

AMERICA'S ARMY: THE STRENGTH OF THE NATION™



UNITED STATES ARMY



Army of the 21st Century

LTG James Thurman

Institute of Landwarfare Panel



SOLDIERS * FAMILIES * ARMY CIVILIANS

ARMY STRONG. SM

UNCLASSIFIED

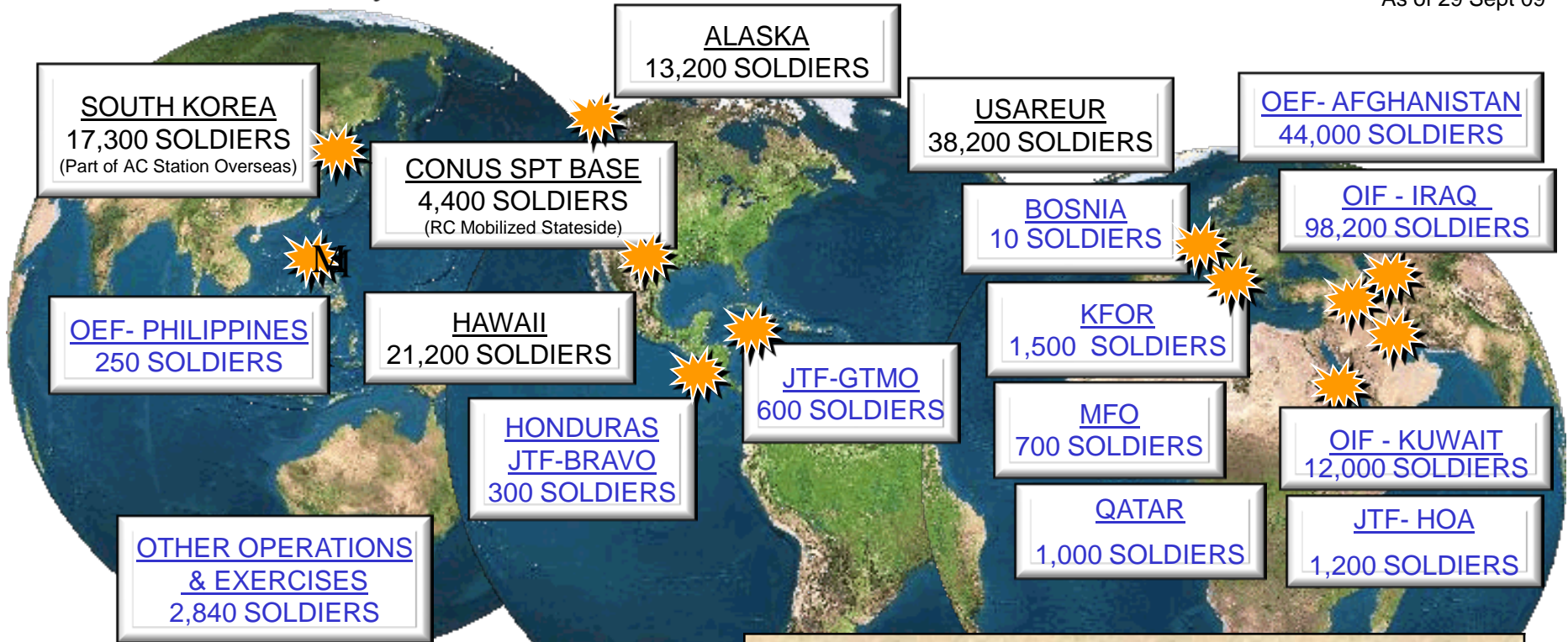
Army G-3/5/7

- BG Swan – Strategic Implications of the 21st Century Environment
- MG Anderson – A versatile mix of Tailorable and Networked Organizations
- MG Leonard – Operating on a Rotational Cycle
- BG Pittard – Provide a Sustained Flow of Trained Forces (Institutional Adaptation)
- MG Leonard - Provide a Sustained Flow of Ready Forces (Institutional Adaptation)
- MG Farrisee – Sustain the All-Volunteer Force While Operating at a Sustainable Tempo
- COL Johnson – Hedge Against Unexpected Contingencies



Army G-3/5/7

As of 29 Sept 09



AC STATIONED OVERSEAS 102,400
 AC STATIONED STATESIDE 450,000

265,000 SOLDIERS DEPLOYED/"FORWARD STATIONED" IN NEARLY 80 COUNTRIES OVERSEAS
 *INCLUDES AC STATIONED OVERSEAS

ARMY PERSONNEL STRENGTH		
Component	RC AUTHORIZED FOR MOBILIZATION / ON CURRENT ORDERS	
Active (AC)	552,400	N/A
Reserve (RC)		
USAR	207,400	21,700
ARNG	362,000	58,100
	1,120,800	



Army G-3/5/7

As of 05 Oct 09

RSOI (4 units)

MNF-W (1 unit)

MND-N (3 units)

MND-B (4 units)

MND-S (172 units)

15 BCTs (1 RC)

Red text denotes units in support of OEF

OEF / OIF Maneuver Forces

SECFOR* USARCEN (115 units)

SECFOR* MNF-I (32 units)

SECFOR* MNC-I (155 units)

SECFOR* MNC-I (41 units)

SECFOR* HOA / OEF (X(-) units)

SFA (Security Force Assistance) (4 units)

SFA (Security Force Assistance) (48 units)

7 BCTs (1 AC)

Red text denotes units in support of OEF

OEF / OIF Security Forces / SFA

OEF / OIF Supporting Forces

- 4 Division HQs
- 6 Sustainment BDEs
- 6 Combat Aviation BDEs
- 5 Engineer / MEB BDEs
- 3 MP BDEs
- 1 Fires BDE
- 2 SF Groups
- 1 BfSB
- 1 Civil Affairs BDE
- 2 Medical BDEs
- 1 Trans Terminal GP
- 1 EOD Group
- 2 Signal BDEs
- 254 Transition Teams
- Individual Augmentees

~74,000 Soldiers

Other Deployed	Committed Not Deployed
<p>1 Korea</p> <p>40 ID KFOR</p> <p>130 FA MFO</p> <p>1 BCT (AC)</p>	<p>CCMRF 10.1</p> <p>4 63 TAB 62 MED</p> <p>Global Response Force QRF / RRF / CDO (CONUS / AK)</p> <p>2</p> <p>CCMRF 10.2</p> <p>218 11 TAC 330 MED</p> <p>1 BCT / 6 BDEs (4 RC)</p>
<p>Maneuver Forces Meeting Other Global Commitments</p>	

