

### Modernization Advancements in DOTMLPF

Modernization is not just about equipping and upgrading materiel. Advancements in Army Doctrine, Organizations, Training, Materiel, Leadership and Education, Personnel and Facilities (DOTMLPF) are supporting the Soldier now and in the future by providing integrated solutions which improve capabilities in how the Army is organized, trained, and led in accordance with new doctrine that forms the basis for conducting full spectrum operations. New personnel programs, including significantly increased assistance to Wounded Warriors and Families, have been recently instituted to lower stress and fully address the needs of an All Volunteer Force at war. The installation management community continues to meet the challenge of providing quality, mission-ready installations. This annex will outline advancements in DOTMLPF.

#### Doctrine and the Army

The Army is a learning organization. Its doctrine cannot remain static. It is continuously revised based on the



Joint operational environment, lessons learned and concepts that are validated through Joint and Army experimentation and developed through the Joint Capabilities Integration and Developments System.

Army operations will continue to be based on doctrine and training standards that have proven effective over time. Doctrine forms the basis for how to conduct full spectrum operations, and provides the foundation for training and leader development. Holistically doctrine, leader development, and training support Army readiness. Doctrine facilitates communication among Soldiers—no matter where they serve—and contributes to a shared professional culture that serves as a baseline for curricula in the Army’s Training and Education System.

Army doctrine consists of principles, tactics, techniques and procedures, terms, graphics and symbols. It is detailed enough to guide operations, yet flexible enough to allow commanders to exercise initiative when dealing with specific situations. To be effective, doctrine must be well known, vetted, accurate, acceptable and commonly understood. Doctrine must also be integrated and consistent with Joint doctrine, and describe the Army’s approach to applying dominant land power in Joint operations.

The Army’s two capstone doctrinal manuals are: *FM 1, The Army*; and *FM 3-0, Operations*. FM 1 contains the Army’s vision. FM 3-0 provides the principles for conducting full spectrum operations and describes the operational role of linking tactical operations to strategic aims. It details how Army forces conduct

operations in unified action. These two doctrinal publications establish the foundation in preparing the Army to dominate land warfare in Joint operations.



ANNEX B

## Sustaining a Doctrine-based Army

Doctrine of the future must enable core warfighting capabilities while increasing strategic responsiveness and land dominance over an expanded range of missions and threats. Our doctrine must encourage relentless pursuit of the initiative in all military operations. It must address the importance of the Army's ability to control land, resources and people through a sustained presence as part of a Joint force.

Doctrine has to support an Army that is a hybrid force that is transforming from the current to the Future Force—and embrace both. Throughout the spectrum of conflict, Army doctrine must emphasize Army contributions to supporting the Joint force commander.

Doctrine cannot predict exact types of asymmetric engagement. It can however, forecast the types of knowledge and information, and the organizational qualities necessary for victory. The Army is applying its cognitive and physical resources to refine its doctrine by

incorporating lessons learned from current operations, and experimentation results based on Joint and Army concepts. Doctrinal revisions are to address full spectrum operations—including offensive, defensive and stability operations against potential enemies that may deliberately avoid predictable operating patterns and are likely to use a combination of traditional, irregular, disruptive and catastrophic means to achieve their ends.

The *Army Campaign Plan* directs the comprehensive strategic change of the operational and generating forces, including development of future concepts and doctrine to guide force development and employment of the Army Modular Force. Specific guidance includes the publication of Army's capstone concept, *The Army in Joint Operations: The Army's Future Force Capstone Concept, 2015-2024*. Operating concepts, functional concepts, and concept capability plans within the Army Concept Strategy. Joint and Army concepts provide the conceptual basis for Joint and Army experimentation and the development of future capabilities through DOTMLPF solutions via the Joint Capabilities Integration and Development System.

In the near term, U.S. Army Training and Doctrine Command and other non-TRADOC doctrine proponents will revise key Army doctrine to address current and future operations in the Joint, interagency, intergovernmental, and multinational environments. The recent publishing of FM 3-0, *Operations* (dated 27 February 2008), will drive the revision/ update of several keystone and supporting doctrinal publications. TRADOC will focus on the development of Joint and Army doctrine that maximizes the capability for the current Modular Force to conduct full spectrum operations.

TRADOC continues to explore systems that have the potential to be important enablers to providing



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routine access to the Army's doctrine knowledge base for the Soldier, the trainer and for the doctrine developer. Technology and publishing standards have evolved to allow for a more logical and efficient way to capture and exchange Army publications information and knowledge. TRADOC continues to evaluate the feasibility of applying this technology to develop doctrine as stand-alone objects. The intent of this theory is to provide an enterprise solution that allows Soldiers to gain immediate access to the latest FMs, and provide doctrine developers with the improved business processes (technologically enhanced) to rapidly update and develop FMs as needed. This concept has the potential to improve content search results, automate workflow to enable efficient business processes, provide a centralized content repository to facilitate content reuse, and support common authoring tools with a standardized taxonomy, schema, and meta-data.

## The Army Doctrine Hierarchy

TRADOC continues to shape the Army doctrine hierarchy to match the Joint doctrine hierarchy as closely as possible. The Army's FM numbering system, which mirrors the Joint system, aligns and shows linkage of Army doctrinal publications with Joint doctrine. The Army's warfighting doctrine is structured into a two-tiered hierarchy to provide for development and operational relationships for implementation/execution. Tier I is the highest level, with the majority of the field manuals directly linked to Joint doctrine. The publications offer broad perspectives on doctrine principles and focus on Army operations in Joint campaigns. The highest level Tier II publications are designated as capstone or keystone FMs. Tier 2 doctrine captures the bulk of proponent's lower-level organizational FMs, most of which are narrower in scope than Tier II FMs, and address subjects in varying levels of detail, depending on the

subject, type of force and echelon. These publications provide a variety of tactics, techniques, procedures, terms, symbols and graphics for specific functions, units, multi-Service operations and the employment of Soldiers and systems, as well as references for basic soldiering skills.



## Doctrine to Support a Nation at War and a Transforming Army

As we engage an enemy whose unconventional means force us to respond to a non-traditional threat, the Center for Army Lessons Learned (CALL) continues to deploy teams into theater to capture lessons learned and best practices. Appropriate information is validated and incorporated into doctrinal publications and/or CALL publications that shape and drive training. Topics of particular

interest for lessons learned continue to include convoy operations, detainee operations, improvised explosive device defeat, cordon and search and counterinsurgency operations.

CALL will continue to be the primary source of observations, insights, and lessons (OIL) for the Army as it modernizes. CALL collects, analyzes, disseminates, integrates and archives Army and Joint, Interagency, Intergovernmental and Multinational OIL and tactics, techniques and procedures to support full spectrum military operations. CALL deploys Collection and Analysis Teams to both CONUS locations and into theater to collect OIL and TTP relevant to the operational, institutional and Future Force. CALL currently supports the Army through an integrated network or lessons learned specialists located at TRADOC schools, CTCs, divisions, corps with more informal linkages with Joint organizations, and interagency and intergovernmental institutions, to include disaster relief and homeland security. CALL plans to expand the L2I network to Joint, interagency, and intergovernmental partners in the near future. CALL will continue to augment current Army transformation efforts, including the Future Combat Systems, with actual operations and Combat Training Center OIL and TTP.

The centerpiece of the modular Army is the Brigade Combat Team, which has three designs: heavy, infantry, and Stryker. Simultaneously, Army higher echelon headquarters (corps and divisions) have been restructured into modular designs. As the Army continues to transform to these modular organizations, so must the Army continue to revise its doctrine on how to employ and fight these organizations.

The Future Combat Systems—equipped Brigade Combat Team is the Army's primary Future Modular

Force program initiative. Through the JCIDS and supporting DOTMLPF analysis, TRADOC identified a series of doctrinal publications required to support experimentation, testing, and fielding of the Army's FCS-equipped brigade combat team. These draft publications will be used as a foundation to support evaluation, training, employment, warfighting and identification of necessary changes for the FCS-equipped Brigade Combat Team prior to production. Doctrinal publications identified to support employment of the FCS are:

- *FMI 3-55.10, FBCT Intelligence, Surveillance and Reconnaissance (ISR)*
- *FMI 3-04.154, FBCT Manned/Unmanned Teaming Operations*
- *FMI 3-09.45, FBCT Fires and Effects*
- *FMI 3-20.82, FBCT Gunnery and Marksmanship Training*
- *FMI 4-01.01, FBCT Maneuver Support Operations*
- *FMI 3-90.8, FBCT Maneuver*
- *FMI 3-90.9, FBCT Operations*
- *FMI 4-90.9, FBCT Maneuver Sustainment Operations*
- *FMI 6-0.1, FBCT Battle Command*
- *FMI 7-11, FBCT Embedded Training*

FM 3-90.9 is the FCS keystone pub and is the first of these publications drafted, which sets the foundation to develop the other supporting FCS publications. Along with other draft FCS FMs, it will be used initially to support the Army Evaluation Task Force experimentations and evaluations. They will be continuously updated based on lessons learned from testing.

TRADOC and non-TRADOC proponents involved in Rapid Equipping Force and FCS Spin-out initiatives to the current Modular Force are analyzing current and emerging Modular Force doctrine at all echelons to ensure employment of these systems are doctrinally sound and standardized throughout the Army and to maximize capabilities of the Joint force.

## The Army Doctrine Literature Master Plan and Modernization

The Army will continue to use the Doctrine Literature Master Plan (DLMP) as a tool to manage and forecast resources for future development and sustainment of all doctrinal publications. The DLMP provides a snapshot on the status/readiness of Army doctrinal publications and reflects man-hour resources required per fiscal year for doctrine development. It lists all Army, Joint, multi-Service and multinational doctrinal publications for which TRADOC and non-TRADOC doctrine agencies are proponent and/or primary/technical review authority. It contains a listing of current relevant publications, new developments, revisions, future developments and proposed publications for consolidation. Because doctrine development is decentralized across Army agencies, the DLMP establishes planning standards and consistency and serves to institutionalize a methodology used to sustain the lifecycle of FMs and determine and articulate doctrine resource requirements for the execution, budget and POM planning years.

## Future of the Army Doctrine and Doctrinal Process

The TRADOC Knowledge Management and Information Management Study will drive development of enterprise level recommendations and an implementation plan that will address the basic idea of the Army as a knowledge-based institution and how the Army can improve and progress in the functional areas of information and knowledge management. From a doctrine development and distribution viewpoint the Study results will have a significant impact on how the Army gathers operational information, how the Army gains knowledge or how the Army learns and subsequently how that knowledge and learning is reflected in doctrine products and enablers used by Soldiers, leaders and units in training or when deployed.

TRADOC continues to evaluate the feasibility of applying this technology to develop doctrine as stand-alone objects. The intent of this theory is to provide an enterprise solution that allows Soldiers to gain immediate access to the latest FMs, and provide doctrine developers with the improved business processes (technologically enhanced) to rapidly update and develop FMs as needed. This concept has the potential to improve content search results, automate workflow to enable efficient business processes, provide a centralized content repository to facilitate content reuse and support common authoring tools with a standardized taxonomy, schema and meta-data.



## Organizations—Status of the Army Modular Force

The Army is pursuing the most comprehensive transformation of its forces since the early years of World War II. This transformation is intended to produce evolutionary and revolutionary changes which improve both Army and Joint force capabilities to meet current and future full spectrum challenges. Over the past four years, we have accelerated change throughout the Army to better enable it to fight the current fight and be more capable of conducting sustained operations in an environment of continuously evolving persistent conflict. During fiscal year 2008, the Army will see a great deal of progress in the Army's efforts to transform from a division based to a brigade based force. In addition to developing and executing Army-wide change processes, we are executing several other initiatives that will dramatically shape our future, to include the *Quadrennial Defense Review*, *Base Realignment and Closure*, *Guidance for the Development of the Force*, and the *Integrated Global Presence and Basing Strategy*.



We continue to aggressively reshape the force to become a campaign quality Army with Joint and expeditionary capabilities—transforming to win the war today while simultaneously positioning ourselves

to meet future challenges. Army general-purpose forces are proving to be the primary military instrument for creating favorable and enduring security conditions in crisis regions around the world. However, strategic and operational requirements compel the Army to reconcile staying power, durability and adaptability with expeditionary agility and responsiveness. Not only must the Army sustain decisive operations for as long as necessary to win the current fight and achieve politically favorable resolution, Army forces must also continuously adapt to changes across the spectrum of conflict. There is no doubt the Army must remain a learning, transforming organization in the face of adaptive adversaries.

The Army is transforming to meet the challenges of the new security environment characterized by an era of persistent conflict with adaptive enemies in complex environments. Army transformation improves the capabilities of Soldiers engaged in a long war against terrorism. Army transformation improves the capability of units to conduct full spectrum operations and meet traditional, irregular, catastrophic and disruptive challenges. Army 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 the enemy in major combat operations.

The Army Modular Force reorganizes the operational Army into modular theater armies, theater support structure, corps and division headquarters, brigade combat teams, and multi-functional and functional support brigades based on standardized organizational designs for the AC and RC. The Army is addressing several priorities as a result of this effort: the size of the Army to meet strategic requirements; the wartime costs of equipment Reset and unit readiness; the need to transform and modernize the force; and taking care of Soldiers and their Families.

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The Army views transformation as the continuous evolution of capabilities over time from the Current to Future Force. Army transformation produces the optimum mix of land capabilities for the Joint force, manages risk prudently, and is both affordable and essential for the Nation to win the war today and prepare for an uncertain future.



To maximize force effectiveness and strategic flexibility, the Army is reorganizing to a modular, brigade-based force to achieve three primary goals:

- Increase the number of available brigade combat teams to meet operational commitments while maintaining combat effectiveness that is equal to or better than that of previous divisional brigades
- Create brigade-based combat and support formations of common organizational designs that can be easily tailored to meet the varied demands of the geographic Combatant Commanders—reducing Joint planning and execution complexities
- Redesign organizations to perform as integral parts of the Joint force—making them more effective across the spectrum of conflict and enhancing their ability to contribute to Joint, interagency, and multinational efforts

At the end of fiscal year 2007 the Army accomplished the following transformation activities associated with modular conversion of its forces:

- The AC had a total of 35 BCTs converted and another four BCTs converting and the ARNG had 26 BCTs undergoing modular conversion
- The Army had converted a total of 92 functional brigades (AC – 28/ARNG – 30/USAR – 34) and 52 multifunctional support brigades (AC – 29/ARNG – 19/USAR – 4)
- The training base continued to transform to perform Service Title 10 and executive agent functions more efficiently. Work continued on determining the requisite size of the institutional Army required to generate, train, and sustain the operational force
- Continued initial implementation of Army Force Generation (ARFORGEN) processes to provide a steady flow of trained and ready forces to Combatant Commanders while ensuring greater stability and deployment predictability for Soldiers and their Families
- By the end of fiscal year 2008, the Army will accomplish the following transformation activities associated with modular conversion of its forces:
  - The AC will have a total of 38 BCTs converted and another two BCTs converting and the ARNG will have 28 BCTs undergoing modular conversion, 16 functional support brigades (AC – 7/ARNG – 6/USAR – 3) and 27 multifunctional support brigades (AC – 4/ARNG – 18/USAR – 5)
  - Continued execution of Army Force Generation
  - Identification and initial implementation of



substantial structural changes to the institutional base of the Army as part of the Total Army Analysis 2010-2015



## Adapt the Reserve Components

The Active Component/Reserve Component AC/RC rebalance initiative is an incremental, ongoing process that has evolved over time to hasten the transformation of a post cold war Army into a force capable of effectively addressing war fighting requirements in the new strategic environment. The major tenets of this initiative include: Increasing capabilities to relieve stress on units with persistent shortfalls; the elimination of demand for Reserve Component forces during the initial phase of an operational deployment; and rebalancing structure to maximize readiness and rotational availability while preserving Homeland Defense/Homeland Security capabilities. With the increased emphasis by the Secretary of Defense to reduce the impact on RC structure, AC/RC Rebalance has become an integral part of force management in aligning resources across all three components. The Army is also addressing the imbalance of its key force multiplier capabilities by creating a balanced AC/RC structure in organizations that deploy and sustain the force. This includes the ability to expand certain activities through commercial contracting to ease over reliance on RC assets, provide surge ability for contingency operations, and maintaining routine peacetime operations at strategic nodes and Power Generation Platforms.

Despite these transformation activities, the Army will remain challenged to meet anticipated requirements. The Army is out of balance. The demand for forces exceeds the sustainable supply. In January 2007, the President approved a growth in ground forces which increased the Army End Strength by 74,200; a growth of 65,000 in the Active Component (AC), 8,200 in the Army National Guard (ARNG), and 1,000 in the United States Army Reserve (USAR). This plan will build six additional AC BCTs, 15 (8 AC, 5 ARNG, and 2 USAR) support units and associated Combat Support and Combat Service Support units, and culminate in a total of 76 BCTs and approximately 227 Support Brigades across all three components by 2013. In September 2007, the Secretary of Defense approved the Chief of Staff of the Army initiative to accelerate the AC and ARNG End Strength growth to fiscal year 2010 and to accelerate the growth of the sixth additional AC BCT, completing BCT modular conversion and assisting in the restoration of balance in the force by 30 September 2011. Although all units will be under a modular design by fiscal year 2013, full fielding of some items of equipment will take longer. Under the current equipping plan, the fielding of programmed items will not be completed until 2015 for BCTs and 2019 for support brigades.

The growth will better posture the Army to build strategic and operational depth across all three components to enable the strategy and meet COCOM requirements; will provide 76 BCTs and over 227 support brigades with essential logistics and sustainment enablers to mitigate persistent shortfalls; and will begin to build Institutional Army capability to generate and sustain the force by the end of the program years.



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The Army began addressing AC/RC Rebalance in Program Objective Memorandum 2004-2009 with adjustments of approximately 25,000 spaces to restructure the force in a post September 11, 2001 security posture. Following the Secretary of Defense guidance in July 2003, the Army rebalanced an additional 10,000 spaces of structure to reduce RC mobilization and reliance on RC capabilities in the initial phase of an operational deployment. Concurrent implementation of the Chief of Staff, Army Focus Areas effected change in over 90,000 spaces of structure to include the elimination of AC units at Authorized Levels of Organization at less than 100 percent; the reduction of persistent shortfall units in the AC; and elimination of over structure, and establishment of individuals accounts in the RC. For fiscal year 2003-2011 the Army had programmed for more than 125,000 spaces of change. In fiscal year 2006 the Army incorporated Office of the Secretary of Defense Guidance on reporting skill set rebalance and the elimination of over structure in the Reserve Components. By the close of fiscal year 2007 the Army had completed the rebalance of more than 53,564 spaces of structure.

With the rebalancing efforts that resulted from decisions made in Quadrennial Defense Review 2006, and the Grow the Army Plan the Army has moved into a new phase of the AC/RC rebalance initiative. This phase added an additional 74,200 spaces of force structure across all three components to meet increasing strategic demands and relive stress on persistent shortfall capabilities. In addition, it completed the reduction of force structure above authorized end strength levels and rite-sized the individual accounts in the RC. In fiscal year 2008-2013 the Army is programmed to rebalance an additional 88,712 spaces bringing the Army total to 142,276 spaces.

The AC/RC rebalance initiative is on track. The Army continuously reviews force balance and makes adjustments where necessary in order to distribute deployment burdens across all three components. In the Total Army Analysis cycle supporting POM 2010-2015, the force structure balance will continue to adjust to address force capabilities required by the Army Force Generation (ARFORGEN) model that support Secretary of Defense mobilization and rotation policy, relieve stress on emerging persistent shortfalls, and eliminate the reliance on Reserve Component capabilities in the initial days of an operational deployment.



The AC/RC rebalance initiative is an integral force management tool that provides holistic analysis of Army structure across all three components. As the Army continues to transform the Reserve Component into an “Operational Reserve” this initiative will ensure that force capabilities are balanced in accordance with Secretary of Defense guidance while meeting Combatant Commander requirements.

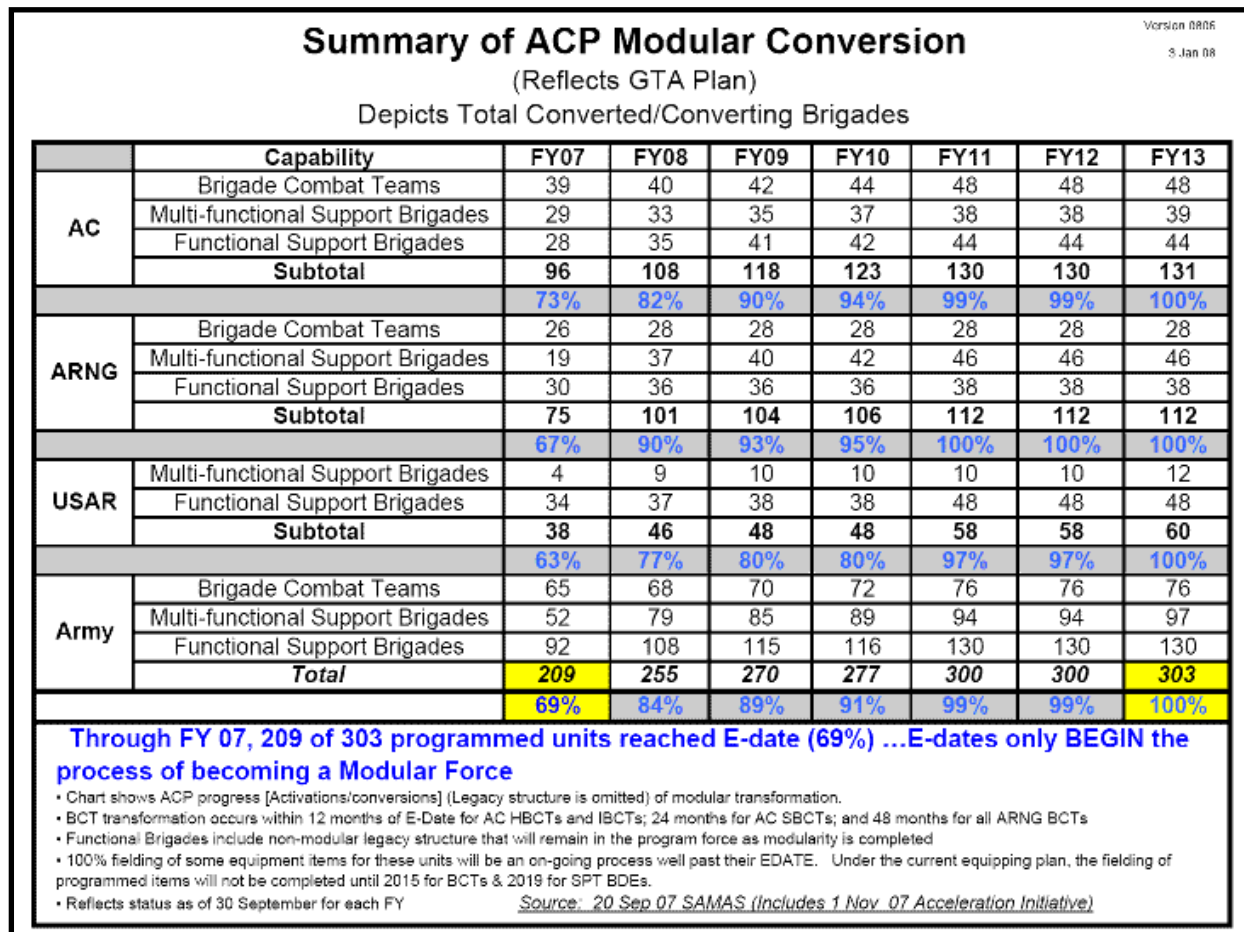


Figure B – 1 Modular Conversion

## The Army Campaign Plan

Army modular reorganization and overall transformation is directed under the Army Campaign Plan (ACP). The ACP directs the planning, preparation, and execution of Army Operations and Army Transformation within the context of ongoing strategic commitments, to include Base Realignment and Closure actions, Global Re-posturing Actions and 2006 QDR recommendations. The Army published ACP change five on 5 April 2007. This change incorporated Base Realignment and Closure actions, global reposturing actions, and 2006 QDR recommendations.

