

The 2004 Army Posture Statement along with the following addenda can be found at <http://www.army.mil>

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The Way Ahead: Our Army -- Relevant and Ready

Army Transformation Roadmap

Addendum A (Data Required by NDAA 1994)

Sections 517 and 521 of the National Defense Authorization Act (NDAA) for FY94 require the information in this addendum. Section 517 requires a report relating to the implementation of the Pilot Program for Active Component Support of the Reserves, which was started under Section 414 of the NDAA for Fiscal Years 1992 and 1993. Section 521 requires a detailed presentation concerning the Army National Guard, including information relating to the implementation of the Army National Guard Combat Readiness Reform Act of 1992 (title XI of Public Law 102-484, and referred in the addendum as 'ANGCRRRA'). Section 521 reporting was later amended by Section 704, FY 1996 NDAA. U.S. Army Reserve information is also presented using Section 521 reporting criteria.

Section 517 (b)(2)(A). The promotion rate for officers considered for promotion from within the promotion zone who are serving as active-component advisors to units of the Selected Reserve of the Ready Reserve (in accordance with that program); compared to the promotion rate for other officers considered for promotion from within the promotion zone in the same pay grade and the same competitive category, shown for all officers of the Army.

	<u>AC in RC*</u>	<u>Army Average**</u>
Fiscal Year 2002 (percent)		
Major	82.1	89.8
Lieutenant Colonel	43.5	74.5
Fiscal Year 2003 (percent)		
Major	87.4	95.0
Lieutenant Colonel	40.5	79.8

*Active component officers serving in reserve component assignments at time of consideration.

**Active component officers not serving in reserve component assignments at the time of consideration.

Section 517 (b)(2)(B). The promotion rate for officers considered for promotion from below the promotion zone who are serving as active-component advisors to units of the Selected Reserve of the Ready Reserve (in accordance with that program) compared in the same manner as specified in subparagraph (A) (the paragraph above).

	<u>AC in RC***</u>	<u>Army Average****</u>
Fiscal Year 2002 (percent)		
Major	3.0	5.1
Lieutenant Colonel	0	6.0
Fiscal Year 2003 (percent)		
Major	3.6	7.1
Lieutenant Colonel	0	6.5

*** Below-the-zone, active-component officers serving in reserve component assignments at time of consideration.

***** Below-the-zone, active-component officers not serving in reserve component assignments at the time of consideration.

Section 521(b).

1. The number and percentage of officers with at least two years of active-duty before becoming a member of the Army National Guard or U.S. Army Reserve Selected Reserve units.

- a. Army National Guard (ARNG) officers: 21,042 or 57.1 percent.
- b. U.S. Army Reserve (USAR) officers: 9,986 or 24.78 percent.

2. The number and percentage of enlisted personnel with at least two years of active duty before becoming a member of the Army National Guard or U.S. Army Reserve Selected Reserve units.

- a. ARNG enlisted: 137,428 or 43.7 percent.
- b. USAR enlisted: 35,261 or 20.55 percent.

3. The number of officers who are graduates of one of the service academies and were released from active duty before completion of their active-duty service obligation. Of those officers:

a. The number who are serving the remaining period of their active-duty service obligation as a member of the Selected Reserve pursuant to section 1112(a)(1) of ANGCRRA:

- In FY03, no officers were released to the Selected Reserve to complete their obligation.

b. The number for whom waivers were granted by the Secretary under section 1112(a)(2) of ANGCRRA, together with the reason for each waiver:

- In FY03, no waivers were granted by the Secretary of the Army.

4. The number of officers who were commissioned as distinguished Reserve Officers' Training Corps graduates and were released from active duty before the completion of their active-duty service obligation:

- In FY03, no distinguished ROTC graduates were released before completing their active-duty service obligation.

a. The number who are serving the remaining period of their active-duty service obligation as a member of the Selected Reserve pursuant to section 1112(a)(1) of ANGCRRA:

- In FY03, no waivers for distinguished ROTC graduates were granted.

b. The number for whom waivers were granted by the Secretary under section 1112(a)(2) of ANGCRRA, together with the reason for each waiver:

- In FY03, no waivers were granted by the Secretary of the Army.

