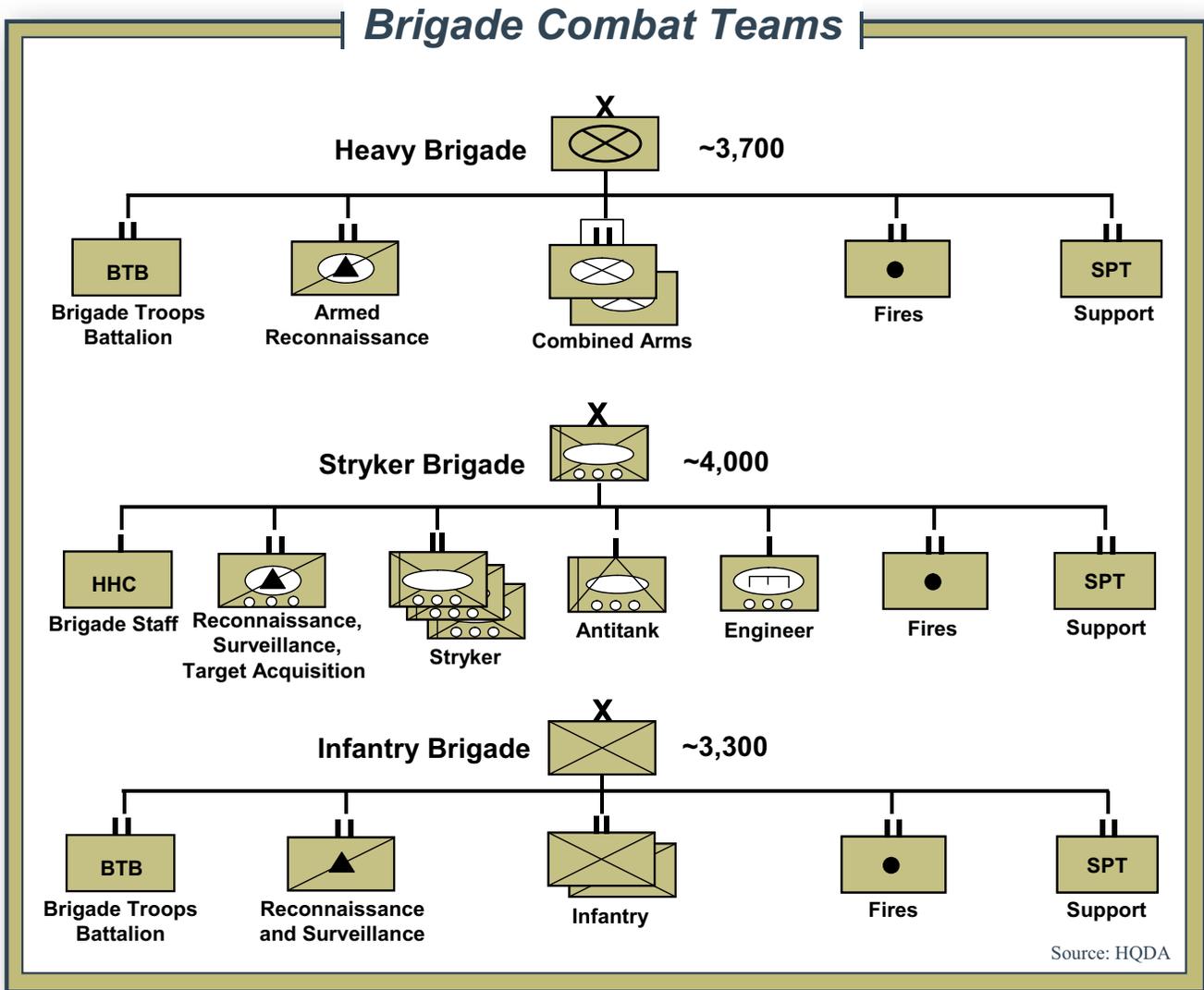


FCS-equipped units. It also allows the Joint Force commander greater flexibility to mix and match brigades depending on operational requirements. By design these units are highly lethal, more joint interdependent and self-contained, and tailorable to any operational environment against any adversary. This is a fundamental change in organization through the functional restructuring of all Army operational forces, whether in the active or reserve component.

Because of the standardization, a Heavy BCT in, for example, the 3d Infantry Division will be organized

exactly the same as a Heavy BCT in the 4th Infantry Division, thus greatly aiding in planning, logistics and maintenance for operational readiness. Additionally, standardized support brigades and higher headquarters are being developed with similar capabilities.

Four of the five types of support brigades—aviation, fires, sustainment and battlefield surveillance—perform a single function each. The fifth—maneuver enhancement—is organized around a versatile core of supporting units that provide engineer, military police, air defense, chemical and signal capabilities.





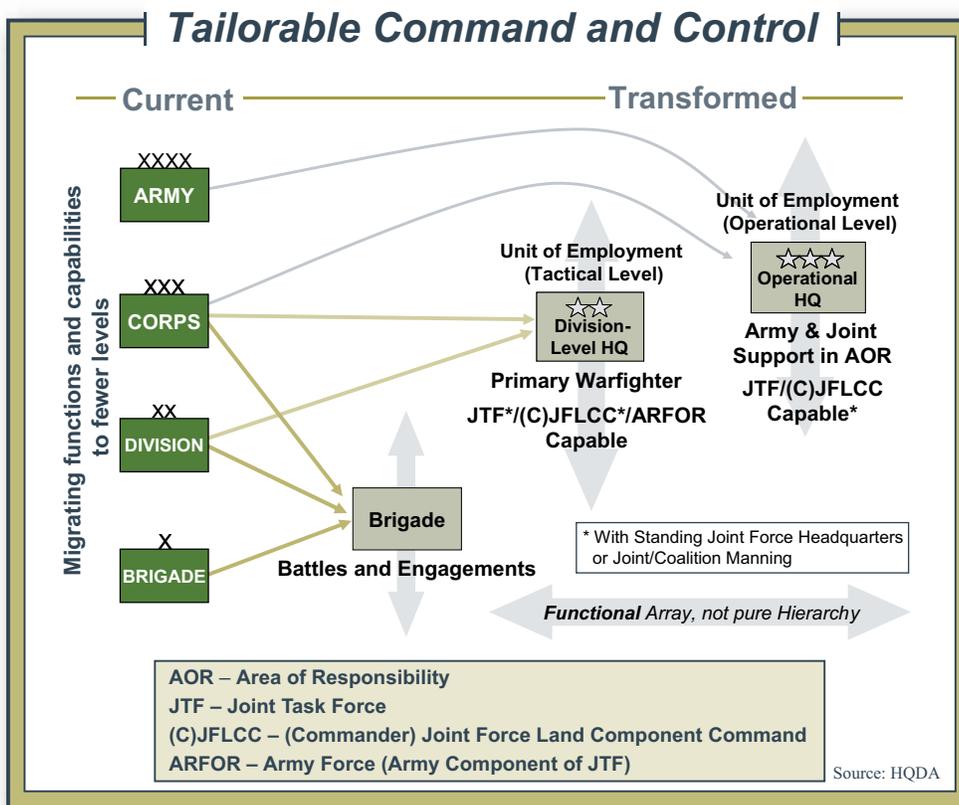
Current headquarters structures also are changing to reduce the command layers above brigade to two levels. This will remove redundant levels of headquarters and eliminate unnecessary combat support and combat service support brigade headquarters. (During the development phase, these headquarters have been known as Units of Employment [UEs] “x” and “y.” The temporary labels were used to call attention to these new organizations by their new functions and capabilities. The focus is on what they do and how they are organized. The former is the senior tactical headquarters with warfighting as its primary function; the latter serves as Army Service Component Command, exercising administrative control over Army forces and planning and controlling support to joint forces with selected theater-wide support. Both headquarters are joint capable by design and need only joint manning

