Transforming U.S. Army Pacific

An AUSA Torchbearer Issue
June 2009
Sixteen years ago, as Army Chief of Staff, I visited Alaska, Japan and Hawaii. It was apparent to me then that the Pacific Basin would continue to be an area of vital interest to the United States for both economic and military reasons, and that the United States Army was an important member of the defense team in the Pacific. That is still true today.

As new security requirements have emerged in the 21st century, the Army has realized the need to transform its command in the Pacific region—U.S. Army Pacific, or USARPAC—to ensure that both U.S. Pacific Command’s (USPACOM’s) and the Army’s own requirements are met. USARPAC is currently transforming from an Army force headquarters to an assigned theater army headquarters complete with organic warfighting command and control as well as theater-enabling commands dedicated to the Pacific region. It also continues in its role as a significant global force provider and executes an expanding Theater Security Cooperation Program to prevent future conflicts. Both the combatant and Army service component commands understand the concept of a whole-of-government approach—integration and unity of effort within the Department of Defense and across other U.S. government departments and agencies; they have had decades of practice.

This latest installment of AUSA’s signature Torchbearer series discusses how the USARPAC transformation complements USPACOM’s strategy and supports Army imperatives. We hope that you will find this report a useful resource and that you will continue to look to AUSA for thoughtful, credible analysis of contemporary national security issues.
Executive Summary

*We must transform our force to provide the combatant commanders dominant, strategically responsive forces capable of meeting diverse challenges across the entire spectrum of 21st century conflict.*

2009 U.S. Army Posture Statement, Headquarters, Department of the Army, p. 9

As the U.S. Army looks to the future, the coming decades are likely to be ones of persistent conflict—protracted confrontation among state, non-state and individual actors who use violence to achieve their political and ideological ends. In this era, the Army will continue to have a central, enduring role in implementing the National Security Strategy, resulting in high demand for Army forces and capabilities. Future operations in this environment will span the entire spectrum of conflict from peace operations to counterinsurgency operations to major combat operations. The Army’s senior leadership, responding to this strategic environment and the strategy that flows from it, is building an expeditionary- and campaign-quality force.

In the Pacific region, U.S. Pacific Command (USPACOM, a unified combatant command) has the primary warfighting mission to defend the United States and its interests. This mission is enabled by the employment of the U.S. military in support of a peaceful and prosperous Asia-Pacific region. To accomplish this, USPACOM has a strategy that is rooted in partnerships, presence and military readiness. With allies and partners, the commander of USPACOM—the senior U.S. military authority in the Pacific area of responsibility (AOR)—is, through a comprehensive whole-of-government approach, enhancing stability by promoting security cooperation, encouraging peaceful development, responding to contingencies, deterring aggression and, when necessary, fighting to win.

The U.S. Army Pacific (USARPAC)—the single Army service component command (ASCC) for the Pacific AOR—provides forces, commands assigned forces and conducts full-spectrum operations in support of USPACOM. Additionally, the commander of USARPAC has an organic operational command and control capability that can be provided to USPACOM for small-scale contingency operations. To achieve this expeditionary capability enhanced by forward presence throughout the region, USARPAC is well on its way to transforming from an Army force headquarters (with other non-deployable, non-warfighting regional commands) to an assigned theater army headquarters (capable of performing joint task force and supporting joint force land component command functions as well as ASCC functions, and commanding and controlling small-scale contingencies and theater-enabling commands dedicated to the Pacific region).

Today, nations within the U.S. Pacific Command’s area of responsibility span more than 50 percent of the earth’s surface, covering approximately 105 million square miles. The area extends from the U.S. west coast (Alaska) to the east coast of Africa (the Maldives)—a distance of 9,000 miles over 16 time zones—and from the Arctic to the Antarctic. The 36 nations in the region possess nearly 60 percent of the world’s population. One-third of all U.S. trade is conducted in the region (in contrast, the European Union accounts for about 20 percent of U.S. trade.) The Asia-Pacific region encompasses seven of the world’s ten largest armed forces and five of the seven U.S. mutual defense treaties (Japan, South Korea, Thailand, Philippines, Australia/New Zealand).

As the United States continues to fight decisively against terrorism and other threats to national security, USARPAC contributes to this effort as a significant global force provider. At the same time, it is working cooperatively throughout the Pacific with allied and partner nations’ armies both to expand its influence and to maintain security through the USPACOM Theater Security Cooperation Program (TSCP). The TSCP activities—developed, fully coordinated, resourced and executed within the USPACOM Theater Campaign Plan framework—are a crucial element toward preventing future conflicts. The heart of the USARPAC vision is the expanded capability of a regionally focused theater army headquarters, with a full complement of regionally
focused but globally aware enabling commands agile enough to respond rapidly and effectively to a variety of contingencies.

Specifically, USARPAC is evolving into a theater army headquarters with the capability to fight and win across the full spectrum of conflict. It also now includes a full complement of theater support and enabling commands that provide enhanced communications, intelligence, logistics, medical, civil affairs, air and missile defense and reserve component readiness capabilities. These force enhancements ensure the U.S. Army remains the preeminent land warfighting force in the region. The Army’s plan to grow in size by 74,500 Soldiers has a profound impact on the Pacific. It will result in a total growth of Army forces by approximately 4,200 Soldiers within Alaska and Hawaii from 2008 through 2013 and provide needed combat service and combat service support units (for example, engineer, military police and communications), a combat aviation brigade and a maneuver enhancement brigade required to address the full spectrum of future Pacific theater challenges.

A transformation effort to build a single theater army capable of supporting major combat operations in Korea is well underway. Eighth U.S. Army is transforming from an ASCC to a warfighting headquarters (redesignation pending Headquarters, Department of the Army approval) to support U.S. Forces-Korea (USFK), which will become U.S. Korea Command (USKORCOM). USARPAC, in its role as the ASCC for the Pacific, will provide Title 10 assistance, with supporting efforts from its theater-enabling commands, in seamless operations during transition to conflict on the Korean Peninsula just as it will provide support across the theater. When the transformation is complete, USPACOM will have lethal and flexible forces enabled by a command and control structure that will be strategically responsive.

A theater-wide, expansible command and control network facilitates reaching back to a unit’s home station for capabilities that otherwise would have to be deployed forward. These capabilities must be fully developed and fielded to complement the expeditionary forces. The 311th Theater Signal Command continues to modernize its capabilities—crucial to enable the network that will span the vast expanses of the USPACOM AOR—and serves as the bellwether for the pace of transformation. Information assurance and network protection are top priorities; therefore, procurement of the Joint Network Node and other modern communications technologies such as Army Battle Command Systems (ABCS) for the headquarters is essential. Likewise, as resources become more constrained, additional training support assets—school quotas, mobile training teams, combat training center rotations, training ammunition and training support infrastructure—are critical.

The Army’s transformation to a modular force has enabled force providers such as USARPAC to provide trained and ready forces to combatant commanders. But there is a cost: Transforming under wartime conditions has created demands for expanded infrastructure, facilities and services to meet readiness and quality-of-life requirements. U.S. Army Installation Management Command (IMCOM)-Pacific Region is transforming through a joint effort called the Pacific Installations Initiative (PII). Concurrently, USARPAC continues to expand and apply energy efficiency/alternative energy initiatives on installations to reduce their footprint. With required resourcing, this effort will enable two power-projection platforms in the Pacific (Hawaii and Alaska) to provide the services necessary to meet and sustain the readiness needs of units and the quality of life of the command’s Soldiers, their families, Army civilians and the military community at large.