5. The number of officers who are graduates of the Reserve Officers' Training Corps program and who are performing their minimum period of obligated service in accordance with section 1112(b) of ANGCRRA by a combination of (A) two years of active duty, and (B) such additional period of service as is necessary to complete the remainder of such obligation served in the National Guard and, of those officers, the

number for whom permission to perform their minimum period of obligated service in accordance with that section was granted during the preceding fiscal year; (and the number of officers who are graduates of the Reserve Officers' Training Corps program and who are performing their minimum period of obligated service in accordance with section 1112(b) of ANGCRRA by a combination of (A) two years of active duty, and (B) such additional period of service as is necessary to complete the remainder of such obligation served in the U.S. Army Reserve and, of those officers, the number for whom permission to perform their minimum period of obligated service in accordance with that section was granted during the preceding fiscal year).

- In FY03, a total of four ROTC graduates were released early from their active-duty obligation. Of this number, three are completing the remainder of their obligation through service in the Army National Guard, and one officer through service in the U.S. Army Reserve.

6. The number of officers for whom recommendations were made during the preceding fiscal year for a unit vacancy promotion to a grade above first lieutenant and, of those recommendations, the number and percentage that were concurred in by an active duty officer under section 1113(a) of ANGCRRA, shown separately for each of the three categories of officers set forth in section 1113(b) of ANGCRRA (with U.S. Army Reserve data also reported).

- a. 96 USAR officers from units were recommended for unit vacancy promotion; 59 were favorably considered.
- b. 1,797 ARNG officers from units were recommended for unit vacancy promotion and promoted.

7. The number of waivers during the preceding fiscal year under section 1114(a) of ANGCRRA of any standard prescribed by the Secretary establishing a military education requirement for noncommissioned officers and the reason for each such waiver.

- In FY03, no waivers were granted by the Secretary of the Army.

8. The number and distribution by grade, shown for each state, of personnel in the initial entry training and the non-deployable personnel accounting category established under section 1115 of ANGCRRA for members of the Army National Guard who have not completed the minimum training required for deployment or who are otherwise not available for deployment. (A narrative summary of information pertaining to the U.S. Army Reserve is also provided.)

- a. In FY03, the number of ARNG non-deployable personnel was: 42,276. The National Guard Bureau (NGB) maintains the detailed information.

- b. In FY03, the total number of personnel in the Initial Entry Training (IET) and non-deployable category for the Army Reserve who have not completed the minimum training required for deployment was 16,446 (15,489 enlisted and 957 officers). This number includes 957 officers who had not completed the Officer Basic Course; 11,600 enlisted personnel who had not completed Advance Individual Training (AIT); and 3,889 enlisted who had a reservation and were scheduled to ship (grade was not a category in ship database). The Army Reserve makes a substantial investment in training, time, equipment and related expenses when people enter military service. Separation before completion of

an obligated period of service is wasteful because it results in loss of this investment and generates a requirement for increased accessions. Consequently, attrition is an issue of significant concern at all levels of responsibility within the Army Reserve. The Army Reserve identifies Soldiers exhibiting the propensity for early separation and provides counseling, retraining and rehabilitation in an attempt to retain a qualified and trained force. Non Prior Service (NPS) enlistees in Army Reserve units normally are ordered to Initial Active Duty Training (IADT) within 270 days of enlistment. Non Prior Service direct enlistees in the Individual Ready Reserve (IRR) must enter IADT within 180 days of their enlistment date. Non Prior Service enlistees may be authorized an additional period of delay to reporting for duty as provided in AR 601-25, paragraph 3-4. In accordance with DA Pam 611-21, Army Reserve unit commanders determine alternate MOSs for qualified enlisted Soldiers incapable of completing initial training. An enlisted soldier who cannot satisfactorily complete the MOS training for which he was selected will be required to accept training to qualify for an alternate MOS as determined by the Army Reserve unit commander (DA Pam 611-21).