Modular conversion enables Army forces to operate more effectively within a Joint warfight. This year, the ACP establishes mapping of Army organizational

capabilities to Joint Functional Concepts that the Department of Defense is using to integrate transformation efforts across services. The decisive operation within the ACP remains the modular conversion of all AC and RC maneuver brigades. Also, modular conversion will occur in AC and RC division headquarters; select combat, logistics, and sustainment units will convert to modular support brigades; as well as AC and RC echelons division and above logistics, and sustainment structure. The conversion sequence for Army operating forces to modular designs is synchronized with projected operational requirements and should be completed by fiscal year 2013 for the AC, ARNG, and Army Reserve. (The Army’s Modular Force conversion sequence is shown in Figure B–1 Modular Conversion, on this page.) Transformation and Modular Brigade Conversion information





(schedule, component and end state #'s) are based on the September 2007 Force File. Army structure decisions made.....

## Army Special Operations Forces

The Army Special Operations Command (USASOC) modernization strategy is based upon a vision to provide Warriors, who are properly organized, trained, equipped and postured to face a future of potentially persistent conflict. Army Special Operations Forces (ARSOF) provide the regional Combatant Commanders with the specialized direct and indirect skills to address these non-traditional threats. The *U.S. Army Special Operations Command Master Plan* provides the command strategy to balance near-term requirements while developing long-term capabilities

The Master Plan outlines the command strategy along three distinct lines of operation. The first line of operation focuses on the development and employment of immediate capabilities that ensure the success of ARSOF in the Global War on Terror. The second line of operation supports the development of capabilities for USASOC Soldiers in the near-term. A guiding concept for this period is a “presence for purpose” construct which maximizes the expeditionary aspects of ARSOF. The third and final line of operation focuses on developing ARSOF

capabilities for the far-term, out to fiscal year 2027. ARSOF development in this phase will be focused through a series of relevant JCIDS studies and other critical analysis.

The complex environments and myriad of threats facing ARSOF requires that the U.S. Army continue to recruit and train Soldiers and leaders who possess higher levels of maturity and the mental and physical toughness to operate under adverse and uncertain conditions. ARSOF training continues to emphasize their specialized skills and reflects the needs of the global Combatant Commanders with the flexibility to meet emerging threats. Likewise, ARSOF equipment and mobility platforms are tailored to support the diverse, often austere operating environments, in which they may have to operate. All the while, ARSOF must maintain and develop the capacity to contribute at the major regional conflict level, if required.





## Organizational Changes

**ARSOF Transformation Initiatives** Today, over 4,500 Army Special Operations Soldiers are actively engaged in over 40 countries. Present and projected estimates on commitments equate to the near total commitment of specific segments of Active Component and Reserve Component Army Special Operations Forces. Special Forces (SF), Civil Affairs (CA), Psychological Operations (PSYOPS), Special Operations Aviation Regiment (SOAR), Rangers, and Sustainment Brigade (Special Operations) restructuring remains an essential component in USASOC efforts to provide enduring rotational and expeditionary capable forces.

**U.S. Army Special Forces Command** continues to grow in order to provide enhanced and adaptive Special Forces capabilities. Special Forces Group Band III and the QDR growth added an additional Special Forces battalion to each Special Forces Group beginning in fiscal year 2008 through fiscal year 2012. These increases better posture Special Forces to conduct a long-duration, often global, unconventional warfare campaign. Special Forces Groups remain regionally focused and provide the skills that support partner nations and erode areas of likely terrorist support. Likewise, the addition of five Group Support Battalions, provides the organic logistical capabilities that allow Special Forces to support a Combined Joint Special Operations Task Forces with little augmentation. The growth in each Special Forces Group headquarters provides them with additional battle staff for improved command and control planning and synchronization capabilities. Collectively, these increases transform SF into an organization of greater depth and self-sufficiency that is better able to apply their direct and indirect capabilities.

**Civil Affairs** transformation provides a more robust force structure in support of ARSOF requirements

by creating an AC Civil Affairs brigade with four regionally oriented AC Civil Affairs battalions. The 95th Civil Affairs Brigade provides enhanced capabilities such as additional Civil Affairs Teams, an organic and deployable Civil-Military Operations Center, organic planning teams, and an organic civil information management cell capable of integrating and fusing the civil situation into the Joint force commander's Common Operational Picture. These capabilities support efforts to assist key host nations at crucial crossroads, and assist the efforts of other U.S. governmental agencies and teams.

**The Psychological Operations** forces redesign continues to emphasize their capability to deliver regionally-focused products that influence and shape diverse operating environments. This growth creates additional tactical Psychological Operations forces that support regional plans to deter passive support to terrorists and enable partner nations. Included in the redesign are new capabilities such as enhanced tactical PSYOP companies equipped with organic print capability, AC-only enhanced Regional PSYOP battalions capable of forming the core of PSYOP Task Forces. AC dissemination forces have improved reach-

back technologies to ensure the rapid development and production of products, and the fielding of "state of the art" product dissemination technologies (radio, TV, and print) for advanced distribution capabilities.

**The Ranger Regiment** redesign, "Ranger Regiment XXI" (RRXXI)



concept, provides a more adaptive and self-sustaining force to meet future requirements. This force growth enhances the 75th Ranger Regiment's lethality and flexibility, by providing a more Modular Force that remains strategically responsive. RRXXI highlights include the addition of a rifle company per battalion, a Ranger Reconnaissance Company at the battalion and regimental levels, growth of an additional Fire Direction Center in the mortar platoons, and the addition of a support company to each battalion. Likewise, the new Regimental Special Troops Battalion is comprised of a



support operations detachment; and reconnaissance, MI, signal and operations companies. These formations directly support the Ranger battalions, thereby validating the modular capability of the overall force design.

**Army Special Operations Aviation (ARSOA)** transformation created a more robust force structure for the 160th Special Operations Aviation Regiment (Airborne) to help meet the Special Operations rotary-wing demands of Army, Navy and other Joint SOF elements. This ARSOA force structure realized in 2012 is going to be modular in design with three identical battalions that will support the five major

Theaters and their Special Operations Forces (SOF) with expeditionary aviation forces that are flexible and mission tailored. Once completely resourced, these battalions will each have a heavy-lift (MH-47G) and medium-assault (MH-60M) capability that can be deployed as a modular Special Operations Aviation Expeditionary Detachments throughout the world. The remaining battalion is comprised of A/MH-6M and MH-60 aircraft and supports other SOF throughout the operational spectrum. Future organizational changes support the Army modularity concept with the inclusion of an organic Unmanned Aircraft System capability as well as a Joint Cargo Aircraft capability. ARSOA can best meet the varied demands of GCCs and the Army Special Operations Forces that support them, by creating modular organizations.

**Sustainment Brigade (Airborne)** has the mission to coordinate and monitor Army common and Special Operations-Peculiar Combat Service Support and Force Health Protection; to plan for and provide Force Health Protection and to train, resource, and deploy Special Operations-peculiar signal support in support of ARSOF operations. They also have the capability to deploy and C2 Army logistics and sustainment units deployed in support of Special Operations Forces.

**United States Army John F. Kennedy Special Warfare Center and School (USAJFKSWCS)** continues to provide the challenging hands-on training required to qualify ARSOF Soldiers in their Branch or MOS. To support the growth of Special Forces, Psychological Operations and Civil Affairs officer and enlisted ranks, USAJFKSWCS has supported the activation of a Special Operations Recruiting Battalion and assisted USAREC by manning it with the very best ARSOF officers and NCOs. The result has been an increase in Soldiers recruited and qualified to support Band III and QDR growth. In response to the creation of an Active Civil Affairs component and additional AC and RC Tactical

Psychological Operations Companies, the USAJFKSWCS has transformed the initial entry and reclassification pipelines for Psychological Operations and Civil Affairs training to make them more challenging, relevant and efficient.

The Complex environments and threats facing ARSOF require that Soldiers and leaders possess higher levels of maturity and the mental and

physical toughness to operate under adverse conditions. USAJFKSWCS training continues to emphasize hands on training in real world scenarios. End of course field training exercises for all branch/MOS pipelines are continually updated to ensure the specialized skills required of ARSOF Warriors are available to the geographic Combatant Commander and his subordinate operational commands.



## Training Modernization

### Overview of the Army Training and Leader Development Strategy

A key component of the *Army Campaign Plan* is the development of an overarching strategy to guide our efforts to train the Army and grow adaptive leaders. *The Army Training and Leader Development Strategy* describes the ends, ways and means required to adapt Army training and leader development programs to an era of persistent conflict, to prepare units and leaders for full spectrum operations, and to rebuild strategic depth over the short-term and the FY 2010-2015 POM years. Based on the fundamental assumption that we will be engaged in a decade or more of persistent conflict against networked, adaptive, asymmetrically capable and equipped adversaries, the AT&LDS provides a common vision and guides the allocation of resources across the Army. The strategy nests within *The Army Plan* and is structured to support the Army Vision and the Army Mission. It provides the strategy to support development of full spectrum operational capability, through the ARFORGEN process, across the spectrum of conflict and operational themes as described in FM 3-0.

The AT&LDS is structured on foundational principles that set the conditions for sustaining the current fight and building strategic depth for the future. These principles are (1) sustain the concept that Soldiers are the centerpiece; (2) generate cohesive, trained and ready units that can dominate across the spectrum of conflict; (3) train Soldiers and leaders to prevail in the uncertain and volatile contemporary operational environment; (4) responsively adapt our training and leader development in order to defeat our adversary's changing strategies and tactics; (5) train Soldiers and develop leaders across multiple and interconnected domains; and (6) retain our values and bedrock principles.

### The Training Aimpoint.

The Army must generate cohesive, trained and ready forces that can dominate at any point on the spectrum of conflict, in any environment, and under all conditions. In an era of Persistent Conflict, we will execute full spectrum operations (a combination of Offense, Defense and Stability or Civil Support Operations) in all Army operations—the amount of each type of operation will vary based on the type of operation and the conditions under which those operations are executed.

While we maintain our readiness for major offensive and defensive operations in Major Combat operations, the projected operational environment and our operational concept (FM 3-0) require that in addition, we train for stability operations, whether we are driven by a Core Mission Essential Task List or a Directed Mission Essential Task List. This will cause us to add training which emphasizes civil security, civil (population) control, provision of essential services, governance and support for economic and infrastructure development. Whether CMETL or DMETL driven, training must include all types of operations under realistic conditions.

We can only achieve full-spectrum capability with full spectrum training. The location of the Aimpoint on the spectrum of conflict will be periodically updated by HQDA to provide direction for Army leaders to adjust training conditions as our assessment of strategic conditions dictate. Standardized CMETL and focused training conditions support rapid assembly of force packages, and minimize required additional training for the most probable directed missions. Maintaining a CMETL training focus, absent a Directed Mission, provides the Nation the strategic depth required to execute the National Military Strategy

**ARFORGEN** is the process we use to man, equip and train units to meet Combatant Commander

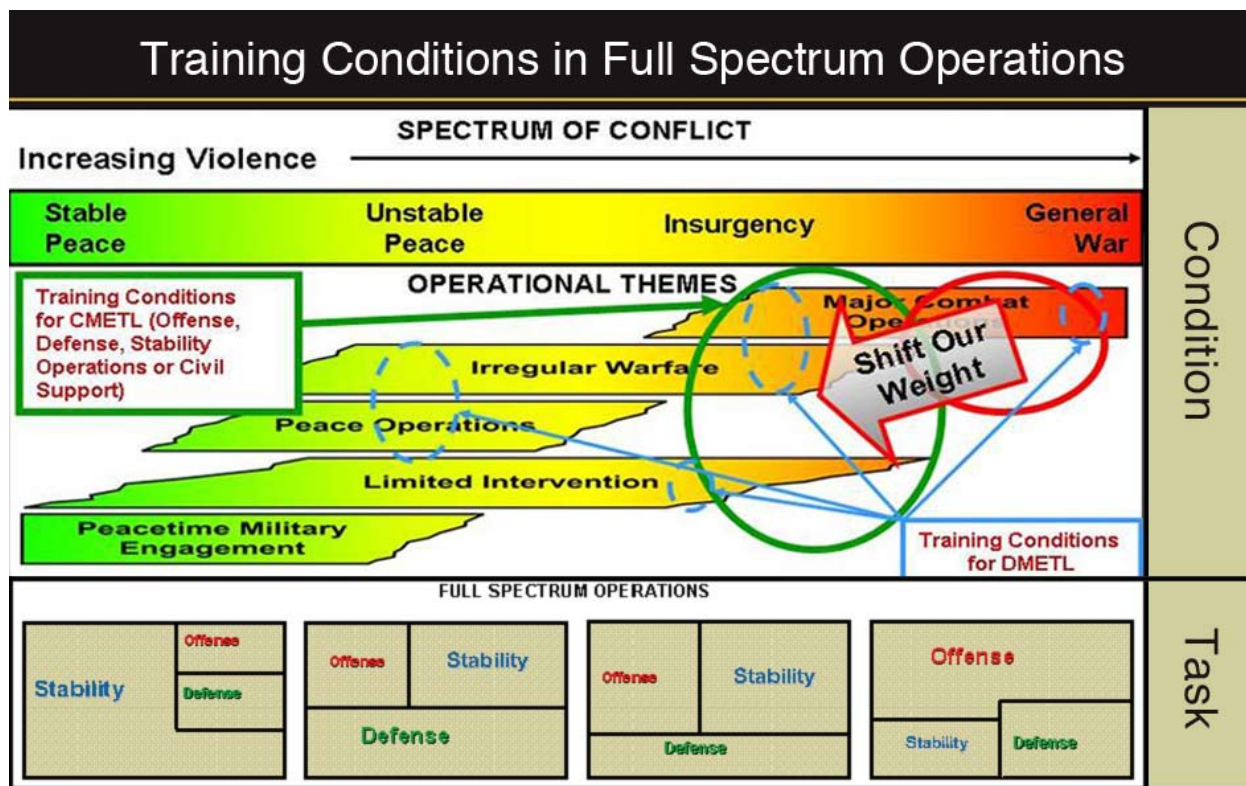


Figure B – 2 Training Conditions in Full Spectrum Operations

requirements. The focused ARFORGEN process produces increased readiness over time, in predictable periods of availability of trained, ready, and cohesive units prepared for operational deployments. It is designed to focus training and other resources to prepare units to enter the available pool. The basis for this training is a unit's CMETL which focuses a unit on its "as designed" MTOE mission—which will be full spectrum tasks executed under a focused set of full spectrum operations training conditions as portrayed in Figure B-2 above.

Within the ARFORGEN process, units will shift from CMETL to DMETL at any point in the process. While CMETL training is focused on training for the most likely requirements, DMETL training must prepare units and battle staffs to operate at any point on the spectrum of conflict. We must be ready for the current operational environment and prepared for the future operational environment.

Our strategy for training units for full spectrum operations has two major parts, as described in Figure B-3 on next page:

**CMETL Unit training** will focus on assigned CMETL throughout the ARFORGEN cycle, until the unit is directed to shift focus to a DMETL. The CMETL is based on the unit's "as designed" MTOE mission, and consists of tasks which support execution of FSO (Offense, Defense, and Stability or Civil Support Operations). Standardized CMETL and focused training conditions support rapid assembly of force packages, and minimize required additional training for the most probable directed missions.

**DMETL** Upon assignment of a directed mission as part of a Contingency Expeditionary Force (CEF) or Deployment Expeditionary Force (DEF), commanders will develop their mission-specific DMETL. The focus of unit training adjusts, at the appropriate point in

## Core Mission Essential Tasks List and Directed METL

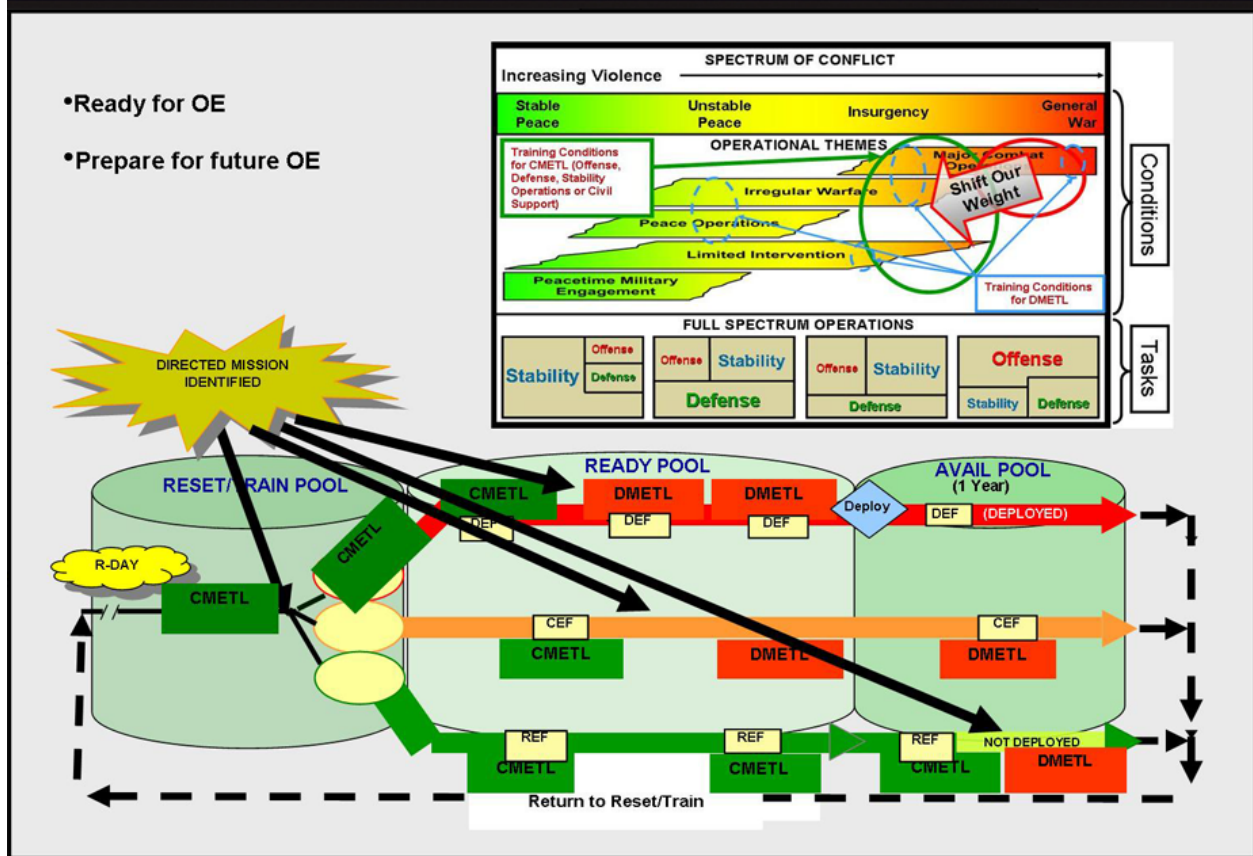


Figure B – 3 Core Mission Essential Tasks List (CMETL) and Directed METL (DMETL)

time, from CMETL to DMETL tasks and conditions which support executing FSO under conditions which realistically portray the specific threat and mission conditions for the theater the unit will deploy into. Since a directed mission may be assigned at any point in the ARFORGEN cycle, training and training support systems must be capable of responsively adapting from a CMETL to a DMETL focus, as seen in Figure B – 3 above.

Our Army’s training and leader development strategy will produce trained and adaptive Soldiers and leaders, competent in full spectrum operations with our Joint, inter-agency, and multi-national operations partners, to

support the National Security Strategy. Consequently, a flexible ARFORGEN process produces units trained and ready for their assigned or anticipated missions, supported by agile and adaptive training enablers. Successful training will achieve, sustain, and improve individual and unit readiness to train, alert, deploy and employ forces for prompt and sustained full spectrum operations.

For all members of the Army team—Soldiers, leaders, and Army civilians of the Active and Reserve Components—this will require effective training and education under rigorous and relevant conditions to execute core missions, build the strategic depth to



confront unforeseen challenges, and to prepare for anticipated challenges in the future. Fundamentally, no Soldier or leader should be confronted with a task in combat that was not previously trained to standard. We will train for certainty and educate for uncertainty.

In support of this collective training effort, the Army will sustain and improve the Combat Training Center (CTC) capability to realistically portray the ever-changing operational environment, while simultaneously integrating Joint, interagency and multinational partners into training. Likewise, home station and deployed training capabilities will be enhanced to portray a more robust operational environment and Joint environment in order to build and sustain critical skills. Our Training Support System will keep pace with the requirements of the operational and institutional domains. TSS must realistically portray training conditions reflecting the operational environment by fielding integrated live, virtual and constructive (LVC) enablers that link to the Joint training environment. Finally, our overall training strategy will continue to be driven by the ARFORGEN process, mission essential tasks and deployment timelines.



## Training Support System

We can only achieve a full spectrum capability with full-spectrum training. To that end, we must create the training conditions that realistically portray the Contemporary Operating Environment. Goal 7 of the AT&LDS defines the Army's Training Support System and objectives required to support both the current and future training environments. This goal directly supports the Imperatives Prepare and Transform. The TSS mission is to deliver training support system products (instrumentation and training aids, devices, simulations and simulators (TADSS), services (training support operations and manpower), and facilities (ranges, simulation centers, training support centers) that are required to create the conditions to realistically portray the operational environment and enable Army training strategies focused on CMETL training, and can be adapted to support DMETL training. These "training enablers" underpin the Army's Combined Arms Training Strategies, Battle Command Training Strategy, weapons training strategies and School POIs by providing commanders the fundamental capabilities to execute Soldier, leader, battle staff and unit collective training to standard at homestation, the CTCs, TRADOC Schools, Centers of Excellence and while deployed.



## Training Support System Objectives

*Objective 7a. Use consistent metrics to field TSS capabilities (Non-Systems TADSS, TSS operations, TSS facilities, sustainment and management) IAW the ACP to support CMETL, and as required, adapt to DMETL, training for the ARFORGEN and mission rehearsal for units and battle staffs, as well as institutional training for Soldiers and leaders by fiscal year 2016.* Priority 1 for the Training Support System is to maintain current and near term capabilities in support of Army training at homestation and TRADOC schools/Centers of Excellence. The TSS Master Plan describes the training enablers required at each installation to support Soldier, leaders, battlestaff and unit collective training at each of the homestation. The Master Plan's Mission Essential Requirements provide the metrics for each installation training facilities, training support operations, and TADSS based on the installation's training mission profile (number of type units, type equipment, Soldier density and force generation platform requirements). The MERs are aligned with the *Army Campaign Plan* schedule to ensure the TSS capabilities meet Army Transformation requirements.

*Objective 7b. Field a Live, Virtual and Constructive Integrated Training Environment (LVC ITE) capable of supporting BCT level training at Ft Bliss, TX by the end of fiscal year 2010, and on demand at selected locations by fiscal year 2016.* Live training, virtual training and constructive training have been employed for years to successfully train units and Soldiers for combat. However, the net centric environment is expanding the unit's battlespace beyond the physical land boundaries of most homestation training areas. Achieving DoD and Army training transformation goals and objectives requires TADSS to be designed and developed for interoperability across the LVC environments. Operational systems and LVC training



systems must now be integrated together to create a training environment that approximates the operational environment. The initial prototype of this Live, Virtual, Constructive Integrated Training Environment (LVC-ITE) is being developed with existing training systems at Ft Bliss/WSMR to support BCT level training by fiscal year 2010. Where it makes sense, it will also be used by the AETF to support their training and testing requirements. Follow-on LVC-ITE efforts will be field to selected locations by fiscal year 2016.

*Objective 7c. Develop, field and sustain LVC training systems to improve fidelity of the I/TADSS and Facilities pillars at the CTCs, including ETC, by 2013.* The Army must continue to sustain and modernize



the CTCs training capabilities to realistically portray the ever-changing operational environment, improve JIIM context to support the Joint National Training Capability, while simultaneously integrating new combat systems into the CTC training environment. We must transform these premier training venues to reflect the complexity of modern battlefields while providing an Exportable Training Capability to support the ARFORGEN training cycles. A major capital investment must be made in CTC modernization to replace older training systems, adapt to enable full spectrum training, and realistically portray the operational environment.