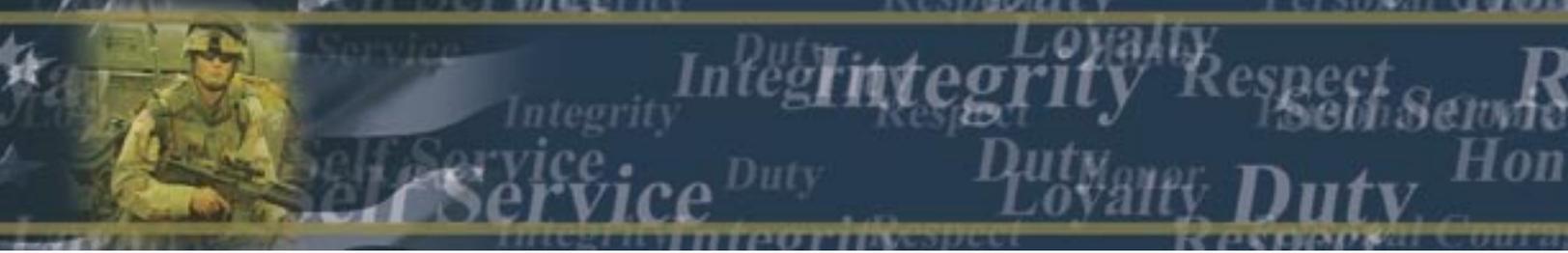
to achieve Joint Force Land Component Command or Joint Task Force [JTF] capability.)

The reorganization to modular formations will result in a significant increase in Army capability. The Army is increasing the number of active component maneuver BCTs from 33 to 43 over the next two years. DoD will determine in 2006 whether to create up to five additional active component BCTs for a total of 48. The Army also is reorganizing to create the five different types of support brigades. For the reserve component, the targeted result is 34 Army National Guard BCTs and a related number of Army National Guard and Army Reserve support brigades. The end result is that active and reserve component forces will share common organizational designs. The 3d Infantry Division and the 101st Airborne Division (Air Assault), the vanguard of this change, are being followed by the 10th Mountain

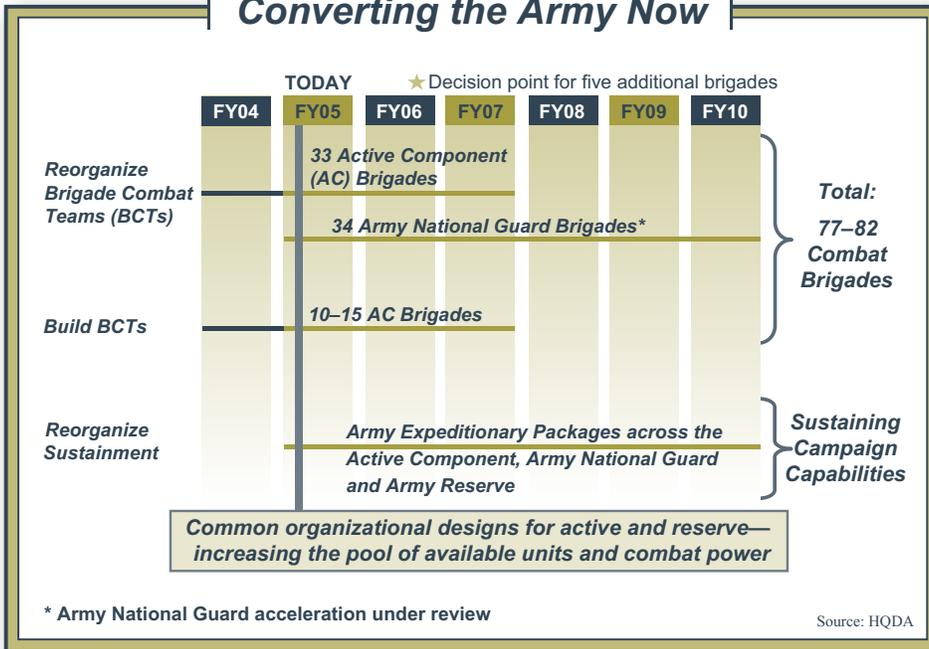
Division and the 4th Infantry Division. The reorganization is synchronized in support of ongoing operational missions such as Operation Enduring Freedom (OEF) and Operation Iraqi Freedom (OIF). The Army is on track to complete the modular reorganization of active component BCTs by the end of 2007 and the reserve component BCTs by 2011.

Aviation is a significant component of Army Transformation. The termination of the Comanche helicopter program provided approximately \$15 billion for Army aviation modernization and force structure. This allowed the Army