(The tracking of new Soldiers who have not completed training is done by the use of the training-pay category codes. All Soldiers who are awaiting shipment to their Initial Active Duty for Training (IADT) are listed as Pay Category P. Those Soldiers who have completed IADT, returned and are waiting to attend Advanced Individual Training are coded as Pay Category Q. Those Soldiers attending training are carried in Pay Category F while at school. Those Soldiers who are not deployable for reasons other than lack of IET are listed on the personnel databases with a code indicating the reasons for their non-deployable status.)

9. The number of members of the Army National Guard, shown for each state, that were discharged during the previous fiscal year pursuant to section 1115(c)(1) of ANGCRRRA for not completing the minimum training required for deployment within 24 months after entering the National Guard. (A narrative summarizing procedures followed for discharging members of the USAR who have not completed the minimum training required for deployment within 24 months of entering the USAR also is provided.)

a. The number of ARNG Soldiers discharged during the previous fiscal year pursuant to section 1115(c)(1) of ANGCRRRA for not completing the minimum training required for deployment within 24 months after entering the ARNG is 32 Officers and 9,444 enlisted, which includes all 54 states and territories. The breakdown by each state is maintained by NGB.

b. Those Soldiers who have not completed the required Initial Entry Training (IET) within the first 24 months are discharged from the Army Reserve under AR 135-178, Separation of Enlisted Personnel. Before discharge, every means available is used to ensure the Soldier has had the opportunity to be trained. In some cases, the Soldier was unable to attend the required scheduled training through no fault of his own, and therefore would be given another opportunity to complete his training (e.g., temporary medical condition, death of an immediate family member, failure to complete high school and requiring an additional semester of summer school). In FY04, the Army Reserve will begin implementation of a Delayed Entry Program (DEP). The purpose of the DEP is

to allow the U.S. Army Recruiting Command (USAREC) to have complete ownership of new enlistees until they report to the Military Entrance Processing Station (MEPS) for their Initial Active Duty for Training (IADT). This has changed USAREC's mission from solely a contract mission to a contract and ship mission. DEP enlistees do not become members of Troop Program Units, nor are they counted within Army Reserve end strength, until they report to the MEPS to ship for their IADT. If the DEP enlistee is discharged at any time within the DEP, the recruiter is required to recruit a new enlistee to replace the one discharged.

10. The number of waivers, shown for each state, that were granted by the Secretary during the previous fiscal year under section 1115(c)(2) of ANGCRRA of the requirement in section 1115(c)(1) of ANGCRRA described in paragraph (9), together with the reason for each waiver.

- In FY03, no waivers were granted by the Secretary of the Army.

11. The number of Army National Guard members, shown for each state, (and the number of U.S Army Reserve members), who were screened during the preceding fiscal year to determine whether they meet minimum physical profile standards required for deployment and, of those members: (A) the number and percentage who did not meet minimum physical profile standards required for deployment; and (B) the number and percentage who were transferred pursuant to section 1116 of ANGCRRA to the personnel accounting category described in paragraph (8).

a. Screened during the preceding fiscal year to determine whether they meet minimum physical profile standards required for deployment:

- In FY03, approximately 78,791 ARNG Soldiers underwent a physical. Of these personnel, 3,076, or 3.9 percent, did not meet the minimum physical profile standards required for deployment.
- In FY03, approximately 33,145 USAR Soldiers underwent a retention physical. Of these, 7,405 were identified for review due to a profile-limiting condition or failure to meet retention standards.

b. The number and percentage that were transferred pursuant to section 1116 of ANGCRRA to the personnel accounting category described in paragraph (8).

- In FY03, 823 members of the ARNG were transferred from a deployable to a non-deployable status.

12. The number of members, and the percentage of the total membership, of the Army National Guard, shown for each state, who underwent a medical screening during the previous fiscal year as provided in section 1117 of ANGCRRA.

- Public Law 104-106 (NDAA 1996), Div A, Title VII, Section 704 (b), Feb 10, 1996, repealed Section 1117 of ANGCRRA.