CONUS Supporting Forces, Exercise Support, and other Joint Task Forces

~21,000 Soldiers

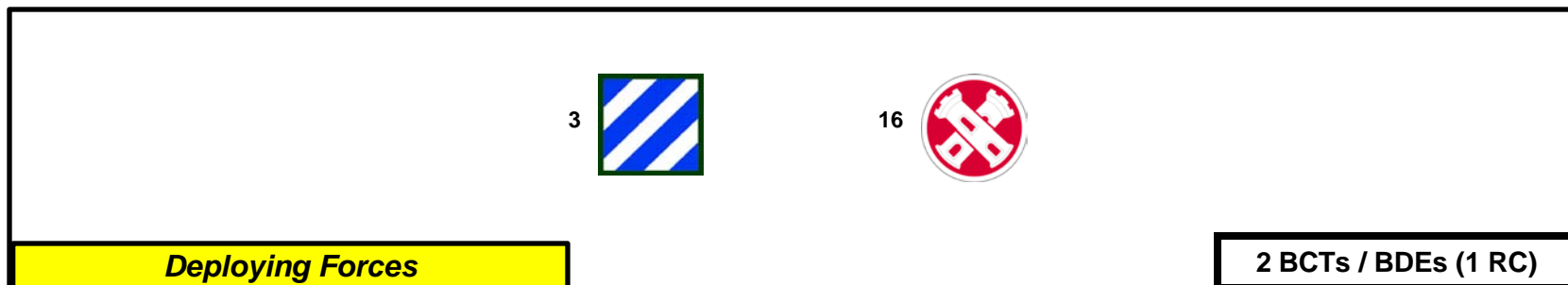
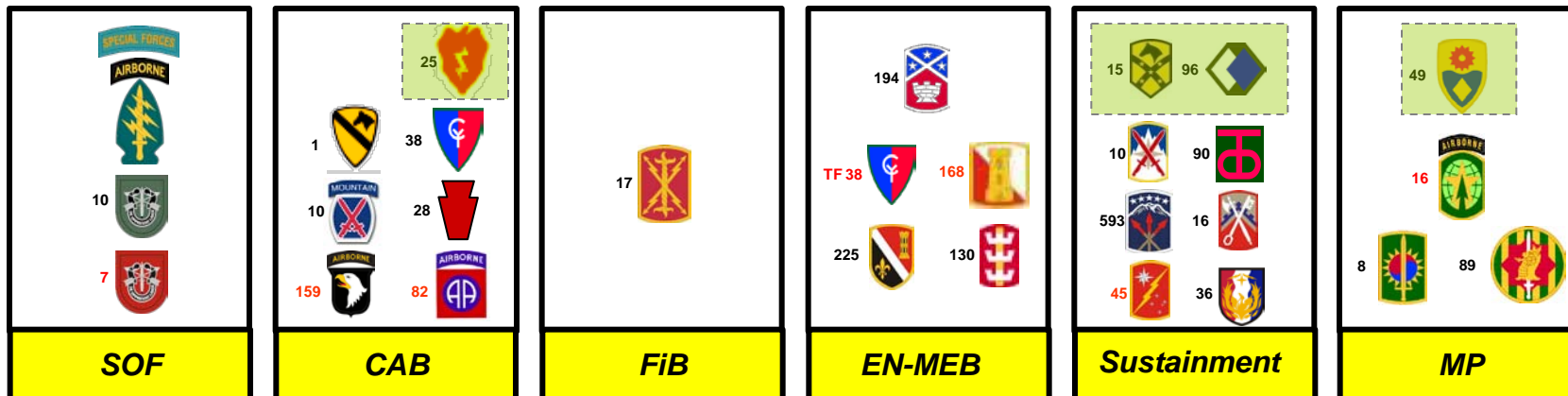
Total Commitments: 24 BCTs (17 AC, 7 RC) and 37 BDEs (24 AC, 13 RC)**

****Does not include units in RSOI or in deployment / redeployment (currently 17 BCTs / BDEs) and 13K supporting forces in USFK**



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As of 05 Oct 09



Red text denotes units in support of OEF



Army G-3/5/7

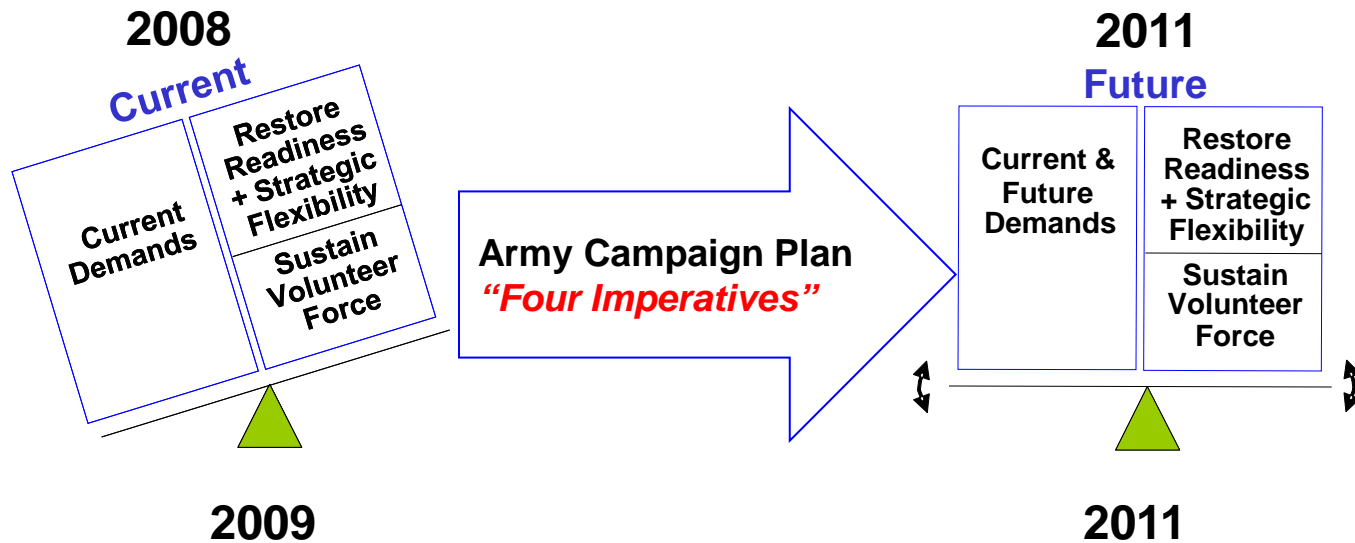
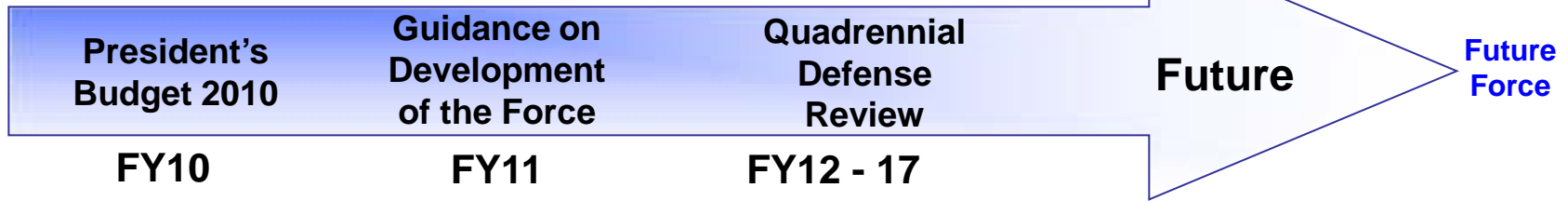
Current Requirements