Peace, security, stability and prosperity in the Pacific over the past 50-plus years are attributable to U.S. capacity, capability, presence, posture and participation. Simply put, an era of persistent conflict requires a strategy of persistent engagement. In the 21st century, USPACOM and USARPAC understand the concept of a whole-of-government approach—integration and unity of effort within and across U.S. government departments and agencies; they have had decades of practice. The ever-evolving USARPAC transformation improves the capability of the joint force to defend the homeland, deter conflict in critical regions, respond promptly to small-scale contingencies and swiftly defeat an enemy in major combat operations. Properly resourced transformation is critical not only for the U.S. Army but also for the nation.
Transforming U.S. Army Pacific

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USPACOM Strategy, 14 November 2008, p. 1

Introduction

The U.S. military and especially its Army are in the midst of a long war—the third-longest in America’s history and the longest ever fought by an all-volunteer force (AVF). More than seven continuous years of combat have pushed the Army out of balance by straining its ability to sustain the AVF and maintain strategic depth. The global security environment is more ambiguous and unpredictable than in the recent past. Global terrorism, extremist ideologies and other transnational concerns threaten U.S. national interests. Adversaries will continue to try to exploit technological, informational and cultural differences. Future operations will span the spectrum of conflict from peace operations to counterinsurgency operations to major combat operations. Persistent conflict—protracted confrontation among state, non-state and individual actors who are increasingly willing to use violence to achieve their political and ideological ends—characterizes the next several decades.

In the Pacific region, U.S. Pacific Command (USPACOM, a unified combatant command) has the primary warfighting mission to defend the United States and its interests. This mission is enabled by the employment of the U.S. military in support of a peaceful and prosperous Asia-Pacific region. To accomplish this, USPACOM has a strategy that is rooted in partnerships, presence and military readiness. With allies and partners, the commander of USPACOM—the senior U.S. military authority in the Pacific area of responsibility (AOR)—is, through a comprehensive whole-of-government approach, enhancing stability by promoting security cooperation, encouraging peaceful development, responding to contingencies, deterring aggression and, when necessary, fighting to win.

The U.S. Army Pacific (USARPAC)—the Army service component command (ASCC) for the Pacific AOR—provides forces, commands assigned forces and enables full-spectrum operations in support of USPACOM. Additionally, USARPAC has an organic operational command and control capability that can be provided to USPACOM for small-scale contingency operations. To achieve this expeditionary capability enhanced by forward presence throughout the region, USARPAC is well on its way to transforming from an Army force headquarters (with other non-deployable, non-warfighting regional commands) to an assigned theater army headquarters (capable of performing joint task force and supporting joint force land component command functions as well as ASCC functions, and commanding and controlling small-scale contingencies and theater-enabling commands dedicated to the Pacific region). Will resources continue to be available to complete this ongoing transformation?

The U.S. Army faces two major challenges—restoring balance to its force and setting the conditions for the future use of that force. The Army currently is consuming readiness more quickly than it can build it. As demand decreases for Iraq, it increases for Afghanistan. Unresourced requirements—many of them important to a whole-of-government approach—continue. Plans called for the Army to increase its active component endstrength to 547,400 Soldiers and that of the Army National Guard to 358,200 by
2010, and Army Reserve endstrength to 206,000 by 2012. With national leadership support, the Army has achieved its manpower growth in all components during 2009. Yet as the Army prepares and resets its forces, it simultaneously must set conditions for the future. Meeting the conditions for the Army’s future employment will require it to continue to modernize, adapt its institutions and transform Soldier and leader development programs to sustain an expeditionary- and campaign-capable force. Currently, the Army’s primary focus is on training forces and building readiness to prevail in Iraq and Afghanistan. However, in addition to these significant demands, it is simultaneously preparing ready and capable forces for other national security requirements. These forces support combatant commanders (such as USPACOM) in a wide variety of military missions across the entire spectrum of conflict. Transforming—one of four Army imperatives—aids in focusing efforts to restore balance and set conditions for the future, especially in the Pacific region. The current transformation is a monumental step in the evolution of the U.S. Army in the Pacific region.

Background

The Asia-Pacific theater has been vitally important to U.S. national interests as far back as the 1890s. Given its expanding interests in the Pacific, the United States has maintained a continuous military presence across the entire Pacific Ocean from the Spanish-American War, through major wars and operations other than war in the 20th century, to the present. The United States has enduring interests as a resident nation in the Pacific, with sovereign territory spanning the area bounded by the Aleutian Islands, Guam and American Samoa.

Following World War II, U.S. policy and military presence became the guarantor of peace and stability. This both facilitated the rapid economic development of major regional security partners in Japan and South Korea and firmly rooted flourishing democratic governments where they had not previously existed. Following the end of U.S. operations in Southeast Asia in 1974, the Army disestablished the U.S. Army Pacific headquarters that had controlled Army forces throughout the USPACOM area of operations and established separate direct reporting commands in South Korea and Japan. Army units in Hawaii were assigned to the Army Forces Command in Atlanta, Georgia, and a small U.S. Commander-in-Chief Pacific Support Group was established in Hawaii as a liaison between the Department of the Army and USPACOM.

Less than seven years later, in 1981, the commander of USPACOM requested the Army establish a major command in Hawaii, commensurate with other military service component commands, to address shortfalls in Army support of USPACOM activities. The Army established the U.S. Army Western Command in Hawaii and assigned forces, primarily the 25th Infantry Division and supporting units.

Army Western Command ensured the readiness of its forces for Pacific-based contingencies and developed a robust military engagement program with regional armies. It spanned the range of senior officer visits, bilateral exercises, small-unit activities, individual Soldier exchanges and multinational regional security conferences. These activities became and continue to be the centerpiece of the USPACOM Theater Security Cooperation Program (TSCP). The assignment of an ASCC and Army forces within the region has ensured that Army activities within the theater are responsive to the regional combatant commander’s priorities and requirements. This was not the case when the prioritization of Pacific-based Army force activities was vested in a headquarters with competing responsibilities in other geographic regions.

U.S. interests in the Pacific have grown as trade with Asia-Pacific nations has eclipsed trade with America’s traditional partners in Europe. In the early 1990s Army forces in Japan and Alaska were assigned to Army Western Command, which was redesignated U.S. Army Pacific. This facilitated theater-level management of a larger force pool and closer integration of Army activities with the regional combatant commander’s priorities. For example, Army forces in Japan, heretofore internally focused in Japan, assisted Japan Self-Defense Forces in preparing
for their 1991 role in supervising United Nations-sponsored elections in Cambodia and assumed the U.S. lead for Balikatan, the major bilateral joint exercise with the Philippines in 1995.

Yet these important transitions in reality still left USARPAC as an ASCC in name only. It was non-deployable and did not have complete authority over all Army forces in the theater. As new security requirements emerged in the 21st century, the Army realized the need to transform USARPAC in a comprehensive manner to ensure that both the combatant commander’s and its own requirements were met.

Did You Know?

Today, nations within the USPACOM AOR span more than 50 percent of the earth’s surface, covering approximately 105 million square miles. The area extends from the U.S. west coast (Alaska) to the east coast of Africa (the Maldives)—a distance of 9,000 miles over 16 time zones—and from the Arctic to the Antarctic. The 36 nations in the region possess nearly 60 percent of the world’s population. One-third of all U.S. trade is conducted in the region (in contrast, the European Union accounts for about 20 percent of U.S. trade.) The nations of the region (not including the United States) account for one-third of the world’s...
Gross Domestic Product (GDP).¹ In some estimates, by 2025 China’s GDP will exceed that of every nation except the United States, followed in descending order by India and Japan.² In contrast, the region also has many of the world’s smallest economies.