13. The number of members, and the percentage of the total membership, of the Army National Guard, shown for each state, who underwent a dental screening during the previous fiscal year as provided in section 1117 of ANGCRRA.

- Public Law 104-106 (NDAA 1996), Div A, Title VII, Section 704 (b), Feb 10, 1996, repealed Section 1117 of ANGCRRA.

14. The number of members, and the percentage of the total membership, of the Army National Guard, shown for each state, over the age of 40 who underwent a full physical examination during the previous fiscal year for purposes of section 1117 of ANGCRRRA.

- Public Law 104-106 (NDAA 1996), Div A, Title VII, Section 704 (b), Feb 10, 1996, repealed Section 1117 of ANGCRRRA.

15. The number of units of the Army National Guard that are scheduled for early deployment in the event of a mobilization and, of those units, the number that are dentally ready for deployment in accordance with section 1118 of ANGCRRRA.

- Public Law 104-106 (NDAA 1996), Div A, Title VII, Section 704 (b), Feb 10, 1996, repealed Section 1118 of ANGCRRRA.

16. The estimated post-mobilization training time for each Army National Guard combat unit (and U.S. Army Reserve FSP unit), and a description, displayed in broad categories and by state, of what training would need to be accomplished for Army National Guard combat units (and U.S. Army Reserve FSP units) in a post-mobilization period for purposes of section 1119 of ANGCRRRA.

- a. Estimated time for post-mobilization training is reported through the Unit Status Report, is classified, and is maintained by the Department of the Army, G-3, Force Readiness Division.
- b. Information on the type of training required by units during post- mobilization is maintained by the Continental United States Armies (CONUSAs).
- c. Post-mobilization training for Enhanced Separate Brigades (ESB) can be categorized as maneuver, attack, defend, command and control, gunnery, NBC defense and sustainment.
- d. Post-mobilization training for FSP units is principally common-task testing, NBC defense, force protection, sustainment, command and control, weapons qualification and tactical communications training. Virtually all units also require branch-specific technical training to meet deployment standards. Five additional days are required to conduct convoy lane training (includes live-fire and immediate-action drill training).

17. A description of the measures taken during the preceding fiscal year to comply with the requirement in section 1120 of ANGCRRRA to expand the use of simulations, simulators, and advanced training devices and technologies for members and units of the Army National Guard (and the U.S. Army Reserve).

The Army National Guard (ARNG) made significant progress in the use of Training Aids, Devices, Simulators and Simulations (TADSS) during the preceding fiscal year. ARNG teamed with the Training and Doctrine Command's Systems Manager Combined Arms Tactical Trainer in developing a Maneuver Gated Training Strategy that incorporates the use of maneuver simulators into training plans, increasing unit proficiency.

Currently, ARNG is fielding the Abrams Full-Crew Interactive Simulator Trainer (A-FIST XXI) to M1A1 Abrams units. The A-FIST XXI program is co-managed by the National Guard Bureau and the product manager (PM), Ground Combat Tactical Trainers within the Program Executive Office-Simulations, Training and Instrumentation (PEO-STRI). The system was approved by the Commanding General, United States Armor Center in March 2003 as a precision-gunnery trainer for the ARNG. A-FIST XXI allows Soldiers to train on their assigned combat vehicles at home station, virtually replicating the

demanding doctrinal Tank Table Standards of a live range. The Advanced Bradley Full-Crew Interactive Simulation Trainer (AB-FIST) will complement the Abrams trainers. Following a rigorous Limited User Test by the Infantry School and the Army Research Institute, AB-FIST was approved in October 2003 by the Commanding General, United States Infantry School as a mobile training device that can be used for Bradley crew training, in addition to the Unit Conduct of Fire Trainer, to meet established live-fire prerequisites as outlined in DA PAM 350-38. In addition, ARNG is rehosting legacy Simulations Network (SIMNET) assets. The SIMNET Upgrades Program will augment SIMNET M1A1 and M2A2 modules with a new, PC-based visual system and host computer, a sound system, and input/output linkages. These modules will be collocated in tank and mechanized infantry platoon sets with upgraded after action review stations.