- Afghanistan Focus
- Iraq Redeployment
- Man, Equip & Train Whole Units
- BRAC/ Stationing/Iraq Redeployment

Future Force

An Army that is a versatile mix of tailorable and networked organizations, operating on a rotational cycle, to provide a sustained flow of trained and ready forces for Full Spectrum Operations and to hedge against unexpected contingencies – at a tempo that is sustainable for our all-volunteer force

Current Force (ACP 2009)





"Balanced Land Forces for a Balanced Strategy"

BG Swan



A Balanced Strategy

“The defining principle of the Pentagon's new National Defense Strategy is balance...”

Secretary Robert M. Gates
From *Foreign Affairs*, January/February 2009



Emerging 21st Century Security Environment

Global trends will exacerbate the current ideological struggle

Interdependence with unequal distribution

Catastrophic attacks with global implications



Proliferation of WMD



Globalization

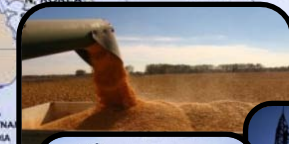


Inexpensive access & exploitation



**Climate Change
Natural Disasters**

Humanitarian crisis drive destabilizing conditions



Resource Demands



Greater demand - Fewer resources



Population Growth

Failed or Failing States



Provide safe havens for extremists - source of instability

Fosters increased instability and extremism

The combined impact of these trends yields a strategic environment of Persistent Conflict: Protracted competition and friction among state, non-state, and individual actors that use violence to achieve their political and ideological ends

The Evolving Character of Conflict

The nature of conflict is timeless...



Hybrid Threats
Dynamic combinations of conventional, irregular, terrorist, and criminal capabilities



Conflict among the people



Diverse Actors
State & Non-state



Unblinking Scrutiny
Of Global Media



Unpredictable
Location, Adversaries, Context, Duration



...the character reflects the the unique conditions of the era.

What Balanced Land Forces Must Do

➤ **Prevail** in protracted counterinsurgency campaigns



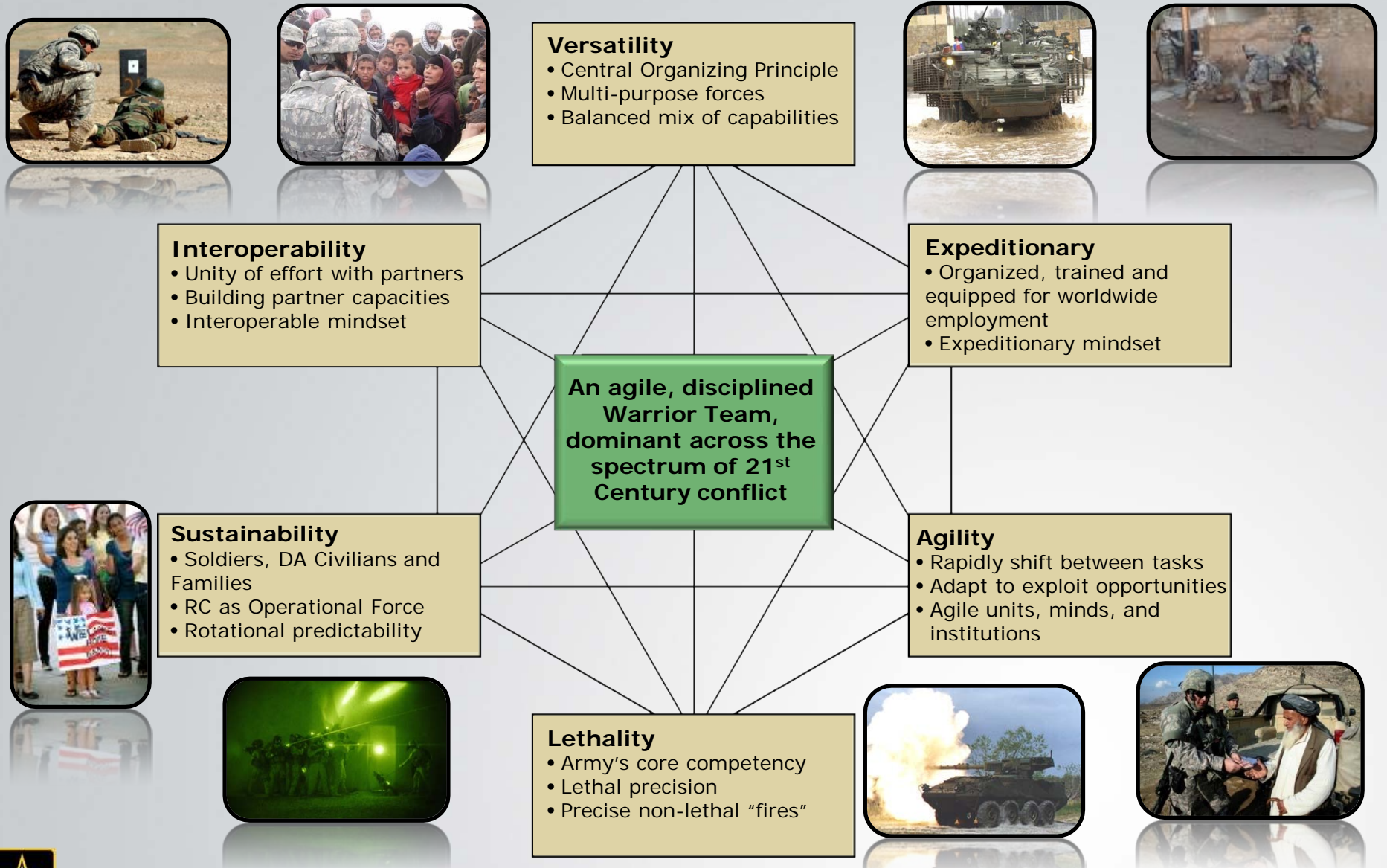
➤ **Engage** to help other nations build capacity and assure friends and allies

