2009
ARMY POSTURE STATEMENT

AMERICA'S ARMY:
THE STRENGTH OF THE NATION™

2009

The Year of the Noncommissioned Officer

Since 1775, the Army has set apart its NCOs from other enlisted Soldiers by distinctive insignia of grade.

With more than 200 years of service, the U.S. Army's Noncommissioned Officer Corps has distinguished itself as the world's most accomplished group of military professionals. Historical and daily accounts of "life as an NCO" are exemplified by acts of courage, and a dedication and a willingness to do "whatever it takes" to complete the mission. NCOs have been celebrated for decorated service in military events ranging from Valley Forge to Gettysburg, to charges on Omaha Beach and battles along the Ho Chi Minh Trail, to current conflicts in Afghanistan and Iraq.

In recognition of their commitment to service and willingness to make great sacrifices on behalf of our Nation, the Secretary of the Army established 2009 as "The Year of the Noncommissioned Officer."

U.S.ARMY

ARMY NCO - No One is More Professional than I...

A STATEMENT ON THE POSTURE OF THE UNITED STATES ARMY 2009

submitted by

THE HONORABLE PETE GEREN and
GENERAL GEORGE W. CASEY JR.

to the Committees and Subcommittees of the

UNITED STATES SENATE

and the

HOUSE OF REPRESENTATIVES

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May 7, 2009

Our Nation is in its eighth year of war, a war in which our Army—Active, Guard, and Reserve—is fully engaged. The Army has grown to more than one million Soldiers, with 710,000 currently serving on active duty and more than 255,000 deployed to nearly 80 countries worldwide. Our Soldiers and Army Civilians have performed magnificently, not only in Afghanistan and Iraq, but also in defense of the homeland and in support to civil authorities in responding to domestic emergencies.

Much of this success is due to our Noncommissioned Officers. This year, we specifically recognize their professionalism and commitment. To honor their sacrifices, celebrate their contributions, and enhance their professional development, we have designated 2009 as the "Year of the Army NCO." Our NCO Corps is the glue holding our Army together in these challenging times.

Today, we are fighting a global war against violent extremist movements that threaten our freedom. Violent extremist groups such as Al Qaeda, as well as Iran-backed factions, consider themselves at war with western democracies and even certain Muslim states. Looking ahead, we see an era of persistent conflict—protracted confrontation among state, non-state, and individual actors that are increasingly willing to use violence to achieve their political and ideological ends. In this era, the Army will continue to have a central role in providing full spectrum forces necessary to ensure our security.

The Army remains the best led, best trained, and best equipped Army in the world, but it also remains out of balance. The demand for our forces over the last several years has exceeded the sustainable supply. It has stretched our Soldiers and their Families and has limited our flexibility in meeting other contingencies. In 2007, our Army initiated a plan based on four imperatives: Sustain our Soldiers and Families; Prepare our forces for success in the current conflicts; Reset returning units to rebuild readiness; and Transform to meet the demands of the 21st Century. We have made progress in all of these and are on track to meet the two critical challenges we face: restoring balance and setting conditions for the future.

Our Army is the Strength of this Nation, and this strength comes from our values, our ethos, and our people—our Soldiers and the Families and Army Civilians who support them. We remain dedicated to improving their quality of life. We are committed to providing the best care and support to our wounded, ill, and injured Soldiers—along with their Families. And our commitment extends to the Families who have lost a Soldier in service to our Nation. We will never forget our moral obligation to them.

We would not be able to take these steps were it not for the support and resources we have received from the President, Secretary of Defense, Congress, and the American people. We are grateful. With challenging years ahead, the Soldiers, Families, and Civilians of the United States Army require the full level of support requested in this year's base budget and Overseas Contingency Operations funding request. Together, we will fight and win the wars in Afghanistan and Iraq, restore balance, and transform to meet the evolving challenges of the 21st Century. Thank you for your support.

George W. Casey, Jr.
General, United States Army
Chief of Staff

Pete Geren
Secretary of the Army

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[1] **Required by National Defense Authorization Act of 1994 (hard copy separate)**

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"As we consider the road that unfolds before us, we remember with humble gratitude those brave Americans who, at this very hour, patrol far-off deserts and distant mountains. They have something to tell us, just as the fallen heroes who lie in Arlington whisper through the ages. We honor them not only because they are guardians of our liberty, but because they embody the spirit of service; a willingness to find meaning in something greater than themselves."

President Barack Obama
Inaugural Address, January 2009

Introduction

Our combat-seasoned Army, although stressed by seven years of war, is a resilient and professional force—the best in the world. The Army—Active, National Guard, and Army Reserve—continues to protect our Nation, defend our national interests and allies, and provide support to civil authorities in response to domestic emergencies.

The Army is in the midst of a long war, the third longest in our Nation's history and the longest ever fought by our All-Volunteer Force. More than one million of our country's men and women have deployed to combat; more than 4,500 have sacrificed their lives, and more than 31,000 have been wounded. Our Army continues to be the leader in this war, protecting our national interests while helping others to secure their freedom. After seven years of continuous combat, our Army remains out of balance, straining our ability to sustain the All-Volunteer Force and maintain strategic depth. The stress on our force will not ease in 2009 as the demand on our forces will remain high. In 2008, the Army made significant progress to restore balance, but we still have several challenging years ahead to achieve this vital goal.

As we remain committed to our Nation's security and the challenge of restoring balance, we remember that the Army's most precious resources are our dedicated Soldiers, their Families, and the Army Civilians who support them. They are the strength of the Army—an Army that is The Strength of the Nation.

Strategic Context

An Era of Persistent Conflict

The global security environment is more ambiguous and unpredictable than in the past. Many national security and intelligence experts share the Army's assess-

ment that the next several decades will be characterized by persistent conflict—protracted confrontation among state, non-state, and individual actors that are increasingly willing to use violence to achieve their political and ideological ends. We live in a world where global terrorism and extremist ideologies, including extremist movements such as Al Qaeda, threaten our personal freedom and our national interests. We face adept and ruthless adversaries who exploit technological, informational, and cultural differences to call the disaffected to their cause. Future operations in this dynamic environment will likely span the spectrum of conflict from peacekeeping operations to counterinsurgency to major combat.

Global Trends

Several global trends are evident in this evolving security environment. Globalization has increased interdependence and prosperity in many parts of the world. It also has led to greater disparities in wealth which set conditions that can foster conflict. The current global recession will further increase the likelihood of social, political, and economic tensions.

Technology, which has enabled globalization and benefited people all over the world, also is exploited by extremists to manipulate perceptions, export terror, and recruit people who feel disenfranchised or threatened.

Population growth increases the likelihood of instability with the vast majority of growth occurring in urban areas of the poorest regions in the world. The limited resources in these areas make young, unemployed males especially vulnerable to anti-government and radical ideologies. The inability of governments to meet the challenges of rapid population growth fuels local and regional conflicts with potential global ramifications.