Janus Battle Staff Trainers are being updated to the Army's approved software solution. Hardware procurement that will support One Semi-Automated Forces (OneSAF) Future Combat System (FCS) fielding in a seamless manner is being planned and executed. The Engagement Skills Trainer (EST 2000) is the Army's approved collective marksmanship training device in FY04. It primarily is used to train and evaluate individual marksmanship for initial-entry Soldiers at the Army training centers. EST 2000 also is used to provide unit collective-gunnery and tactical training for dismounted infantry, special operations forces, scouts, engineers, military police squads, and combat support and combat service support elements. These systems also support units conducting the vital homeland-defense and airport-security missions assigned to the ARNG.

In addition to the EST 2000 collective marksmanship trainer, the ARNG developed and fielded the Laser Marksmanship Training System (LMTS) with the Beamhit Corporation. ARNG began fielding the LMTS in 2000. We currently have more than 700 systems fielded, down to the company level. LMTS is a laser-based training device that replicates the firing of the Soldier's weapon without live ammunition. Optimally, it is used to reduce the number of live rounds used during initial, remedial and sustainment training. LMTS is utilized for developing and sustaining marksmanship skills, diagnosing and correcting marksmanship problems, and assessing basic and advanced skills. In August 2003, the Vice Chief of Staff of the Army approved LMTS as an Army training device to be used by units as a component of their basic, rifle-marksmanship training program.

ARNG also has formed a unique partnership with PEO-STRI in the development, verification, validation and accreditation of systems and system upgrades. Through the ARNG Distributed Battle Simulation Program, civilian infrastructure commanders receive assistance from "graybeard" mentors, TADSS facilitators, and Janus Technical Team Exercise Support in the planning, preparation and execution of simulations-based training that augments the support provided by Training Support XXI Soldiers and greatly enhances unit proficiency and readiness.

The U.S. Army Reserve continues to focus on integrating simulations, simulators and TADSS into training plans. Army Reserve units participate in Corps Warfighter and Battle Command Staff Training exercises to enhance training readiness. The Reserve remains an active member of the Army's simulation community by contributing to the Live, Virtual, Constructive (LVC) Training Environment Periodic Review and the LVC Integration Concept Team. The Army Reserve continues to press PEO-STRI and the National Simulation Center regarding the development of combat support and combat

service support functionality within the Army Constructive Training Federation to ensure training capabilities for the entire spectrum. The Army Reserve has also identified the need for greater digital equipment fielding for the reserve components. Current and Future forces need digital capability to train effectively in the contemporary operating environment (COE) and the Joint National Training Capability (JNTC) environment of Army capabilities. The Army Reserve continues to improve training capabilities with the Laser Marksmanship Training System (LMTS) to enhance Army Reserve Soldiers' ability to achieve and maintain marksmanship skills; the Reserve has directly supported the Infantry, Military Police and Transportation schools in the development of devices and simulator-based training, ranging from basic combat to advanced tactical marksmanship involving firing from moving vehicles. The Army Reserve has begun fielding the LMTS as well as the Engagement Skills Trainer 2000. The Army Reserve continues to investigate alternative training mechanisms to simulate urban terrain and potential terrorist activities, including the Virtual Emergency Response Training System (VERTS), which replicates the Fort Dix installation, an Army power projection platform. The Army Reserve continues to develop the Simulations Operations functional area assessment to ensure that capabilities exist to support the DOD Training Transformation goal of integrated live, virtual and constructive training in a joint environment.

18. Summary tables of unit readiness, shown for each state, (and for the U.S. Army Reserve), and drawn from the unit readiness rating system as required by section 1121 of ANGCRRRA, including the personnel readiness rating information and the equipment readiness assessment information required by that section, together with:

a. Explanations of the information. Readiness tables are classified. This information is maintained by the Department of the Army, G-3.

b. Based on the information shown in the tables, the Secretary's overall assessment of the deployability of units of the Army National Guard (and U.S. Army Reserve), including a discussion of personnel deficiencies and equipment shortfalls in accordance with such section 1121:

- Summary tables and overall assessments are classified. Department of the Army, G-3, maintains this information.