➤ **Support** civil authorities at home and abroad



➤ **Deter and defeat** hybrid threats and hostile state actors

Qualities of Balanced Land Forces



Full Spectrum Operations

The Army's Operational Concept

- Combination of:
 - Offensive Operations
 - Defensive Operations
 - Stability Operations (Foreign)
 - Civil Support (Domestic)
- Executed Simultaneously
- Synchronized Lethal and Non-Lethal Action
- Conducted with Joint, Interagency, Intergovernmental and Multinational partners
- Operational emphasis changes with mission, echelon, time and location

Offense



Defense



Stability



Civil Support

Simultaneous combinations of these elements, continually adapted to conditions, are the key to successful land operations



"A Versatile Mix of Tailorable and Networked Organizations"

MG Anderson



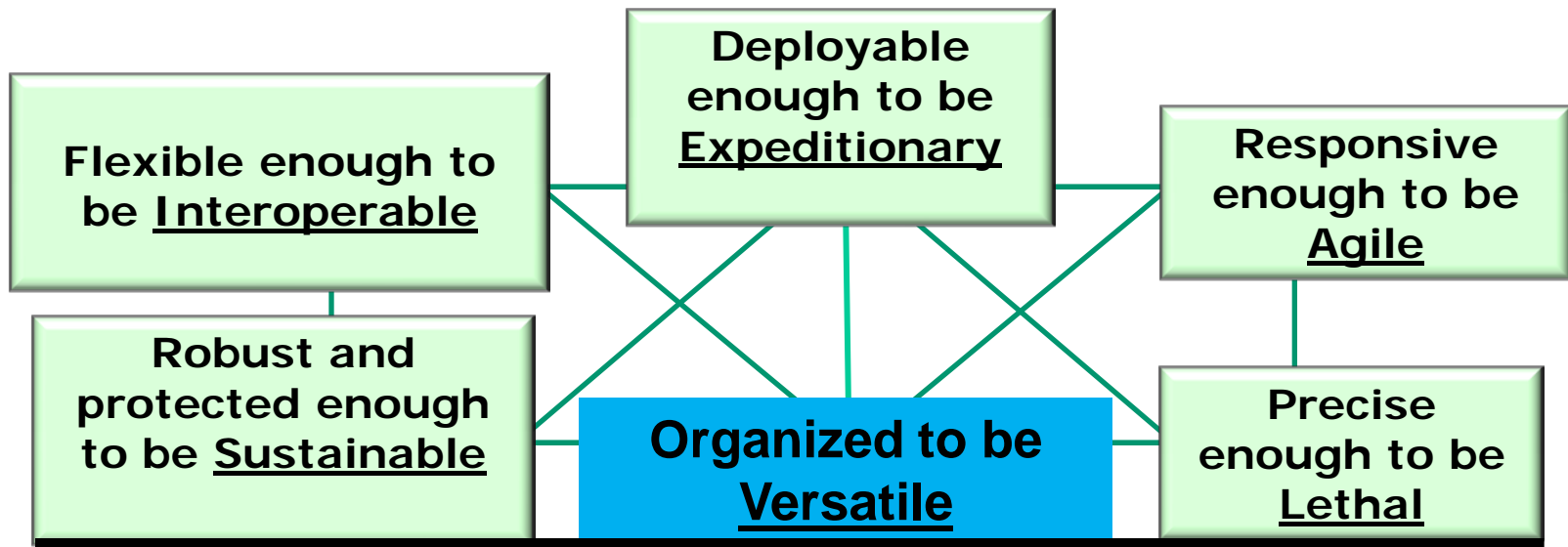


Versatility

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“Versatile Forces are Multi Purpose and can accomplish a broad range of tasks, moving easily across the spectrum of conflict as the situation demands.”

-2009 Army Posture Statement



An agile, disciplined Warrior Team, dominant across the spectrum of 21st Century conflict

Balanced Army



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The Army's Operational Concept



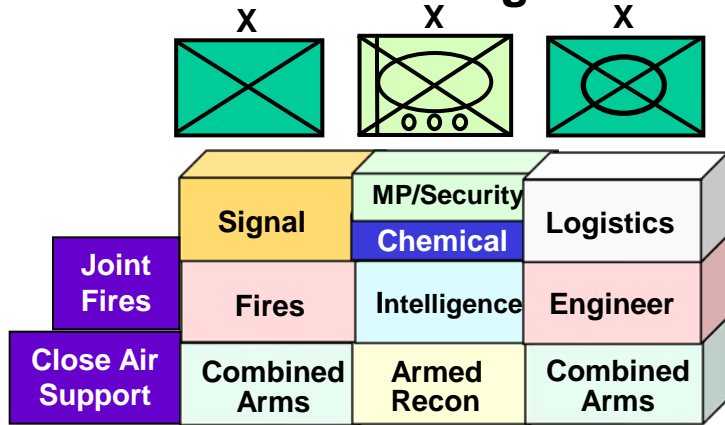
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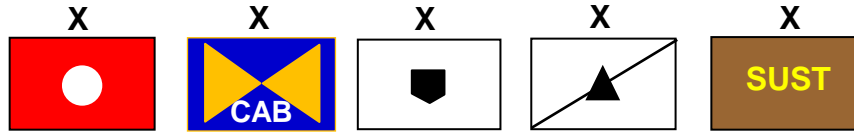
Modular Army Versatility