*Objective 7d. Improve TSS management and the deliver of TSS services in the context of Decision Point 91.* TSS services provide installations the manpower and services that are required to provide the day-to-day operations and support for range operations and Integrated Training Area Management, Battle Command Training Capability, operations for training simulations and simulators and Training Support Center operations and TADSS support. These installation training functions are essential for supporting the execution of homestation training strategies and enabling units to maintain the pace of the ARFORGEN cycle.

*Objective 7e Improve the acquisition process to integrate weapons system specific LVC training aids, devices, simulators and simulations (TADSS), including FCS embedded TADSS, training systems and spinout requirements, into TSS capabilities and LVC ITE.* Achieving Department of Defense Training Transformation requires TADSS that are developed for interoperability across the live, virtual and constructive training environments. Our weapons systems platforms and Battle Command systems must be interoperable and linked to the LVC training network to support seamless transition from home



station training, through mission rehearsal, to mission execution with minimal reconfiguration. The Army's goal is to field TADSS and material systems as a total package, thereby ensuring the fielding of a trainable, logistically supportable and fully operational capability to the force.

*Objective 7f. Explore, by the end of fiscal year 2009, gaming technology as a means for providing low-cost, effective training solutions, and institutionalize those solutions under a strategy encompassing all Army gaming capabilities for training starting in fiscal year 2010 and completed by fiscal year 2013.* Implement and refresh continuously after fiscal year 2013. Gaming capabilities have potential to support individual, collective, and multi-echelon training to increase readiness prior to, or during deployment, at home station, at institution or through self-development. Game applications are a low cost training solution that leverages commercial and government off-the-shelf games and advanced simulation technology. They



address the need to augment and improve individual, collective and multi-echelon training and fill training capability gaps caused by limited availability, capability and resources of training aids, devices, simulators and simulations and live training opportunities.

For fiscal year 2008 TPO Gaming has developed a Gaming Capabilities Production Document as part of the Joint Capabilities Integration Development System acquisition process. Once approved, the CPD becomes a formal Army requirement. Given this formal requirement, the materiel developer can begin to look for materiel solutions to provide this capability (fiscal years 2008-'09).

In fiscal year 2010, TPO Gaming anticipates that the materiel developer will field a Gaming toolkit comprised of many different applications, genres and programs, each with unique characteristics that lend themselves to augment, improve an existing training capability or fill training capability gaps.

*Objective 7g. Integrate training and testing LVC solutions where feasible and where economies are achieved starting in fiscal year 2008.* The testing and training communities utilize similar or like-type technologies to meet mission requirements. These technologies include LVC TADSS, instrumentation systems, target systems and targetry, threat simulators and emulators, tactical engagement simulations and other forms of models and simulations. Given these similarities, the Army's goal is to achieve and maintain efficiency by leveraging and integrating testing and training support requirements wherever and whenever it makes sense from a business perspective and does not negatively impact either domain's mission.

*Objective 7h. Improve Army training capability within the OSD JNTC construct by strategically focusing requirements based on the CMETL training*

*Aimpoint.* Army forces will train to operate as a Joint team and Army training will be seamlessly nested in Joint training to build mutual trust and confidence and increase understanding of Joint capabilities. A key lever available to support Army training is the Training Transformation (T2) effort, co-sponsored with OSD and the Joint Staff. Nesting Army training with T2 offers a significant opportunity to fully realize the Joint training requirements inherent with the concept of Joint interdependence. T2 will provide the Army way ahead to fully integrate Inter-Agency participation in our training in all domains, but particularly in collective training at our CTCs.

*Objective 7i. Identify Army Science and Technology program investment areas that can address TSS capabilities and LVC ITE gaps starting in fiscal year 2008.*

**Training Support System Programs.** The Training Support System is managed through four major programs, each of which provides development and delivery of training products and services to installations and units in the training domains of operation, institution, and self development These programs are:

1. Sustainable Range Program
2. Battle Command Training Support Program
3. Combat Training Center Modernization Program
4. Soldier Training Support Program

## **Sustainable Range Program**

The following are the major Sustainable Range Program modernization programs currently programmed, planned and/or being developed. These programs (with exception of ADA Targets) are funded through Other Procurement Army under the category of Research, Development, and Acquisition.

**Army Targetry Systems** provide non-instrumented or automated live-fire ranges incorporating stationary and moving infantry/armor targets to meet both individual and crew qualification and collective training for weapons gunnery incorporating realistic threat target scenarios under simulated battlefield conditions. Army Tank and Automotive Command, headquartered at Rock Island, Illinois, is the materiel provider for the ATS Program.



**The Air Defense Artillery Target Program** ensures unit and crew readiness by providing targets and ancillary devices for mandatory live-fire crew weapon system qualification and training events. The ADA Target Program funds aerial targetry/scoring hardware and support services to train more than 372 Avenger and MANPAD Stinger crews for qualification and live-fire training prior to deployment, upon entering Reset, and to support homeland defense in the Nation Capital Region.

**Digital Range Training Systems** includes the Digital Multi-purpose Training Range, Digital Multipurpose Range Complex, Battle Area Complex and Digital Air Ground Integration Range. This program provides new

and modern ranges capable of training, evaluating and stressing Soldiers and equipment with a realistic, train-as-you-fight environment. These training systems will replace obsolete training methods and equipment to stimulate new weapon systems, and provide enhanced training data collection and After Action Review capabilities. DRTS ranges are part of the Live Training Transformation-Family of Training Systems and have been programmed for those major installations with Heavy Brigade Combat Teams. In fiscal year 2008, instrumentation for a Digital Multi-purpose Training Range and a Digital Multi-purpose Range Complex will be installed. PM-TRADE is the acquisition agency responsible for fielding digital range instrumentation.

**Integrated Military Operations on Urban Terrain Training System** provides training range instrumentation in support of the Urban Operations suite of ranges as established by TC 90-1, Training for Urban Operations. Instrumentation of the Urban Assault Course, "Shoothouse," and Combined Arms Collective Training Facility leverages existing technologies to comply with Common Training Instrumentation Architecture. I-MTS provides technology integration for home station, deployed, and CTCs into a single effort, ensuring the capability to train units in a complex terrain environment. The program will leverage existing Military Operations



on Urban Terrain Training System instrumentation systems and technologies to ensure follow on systems are in accordance with the CTIA. The basis of issue and fielding strategy envisions 33 CACTFs, 40 Urban Assault Courses, and 37 Live-fire “Shoothouses”. In fiscal year 2008, five CACTFs and three Urban Assault Courses will be instrumented.

**Aerial Weapons Scoring System** is an integrated group of computer-controlled sensors used to score live-fire helicopter gunnery. It provides near real-time objective scoring results for attack helicopters firing .50-caliber, 7.62-, 20- and 30-millimeter projectiles, and 2.75-inch training rockets. AWSS can objectively score simulated Hellfire missile engagements. Block II improvements will enable AWSS to provide scoring for Digital Air Ground Integration Range. Six new systems have now been fielded, four in CONUS, one in Germany,



and one in Korea. AWSS currently is undergoing a Block II program upgrade scheduled for fiscal year 2008 delivery, and will include a data link upgrade and integration of the Smart Onboard Data Interface Module with the AWSS Control Station.

Deployable Range Packages provide deploying units the capability to conduct live-fire training in theater, and can be used as Training Augmentation Range

Packages for Army Commands, the Installation Management Command and Theaters.

## Battle Command Training Support Programs

**Battle Command Training Support Program** provides virtual and constructive training support systems required by Army Training System. Virtual simulators support graduated training strategies by providing commanders tools to practice collective tasks prior to conducting live training. Constructive simulations give commanders the capability to train their leaders and battle staffs on Mission Essential Tasks List through simulation. Virtual simulators and constructive simulations have been used extensively by leaders to conduct mission rehearsal exercises to prepare for deployment after unit operational equipment has been shipped. The Army is expanding BCTSP to meet training needs from brigade to corps, including multifunctional support brigades and select functional support brigades. The Army's gateway to Joint, Service and Combatant Commander Live-Virtual-Constructive training, LVC-Integrated Architecture is the Army's integrating modeling and simulation architecture for creating its integrated training environment, and is required for LVC training systems to interoperate within an integrated LVC training environment. By enabling distributed LVC interoperability and simulating and stimulating command and control systems, commanders, Soldiers and units can train as they fight using operational equipment and systems. This environment provides common protocols and interfaces to link disparate Army Live instrumentation systems and simulators, enabling a Battle Command Training Capability at home station.

The following are the major BCTSP modernization programs currently programmed, planned and/or being developed:



**Constructive Simulation** uses computer models and simulations to exercise command and staff functions from platoon through Joint task force. CS permits multiple echelons of command and staff to execute their normal warfighting tasks in an extensive exercise without the resource constraints of large bodies of troops, and is used extensively by deploying units in conduct of Mission Rehearsal Exercise to provide versatile, cost-effective training environment that trains leaders to visualize battle space and make tactical decisions in a time-constrained, digitized environment. It also provides the “wraparound” for LVC-integrated events, extending battle space to provide more realistic scenarios.

**Joint Land Component Constructive Training Capability** consists of current and projected simulations and supporting applications and hardware to address training needs of the Joint Force Land Component Commander and Army Title X requirements across the full spectrum of conflict. JLCCTC is a federation of simulations/models and associated software required to compose, operate, and maintain a synthetic operational environment to support collective command and staff training. Constructive models in the JLCCTC include: Tactical Simulation, Joint Conflict and Tactical Simulation, Warfighter’s Simulation, Joint Non-kinetic Effects Model, the Joint Deployment Logistics Model, Independent Stimulation Model, EADSIM, Virtual Reality Scene Generator/Mapping, Charting, Geodesy Utility Software Environment, Fires Simulation and One Semi-Automated Forces. Joint Land Component Constructive Training Capability provides critical support/enablers for collective digital Battle Command training and Mission Rehearsal, providing only viable Common Operating Environment (short of actual insertion into theater) for training. JLCCTC also supports Modular Force conversion and training transformation by providing realistic modeling of new brigade

structures and Tactics, Techniques and Procedures to properly stimulate training, and by providing composable training simulation architectures to maximize efficiency and cost effectiveness

**Intelligence Electronic Warfare Tactical Proficiency Trainer** is a constructive training simulation capability being fielded to the Army to support Military Intelligence units at corps and below, thereby enabling realistic Battle Command training through simulation of Joint and Army intelligence capabilities and stimulating the MI collection system with scenarios that replicate battlefield situations. This puts MI Soldiers in the training loop using operational equipment and providing required reports and data to Combatant Commanders.

**Common Battle Command Simulation Equipment** is commercial-off-the-shelf hardware, operating system and data base software, workstations and servers, networks, and other peripherals used to run JLCCTC software. The program provides fielding of technical control suites and network to host the JLCCTC software, and includes workstation computers that provide user interface within Battle Command Training Centers. The Common Battle Command Simulation Equipment technical control suite requires server and COTS software upgrades and additions to support each new version of JLCCTC. CBCSE workstations require replacement every three to five years to maintain relevancy. All sites will be at 90 percent or better by fiscal year 2012. Work station refresh commenced in fiscal year 2008.

**One Semi-Automated Forces** is a tailorable and composable next generation computer generated force, representing a full range of operations, systems and control processes up to brigade level, having variable levels of fidelity and supporting all model and simulation domain applications in both man-in-the-loop and closed-loop modes. It will represent the

physical environment, including urban operations, and its effect on simulated activities and behaviors. OneSAF may be the future entity-level brigade and below constructive simulation, will be a component of the JLCCTC, and be used in battle labs and research, development and engineering centers.

**Battle Command Training Center**—Equipment Support provides the network and equipment that supports integration of C2 systems and simulations, expands communications from the BCTC to units not hard-wired to training facilities, and significantly improves command and staff ability to build and maintain a digital Common Operational Picture. BCTC-ES is the enabling link in the BCTC that supports stimulation of Army Battle Command System through JLCCTC, and consists of network gear, Battle Sight, radio-to-wire communications interfaces, virtual Unmanned Aerial Systems data and video feeds and Sim-to-Command, Control, Communications, Computer, Intelligence, Surveillance and Reconnaissance systems integration. Currently only the SBCT sites are fielded the full complement of BCTC-ES enhancing capabilities. Enhanced network and Sim-to-C4ISR integration will be delivered by the CBCSE program to 14 sites as a part of their JLCCTC update. In fiscal years 2008-'15, fourteen new MCA BCTC sites are to receive the full complement of BCTC-ES capabilities.

**Battle Command Training Center**—Facilities provide the capability to conduct digital battle staff training for both Active and Reserve Components. BCTCs directly support execution of day-to-day operations and exercise support for all leader and battle staff training required by Army Training System, ARFORGEN, HQDA, and Army Command training directives. BCTC-F modernizes current battle simulations centers to increase training capabilities on C2 Systems, maintain digital battlestaff proficiency, and provide

Live-Virtual-Constructive—Integrated Architecture connectivity. Most Army BCTCs are assigned training roles as “Hub” or “Spoke” within ATS. These roles are defined by each BCTC’s training support relationships and responsibilities for Joint Land Component Constructive Training Capability and other LVC training and are described in the JLCCTC Distribution Plan. Improved training will come as new MCA facilities that began construction in fiscal year 2007 are completed.



**Virtual Simulation Training** is a part of Battle Command Training Support Program that ensures a realistic, immersive training environment involving real people operating simulated systems using Man in-the-Loop simulations or Embedded Training capabilities. In the virtual environment, simulators and simulations operating on virtual geospecific or non-geospecific terrain replace real systems and can be linked with components of LVC-IA to provide a training environment that replicates the real thing. Virtual Simulation Training provides commanders with “walk” level training, sustainment training, gated training events, Leader Development, and mission-rehearsal capabilities. Virtual training also allows Soldiers to perform tasks too dangerous for live environments, such as calling for artillery fires

on or near an occupied friendly position. It also facilitates retraining specific tasks until training objectives are met.

**Close Combat Tactical Trainer** is the ground maneuver component of the Combined Arms Tactical Trainer family of simulators, and is a system of computer-driven combat simulators that provide a realistic virtual environment in which units train on and successfully accomplish their collective missions. Units maneuver in high-fidelity manned modules replicating actual combat and support vehicles. These simulators are connected by a local area network and have the capability to be networked with multiple simulation facilities. Manned modules in CCTT replicate the vehicles and weapon systems of combined arms battalions, armored reconnaissance battalions, and armored cavalry squadrons. Since its fielding, requirements for training in CCTT have grown. New requirements include training in mounted maneuver tasks in wheeled vehicles, dismounted Soldier tasks, and collective gunnery training. The CCTT program's Reconfigurable Vehicle Simulator, Reconfigurable Vehicle Tactical Trainer, and Dismounted Soldier manned modules replicate activities for combat,

Combat Support, and Combat Service Support elements at team, squad- and platoon-level. They also provide the ability to train Brigade Combat Team reconnaissance, engineer and dismounted elements. Dismounted Soldier provides the capability to conduct dismounted Soldier operations (individual to company level) in the COE. Dismounted Soldier consists of nine Virtual Soldiers and up to 28 Virtual Soldier Multifunctional Workstations (VSMW). Virtual Soldier allows a Soldier to immerse himself into the virtual environment and train both cognitive and psycho motor tasks and skills. The VSMW enables Soldiers and leaders to expand the training audience to company level. Close Combat Tactical Trainer components provide

commanders a highly tailorable, deployable, full dimension, collective combined arms virtual training and mission rehearsal system with a robust exercise development subsystem with AAR capability. CCTT is designed primarily for installation training facilities and supports virtual training requirements. It also meets the requirement for a home-station trainer as reflected in CATS and supports the Reset/Train-Ready-Available ARFORGEN process enabling BCT training readiness. The Close Combat Tactical Trainer TDR was rewritten as a Capabilities Production Document that includes reconfigurable wheeled vehicle simulators and dismounted Soldier trainer requirements in a single document. There are currently eight CCTT fixed sites at Active Component locations, seven fielded RVS suites or partial suites, 12 Modular-CCTT platoon sets in six states for Reserve Component use, and two M-CCTT platoon sets in Germany. A Reconfigurable Vehicle Simulator is composed of six manned modules housed in three trailers. Reconfigurable Vehicle Tactical Trainer fielding is scheduled to begin in fiscal year 2009, based on the FY08-13 POM. Fixed sites will be fielded with RVS, while RVTT will be fielded to locations without a CCTT fixed site. There are 27 RVTT suites required to support the Active and Reserve Component operational requirements.

**Aviation Combined Arms Tactical Trainer** is a mobile, transportable, multi-station simulation device that supports unit collective, combined arms training. AVCATT provides six cockpits configurable to any combination of AH-64A or D, OH-58D, UH-60A/L, and CH-47D. Exercise record/playback and simultaneous AAR capability ensures the capture of training lessons learned. AVCATT is Distributive Interactive Simulation compliant and compatible with other SE Core-enabled systems. Interactive exercises help commanders hone unit collective operations skills and rehearse wartime missions. Combat Aviation Brigades preparing for deployments to Iraq and Afghanistan have networked



# MODERNIZATION STRATEGY

geographically separated AVCATT suites, allowing mission rehearsals with actual task organizations for



deployment. Recent fielding changes by the Aviation

**Implementation Task Force** ensures AVCATT is aligned with CAB location and task organization. AVCATT meets requirements for a home-station trainer and, when provided with a compatible local area terrain data base, has the potential to provide virtual capabilities for home station live fire gunnery training during advanced tables and combined arms live-fire exercises. Of 23 suites, 15 have been fielded to their planned locations, and five have been contracted for production and begin fielding this fiscal year. The remaining three will be contracted and fielded prior to the end of fiscal year 2009. A fourth system has been added to the overall requirement, and when funded will be delivered to Alaska.

**Non-rated Crew Member Manned Module** is a virtual training system that is reconfigurable (UH-60 and CH-47), self-contained, transportable, and interoperable with AVCATT. It will provide training for helicopter door gunners and other non-rated crew members of cargo and utility helicopters in door gunnery, sling-load operations, crew coordination and actions on contact in a virtual environment. The prototype was delivered

to Fort Campbell, Kentucky where it underwent testing in coordination with the U.S. Army Aviation Warfighting Center to determine if full rate production is warranted. The system is currently being used to support deployment raining for 101st Combat Aviation Brigade, then will support deployment training for 34th CAB, followed by 159th CAB. Funding for the NCMT prototype was received through a Congressional add. USAAWC provided a positive training assessment for NCMT, and the AVCATT Capability Production Document in staffing at DA includes NCM3 as a requirement. Additional funding is being programmed in the 10-15 timeframe to produce 48 NCM3 modules (two modules per AVCATT).

**Engagement Skills Trainer 2000** uses computer generated imagery to train and sustain individual marksmanship, squad and team fire distribution and control, and judgmental use of force skills. EST is used at force-generating installations, operational unit home-stations, and at forward-deployed sites. Deploying units also use it to sustain small-unit critical collective skills proficiency when not able to conduct live-fire training. The program completed fielding of five new escalation of force/graduated response scenarios in 2007.

**Synthetic Environment Core** is the Army's virtual component of LVC-TE, integrating common components of virtual simulations and linking the virtual environment to the LVC TE. Key to the Army's training transformation plan and a complementary training system for the FCS, SE Core will develop new software and integrate existing hardware and software products to create the Army's common virtual environment. This will be done by linking system and non-system virtual simulations into a fully integrated training virtual capability. SE Core requirements include virtual simulation architecture, One Semi-Automated Forces integration as the common SAF,

master terrain database production facilities; and common virtual environment, which allows the Army to execute combined arms and Joint training and mission planning and rehearsals at homestation and at deployed locations.

**Call for Fire Trainer** The Call For Fire Trainer is a lightweight, rapidly deployable, observed fire training system that provides simulated battlefield training for Fire Support Specialists, Joint Fires Observers, and Soldiers at the institutional and unit level. The system provides simulated battlefield training to Forward Observers in four configurations: 1:4, 1:12, 1:30, and the Joint Fires and Effects Trainer System. The JFETS at US Army Field Artillery School provides an immersive environment for Army and Joint observed fires training that accurately replicate the Contemporary Operating Environment. As of October 2007, 126 CFFTs have been fielded.

**Live, Virtual, Constructive Integrated Training Environment** is an effort to template a common LVC infrastructure at Ft. Bliss/WSMR by fiscal year 2010 in support of developing the Army's LVC Integrated Training Environment. The Live, Virtual, Constructive Integrated Training Environment (LVC-ITE) is comprised of an installation's training and operational network infrastructure along with an integrating LVC architecture that allows Army units to seamlessly train across the Live, Virtual and Constructive training environments and populate their Battle Command systems for mission rehearsals & training. This foundational structure and framework governs the relationships, principles, guidelines, and standards for interoperability of LVC components and C2 systems.

The LVC ITE is comprised of LVC training support systems, ranges, facilities, personnel & equipment, and a management structure and organization along with communications networks, gateways, interfaces and translators that allow exchange of data across

training environments. The LVC-ITE will also support interoperability of the training and testing communities as appropriate along with ties to Future Combat Systems requirements. Continuing LVC-ITE efforts are linked directly to the LVC-IA initiative which will be fielded to selected locations by fiscal year 2016.

## Soldier Training Support Programs

**Soldier Training Support Programs** provide enablers that facilitate CATS-prescribed execution of individual and collective training for units and by Programs of Instruction at Army Schools. It synchronizes requirements and resources necessary for combat and materiel development of these training enablers. It also provides personnel, facilities, capabilities, and operational support for Soldier training, and identifies emerging requirements associated with modularity, transformation, and rebasing. The following are the major Programs of Record.

**Medical Simulation Training Centers** enhances functional medical skills required to save lives during combat operations. MSTC is a centralized medical training facility located at high-density population installations that provide state-of-the-art LVC training on Combat Medical Advanced Skills Training for medical personnel and Combat Life Saver training for non-medical personnel. The MSTC is where lessons



learned in Operations Iraqi Freedom and Enduring Freedom is taught through both didactic and hands-on tactical and technical medical training. These 18 sites, to include a deployable capability in Afghanistan, are completing fielding in fiscal year 2008, with technical refresh being programmed during the FY10-15 POM years.

**Basic Electronics Maintenance Trainer** is a stand-alone, non-system training device that supports critical electronics training for 45 Military Occupational Specialties in all aspects of basic electronics, including theory and hands-on application. BEMTS allows instructors to assign lessons to either a class or individual students and track their progress. The program is fully funded beginning fiscal year 2008, with fielding beginning with Fort Gordon, Georgia; and Fort Leonard Wood, Missouri, and finish with RC training sites. Funding in the FY 10-15 POM will be required to refresh the approximately 1,353 procured systems.

**Instrumentable Multiple Integrated Laser Engagement Systems** provides tactical engagement simulation for direct-fire, force-on-force training using eye-safe laser “bullets.” I-MILES program is a modernization that provides a more adaptable and user-friendly capability. Enhancements include discrete player identification for all participants, enhanced audio-visual cueing effects, increased bore sight retention and accuracy, event recording and display, increased programmability of weapon characteristics, and an external data port to make it easier to connect and provide event data to live integrated systems. The I-MILES program consists of five component systems: Individual Weapons Systems; Independent Target System Wireless Independent Target System; Combat Vehicle Systems, Shoulder Launched Munitions and Controller Devices. The Army’s MILES Minimum Essential Requirement is 329,442 devices. Total I-MILES

requirement to replace MILES is 217,087 devices. The program is post-milestone C. Fiscal years 2008-‘13 funding levels require 39 years to complete MILES replacement.

**Engagement Skills Trainer 2000** uses computer generated imagery to train and sustain individual marksmanship, squad and team fire distribution and control, and judgmental use of force skills. EST is used at force-generating installations, operational unit home-stations, and at forward-deployed sites. Deploying units also use it to sustain small-unit critical collective skills proficiency when not able to conduct live-fire training.