The Asia-Pacific region encompasses seven of the world’s ten largest armed forces and five of the seven U.S. mutual defense treaties (Japan, South Korea, Thailand, Philippines, Australia/New Zealand). The Asia-Pacific region has more people living under democratic governments than any other region of the world, while also holding the last remaining bastions of communism. It also includes India, Indonesia and Bangladesh—three of the four largest Muslim populations.

The Asia-Pacific region is characterized by a remarkable level of relative stability and continuity. This is particularly noteworthy when one considers the significant regional pressures and enduring challenges. The continuation of the secure and stable conditions that underpin prosperity in the region, however, is not a foregone conclusion. There exist many traditional, emerging and potential challenges that threaten to undermine stability. Among them are:

- transnational violent extremism;
- state and non-state actors who sponsor terrorism, pursue nuclear technologies, proliferate weapons, and support illicit and criminal behaviors;
- developing nations experiencing rapid economic growth and investing in extensive military modernization and expansion;
- weapons and sensitive technology proliferation;
- transnational and international criminal activities such as piracy and human trafficking;
- humanitarian crises, natural disasters and pandemics;
- historic animosities, territorial disputes and strong nationalist tendencies; and
- poor environmental stewardship and resource management.³

Economic and resource trends portend shifts in the future demographics and balance among the region’s nations. Increasingly, populations are drawn to urban centers and the littoral regions, leading to greater potential for dislocations resulting from natural disasters or pandemic diseases. The populations of developed nations are aging rapidly and will begin to decline, while developing-nation populations are younger and increasing. The effects on productivity, social program expenses and available workforce will likely force changes in economies. With expanding economies come increased demand and competition for resources, a potential source of friction and renewed claims over disputed territories.

The scale and scope of the Asia-Pacific regional characteristics create a dynamic picture of economic, military and political power. The region promises tremendous opportunities. China and India—the world’s most populous nations—have prospered economically during this protracted stability and emerged with growing regional military capabilities. Australia and New Zealand, already strong democracies, have taken on the leading roles in furthering regional security, providing military forces and nation-building assistance to neighbors in Oceania and Southeast Asia.

**Expeditionary Capability Enhanced by Forward Presence**

**General.** In an era of persistent conflict, the U.S. Army is the primary enabling and integrating element of landpower. The Army’s transformation focuses on distinct qualities that land forces must possess to succeed in this evolving security environment. Through its current and planned efforts, the Army

³ USPACOM Strategy, p. 4.
will continue to transform into a land force that is versatile, expeditionary, agile, lethal, sustainable and interoperable. **While each of these characteristics is important, three of them—versatile, expeditionary and interoperable—are critical in the Pacific Region.**

- **Versatile forces** are multipurpose and can accomplish a broad range of tasks, moving easily across the spectrum of conflict as the situation demands. Operations within the Pacific AOR span the entire spectrum of conflict.

- **Expeditionary forces** are organized, trained and equipped to go anywhere in the world on short notice, against any adversary, to accomplish the assigned mission (including conducting forcible-entry operations in remote, non-permissive environments). The goal is to provide rapid, credible and sustainable global response options for the joint force.

- **Interoperable forces** effectively support and integrate the efforts of joint, interagency, intergovernmental, multinational and indigenous elements to achieve common goals. The extensive planning and organizing capabilities and experience of such forces are national assets essential to preparing and assisting interagency, multinational and host nation partners to execute their roles in conflict prevention and resolution.

The USPACOM strategy is a long-term plan of action that underscores the fundamental importance of sustained and persistent cooperation and collaboration in times of relative peace to mitigate situations that could lead to conflict and crisis. The emphasis on security cooperation and capacity building does not signal a departure from the primary responsibility to fight and win. Rather, it acknowledges the complexity of the security environment and the importance of proactively employing forces in ways that strengthen partnerships and support conditions that preclude the necessity for combat operations. USPACOM imperatives that denote unconditional requirements for the successful implementation of its strategy are:

- **Military superiority**: USPACOM is first and foremost a warfighting command, committed to maintaining military superiority across the full spectrum of operations.

- **Multilateral approach to security**: USPACOM recognizes the importance of bilateral and multilateral approaches to overcoming security challenges and maintaining regional stability. It continues to act in concert with those nations and organizations who value cooperation and collaboration to foster security and stability.

- **Freedom of movement and secure access**: Freedom of movement in and secure access to all domains for all nations is essential to a healthy and prosperous region. USPACOM ensures the conditions that facilitate movement and secure access for global supply chains and lines of communication and commerce.

- **Whole-of-government approach**: Successful USPACOM interaction in the complex security environment of the Asia-Pacific demands a high degree of coordination, integration and unity of effort within the U.S. Department of Defense (DoD) and across other U.S. departments and agencies. This whole-of-government approach effectively leverages all instruments of national power.4

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Securing the Peace While Supporting the War

More than 7,000 miles from Hawaii, nestled in the world’s highest peaks (towering well over 26,000 feet), a small team of surgeons, dentists and noncommissioned officers with emergency medical skills spent a week with the Nepalese Army forces in the Tarai region, southeast of Kathmandu, conducting a medical readiness and training exercise. Located between two of the world’s emerging economic powerhouses, China and India, Nepal is one of the world’s poorest nations. Over the past decade, Nepal has been ravaged by civil conflict, but emerged in 2008 as a democratic republic. During the operation, a U.S. Army Pacific (USARPAC) team treated nearly 4,300 Nepalese who had not seen medical services for years. More important, the team served as the key cog in building capacity in U.S. Pacific Command’s (USPACOM’s) partner nation by training Nepalese noncommissioned officers on treating traumatic injuries. The week-long event was a culmination of extensive planning and coordination that focused on careful site selection and exercise objectives. The results of this and similar events are evident in relationships built, capacity expanded and enduring presence of U.S. forces in the Asian-Pacific region ensured. The USARPAC Soldiers are on point for winning the peace.

On the west coast of the United States at Fort Lewis, Washington, several thousand Soldiers from a Stryker Brigade Combat Team (SBCT) have spent the better part of a year equipping, manning and training to deploy in support of overseas contingency operations, joining their fellow Pacific-based active and reserve component Soldiers from Alaska and Hawaii already supporting operations in Iraq, Afghanistan and the Philippines. As part of the expeditionary Army, Pacific-based SBCTs have previously served in Iraq, returned to home station and undergone a closely-managed reset process to deploy again. They are part of a force of more than 27,000 that USARPAC is deploying in support of overseas contingency operations.

At Camp Asaka, on the outskirts of Tokyo, the contingency command post for USARPAC and I Corps (Forward) conducted bilateral command post exercise Yama Sakura, bringing to bear all the command and control systems under the theater army headquarters, employing (in simulations) major weapon systems including brigade combat teams, Patriot missile battalions and artillery, along with robust theater-enabling capabilities such as logistics, medical, missile defense and communications as well as joint force capabilities. The purpose of the exercise was to practice defense of Japan (one of the United States’ closest allies in the Asia-Pacific region) based on the operations plan designed for the Japan Ground Self-Defense Force, which would conduct combat operations with U.S. forces that would deploy to Japan. Through such exercises, USARPAC builds capacity and capability, enhances interoperability and strengthens the relationship that endures through crisis and war.
The U.S. Army’s transformation of its forces and headquarters in the Asia-Pacific region complements the USPACOM strategy and supports the Army’s goals of restoring balance and setting the conditions for the future.