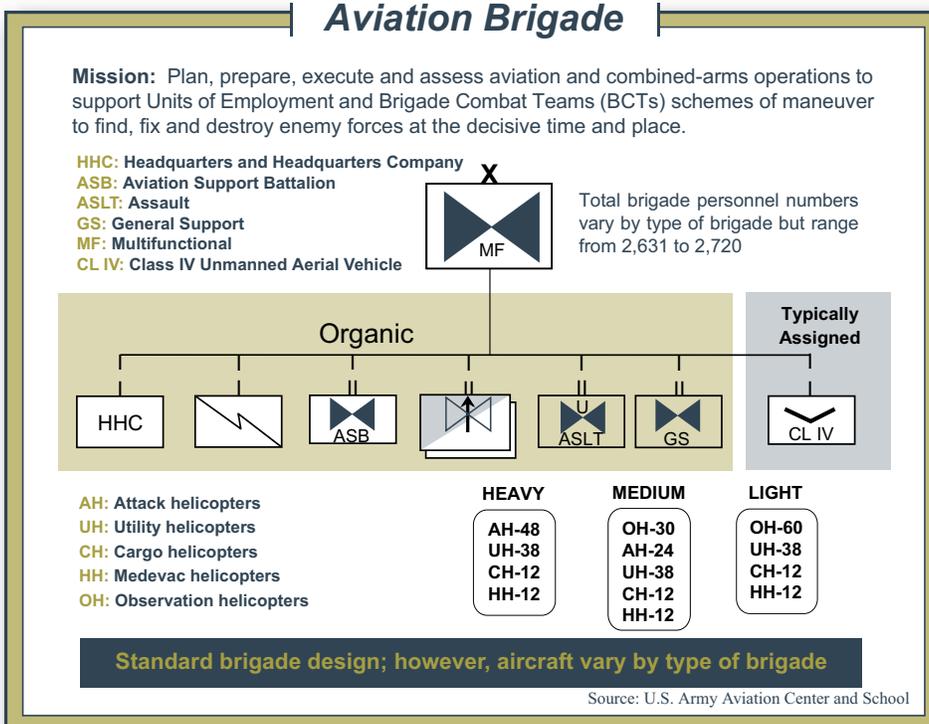
## Converting the Army Now



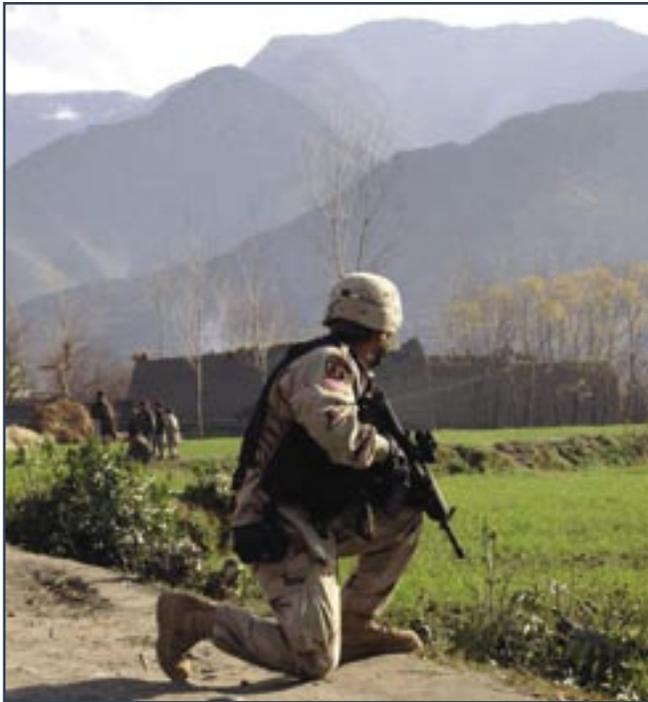
to organize multifunctional aviation brigades (MFABs), thereby providing more joint and expeditionary capabilities. These new brigades are designed to be modular, scalable and tailorable. By design, the bulk of Army aviation combat power resides in these MFABs.

The MFABs task organize as required to conduct reconnaissance, security, mobile strike, vertical maneuver, support to close combat with ground forces, aerial sustainment and command and control (C2) operations with manned and unmanned aircraft. They are organized multifunctionally with attack/reconnaissance, assault, general support and aviation support battalions at the Units of Employment (tactical-level) echelon. They can support the operational and tactical aviation mission tasks at each echelon—combined-arms maneuver BCTs, senior tactical headquarters, Army Service Component Command and JTF. The aviation brigade commander can task organize available aviation resources that are controlled by either a supported brigade or the aviation brigade.

## Aviation Brigade



During 2005, the Army will complete conversion of the MFAB in the 3d Infantry



Division; both MFABs in the 101st Airborne Division (Air Assault); the 4th Infantry Division’s MFAB; and the air cavalry squadron for the 2d Armored Cavalry Regiment (Stryker).

General Schoomaker summed up modularity in his testimony to the House Armed Services Committee on 17 November 2004:

*We are reorganizing into a more modular Army. As part of that reorganization, there are three more brigades in the Army than there were last year, and we’re building more. We have begun converting 11 brigades to modular [design]. Some of those units will deploy to OIF III [the third Operation Iraqi Freedom troop rotation] as part of the 3d Infantry Division. In 2005, we will add three more brigades for a total of six additional brigades. By the end of 2006, we will add an additional four. This will grow [the] Army by 10 brigades in three years, or in the old*

*terms, about one and one-third divisions, along with necessary combat support and combat service support capabilities.*

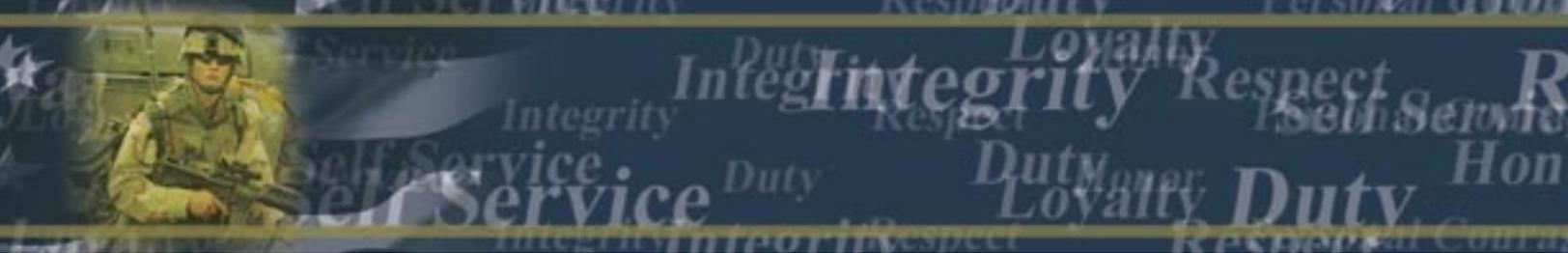
### Rebalancing Active and Reserve Component Units and Skills

Currently, neither the active nor reserve components are optimized for today’s rapid deployability requirements. The Army, for good reason, had previously resourced some capabilities predominantly in the reserve component (e.g., civil affairs and some theater-opening capabilities). As the nature of defense requirements changed and early deployment requirements increased, it became more apparent that active component capabilities in some of these areas needed to increase.

Additionally, as the Army “downsized” in the early 1990s, some active and numerous reserve component units contained empty force structure based on the idea that individual replacements could fill the structure in wartime. This created more spaces that had to be filled upon unit mobilization by borrowing qualified Soldiers from other units to fill those deploying to 100 percent strength.

The Army is executing the most ambitious restructuring of its forces since World War II, transforming the Cold War Army to the type of versatile force required for the GWOT and future threats. It is restructuring and rebalancing more than 100,000 positions in both the active and reserve component force structures. Sustained operations around the world are the norm, and the rebalancing provides responsiveness and depth. The goal of rebalancing is to optimize the active component/reserve component (AC/RC) mix across the defense strategy. The Army’s effort ensures:

- those capabilities required early in an operation to set the theater and conduct initial operations are readily available to the combatant commander;



- AC/RC forces are modular and tailorable and structured to support homeland defense, major combat operations, smaller-scale contingencies, stability operations and other requirements of U.S. defense strategy.

**The Army is eliminating less-used force structure to resource additional infantry capabilities and high-demand units such as military police, transportation and civil affairs.** The Army's senior leadership is investing in more active component combat support and combat service support capability for the first 30 days of an operation. Since 2003, the Army has implemented actions to increase the readiness, responsiveness and deployability of both the active and reserve components. This was accomplished in three phases:

- Phase I – The Army programmed the Fiscal Year (FY) 2004–2009 Program Objective Memorandum (POM) to address high-demand unit shortages. The changes affected approximately 30,000 force structure spaces across all components, increasing military police, military intelligence, special forces, chemical, civil affairs and psychological operations capabilities.
- Phase II – The 9 July 2003 Secretary of Defense memorandum on Rebalancing Forces directed the services to eliminate the need for involuntary mobilizations of the RC during the first 15 days of a rapid-response operation. The ensuing review resulted in the rebalancing of 5,600 spaces of force structure from the RC to the AC. An additional

## Adapting Army Structure

### 100K+ OF RESTRUCTURING

#### Phase I Program Objective Memorandum (POM) 2004–2009

- ☑ FY 2004–2009 ~ 30K (Civil Affairs, Psychological Operations [PSYOP], Chemical, Special Operations Forces, Intelligence, Military Police [MP])

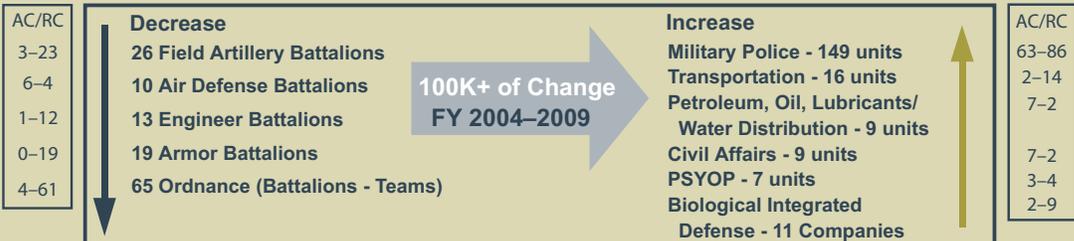
#### Phase II Secretary of Defense Directive (9 July 2003 Memo)

- ☑ FY 2005–2008 ~ 10K (MP, Transportation, Quartermaster)

#### Phase III Army Chief of Staff Focus Area

- ☑ FY 2005–2009 ~ 85K+ (Ongoing Rebalancing Efforts)
  - Army National Guard & Army Reserve Trainees, Transients, Holders and Students Accounts
  - Active Component (AC) High-Demand Unit Increases

- Divesting Cold War structure to enable GWOT capability
- More AC Combat Support/Combat Service Support for first 30 days of an operation
- Relieve stress on high-demand/low-density units
- Improve readiness and deployability of units
- Execute Military to Civilian Conversions



**Transforming Cold War mass to Global War on Terrorism (GWOT) versatility**

Source: HQDA



4,000 spaces of RC force structure were identified for rebalancing to create high-demand rotational depth and to limit involuntary mobilizations.