**Laser Marksmanship Training System** is an eye-safe, laser-based marksmanship skill proficiency trainer that supports direct-fire weapons from handguns through machine guns. Capabilities include training for basic rifle and pistol marksmanship; and machine-gun, counter-sniper, and tactical training; as well as night-fighting using NVS for all weapons, thermal sights and NBC operations. The system is inexpensive, portable, and configurable to conform to a variety of training requirements and space limitations. It provides an easily deployable marksmanship trainer which mitigates live-fire limitations and supplements EST 2000 capabilities in support of ARFORGEN and OIF/OEF training requirements. The program is fielded 86 percent (286 of 333 systems) for the Active Army.

**Call for Fire Trainer** uses simulated military equipment to provide high-fidelity simulated battlefield scenarios for training observed fire tasks to Soldiers, regardless of MOS. CFFT trains Soldiers to call for and adjust indirect fire, and trains forward observers (MOS 13F) on the 19 basic call-for-fire tasks. CFFT also supports Type II and III Close Air Support training. In stand-alone mode, CFFT is capable of training up to 30 students. CFFT will replace current GUARDFIST system.



One Tactical Engagement Simulation System is a family of tactical engagement simulation systems that supports force-on-force and force-on-target training and operational test exercises at brigade and below, in all BOSs, at home station, MCTC, and deployed sites. OneTESS overcomes MILES limitations by supporting training of proper engagement procedures; simulating weapon systems accuracy and effects; and stimulating detectors, sensors, monitors and countermeasures. OneTESS will provide a common training and testing TES capability and will establish TES architecture and standards for live tactical engagement systems. It will be the tactical engagement component for the Family of Live Training Systems, and Common Training Instrumentation Architecture. FCS will incorporate the OneTESS capability. System demonstration and Limited User's Test are scheduled for fiscal years 2007 and 2008. Milestone C is scheduled for fiscal year 2009. The Program is not currently funded for production during fiscal years 2008-'13; production funding must be readdressed during the FY10-15 POM process with priority to field to the CTCs.

**Home Station Instrumentation Training System** is a part of the LT2-FTS that will provide a deployable instrumented company-level training capability at home station that can be expanded to support battalion training. It provides objective data collection of unit performance in force-on-force, force-on-target, and live-fire training so units can better support and assess brigade Reset and ready phase training as part of the ARFORGEN cycle. First fielding of Objective HITS is in fiscal year 2010.

**Joint Fires and Effects Trainer System** is an immersive trainer which integrates CFFT to place Forward Observers in a virtual setting that accurately replicates current battlefield COE. JFETS has evolved to a prototype trainer. More than 3,000 officers, NCOs, and

Soldiers from the Field Artillery School, operational units, and coalition partners have employed JFETS. It emulates conditions not achievable in the current generation of simulators. The experience is active, as opposed to passive, and is capable of training the Joint fires observer, regardless of Service. The system manipulates visual and physical space to give the observer the experience of being in and surrounded by a specific environment. JFETS is composed of: the Urban Terrain Module, configured to be a room overlooking a Middle Eastern city; the Open Terrain Module, configured to represent open desert or other terrain as required; the Fires and Effects Command Module; Close Air Support Trainer consisting of a 300-degree visual perspective; and the AAR room. As common gunnery architecture and OneSAF capabilities spiral, JFETS will be able to connect to training systems across the Services and allow virtual training, both individual and collective. JFETS is an institutional requirement from the Field Artillery School.

## Combat Training Centers Modernization Program

The Combat Training Centers remain a cornerstone of Army training and readiness. The CTC Modernization Program provides needed capabilities to meet evolving ARFORGEN training requirements, replaces obsolete systems, and standardizes CTC training support capabilities to provide full spectrum training. The CTC Program continues to transform to meet the Modular Force training and Army Force Generation readiness requirements. The Army's transformation to modular units and application of the ARFORGEN force management process has affected the Combat Training Centers by changing the training audience's structure and organic capabilities, as well as increasing the demand for CTC training with more modular units and a more frequent CTC training strategy. The development of an Exportable Training Capability



is required to meet the increased throughput requirements driven by the ARFORGEN process and takes the CTC experience to other venues.

The *Combat Training Center Master Plan* describes how it will transition to meet the requirements of the Modular Force and ARFORGEN and contains the details for the CTC Modernization Program. The CTC MP describes the CTC requirements by CTC Pillar for the POM to sustain and improve the CTC capability to replicate the ever-changing Contemporary Operating Environment while simultaneously integrating more Joint, inter-agency, intergovernmental and multinational training tasks. However, current funding in CTC modernization prevents the execution of the CTC Modernization Program with many programs recently determined to be unexecutable. Funding reductions in previous POM cycles have undermined acquisition strategies and delayed fielding of new capabilities to support the current and Future Force requirements.

Combat Training Centers Modernization Program consists of Opposing Forces vehicle Fleets (technicals, tracked, wheeled, aviation [UAV and rotary wing], etc.); Instrumentation, Training Aids, Devices, Simulators, and Simulations; Battle Command (C4ISR and Information Assurance [IA]) and training facilities

(MOUT, TAF, land expansion, live fire expansion; etc.) supporting the three maneuver CTCs; OC Aviation; and the Exportable Training Capabilities.

**Common Training Instrumentation Architecture** is a component-based architecture that sets common standards, interfaces and protocols within the family of Army Live training systems and with other Live, Virtual and Constructive training systems. CTIA is the foundation architecture for the Army's Live Training Transformation family of training systems product line for training instrumentation and tactical engagement simulation systems that support home station training, deployed and maneuver CTC live-training requirements, and interoperability with other Joint training systems. CTIA's component-based, product-line architecture supports a high-level of component reuse among live training systems, promotes cost-effective modernization, stove-pipe systems and supports FutureForce training requirements. Common Training Instrumentation Architecture is a FCS complimentary system and supports the Army's Campaign Plan and DoD Training Transformation. It has completed the fifth year of development. Several Army live training systems (Digital Ranges, CTC OIS, and Home station Instrumented Training System) are being developed using CTIA. Version 1.5 of the architecture has embedded DoD's Test and Training Enabling Architecture software, allowing CTIA-based live training systems to be interoperable with other TENA-based Joint test and training systems.

**Combat Training Center Objective Instrumentation System** is a major component of the Live Training Transformation and is compliant with CTIA. The CTC OIS replaces the current instrumentation systems at NTC, JRTC and JMRC. It is an integrated system of computer software, hardware, workstations, databases, voice and video recording, production and pre-

sensation equipment, interface devices and communication systems. The system is configured to collect, report, store, manage, process and display event data for 2,000 instrumented players with capability to expand to 15,000 instrumented players/entities. Combat Training Center Objective Instrumentation System will accomplish the following functions: exercise planning; system preparation; exercise management; training performance feedback and system support. Without CTC OIS, Soldiers and units will not receive high-fidelity cause and effect analysis/After Action Reviews of training at the Maneuver Combat Training Centers. Current stovepipe instrumentation systems at the MCTCs are obsolete with numerous single points of failures. Moreover, they are not fully and seamlessly interoperable with Joint and Live-Virtual-Constructive training systems. The current strategy is to maintain the current instrumentation system through life cycle maintenance while continuing a Research, Development, Testing and Evaluation program to determine an objective solution.

**Combat Training Center Objective Instrumentation System Life Cycle Management** provides RDTE for Life Cycle Management of current instrumentation systems at NTC, JRTC and JMRC until OIS is fielded. The program ensures optimal performance and integrity of the CTC Instrumentation System through a planned Obsolescence Elimination and Technology Refresh Program. Failure to fund jeopardizes operation of CTC Instrumentation Systems until CTC OIS can be fielded. Requirement will be resubmitted for the FY10-15 POM.

**CTC Modernization OMA** provides funding to support life cycle management of existing program, not covered under the RDA funding. It also provides OMA funding for CTC Modernization Program MCA Projects and Army Battle Command System Software Licensing. Lack of funding impacts the program's

ability to provide flexibility in funding non-Worldwide Contractor Logistics Support, non-OPTEMPO OMA requirements plus flexibility to provide funding required for MCA projects at MCTCs. Requirement will be resubmitted for the FY10-15 POM.



**CTC Live Fire Modernization Program** provides for development and acquisition of replacement targets, lifters, and audio-visual-cueing devices on MCTC live fire ranges. It transforms CTC Live operations to doctrinally correct non-linear and non-contiguous operations. Without this program, units will not be able to perform live fire operations at MCTCs that replicate the current operational environment. Requirement will be resubmitted for the FY10-15 POM.

**NTC Military Operations in Urban Terrain MCA and Instrumentation System** provides increased capability to conduct full spectrum operations/training at the National Training Center. It allows force-on-force urban operations training. It provides facilities and instrumentation that provides automated data collection and feedback for AAR; C2 of the MOUT exercise; and gives Observer Controller/Trainers the ability to monitor the unit's approach and actions. Additional funding is required in fiscal years 2012-'13 to complete the instrumentation effort. Instrumentation requirements will be resubmitted in FY10-15 POM.

**Exportable Training Capability Instrumentation System** provides a deployable instrumentation package to support the Exportable Training Capability concept. Instrumentation is employed



# MODERNIZATION STRATEGY

by the ETC OPS GRP and can be used at a Power Projection Platform, Power Generation Platform, or other location as required. The system will support exercise control, data collection, analysis, and feedback in a LVC construct for up to a BCT. This program provides the ITADSS pillar of the Exportable Training Capability. If this capability is not available, units will not receive objective force



on force training or feedback for AARs at an ETC event. This has direct impact to the CTC Program being able to fully implement its requirements for the ARFORGEN training and readiness model. Requirement will be resubmitted in FY10-15 POM if funding is not provided before then.

**CTC Information Assurance** provides for upgrade, replacement, or acquisition of necessary physical and information assurance security measures to meet ongoing and changing requirements for securing the CTC HICON and instrumentation systems. Includes acquisition and upgrades for filters, firewalls, software patches and physical security measures to meet DoD and Army security requirements. It will assist in migration to the CTC OIS by mitigating legacy security vulnerabilities of current instrumentation systems at the maneuver CTCs. If not funded, the program

will not be able to provide hardware and software systems needed to comply with mandatory regulatory information assurance requirements. Requirement will be resubmitted for funding in FY10-15 POM.

**C4ISR Acquisition/Integration** provides upgrades and/or acquires C4ISR (Battle Command) systems and components as technology changes occur within existing C4ISR HICON systems and as new systems are fielded to units rotating through the CTCs. This program supports acquisition and integration of new systems into the CTC HICON and OIS capabilities to enable the CTCs to interface with rotational unit C4ISR systems. Without funding, the program will not be able to ensure CTC Battle Command capabilities are updated as Army and Joint Battle Command systems evolve. Requirement will be resubmitted for funding in FY10-15 POM.

**OPFOR/Contemporary Operational Environment Combat Wheeled Vehicle Program** provides wheeled vehicles for Opposing Force and Civilians on the Battlefield at maneuver CTCs to replicate Combat/CS/CSS and commercial vehicles encountered on modern battlefields. It uses a common M1113 HMMWV chassis or other commercial vehicles. These systems reflect changing real-world conditions and provide full spectrum capability to MCTC Opposing Forces. The current fleet of OPFOR/COE vehicles at the MCTCs



is composed of Visually Modified HMMWVs and civilian vehicles procured from DRMO and various civilian sources that are not sustainable over the long term. An integrated program is required to address procurement and sustainment of these vehicles. The addition of these vehicles will better replicate current operational environments and give the MCTCs a representative OPFOR that can operate throughout the full spectrum of combat operations. Requirement will be resubmitted for funding in FY10-15 POM.

**JRTC MOUT MCA** and Instrumentation Systems upgrades allow JRTC MOUT to meet future world environment and instrumentation requirements. Improvements include instrumentation that provides more discreet and accurate information necessary in a MOUT environment. The JRTC MOUT site has been in place for 15+ years and requires refresh of equipment and technology to remain relevant in the changing COE. Without funding, units will not be able to train as they fight and will not receive accurate training feedback prior actual combat if not funded. Requirement will be resubmitted for funding in FY10-15 POM.

**OPFOR/COE Vehicle Systems Modernization** provides RDTE to develop and test future OPFOR systems required at CTCs. It also upgrades current OPFOR Surrogate Vehicles and other major weapons systems and platforms. This maintains currency and relevancy under the changing COE. If this program is not funded, units participating in MCTC rotations will not face a realistic OPFOR. Requirement will be resubmitted for funding in FY10-15 POM.

**CTC Tactical Engagement System Acquisition** fields One Tactical Engagement System to the CTCs replacing existing laser based Multiple Integrated Laser Engagement Systems. OneTESS provides the OC/T situational awareness on player location and engagement activity. This acquires the newest available

TESS for the CTCs. For Soldiers to train as they fight at MCTCs, they must be equipped with engagement simulation equipment that mirrors operational capabilities as closely as possible. Requirement will be resubmitted for funding in FY10-15 POM.



**CTC Aviation** provides RDTE to integrate specific CTC aviation training requirements for the Light Utility Helicopter which will replace UH-1 and OH-58 at MCTCs. LUHs support both Observer Controller/Trainer and Opposing Force aviation missions. Items include tactical secure FM radios, GPS, IR/IR search light, Night Vision Systems, secure OCCS radios, 360 degree FLIR, BFT, VOX, OPFOR recognition both Electronically and visually, etc. It also integrates TESS with OPFOR LUHs. OPFOR aviation provides OPFOR rotary-wing aviation that replicate emerging threats. OC/T aviation provides the OC/Ts with capability to control the event/exercise and provides an AAR for aviation assets at a maneuver CTC rotation. Both OPFOR and OC/T aircraft will be fielded as part of the LUH plan which is scheduled to begin in fiscal year 2008 timeframe. Failure to fund this effort could delay replacement of an OC and OPFOR capable aircraft at CTCs. Program Managers will continue to pursue funding in fiscal years 2008-'13 to meet LUH fielding



dates, and if unsuccessful, the requirement for funding will be resubmitted in fiscal years 2010-'15.

**Watercraft Simulators.** The current strategy for training Army Mariners is built on an integrated approach that includes institutional and unit training, as well as continuing professional development and certifications IAW AR 56-9. Given the cost of vessel operations and the feasibility of real-world training at distant ports and operating sites, a key element of the Army Watercraft training strategy is now and will continue to be the extensive use of simulations and simulators. Currently, the Army operates two vessel simulation facilities—one on the East Coast at Fort Eustis, Virginia, and on the West Coast at Mare Island, California. These facilities provide a wide range of simulations, to include integrated bridge operation for all Army vessels, inclement weather and damage control operations, and the ability to simulate a number of ports around the world. The facility at Fort Eustis includes an engine room simulator that provides operations and trouble shooting training.

## Training Support for FCS Program

The FCS System-of-Systems must be capable of simultaneously supporting operations, mission rehearsals, and training of separate audiences. FCS provides opportunities to fundamentally change Army training. The Army's goal—to train anywhere, anytime—is best achieved by providing Embedded Training (ET) capability in all FCS. To that end, ET is the primary option for FCS-equipped BCT training in all training domains—institutional, operational, and self-development, including Army CTCs and JNTC. ET is being developed as an integral part of the FCS manned platform and C4ISR architectures, not as a set of add-on boxes and Software applications. Embedded Live-Virtual-Constructive training is an increment 1 capability and a Key Performance Parameter. KPP #6

requires "...FCS FoS must have embedded individual and collective training capability that supports LVC training environments." ET will be designed in at program start to ensure it is developed in conjunction with other FCS components

## Modeling and Simulation

Modeling and Simulation (M&S) is a vital enabler and contributor to the Army's capability to provide Relevant and Ready Landpower. Army M&S is a multi-domain enabler of related, discontinuous activities that support the Army's Operating and Generating Forces both current and future. M&S supports the Warfighter through myriad processes and activities such as concept development, experimentation, development of materiel and non-materiel solutions (DOTMLPF), testing, training, operations and planning, and mission rehearsal. It is an integral support component to the Warfighter, in the current operational environment.

As the Army transforms itself in response to the changes taking place in the world-wide security environment investments in Army M&S, particularly model functionality, must keep pace with changes in the environment. Investments in our model capabilities will be strongly linked to gaps in the operational capabilities of Current and Future Forces to achieve the greatest possible return for our Army. Army and Joint overarching concepts will describe the strategic context that will inform current and future development of M&S capabilities, which in turn informs the development of Army Warfighting Capabilities.

The Army has invested significant funds on the development and employment of models and simulations. Today, those investments primarily focus on traditional warfare (i.e. force on force) activity and support the development of technology and systems. While these investments have resulted in cost avoidance for training, acquisition, testing &



evaluation, and analysis Army's M&S is still lacking robust functionality in the cognitive or human aspects of conflict. As an example, the Army M&S capabilities are lacking in their representation of irregular warfare. The Army will focus intellectual capital and resources to evolve current M&S capabilities and develop new M&S capabilities so that capability developers and commanders in the field have a relevant useful core set of modeling and simulation (M&S) tools, data, and business processes. Army M&S must support and enable Army modernization and support the warfighter by facilitating:

- Early assessment of Current and Future Force capabilities across the full-spectrum of operations
- Analysis of warfighting requirements to address mature and emerging challenges
- Risk reduction throughout the acquisition processes
- Training support and embedded training capabilities that are integral to weapon system platforms and Battle Command
- Net-enabled Battle Command capabilities for the human and technical aspects
- Cost-effective experimentation and gaming to gain insights across human, organizational, and system capabilities
- Human, organizational, and systems test and evaluation

In support of the current operational environment and transformation activities, the Headquarters Department of the Army will develop a comprehensive M&S Strategy, building upon existing plans, to ensure unity of effort and purpose in the development of Army M&S capabilities, across multiple M&S communities and leverage the linkages between M&S capabilities of our networks, platforms, and home-station training facilities. The Army must develop metrics to monitor M&S interoperability, affordability and cost effectiveness.

## Modernizing Materiel— What the Army is Doing About the Future

### Responding to Current Force Capability Shortfalls

The Army has a number of processes that seek to identify and redress required capabilities over time. TRADOC Army Capabilities Integration Center (ARCIC) addresses Current Force capability shortfalls through two processes—the Current Force Capability Gap Analysis (CGA) and the Capabilities Development for Rapid Transition (CDRT).



### Current Force Capability Gap Analysis

The ARCIC, in coordination with TRADOC centers and schools and other proponents, conducts a semiannual Capabilities Gap Analysis. The CGA highlights capability shortcomings for senior leadership, provides input to supplemental funding decisions, and experimentation, influences industry research and development, identifies needs for science and technology research, and identifies potential spiral candidates from the science and technology base.

### CGA Procedure and Comment Process

The capabilities gap analysis is based on a macro level approach that identifies needed capabilities extracted from Joint and Army Lessons Learned, Army Operational Needs Statements, Request for Forces, Combatant Commander Integrated Priority List, and Joint Urgent Operational Needs Statements. Asymmetric Warfare Division (AWD) conducts research and prepares capability gap documents (via PowerPoint® charts), updating the previous version.

In coordination with TRADOC proponents, AWD attempts to identify and assess the DOTMLPF solutions that can collectively satisfy a required capability, and then identifies residual capability gaps for those required capabilities not completely met.

The ACD Director requests review and input/comments from deployed operational commanders. After the operational force quality assurance check is complete, the ACD Director requests review and comments from other ARCIC directorates, TRADOC proponents and other agencies as appropriate. The documents are posted on the Asymmetric Warfare Division, Army Knowledge Online website with instructions for downloading (each briefing contains hyperlinks to the multiple charts referenced in the briefing).

Stakeholders in Current Force CGA include: ASA (ALT), ARSTAF G-3/5/7 and G-8, TRADOC Centers and Schools, TRADOC Capability Managers and Program Integration Offices, ARCIC, Army Test and Evaluation Center, Rapid Equipping Force, and the Research, Development and Engineering Command.

### Capabilities Development for Rapid Transition

The CDRT is a semi-annual, DA-level process intended

to reduce the normal materiel development cycle by several years. HQDA G-3 co-sponsors the process whereby non-program of record acquisition program materiel systems currently in use in operational theaters are considered for possible accelerated materiel development and Joint Capability Integration Development System documentation to compete for POR funding in the POM. Those systems not recommended for POR funding are either identified as “niche systems”—those systems to be sustained in theater with supplemental funding—or “terminate”—systems for which HQDA will no longer sustain with funding, but which may be retained by the unit and sustained with unit funding. Operational units may also recommend changes to DOTMLPF, so the process addresses the entire spectrum of capabilities. Currently in its fifth iteration, CDRT thus far has used input from Operation Enduring Freedom and Operation Iraqi Freedom (OEF/OIF).

Materiel systems must meet specific criteria to be included in the CDRT process. Criteria requirements:

- In use in an operational theater
- Not an acquisition program
- Operational assessment completed

The CDRT process unfolds over a six month period. An initial candidate list is developed by TRADOC in conjunction with the Army Asymmetric Warfare Office, the Rapid Equipping Force, HQDA G-2 and G-3/5/7. This initial list is sent to the Operational Force for any additional inputs resulting in a final candidate list. The final list is then redistributed to the Operational Force to categorize as an acquisition program, niche or terminate candidate. After integration of input and initial analysis, the list becomes the recommended list, and is distributed to the CDRT community of interest for comment. The recommended list is briefed to a DA-level Council of Colonels (CoC) who make a

recommendation that is briefed to senior TRADOC and Army leadership—e.g. TRADOC Quarterly Futures Review, the AR2B and/or the AROC. A decision briefing is presented to the Vice Chief of Staff, Army, who approves the systems to move through the JCIDS process in an accelerated manner. Capabilities other than materiel system—the DOTMLPF areas, follow the same approval path, however are implemented within their normal functional processes. For example, a recommended change in doctrine would be processed through the Combined Arms Center, TRADOC schools and centers, and ARCIC.

An example of a materiel system that worked through the CDRT process is the Armored Security Vehicle. Army units operating in OEF/OIF submitted Operational Needs Statements requesting a capability to enhance the survivability of convoy security forces, as the lead vehicles were the ones to incur the brunt of IEDs. The requirements were validated by HQDA G-3/5/7, with equipment to remain in theater as Theater Provided Equipment. In November, 2004 the VCSA approved the ASV for rapid transition to an acquisition program. Today, it is a program. With hundreds of systems in use in theater. Other systems that started with ONS and are now programs include Raven (Small Unmanned Aircraft System) and the RG-31, Buffalo, and Husky IED Route Clearance Packages.

A number of organizations are involved in the CDRT process. They include:

- TRADOC, ARCIC, Asymmetric Warfare Division—coordinates CDRT as the TRADOC process lead, and co-chairs the CDRT Council of Colonels with Army Requirements Division (DAMO-CIC), HQDA G-37
- Army Requirements Division (DAMO-CIC), HQDA G-3/5/7—partner in process, assists in staffing the process across HQDA and the Army,



- assists in the development of the candidate list, co-chairs CoC, and assists in JCIDS development process
- ARCIC Directorates and Divisions—provide subject matter expert input to the process and assist in oversight management of JCIDS product development
- TRADOC G3/5/7—O6/GS15 representative on CoC and the SME for training capability issues
- TRADOC Proponents—provide subject matter expertise in the review of candidate final and recommended system and capabilities lists, brief systems/capabilities recommended for program of record to the CoC, conduct DOTMLPF assessment, and develop JCIDS documents for selected capabilities
- TRADOC Capability Managers—provide subject matter expert input to process ICW proponents and leads, assume responsibility for selected systems
- Center for Army Lessons Learned —provides Army lessons learned and initial impression reports
- Army Asymmetric Warfare Office and Rapid Equipping Force—partner in candidate list development, analysis of input, and member of CoC
- Research, Development and Engineering Command—assists in list development, and member of CoC
- Army Test and Evaluation Command —performs in theater assessments and member of CoC
- Assistant Secretary of the Army (Acquisition Logistics and Technology)—provides comments during staffing, member of CoC, assist via the

PM/PEO community in system evaluations and in JCIDS development

- HQDA G8—provides input to analysis and preparation of system financial data, member of CoC
- TRADOC Chartered Integrated Capability Development Teams—assist in review of candidate system list, participate in CoC as required

## Identifying and Prioritizing Future Force Capability Shortfalls

The ARCIC, in concert with TRADOC HQ, Centers and Proponents, conducts an annual two-phased capabilities-based Future Force Capabilities Needs Analysis (CNA) coordinated with HQDA and Joint Staff. The CNA informs the Program Objective Memorandum and the Army's capabilities development community.