Army G-3/5/7

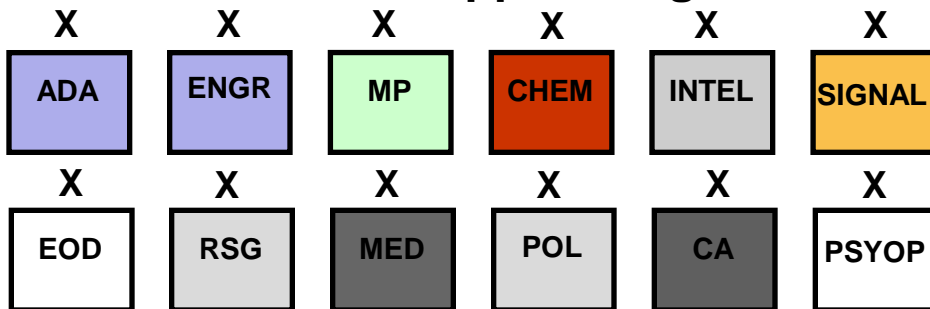
Modular Brigades



Multi-Functional Support Brigades



Functional Support Brigades



Provides

1. Capability to employ smaller, tailored forces vice one or two large units
2. A larger pool of units to rotate into operations
3. Standardized Active and Reserve Component designs
4. Support to Joint, CORPS, Divisions
5. Support Brigades reinforce and complement Brigade Combat Teams
6. Support Theater Wide Operational Requirements by providing enabling capabilities:

- Signal Intelligence Teams (SIGINT)
- Human Terrain Teams(HTT)
- Embedded Provincial Reconstruction Teams (e-PRT)
- Mobile Training Teams (MTTs)
- Civil Affairs (CA)Teams
- Psychological Operations (PSYOPS)Teams
- Explosive Ordnance (EOD)Teams
- Aviation as Required (Unmanned Arial Vehicle & Rotary Wing)
- Military Dog Teams
- Route Clearance Teams

The Best Force Mix is a versatile supply of organizations designed to meet current, planned, and future demands in a resource constrained environment.



Prevail



Protracted Counterinsurgency Campaigns

Engage



Help Nations Build Capacity

Deter and Defeat



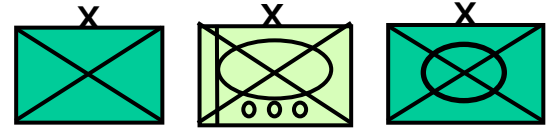
Hybrid Threats and Hostile State Actors

Support

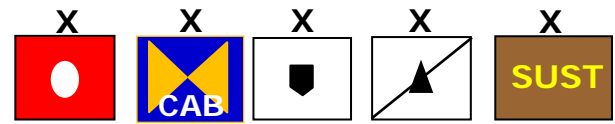


Civil Authorities at Home and Abroad

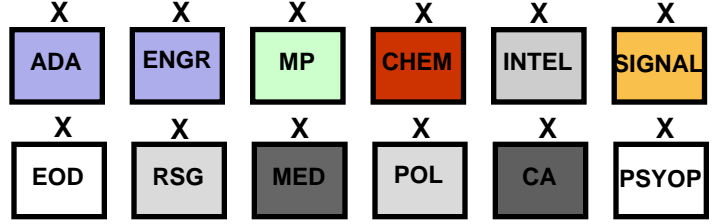
Modular Brigades



Multi-Functional Brigades



Functional Brigades



Key Enablers

- Signal Intelligence Teams
- Human Terrain Teams (HTT)
- Embedded Provincial Reconstruction Teams (e-PRT)
- Explosive Ordnance Detachments (EOD)
- CYBER
- Military Dog Teams
- Route Clearance Teams

Generating Force



"Operating on a Rotational Cycle"