- Phase III – The CSA directed a follow-on effort to improve the overall readiness of both AC and RC organizations. Efforts focused on eliminating authorized level of organization (ALO), establishing Trainees, Transients, Holders and Students (TTHS)-like accounts for both the Army National Guard and the Army Reserve, implementing force stabilization policies, improving relevance of RC structure to perform homeland defense and stability and support missions, and building the required depth to support long-term, steady state rotational requirements.

The overall effect is an increase in infantry capabilities and high-demand units in the active component and a reduction of the need to immediately mobilize reserve units. The end state of these collective rebalancing efforts is a relevant and ready Army, capable of responding to combatant commander requirements while simultaneously defending the homeland and possessing the requisite depth to conduct multiple stability and support operations.

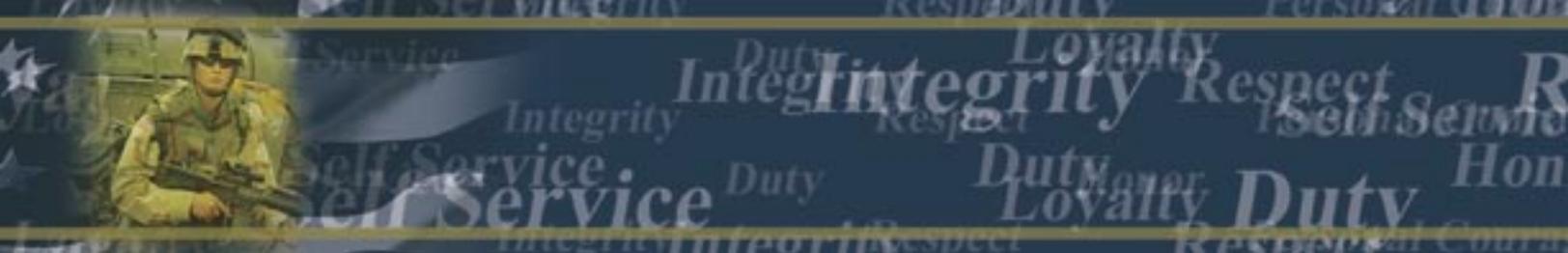


## Stabilizing Soldiers and Units to Enhance Cohesion and Create Predictability

**General.** To improve readiness and increase unit cohesion while reducing uncertainty for families and turbulence in units, the Army is changing the way it assigns Soldiers to units. The Army intends to achieve these goals through Force Stabilization. The intent of these strategies is to keep Soldiers at installations longer wherever possible, and to synchronize Soldier assignments to BCTs with the operational cycles of these units. Through Force Stabilization, the Army expects to foster more unit cohesion, predictability, and stability not only for Soldiers but for their families as well. Units that stay together longer are able to take their training proficiency to higher levels and work more efficiently. Under Force Stabilization, the Soldier is also less likely to move as a filler from a unit that has just returned from an overseas deployment to a new unit preparing for deployment. The Army gains more cohesive and experienced units, while families gain the predictability and stability they deserve and demand. A key turning point in stabilization has been the acceptance by more than 9,600 Soldiers of one-year or two-year extensions in Korea in exchange for monthly bonuses of \$300 or \$400. Forty percent of the Army's permanent moves were associated with manning Korea for year-long unaccompanied tours.

To achieve unit cohesion and higher operational capability in combat units while offering Soldiers and family members more predictability and stability, the Army must reduce the continuous personnel turnover inherent in the individual replacement system. This requirement is addressed by the two Force Stabilization manning strategies: Stabilization and Unit Focused Stability (UFS).

**Stabilization.** All Soldiers stationed at Continental United States (CONUS) Army installations will be stabilized at their current assigned post for longer periods. The Army will reassign Soldiers based on the following three prioritized criteria: needs of the Army, leader development and individual preference.



Stabilization is still supported by the individual replacement system, meaning that Soldiers can still be reassigned as individuals at any time. However, Soldiers and their families can expect to remain longer at their assigned posts and, whenever possible, may be given opportunities to return to that same post. Stabilizing Soldiers for longer periods of time allows families to build deeper roots within their communities and to take advantage of opportunities for employment, continuity of health care and schooling, home ownership, community service, and other personal concerns. Although Soldiers in higher-density Military Occupational Specialties (MOSs) and at larger installations are likely to be stabilized longer than those in lower-density MOSs or at smaller installations, all Soldiers can expect to be assigned to their posts for greater periods of time compared to typical tour lengths today. The Army began to implement Stabilization in August 2004.

**Unit Focused Stability.** UFS serves as a key enabler for unit deployments and combat readiness by synchronizing the assignment of Soldiers with the unit operational timelines. Lifecycle Management (LM) and Cyclic Management (CM), the two manning methods that support UFS, are applied based on unit mission, operational requirements and the overall situation.

Under the LM strategy, Soldier assignments are synchronized to a unit's established 36-month

operational lifecycle. Soldiers arrive, train and deploy together during the unit lifecycle, providing a stable, predictable environment for commanders and Soldiers to build, train and sustain highly proficient, cohesive combat teams. Personnel transfers out of an LM unit are by exception only. Lifecycle Management reduces nondeployability issues because each Soldier's timeline is synchronized with the unit's lifecycle, and Soldiers will not be reassigned from the unit during its lifecycle but at the completion of it. At the end of a lifecycle, those Soldiers who qualify will be encouraged to stay in the unit for the next lifecycle, preserving critical proficiencies gained during the previous lifecycle.

Cyclic Management is intended for units that support multiple Units of Employment or support brigades. This manning strategy focuses unit arrivals and departures to one to two months of a 12-month cycle, "normalizing" the training cycle for units, enhancing continuity of operations, and improving the quality of support to them.

The Army Chief of Staff has approved both Cyclic Management and Lifecycle Management; however, only Lifecycle Management has been approved for implementation at this time. Lifecycle Management is being gradually implemented to all maneuver BCTs.

The Army has established the lifecycle implementation schedule based on current and future operational deployment and redeployment timelines, as well as IAW the current modular transformation schedule.

Currently, Stryker Brigade Combat Team 3 (SBCT 3, formerly the 172d Separate Infantry Brigade) in Alaska is under LM and scheduled to deploy to Iraq beginning in mid-2005. Two newly activated modular BCTs, the 3d Brigade, 10th Mountain Division and the 4th Brigade, 101st Airborne Division (Air Assault), began LM in September 2004. Six more BCTs will undergo LM in FY 2005, with the goal of converting all BCTs to LM by the end of FY 2009.