Increasing demand for resources, such as energy, water, and food, especially in developing economies, will increase competition and the likelihood of conflict. Climate change and natural disasters further strain already limited resources, increasing the potential for humanitarian crises and population migrations.

The proliferation of weapons of mass destruction (WMD) remains a vital concern. Growing access to technology increases the potential for highly disruptive or even catastrophic events involving nuclear, radiological, chemical, and biological weapons or materials. Many terrorist groups are actively seeking WMD. Failed or failing states, lacking the capacity or will to maintain territorial control, can provide safe havens for terrorist groups to plan and export operations, which could include the use of WMD.

These global trends, fueled by local, regional, and religious tensions, create a volatile security environment with increased potential for conflict. As these global trends contribute to an era of persistent conflict, the character of conflict in the 21st Century is changing.

The Evolving Character of Conflict

Although the fundamental nature of conflict is timeless, its ever-evolving character reflects the unique conditions of each era. Current global trends include a diverse range of complex operational challenges that alter the manner and timing of conflict emergence, change the attributes and processes of conflict, require new techniques of conflict resolution, and demand much greater integration of all elements of national power. The following specific characteristics of conflict in the 21st Century are especially important.

Diverse actors, especially non-state actors, frequently operate covertly or as proxies for states. They are not bound by internationally recognized norms of behavior, and they are resistant to traditional means of deterrence.

Hybrid threats are dynamic combinations of conventional, irregular, terrorist, and criminal capabilities. They make pursuit of singular approaches ineffective, necessitating innovative solutions that integrate new combinations of all elements of national power.

Conflicts are increasingly waged among the people instead of around the people. Foes seeking to mitigate our conventional advantages operate among the people to avoid detection, deter counterstrikes, and secure popular support or acquiescence. To secure lasting stability, the allegiance of indigenous populations becomes the very object of the conflict.

Conflicts are becoming more unpredictable. They arise suddenly, expand rapidly, and continue for uncertain durations in unanticipated, austere locations. They are expanding to areas historically outside the realm of conflict such as cyberspace and space. Our nation must be able to rapidly adapt its capabilities in order to respond to the increasingly unpredictable nature of conflict.

Indigenous governments and forces frequently lack the capability to resolve or prevent conflicts. Therefore, our Army must be able to work with these governments, to create favorable conditions for security and assist them in building their own military and civil capacity.

Interagency partnerships are essential to avoid and resolve conflicts that result from deeply rooted social, economic, and cultural conditions. Military forces alone cannot establish the conditions for lasting stability.

Images of conflicts spread rapidly across communication, social, and cyber networks by way of 24-hour global media and increased access to information through satellite and fiber-optic communications add to the complexity of conflict. Worldwide media coverage highlights the social, economic, and political consequences of local conflicts and increases potential for spillover, creating regional and global destabilizing effects.

Despite its evolving character, conflict continues to be primarily conducted on land; therefore, landpower—the ability to achieve decisive results on land—remains central to any national security strategy. Landpower secures the outcome of conflict through an integrated application of civil and military capabilities, even when landpower is not the decisive instrument. The Army, capable of full spectrum operations as part of the Joint Force, continues to transform itself to provide the prompt, sustainable, and dominant effects necessary to ensure our Nation's security in the 21st Century.

Global Commitments

In this era of persistent conflict, the Army remains essential to our Nation's security as a campaign capable, expeditionary force able to operate effectively with Joint, interagency, and multinational partners across the full spectrum of conflict. Today, the Army has 255,000 Soldiers deployed in nearly 80 countries around the world, with 140,000 Soldiers in active combat theaters. To fulfill the requirements of today's missions, including defending the homeland and supporting civil authorities, the Army has over 710,000 Soldiers on active duty from all components. Additionally, 258,000 Army Civilians are performing critical missions in support of the Army. More than 4,100 of our Civilians and more than 33,000 U.S. contractors are forward-deployed, performing vital missions abroad.

The Army's primary focus continues to be combined counter-insurgency operations in Iraq and Afghanistan, while training each nation's indigenous forces and building their ability to establish peace and maintain stability. Our Army is also preparing ready and capable forces for

ARMY GLOBAL COMMITMENTS

AS OF 5 MAY 2009

ARMY PERSONNEL STRENGTH

COMPONENT		RC AUTHORIZED FOR MOBILIZATION/ON CURRENT ORDERS
- ACTIVE (AC)	548,900	
- RESERVE (RC)		
USAR	200,300	29,800
ARNG	362,000	65,100
	1,111,200	

- 255,000 SOLDIERS FORWARD DEPLOYED IN NEARLY 80 COUNTRIES OVERSEAS
- MORE THAN 4,100 ARMY CIVILIANS AND MORE THAN 33,000 U.S. CONTRACTORS ARE FORWARD DEPLOYED

other national security requirements, though at a reduced rate. These forces support combatant commanders in a wide variety of military missions across the entire spectrum of conflict. Examples of Army capabilities and recent or ongoing missions other than combat include:

- Responding to domestic incidents by organizing, training, and exercising brigade-sized Chemical, Biological, Radiological, Nuclear, and high yield Explosive Consequence Management Reaction Forces—the first in 2008, the second in 2009, and the third in 2010
- Supporting the defense of South Korea, Japan, and many other friends, allies, and partners
- Conducting peacekeeping operations in the Sinai Peninsula and the Balkans
- Supporting the establishment of Africa Command and its Army component headquartered in Germany and Italy respectively
- Providing military observers and staff officers to UN peacekeeping missions in Haiti, Iraq, Liberia, the Republic of Georgia, Israel, Egypt, Afghanistan, and Chad
- Conducting multinational exercises that reflect our longstanding commitments to our allies and alliances
- Supporting interagency and multinational partnerships with technical expertise, providing critical support after natural disasters
- Continuing engagements with foreign militaries to build partnerships and preserve coalitions by training and advising their military forces
- Supporting civil authorities in responding to domestic emergencies

- Participating, most notably by the Army National Guard, in securing our borders and conducting operations to counter the flow of illegal drugs
- Supporting operations to protect against WMD and prevent their proliferation
- Protecting and eliminating chemical munitions

Current combat operations, combined with other significant demands placed on our forces, have stressed our Army, our Soldiers, and their Families. While we remain committed to providing properly manned, trained, and equipped forces to meet the diverse needs of our combatant commanders, we face two critical challenges.

Two Critical Challenges

While fully supporting the demands of our Nation at war, our Army faces two major challenges—**restoring balance** to a force experiencing the cumulative effects of seven years of war and **setting conditions for the future** to fulfill our strategic role as an integral part of the Joint Force.