19. Summary tables, shown for each state (and the U.S. Army Reserve), of the results of inspections of units of the Army National Guard (and Army Reserve) by inspectors general or other commissioned officers of the Regular Army under the provisions of section 105 of title 32, together with explanations of the information shown in the tables, and including display of:

- a. The number of such inspections;
- b. Identification of the entity conducting each inspection;
- c. The number of units inspected; and
- d. The overall results of such inspections, including the inspector's determination for each inspected unit of whether the unit met deployability standards and, for those units not meeting deployability standards, the reasons for such failure and the status of corrective actions. (For purposes of this report, data for Operational Readiness Evaluations will be provided on ESB and FSP units of the ARNG and for FSP units of the USAR. Training Assessment Model data will be provided to meet this reporting

requirement for all other units of the ARNG and USAR. Data on ARNG units will be reported by State and on USAR units by RRC/DRU.)

- During FY03, ARNG state inspectors general conducted approximately 586 extensive inspections throughout the United States, visiting 970 separate units. Because IG inspections focus on findings and recommendations, the units involved in these inspections were not provided with a pass/fail rating. Results of inspections conducted by inspectors general may be requested for release through The Inspector General of the Army. Operational Readiness Evaluation Data for FSP and ESBs is unavailable because these inspections were eliminated as requirements in 1997. Data available under the Training Assessment Model (TAM) relates to readiness levels and is generally not available in an unclassified format. TAM data is maintained at the state level and is available upon request from state training readiness officials.

- In accordance with AR 1-201, the United States Army Reserve Command (USARC) conducts inspections of RRCs/DSUs within the USARC Organizational Inspection Program (OIP). USARC maintains the results of all OIPs. The OIP focuses on findings and recommendations and the units do not receive pass/fail ratings. During FY03, six OIPs were scheduled, but only two were actually conducted. The four units not inspected were not available due to mobilizations. U.S. Army Forces Command (FORSCOM) maintains the results of the CONUSA inspections and Training Assessment Models (TAMs), and holds the data for reserve component FSP unit inspections.

- Summary tables depicting CONUSA inspection numbers by state for the ARNG and by Regional Readiness Command for USAR units are available from DCSOPS, FORSCOM.

20. A listing, for each Army National Guard combat unit (and U.S. Army Reserve FSP units) of the active-duty combat units (and other units) associated with that Army National Guard (and U.S. Army Reserve) unit in accordance with section 1131(a) of ANGCRRA, shown by State, for each such Army National Guard unit (and for the U.S. Army Reserve) by: (A) the assessment of the commander of that associated active-duty unit of the manpower, equipment, and training resource requirements of that National Guard (and Army Reserve) unit in accordance with section 1131(b)(3) of the ANGCRRA; and (B) the results of the validation by the commander of that associated active-duty unit of the compatibility of that National Guard (or U.S. Army Reserve) unit with active duty forces in accordance with section 1131(b)(4) of ANGCRRA.

- The listing is contained in FORSCOM Regulation 350-4.
 - a. Detailed assessments of specific RC units are maintained at the two numbered Armies in the continental United States (CONUS) and three CONUS-based corps.

For Army National Guard divisions and ESBs:

- Manpower. Several ESBs have shortages in enlisted personnel and junior officers. Duty Military Occupational Specialty Qualification

(DMOSQ) is a training challenge because military occupational specialties (MOS) require extensive training, during a limited training window, in different schools that are often taught simultaneously. Within the ESBs, Full Time Support (FTS) continues to be a challenge, currently filled at approximately 55 percent of requirement. In ARNG divisions, recent force-structure authorization increases have caused near-term shortfalls in fill percentages.

- Equipment. Lack of modernized equipment continues to hamper the ESBs. Shortages in chemical defense equipment and night vision devices limit the full range of capabilities for training of the ESBs. The ESBs continue to receive the bulk of any new equipment fielded to the ARNG.
- Training. Adequate training resources in FY03 enabled ESBs to sustain platoon, pre-mobilization training proficiency. Distances to crew-served weapons ranges and the availability of adequate maneuver areas continue to challenge most units. Current simulations do not provide a theater-level simulation system, compatible with current simulation suites that replicate a major-theater-of-war scenario.