During Phase I (Analysis Phase), TRADOC participants conduct a macro-level assessment of the Army's ability to achieve its warfighting requirements, producing four products: 1) Prioritized List of Required Capabilities, 2) Prioritized List of Programmed DOTMLPF Solutions, 3) Prioritized List of Future Force Capability Gaps Across DOTMLPF, and 4) List of Developmental Priorities.

During Phase II (Product Use Phase) HQDA and TRADOC use these four products to inform capabilities developments and programming processes, to include: POM (over all PEGs); Joint Capabilities Integration and Development System capabilities-based analyses; Joint Staff J-8 Capabilities Gap Analysis; Army Concept and Capability Developments Plan; Capabilities-Based Assessment processes (Functional Area Analysis, Functional Needs

Analysis, and the Functional Solution Analysis); Total Army Analysis; *The Army Plan*; *Army Modernization Strategy*; *Science and Technology Strategy*; Concept, Scenario and Architecture development; Integrated Question List; Studies, Analysis, Modeling, Simulation and Experimentation plans; and related Current Force gap analysis.

An example of the impact of this process is the Sequoyah Foreign Language Translation System. Historically linguists have been unavailable in sufficient numbers to satisfy the language translation needs of the Joint force. This need was documented in the Operational Needs Statement process and subsequently associated with a gap derived from the Army concepts addressing increased situational awareness. Initiatives were evaluated to address the gap in the short-term, while a program of record was created to address the gap long-term. This program of record was assessed and supported in the CNA as a critical system to mitigate the risk to mission failure. The consequence of these efforts is that the Sequoyah is currently funded.

The collective results of these functional and organizational assessments conducted during the CNA articulate critical DOTMLPF capabilities and gaps that inform the Army's Future Force Modernization Strategy.

## Science and Technology

The Army's S&T investment strategy seeks to pursue technologies that will enable the Future Force while simultaneously seizing opportunities to enhance the Current Force. To achieve this strategy, we are developing technology through investments in the three components of S&T:

- For the far-term, conducting basic research to create new understanding for technologies that offer paradigm-shifting capabilities

- For the mid-term, translating applied research into militarily useful technology application
- In the near-term, demonstrating mature technology in relevant operational environments to speed technology transition into acquisition programs



Our technology demonstrations prove concepts, inform the combat developments process, and provide the acquisition community with evidence of technology's readiness to satisfy system requirements. The entire program is adaptable and responsive to the needs of our Soldiers on today's battlefield and the lessons learned for future battlefields.

To enhance the Current Force, Army S&T is providing limited quantities of advanced technology prototypes to our Soldiers deployed in the fight. Operational security precludes the listing of specific S&T technology contributions to Global War on Terror (GWOT). These contributions have included force protection, command, control, communications, computers, and intelligence, surveillance and reconnaissance (C4ISR) and unmanned systems technologies among others. From a top level perspective the S&T community supports the GWOT in three ways. Soldiers benefit today from technologies that emerged from our past investments. We exploit transition

opportunities by accelerating mature technologies from on-going S&T efforts. We also leverage the expertise of our scientists and engineers to develop solutions to unforeseen problems encountered during current operations.

## Why is this important to the Army?

Science and Technology serves two purposes in this developmental process. First, it provides a vision of the possible. This vision reflects what technology can bring to military operations derived from ideas, developed through concepts, to realized capabilities. Secondly, it develops the means necessary to implement these ideas, concepts, and capabilities. TRADOC is responsible for validating that the S&T programs are consistent with Army developmental efforts, both in content and priority from the perspective of Soldiers and leaders who employ warfighting capabilities. Additionally, TRADOC plays several roles in the process to ensure that promising capabilities from emerging technologies are transitioned to the Soldier, either through enabling concepts, programs of record or spiral insertion into the Current Force. They are listed below:



a. Staff Lead for Science and Technology. Within Headquarters TRADOC, the ARCIC's

Accelerated and Capabilities Developments Directorate (ACDD) is responsible for TRADOC's involvement in the S&T process. The ACDD is also responsible for developing statements of Force Operating Capabilities (FOCs) derived from Joint and Army concepts and operational and organizational (O&O) plans. TRADOC ARCIC functional divisions, along with proponents and schools, participate in the S&T process by providing periodic reviews of new technology options for enhanced warfighting capabilities. Within ACDD, the Science and Technology Division oversees the TRADOC S&T process and coordinates day-to-day S&T staff actions.

The current TRADOC Pamphlets (TP) 525-3-0, The Army in Joint Operations, and the TP 525-66, Force Operating Capabilities (FOCs), provide focus to the *Army Science and Technology Master Plan* and warfighter experimentation. The ARCIC guidance document *Army Concept and Capability Developments Plan* provides a consolidated set of guidance for TRADOC Concept Development, Experimentation and Capability Development to establish the foundation for the future Modular Force. (<http://www.tradoc.army.mil/tpubs/pamndx.htm>)

TRADOC functional organizations, doctrine, training, and combat developers, as well as Army materiel developers, academia and industry use the FOCs as a reference to maintain responsiveness and viability in independent research and development. TRADOC FOCs are described later in this section.



b. Joint Capabilities Integration and Development System. Concepts are the foundation of the capabilities integration and development process. Concepts emanate from a vision of the future Modular Force and from the Chairman of the Joint Chiefs of Staff's Joint Operations Concepts that broadly describe the future Joint force 15 to 20 years from now and the related subordinate Joint concepts. The following concepts have direct linkage to National Military Strategy, National Security Strategy, Strategic Planning Guidance, and other national and DoD-level planning documents:

- Army concepts, described in TRADOC 525-series pamphlets, illustrate how the Future Force will operate and the capabilities that it will require to carry out full spectrum military operations against adversaries in the expected Joint Operational Environment
- Approved concepts serve as the foundation for architecture development and determination of (DOTMLPF) requirements through an evolutionary development process that produces needed capabilities

Army concepts describe future capabilities within a proposed structure of future military operations for a period of 5–15 years. These concepts are the basis for assessment that may include studies, experimentation, wargaming, analyses, testing and simulations leading to determination of DOTMLPF solution sets to gain the specific capabilities required in approved concepts. Approved TRADOC concepts, published as TRADOC pamphlets in the 525-series, guide the Capabilities Integration and Developments System requirements determination process for the

Army by illustrating how Future Modular Forces will operate or be employed, their distinct attributes and design characteristics, and the capabilities that they must possess.

The JCIDS implements a capabilities-based approach that better leverages the expertise of all government agencies, industry and academia to identify improvements to existing capabilities and to develop new warfighting capabilities when warranted. This approach requires a collaborative process that utilizes Joint concepts and integrated architectures to identify prioritized capability gaps and integrated (DOTMLPF) solutions (materiel and nonmateriel) to resolve those gaps. A description of JCIDS can be obtained at: <https://acc.dau.mil/GetAttachment.aspx?id=42773&pname=file&aid=12042>. The Army's CIDS process mirrors the Joint process and supports the Joint Requirements Oversight Council programmatic processes for Joint experimentation and Joint resource change recommendations process contained in CJCSI 3180.01 found at: <http://jitic.fhu.disa.mil/>



[jtc\\_dri/pdfs/3180\\_01.pdf](https://jtc_dri/pdfs/3180_01.pdf). The Army's CIDS process depends on the concept development and experimentation process that translates strategic guidance and operational environments into warfighting concepts.

The purpose of CIDS analysis is to provide compelling evidence that allows Army leadership to make informed decisions. TRADOC conducts studies and analyses to assess concepts, determine required capabilities and capability gaps, and evaluate DOTMLPF initiatives to provide needed solutions. The DoD and Army vision of accelerated development, integration and fielding of DOTMLPF solutions requires significant investment of analytic resources to validate concepts and propose solutions. It is essential that those resources be applied wisely and efficiently.

The CIDS analysis process is composed of a structured, four-step methodology that identifies and defines tasks, capability gaps, capability needs and DOTMLPF approaches to providing those capabilities within a specified functional or operational area. Based on National Defense Policy and centered on a common Joint/Army warfighting construct, the analyses initiate the development of integrated capabilities from a common understanding of existing Joint force operations and of DOTMLPF capabilities and deficiencies.

c. The ARCIC ACDD supports the analyses to assess concepts, determine required capabilities and capability gaps and evaluate DOTMLPF initiatives to provide needed solutions. ARCIC conducts Gap Analysis,

semiannually, and the Capabilities Needs Analysis, annually, to identify the required capabilities for the Current and Future Force and then, through analysis of current capabilities versus desired capabilities, determines the capability gaps (Current Force challenges and future Modular Force needs). The capability gap analyses for Current and Future Modular Force and the derived Warfighter Outcome information is maintained in folders on the Science and Technology Enterprise Management (STEM) system. All Government users desiring a STEM account go to <https://stem-collabsuite.altess.army.mil/>

Existing technology (often mature prototypes or commercial off-the-shelf products) and non-technology solutions from DOTMLPF assessments can be used to address the gaps for the Current Force. The gap is narrowed for the Future Modular Force through a combination of existing technology and non-technology solutions, with the ongoing S&T work represented in this master plan arrayed to address the residual future gaps.

The number of capabilities that the Army is required to have in the future is increasing given the broad nature of threats and the greater availability of technology to our adversaries. Many of the technologies and research the Army is pursuing are high-risk/high-payoff. This means that the private sector is not likely to sustain "risky" investments over the "long haul" to achieve desired technology breakthroughs for dramatic performance improvements and entirely new capabilities such as Excalibur precision munitions for artillery that nearly eliminates collateral damage to non-combatants. Today's Current Force has significant technology-enabled capability advantages as a result of

the Army's past investments in S&T. Examples include the development of technologies for night vision, precision munitions, and individual Soldier protection. Scientists and engineers are expanding the limits of our understanding to provide our Soldiers, as well as our Joint and coalition partners, with technologies that enable transformational capabilities in the ongoing war on terror to ensure that the U.S. Army remains a victorious, relevant and ready land component of the Joint force.



## Force Operating Capabilities

Force Operating Capabilities articulate the capabilities the Army requires to execute Joint and Army concepts. They apply to both the current and the future Army, conducting full-spectrum operations on the information age battlefield and beyond. FOCs describe force-level capabilities that form the basis for future Modular Force warfighting requirements in DOTMLPF domains. FOCs provide the basis for analysis to define and refine requirements across the full spectrum of operations.

FOCs establish needs for the Army S&T community and are employed by TRADOC leadership in the conduct of S&T reviews of ATO candidates, including Special Access Programs, as part of the Army Science

and Technology Working Group and the Army Science and Technology Advisory Group forums. FOCs assist in focusing the Army's S&T investment priorities to support Future Force overall development and transformation. The FOCs are:

- Battle Command
- Battlespace Awareness
- Mounted/Dismounted Maneuver
- Air Maneuver
- LOS/BLOS/NLOS Lethality for Mounted/Dismounted Operations
- Maneuver Support
- Protection
- Strategic Responsibility and Responsiveness
- Maneuver Sustainment
- Training, Leader Development, and Leader Education
- Human Dimension

The FOCs are fully described in TRADOC Pamphlet 525-66 (<http://www.TRADOC.army.mil/tpubs/pams/p525-66.pdf>).

Army Organizations responsible for concept development and experimentation will take all necessary actions to allow full participation by the United Kingdom, Australia and Canada in experiments. These actions are necessary to support national and DOD policies toward these key allies, as well as the Army objective of enhancing U.S. and partner interoperability. The Army will use the solutions devised for the three allies as a starting point for achieving appropriate expanded access for other



core partnerships.

## Relationship between Army Force Operating Capabilities and Joint Functional Concepts

The following paragraphs show the relationships between the Army FOCs and the Joint Functional Concepts, given the FOCs (indicated in bold) nested within the Joint Functional Concepts. These descriptions are the structured statements of operational capabilities that, when achieved in aggregate, fulfill the vision articulated in the Future Force Concepts and fulfill the Army contribution to the Joint Functional and Integrating Concepts. Although not a one-to-one alignment, the FOCs are associated with Joint Functional Concepts to facilitate transition of S&T enablers into functional capabilities through the Joint Functional Control Board process.

In addition, required capabilities for each FOC area can be linked back to tasks of Universal Joint Task List (UJTL) and Army Universal Task List (AUTL). These lists are available at: <http://www.dtic.mil/doctrine/jel/cjcsd/cjcsd/m350004.pdf> for UJTLLs and [http://www.army.mil/usapa/doctrine/Active\\_FM.html](http://www.army.mil/usapa/doctrine/Active_FM.html) for AUTLLs (FM-7-15).

### *a. Joint Functional Concepts: Command and Control, and Net-Centric Environment*

**BATTLE COMMAND** is the art and science of visualizing, describing, directing and leading forces in operations against a hostile, thinking and adaptive enemy. Future Battle Command will enable other advances in the future Modular Force, such as improvements in responsiveness, lethality, survivability, and mobility, to achieve a new way of operating, based on knowledge superior to that of our

adversaries.

### *b. Joint Functional Concept: Battlespace Awareness*

**BATTLESPACE AWARENESS** focuses on the ability of Joint force commanders and all force elements to understand the environment in which they operate and the adversaries they face. In the future, efforts to create superior battlespace awareness will involve a constellation of highly responsive sensors providing persistent coverage of adversary targets. A producer interactive network, continuously synchronized with operations, will enable users to subscribe to both real-time and archived fused data.

### *c. Joint Functional Concept: Force Application*

**MOUNTED/DISMOUNTED MANEUVER** contributes to strategic, operational and tactical maneuver—the defining capability of the Future Force. Capabilities are required for precise, decisive maneuver, horizontal and vertical, day and night, in all terrain and weather conditions, synchronized with Army and Joint fires, and Reconnaissance, Surveillance and Target Acquisition. In future operations, decisive maneuver will be central to entering the fight on our terms, seizing and retaining the initiative and finishing rapidly.

**AIR MANEUVER** is critical to Joint operations. Army Aviation and Joint tactical air support must be closely integrated into ground maneuver operations. Army Aviation plays a major role in the future Modular Force operations. Traditional aviation roles

of attack, reconnaissance, and lift and cargo transport continue to be vital in the Future Modular Force. Key air maneuver missions envisioned for future Modular Force are: Close Combat Attack, Interdiction Attack, Reconnaissance, Security, Vertical Maneuver and Air Movement.

**LINE-OF-SIGHT/BEYOND-LINE-OF-SIGHT (LOS/BLOS) AND NON-LINE OF SIGHT (NLOS) LETHALITY FOR MOUNTED/DISMOUNTED OPERATIONS.** Fires are categorized as LOS, BLOS, or NLOS. Engagement range is not directly tied to the definitions of LOS, BLOS, and NLOS fires. The method used determines the type of engagement. Future Force fire control and distribution requires networked responsive fires on-demand, engaging complex and simultaneous target sets, executed as preplanned or opportunity engagements.

*d. Joint Functional Concept: Protection*

**PROTECTION** is a process, a set of activities and capabilities by which the Future Modular Force protects personnel (combatant/non-combatant), information, and physical assets against the full spectrum of threats. The Future Force will achieve this through the scaled and tailored selection and application of multi-layered, active and passive, lethal and non-lethal measures, across the spectrum of conflict, based on assessment of an acceptable level of risk. The Joint force must protect itself starting at point-of-origin, continuing through transit, employment, sustainment and redeployment. Force health protection is a mission capability element. The goal is to prevent adversaries from employing

capabilities that would restrict or prevent the Future Modular Force from conducting decisive actions at a time and place of our choosing. Key protection activities are: detect, assess, warn, defend and recover.



**MANEUVER SUPPORT** forces focus on ensuring future Modular Force freedom of maneuver and protection throughout the theater of operation. Maneuver support capabilities are applied within operating areas, fully integrated within combined arms teams, to ensure continued friendly freedom of action and denial of enemy freedom of action. On a noncontiguous, three-dimensional battlefield, the idea of “maneuvering” fires, sensor networks, distribution based sustainment and communications networks broadens the applications of maneuver support capabilities. Maneuver support provides a wide range of integrated actions, both proactive and defensive, that support uninterrupted momentum, allow maneuver forces to preserve combat power so that it may be best applied at decisive points and times, and foster rapid transitions in operations.

## *e. Joint Functional Concept: Focused Logistics*

**STRATEGIC RESPONSIVENESS AND DEPLOYABILITY.** The Future Modular Force must, within a Joint context, be capable of rapidly deploying worldwide and arrive ready to fight or conduct other full spectrum operations immediately upon arrival. Current strategic deployment guidelines are to be capable of deploying to a distant theater to seize the initiative within 10 days, defeat the enemy within 30 days, and be prepared for deployment to another conflict elsewhere in the world 30 days later. In order to meet the strategic responsiveness and deployability capability, the Army, enabled by Army Power Projection Program (AP3) initiatives, must be able to deploy and employ a Brigade Combat Team capability in 10 days, a nine BCT (Multi-Division) capability in 20 days, and a 15 BCT (Multi-Division) capability in 30 days.

**MANEUVER SUSTAINMENT.** Army Concepts characterize maneuver sustainment as a full spectrum capability that is strategically responsive, deployable, agile, versatile, and survivable throughout full-spectrum conflict. Maneuver sustainment units will conduct operational maneuver from strategic distances, deploy through multiple austere points of entry, and rapidly establish maneuver sustainment operations. They will arrive in the theater of operations immediately capable of supporting simultaneous, distributed and continuous Joint operations throughout the battlespace, day and night, in any terrain, protected from health threats. Future Force maneuver sustainment operations are characterized by

simultaneous operations distributed across the battlespace in accordance with the maneuver commander's intent and operations plan. Superior situational understanding, based on advanced C4ISR capabilities and visibility of the distribution network, enables maneuver sustainment organizations to operate within the battle rhythm of maneuver commanders.

## *f. Joint Functional Concepts: Joint Training Functional Concept*

**HUMAN DIMENSION (TRAINING, LEADER DEVELOPMENT AND EDUCATION).** The Soldier is the single most important aspect of the combat power of the Future Modular Force. The Future Modular Force Soldier is a combat Soldier first and foremost. Despite the expected proliferation of unmanned systems, Soldiers will remain the cornerstone for force design and employment. Soldiers, not equipment, accomplish missions and win wars. In order to achieve revolutionary effectiveness across the full spectrum of conflict, human engineering capabilities will enable the Future Modular Force to: decrease task complexity and execution times to improve performance while minimizing sensory, cognitive, and physical demands on the Soldier; and systems that have been human engineered to improve trainability.

Future Modular Force Soldiers and leaders must be multifunctional, and capable of fighting and winning decisively, as part of a Joint Force, on the full spectrum battlefields of the future. The demands of future conflict will continue to place great responsibility on future Army leaders at all levels, requiring mature judgment even while they are still



gaining experience. Future battle will also require leaders who can operate with mission command in an environment of rapidly changing operational conditions, confronting a wide variety of threats. Future leaders must possess a Joint and expeditionary mindset, accepting change as a routine condition, and acquire proficiency in the use of a wide range of new technologies, particularly within the information arena. Army leaders will also need JIIM education and experience earlier in their careers than has been the norm in the past. Training capabilities will enable operators, maintainers, unit leaders, and staff planners to be trained in SOS functions, by leveraging networked, embedded, virtual, constructive, and live training modes anywhere, anytime. Training leader development and education

regimens will develop thinking, confident, versatile, adaptive, and seasoned leaders. The FOCs identified for training, in order to fulfill the vision articulated in Joint and Army concepts fall into the following areas: leadership training and education; accessible training; realistic training; responsive training development and delivery; training for JIIM operations; managing unit performance; and providing universal training support.

TRADOC represents the warfighter in the S&T process. TRADOC validates that the S&T programs are consistent with the capabilities needed in the Current Force and the Future Modular Force. TRADOC plays a major role throughout the S&T development process.

## Leader Development: Preparing Agile and Adaptive Leaders



Leader development is the deliberate, continuous, sequential and progressive process, grounded on Army Values, which grows Soldiers and civilians into competent and confident leaders capable of decisive action. Leader development is accomplished through a lifelong learning process that takes place through operational experience in units, recurring experiences in the institutional Army (schools and training centers), and self-development. The focus of leader development is the future—the preparation of Soldiers and civilians for successive levels of leadership responsibility. Leader development is the mechanism by which the Army grows leaders who are adaptive and agile while providing purpose, direction and motivation to the force and all its components.

We will continuously assess and adjust the balance of leader competencies developed across the three training and leader development domains—operational, institutional and self-development. At present, the operational domain is developing

leaders with significant capabilities to conduct counterinsurgency operations—the other domains must adjust to ensure our leaders build and sustain competency for major combat operations and limited intervention operations to support building the Army's strategic depth. Adaptation must occur through training in units, the Institutional Army, professional education, operational assignments and experiences, and self-development. The Army will produce a steady flow of adaptive and competent, multi-skilled leaders who can lead the execution of full-spectrum operations, adapting their core skills for directed missions across the operational themes. We must identify the required functional competencies for full spectrum operations, and then provide the capability to develop them through our leader development program. Each of the three domains reinforces the others to produce leaders who are prepared to meet the challenges of the current and projected operating environments.

The initial focus for leader development is built on a base of junior leader competencies for their core functional skills. As leaders progress, focused developmental assignments, education, experiences, training and self-development broaden their skill sets and produce a “bench” of capable senior leaders. The Soldier will be—and has always been—the centerpiece of Army capabilities. Nothing is more important than our investment in training Soldiers and development of the leaders they will follow.

We are strong believers in life-long learning. We are using information technology to enhance Soldier and leader education in a time of war. Soldiers participate in more than 1,500 online courses to improve job proficiency and to work toward civilian degrees. Our Army Knowledge Online websites average more than one million visits per day, allowing Soldiers and leaders to collaborate and to share information regarding the lessons learned from combat and from training.

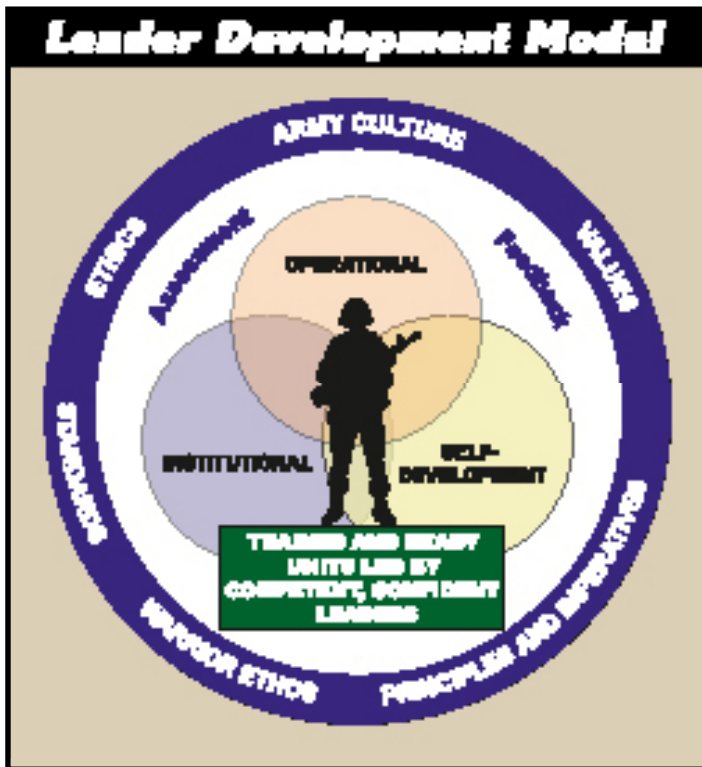


Figure B-4 Leader Development Model

While new technology and the operational environment will be dynamic, the Army retains its doctrinal bedrock principles and imperatives: develop Warrior Ethos, train to standard, command responsibility for training, empower subordinates, put our best and brightest leaders in positions to develop emerging leaders, and commitment to expert assessment and feedback to ensure relevance and improvement. Warrior Ethos, grounded in the refusal to accept failure, is developed and sustained through discipline, commitment to Army values and ethics, and pride in the Army's heritage. We are, and will remain, a values-based institution. Our core values, integral to all training and leader development efforts, will not change. Significantly, the Army's values also directly support the Joint Service values articulated in *Joint Pub 1*: integrity, competence, physical courage, moral courage and teamwork.