The Army is out of balance. The current demand for our forces in Iraq and Afghanistan exceeds the sustainable supply and limits our ability to provide ready forces for other contingencies. Even as the demand for our forces in Iraq decreases, the mission in Afghanistan and other requirements will continue to place a high demand on our Army for years to come. Current operational requirements for forces and insufficient time between deployments require a focus on counterinsurgency training and equipping to the detriment of preparedness for the full range of military missions. Soldiers, Families, support systems, and equipment are stressed due to lengthy and repeated deployments. Overall, we are consuming readiness as fast as we can build it. These conditions must change. Institutional and operational risks are accumulating over time and must be reduced in the coming years.

While restoring balance, we must simultaneously set conditions for the future. Our Army's future readiness will require that we continue to modernize, adapt our institutions, and transform Soldier and leader development in order to sustain an expeditionary and campaign capable force for the rest of this Century.

Modernization efforts are essential to ensure technological superiority over a diverse array of potential adversaries. Our Army must adapt its institutions to more effectively and efficiently provide trained and ready forces for combatant commanders. We will continue to transform how we train Soldiers and how we develop agile and adaptive leaders who can overcome the challenges of full spectrum operations in complex and dynamic operating environments. We also must continue the transformation of our Reserve Components to an operational force to achieve the strategic depth necessary to successfully sustain operations in an era of persistent conflict.

Through the dedicated efforts of our Soldiers, their Families, and Army Civilians, combined with continued support from Congressional and national leadership, we are making substantial progress toward these goals. Our continued emphasis on the Army's four imperatives—Sustain, Prepare, Reset, and Transform—has focused our efforts. We recognize, however, that more remains

to be done in order to restore balance and set conditions for the future.

Restoring Balance: The Army's Four Imperatives

Sustain

We must sustain the quality of our All-Volunteer Force. Through meaningful programs, the Army is committed to providing the quality of life deserved by those who serve our Nation. To sustain the force, we are focused on recruitment and retention; care of Soldiers, Families, and Civilians; care for our wounded Warriors; and support for the Families of our fallen Soldiers.

Recruit and Retain

- Goal – Recruit quality men and women through dynamic incentives. Retain quality Soldiers and Civilians in the force by providing improved quality of life and incentives.
- Progress – In 2008, nearly 300,000 men and women enlisted or reenlisted in our All-Volunteer Army. In addition, the Army created the Army Preparatory School to offer incoming recruits the opportunity to earn a GED in order to begin initial entry training. All Army components are exceeding the 90% Tier 1 Education Credential (high school diploma or above) standard for new recruits. In addition, our captain retention incentive program contributed to a nearly 90 percent retention rate for keeping experienced young officers in the Army.

Care of Soldiers, Families, and Civilians

- Goal – Improve the quality of life for Soldiers, Families, and Civilians through the implementation of the Soldier and Family Action Plan and the Army Family Covenant. Garner support of community groups and volunteers through execution of Army Community Covenants.
- Progress – The Army hired more than 1,000 new Family Readiness Support Assistants to provide additional support to Families with deployed Soldiers. We doubled the funding to Family programs and services in 2008. We began construction on 72 Child Development Centers and 11 new Youth Centers and fostered community partnerships by signing 80 Army Community Covenants. Our Army initiated the "Shoulder to Shoulder, No Soldier Stands Alone" program to increase suicide awareness and prevention. The Army also committed to a 5-year, $50 Million study by the National Institute for Mental Health for practical interventions for mitigating suicides and enhancing Soldier resiliency. In addition, the Army implemented the Intervene, Act, Motivate (I A.M. Strong) Campaign with a goal of eliminating sexual harassment and sexual assault in the Army. To enhance the investigation and prosecution of criminal behavior, the Army's Criminal Investigation Command and Office of The Judge Advocate General have taken new measures to support victims, investigate crimes and hold offenders accountable. The Army also has provided better access to quality health care, enhanced dental readiness programs focused on Reserve Component Soldiers, improved Soldier and Family housing, increased access to child care, and increased educational opportunities for Soldiers, children, and spouses.

Warrior Care and Transition

- Goal – Provide world-class care for our wounded, ill, and injured Warriors through properly resourced Warrior Transition Units (WTUs), enabling these

Soldiers to remain in our Army or transition to meaningful civilian employment consistent with their desires and abilities.

- Progress – The Army established 36 fully operational WTUs and 9 community-based health care organizations to help our wounded, ill, and injured Soldiers focus on their treatment, rehabilitation, and transition through in-patient and out-patient treatment. We initiated programs to better diagnose and treat Post-Traumatic Stress Disorder, Traumatic Brain Injury and other injuries through advanced medical research. We also have made investments in upgrading our clinics and hospitals including a $1.4 Billion investment in new hospitals at Forts Riley, Benning, and Hood.

Support Families of Fallen Comrades

- Goal – Assist the Families of our fallen comrades and honor the service of their Soldiers.
- Progress – The Army is developing and fielding Survivor Outreach Services, a multi-agency effort to care for the Families of our Soldiers who made the ultimate sacrifice. This program includes benefit specialists who serve as subject matter experts on benefits and entitlements, support coordinators who provide long-term advocacy, and financial counselors who assist in budget planning.

Prepare

We must prepare our force by readying Soldiers, units, and equipment to succeed in the current conflicts, especially in Iraq and Afghanistan. We continue to adapt institutional, collective, and individual training to enable Soldiers to succeed in combat and prevail against adaptive and intelligent adversaries. We are equally committed to ensuring Soldiers have the best available equipment to both protect themselves and maintain a technological advantage over our adversaries. To prepare our force, we continue to focus on growing the Army, training, equipping, and better supporting the Army Force Generation (ARFORGEN) process.

Grow the Army

- Goal – Accelerate the end strength growth of the Army so that by 2010 the Active Components has 547,400 Soldiers and the National Guard has 358,200 Soldiers. Grow the Army Reserve to 206,000 Soldiers by 2012 even as the Army Reserve works an initiative to accelerate that growth to 2010. Grow the Army's forces to 73 Brigade Combat Teams (BCTs) and approximately 227 Support Brigades with enabling combat support and combat service support structure by 2011. Simultaneously develop the additional facilities and infrastructure to station these forces.

- Progress – With national leadership support, our Army has achieved our manpower growth in all components during 2009. The Army grew 32 Modular Brigades in 2008 (7 Active Component Brigades and 25 Brigades in the Reserve Components). This growth in the force, combined with reduced operational deployments from 15 months to 12 months, eased some of the strain on Soldiers and Families.

Training

- Goal – Improve the Army's individual, operational, and institutional training for full spectrum operations. Develop the tools and technologies that enable more effective and efficient training through live, immersive, and adaptable venues that prepare Soldiers and leaders to excel in the complex and challenging operational environment.

- Progress – The Army improved training facilities at home stations and combat training centers, increasing realism in challenging irregular warfare scenarios. Army Mobile Training Teams offered career training to Soldiers at their home station, preventing them from having to move away for schooling and providing more time for them with their Families. Our Army continues to improve cultural and foreign language skills.