Mission. USARPAC’s mission has evolved to reflect the changing security environment, meet Army imperatives and better execute the USPACOM strategy. USARPAC, as the ASCC to USPACOM, provides forces, commands assigned forces, and enables full-spectrum operations to deter aggression, advance regional security/cooperation, respond to crisis and fight to win. On order, USARPAC provides command and control for small-scale contingency operations or serves as a combined or joint headquarters to support humanitarian assistance (HA)/disaster relief (DR) and peacekeeping operations. Two key responsibilities emerge; as the nation continues to fight decisively against terrorism and other threats to its national security, USARPAC contributes to this effort as a significant global force provider. At the same time, it is working cooperatively throughout the Pacific with allied and partner nations’ armies both to expand its influence and to maintain security through the USPACOM TSCP. Transforming USARPAC both in its warfighting capacity and its ability to command and control joint and combined forces is allowing successful accomplishment of this dual responsibility.

Since 2002, in its role as force provider, USARPAC (along with the rest of the Army) has had to focus primarily on providing forces to Operations Iraqi Freedom (OIF) in Iraq and Enduring Freedom (OEF) in Afghanistan. Support of these operations has consumed the majority of USARPAC’s time and efforts as the command has, on numerous occasions, prepared, deployed, supported, redeployed and reset elements of each of its subordinate commands throughout the region. Most Schofield Barracks, Hawaii-based units—3d Brigade Combat Team (BCT), 25th Infantry Division (25ID), the 25ID Headquarters, the 45th Sustainment Brigade and Hawaii’s own 29th Infantry BCT (Hawaii Army National Guard)—are currently deployed in support of OIF. The 2d Stryker BCT, 25ID, recently returned from OIF. The 25th Combat Aviation Brigade and the 130th Engineer Brigade are in the final stages of preparation for their deployment. Alaska-based units are in similar circumstances: the 1st Stryker BCT, 25ID (formed at Fort Wainwright in 2005) is now into its second deployment, and 4th Brigade (Airborne), 25ID (formed at Fort Richardson in 2004) is now deploying for a second time. The 500th Military Intelligence Brigade’s 15th Aerial Exploitation Battalion (AEB) remains committed to OIF intelligence operations through capabilities-based rotations.

USARPAC is also on track toward becoming an operational headquarters capable of full-spectrum operations. As the Army continues to build capability in the Pacific in concert with the Army Campaign Plan (ACP), the heart of the USARPAC vision is the expanded capability of a regionally focused theater army headquarters, with a full complement of regionally focused but globally aware enabling commands agile and versatile enough to respond rapidly and effectively to a variety of contingencies. The restationing and standup of theater-enabling commands (TECs) aligned with USARPAC gives the commander reliable and responsive Title 10 support and facilitates Army Support to Other Services for operations in the AOR spanning the full spectrum
Theater Security Cooperation Program (TSCP)

Building of Defense Relationships

- **Senior Leader Visitation Program**
  - India
  - China

- **Multilateral Forums**
  - Pacific Armies Chiefs’ Conference
  - Pacific Armies Management Seminar
  - Asia Pacific Military Medicine Conference

- **Executive Steering Groups**
  - India
  - Taiwan

- **Army Bilateral Exercises**
  - India
  - Japan
  - Australia
  - Thailand
  - Indonesia
  - Malaysia
  - Mongolia
  - Singapore
  - Bangladesh

- **Robust Exercise Program**
  - Command Post Exercises
  - Field Training Exercises
  - Tabletop Exercises

- **Full-Spectrum Operations**
  - Small-scale Contingencies
  - Peacekeeping Operations

- **Joint Exercises**
  - Japan
  - South Korea
  - Philippines
  - Australia
  - Thailand

- **Unit Exchanges**
  - India
  - China
  - Japan

Professionalization of the Force and Capability Development

- **Leader Development**
  - Indonesia
  - Taiwan
  - Philippines
  - Mongolia
  - Thailand

- **Logistics Operations, Actions and Activities**
  - India
  - Japan
  - Indonesia
  - Taiwan

- **Medical Operations, Actions and Activities**
  - India
  - Vietnam
  - Sri Lanka
  - Philippines
  - Thailand

- **Humanitarian Assistance/Disaster Relief Civil-Military Operations**
  - India
  - China
  - Philippines

- **Intelligence Operations, Actions and Activities**
  - Bangladesh
  - Singapore
  - Australia
  - Japan
  - Malaysia

- **Information/Technology/Science Exchanges**
  - India
  - Japan
  - South Korea
  - Australia
  - Singapore

Source: Headquarters, U.S. Army Pacific
of conflict. Exercises such as Cobra Gold 2009\(^5\) (sponsored by the Chairman, Joint Chiefs of Staff) in Thailand and the bilateral exercise Yama Sakura 55 in Japan test this capability, as do exercises Key Resolve and Ulchi Freedom Guardian on the Korean Peninsula. This evolving capability—a regionally focused theater army headquarters and its enabling commands—will provide USPACOM a significant resource as it plans for contingency operations (from small-scale to major theater conflict) and executes an expanding TSCP essential to preventing future conflicts. USARPAC is already exercising its deployable command post, tailored to mission and capable of providing command and control of small-scale contingency operations.

**Ongoing Transformational Initiatives**

The strategic imperatives of the Chief of Staff, Army (CSA)—sustain, prepare, reset and transform—also guide the USARPAC vision that, when fully implemented, will help to restore balance to the force and build capabilities for the future. While supporting all of the CSA’s strategic imperatives, USARPAC’s vision for the future rests firmly on the continued transformation of the headquarters and subordinate organizations to a modular force. USARPAC is evolving from a largely static, forward-based force reliant on divisions to a strategically agile,

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\(^5\) Exercise Cobra Gold, a two-week-long annual joint training exercise, took place 4-17 February in Chiang Mai, Thailand. USARPAC (with support from USPACOM, U.S. Navy Pacific Fleet, U.S. Marine Forces Pacific and U.S. Air Force Pacific), the Royal Thai Army, Navy and Marines and contingents from the militaries of Singapore, Indonesia and Japan participated in the exercise, which has been ongoing since 1981. The exercise, designed to promote regional peace and security, consisted of tactical exercises as well as humanitarian and civic assistance projects. This dynamic exercise took place simultaneously throughout the Kingdom of Thailand, to include the cities of Chiang Mai, Sukhothai, Lo Buri, Utaphao, Ban Cham Krem, Korat and Phitsanoluk (Stand-To, 4 February 2009, http://www4.army.mil/news/standto.html).
expeditionary force reliant on modular brigades. Unlike Army divisions of the past that were designed to deter and to wage war against traditional adversaries, the new modular brigades are designed to operate across the entire spectrum against an array of regular and irregular adversaries. Four Stryker brigade combat teams (BCTs), one infantry BCT, an airborne infantry BCT and a combat aviation brigade have completed transformation. The Army has also activated theater-enabling commands in the Pacific—the 311th Theater Signal Command, the 8th Theater Sustainment Command (TSC), the 18th Medical Command and the 94th Army Air Missile Defense Command (AAMDC). Additionally, the 8th Military Police Brigade was relocated from South Korea to Hawaii.

These TECs permit full-spectrum response capability across the Pacific. For example, the 8th TSC (a centralized operational command and control logistics organization activated in January 2006) has oversight for all U.S. Army logistical support to operations, exercises and contingency missions in the Pacific. Headquartered at Fort Shafter, Hawaii, the 8th TSC is also a force provider of combat support and combat service support units for OIF, OEF and OEF-Philippines. The commander of 8th TSC also serves as the senior commander for Army installations in Hawaii and as such represents more than 75,000 members of the military community at large. As the sustainment command for USPACOM, the 8th TSC has an AOR ranging from Alaska, Hawaii and Japan as far west as the Korean Peninsula; it plays a significant role in the USPACOM TSCP through involvement of its subordinate units. The following units constitute the 8th TSC:

- the 8th Special Troops Battalion;
- the 45th Sustainment Brigade (Hawaii), currently deployed in support of operations in Afghanistan;
- the 130th Engineer Brigade (Hawaii), preparing to deploy to Iraq;
- the 10th Support Group (Japan), which facilitates sustainment operations in support of OEF-Philippines;
- the 8th Military Police Brigade (Hawaii), currently in Iraq;
- the 8th Human Resources Service Center (Hawaii); and
- the Pacific Explosive Ordinance Disposal Control Team, which supports both military and civilian requirements throughout the Pacific.