Across the force, enhanced linguistic skills and increased understanding of other cultures will provide

us a clear operational advantage. Our leaders will be equally adept at the employment of lethal and non-lethal approaches to accomplish the mission. Our training will challenge leaders with multiple scenarios designed to present fleeting opportunities, where dilemmas and uncertainty prevail. The focus of this training will enhance their ability to think and adapt their skills to the conditions they face. This capability requires creation of robust channels for collaboration between the Operational Force and the Generating Force. The key is to integrate our observations, insights and lessons learned into our three training and leader development domains.

Rigor will be maintained during initial entry training, providing the Operating Force with Soldiers and leaders ready to participate in collective training immediately upon arrival in units. In support of this collective training effort, the Army will sustain and improve the Combat Training Center capability to realistically portray the ever-changing operational environment, while simultaneously integrating unified action partners into training. Likewise, home station and deployed training capabilities will be enhanced to replicate a more robust operational environment in order to build and sustain critical skills.

Self-development activities, both command directed and self-initiated, will be supported by an integrated network that can deliver current and critical information and enables Soldiers, civilians and leaders to "train as we fight" anytime and anyplace. A multi-source assessment and feedback program has been developed to promote an Army culture for lifelong learning that will accelerate leader development through composite leader assessments and feedback, increasing awareness of Army expectations and reinforcing Army values and leader competencies. It will be a web-based 360 assessment and feedback tool that is integrated into the Warrior Knowledge Network and accessible to all Army leaders around the world, RC included.



An enabler available to support Army training is the Training Transformation (T2) effort, co-sponsored with OSD and the Joint Staff. Enhancing Army training with Joint National Training Capability and Joint Knowledge Development and Distribution Capability initiatives offers opportunities to include some Joint training requirements inherent within the concept of Joint interdependence. Joint interdependence is a key component of DoD's force design and sizing construct and comprehensive Joint training across all domains is required to achieve competence and confidence within the Joint interdependence construct. Significantly, T2 and the Defense Inter-agency Training Coordination Working Group under the Joint Staff J7 also provide some support to fully integrating Inter-Agency participation in our training in all domains, particularly in collective training at our CTCs.

Leaders will be able to dominate the Informational Environment by recognizing opportunities to exploit and attack adversaries' abilities to use information, and by defending friendly decision-making. They will be able to harness the capabilities of Information Operations in a coordinated and synergistic way in order to attain the critical enabler of Information Superiority. Army leaders will be trained to generate informational effects to shape the environment in support of a wide variety of options in support of mission accomplishment.

Our Battle Command systems and platforms will be interoperable and linked to the live, virtual and constructive (LVC) training network to support seamless transition from institutional and home station training through mission rehearsal to mission execution with minimal reconfiguration. This robust network will enable rapid preparation and employment of our forces, provide a Common Operational Picture and situational awareness to promote adaptation, and facilitate our ability to

defeat our enemies innovatively and decisively. A key enabler is a cross-domain training network that leverages LandWarNet to create a realistic, adaptive, and collaborative training and mission rehearsal environment, accessible to both the operational and institutional Army.



## Combat Training Centers

The CTC program includes the Battle Command Training Program (BCTP), Joint Multinational Readiness Center (JMRC), Joint Readiness Training Center (JRTC) and National Training Center (NTC), and integrates training with the Joint National Training Capability (JNTC).

Beginning this year, the CTC Program will develop a CONUS Exportable Training Capability (ETC) that will support the Army Forces Generation process. Expanding the reach of the CTCs through an ETC is

required to support the increased number of modular brigades (AC/USAR/NG) preparing to deploy, which also includes the multi--functional support brigades.

The ETC will not achieve operational capability until fiscal year 2010. The ETC will be manned with analysts and an OPFOR cadre and equipped with an instrumentation and after action review (AAR) capability that can be used either at home station (Power Projection Platform) for active units or an ARNG training area (Power Generation Platform) for the ARNG units. This ETC will deliver a training experience that is more rigorous and included improved feedback over the training normally provided at home station or ARNG training area.

CTC training rotations remain the Army's capstone training events for battalions, BCTs, divisions, corps and echelons above corps. Their focus remains unit readiness and leader development. The primary purpose of CTCs is to develop ready units and self-aware, adaptive leaders. CTCs accomplish this by integrating the contemporary operational environment and Joint, Inter-agency, Intergovernmental, and Multinational (JIIM) context into all training. This environment can include simultaneous, noncontiguous and continuous operations in a distributed, global, LVC training capability within a JIIM context. Army units experience a rigorous fight in offensive, defensive and stability operations against a freethinking and adaptable opposing force. The training scenario and events are arrayed to support specific training objectives and to stress the unit's Battle Command system.

Modernization efforts also include civilians on the battlefield as role players to replicate the human dimension of the COE, and building urban areas that reflect the environment our Soldiers will encounter. Instrumented feedback for both formal and informal

after action reviews will enhance the quality of training and facilitate sharing of lessons learned to unit leaders, home station and deployed units, and our training centers and schools.



## Institutional Training

Army centers and schools are synchronizing capabilities to meet requirements as defined by the ARFORGEN process. Units require access to an array of institutionally developed training and education resources to enable full spectrum training across individual, staff, leader and collective training. The institutional army is working to lighten the commander's load and improve Army flexibility by creating, maintaining and storing learning resources to simultaneously support individual and collective training strategies for full spectrum operations. By providing products through both push packages and development of a learning repository system, Army knowledge centers support institutional training and operational training, with mobile training teams, individual and collective training support packages, lessons learned, exportable training and distributed learning capabilities. Warrior tasks, language proficiency, and cultural awareness and understanding are now key parts of both individual and unit training.

During initial military training, centers and schools will continue to train new recruits and officers, with



# MODERNIZATION STRATEGY

emphasis on instilling Army Values, the Warrior Ethos and Soldier's Creed, and preparing them for their assignments. Civilian training has accelerated to develop an adaptive, competent Civilian Corps prepared to meet the future strategic environment and future leadership positions. Centers and schools will continue to anticipate and responsibly adapt training and leader development as the operational environment changes. The institutional army will constantly assess the dynamic and volatile COE and provide evolutionary, and where required, transformational modifications to our training programs and support systems to develop leaders through NCO, officer and civilian education programs.



**Initial Entry Training Re-design.** This initiative involves a comprehensive look at creating efficiencies in the training base to produce additional manpower by redesigning the conduct of initial entry training. These initiatives will produce trained and ready Soldiers at the right place, and the right time to effectively integrate with their first unit of assignment. To achieve this more dynamic throughput, the initial entry training community is testing several initiatives to determine feasibility. The end state for this re-design is that Soldiers spend less time in initial entry training and arrive at operational units sooner, without

degradation of the critical skills required. A Center of Excellence has been proposed at Fort Jackson, South Carolina, in order to create a portal for information and improved operational synergy for all Army Training Centers ensuring a well established community of practice with assigned responsibility for all aspects of basic combat training. Command and control, standardization of instruction and quality assurance will improve as consolidation occurs over the next few years.

Work to improve Basic Combat Training will continue throughout the decade. Warrior Tasks and Battle Drills will be refined as the operational environment changes. Resource investment in this training will gradually increase to add to today's task-based training a series of structured vignettes designed to train the cognitive skills necessary to react to uncertainty with adaptability and flexibility. New methods to identify lessons learned, develop and approve new doctrine and Tactics, Techniques and Procedures, and rapidly integrate those lessons learned into Programs of Instruction will be employed. Advanced training management technology will be used to track progress through basic training and provide a start point for the sustainment training required in Advanced Individual Training (AIT). This technology will track progress through AIT and be accessible by training managers at the Soldier's first unit of assignment.

**The Army School System** plays an important role in meeting the Army's expanded training mission. TASS is responsible for the vast majority of institutional training within the Army, and provides training to Soldiers in both the Active Component and the Reserve Component. Army Training System Courseware (TATS-C) is an on-going initiative to satisfy the need for expanding training technologies. All RC courses are converting to TATS-C to ensure critical tasks were taught to the same standard



regardless of the school. The system courseware includes MOS qualification, Army Leadership, functional, professional development, and civilian courses. The course's structure (phases, modules, tracks, lessons, tests) and media ensure standardization by training all Soldiers (regardless of component) on course critical tasks to task performance standard. A major outcome of this conversion will allow an active duty Soldier to take Army courses at a local armory if it is not available at his home station.



**Professional Military Education** is a progressive education system that prepares leaders for increased responsibilities and successful performance at the next higher level by developing the key knowledge, skills and attributes they require to operate successfully at that level in any environment. PME addresses educational requirements established by three key areas: The National Defense Strategy's four security challenges (irregular, traditional, catastrophic and disruptive), establishment of stability operations as a core Army mission with priority comparable to combat operations, and lessons learned from the Contemporary Operating Environment. The Army will continue to require Soldiers and leaders who are knowledgeable and experienced, to analyze their unit's ability to fight and sustain themselves, and are capable of adaptive thinking and decision-making in

ambiguous environments. Modules on warfighting and irregular warfare will educate leaders on doctrine, tactics, techniques and procedures for decision making, and the employment of military units in combined arms operations in all emerging security challenges. These modules will be tactically focused, hands-on and execution-oriented, and culminating with an exercise that stresses and develops the leaders' ability to rapidly make decisions and to apply the elements of combat power throughout the full spectrum operations.

**Officer Education System.** OES is a sequence of PME for professionals in subjects that enhance knowledge of the science and art of war. The Army operates its officer PME system primarily to develop officers with expertise and knowledge appropriate to their grade, branch and occupational specialty. Embedded within the PME system, however, is a program of Joint Professional Military Education overseen by the Joint Staff and designed to fulfill the educational requirements for Joint officer management as mandated by the Goldwater-Nichols Act of 1986. Army OES is in compliance with the Officer Professional Military Education Policy, to ensure that OES graduates meet the requirements for Joint Professional Military Education.

Dramatic changes have been implemented across OES to meet the needs of a transforming Army and the realities of the Contemporary Operating Environment. All programs of instruction are structured to ensure that officer education continues to be current and relevant to the needs of the Army. The Army is developing a framework necessary to implement a world-class education system with distinct components for warrant officers, company and field grade commissioned officers in both the Active and Reserve Components. The Army will ultimately combine warrant officer training into common officer training as appropriate, whenever common officer skills are taught.

# MODERNIZATION STRATEGY

Current OES modernization efforts are focused on increasing culture awareness and language training, and blending resident PME with distributed learning modules to shorten courses and give officers some flexibility with their assignments. An initiative being developed this year will increase JIIM opportunities for select officers. The Army is also working with the Joint staff to implement the National Security Professional Development program.



**THE NONCOMMISSIONED OFFICER.** The Army is developing broad skilled NCOs to support our Army today and into the future. Our goal is an innovative, competent professional enlisted leader grounded in Army values; who embodies the Warrior Ethos; champions continuous learning; and is capable of leading, training and motivating Soldiers. An NCO is an adaptive leader who is proficient in Joint and combined expeditionary warfare, full spectrum operations, and resilient to uncertain and ambiguous environments.

NCOs will continue to be the masters of leader tasks for their respective levels of responsibility and of individual and small unit training, and they will continue to be the recognized experts in field craft, basic marksmanship, Soldier care, and technical skills. Our educational system will train the right tasks at the

right levels and will prepare the NCOs to operate in both the analog and digital environments. In addition to adapting NCO professional military education, the Army is developing a number of major initiatives, some of which are discussed below.

**Virtual Warrior University.** We are creating a Virtual Warrior University to integrate all training and education resources into one interface. Focused on the learner, the Warrior University will redefine learning as a dynamic construct that incorporates both training and education, simplified, streamlined and managed through a central, seamless integrated system for universal access.

**Career NCO Degrees Program.** The CNCODP expands existing Civilian higher education degree choices to provide Career NCOs with a broad preparation degree option not tied to enrollment in a military occupation specialty degree. It will recognize college credit for military training and education, will maximize the transfer of credits between colleges, and be accredited.

**Army Career Tracker** is a new career management tool that will present a holistic view of a Soldier's training and assignment history and formal/informal education paths. This provides the Soldier the capability to see, understand and use information about their occupational specialty to make decisions about training, education, and assignment opportunities. The ACT will enable Soldiers to manage their career, supervisors to provide effective mentoring and counseling, and commanders and their staff to plan for their Soldiers' development.

**NCO Education System.** The NCOES has undergone a radical transformation to better meet the needs of an Army at war and to develop NCOs. It has changed significantly in the recent past and will





continue to transform to better develop leaders for current and future requirements of the Army. The Army is developing a Life-Long Learning Strategy for both Active Component and Reserve Component NCOs. This strategy consists of a Life Long Learning Model that educates leaders to conduct full spectrum operations, serve in a wide range of assignments at above grade positions (Train Ahead) and develops NCOs into broad skilled leaders. All of these steps are being taken to support the needs of operational units during the Reset phase of ARFORGEN.

**Warrior Leader Course.** Our next evolution for the WLC is to adapt content to include materials for success at both the team and squad levels. This version will incorporate relevant parts of the current BNCOC. The scope of tasks/ competencies addressed in WLC will provide both the team and squad level perspective where appropriate.

**Basic NCO Course.** We will change BNCOC to an Advanced Leaders Course. Content for the ALC will include materials for success at both the squad and platoon level and should include relevant parts of the current ANCO. The scope of tasks/ competencies addressed in ALC will provide both the squad and platoon level perspective where appropriate. Tasks that focus primarily on the squad level will be evaluated for migration downward to the WLC.

**Advanced NCO Course.** We will also change ANCO to a Senior Leaders Course. Content for the Senior Leaders Course will include materials required for success at both the platoon and company level. Relevant parts of the current First Sergeants Course should be migrated into the SLC. The scope of tasks/competencies addressed in SLC will provide both the platoon and company level perspective where appropriate. Tasks that are focused primarily at the platoon level will be evaluated for migration downward to the ALC.

**Senior Staff NCO Course.** This new course will provide staff skills for assignments above the brigade combat team level. Potential target audience would be SFC - SGM being assigned to staff assignments on Army and potentially Joint staff level. Manning and resourcing of the SSNCO would be achieved by leveraging resources now associated with the First Sergeants Course.



**Sergeants Major Course—Educating the MSG/SGM/CSM.** The capstone of NCOES continues to be the Sergeants Major Course. The SMC will transform to meet the senior NCO professional development requirements of the Modular Force. It will foster the leadership skills to develop adaptive leaders within assigned organizations, and provide mastery of training management and conceptual learning skills.



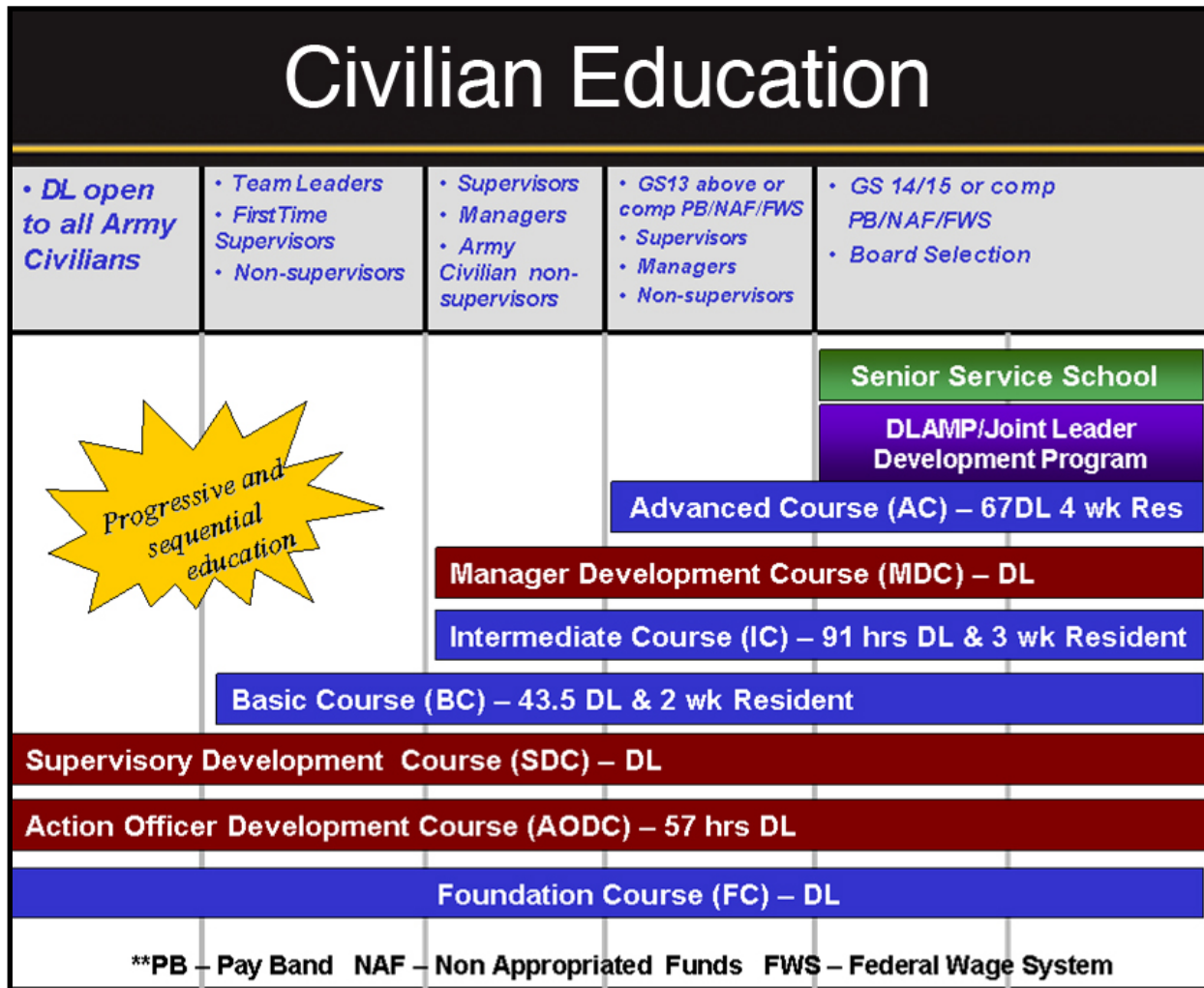


Figure B – 5 Illustration of the courses currently available in the CES.

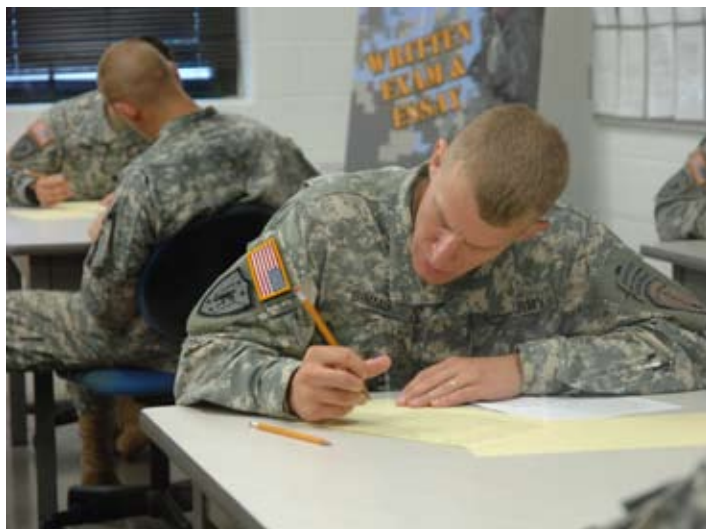
**NCO Self-Development.** Army leaders have a responsibility as a part of the profession of arms to prepare themselves to serve the Nation to the best of their abilities. While Army leader education and training programs provide a foundation for competence, all leaders are responsible to extend their capabilities by applying the fundamental knowledge and skills through practice and reflection during exercises, operational experiences and performance of routine duties. Learning activities and self awareness beyond the school-house and training site are instrumental to enhance knowledge and skill performance for current and future leadership responsibilities.

- We are redefining self development and developing a structured and guided component. We are defining this new approach to self development as a three part program
- Structured Self Development is a defined set of required learning progressively sequenced across a career, closely linked to and synchronized with operational and institutional domains
- Guided Self Development is a defined set of recommended but optional learning, progressively sequenced across a career.
- Personal Self Development is self-initiated

learning where the individual defines the objective, pace and process

## Civilian Education System

Significant transformation has taken place in the Civilian Education System. A civilian education system has been developed and implemented to ensure that the civilian cohort is educated on skills needed to be effective members of the total Army. The CES is congruent with the DoD Joint Leader Development Continuum that ensures civilian leaders at all levels are fully prepared, “think Joint intuitively”, and are fully prepared for the challenges of the future. The system provides a robust program of instruction to prepare civilians to assume more responsibility and a greater leadership role in the transformed Army as military positions are civilianized. The resident courses are augmented with distributed Learning (dL) to create blended course delivery. Civilians may complete any CES dL courseware as self development only.



TRADOC is piloting a sustainment training for senior level civilians to bridge an identified gap in education and training between the Advanced Course and Senior

Service College. Upon completion of the pilot and approval by the TRADOC Commander, the training will be integrated into the suite of CES courses.

## The Army’s Distributed Learning Program

Distributed Learning (dL) is the delivery of standardized individual, collective, and self-development training to Soldiers and units at the right place and right time, using multiple means and technologies, with synchronous and asynchronous student-instructor interaction. dL provides students, leaders and units with access to essential information and training anytime and anywhere.

The Army Distributed Learning Program is a Department of the Army program that was approved for implementation in 1996. TADLP is funded to field and sustain digital training facilities, Army National Guard distributed learning classrooms, courseware redesign, Army Classroom XXI training modernization, Basic Combat Training/One Station Unit Training complex, deployed digital training campuses, the Army Learning Management System, and Information Technology Training (e-Learning). The mission of TADLP is to improve training, enhance force readiness and support Army transformation by exploiting current and emerging technologies to aid the development of self-aware and adaptive leaders through lifelong learning, and the delivery of training and education to Soldiers and leaders at anytime and any place.

Distributed Learning supports the training and education goals and objectives of major Army programs. It is an integral component of the three domains (operational, institutional and self-development) of the Army training system, and complies with the guidance and priorities provided in *The Army Plan*.

# MODERNIZATION STRATEGY

Distributed learning methods include, but are not limited to, implementing training by: simulators; simulations; correspondence courses; audio conferencing; video Tele-training (VTT), and interactive multimedia instruction (IMI) completed at home, in a DL facility at an installation, or in a unit deployed at an operational site. TADLP DTFs and ARNG DLCs have been fielded throughout CONUS and OCONUS to provide access to training to both the AC and RC.

**Infrastructure.** DTFs provide Soldiers with an on-base location to access web-based, job related and professional courses away from the workplace and distractions of home. DTFs include networked computers that support CD-ROM based training, Video Tele-training equipment to support room based courseware transmission from remote sites, computer servers to support the network and provide a high-speed gateway from the classroom to Army intranets and the internet. Functional capabilities include a student learning space consisting of electronic messaging and DTF scheduling and collaboration tools.

DLCs are a state-of-the-art communications and learning-delivery system designed to support the National Guard's traditional and expanding missions at home and abroad. Using DLC resources, Soldiers can study foreign languages and improve skills in reading, writing, critical thinking and information technology. There are more than 300 specially designed multimedia classrooms throughout the country, linked by a terrestrial network and emerging satellite technologies.

**Courseware.** TADLP includes DA military and Civilian training and education: military occupational specialty courses; additional skill identifier, skill qualification identifier, and language identifier code courses; reclassification courses; officer functional

area and branch qualification courses; warrant officer technical certification; PME courses for OES, WOES, and NCOES; the Army civilian training, education, and development system; and functional training, task based training, self-development and education courses that can be delivered by dL.