For ARNG (and Army Reserve) Force Support Package (FSP) Units:

- Manpower. Shortfalls in FTS manning limit operations and training management. DMOSQ is impacted by limited school spaces for low-density MOSs. Some MOSs require extensive training (11B, 19K, 13B, 13F, 31 and 63H) and sequential schools demand a Soldier's absence from his civilian employment for extended periods.
- Equipment. Reserve component units do not have the same level of modernization as their active component counterparts in all cases. This can limit interoperability of combat, combat support and combat service support forces and create command-and-control problems, especially during training. Several FSP units will require that shortfalls in force modernization equipment be addressed at the mobilization station. The following are examples of current and projected modernization efforts in the RC: SINCGARS radios, HMMWVs, generators, FMTVs, Javelin and night vision devices.
- Training. Some Equipment Readiness Code-A (ERC-A) equipment shortages inhibit effective training. Additionally, significant shortages of ERC-B and ERC-C equipment hamper collective training. Army Reserve and National Guard units often have significantly older equipment on which to train. Units will require additional training time after mobilization to achieve proficiency on collective tasks, especially if modernized equipment is provided after mobilization. Limited funds and/or limited days available for training generally preclude some Soldiers from attending either Annual Training or DMOSQ schools. Distance to training areas and facilities further erode available training time.

b. The results of the validations by the commander are maintained by the Department of the Army, G-3.

For ARNG divisions, ESBs and ARNG (and Army Reserve) FSP Units:

- Modernized equipment is the foremost compatibility issue. As Modified Tables of Organization and Equipment in units are updated and unit reorganization continues, the compatibility issue will improve. Additionally, the truck fleet remains a major disparity, because the Army Reserve has been substituting 1980's vintage 5 Ton trucks for 1960 series 2-1/2 Ton Cargo trucks, which the AC has already replaced with the Light and Medium Family of Tactical Vehicles (LMTV and FMTV).
- Lack of force modernization equipment in the Army Reserve and National Guard affects compatibility the most. Nonstandard software systems in these units impact both the Standard Installation Division Personnel System and the Unit Level Logistics System. System compatibility between components is often a challenge. Until reserve component units are modernized and supported at the same level as AC units, most FSP units will not be fully compatible with the active component until after mobilization. Decreased mobilization-to-deployment and/or employment timelines make it imperative that reserve component units be modernized and equipped at the same level as the active component. The National Guard/Reserve Equipment Appropriation (NGREA) funding allows the Army Reserve to procure modernization equipment that the Army does not provide. This will reduce the disparity in AC/RC compatibility, but is not sufficient to bring the components to full compatibility.

21. A specification of the active-duty personnel assigned to units of the Selected Reserve pursuant to section 414(c) of the National Defense Authorization Act for Fiscal Years 1992 and 1993 (10 USC. 261 note), shown (A) by State for the Army National Guard (and for the U.S. Army Reserve), (B) by rank of officers, warrant officers, and enlisted members assigned, and (C) by unit or other organizational entity of assignment.

Title XI (FY 03) Authorizations				
	OFF	ENL	WO	TOTAL
PERSCOM	2	5	0	7
USAR	56	204	0	260
TRADOC	122	243	0	365
FORSCOM	82	49	9	140
GFR	1509	2471	152	4132
USARPAC	33	62	1	96
TOTAL	1804	3034	162	5000

As of 30 Sep 2003, the Army had 4,750 active component Soldiers assigned to Title XI positions. The Army goal is to fill 100 percent of the 5,000 personnel authorized for the AC/RC Program. Although constrained by ongoing support to the Global War on Terrorism, the active Army is maintaining AC/RC program strength and plans to achieve 100 percent fill by the end of FY04. U.S. Army Human Resources Command carefully

tracks fill of Title XI positions in both the Officer Distribution Division and Enlisted Distribution Division.