Hawaii’s strategic location is ideal for transforming the Pacific’s missile defense capability in a time that has seen significant proliferation of ballistic missile technologies across the region. The establishment of the 94th AAMDC supports a Commander USPACOM priority by integrating joint missile defense assets and leverages technology to protect the United States and its allies from ballistic missile threats. The command’s ability to reach out across the vast Asia-Pacific region has been facilitated through integration with 13th Air Force at Hickam Air Force Base on the island of Oahu. This nerve center has the architecture necessary to synchronize the components of theater missile defense from all services. These include sensors that provide early warning of a ballistic missile attack and shooters that intercept inbound missile threats. Before October 2005, the 94th AAMDC did not exist; now its footprint extends from northern Japan to the island of Okinawa. The AN/TPY-2 radar arrived in Shariki, Japan, in early 2006. The first of its kind to be forward based, it is used for early detection of ballistic missile launches. The restationing of the Patriot Advanced Capability-
(PAC-3), 1st Battalion, 1st Air Defense Artillery Regiment to Okinawa from Fort Bliss, Texas, about six months later brought additional resources as part of the bilateral security agreement with Japan.

The 94th AAMDC continues its transformation. The 35th Air Defense Artillery Brigade stationed in South Korea will fall under the command of the 94th AAMDC. Additionally, there are plans to station a missile defense task force in Guam that will bring more ballistic missile defense capability to the region under the command of the 94th AAMDC.

The 500th Military Intelligence Brigade provides the ASCC commander additional intelligence analysis, collection and expeditionary command and control capabilities tailored to the specific theater operational and security environment. As a theater-level, multi-discipline intelligence force, it is postured for both contemporary and future operational requirements. Equipped with advanced tool sets for rapid analysis, data mining, data storage and visualization, intelligence analysts in each ASCC command post will be able to collaborate and share a common relevant operating picture with supported commanders at all echelons. This standardization will also permit greater intelligence “reach” across the vast USPACOM AOR and the entire intelligence community. Once transformed, the 500th will become USPACOM’s premier Army organization for full-spectrum intelligence and counterintelligence support and all-source analysis.

The USARPAC vision statement best captures this continual transformation:

One Team—Combat ready, technologically advanced and culturally astute Theater Army forces with an expeditionary command and control headquarters advancing stability, security and cooperation in the Asia-Pacific region.\(^6\)

Nine strategic objectives support and drive the implementation of the vision:

- Technology and Knowledge Management;
- Theater Army Headquarters Capability;
- Theater Army Security Cooperation Program;
- Command and Control;
- Training;
- Soldiers, Families, Civilians and Community;
- Reserve Component Integration;
- Warfighting Capability; and
- Sustaining the Force.

Several lay the foundation for sustaining a balanced, capable and effective force in the region.

**Theater Army Headquarters Capability.** The USARPAC effort to build its theater army capabilities is proceeding well, while the complexity and scale of change continue to pose challenges. This regionally-focused but globally-networked headquarters will be enhanced by TECs performing key functions including sustainment, missile defense and communications. A transformation effort to build a single theater army capable of supporting major combat operations in Korea is well underway. Eighth U.S. Army is transforming from an ASCC to a warfighting headquarters (redesignation pending Headquarters, Department of the Army approval) in support of U.S. Forces-Korea (USFK), which will become U.S. Korea Command (USKORCOM). USARPAC, in its role as the ASCC, will provide Title 10 support in seamless operations in transition to conflict on the Korean Peninsula just as it will provide support across the theater. When the transformation is complete, USPACOM will have lethal and flexible forces enabled by a strategically responsive command and control structure.

USARPAC is developing an operational battle staff capable of planning, synchronizing and leveraging the full capability of the TECs for replicating a corps headquarters in exercises, commanding and controlling small-scale contingency operations and supporting major combat operations. This capability contains two components: a manned and equipped organization—a contingency command post (CCP)—that can provide immediate response to unanticipated crises and contingencies in theater short of major

Title 10 Responsibilities (Organization/Personnel/Training/Service, Supply and Procurement) (http://www.law.cornell.edu/uscode/10/uscode_01_10_10_B.html)

Command

Source: Headquarters, U.S. Army Pacific

* Redesignation pending Headquarters, Department of the Army approval.

** An Army support element coordinates Title 10 responsibilities in Korea for U.S. Army Pacific.
combat operations; and a main command post (MCP) capable of providing Title 10 support to major combat operations throughout the Pacific. During Yama Sakura 55, USARPAC exercised this operational capability for the first time and continued to build its capability through Cobra Gold 2009 in a complex joint and multinational exercise environment.

Additionally, I Corps (Forward) is activating in Japan under the control of USARPAC. This operational headquarters meets the Japan Self-Defense Forces’ Defense Policy Review Initiative requirements and in the future will be capable of deploying in support of contingency operations; e.g. as an augmentation to the USARPAC CCP. I Corps (Forward) is also responsible for building bilateral relationships with one of the United States’ closest allies and plays an important role in efforts to build capacity and capability throughout the theater.

USARPAC must next achieve full operational capability for the MCP to respond to and support full-spectrum operations as the single ASCC for the USPACOM AOR. This is significant for two key reasons: First, Army transformation and the evolution of the Army operational concept for the theater army have greatly enhanced USARPAC’s ability to effectively function as the single ASCC for all Army operations within the AOR. While the current demands of OIF and OEF make manning and equipping the headquarters challenging, the operational concept of streamlined and integrated command and control capabilities by a headquarters—by design regionally focused to deftly handle the complex and difficult problems from the strategic to operational levels—is truly revolutionary and efficacious.

Second, a critical element of this transformation is the ongoing collaboration between Eighth U.S. Army and USARPAC. Once Eighth U.S. Army completes its transformation, USARPAC will provide selected support to Title 10 functions for the Korean Peninsula during hostilities. Critical coordination is ongoing, and this concept will be tested this year and in the future to contribute to condition-setting for successful operational control (OPCON) transfer in Korea through the Ulchi Freedom Guardian and Key Resolve exercise series. One fundamental principle is clear: Army operations in the AOR will be efficient and effective as long as the resourcing of the headquarters—manning, equipping and funding—is sustained at an adequate level.

Command and Control: To fully leverage the theater-enabling commands’ capabilities, USARPAC must realign current command and control relationships within theater consistent with evolving ASCC doctrine. Additionally, the development and implementation of state-of-the-art multicomponent command and control technologies and facilities are essential since any restructuring without the enabling technologies amounts to reorganization with hollow effect.

USARPAC is both a customer and a provider of the Global Information Grid (GIG) and Pacific LandWarNet (LWN), the Army portion of the DoD GIG. As a provider, the USARPAC commander, through the theater signal command, engineers, operates, maintains and protects LWN in the Pacific theater of operations. The GIG and the LWN represent the practical implementation and infrastructure supporting Network Centric Operations (NCO)/Network Centric Warfare (NCW). The GIG and LWN enable the collection, exchange and collaboration of critical information in support of theater operations with the intent of ensuring that the ASCC commander and the combatant commander achieve information superiority.