## Brigade Combat Team (BCT) Lifecycle Management

### FY 2004

1st Quarter



172d Stryker Brigade,  
(Stryker, SBCT 3)  
Alaska

4th Quarter



3d Brigade,  
10th Mountain Division  
(Infantry)  
Fort Drum, New York  
**ACTIVATION**



4th Brigade,  
101st Airborne Division (Air Assault)  
(Infantry)  
Fort Campbell, Kentucky  
**ACTIVATION**

### FY 2005

1st Quarter



3d Brigade,  
4th Infantry Division  
(Heavy)  
Fort Hood, Texas



4th Brigade,  
4th Infantry Division  
(Heavy)  
Fort Hood, Texas  
**ACTIVATION**

2nd Quarter



4th Brigade,  
10th Mountain Division  
(Infantry)  
Fort Polk, Louisiana  
**ACTIVATION**



3d Brigade,  
2d Infantry Division  
(Stryker, SBCT 1)  
Fort Lewis, Washington

3rd Quarter



2d Armored Cavalry Regiment  
(Stryker, SBCT 4)  
Fort Lewis, Washington

4th Quarter



4th Brigade, 25th Infantry Division  
(Infantry)  
Fort Richardson, Alaska  
**ACTIVATION**

### FY 2006

1st Quarter



4th Brigade,  
1st Cavalry Division  
(Heavy)  
Fort Bliss, Texas  
**ACTIVATION**



3d Brigade,  
25th Infantry Division  
(Infantry)  
Hawaii



2d Brigade,  
25th Infantry Division  
(Stryker, SBCT 5)  
Hawaii

2nd Quarter



3d Brigade,  
1st Cavalry Division  
(Heavy)  
Fort Hood, Texas



6th Brigade,  
25th Infantry Division  
(Infantry)  
Fort Riley, Kansas  
**ACTIVATION**

3rd Quarter



4th Brigade,  
82d Airborne Division  
(Infantry)  
Fort Bragg, North Carolina  
**ACTIVATION**



3d Brigade,  
3d Infantry Division  
(Heavy)  
Fort Stewart, Georgia

4th Quarter



1st Brigade,  
3d Infantry Division  
(Heavy)  
Fort Stewart, Georgia

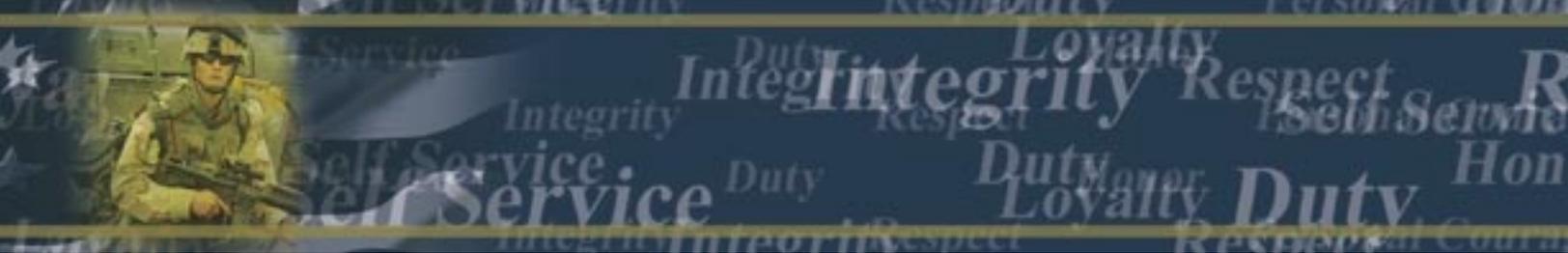


3d Armored  
Cavalry Regiment  
(Heavy)  
Fort Carson, Colorado



5th Brigade,  
25th Infantry Division  
(Infantry)  
Fort Benning, Georgia  
**ACTIVATION**

Source: HQDA



**Impact.** The full impact of Force Stabilization may not be felt for some time. Today, as the Army reorganizes and reassigns personnel to concurrently support the GWOT and Transformation, in the near term there may in fact be more turbulence rather than less. Soldiers must still be prepared to move to support the needs of the Army, transformation and the individual's own leader development timelines. However, as the Army completes its modular transformation and achieves steady state for lifecycle manning, the future will prove one of increased readiness for units and better stability and predictability for Soldiers. Together, Force Stabilization manning strategies will ensure better support to the combatant commander with a more deployable, joint capable, combat-ready force while also benefiting the Soldiers and their families at home. (More information regarding Force Stabilization can be found at <https://www.stabilization.army.mil/>.)

When modularity and Force Stabilization initiatives mature, the U.S. Army will have somewhere between 77 and 82 brigades in both the active and reserve components. With that number of brigades, the Army can sustain the current level of deployments for an extended period of time—one deployment every three years for the active component, once every six years for the reserve component. Such a cycle provides one force that is always ready to deploy, another that is preparing to go and a third that is recovering from a recent deployment. It provides readiness and cohesion for the force and



predictability for Soldiers, their families and, in the case of the reserve component, their employers.

In sum, the major advantages of a modular force include:

- at least a 30 percent increase in the combat power of the active component of the force;
- an increase in the rotational pool of ready units by at least 50 percent;
- creation of a deployable joint-capable headquarters;
- force design upon which future network-centric developments can be readily applied;
- reduced stress on the force through a more predictable deployment cycle:
  - one year deployed and two years at home station for the active force;
  - one year deployed and four years at home station for the Army Reserve force;
  - one year deployed and five years at home station for the Army National Guard force; and
  - reduced mobilization times for the reserve components.

An operational Army organized around modular BCTs and support forces will better meet the challenges of the 21st century security environment and, specifically, jointly fight and win the GWOT.

### The Future Force: The Army in Joint Operations

The Joint Operating Environment forecasts an international security environment of regional crises and conflicts—some foreseeable, others unpredictable. These may range from short-duration, small-scale contingencies to major combat operations on a theater scale. Land forces will conduct conventional and unconventional operations in varying combinations, in a context that will be invariably joint and interagency and usually multinational.



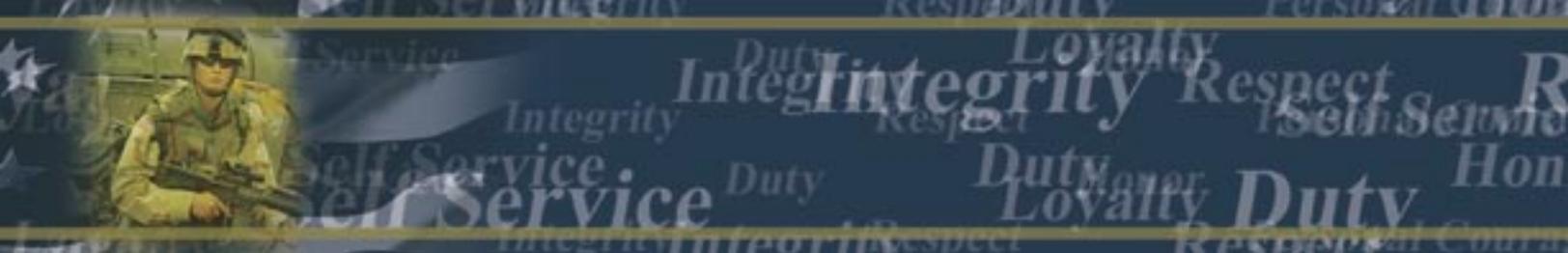
The Army is developing a campaign-quality Force with joint and expeditionary capabilities to meet these challenges. The Army, as part of the future Joint Force, will possess the inherent capabilities to carry a conflict to a victorious conclusion no matter what form it eventually takes. **Campaign quality is staying power, durability and adaptability. Expeditionary capabilities are forces organized, trained and equipped to go anywhere, at any time, in any environment, against any adversary and execute the mission to completion.** Future operations require prompt, sustained and decisive land combat power that is interdependent with air and naval power to ensure a synergy that gives the Joint Force capabilities well beyond the sum of its parts. This means the Army must have expeditionary capabilities with responsive and tailorable force—with capabilities to dominate offensive, defensive, stability and support operations—for combatant commanders across the spectrum of conflict.