MG Graham



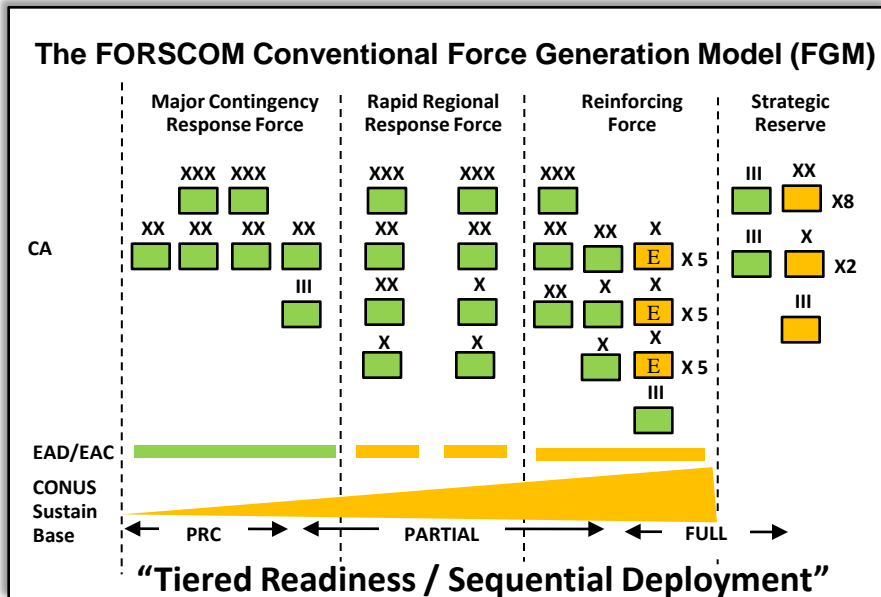


Army G-3/5/7

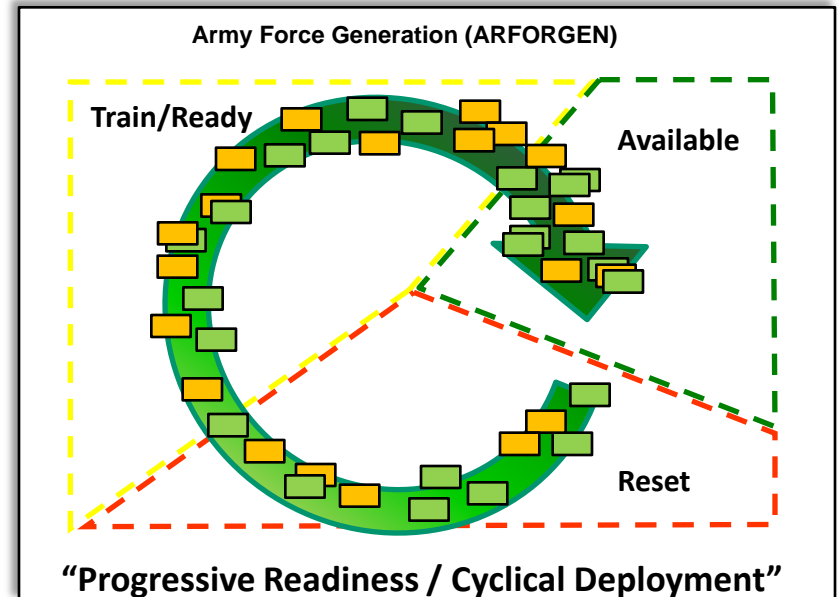
Linear

Legend: ■ AC Unit ■ RC Unit

Rotational



Pre - 2006



Post - 2006

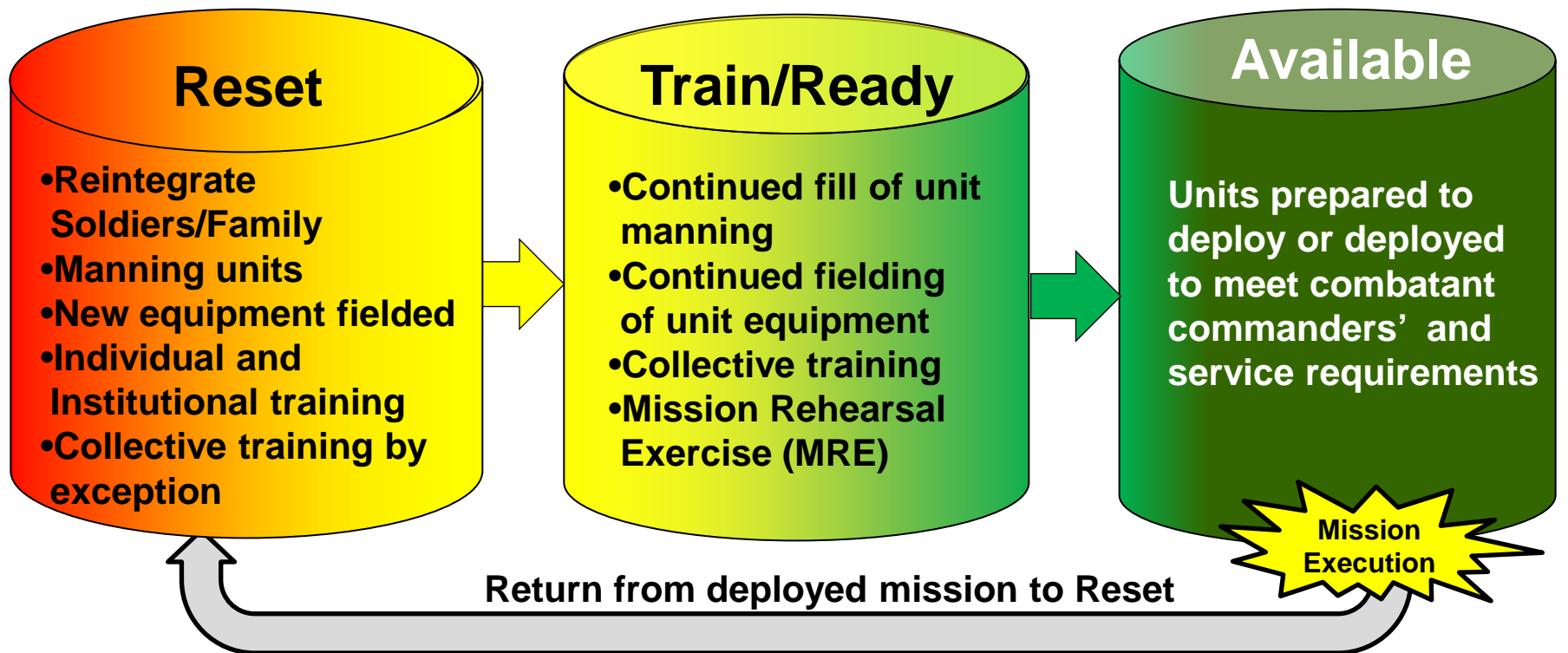
Persistent Conflict – Modular Forces – Supply/Demand Mismatch

ARFORGEN has improved our ability to meet emerging and sustain enduring force requirements



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ARFORGEN is the **structured progression of increased unit readiness over time, resulting in recurring periods of availability** of trained, ready, and cohesive units prepared for operational deployment in support of civil authorities and combatant commander requirements.