The 311th Theater Signal Command, another transformed TEC, provides that command and control of the Pacific LWN and theater signal elements in support of USARPAC’s strategic and operational missions. The command’s scope of responsibilities encompasses strategic and tactical communications and information systems support to the ASCC commander and other TECs. The primary capabilities of the command are:

- deploying headquarters elements that provide Information Systems (IS) support to theater, joint, combined and multinational forces, which
leverage the GIG and LWN to enable extension and reach-back capabilities;

• operating the Pacific LWN;
• providing command and control of assigned and attached units;
• administering and directing execution of Pacific LWN Network Operations (NETOPS—enterprise services management/network management, information assurance/computer network defense, content staging/information dissemination management);
• providing assured delivery of common user services; and

• serving as the USARPAC G6 (communications officer).

To fully realize the 311th Theater Signal Command’s capabilities, the Army must field the Joint Network Node (JNN) equipment and support infrastructure and other modern communications technologies such as Army Battle Command Systems (ABCS). The 311th and USARPAC recognize that supporting the joint integrated enterprise environment, providing cutting-edge information assurance and protecting the network are top priorities.

In sum, the recently established 311th Theater Signal Command is serving a vital role in USARPAC’s operations. It has greatly enhanced USARPAC’s

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**Defending the Homeland**

U.S. Army Pacific (USARPAC) operates a joint task force and is the executive agent for Homeland Defense for U.S. Pacific Command (USPACOM). This critical mission executes land domain operations to defeat terrorist threats to the homeland and, when requested and validated, conducts Defense Support of Civil Authorities (DSCA) operations for all hazards including responding to and recovering from natural or man-made disasters. The Joint Task Force-Homeland Defense (JTF-HD) area of operations includes U.S. states and territories within USPACOM’s area of responsibility (Hawaii, Guam, the Commonwealth of the Northern Marianna Islands and American Samoa), inhabited and uninhabited U.S. possessions (Wake, Midway, Johnston Atoll, Palmyra Atoll, Kingman Reef and Howland, Baker and Jarvis Islands), and the Compact of Free Association States (Republic of Palau, Federated States of Micronesia, and Republic of the Marshall Islands, to include U.S. Army Kwajalein Atoll). As part of JTF-HD, USARPAC participates in numerous exchanges, exercises, drills and workshops. These multi-agency, multi-service exercises increase interoperability and information exchange among local authorities, first responders and state offices. There exists a dynamic collaboration with a full complement of joint-interagency partners to synchronize Department of Defense (DoD) response capability in anticipation of requirements before, during and after a crisis event. JTF-HD validates its mission readiness in “real-world” responses as evidenced by its support to the satellite shoot-down (Burnt Frost) in 2008 and its preparation for “consequence management.” The JTF-HD series of full-scale exercises includes the annual hurricane exercise Makani Pahili, the pandemic response exercise Lightning Rescue and several other DoD-led homeland defense exercises. USARPAC is well postured and well trained to support and respond to threats or disasters in the Pacific region.
Joint Task Force-Homeland Defense

Mission
Joint Task Force-Homeland Defense executes Land Domain operations to defeat terrorist threats to the Homeland, and, when requested/validated, conducts Defense Support of Civil Authorities (DSCA) operations for all hazards including responding to and recovering from natural or man-made disasters.

Operational Overview
• Maintains level I staff of 47 personnel
• Validates disaster preparedness
• Integrates with joint-interagency partners
• Collaborates through several interoperable systems

Joint Task Force-Homeland Defense
Joint Operations Area
"Homeland" is defined as the United States; its territories, possessions, commonwealths; and the Compact of Free Association nations in the Pacific.

Source: Headquarters, U.S. Army Pacific
ability to communicate and to establish command and control across the vast region, to the point where it can provide up to 17 command and control nodes throughout the Pacific. The 311th is closely involved in building the Army’s LandWarNet throughout the Asia-Pacific region, and it also protects USARPAC networks. The immensity of the USPACOM AOR increases the difficulty facing USARPAC as it tries to deliver information to the individual warfighter. Web-based technologies are one key to achieving that goal; portals to allow access to information provide another important element. A user should be able to find the information needed in two or three mouse clicks, and Web-page design should be intuitive and easy to understand for the average Soldier.

**Theater Army Security Cooperation Program.** USARPAC is heavily engaged in support of USPACOM’s Theater Strategy and peacetime operations that emphasize partnership, presence and military readiness. It is focused on building capacity and capability, enhancing interoperability and strengthening the bonds of friendship with U.S. neighbors and allies through numerous exercises and exchanges with 36 countries in the Asia-Pacific region. These engagements reassure friends and allies of America’s long-term commitment to peace and stability in the Pacific region.

A representative event is the Pacific Armies Management Seminar (PAMS), which is aimed at facilitating and enhancing interactions among the armies of the Asia-Pacific and Indian Ocean regions. PAMS is a multinational military seminar providing a forum for senior-level officers from regional ground forces/security forces to exchange views and achieve a further understanding of the subjects studied. It provides an opportunity to establish and enhance a set of strong interpersonal relationships among future leaders of the regional armies/security forces. Nine nations participated in the first PAMS in 1978. In August 2008, the Indonesian Army and USARPAC co-hosted PAMS XXXII in Jakarta with 30 nations in attendance. Its theme was “Critical Land/Security Forces’ Challenges.”

This year USARPAC will co-host PAMS XXXIII in Tokyo with the Japan Ground Self-Defense Force, a valued and long standing PAMS member and now a two-time co-host with this year’s event. This year’s theme, “International Humanitarian Assistance/Disaster Relief (HA/DR) in Natural and Human-induced Disasters,” will be significant to the progress of developing collective capability and capacity and pertinent to the shared goal of enhancing mutual understanding and regional cooperation.

The TSCP activities—developed, fully coordinated, resourced and executed within the USPACOM Theater Campaign Plan framework—are crucial. The sheer dispersion and diverse engagement opportunities—as well as increasing frequency at which Army units and personnel must deploy into these partner countries to engage and train—call for a larger pool of available forces as well as ready access to low-density, high-demand forces. While USARPAC’s current TSCP activities number almost 200, in reality the number of engagement requirements and opportunities well exceed that number.
Theater Security Cooperation Plan Highlights

**Mongolia**

*Khaan Quest - Platoon Lanes Training with Field Training Exercises, Humanitarian Civil Assistance (HCA) Project, Medical Readiness Training Exercise (MEDRETE)*

*Key participants:*
- Battalion Headquarters/MEDRETE
- Kansas Army National Guard/HCA
- 411th Engineer Command
- Nine other countries

**Japan**

*Yama Sakura*

*Key participants:*
- U.S. Army Pacific Contingency Command Post
- U.S. Army Japan
- Joint Forces Land Component Commander
- Eastern Japanese Army

**Taiwan**

*Executive Steering Committee Mid-Planning Conference Taiwan Army National Training Center Observation*

*Key participants:*
- U.S. Army Pacific G3/5/7 (Operations and Plans)
- U.S. Army Pacific Chief of Staff
- Lien Yun Exercise/Observation

**India**

*Yudh Abhyas ‘08*

*Key participants:*
- 1/40 Infantry Brigade Combat Team (California Army National Guard)
- 9th Mission Support Command (Executive Agent)
- Training and Exercise Division, U.S. Army Pacific (USARPAC)

*HQDA Doctrine Exchange Executive Steering Group*

*Key participants:*
- U.S. Army Pacific (USARPAC)
- Marine Forces Pacific
- Special Operations Command Pacific
- U.S. Pacific Command
- HQ, Department of the Army

**Vietnam**

*Nursing Subject Matter Expert Exchanges Initial Planning Conference*

*Key participants:*
- Surgeons’ Division, Tripler Army Medical Center

**Nepal**

*Medical Readiness Training and Exercise*

*Key participants:*
- Surgeon’s Division, Tripler Army Medical Center

Source: Headquarters, U.S. Army Pacific
**Training.** As part of its strategy to meet mission and infrastructure requirements, USARPAC is developing the Pacific Training Areas Initiative—a strategy for leveraging training resources and improving training areas and ranges throughout the Pacific Theater to enable training for full-spectrum operations. This strategy will include development of a Theater Range Complex and Facilities Master Plan, to be published during Fiscal Year 2009. The initiative also includes an integrated training investment strategy wherein effectiveness of Training Support Systems (TSS) programs (capability and capacity) will be tracked against a Mission Essential Task List (METL) assessment (training readiness) to determine areas requiring improvement within TSS.