**The Classroom XXI Program (CRXXI):** CRXXI provides the capability to uplink digital training from the schoolhouse to Reserve Component Soldiers, forward deployed campuses, other TRADOC schoolhouses, and digital training facilities. CRXXI technology provides Soldiers with 24/7 reach back capability for training access anytime/anywhere.

**BCT/OSUT Starship Complex:** BCT/OSUT offers Soldiers a place to live and train while providing instructors with a digital training presentation platform that provides access to digitally formatted training materials to optimize training.

**Army Learning Management System:** Army personnel can access training from anywhere they have access to a computer and the Internet with the development of the new Army LMS, which is currently being fielded at TRADOC installations world-wide. From the office, home or DTF, Soldier's will be able to meet their distributed learning needs 24/7 and have access to:



content, course catalogs and schedules, collaborative resources and training history. The LMS provides Army leadership at senior and unit levels, training officers and NCOs with the ability to manage their Soldier's careers from one location, saving time and money, and providing them with a powerful tool to manage their Soldiers' training more efficiently. Soldiers will also have the ability to track their own training history. The combined capabilities of DLS and the Army LMS will make training more efficient, delivery more flexible, and provide Soldiers the ability to track their own training history. The Army LMS is designed to touch every Soldier and civilian in the US Army, and will be the single source for Soldiers and their leaders to see training deficiencies, and to be able to address and direct their Soldiers to take the training they need to correct those deficiencies.

**Information Technology Training (e-Learning):** The Army e-Learning Program provides free training for every Active Army, National Guard, Reservist, ROTC Cadet and Department of the Army Civilian with access to over 1,500 web-based information technology, business, leadership, and personal development courses. These courses are accessible 24/7 from anywhere using an internet connection. Army e-Learning benefits include: opportunities for enlisted personnel promotion points, over 40 certification programs such as MCSE, A+, CISSP, Cisco, Oracle and more with personal mentoring, continuous learning points for civilian acquisition workforce, and some college course accreditation.

## Personnel Services and Management Modernization—An Evolving All—Volunteer Force



In concert with restoring enduring balance and modernizing the force, we continue to sustain and transform the Army Human Resource Enterprise, field the Army Modular Force and grow the All-Volunteer Force. Ensuring the right quality and quantity of personnel—whether Soldier, Army Civilian Corps employee or contractor—is at the right place and right time is testing our future personnel system.

Transforming the Human Resource Enterprise changes the way the Army manages and services its manpower (forces and structure). This includes AC and RC and their Families, Army Civilian Corps employees, veterans, retirees and contractors. It includes the transformation of personnel and HR organizations, manpower and personnel programs, policies, processes and systems, to ensure Joint readiness and interoperability, while continuing to meet the service-specific requirements of our All Volunteer Force.

### Human Resource Enterprise Transformation

The streamlining of battlespace personnel/unit footprint improves the speed and quality of HR support to Soldiers on the battlefield. The Defense Integrated Military Human Resources System and other integrated HR systems will serve as the information technology platforms through which we will accomplish many of these support functions. The Army currently relies on five major databases and over one hundred different applications, subsystems, reports and queries to manage manpower and personnel services. Many of these databases and subsystems use different data standards and protocols, making modernization and integration complex and expensive.

A single, integrated military personnel and pay management system is critical because it will allow better tracking of Soldiers from home station through mobilization to the battlefield and back; it will enable us to manage and safeguard sensitive personal identity and friendly force information in a media-rich environment; and it will enable us to better monitor and manage the Operational Tempo of individual Soldiers.

The Army personnel community continues to improve data quality, reduce redundant manual input of common data elements and eliminate manpower intensive analysis of raw information. These improvements—complemented with efficiencies realized from the enterprise approach to Army HR systems, business process reengineering, leveraged web technology, data cleansing and preparing for a multi-component DoD pay and personnel system—will improve strategic responsiveness, enable Army transformation, enhance personnel services and provide reach capability, thus enabling reductions in redundant layers of personnel staff on the battlefield.

Additionally, the Army is restructuring through Base Realignment and Closure (BRAC), which will divest the Army of unnecessary installation infrastructure and will use the resultant savings to improve the fighting capabilities and quality of life for military forces. As a result of BRAC, Army Human Resources Command will relocate and consolidate all functions at Fort Knox, Kentucky, where it will co-locate with U.S. Army Recruiting Command and U.S. Army Accessions Command to form the Army HR Center of Excellence. GDP will restation about 70,000 Soldiers from bases in Europe and Korea back to CONUS.

## The Enterprise Approach

The Human Capital Management (HCM) Domain continues to strengthen M&RA/G1 governance and portfolio management policies to enable focused, capabilities-based information technology investment decisions for the enterprise. Complementing the HCM Domain's investment decision making processes is an enterprise architecture that defines the operations, systems and technical views for the Army's human resources enterprise. The enterprise architecture is focused on the future state of the enterprise and establishes a baseline for the Domain's enterprise transition plan. The architecture includes the first

working instantiation of the Army's Service Oriented Architecture with the Human Resource Command's cutting edge implementation of an Enterprise Service Bus. The enterprise's SOA architecture will provide greater flexibility for the integration of persistent systems with DIMHRS during its debut in October 2008 and will significantly reduce risk. Even with successful DIMHRS implementation, the requirement for a number of persistent systems to support manpower, training, casualty management and initial entry requirements remain.

HR Enterprise Transformation employs the Lean Six Sigma (L6S) methodology for improving the process flow of how we acquire, distribute, develop, deploy, compensate, sustain and structure all categories of personnel in all components. It enables us to optimize how we organize, equip, train and employ our personnel, units/agencies and systems on both the battlefield and in garrison.

## Personnel Services Delivery Redesign

As the Army's HR response to transformation, PSDR leverages web-based systems, connectivity and bandwidth to support our expeditionary Army. This redesign eliminates support layers and minimizes support unit footprints in the battle space. PSDR embeds critical personnel functions in the S-1 section, enabling the brigade to bridge directly to CONUS-based HR professionals to accomplish personnel services tasks such as creating modular, scalable and flexible new theater-level Adjutant General units to support casualty, postal, reception, replacement, return to duty, R&R and redeployment (R5). PSDR eliminates the need to unplug personnel services capabilities from a garrison structure to support wartime deployments, empowering commanders to provide HR services directly to their Soldiers.



The Army is employing a four-phase PSDR implementation plan with the completion of redesign for all components by fiscal year 2009. Implementation is synchronized with the AMF Plan, operational deployments, *Army Campaign Plan*, Global Defense Posture Review, Installation Management Command (IMCOM) and Force Stabilization.

## Manning the Force

The Army continues to address the necessary refinements concerning the proper mix of manpower among the military, Civilian Corps and contract support requirements. This ongoing refinement process ensures that Army clearly delineates core and non-core functions in the effort to outsource or privatize non-core functions.

Unit Focused Stability sets the condition for the Army to build more deployable combat units. The Army will continue to be manned to achieve and maintain readiness, combat effectiveness, deployability and stability in support of Army priorities. However, the primary focus for all personnel resources is manning transition teams, deployed and deploying forces.

The Army will establish policies for the length, frequency of tours and number of deployments for the AC/RC. This will lead to a thorough force structure analysis that will result in recommended force structure adjustments, including the identified required adjustments to the AC/RC force mix. The metric for success for all actions will be the decrease of turmoil on units, Soldiers and Families, resulting in increased combat readiness throughout the Army.

## Force Stabilization

The driving concept behind Force Stabilization is to produce highly cohesive combat teams capable of increased operational effectiveness while decreasing turbulence and increasing predictability and stability

for Soldiers and their Families. To achieve unit cohesion and higher operational capability in our combat units, the Army must:

- Synchronize assignments of large numbers of Soldiers with training and employment of units
- Manage personnel gains and losses to reduce daily personnel turnover stemming from the individual replacement system
- Manage force modernization and force structure changes within the Force Stabilization concept

Force Stabilization is supported by two manning strategies: Stabilization and Unit Focused Stability. With Stabilization, all Soldiers CONUS-based are eligible to be stabilized at their current assigned post for longer periods and will be moved by HRC, based on needs of the Army, leader development, and individual preference. Although Soldiers in higher-density military occupational specialties and at larger installations are likely to be stabilized longer than those in lower-density MOSs or at smaller installations, all Soldiers can expect to be assigned to their posts for greater periods of time than previously. Stabilization meets the Chief of Staff Army's (CSA) intent to stabilize Soldiers for longer periods and reduce permanent changes of station, while offering Soldiers and Families in CONUS predictability and stability in the unit and community.

Unit Focused Stability serves as a key personnel enabler for supporting the Army Force Generation readiness methodology. Unit Focused Stability is supported by two manning methods, cyclic and lifecycle manning, which are applied based on unit mission, operational requirements and the overall situation. The CSA has approved cyclic manning as a method but not yet for implementation. Lifecycle manning has been approved by the CSA and will affect all maneuver BCTs. In coordination with G-3, Army G-1 has established

the lifecycle implementation schedule, based on current and future operational deployment and redeployment time lines, as well as the current modular transformation schedule.

Currently, 19 BCTs underwent lifecycle management, with the goal of executing LM for all BCTs (except those in Korea and Germany) by fiscal year 2011. Under the LM model, Soldier assignments to that unit are synchronized to its established 36-month lifecycle. Soldiers arrive, train and deploy together during the unit lifecycle, providing commanders and Soldiers with a predictable environment where they will be able to build, train and sustain high-performing, cohesive teams. Because each Soldier's timeline will be synchronized with the unit's lifecycle, issues of non-deployability will be reduced, as should turbulence caused by PCS/Expiration Term of Service until the end of the unit life-cycle. Also, RC Soldiers who are not affiliated with a unit (IRR and IWP) will be screened, supported, developed and trained in accordance with the Deployment Cycle Support Process. Together, these strategies support Force Stabilization and provide the Combatant Commander with more deployable, combat-ready forces while also benefiting the Soldier and his family at home.

## Fully implement the Army Force Generation (ARFORGEN) Process

The Army is committed to fully manning, equipping and training the force to 100% of the Nation's requirements. In an environment of constrained resources, the Army prioritizes distribution of resources to units preparing to deploy and for critical domestic mission requirements. The Army uses the Army Force Generation model to project changes in priorities as units move through a structured progression of increased unit readiness over time. This structured model results in recurring periods of availability of trained, ready and cohesive units

prepared for operational deployment in support of Combatant Commander's requirements. Operational requirements drive training and readiness objectives and priorities that support synchronization of institutional functions to man, organize, equip, train, sustain, source, mobilize and deploy cohesive, well led, well equipped and well trained units.

The *Army Campaign Plan* uses ARFORGEN as the process to provide Combatant Commanders and Civil Authorities with trained and ready Modular Expeditionary Forces, tailored to Joint mission requirements, and capable of conducting full spectrum land operations in persistent conflict. ARFORGEN's central focus is on management of forces for employment and next-to-deploy units.



Following the ARFORGEN cycle will greatly contribute to predictability for Soldiers and Families. Units rotate through three ARFORGEN force pools identified as Reset/Train, Ready and Available to meet operational requirements. The Reset/Train phase allows Soldiers to Reset with Families, go to professional development schools, and transfer to new units. During this phase units also receive personnel replacements and conduct individual and small unit training.

# MODERNIZATION STRATEGY

Units in the Ready Force pool continue mission-specific collective training and are eligible if necessary to meet Joint requirements. Units in the Available force pool are in their planned deployment windows and are fully trained, equipped and resourced to meet operational requirements.

Units are task organized in modular expeditionary design or force packages tailored to specific mission requirements. Due to current unit equipping shortages, the Army equips units from a combination of sources, including the unit's on hand equipment, new production, depot production and cross-leveling. When a unit enters the ARFORGEN pool they turn over much of their equipment for repair and they transfer some equipment to units that are significantly closer to their next deployment date. Also, because of Army-wide equipment shortages, some equipment is not available to units until after they arrive in theater and receive equipment from Theater Provided Equipment.

ARFORGEN is designed to be a three-year cycle for the AC and a five-year cycle for the RC. The rate of deployment for AC units currently a two-year cycle with BCTs averaging one year at home in a combined Reset/Train and Ready pool before they enter the Available pool and deploy for up to 15 months. To support the GWOT, we must have legal processes that allow for routine periods of employment and potential contingency operations as part of the ARFORGEN cycle--a structured progression of increased unit readiness over time.

## Active Army Strength Forecaster

A2SF is a suite of newly redesigned suite of models employing the latest algorithms and IT to provide state-of-the-art strength management and forecasting for the active Army. A2SF increases flexibility in modeling manpower policies and programs; provides greater accessibility through web-based

technology; improves projection accuracy; and reduces operation and maintenance costs. Continuing system maintenance, enhancements, and adjustments ensure the system remains current and responsive to Army forecasting requirements as the future evolves. A2SF capabilities include:



- Provide monthly historical tracking, required strength reporting and accounting as required by Congress, Title 10 and OSD
- Provide continuously reformulated forecasts for monthly projections of losses (by type), accessions, reenlistments, strengths by identity (Officer/Enlisted/USMA Cadets), strengths by grade, gender, skill, Operating Strength, "TTHS" strength and Operating Strength Deviation
- Incorporate policies and programs enunciated by DMPM and changes in the Force Structure into Strength forecasts
- Provide base strength for distribution planning by HRC, development of USAREC accession missions, DMPM reenlistment goals, formulation of the President's Budget, guidance regarding force maintenance and balance by skill (including



application of enlistment/reenlistment bonus funding) and promotion selection objective recommendations

- Produce the Active Army Military Manpower Program, which portrays the future evolution of the Active force through the POM years

A2SF forecasts support the Army's accession, retention, reclassification and training mission, as well as provide data in support of the Army's resource allocation models, the training models and the enlisted distribution models. Reports from these models provide data for use by the Army Budget Office in development of the Military Personnel, Army appropriation requirements, Human Resource Senior leader decisions and policies, congressional inquiries and every aspect of personnel management.



## Recruiting

The Army can grow only if it can recruit. Significant initiatives to modernize the supporting information systems for this critical mission are ongoing. Army recruiters must be able to show detailed information on the full range of job opportunities, duty locations, training availability and incentives to perspective recruits. It is understood that the Total Army Force

includes Active, Reserve and National Guard, as well as Army retirees recalled to active service. Each of these components has distinctive needs which must be considered in balancing the program for the Total Force.

To set conditions for sustained success in achieving annual recruiting missions, US Army Accessions Command must:

- Recruit and train for today's Army, with a view towards preparing for tomorrow's challenges
- Instill discipline, Army Values and Warrior Ethos
- Incorporate enduring lessons learned from a combat-seasoned force, sustain a comprehensive research agenda, innovate and adapt to leverage advancing technology and the human potential of our volunteers
- Seek out, share, and embrace best practices, and constantly seek to establish more effective relationships with our Soldiers, our leaders, our Army and the American People we serve

Furthermore, our approach must appeal to recruits, influencers, Civilian personnel, Soldiers and leaders alike, uphold the Army values, and foster attitudes that are motivated by a desire to serve our country, committed to the challenging work we do and adaptable to the changing dynamics of our mission.

Spurred by the developments of the Accessions Summit held October 2007, USAAC has begun down the path to fundamentally change the accessions process by addressing the cultural and organizational framework. Partnering with the entire accessions community of interest, the command will focus on the following areas to "Grow the Army" and sustain the All Volunteer Force:

# MODERNIZATION STRATEGY

- Change the Army marketing and advertising approach
- Explore opportunities that expand the current market to include high quality legal immigrants
- Increase component recruiting integration
- Invest in education and health programs
- Review officer accessions and support transition to officer command structure
- Resource the Generating Force to better support Army accessions requirements
- Increase AMEDD (Health Services Professionals) recruiting

The Army is expanding the capability to provide this individualized counseling beyond the Military Entrance Processing Station and directly to 18,000 AC, ARNG, and USAR recruiters and staff members by web-enabling the recruiting systems. Additional web-enabling initiatives are underway to allow interested civilians to query Army job opportunities without the immediate or direct assistance of an Army recruiter.

Concurrently, the technical infrastructure must be upgraded to meet the user response requirements and to maintain compatibility with modern operating systems and security requirements. By fully utilizing cross-command assets and modern computing technologies, the recruiting systems will have continuity of operations from separate Midwest and East Coast facilities. The Army will continue to improve the accession process as technology changes.

Recruiting Objectives for 2008 and beyond: The Army is testing a flexible values-based incentive called the Army Advantage Fund to gain a competitive advantage for attracting eligible individuals who would have otherwise not considered the Army as a career choice.

The AAF incentive offers qualified individuals a lump sum utilized as equity towards home or business ownership for a specified term of service.



## Retention

For units, retention continues to be the unit commander's program for maintaining unit readiness and stability. It is mission critical to provide worldwide access to deployed and CONUS units to match the needs and desires of individual Soldiers. Army unit strength and Soldier retention policies and incentives are constantly being updated. Updates such as stop-loss, reenlistment incentive criteria, changes to MOS, training availability and RC unit vacancies must accurately replicate throughout the Army systems, and be available immediately to unit commanders and Soldiers within the reenlistment eligibility window. It is an imperative that the Army maintains critical 'technical' skills. This extends beyond the traditional medical and legal communities. Special compensation is also the most logical way to retain personnel with engineering, technology and communications skills.

The Army recognizes that restoring balance is all about people: Soldiers, their Families and the

civilian workforce. Our Soldiers and their Families depend on the Army for care, support and services equal to the sacrifices they make, in this era of persistent conflict. Our Nation depends on the best quality Soldiers and Families defending freedom. Addressing the needs of Soldiers and their Families is essential to recruiting, training, and retaining a force with the capacity and depth to meet current demands.

and customer focused, providing measurable, leading edge results

These enhancements will be accomplished through the deployment of the National Security Personnel System, Army Leaders for the 21st Century, New Army Civilian Human Resource Environment and through business transformation using L6S.

## National Security Personnel System

NSPS represents a landmark transformation of civilian personnel management by changing the way the Army attracts, retains, rewards, and develops its civilian employees. This is a system that will give us improved opportunities to accomplish the challenges we face now and in the future by:

- Holding supervisors and employees accountable for results tied to mission requirements
- Providing broad pay bands to allow employees to be easily transferred to other work assignments and opportunities
- Motivating employees by rewarding them for performance and contributions
- Simplifying and streamlining recruitment and internal hiring and staffing processes
- Promoting skill development and advancement opportunities, while maintaining employee rights and legal entitlements

NSPS is a phased process. Each phase is known as a Spiral, and each Spiral may have multiple increments. On 30 April 2006, DoD converted approximately 11,000 non-bargaining unit employees. The Army has now successfully transitioned over 68,000 non-bargaining unit employees to NSPS and another 700



## Army Civilian Corps

Planned modernization enhancements to personnel programs and systems affecting the Civilian workforce are captured in four primary strategic objectives:

- Development of diverse, world-class enterprise leaders who effectively manage and lead people in a Joint environment
- Sustainment of a diverse and agile Civilian Corps capable of seamless integration into the Total Force
- Development of a mission-focused, results-oriented workforce that is strategically aligned



are scheduled to be included by April 2008. Robust NSPS training efforts will continue worldwide in fiscal year 2008 to train many thousands of converted Civilian Corps employees. Military leaders and supervising civilians must also be trained in order to appraise the performance of civilian employees.



## Revitalize Soldiers and Families

Attending to the needs of our Soldiers and their Families is critical to an expeditionary Army at war. The Army is launching a comprehensive package of Soldier and Family initiatives that will enhance the strength and resiliency of Soldiers and their Families. The Army is also continuing its efforts toward revitalizing our Soldiers and Families through full resourcing and implementation of the Army Medical Action Plan and the Soldier Family Action Plan. Additionally, the Army is aggressively reviewing and modifying policies and procedures in concert with pursuing legislative proposals seeking amendments and new authorities to more effectively meet the needs of the All-Volunteer Force. These enduring efforts will ensure that the needs of our Soldiers, civilians, Families and survivors are balanced against the needs of an Army at war.

## The Army Covenant: Enhancing the Resiliency and Well-Being of our Soldiers, Civilians and their Families

Providing for the well-being of the Army Family is a fundamental leadership obligation. The well-being of our Soldiers, civilians and their Families is based on major life domains such as their standard of living, health, career, community life, and personal and family life. A sense of well-being in these major life domains enables Soldiers to focus on and perform the Army's mission, establishes a quality work-life balance and enhances their commitment to serve in the All-Volunteer Force. The Army must continue to assess and improve programs and services that provide for the needs of its Soldiers and their Families. Providing support for the well-being of our people strengthens the Army's ability to compete for human capital while also affecting organizational outcomes such as recruiting, retention, readiness and morale.

The Army Family Covenant represents a \$1.4 billion commitment to improve the quality of life for Army Families. It formally recognizes the sacrifices made on the home front while the Army is at war and pledges to standardize funding for existing Family programs and services. The covenant also seeks to increase the accessibility and quality of health care, improve Soldier and Family housing, ensure excellence in schools, youth services and child care and expand education and employment opportunities for Family members.

In the last two to three years, the Army has privatized and improved almost 80,000 homes on 36 installations and opened 40 new childcare centers, with another 22 on the way. The Army also recently spent \$50 million to hire new healthcare providers for Soldiers and their

Families, and is working with lawmakers to help Army spouses gain priority for civil service jobs. There are also family readiness support assistants at the battalion level.

## Soldier Benefit System Website

The SBS website (<http://myarmybenefits.us.army.mil>) is the Army's official one-stop resource for all benefits information in two distinct areas. Built on an expandable platform, the SBS website contains general benefits information that is easy to use, current and accessible to the general public, Soldiers, Family members and retirees. When accessed via the Army Knowledge Online (AKO) site SBS provides a password protected environment for all active duty Soldiers, linked to current DEERS data. This feature provides personalized survivor, disability, and retirement benefits reports. Additional website features include customized fact sheets of essential benefits information, in both English and Spanish, on over 100 topics; local benefit resources at all major Army installations worldwide; survivor planning with personalized reports that projects the lifetime stream for the Family's benefits that would be provided to beneficiaries upon the death of a Soldier on active duty; personalized retirement and survivor planning with features that allow Soldiers to perform "what if" drills.

The most recent expanded capabilities include a clear, accurate, integrated benefits report for Casualty Assistance Officers to provide surviving Family members and an interactive tool for Army Wounded Warriors to calculate his/her estimated disability rating and disability retirement income based on the combat and combat-related injuries listed. An additional module under development provides an Army Wounded Warrior sustaining income feature which provides income estimates while Soldiers are hospitalized and a disability calculator enhancements

feature that expands the current seven combat/combat-related categories targeting those with injuries less than 30% disability rating.



## Soldier and Family Assistance Centers

Soldier and Family Assistance Centers (SFACs) are user-friendly centers offering critical support services to Warriors in Transition (WTs), following injuries or combat wounds, while defending our Nation. This holistic approach to attending to the needs of WTs and their Families brings their most frequently needed services, to one location, near their medical treatment facility. Advantages provided by SFACs include:

- Cut time to services, giving Soldiers quicker access to help
- One-Stop Shops for: employment assistance, social services, legal assistance, military personnel, finance and education services
- More Than One-Stop—the SFAC also gives WTs and Family members access to travel claims processing, Department of Veterans Affairs, Army Wounded Warrior resources and a friendly helping hand
- Nurturing, morale-building, and convenient place to help WTs heal challenges
- Instill discipline, Army Values and Warrior Ethos

Army Leadership mandated improvement in services for WTs and Families; SFACs are one of many essential responses to that mandate. Many facilities have been set up and new directors have been assigned, throughout the United States and in Europe. Those directors and

their Army Community Services Directors met early in December to map their plans for the future.

Installations are currently building or renovating structures that will become the SFAC hubs, and most report being ready to operate fully by the end of January 2008. Extensive training for all SFAC staff on care, support, and services is on-going. Europe will also serve a widely-dispersed population of Warriors in transition through garrison assets.