Technological advances alone do not constitute change. The most dramatic advances in military operations over history have been borne of ideas—ideas about warfighting, organization and doctrine. **The Army’s most critical asset will not be technology; it will be critical thinking.** The Army will develop and field the forces needed for the future by developing capabilities guided by these seven key operational ideas:

- Operational maneuver from strategic distances to a crisis theater to deter or promptly engage an enemy. Employing advanced joint lift platforms not dependent on improved ports, the Army will deploy modular, scaleable combined-arms formations in mission-tailored force-capability packages along multiple force flows to increase deployment momentum and close the gap between early-entry and campaign forces.
- Entry and shaping operations to seize the initiative, shape the battlespace and set conditions for decisive maneuver. Use of multiple entry points will help overcome enemy anti-access measures, enhance surprise, reduce predictability and—through the conduct of immediate operations after arrival—produce multiple dilemmas for the enemy.



- Intratheater operational maneuver by ground, sea and air to extend the reach of the Joint Force commander, expand capability to exploit opportunities and generate dislocating and disintegrative effects.
- Decisive maneuver, once the initiative is seized, by multidimensional capabilities to achieve campaign objectives.
  - Simultaneous, distributed operations within a noncontiguous battlespace will enable the Future Force to act throughout the enemy’s dispositions to achieve dislocating and disintegrating effects.
  - Continuous operations and controlled operational tempo will overwhelm the enemy’s capability to respond effectively, resulting in physical destruction and psychological exhaustion at a pace not achievable today.
  - Direct attack of key enemy capabilities and centers of gravity with strike and maneuver will accelerate the disintegration of the enemy’s operational integrity.
- Concurrent and subsequent stability operations, the former to secure and perpetuate the results of decisive maneuver during the campaign and the



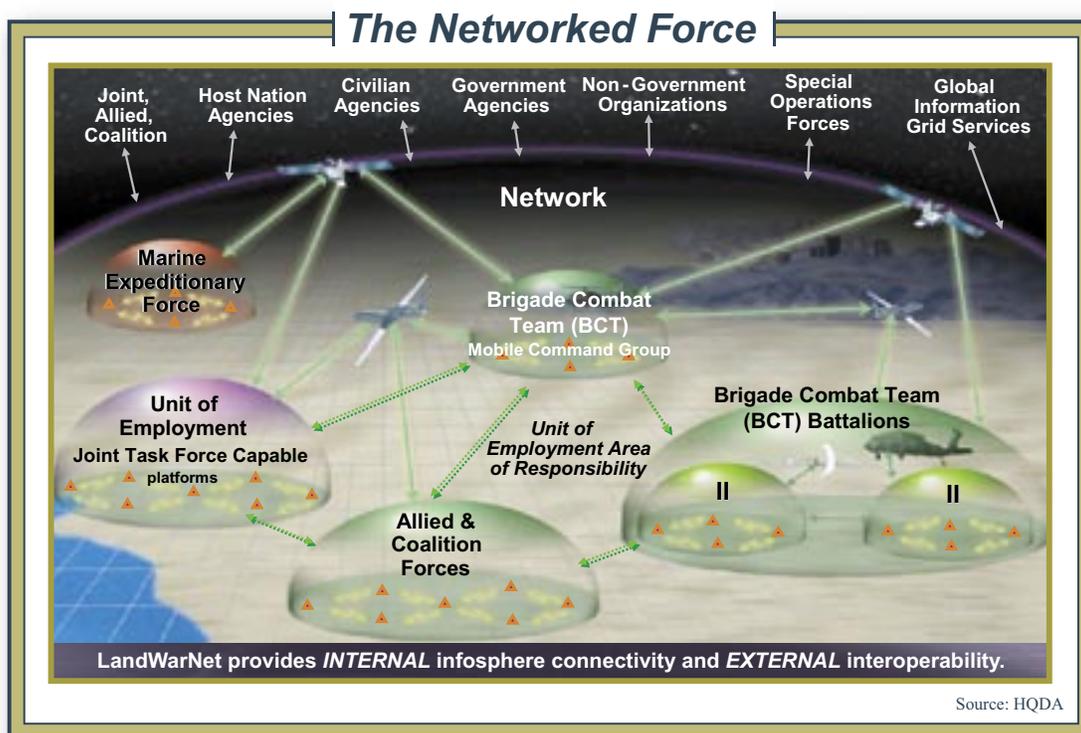
latter to maintain stability, once enemy military forces are defeated, to ensure long term-resolution of the sources of conflict.

- Network-enabled battle command throughout the future campaign to facilitate the situational understanding needed for the self-synchronization and effective application of joint and Army combat capabilities.
- Distributed support and sustainment to maintain freedom of action and provide continuous sustainment of committed forces in all phases of the operation, throughout the battlespace, and with the smallest feasible deployed logistical footprint.

The Army will create capabilities-based units consisting of standardized organizations that are easier to reinforce, tailor and break apart (“plug and play”) to conduct expeditionary operations while maintaining the endurance for sustained land combat. Additionally, these forces will be joint and multinational, capable of seamless communications, intelligence, surveillance and reconnaissance along with fires featuring embedded joint capabilities and connectivity. Finally, the Army will