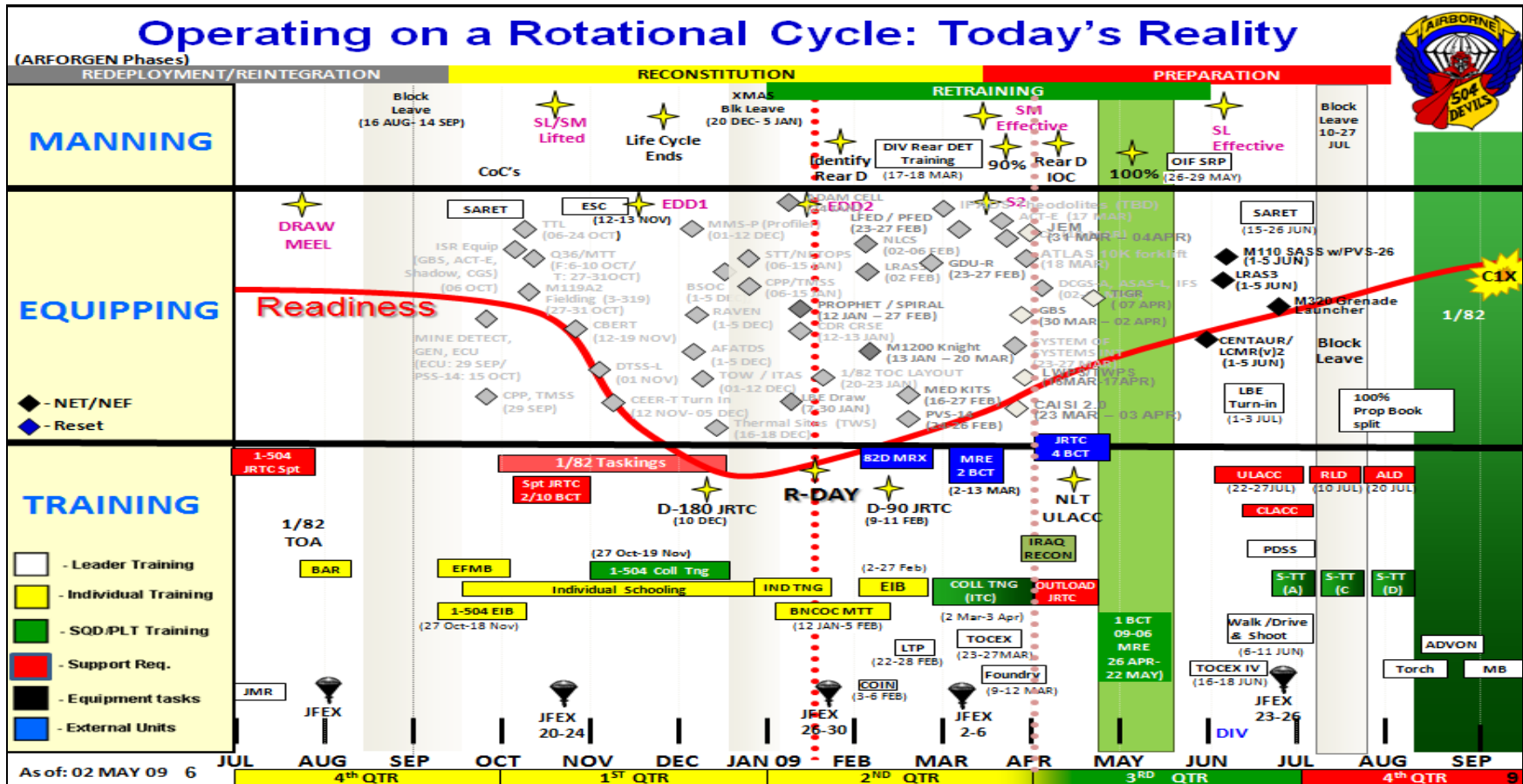


AC ● - - - - - 12 - 24 Months - - - - -> 12 Months or Less ->

RC ● - - - - - 12 - 48 Months - - - - -> 12 Months or Less ->



Army G-3/5/7



ARFORGEN synchronizes dozens of Army Manning, Equipping, and Training events to build unit readiness over time.



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THE STRENGTH OF THE NATION

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"Providing a Sustained Flow of Trained Forces"

BG Pittard

Institute of Landwarfare Panel



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ARMY STRONG.





Army G-3/5/7

- **The TRADOC Campaign Plan is driving transformation and Institutional Adaptation to achieve measurable outcomes in support of ARFORGEN and the Army's future force**
- **Opportunities for us to achieve success and realize efficiencies**
 - Implement Leader Development Strategy
 - Implement Training Concept
 - Improve Synchronization Output Cycles to ARFORGEN
- **Examples of some specific Initiatives under review:**
 - Aviation – Increased Load
 - Warrior Leader Course – Shortened to 15-17 Days
 - Shorten Advanced Leader Course (ALC) – *formerly Basic NCO Course (BNCOC)* – to 8 Weeks
 - Mobile Training Teams (MTT) – NCO Education System / Functional Training
 - Using the “wiki” Approach of Collaboration to Access Manuals
 - Institute for NCO Professional Development (INCOPD)
 - Eliminating Basic Officer Leader Course (BOLC) II
 - Increased Start Times for Intermediate Level Education (ILE)
 - Redesign Captain's Career Course (CCC) – JTCOIC *



Incorporate JTCOIC Capability into Institutional Training

* *Joint Training Counter-IED Operations Integration Center*



"Providing a Sustained Flow of Ready Forces"

MG Leonard





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Civil War



WW1



WWII



Korea



Vietnam



Desert Storm

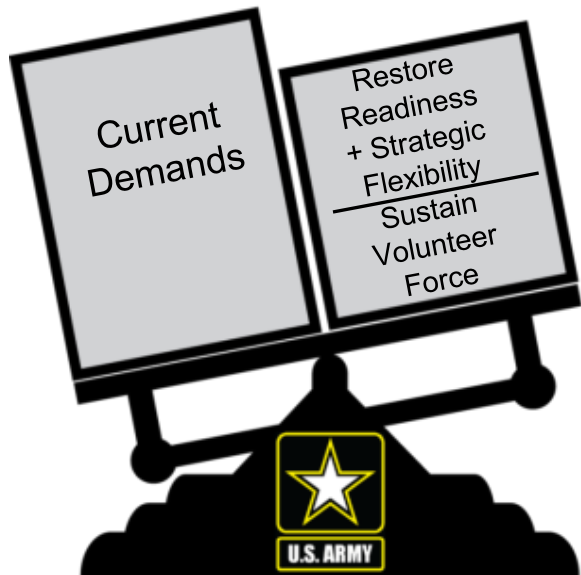
The alternative . . .