This program helps the Army by taking care of Soldiers and Families, as well as by showing the Army's commitment to those whose sacrifices make the Army strong. SFAC facilities, often referred to as campuses, are a user-friendly environment where WTs and their Families can devote all their energies to the mission of healing and transitioning—either back to their units or to new lives as productive citizens. Additional services are being planned as the SFAC mission grows to meet greater demand. For more information: <http://www.imcom.army.mil/site/command/armyfamily.asp>

## **Family Readiness Groups and Special Initiative:**

Family Readiness Groups (FRG) function as a communications mechanism, bringing facts to the families from command, and serving as an informal chain of concern to bring issues back up to command. They are integral to the morale and support of Soldiers and Families before, during and after deployments. It is structured based on the needs of the unit; some FRGs are large, very active and all encompassing to include parents, friends and significant others in their information chain while others are small and tailored only to the immediate requirements of a non-deployed unit.

A new system, the Virtual Family Readiness Group (vFRG) web system, provides all of the functionality of a traditional FRG in an ad-hoc and on-line setting to meet the needs of geographically dispersed units and Families. Unlike FRGs that are immediately located with the unit, the vFRG links the deployed Soldier, their Family, the FRG leader, the unit commander, the rear detachment and other family readiness personnel on their own controlled access web portal to facilitate the exchange of information and provide a sense of community, using technology to automate manual processes and provide enhanced services and communications.

Over 1,100 vFRGs are established linking Families on the home front to those forward deployed. The Army has limited development of vFRG sites to units at the battalion-level and higher in an effort to serve the most Soldiers and Families across the Active, Guard and Reserve. Waivers are available for separate companies and other non-battalion units with special needs. The vFRG is being redesigned to address feedback from users and administrators and improve end user experience. Marketing of these resources to commanders and Families is an integral part of the way ahead.

Family Readiness Groups are critical to maintaining the strength, morale and information chain for Soldiers, Families and commands. Elements such as the vFRG program have proven to be overwhelming successes as additional information sources directed to Family members of Soldiers within the command. FRGs leverage command and Families; vFRG leverages technology for providing up-to-date information and connecting Families and commands. For more information: <http://www.armyfrg.org>





## Improved Care for Warriors in Transition

### US Army Wounded Warrior Program (AW2)

The focus of the AW2 Program is on the most severely wounded, injured and ill population throughout the Wounded Warrior Lifecycle, from evacuation through the transition back to the force or to Veteran status, indefinitely. The Army recognized that those Soldiers suffering from illness or injuries incurred after 10 September 2001 in support of the Global War on Terrorism that need it most will be supported with the assistance, advocacy, and support they need when and where they need it. AW2 Soldiers are those who have received, or are expected to receive a 30% PEB

finding for at least one Special Category/ Enabling Care condition in categories such as: Amputation; Blindness/Vision Loss; Spinal Cord Injury/ Paralysis; Post Traumatic Stress Disorder (PTSD); Permanent Disfigurement; Severe Burns; Traumatic Brain Injury (TBI). These categories fall within the “Special Category (SPECAT) patients” defined in AR 40-400 “Patient Administration.”

The Soldier Family Management Specialist (SFMS) is the “boots on the ground” AW2 Agent to assist, support and advise Soldiers and their Families during medical treatment, in navigating federal, state and private benefit systems; and link them with selected financial, educational, employment, legal and medical resources. Since the WTU Triad is the primary support entity for the SFMS it is fully supported by AW2 Staff Specialists who are Subject Matter Experts in critical area as such as Medical, Military Human Resources, Finance, Employment and Strategic Communications.

For AW2 Soldiers the TRIAD support system includes the AW2 SFMS. The TRIAD and SFAC personnel must understand the capabilities the AW2 Program provides for the most seriously wounded, injured, ill Soldiers and their Families. The TRIAD will refer Soldiers they believe to be AW2 injury eligible to the AW2 SFMS and incorporate the SFMS into the TRIAD support system. For Soldiers that are already identified as AW2, the AW2 SFMS and the TRIAD will perform a case review. The TRIAD (especially the NCM) and AW2 SFMS will communicate issues, concerns and Soldier status. The AW2 Program is also a resource for the TRIAD to leverage additional assistance for regulatory and policy roadblocks they may encounter. The AW2 SFMS is the single point of contact for referring AW2 Soldiers to and interaction with the Federal Recovery Coordinator.

AW2 serves as an advocate and change agent to implement lessons learned to adjust policy and

increase the responsiveness and effectiveness of our medical and benefit systems. These services to Soldiers are not limited by geography or physical locations or constrained by recovery or rehabilitation timelines—AW2 provides counseling and assistance throughout the lifetime of the Soldier.

AW2 works with Soldiers in coordination with Army Career and Alumni Program on career plans and employment opportunities beyond their Army careers. It helps keep Soldiers in the Army by educating and facilitating COAD/COAR application efforts. AW2 has well established partnerships with veteran service organizations, non-profits and other individual and corporate partners for the individual benefit of Soldiers and Families.

Soldiers are tracked and managed utilizing an application within the Wounded Warrior Accountability System (WWAS) that operates on real-time, authoritative data directly from the source to empower AW2 with the total Soldier situation.



## Wounded Warrior Accountability System

As a result of the February 2005 U.S. General Accounting Office Report, the Wounded Warrior Accountability System was created to track and

account for our severely wounded, injured and ill Soldiers. This integrated data architecture has been designed to provide accurate and timely data from authoritative sources and to track Soldiers through the Wounded Warrior Lifecycle, which begins at point of injury, through medical treatment and rehabilitation, to the Medical Evaluation Board and Physical Evaluation Board processes, through return-to-duty or transition to civilian life. The system is a single source for tracking, managing, and reporting while eliminating or reducing data inconsistencies and redundancies and increasing data accuracy. In the end, it improves support of the Wounded Warrior and their Family. WWAS currently supports operations for the AW2 Program as well as the Wounded Soldier and Family Hotline. Changes are being implemented to provide Warrior Transition Unit leadership and case managers with access to WWAS data and application capabilities—further integrating support mechanisms for our Wounded Warriors. WWAS is also working to integrate data with the Department of Veterans Affairs, Social Security Administration, Department of Labor, Defense Eligibility Enrollment System and Defense Integrated Military Human Resources System.

## Warrior in Transition

A Warrior in Transition (WT) is a Medical Hold-over, Active Duty Medical Extension, Medical Hold, and any other active-duty Soldier who requires a Medical Evaluation Board, or has complex medical needs requiring six months, or more, of treatment or rehabilitation. Initial Entry Training (IET) Soldiers are eligible only if they require a Medical Evaluation Board or when deemed appropriate, by the local MEDCOM commander and the IET Soldier's commander. A Soldier's mission, while assigned to a Warrior Transition Unit (WTU), is to heal. Soldiers assigned to a WTU may have work

assignments in the unit; such work may not take precedent over the Soldier's therapy and treatment. Unit commanders must clear UCMJ actions, other legal actions, investigations, property/hand receipt issues and Line of Duty determinations, prior to the transfer to the WTUs. (FRAGO 1 Annex S to EXORD 118-07)

### Warriors in Transition duties:

- Work as hard to heal as they work on defending freedom
- Follow instructions of their "Triad of Care:" physician, nurse case manager and squad leader of the WTU

The Army continues to open assistance centers to centralize services. We continue to work with the Department of Veterans Affairs to streamline procedures, eliminate duplication, and provide maximum benefits allowed to WTUs.

- WTUs get priority at installations
- WTUs top lists for quarters, to ensure they get high-quality housing, close to services they need, with minimal delay
- WTUs provide centralized support and rehabilitation; Soldier and Family
- Assistance Centers (SFACs) perform most other services to meet WTUs' and their Families' needs
- Finance and other issues get resolved without delay; WTUs or their advocates need only ask

Changes in the Army's health care delivery system have become visible, even to the untrained eye. What's more, the Warriors in Transition and Families under the care of that system have begun to feel the results of those changes.

- Warriors in Transition and their Families focus on healing
- WTUs get individualized treatment from the Triad of Care
- A physician, nurse case manager, and military squad leader participate actively in the Soldier's and Family's healing process
- The WT responds better because of the attention the Triad pays to details
- Morale increases as success occurs more quickly
- The Army has adopted many procedures from private sector health care and from lessons learned in military treatment facilities, to open communication channels between WTUs and medical decision-makers:
- Encourage WTUs and Families to express exactly what their needs are
- Treat each person according to those individual needs
- Ensure Triad members communicate with one another on the treatment
- Ombudsman listen to WTUs, Families, and the Triad, when things don't work the way they should, then recommend improvements in the process

### More changes

Continuing to listen will refine the processes now in place which work so well. The Army will add specialized caregivers as they become available in the system and will continue to add services as resources permit. This will give WTUs greater access, within the WTU, to more services and give Family members more opportunities to get involved directly in the healing process.



# MODERNIZATION STRATEGY

A Soldier's morale is one of the most powerful motivating factors in the arsenal. Any setback, no matter how slight, often can get in the way of the Soldier's performance, no matter what the duty. When the Army shows its investment in Warriors in Transition, they invest more in their own recovery and they achieve success more quickly, more completely, and more permanently.

For more information: <http://www.armymedicine.army.mil/amap/amap.html>



## Warrior Transition Unit Cadre

The Warrior Transition Unit (WTU) cadre makes sure Warriors in Transition are well cared for and receive the medical treatment, services, and support needed during recovery. The Army's Warrior Ethos describes it

best: "Never Leave a Fallen Comrade." Here's how:

- Encourage WTs to focus on healing
- Get Soldiers to medical appointments, therapy sessions and on track with treatment plans
- Lead WTs through the full spectrum of administrative and Family support services, like pay, housing, benefits, transportation, vocational training and life skills coaching
- Provide meaningful duties for WTs able to participate
- The Army has assigned top-notch staff and cadre to manage the 35 activated WTUs and nine Community Based Health Organizations. These specially designed activities provide holistic care to wounded, ill, and injured Soldiers and their Families better than ever:
- Approved special duty pay for Squad Leaders and Platoon Sergeants
- Trained cadre in specialty skills for serving their fellow Soldiers in need
- Increased promotion opportunities for cadre members serving in WTUs
- Stabilized cadre tour assignments to ensure continuity for WTs

Plans call for cadre training improvements. With that, WTs and cadre will be able to provide feedback to the Army, as a way to help develop better care and treatment delivery for future WTs. Topping the list are increased professional development and training opportunities for cadre members.

Soldiers are the best advocates for their Soldiers. They can help guide Warriors and Families, in need of healing, through the benefits and services process. Since more

than 70 percent of Soldiers who are wounded, ill, and injured have the potential to return to military duty, the Army needs the WTU cadre to help maintain the military environment while providing compassionate service to their fellow Soldier. The Army has made a commitment to serve each of these Soldiers and their Families for life, and vows never to violate the Warrior Ethos: "Never Leave a Fallen Comrade."

Warrior Transition Unit Cadre information: <http://www.armymedicine.army.mil/amap/amap.html>

### **Community Based Health Care Organization Program (COHCO)**

The Army has a new program called The Community Based Health Care Organization. This program allows a recuperating Reserve Component Soldier to obtain services from medical facilities near home, while remaining on active duty. CBHCOs provide Reserve Component Warriors in Transition high-quality health care and administrative processing through nine CBHCO units, managing more than 1,300 Soldiers, who live in all parts of the country.

Mobilized Army National Guard (ARNG) and Reserve Soldiers work within CBHCOs, exercising command and control and clinical oversight, for their component's WTs undergoing medical treatment, through Military or TRICARE network providers in their local area. Army Medical Command's four Regional Medical Commands manage the CBHCO program and the care WTs receive.

Experienced nurse case managers coordinate healthcare appointments, track WT's progress, and ensure care meets Army, and TRICARE, standards. More than 350 ARNG, and many AR Soldiers, are assigned as cadre in support of CBHCOs, alongside their fellow RC health care professionals.

The Army Reserve and ARNG continue to support

the CBHCO mission by mobilizing both C2 and Army Medical Department personnel, from a number of states, to work with the CBHCO WTs. This support brings Reserve Component expertise to health care, and to the individual requirements faced by these WTs. The Army Reserve and the ARNG remain committed to supporting the medical needs of their Warriors in Transition and Families. The RC also will continue to extend services to deployed Soldiers' Families throughout the mobilization cycle. For more information: <http://www.armymedicine.army.mil/tools/links.html>

## **Improved Support For Families Of Fallen Soldiers**

### **Army Long Term Family Case Management**

Families of deceased active-duty Soldiers can receive an extended level of support from a long-term care program the Army launched 18 months ago. The Army Long Term Family Case Management program provides long-term support to Families of fallen Soldiers by helping them through the often painful and sometimes arduous steps toward receiving benefits and various other types of support. In the past, casualty assistance officers generally made themselves available to Families at the early stages of the mourning process, at least through a fallen Soldier's interment. But in the months and years following the loss of a loved one, unresolved issues and questions often surface regarding benefits and support services. Now support coordinators with Army Long Term Family Case Management contact the Family about six months following the loss of a loved one. The coordinator maintains an "open dialogue" with Family members for as long as they find it helpful. As part of ongoing efforts to better assist Families of fallen Soldiers, Army Long Term Family Case Management added 11 new categories to the Support Program section on its Web site. Each category contains brief summaries and contact information for

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both National and local programs related to careers, children and youth, counseling, finances, emotional support, education, healthcare, legal assistance, military and government, peer support, religion and substance abuse.

Army Long Term Family Case Management's support coordinators personally provide ongoing support to Families of fallen Soldiers the months and years following their loss. ALTFCM is a service provided by the Army's Casualty and Mortuary Affairs Operation Center. To date, ALTFCM has served over 5,000 Family

members and distributed more than 600 million dollars in retroactive benefits.

The program also follows Congressional legislation that pertains to benefits programs offered to Families of deceased Soldiers. The information can be found in the Support Programs section of [www.ALTFCM.army.mil](http://www.ALTFCM.army.mil). Families of fallen Soldiers are encouraged to contact ALTFCM for personal assistance, or benefit concerns, by calling toll-free 1-866-272-5841; visiting the Web site, or by e-mail to <http://www.ALTFCM.army.mil>



## Facilities Modernization— Posturing Installations to Balance Warfighter Readiness and Quality of Life

ANNEX B



The Office of the Assistant Chief of Staff for Installation Management (OACSIM) is committed to ensuring that Soldiers and units are provided with the facilities and infrastructure necessary to support a 21st Century Army. OACSIM must balance meeting construction demands while maintaining or enhancing services to Soldiers and their Families.

### Installation Modernization Strategy

The combined affects of fielding the Modular Force, Base Realignment and Closure (BRAC), Global Defense Posture Realignment and Grow the Army has resulted in the largest construction program since World War II. The Army cannot afford delays in delivering facilities that support the arrival of modernized equipment before they are ready to be housed, maintained, trained or sustained. OACSIM and its executing agents, the Installation

Management Command (IMCOM) and the US Army Corps of Engineers (USACE), continue to seek innovative solutions to ensure installation infrastructure and facility requirements are properly identified and validated. Achieving a high degree of synchronization between these three agencies in order to provide functionally and operationally relevant facilities is the key. Facilities now set the conditions for sustaining, training, maintaining, deploying and recovering units and are enabled to adapt to insertion of Future Force technologies as they are ready to be adopted.

Our installations must support a mix of Current and Future Forces. Modernized facilities are using a new generation of adaptive, multi-purpose standard designs. As such, new generation facility standards and criteria are based on validated facility requirements identified for the 2015-2020 Army in coordination with the Army Staff proponent for the facility type. Inherent with this approach is the goal to reduce repetitive construction through flexible and reconfigurable facility designs. These “flexible” designs maximize space utilization as more than one function or task is performed in the same space with little to no modification.

Many of these facilities are also incorporating a high degree of digital data and communications connectivity enabling units with unprecedented situational awareness. Digitally enabled facilities support reach operations and reduce the deployed force footprint. They also provide a resource multiplier by the using the same digital capabilities to conduct mission planning and rehearsal, and embedded or distributed training. OACSIM and USACE are developing new facility standard designs that are mission focused, digitally enabled, reducing the time to prepare, deploy and Reset.

# MODERNIZATION STRATEGY

In order to speed up the delivery of facilities, USACE developed the Military Construction Transformation process (MILCON Transformation or MT). This MILCON delivery strategy is targeted towards capturing industry methods and practices to deliver facilities faster, safer, greener and more economically. As USACE moves through the third transition year in 2008, the MT process continues to be refined as observations and lessons learned are incorporated into the next project to be executed. MT has also offered an opportunity to strike a balance and achieve a more equitable distribution of Army MILCON resources to meet fielding and stationing timelines as well as the flexibility to adapt to change.

IMCOM is also assisting USACE with implementing the MT process by maximizing the opportunity to improve the “look and feel” of installations. The construction demand facing the Army provides a one-time opportunity to achieve a common within the “look and feel” of our installations. As whole sections of installations are developed, IMCOM will improve the appearance of installations that fosters an identity for Soldiers and their Families to relate to, and a community for which they can be proud.

IMCOM continues to harness the “individuality” or diversity of each installation as it aggressively implements facility modernization. Not all installations are suited to meet a broad range of capabilities, characteristics or capacities on a single installation, nor should they. This is especially true given the magnitude from the combined affects of Modular Force fielding, restationing our forward deployed forces, or implementation of Base Realignment and Closure (BRAC). IMCOM continues to maximize the unique strengths, capabilities and capacities of individual installations to meet an operational or mission function while using the

advantages of others within a geographic region that are better suited to fill gaps and shortfalls in capability or capacity.



## Modernization of Living and Working Environments

At the same time the Army executes its huge construction program, the increasing operational tempo of the Army in its war on terrorism increases the need for expanded Family support programs and services. Our Soldiers are deploying to an unprecedented amount of locations performing missions that can reach 12-15 month durations. This places a significant level of stress on service member Families. Living and working environments must be modernized to facilitate productivity and high morale while minimizing frustration and stress induced by sub standard living and working conditions.

Restationing Soldiers from all over the world has increased emphasis placed on Soldier barracks capacity and many installations. The latest barracks standard provides greater space and privacy along with telephone and cable-ready receptacles. The connectivity provided offers Soldiers an opportunity

to continue their skills training or education at their own pace and intensity. New or renovated barracks also contain higher quality furniture, more washing machines and clothes dryers and increased parking along with greater open space and outdoor recreational facilities.

Barracks are not the only installation area undergoing major change. The Army has embarked on a concerted effort to improve facilities dedicated to preparing our wounded Soldiers to return to active service or transition to civilian life. These facilities are being developed in a “campus” architecture placing quarters, services and case management in a consolidated location whenever possible. The Army’s objective is for these facilities to be within walking distance to each other and with consideration for Family participation and support as Soldiers and their Families prepare to move forward in their lives.

Family housing areas are also undergoing extraordinary improvements. The Residential Communities Initiative (RCI) is probably the most visible change on our installations. The RCI plan includes 45 installations (grouped into 35 projects)—more than 98 percent of the Army’s current CONUS-based Family housing inventory, with an end state of 90,200 homes. Thirty-three installations—more than 71,500 end state homes—made the transition to privatized operations; and projects for three more installations totaling approximately 5,000 homes were transferred to the private sector in fiscal year 2007. The Army will use \$955 million of appropriations and obtain \$9.4 billion of private capital to construct/renovate housing for these 36 installations. An additional nine installations involving close to 13,800 end state homes are either in solicitation or under development.

OACSIM has increased its delivery of services and Family programs to meet the needs of the Army’s current OPTEMPO. Installations are providing improved community and Family services to ensure the well-being of Soldiers and their Families. Providing these services to both our active and reserve Families alike extends beyond traditional installation boundaries or fences.

The restationing of over a third of the Army has created new requirements for childcare, youth activities, and physical fitness facilities. New facilities standards and standard designs are nearing completion for these facility types to incorporate the latest technologies and techniques to improve overall services to the Army community.



IMCOM is working closely with the surrounding communities through integration of services and support wherever it makes sense. This strategy offers the opportunity to move resources and apply them to other shortfall areas in a comprehensive, integrated capital investment plan. At the same time, Soldiers and their Families enjoy the synergistic benefit resulting from the improved or strengthened civil-military community environment.



## Modernized Installation Management

OACSIM's objective remains the development and transformation to a system of installation capabilities and resources to support a CONUS-based projection of forces. Installations and communities will become increasingly integrated and mutually supportive. Regional, city and installation master planners will work together to leverage common infrastructure and services to create mutual benefits and decrease operating costs. Surrounding communities may provide medical, dependent education, recreational or emergency services to mitigate lack of on-post capabilities. Civilian and military communities may augment each other in mutual support agreements, thereby maximizing resource investments within a community or region.

Environmental strategies, land use and stewardship continue to be more fully integrated into mainstream installation management practices, business processes and base support services both on post and in coordination with state and local governments. Common and mutually supportive goals in land use and environmental considerations become less divisive as perspectives and appreciation for the benefits of close community ties outweigh the occasional disadvantages of close proximity to military installations.

Protecting our Soldiers, their Families, and our civilian workforce is a critical dimension of balancing the demands of a transforming Army at war. Access control points for all installations continue to be modernized to aggressively meet the realities of today's anti-terrorism and force protection needs. The Technology Standards Group of OACSIM is exploring beneficial methods, concepts and opportunities of incorporating advanced technologies such as biometrics; smart cards; entity tracking; networked sensors; chemical, biological, radiological, nuclear and high yield explosives;

and weapons or munitions detection capabilities. By linking local, state and federal law enforcement activities, security capabilities are enhanced as well as our installation force protection posture. As installation services (e.g., fire, education, etc) become integrated with the surrounding community, we must examine security considerations that extend beyond the installation boundary.



At the heart of balancing all of these installation demands and implementing these installation strategies is the need to improve, and in some cases, develop new business processes and practices. Installation infrastructure and facilities implications must be considered if the Army is going to synchronize decisions and implementation milestones. OACSIM, in coordination with ARSTAF proponents across all DOTMLPF domains, continues to refine the process by which facility requirements are validated and implemented. This unified ARSTAF effort is imperative to ensuring that we have the right installation infrastructure and facility mix at the right place and time is vital to continued Army readiness and modernization.

OACSIM has identified business processes that adapt to changing priorities. OACSIM and IMCOM are developing or improving policies and programmatic

strategies that support validation and verification of facility and infrastructure requirements. Synchronizing the myriad stationing and fielding timelines across all DOTMLPF domains is essential to minimizing distractions on Soldiers, disruptions to Families, and implementing an orderly transition to relevant facilities and installation infrastructure.

Some consolidation of activities at the regional level has been implemented and other concepts and initiatives continue to be refined. IMCOM is committed to providing programs that sustain quality installations, Family support, and assure the well-being of the entire Army Family. Soldiers enjoy the “peace of mind” that their Families are secure and cared for when they are deployed as each installation transitions to the new garrison model for common levels of support. IMCOM continues to seek opportunities for relieving operational commanders from the time-consuming tasks of running a “city” and managing the delicate balance of operational resources and training with infrastructure and facilities sustainment.

Senior Army leaders remain committed to improving resourcing gaps in base operations, sustainment, restoration and modernization. Consolidation of installation management under a central organization has contributed significantly to better understanding and defense of these resources.

As Army modernization evolves and technology is placed into the hands of Soldiers, so will installations evolve. The installation management and facilities engineering communities are committed to providing robust, mission relevant facilities that meet training, mobilizing and deploying the force, sustaining and reconstituting the force and caring for our total Army Family. The role of Army installations in sustaining a premier, expeditionary Army remains a fundamental imperative for Army Transformation and the war on terrorism.

### **Commitment to Excellence**

We will meet the criticality of need and execute construction through MT—quicker, sustainable, greener and at reduced overall delivery cost using life-cycle management and investment methods. We will maintain the duration of support necessary to ensure deployed forces are fully supported across the entire Army mission spectrum. Using multi-purpose, adaptive facility standards with appropriate levels of connectivity and flexibility to accommodate transformation to the 21st Century Army with the robust platforms needed to meet global commitments.

Installations exist to support warfighters and their Families well-being. The installation management community remains dedicated to meeting the challenge of providing quality, mission-ready installations.