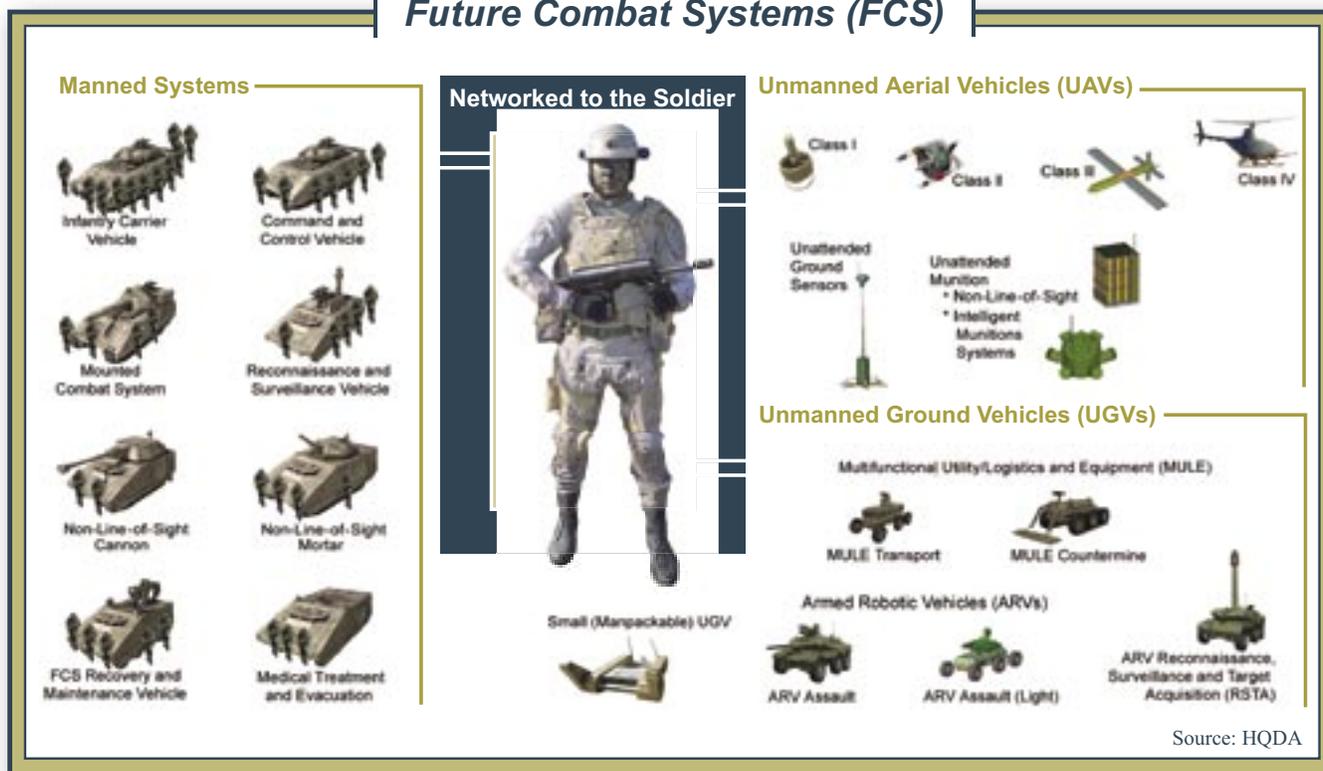
continue to provide adaptive, competent and confident Soldiers and leaders instilled with the Warrior Ethos.

Future Combat Systems, currently in the System Development and Demonstration phase, is the materiel centerpiece of the Future Force. FCS is tied directly to achieving established concepts and capabilities and meeting the needs of the future Joint Force. As mentioned earlier, the Army restructured the FCS program to accelerate crucial capabilities to the Current Force while continuing work to build the FCS-equipped design. Acceleration of FCS pushes (spirals) the most promising technologies into more of the force faster than was previously programmed. FCS acceleration will provide to the Current Force selected advanced capabilities from the FCS program. (See AUSA’s Torchbearer Issue Paper “Future Combat Systems: The Future is Now,” October 2004, and “The Army Magazine Hooah Guide to Future Combat Systems,” *ARMY*, February 2005.) The result of this linkage is unprecedented situational awareness and understanding, which will allow FCS-equipped forces to provide the Joint Force commander with dominant landpower to develop the situation in and out of contact,





## Future Combat Systems (FCS)



set conditions, maneuver to positions of advantage, and close with and destroy the enemy through standoff attack and combined arms assault.

### What is Needed

For the U.S. Army, what is needed is:

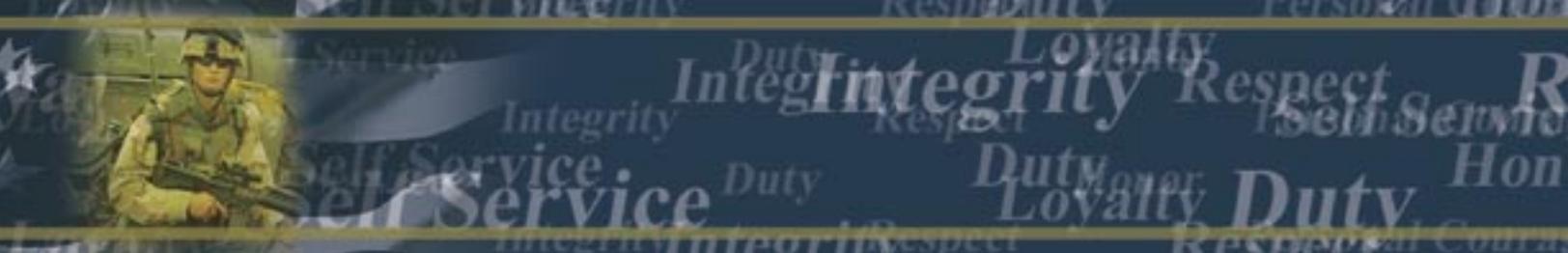
- a force that is designed, equipped, generated, sustained and supported in such a manner as to enable the conduct of military campaigns that are increasingly joint in nature;
- strategic ability and force readiness that facilitate the conduct of expeditionary operations on short notice;
- a balance in the size and mix of the Army's components (active and reserve) and overall capabilities;
- a culture of innovation that allows emerging new technology, procedures and equipment to be easily and quickly absorbed into the force; and

- the resources (people, equipment, money and time) to implement all of the above.

The senior leadership of the U.S. Army has embarked upon an extraordinary yet comprehensive campaign to:

- provide the Joint Force with the campaign-quality forces with joint and expeditionary capabilities required to prevail in the protracted GWOT while sustaining global commitments in support of the national security and defense strategies; and simultaneously,
- transform the U.S. Army to improve its forces and capabilities today as well as to posture itself for the challenges of tomorrow.

The Army's strategic goal continues to endure: remaining relevant and ready today and tomorrow by providing the Joint Force with essential capabilities to dominate across the entire range of military operations. What is changing, however, are the design, the size and mix between components, and the manning of units.



Initiatives are in place. The Army is positioning itself to add 30,000 Soldiers to its active component through 2009 in accordance with recent legislation; modularize 52 brigades and restructure more than 40,000 force structure spaces in the reserve to the active component by the end of 2006; stabilize more than 9,600 Soldiers to allow full implementation of Force Stabilization strategies; and convert all BCTs and support brigades to LM by the end of FY 2009.

What is required now is for the senior leadership of the Department of Defense and the executive branch of government together with Congress to “stay the course.” They must fully resource the Army in the DoD budget (and not with supplementals) now and for the life of the program. There can be no “changes in midstream” or the gains in capabilities to this point will be in vain.

**What Must Be Done**

According to DoD’s Manpower and Data Center, nearly one million military members have served on overseas combat operations since 2001 and almost one-third of those have deployed more than once. Considering all components of the Army, more than 435,000 Soldiers have deployed since 2001, with more than 152,000 of them having had more than

one deployment. Today the Army has an average of 650,000 Soldiers on active duty, some 145,000 of them mobilized reserve component Soldiers. According to a preliminary estimate by the Congressional Budget Office, if the GWOT were to end in early 2005 the Army would still need at least \$20 billion more than budgeted over the next three years just to be at the same level of preparedness as before 2001. **According to U.S. Army estimates, when the hostilities of the GWOT cease and the shooting stops, the Army will need two more years of additional funding to do what it needs to do with modularity and modernization.**

The four overarching and interrelated strategies comprising Army Transformation are sound and in place, addressing the shortfalls in the categories of people, equipment and force structure, and posturing the Army for the future. However, unless properly resourced throughout the entire life of the program, it will be no more than just another plan. Therefore, Congress and DoD must:

- continue to fully support Army Transformation to include the initiatives to make it a modular force;
- fund DoD at an amount approximately 4 percent of the gross domestic product;
- increase the Army’s share of the DoD budget to at least 28 percent to meet its requirements;
- expeditiously fund future commitments of Army forces for unprogrammed contingencies so the Army is not forced to internally reprogram dollars;
- permanently authorize and fund active component endstrength to at least 540,000;
- authorize and fund reserve component full-time manning requirements at 100 percent; and
- support and sustain in the DoD budget (not with supplementals) an Army at war now and in the future.