USARPAC’s training strategy embraces a vision of providing a modular, forward-deployed, expeditionary-capable Pacific Army fully trained for full-spectrum operations, one that trains at all opportunities with joint and theater enablers in a distributed, integrated, seamless live-virtual-constructive (LVC) environment. Field training sites across the region will be second to none, fully instrumented and able to seamlessly integrate combat training center (CTC)-exportable training packages. The training strategy envisions an end state that is effective, reduces overhead and balances needs with a commitment to rest a seasoned force. Training will be resourced with facilities and enablers to leverage virtual and constructive capability wherever possible.

The three key pillars supporting the training strategy are the fully resourced TSS program; interoperable and integrated joint and combined networks that will support the suite of simulations and simulators; and a resourced and focused exercise plan. As mentioned above, the TSS program provides the live and virtual infrastructure to support the strategy. State-of-the-art instrumented ranges, integrated virtual simulations and Battle Command Training Centers (BCTCs) are key components of this pillar. Training in a distributed constructive manner requires integrated networks, the second pillar. USARPAC is leveraging the U.S. Joint Forces Command (USJFCOM) Joint National Training Center with its Joint Training Experimentation Network architecture and integrating into Army and coalition partner networks to orchestrate training across the vast expanse of the Pacific. USARPAC must continue to train (albeit in a new and different way) across the region with the right forces, at the right places, with all the right training enablers. This requires a fully resourced and integrated exercise and engagement program, the third pillar.

The final piece of readiness improvement hinges on successful implementation of the USARPAC and Eighth U.S. Army plan for Pacific integration. Some of that integration has started as the USARPAC MCP begins to support certain functions and requirements for Korea. When transformation is complete, oversight of training readiness, training support systems management and exercises involving forces stationed or rotating through South Korea will become an MCP responsibility. This expanded training requirement is an opportunity for USARPAC to enhance current programs and better prepare all of its units for employment by the combatant commander.
# U.S. Army Pacific Transformed

<table>
<thead>
<tr>
<th>Japan</th>
<th>Hawaii</th>
<th>Alaska</th>
<th>Fort Lewis, Washington</th>
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</thead>
</table>
| • I Corps (Forward)  
• Air Defense Artillery – Patriot | **Theater-focused**  
• USARPAC Main Command Post  
• USARPAC Contingency Command Post  
• 500th Theater Intelligence Brigade  
• 311th Theater Signal Command  
• 8th Theater Sustainment Command  
• 94th Army Air and Missile Defense Command  
• 18th Medical Command  
• Civil Affairs  
• 130th Engineer Brigade | **Headquarters, U.S. Army Alaska**  
• 1/25 Stryker Brigade Combat Team  
• Combat Aviation Brigade (Task Force 49)  
• 4/25 Airborne Infantry Brigade Combat Team  
• Maneuver Enhancement Brigade | **I Corps – Main**  
• 3/2 Stryker Brigade Combat Team – Operational Control  
• 4/2 Stryker Brigade Combat Team – Operational Control  
• 5/2 Stryker Brigade Combat Team – (becoming 2/2) Operational Control |
| • Eighth U.S. Army (redesignation pending Headquarters, Department of the Army approval)  
• Headquarters, 2d Infantry Division  
• 1/2 Heavy Brigade Combat Team  
• Air Defense Artillery – Patriot  
• 2d Combat Aviation Brigade | **Forces available for worldwide deployment**  
• Headquarters, 25th Infantry Division  
• 2/25 Stryker Brigade Combat Team  
• 3/25 Infantry Brigade Combat Team  
• 8th Military Police Brigade | **Eight modular expeditionary brigade combat teams (BCTs)**  
• Five Stryker BCTs  
• One Heavy BCT  
• One Infantry BCT  
• One Infantry BCT (Airborne)  
• Three combat aviation brigades | **Title 10 Responsibility (Organization/Personnel/Training/Service, Supply and Procurement)**  
(http://www.law.cornell.edu/uscode/10/usc_sup_01_10_10_B.html) |

* Tables of Distribution and Allowances

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Source: Headquarters, U.S. Army Pacific
What is Needed

USARPAC has a comprehensive and viable plan to transform its command and forces to meet the security requirements of the 21st century and is evolving into a theater army headquarters with deployable Army command post capabilities. It also now includes a full complement of theater support and enabling commands that provide enhanced communications, intelligence, logistics, medical, civil affairs, air and missile defense, and reserve component readiness capabilities. These force enhancements ensure the U.S. Army remains the preeminent land warfighting force in the region. The Army’s plan to grow in size by 74,500 Soldiers has a profound impact on the Pacific. It will result in a total growth of Army forces by approximately 4,200 Soldiers within Alaska and Hawaii from 2008 through 2013 and provide the needed combat service and combat service support units (for example, engineer, military police and communications), a combat aviation brigade and a maneuver enhancement brigade required to address the full spectrum of future Pacific theater challenges. It is imperative that USARPAC receive these forces.

What is also needed in USARPAC is sufficient force structure to maintain an effective forward presence as well as adequate resources for complementary theater security cooperation activities that assure enduring presence and joint force projection capability. Forward stationing forces in the Pacific lessens, to a degree, the demand for strategic lift. More important, it signals a continuing regional commitment and allows U.S. forces to develop the cultural awareness and interoperability required to conduct successful coalition operations. TSCP has the potential to provide the greatest return on investment the nation can make. The future’s uncertainty is best mitigated with enhanced levels of security cooperation.

A theater-wide, expansible command and control network facilitates reaching back to a unit’s home station for capabilities that otherwise would have to be deployed forward. It facilitates continuous communications and can provide persistent observation of developing situations. These capabilities must be fully developed and fielded to complement the expeditionary forces. The 311th Theater Signal Command is not fully modernized, however, and USARPAC needs adequate and appropriate technology to accomplish its missions across the vast expanses of the USPACOM AOR. Recognizing that information assurance and network protection are top priorities, procurement of the Joint Network Node and other modern communications technologies such as Army Battle Command Systems for the headquarters is essential.

As resources become more constrained, additional training support assets—school quotas, mobile training teams, combat training center rotations, training ammunition and training support infrastructure—are critical. Planning for training in accordance with the command priorities—established through a synchronized mix of USPACOM and Headquarters, Department of the Army (HQDA) priorities—is key to TSS success. Accurate master planning and long-range programming—particularly involving the procurement and construction of training capabilities and facilities, environmental compliance and sustainment—will be feasible only when Program Objective Memorandum (POM) development retains validity over the out-years.