Equipment

- Goal – Provide Soldiers effective, sustainable, and timely equipment through fully integrated research and development, acquisition, and logistical sustainment. Continue modernization efforts such as the Rapid Fielding Initiative and the Rapid Equipping Force, using a robust test and evaluation process to ensure the effectiveness of fielded equipment.

- Progress – In 2008, the Army fielded more than one million items of equipment including over 7,000 Mine-Resistant, Ambush-Protected (MRAP) vehicles, providing Soldiers fighting in Iraq and Afghanistan the best equipment available.

Army Force Generation (ARFORGEN) Process

- Goal – Improve the ARFORGEN process to generate trained, ready, and cohesive units for combatant commanders on a rotational basis to meet current and future strategic demands. Achieve a degree of balance by reaching a ratio of one year deployed to two years at home station for Active Component units, and one year deployed to four years at home for Reserve Component units by 2011.

- Progress – Recent refinements in the ARFORGEN process have increased predictability for Soldiers and their Families. When combined with the announced drawdown in Iraq, this will substantially increase the time our Soldiers have at home.

Reset

In order to prepare Soldiers, their Families, and units for future deployments and contingencies, we must reset the force to rebuild the readiness that has been consumed in operations. Reset restores deployed units to a level of personnel and equipment readiness necessary for future missions. The Army is using a standard reset model and is continuing a reset pilot program to further improve the effectiveness and efficiency of the ARFORGEN process. To reset our force, we are revitalizing Soldiers and Families; repairing, replacing, and recapitalizing equipment; and retraining Soldiers.

Revitalize Soldiers and Families

- Goal – Increase the time our Soldiers and Families have together to reestablish and strengthen relationships following deployments.
- Progress – In the reset pilot program, units have no readiness requirements or Army-directed training during the reset period (6 months for the Active Component and 12 months for the Reserve Components). This period allows units to focus on Soldier professional and personal education, property accountability, and equipment maintenance, and also provides quality time for Soldiers and their Families.

Repair, Replace, and Recapitalize Equipment

- Goal – Fully implement an Army-wide program that replaces equipment that has been destroyed in combat and repairs or recapitalizes equipment that has been rapidly worn out due to harsh conditions and excessive use. As units return, the Army will reset equipment during the same reconstitution period we dedicate to Soldier and Family reintegration.
- Progress – The Army reset more than 125,000 pieces of equipment in 2008. The maintenance activities and capacity at Army depots increased to their highest levels in the past 35 years.

Retrain Soldiers, Leaders, and Units

- Goal – Provide our Soldiers with the critical specialty training and professional military education necessary to accomplish the full spectrum of missions required in today's strategic environment.
- Progress – The Army is executing a Training and Leader Development Strategy to prepare Soldiers and units for full spectrum operations. The Army is 60 percent complete in efforts to rebalance job skills required to meet the challenges of the 21st Century.

Reset Pilot Program

- Goal – Provide lessons learned that identify institutional improvements that standardize the reset process for both the Active and Reserve Component and determine timing, scope, and resource implications.
- Progress – In 2008, the Army initiated a six-month pilot reset program for 13 units (8 Active Component and 5 Reserve Component). The Army has learned many significant lessons and is applying them to all redeploying units to allow units more time to accomplish reset objectives at their home stations.

Transform

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. To transform our force, we are adopting modular organizations, accelerating delivery of advanced technologies, operationalizing the Reserve Components, restationing our forces, and transforming leader development.

Modular Reorganization

- Goal – Reorganize the Active and Reserve Components into standardized modular organizations, thereby increasing the number of BCTs

and support brigades to meet operational requirements and creating a more deployable, adaptable, and versatile force.

- Progress – In addition to the 32 newly activated modular brigades, the Army converted 14 brigades from a legacy structure to a modular structure in 2008 (5 Active Component and 9 Reserve Component Brigades). The Army has transformed 83 percent of our units to modular formations—the largest organizational change since World War II.

Advanced Technologies

- Goal – Modernize and transform the Army to remain a globally responsive force and ensure our Soldiers retain their technological edge for the current and future fights.

- Progress – The Army will accelerate delivery of advanced technologies to Infantry BCTs fighting in combat today through "Spin-outs" from our Future Combat Systems program. This aggressive fielding schedule, coupled with a tailored test and evaluation strategy, ensures Soldiers receive reliable, proven equipment that will give them a decisive advantage over any enemy.

Operationalize the Reserve Components

- Goal – Complete the transformation of the Reserve Components to an operational force by changing the way we train, equip, resource, and mobilize Reserve Component units by 2012.

- Progress – The Army continued efforts to systematically build and sustain readiness and to increase predictability of deployments for Soldiers, their Families, employers, and communities by integrating the ARFORGEN process.

Restationing Forces

- Goal – Restation forces and families around the globe based on the Department of Defense's (DoD) Global Defense Posture and Realignment initiatives, Base Realignment and Closure (BRAC) statutes, and the expansion of the Army directed by the President in January 2007.

- Progress – To date, in support of BRAC, our Army has obligated 95 percent of the $8.5 Billion received. Of more than 300 major construction projects in the BRAC program, 9 have been completed and another 139 awarded. The Army has also completed 77 National Environmental Policy Act actions, closed 1 active installation and 15 U.S. Army Reserve Centers, terminated 9 leases, and turned over 1,133 excess acres from BRAC 2005 properties. The Army is on track to complete BRAC by 2011.

Soldier and Leader Development

- Goal – Develop agile and adaptive military and Civilian leaders who can operate effectively in Joint, interagency, intergovernmental, and multinational environments.

- Progress – The Army published Field Manual (FM) 3-0, *Operations*, which includes a new operational concept for full spectrum operations where commanders simultaneously apply offensive, defensive, and stability operations to achieve decisive results. Additionally, the Army published FM 3-07, *Stability Operations* and FM 7-0, *Training for Full Spectrum Operations* and is finalizing FM 4-0, *Sustainment*. The doctrine reflected in these new

manuals provides concepts and principles that will develop adaptive leaders to train and sustain our Soldiers in an era of persistent conflict.

Setting Conditions for the Future: Six Essential Qualities of Our Army

In an era of persistent conflict, our 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 the evolving security environment. In order to face the security challenges ahead, the Army will continue to transform into a land force that is versatile, expeditionary, agile, lethal, sustainable, and interoperable.

Versatile forces are multipurpose and can accomplish a broad range of tasks, moving easily across the spectrum of conflict as the situation demands. Our versatility in military operations—made possible by full spectrum training, adaptable equipment, and scalable force packages—will enable us to defeat a wide range of unpredictable threats.

Our Army must remain an expeditionary force—organized, trained, and equipped to go anywhere in the world on short notice, against any adversary, to accomplish the assigned mission, including the ability to conduct forcible entry operations in remote, non-permissive environments. Working in concert with our force projection partners, the United States Transportation Command and sister services, we will enhance our expeditionary force projection and distribution capability to provide rapid, credible, and sustainable global response options for the Joint Force.