**The Army is undergoing the largest change since World War II—  
in doctrine, training, leadership development, organization, materiel, logistics and Soldiers.**

**General Richard A. Cody, Vice Chief of Staff, U.S. Army**  
*(New York Times, 9 February 2005)*



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## Torchbearer Message

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America as a nation finds itself in an increasingly unstable world filled with terrorists, regional instability, irregular warfare and intractable hatred. Rather than focusing on a single, well-defined threat or a geographic region, the U.S. Army is now developing a range of complementary and interdependent capabilities that will enable current and future Joint Force commanders to succeed in their missions in both peace and war. It is aggressively reshaping the force to be an Army of campaign quality, with joint and expeditionary capabilities—transforming to prevail in the Global War on Terrorism today while simultaneously posturing the Army for future challenges.

**The U.S. Army is transforming using four overarching and interrelated strategies (supported by 20 initiatives):**

- providing relevant and ready landpower to combatant commanders;
- training and equipping Soldiers to grow as adaptive leaders and serve as warriors;
- attaining a quality of life for Soldiers and their families that matches the quality of their service; and
- providing the infrastructure to enable the force to fulfill its strategic roles and missions.

Within the first strategy, three of its nine initiatives are crucial to making the Army into a modular force: converting to a brigade-based modular force; rebalancing active and reserve component units and skills; and stabilizing Soldiers and units to enhance readiness and cohesion and create predictability. The foundation already laid for these changes is the emphasis on the Soldier as the centerpiece of all Army formations and the embedding of the Warrior Ethos in all aspects of a Soldier's life.

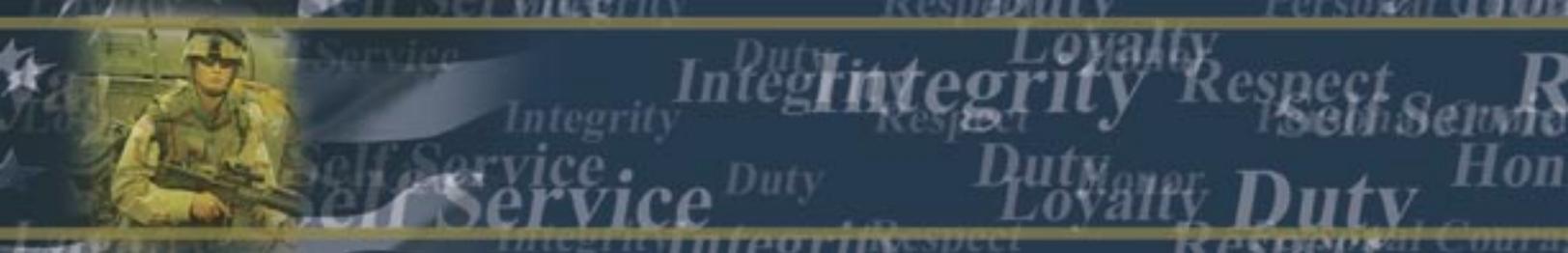
Converting to a brigade-based modular force redesigns the operational Army into a larger, more powerful, more flexible and more rapidly deployable force by moving from a division-centric structure to

one built around brigade combat teams (BCTs). These standing combined-arms BCTs contain the capabilities necessary to deploy to a fight quickly and engage immediately in battle. The Army will increase active component BCTs from 33 to 43 by the end of 2006 and have 34 reserve component BCTs with similar organizational designs. The Army is also reorganizing to create five different types of support brigades, with standard headquarters but variable subordinate units, aviation being the first. Current divisions, corps and theater armies are being restructured into two echelons: mobile tactical-level headquarters capable of directing BCTs in major operations; and regional operational-level headquarters providing Army and joint support, both of which will have inherent joint capabilities.

**Rebalancing active and reserve component units and skills means eliminating less-used force structure to resource additional infantry capability and high-demand units such as military police, transportation and civil affairs.** The Army's senior leadership is investing in more active component combat support and combat service support capability for the first 30 days of an operation.

Stabilizing Soldiers and units to enhance readiness and cohesion and create predictability (keeping Soldiers longer in units) improves readiness through more unit





cohesion and creates predictability not only for Soldiers but for their families as well. Units that stay together longer are able to take their training proficiency to higher levels and work more smoothly. Families can build deeper roots within their communities and take advantage of opportunities for employment, continuity of health care and schooling, and other personal matters. **The Army gains more cohesive and experienced units, while families gain the predictability and stability they deserve and demand.** The full impact of Force Stabilization may not be felt for some time. However, the goal is to convert all BCTs and support brigades to Lifecycle Management by the end of FY 2009.

Implementation of these three critical initiatives is already paying dividends. The operations of the 1st Cavalry Division in Iraq, in which the senior tactical headquarters controlled 62 battalions of U.S. and coalition forces in a manner similar to that of a traditional corps, is an example of the benefits derived from modularity. Another is the case of the III Marine Expeditionary Force in Fallujah, Iraq where two Army brigades fought alongside the Marines and both used their own and other services' manned and unmanned aerial vehicles in defeating the insurgents in the city. Regarding rebalancing, 40,000 of 100,000 spaces in the force structure have already been moved from the Army National Guard and the Army Reserve into the active component, reducing structure in the Guard and Reserve

to realize the benefits of having fully staffed whole units. Other adjustments have addressed imbalances in military occupational specialties (MOSs). Concerning stabilization of the force, the Army's Stryker Brigades have proven their worth in combat (moving more than 400 miles from Mosul to Najif in 48 hours and fighting two battles along the way). They were the first to implement the unit manning policy (keeping Soldiers with a unit for three years) and have been able to hone their skills through team building, thereby reducing turbulence and gaining familiarity.

The Army's Transformation will not succeed, however, unless fully resourced for the foreseeable future. For 2005, the Army will continue to carry the torch in the GWOT, securing the homeland while simultaneously resetting the force and transforming to the Future Force. It is time for the Army's share of the Department of Defense budget to be reapportioned above the traditional 24 percent that DoD allocates in its budget formulation. Today's Army cannot be resourced on 24 percent plus supplementals; that is neither proper nor responsible stewardship. National defense is a shared responsibility. In 2005 and beyond, the administration and Congress should reapportion the DoD budget to reflect the reality of "boots on the ground" and fund the Army at a 28 percent budget share—and even that will not be adequate for the current fight. The Army must continue to man, train, deploy, refit/refresh, fight and transform for today's war—all the while transforming for tomorrow's wars. The Army cannot be expected to mortgage its future by short-changing long-term readiness (training, developing, equipping, transforming) for today's near-term fight. Likewise, the size of the Army must not be minimized due to budget size. The force must be sized to fight, train, develop, refresh, reset and maintain for the needs of today and tomorrow. And the proper-sized force must be adequately funded without jeopardizing the other requirements of equipping, training, developing and fielding. Today's Army endstrength is authorized at about 502,400. It should be sized and funded for an endstrength of at least 540,000.

# The Soldier's Creed

**I am an American Soldier.**

**I am a Warrior and a member of a team.**

**I serve the people of the United States and live the Army Values.**

**I will always place the mission first.**

**I will never accept defeat.**

**I will never quit.**

**I will never leave a fallen comrade.**

**I am disciplined, physically and mentally tough,  
trained and proficient in my warrior tasks and skills.**

**I always maintain my arms, my equipment and myself.**

**I am an expert and I am a professional.**

**I stand ready to deploy, engage and destroy  
the enemies of the United States of America in close combat.**

**I am a guardian of freedom and the American way of life.**

**I am an American Soldier.**

Source: HQDA