The Army’s transformation to a modular force has enabled force providers such as USARPAC to provide trained and ready forces to combatant commanders. But there is a cost: Transforming under wartime conditions has created demands for expanded infrastructure,
facilities and services to meet readiness and quality-of-life requirements. Installation Management Command (IMCOM)-Pacific Region is transforming through a joint effort called the Pacific Installations Initiative (PII). This initiative was collaboratively developed between USARPAC and IMCOM-Pacific Region to meet Army guidelines and directives for provision of installation services in the most efficient and economical manner. In accordance with HQDA guidance and in concert with local communities and the Army Corps of Engineers, USARPAC continues to expand and apply energy efficiency/alternative energy initiatives on installations to reduce their footprint. With required resourcing, this effort will enable two power-projection platforms in the Pacific (Hawaii and Alaska) to provide the quality of services necessary to meet and sustain the readiness needs of units and the quality of life of the command’s Soldiers, their families, Army civilians and the military community at large.

Peace, security, stability and prosperity in the Pacific over the past 50-plus years are attributable to U.S. capacity, capability, presence, posture and participation. Simply put, an era of persistent conflict requires a strategy of persistent engagement. And that is exactly what USARPAC has been doing and will continue to do. That said, resources must follow.

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### Synchronized Priorities

#### U.S. Pacific Command (USPACOM) Priorities
- Warfighting readiness
- Force presence and posture
- Regional engagement
- Quality of life

#### U.S. Army Pacific (USARPAC) Priorities
- Support USPACOM efforts in overseas contingency operations
- Support USPACOM Theater Security Cooperation Plan
- Support USPACOM and U.S. Army transformation objectives
- Ensure quality of service
- Improve warfighting readiness
- Ensure operational plans are executable
- Develop home station installations
- Improve safety performance
- Apply business models

#### HQ, Department of the Army Priorities
- Accelerate Army growth and readiness
- Enhance quality of support to Soldiers and families
- Maintain continuity and momentum in modernization
- Complete transition of reserve component to an operational force
- Accelerate change in leader development programs
- Adapt institutional policies, programs and procedures
- Build strategic communication capabilities

Source: Headquarters, U.S. Army Pacific
What Must Be Done

The U.S. Army must continue to transform its force to provide the combatant commanders dominant, strategically responsive forces capable of meeting diverse challenges across the entire spectrum of conflict. Transformation improves the capability of the joint force to defend the homeland, deter conflict in critical regions, respond promptly to small-scale contingencies and swiftly defeat an enemy in major combat operations. The U.S. Army in the Pacific region—USARPAC—continues to aggressively and proactively provide combat-ready forces in support of ongoing operations in Iraq and Afghanistan while simultaneously transforming into an operational theater army headquarters capable of full-spectrum operations. It is also heavily engaged in support of USPACOM’s Theater Strategy and peacetime operations that emphasize partnerships, presence and military readiness. The depth and breadth of USARPAC’s capabilities are limited only by the resources available to it. Therefore, Congress and DoD must:

- increase defense base budget funding to at least 5 percent of the Gross Domestic Product together with increasing the Army share of the DoD base budget to at least 28 percent (from AUSA Resolution 09-07);
- authorize and fund in the base budget an active Army endstrength increase as soon as possible to at least 700,000 Soldiers; the Army National Guard must grow to 371,000 and the Army Reserve to 206,000 within the Army base budget, to include all associated costs (from AUSA Resolution 09-08);
- provide full and timely funding for Base Realignment and Closure (BRAC) and global rebasing to include personnel, infrastructure and quality-of-life costs (from AUSA Resolution 09-07);
- support funding for modernizing, fielding and sustaining live, virtual and constructive training aids, devices, simulators and simulations to include instrumentation that fully supports Army training requirements now and in the future (from AUSA Resolution 09-10);
- fund continued participation in joint and combined exercises that are essential to the readiness of the joint force (from AUSA Resolution 09-10);
- fund initiatives to expand multinational institute courses and manning to increase interoperability between U.S. and allied military leaders (from AUSA Resolution 09-10);
- fund infrastructure improvements of power-projection platforms to include the Installation Information Infrastructure Modernization Program (I3MP) (from AUSA Resolution 09-11);
- fund the development and fielding of inter- and intra-theater airlift and sealift, including Joint High Speed Sealift (JHSS) and acquisition of the Joint High Speed Vessel (JHSV) for waterborne operational maneuver and austere entry (from AUSA Resolution 09-11);
- fund requirements to enable the rapid and assured provisioning of sustainment to forces worldwide across the full spectrum of military operations (from AUSA Resolution 09-11);
- fund infrastructure, construction and mitigation of community support requirements at those installations experiencing rapid and significant growth due to realignment initiatives (from AUSA Resolution 09-11);
- fund technology, equipment, training, manning, critical infrastructure and its protection, thereby enabling the Army to support Homeland Defense missions (from AUSA Resolution 09-13);
- modernize command and control systems for active and reserve components (from AUSA Resolution 09-16); and
- fully fund Joint Network Node/Warfighter Information Network-Tactical (JNN/WIN-T) by 2010 (from AUSA Resolution 09-16).
The Asia-Pacific region is of ever-increasing importance to America’s national defense strategy. The world’s four most populous nations are in the Pacific. In addition, five of the United States’ seven mutual defense treaties are with Pacific nations. More than one-third of all U.S. foreign trade—more than $1.1 trillion annually—moves over the Pacific. Although it has long been considered a maritime theater, nations with large armies (seven of the world’s ten largest) now dominate the region. Land forces, therefore, will continue to be a critical strategic element of the national defense strategy in the Pacific for the foreseeable future. The ability to control land and influence people is essential to the defense of American regional and global interests, especially in an era of persistent conflict.

As the United States continues to fight decisively against terrorism and other threats to its national security, U.S. Army Pacific (USARPAC) contributes to this effort as a significant global force provider. USARPAC also works cooperatively throughout the Pacific with allied and partner nations of the region both to expand influence and to maintain security through U.S. Pacific Command’s (USPACOM’s) Theater Security Cooperation Program. USARPAC is transforming to provide the regional combatant commander—USPACOM—an expeditionary capability enhanced by forward presence. Headquarters, Department of the Army is building this capability centered on a regionally-focused theater army headquarters along with a full complement of regionally focused but globally aware theater-enabling commands that are versatile and agile enough to rapidly and effectively respond to a variety of contingencies. These combat-ready, technologically advanced and culturally astute forces promote stability, security and cooperation in the region.

This transformation complements the USPACOM strategy for defending U.S. interests in the Asia-Pacific region and supports the Army’s goals of restoring balance to its force and setting the conditions for the future. Ongoing transformational initiatives include, among others, developing a theater army capability; expanding and improving partner nations’ capacity, security and stability; developing a robust theater multicomponent command and control capability; and facilitating training and training infrastructure that help to produce ready, full-spectrum-capable forces. What is needed in USARPAC is sufficient force structure to maintain an effective forward presence as well as adequate resources for complementary theater security cooperation activities that assure enduring presence and joint force projection capability. Transforming under wartime conditions also has created demands for expanded infrastructure, facilities and services to meet readiness and quality-of-life requirements.

An era of persistent conflict requires a strategy of persistent engagement. USARPAC has a comprehensive and viable campaign plan to meet the security requirements of the 21st century, to include fully integrating Eighth U.S. Army and USARPAC. This single Army service component command recognizes the fundamental importance of sustained cooperation and collaboration in times of relative peace to mitigate situations that could lead to conflict and crisis—and of rapid peace-to-war transition in times of conflict. When fully resourced, USARPAC will provide the regional combatant commander a more versatile and interoperable array of Army forces, enabled by a robust expeditionary command and control structure, which can help deter aggression, advance regional security/cooperation, respond to crises and fight to win.
I have learned that the Army, above all, is a learning organization . . . constantly changing and adapting to meet the challenges of the day.

Admiral Michael G. Mullen, USN
Chairman, Joint Chiefs of Staff
Joint Forces Quarterly, 1st Quarter 2009