Agile forces adapt quickly to exploit opportunities in complex environments. Our Army is developing agile Soldiers and institutions that adapt and work effectively in such environments.

A core competency of land forces is to effectively, efficiently, and appropriately apply lethal force. The lethal nature of our forces enables our ability to deter, dissuade, and, when required, defeat our enemies. Because conflicts will increasingly take place among the people, the Army will continue to pursue technological and intelligence capabilities to provide lethal force with precision to minimize civilian casualties and collateral damage.

Our Army must be organized, trained, and equipped to ensure it is capable of sustainable operations for as long as necessary to achieve national objectives. In addition, we will continue to improve our ability to guarantee the logistical capacity to conduct long-term operations while presenting a minimal footprint to reduce exposure of support forces.

The extensive planning and organizing capabilities and experience of U.S. land forces are national assets. These capabilities are essential to preparing and assisting interagency, multinational, and host nation partners to execute their roles in conflict prevention and resolution. Our force needs to be increasingly interoperable to effectively support and integrate the efforts of Joint, interagency, intergovernmental, multinational, and indigenous elements to achieve national goals.

As we look to the future, our Army is modernizing and transforming to build a force that exhibits these six essential qualities in order to meet the challenges of the security environment of the 21st Century. The Army's adoption of a modular, scalable brigade-based organization provides a broad range of capabilities that are inherently more versatile, adaptable, and able to conduct operations over extended periods.

Another critical transformation initiative to enhance the Army's capabilities is the modernization of our global information network capabilities through integration of the Global Network Enterprise Construct (GNEC). The GNEC will enable network war-fighting capabilities, dramatically improve and protect the LandWarNet, improve both efficiency and effectiveness of the network, and ensure Army interoperability across DoD.

As part of our transformation, the Army is adapting as an institution principally in three areas: streamlining the Army Force Generation (ARFORGEN) process, implementing an enterprise approach, and establishing a more effective requirements process. A streamlined ARFORGEN process more efficiently mans, equips, and trains units to strengthen our expeditionary capability. The enterprise approach—a holistic method to improve the effectiveness and efficiency of the Army's policies and processes—will make our institutions more efficient and more responsive to the needs of the combatant commanders. An improved requirements process will provide more timely and flexible responses to meet the needs of our Soldiers. In transforming our training and leader development model, we produce more agile Soldiers and Civilians who are capable of operating in complex and volatile environments.

The Army's modernization efforts are specifically designed to enhance the six essential land force qualities by empowering Soldiers with the decisive advantage across the continuum of full spectrum operations. Modernization is providing our Soldiers and leaders with leading-edge technology and capabilities to fight the wars we are in today while simultaneously preparing for future complex, dynamic threats. The Army is improving capabilities in intelligence, surveillance, and reconnaissance; information sharing; and Soldier protection to give our Soldiers an unparalleled awareness of their operational environment, increased precision and lethality, and enhanced survivability.

The Army also is addressing the capability gaps in our current force by accelerating delivery of advanced technologies to Soldiers in Infantry BCTs. For example, more than 5,000 robots are currently in Iraq and Afghanistan, including an early version of the Small Unmanned Ground Vehicle (SUGV). Soldiers are using the SUGV prototype to clear caves and bunkers, search buildings, and defuse improvised explosive devices. In addition, an early version of the Class I Unmanned Aerial Vehicle (UAV) is currently supporting Soldiers in Iraq with reconnaissance, surveillance, and target acquisition. The Class I UAV operates in open, rolling, complex, and urban terrain and can take off and land vertically without a runway. It is part of the information network, providing real time information that increases Soldier agility and lethality while enhancing Soldier protection.

Overall, Army modernization efforts provide a technological edge for our Soldiers in today's fight and are essential to the Army's efforts to empower Soldiers with the land force qualities needed in the 21st Century.

Stewardship/Innovations

The Nation's Army remains committed to being the best possible steward of the resources provided by the American people through the Congress. We continue to develop and implement initiatives designed to conserve resources and to reduce waste and inefficiencies wherever possible.

The recent establishment of two organizations highlights the Army's commitment to improving efficiencies. In 2008, the Secretary of the Army established the Senior Energy Council to develop an Army Enterprise Energy Security Strategy. The Senior Energy Council is implementing a plan that reduces energy consumption and utilizes innovative technologies for alternative and renewable energy, including harvesting wind, solar and geothermal energy, while leveraging energy partnerships with private sector expertise. The Army is replacing 4,000 petroleum-fueled vehicles with electric vehicles. We also are underway in our six-year biomass waste-to-fuel technology demonstrations at six of our installations.

As part of the Army's efforts in adapting institutions, we also established the Enterprise Task Force to optimize

the ARFORGEN process for effectively and efficiently delivering trained and ready forces to the combatant commanders.

In addition, in order to increase logistical efficiencies and readiness, the Army is developing 360 Degree Logistics Readiness—an initiative that proactively synchronizes logistics support capability and unit readiness. This new approach will allow the Army to see, assess, and synchronize enterprise assets in support of our operational forces. The 360 Degree Logistics Readiness bridges the information system gaps between selected legacy logistics automation systems and the Single Army Logistics Enterprise. It will improve visibility, accountability, fidelity, and timeliness of information to facilitate better decisions at every managerial level.

Finally, the Army is committed to reforming our acquisition, procurement, and contracting processes to more efficiently and responsively meet the needs of our Soldiers. A streamlined requirements process based on reasonable requirements with adequately mature technology will produce a system with greater urgency and agility and guard against "requirements creep." The Army also will continue to grow its acquisition workforce and provide disciplined oversight to its acquisition programs.

Accomplishments

The Army has been fully engaged over the past year. We remain focused on prevailing in Iraq and Afghanistan, while concurrently working to restore balance and transforming to set the conditions for success in the future. Despite the high global operational tempo and our continuing efforts to restore balance and prepare for future contingencies, we have accomplished much in the last year:

ARMY ACCOMPLISHMENTS

- Manned, trained, equipped, and deployed 15 combat brigades, 34 support brigades, and 369 military and police transition teams in support of Iraq and Afghanistan
- Deployed more than 293,000 Soldiers into or out of combat in Iraq and Afghanistan
- Repaired more than 100,000 pieces of Army equipment through the efforts at the Army's depot facilities
- Invested in the psychological health of the Army by investing more than $500 Million in additional psychological health providers, new facilities, and world-class research
- Reduced the on-duty Soldier accident rate by 46 percent in 2008 through Soldier and leader emphasis on Army safety measures
- Reduced the Army's ground accidents by 50 percent and the Army's major aviation accidents by 38 percent in 2008 through leader application of the Army's Composite Risk Management model
- Implemented Family Covenants throughout the Army and committed more than $1.5 Billion to Army Family programs and services
- Improved on-post housing by privatizing more than 80,000 homes, building 17,000 homes, and renovating 13,000 homes since 2000 at 39 different installations through the Residential Communities Initiative
- Reduced energy consumption in Army facilities by 10.4 percent since 2003 through the implementation of the Army's energy strategy
- Won six Shingo Public Sector Awards for implementing best business practices
- Destroyed more than 2,100 tons of chemical agents, disposed of 70,000 tons of obsolete or unserviceable conventional ammunition, and removed 163,000 missiles or missile components from the Army's arsenal
- Fostered partnerships with allies by training more than 10,000 foreign students in stateside Army schools and by executing more than $14.5 Billion in new foreign military sales to include $6.2 Billion in support of Iraq and Afghanistan
- Saved $41 Million by in-sourcing more than 900 core governmental functions to Army Civilians
- Improved Soldier quality of life by constructing or modernizing 29,000 barracks spaces

America's Army—The Strength of the Nation

The Army's All-Volunteer Force is a national treasure. Less than one percent of Americans wear the uniform of our Nation's military; they and their Families carry the lion's share of the burden of a Nation at war. Despite these burdens, our Soldiers continue to perform magnificently across the globe and at home, and their Families remain steadfast in their support. Our Civilians remain equally dedicated to the Army's current and long-term success. They all deserve the best the Nation has to offer.

America's Army has always served the Nation by defending its national interests and providing support to civil authorities for domestic emergencies. Seven years of combat have taken a great toll on the Army, our Soldiers, and their Families. To meet the continuing challenges of an era of persistent conflict, our Army must restore balance and set the conditions for the future while sustaining our All-Volunteer Force. We must ensure our Soldiers have the best training, equipment, and leadership we can provide them. Our Army has made significant progress over the last year, but has several tough years ahead. With the support of Congress, the Army will continue to protect America's national security interests while we transform ourselves to meet the challenges of today and the future. **America's Army—The Strength of the Nation.**

ADDENDUM A - Information Papers

360 Degree Logistics Readiness

Accelerate Army Growth

Active Component Reserve Component (ACRC) Rebalance

Adaptive Logistics

Add-on Armor for Tactical Wheeled Vehicles

Africa Command (AFRICOM)

Armed Forces Recreation Centers

Army Asymmetric Warfare Office (AAWO)

Army Career and Alumni Program (ACAP)

Army Career Tracker (ACT) Program

Army Civilian University (ACU)

Army Community Service (ACS) Family Programs

Army Community Service (ACS) Family Readiness Programs

Army Energy Plan (AEP)

Army Environmental Programs

Army Evaluation Task Force (AETF)

Army Family Action Plan (AFAP)

Army Force Generation (ARFORGEN)

Army Geospatial Enterprise (AGE)

Army Integrated Logistics Architecture (AILA)

Army Leader Development Program (ALDP)

Army Modernization Strategy

Army Onesource

Army Physical Fitness Research Institute

Army Physical Readiness Training (FM 3-22.02)

Army Preparatory School

Army Prepositioned Stocks (APS)

Army Reserve Employer Relations (ARER) Program

Army Reserve Voluntary Education Services

Army Reserve Voluntary Selective Continuation

Army Spouse Employment Partnership (ASEP) Program

Army Strong

Army Suicide Prevention Program (ASPP)

Army Values

Army Volunteer Program

ARNG Active First Program

ARNG Agribusiness Development Team

ARNG Community Based Warrior Transition Units

ARNG Critical Skills Retention Bonus

ARNG Education Support Center

ARNG Environmental Programs

ARNG Every Soldier a Recruiter

ARNG Exportable Combat Training Capability

ARNG Family Assistance Centers

ARNG Freedom Salute Campaign

ARNG GED Plus Program

ARNG Muscatatuck Army Urban Training Center

ARNG Operational Support Airlift Agency

ARNG Periodic Health Assessment (PHA)

ARNG Post Deployment Health Reassessment (PDHRA)

ARNG Recruit Sustainment Program

ARNG Recruiting Assistance Program (G-RAP)

ARNG Strong Bonds

ARNG Western Army Aviation Training Site (WAATS)

Asymmetric Warfare Group

Base Realignment and Closure (BRAC) Program

Basic and Advanced NCO Courses

Basic Officer Leader Course (BOLC)

Behavioral Health

Better Opportunity for Single Soldiers (BOSS)

Biometrics

Broad Career Groups

Building Partnership Capacity Through Security Cooperation

Campaign Capable Force

Capabilities Development for Rapid Transition (CDRT)

Career Intern Fellows Program

CBRNE Consequence Management Reaction Force (CCMRF)

CENTCOM Rest and Recuperation (R&R) Leave Program

Changing the Culture

Chemical Demilitarization Program

Child and Youth Services School Support

Child Care Program

Civil Works

Civilian Corps Creed

Civilian Education System

College of the American Soldier

Combat Casualty Care

Combat Training Center (CTC) Program

Combating Weapons of Mass Destruction (WMD)

Commander's Appreciation and Campaign Design (CACD)

Common Levels of Support

Common Logistics Operating Environment (CLOE)

Community Covenant

Comprehensive Soldier Fitness Program

Concept Development and Experimentation

Condition-Based Maintenance Plus (CBM+)

Construction and Demolition Recycling Program

Continuum of Service

Contractor-Acquired Government Owned (CAGO) Equipment

Cultural and Foreign Language Capabilities

Cyber Operations

Defense Integrated Military Human Resources System (DIMHRS)

Defense Support to Civil Authorities (DSCA)

Defense Support to Civil Authorities - Defense Coordinating Officer

Defense Support to Civil Authorities - Special Events

Deployment Cycle Support

Depot Maintenance Initiatives

Digital Training Management System (DTMS)

Distributed Common Ground System-Army (DCGS-A)

Diversity

Document and Media Exploitation (DOMEX)

Enhanced Use Leasing

Enlistment Incentives

Enlistment Incentives Program Enhancements

Equal Opportunity and Prevention of Sexual Harassment (EO/POSH)

Equipment Reset

Equipping Enterprise and Reuse Conference

Equipping the Reserve Components

Exceptional Family Member Program (EFMP)

Expanding Intelligence Training

Expeditionary Basing

Expeditionary Capabilities

Expeditionary Contracting

Expeditionary Theater Opening

Family Advocacy Program (FAP)

Family Covenant

Family Housing Program

Foreign Military Sales

FORSCOM Mission Support Elements (MSE)

Freedom Team Salute

Freedrop Packaging Concept Project (FPCP)

Full Replacement Value (FRV) and Defense Property System (DPS)

Full Spectrum Operations in Army Capstone Doctrine (FM 3-0)

Funds Control Module

Future Force Integration Directorate

General Fund Enterprise Business System

ADDENDUM A - Information Papers

Generating Force Support for Operations

Global Force Posture

Global Network Enterprise Construct (GNEC)