Adapt the Institution . . . or Repeat History

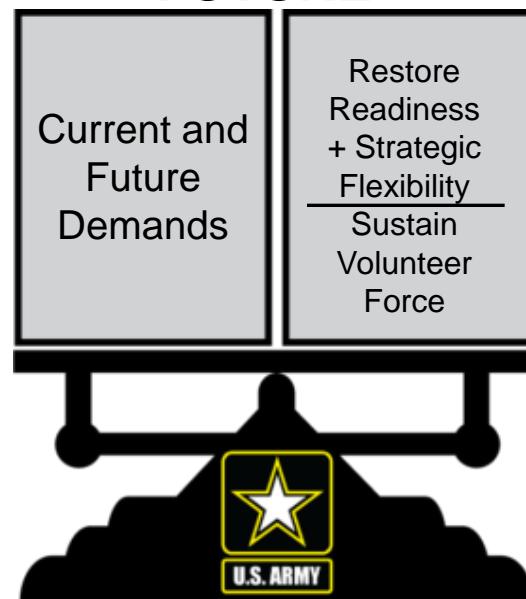


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2009 CURRENT



2011 FUTURE



➤ Institutional Adaptation

- Improve ARFORGEN
- Adopt an Enterprise Approach
- Reform Requirements and Resource Processes

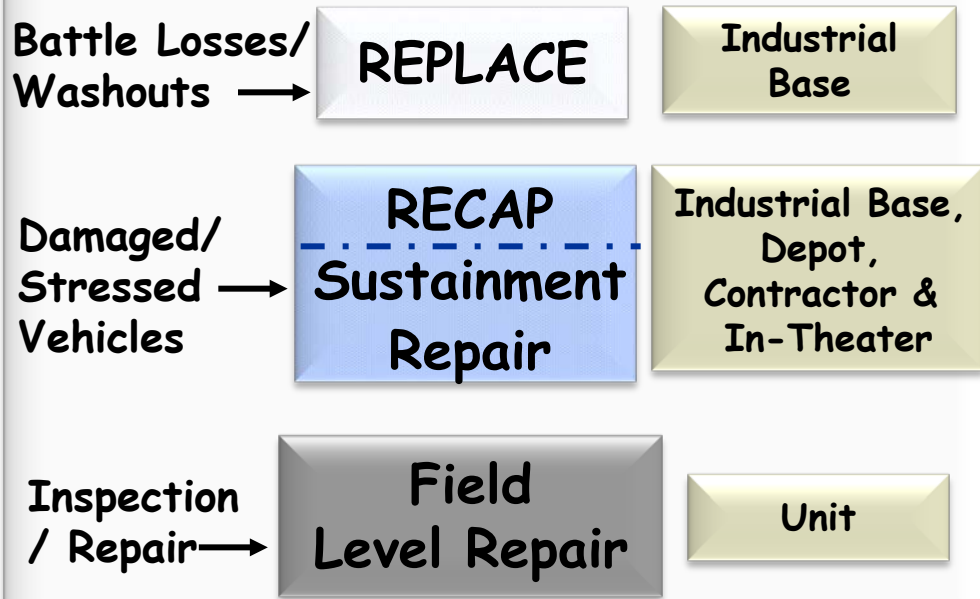
"We will not cement the transformational change of the Army until the institution reflects that change." Chief of Staff, Army - 19 June 2007



CSA's RESET Intent - Establish a balanced six-month process following an extended deployment that *systematically restores* deployed units to a level of *personnel and equipment readiness* that *permits the resumption of training* for future missions.

Reset: Actions taken to restore equipment to desired level of combat capability commensurate with a unit's future mission. Reset reverses the effects of combat stress on equipment.

- Replace - battle losses and washouts from the repair process (procure new)
- Recapitalize - to zero miles/zero hours to account for damage/stress
- Sustainment Level Repair - work performed to correct equipment faults that are above the Organizational/Direct Support (ORG/DS) level;
- Field Level Repair - work performed to correct equipment faults that are performed at ORG/DS level;





Long term sustainability is linked to how we balance force structure, readiness, equipping priorities, and our ability to sustain the All Volunteer Force



	Steady State	Surge Condition
AC Rotational Goal	1:3 (9:27 mo)	1:2 (12:24 mo)
RC Rotational Goal	1:5 (12:60 mo)	1:4 (12:48 mo)



- Supporting Soldiers and Families
 - RESET Model
 - Recruiting and Retention
 - Services and Facilities



Reserve Component as Operational Force



Survivable Equipment



Army G-3/5/7

MRAP's improved design reduces casualties from IEDs by up to 80%.



Excalibur: Precision guided, GPS-capable, 2-3X increased range & lethality, 20-30X more accurate, minimizes collateral damage



Improved systems provide greater effects with reduced risk to Soldiers



Remote disarm/disablement without unnecessary exposure



Small Arms Detection System: Rapid identification of enemy location





- Sustaining unit and Soldier readiness requires investment in the future – facilities, equipment, and people
- We must remain committed to improving the services available to Soldiers and their Families
- By leveraging appropriate processes, technologies and knowledge-based capabilities, the Army can continue to provide ready forces to meet the Nation's challenges





"Sustain the All-Volunteer Force While Operating at a Sustainable Tempo"

MG Farrisee





Army G-1

- **Must balance support to ARFORGEN and the Army's ability to sustain the All Volunteer Force**
- **Conditions impacting the balance:**
 - Increasing non-deployable rates
 - Elimination of Stop Loss
 - Increasing individual requirements – not synched with ARFORGEN
 - Uncertain demand requirements
- **How are we moving forward:**
 - Controlled and deliberate elimination of Stop Loss
 - Implementing temporary end-strength increase – conditions/demand –based
 - Using controlled enlisted overfill for all deployers (offset above)
 - Improving ability to “see ourselves” in terms of non-deployables
 - AFPAC Hands/Campaign Continuity implementation
 - Monitor trends to predict impacts of Stress on the Force
- **Developing an executable Human Capital Strategy and looking at manning challenges from an Enterprise perspective**

Manning ARFORGEN while Sustaining the All Volunteer Force



"Hedging Against Unexpected Contingencies"

COL Johnson





Army G-3/5/7

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

- **Hone our ability to gain, sustain, and exploit physical control and psychological influence over people, land, and resources**
- **Revise assumptions** based on lessons of ongoing conflicts in order to **make grounded projections** of future armed conflict
- **Acknowledge uncertainty**...technology is not a panacea to the fog of war but an enabler to meet its challenges...plan for technology but **train to operate degraded**
- Deal with uncertainty through a **mindset** based on flexibility of thought and **operational adaptability** (i.e., understand, act, assess, learn, adapt, consolidate, transition)
- Train, man, and equip to **operate decentralized** at the lowest levels on **less than perfect information** for close combat in any terrain
- Monitor the signposts...**do what needs doing now and be alert for evidence our assumptions are becoming vulnerable or changing**
- **Synchronize modernization with ARFORGEN**
 - Modernize in increments...fielding priorities based on ARFORGEN cycles
 - Accelerate capability development (e.g., Counter Rockets, Artillery & Mortars)
 - Shorten the requirements cycle...two years...revise concepts more frequently...buy less, more often



Questions/Discussion