Helicopter, Black Hawk Utility Helicopter (UH-60)

Helicopter, Chinook Heavy Lift Helicopter (CH-47)

Helicopter, Lakota (UH-72)

Helicopter, Longbow Apache (AH-64D)

Human Terrain System (HTS)

HUMINT: Growing Army Human Intelligence (HUMINT) Capabilities

Information Doctrine

In-Sourcing

Installation Planning Board

Institutional Adaptation

Institutional Training Under Centers of Excellence (COE)

Intelligence Transformation

Interceptor Body Armor (IBA)

Interpreter/Translator Program

Irregular Warfare Capabilities

Joint Basing

Joint Knowledge Development and Distribution Capstone Program (JKDDC)

Joint Precision Airdrop System (JPADS)

Leader Development Assessment Course - Warrior Forge

Lean Six Sigma: Continuous Process Improvement Initiative

Lean Six Sigma: G-4 Initiative

Life Cycle Management Initiative

Live, Virtual, Constructive Integrated Training Environment

Manpower Personnel Integration Program (MANPRINT)

March 2 Success

Medical and Dental Readiness

Military Construction (MILCON) Program

Military Construction (MILCON) Transformation

Military Family Life Consultants (MFLC) Program

Military Intelligence Capacity

Mine-Resistant, Ambush-Protected Vehicles (MRAP)

Mobile Training Teams (MTT) for Warrior Leader Course (WLC)

Mobilization Tiger Team

Modular Force Conversion

Morale Welfare and Recreation (MWR)

Multinational Exercises

Multi-Source Assessment and Feedback (MSAF) Program

National Guard CBRNE Enhanced Response Force Package (CERFP)

National Guard Counterdrug Program

National Guard Public Affairs Rapid Response Team (PARRT)

National Guard State Partnership Program

National Guard Weapons of Mass Destruction Civil Support Teams (WMD-CSTs)

National Guard Yellow Ribbon Program

National Guard Youth ChalleNGe

National Security Personnel System (NSPS)

Next Generation Wireless Communications (NGWC)

Officer Education System (OES)

Officer Education System - Warrant Officers

Officer Retention

Pandemic Influenza Preparation

Partnership for Youth Success Programs (PaYS)

Persistent Air and Ground Surveillance to Counter IED

Persistent Conflict

Physical Disability Evaluation System (PDES)

Post Deployment Health Reassessment (PDHRA)

Power Projection Platform

Privatization of Army Lodging

Property Accountability

Rapid Equipping Force (REF)

Rapid Fielding Initiative (RFI)

Real-Estate Disposal

Red Team Education and Training

Redeployment Process Improvements

Referral Bonus Pilot Program

Reset

Residential Communities Initiative (RCI)

Restructuring Army Aviation

Retained Issue OCIE

Retention Program

Retiree Pre-Tax Healthcare

Retirement Services

Retrograde

Risk Management

Robotics

Safety and Occupational Training

Safety Center Online Tools and Initiatives

Science and Technology

Sexual Harassment/Assault Response and Prevention (SHARP) Program

Single Army Logistics Enterprise (SALE)

Soldier and Family Action Plan (SFAP)

Soldier and Family Assistance Center Program and Warrior in Transition Units

Soldier as a System

Soldier's Creed

Stability Operations (FM 3-07)

Strong Bonds

Structured Self Development

Survivor Outreach Services

Sustainability

Sustainable Range Program

The Army Distributed Learning Program (TADLP)

The Human Dimension: The Concept and Capabilities Development

Training Counter-IED Operations Integration Center (TCOIC)

Training for Full Spectrum Operations (FM 7-0)

Training Support System (TSS)

Transferability of GI Bill Benefits to Family Memebers

Transforming the Reserve Components to an Operational Force

Traumatic Brain Injury (TBI)

Unaccompanied Personnel Housing

Unit Combined Arms Training Strategies

Unmanned Aircraft, Raven Small System

Unmanned Aircraft, Shadow System

Unmanned Aircraft, Sky Warrior System

Up-Armored High Mobility Multipurpose Wheeled Vehicle (HMMWV)

War Reserve Secondary Items

Warfighter's Forums (WfF)

Warrior Ethos

Warrior in Transition

Warrior Tasks and Battle Drills

Warrior University

Western Hemisphere Institute for Security Cooperation (WHINSEC)

Wounded Warrior Program

Youth Programs

ADDENDUM B - Websites

Headquarters, Department of the Army and other Commands

This site has links for information regarding the Headquarters, Department of the Army (HQDA), Army Command Structure, Army Service Component Commands (ASCC), and Direct Reporting Units (DRU).

http://www.army.mil/institution/organization/

The Army Homepage

This site is the most visited military website in the world, averaging about seven million visitors per month or approximately 250 hits per second. It provides news, features, imagery, and references.

http://www.army.mil/

The Army Modernization Strategy

http://www.g8.army.mil/G8site_redesign/modStrat.html

The Army Posture Statement

This site provides access to archived Army Posture Statements from 1997 to 2008.

http://www.army.mil/aps

The Army Staff

Personnel: G-1

http://www.armyg1.army.mil/

Intelligence: G-2

http://www.dami.army.pentagon.mil/

Operations, Plans, and Policy: G-3/5/7

https://www.g357extranet.army.pentagon.mil

Logistics: G-4

http://www.hqda.army.mil/logweb/

Programs: G-8

This site provides information on material integration and management.

http://www.army.mil/institution/organization/unitsandcomands/dcs/g-8/

Installation Management

This site provides information about policy formulation, strategy development, enterprise integration, program analysis and integration, requirements and resource determination, and best business practices for services, programs, and installation support to Soldiers, their Families, and Army Civilians.
http://www.acsim.army.mil/

Army Commands (ACOMs)

Army Forces Command (FORSCOM)

http://www.forscom.army.mil/

Army Training and Doctrine Command (TRADOC)

http://www.tradoc.army.mil/

Army Materiel Command (AMC)

http://www.army.mil/institution/organization/unitsandcommands/commandstructure/amc/

Reserve Components

Army Reserve

http://www.armyreserve.army.mil

Army National Guard

http:www.arng.army.mil

Other informative websites

Army Wounded Warrior Program

This site provides information on the Army's Wounded Warrior Program which provides support to severely wounded Soldiers and their Families.

https://www.aw2.army.mil

My ArmyLifeToo Web Portal

This site serves as an entry point to the Army Integrated Family Network and Army OneSource.

http://www.myarmylifetoo.com

AC	Active Component
ACOM	Army Command
ACP	Army Campaign Plan
AETF	Army Evaluation Task Force
ARFORGEN	Army Force Generation
AFRICOM	Africa Command
AMAP	Army Medical Action Plan
AMC	Army Material Command
APA	Army Prepositioned Stocks
AR	Army Regulation
ARCIC	Army Capabilities Integration Center
ARNG	Army National Guard
ASC	Army Sustainment Command
ASCC	Army Service Component Command
AWG	Asymmetric Warfare Group
AWO	Asymmetric Warfare Office
AW2	Army Wounded Warrior Program
BCT	Brigade Combat Team
BCTP	Battle Command Training Program
BOLC	Basic Officer Leader Course
BRAC	Base Realignment and Closure
CBRN	Chemical, Biological, Radiological, and Nuclear
CBRNE	Chemical, Biological, Radiological, Nuclear, and (High-Yield) Explosives
CCDR	Combatant Commander
CCMRF	CBRNE Consequence Management Reaction Force
CES	Civilian Education System
C4ISR	Command, Control, Communications, Computer, Intelligence, Surveillance and Reconnaissance
CMETL	Core Mission Essential Task List
CMTC	Combat Maneuver Training Center
COCOM	Combatant Command
COE	Center of Excellence; Common Operating Environment; Contemporary Operating Environment
COIN	Counterinsurgency
COTS	Commercial Off-The-Shelf
CS	Combat Support
CSS	Combat Service Support
CT	Counter Terrorism
CTC	Combat Training Center
DA	Department of the Army
DA PAM	Department of the Army Pamphlet
DCGS-A	Distributed Common Ground System-Army
DMDC	Defense Manpower Data Center
DMETL	Directed Mission Essential Task List
DoD	Department of Defense

ADDENDUM C - Acronyms

DOTMLPF	Doctrine, Organization, Training, Material, Leadership and Education, Personnel, and Facilities
EBCT	Evaluation Brigade Combat Team
EOD	Explosive Ordnance Disposal
ES2	Every Soldier a Sensor
ETF	Enterprise Task Force
FCS	Future Combat Systems
FM	Field Manual
FORSCOM	Forces Command
FY	Fiscal Year
GBIAD	Global Based Integrated Air Defense
GCSS-A	Global Combat Service Support-Army
GDPR	Global Defense Posture Realignment
GNEC	Global Network Enterprise Construct
HBCT	Heavy Brigade Combat Team
HMMWV	High Mobility Multipurpose Wheeled Vehicle
HUMINT	Human Intelligence
IBA	Improved Body Armor
IBCT	Infantry Brigade Combat Team
IED	Improvised Explosive Device
ISR	Intelligence, Surveillance, and Reconnaissance
IT	Information Technology
JIEDDO	Joint Improvised Explosive Device Defeat Organization
JIIM	Joint, Interagency, Intergovernmental, and Multinational
JRTC	Joint Readiness Training Center
JTF	Joint Task Force
LMP	Logistics Modernization Program
LSS	Lean Six Sigma
MI	Military Intelligence
METL	Mission Essential Task List
MOUT	Military Operations in Urban Terrain
MRAP	Mine-Resistant, Ambush-Protected
MRE	Mission Readiness Exercise
MRX	Mission Rehearsal Exercise
MTOE	Modified Table of Organization and Equipment
MTT	Mobile Training Teams
NBC	Nuclear, Biological, Chemical
NEPA	National Environmental Protection Act
NET	New Equipment Training
NCO	Noncommissioned Officer
NDAA	National Defense Authorization Act
NDS	National Defense Strategy

NLOS-C	Non Line of Sight-Cannon
NMS	National Military Strategy
NSPS	National Security Personnel System
NSS	National Security Strategy
NTC	National Training Center
OCO	Overseas Contingency Operations
OEF	Operation Enduring Freedom
OIF	Operation Iraqi Freedom
OPTEMPO	Operational Tempo
O&M	Operations and Maintenance
POM	Program Objective Memorandum
PSYOP	Psychological Operations
PTSD	Post-Traumatic Stress Disorder
QDR	Quadrennial Defense Review
QOL	Quality of Life
RC	Reserve Components
RCI	Residential Communities Initiative
REF	Rapid Equipping Force
RFI	Rapid Fielding Initiative
SALE	Single Army Logistics Enterprise
SBCT	Stryker Brigade Combat Team
SFAP	Soldier and Family Action Plan
SHARP	Sexual Harassment / Assault Response and Prevention (SHARP) Program
SIGINT	Signal Intelligence
SOF	Special Operations Forces
SOS	Survivor Outreach Services
TBI	Traumatic Brain Injury
TDA	Table of Distribution and Allowances
TRADOC	Training and Doctrine Command
TTP	Tactics, Techniques, and Procedures
UAH	Up-Armored HMMWV
UAS	Unmanned Aircraft System
UAV	Unmanned Aerial Vehicle
UGV	Unmanned Ground Vehicle
USAR	United States Army Reserve
VBIED	Vehicle Borne Improvised Explosive Device
WMD	Weapons of Mass Destruction
WO	Warrant Officer
WTBD	Warrior Tasks and Battle Drills
WTU	Warrior Transition Units

AMERICA'S ARMY: THE STRENGTH OF THE NATION™

ARMY FAMILY COVENANT

We recognize...

...The commitment and increasing sacrifices that our Families are making every day.

...The strength of our Soldiers comes from the strength of their Families.

We are committed to...

...Providing Soldiers and Families a Quality of Life that is commensurate with their service.

...Providing our Families a strong, supportive environment where they can thrive.

...Building a partnership with Army Families that enhances their strength and resilience.

We are committed to Improving Family Readiness by:

- Standardizing and funding existing Family programs and services.
- Increasing accessibility and quality of health care.
- Improving Soldier and Family housing.
- Ensuring excellence in schools, youth services and child care.
- Expanding education and employment opportunities for Family members.

Kenneth O. Preston
Sergeant Major of the Army

George W. Casey, Jr.
General, United States Army
Chief of Staff

Pete Geren
Secretary of the Army

THE SOLDIER'S CREED

I AM AN AMERICAN SOLDIER.

I AM A WARRIOR AND A MEMBER OF A TEAM.
I SERVE THE PEOPLE OF THE UNITED STATES
AND LIVE THE ARMY VALUES.

I WILL ALWAYS PLACE THE MISSION FIRST.
I WILL NEVER ACCEPT DEFEAT.
I WILL NEVER QUIT.
I WILL NEVER LEAVE A FALLEN COMRADE.

I AM DISCIPLINED, PHYSICALLY AND
MENTALLY TOUGH,
TRAINED AND PROFICIENT IN MY
WARRIOR TASKS AND DRILLS.
I ALWAYS MAINTAIN MY ARMS, MY EQUIPMENT AND MYSELF.

I AM AN EXPERT AND I AM A PROFESSIONAL.

I STAND READY TO DEPLOY,
ENGAGE AND DESTROY
THE ENEMIES OF THE UNITED STATES OF AMERICA
IN CLOSE COMBAT.

I AM A GUARDIAN OF FREEDOM
AND THE AMERICAN WAY OF LIFE.

I AM AN AMERICAN SOLDIER.