Addendum B (Army Support to the Combatant Commanders)

U.S. Northern Command (NORTHCOM)

U.S. Northern Command's essential mission is to defend the homeland. NORTHCOM achieved full operational capability on 1 October 2003. As NORTHCOM's Army component and Joint Force Land Component Command, U.S. Army Forces Command (FORSCOM) provides critical planning activities and command-and-control functions for operations throughout the area of responsibility.

In support of Operation Noble Eagle, Soldiers have or are currently guarding airports, military installations of the various services, nuclear power plants, dams, power-generation facilities, tunnels, bridges, rail stations and emergency operations centers. Ground-based air defense artillery units from both the active component and the ARNG continue to assist the North American Aerospace Command (NORAD) in the National Capital Region. Additionally, we are preparing units to employ new, active, missile-defense capabilities (see Addendum E).

The Army also maintains reaction forces, on a graduated response posture. They are prepared to support any homeland defense mission, to help in consequence management and to fulfill the DoD Civil Disturbance Plan.

NORTHCOM maintains an extensive planning and exercise program focused on sharpening the skills required to deter threats against our homeland or to provide support to civil authorities.

U.S. Joint Forces Command (JFCOM)

As the joint force's integrator, Joint Forces Command relies heavily on the Army. After September 11, in its role as the Army service component command to JFCOM, FORSCOM conducted the largest mobilization of Army National Guard and Army Reserve forces since the Korean War. In addition to supporting overseas operations, JFCOM deployed Soldiers to execute homeland defense missions, civil support missions and force protection requirements associated with Operation Noble Eagle.

As part of JFCOM's training and experimentation requirements, in 2003 Army units took part in National Training Center and Joint Readiness Training Center rotations. Additionally, units participated in a series of experimentation war games, such as Millennium Challenge. JFCOM and Army Training and Doctrine Command co-sponsored this year's Army Transformation War Game, Unified Quest 03, at Carlisle Barracks, Pennsylvania.

U.S. Central Command (CENTCOM)

The Global War on Terrorism places a significant burden on America's military, wherever they serve. In the CENTCOM area of responsibility, the Army has assumed the heaviest load. Since October 2001, Soldiers have made vital contributions to the joint team as part of Operation Enduring Freedom in Afghanistan. In Operation Iraqi Freedom, active and reserve component Army forces played a monumental role in the defeat of Saddam Hussein's armed forces. CENTCOM is currently executing the

largest rotation of forces since WWII as we rotate troops in and out of its area of responsibility. In addition to operations in Afghanistan and Iraq, Army Soldiers are part of CENTCOM's efforts to deter terrorism in the Horn of Africa. They also support long-standing missions, such as the Multi-National Force and Observers (MFO) in the Sinai.

U.S. European Command (EUCOM)

Army units from Europe were, and continue to be, instrumental in the liberation of Iraq and the success of OIF. Soldiers based in Germany and Italy demonstrated the Army's expeditionary capabilities by deploying to the Persian Gulf region. V Corps provided combat, combat support and combat service support units to the joint force effort that thrust more than 500 kilometers from the Kuwaiti border into the heart of Baghdad. In addition to these accomplishments, Europe-based Soldiers simultaneously supported OEF in Afghanistan; provided the bulk of U.S. forces in Kosovo Peace Implementation Force (KFOR) rotations 4A and 4B; and sustained other EUCOM commitments. The Army continues to shoulder the demands of Operation Joint Forge, as members of the Stabilization Force (SFOR) in Bosnia and Herzegovina; and Operation Joint Guardian, as part of NATO's Kosovo peace implementation force. Army National Guard units, in particular, play a major role in, and provide leadership for, SFOR and KFOR. Soldiers also took part in Operation Joint Task Force Liberia, supplying SOF, headquarters and medical personnel.

U.S. Pacific Command (PACOM)

Within the Asia-Pacific region, the Army conducts a variety of critical missions for U.S. Pacific Command. U.S. Army Pacific (USARPAC) functions as the joint force headquarters responsible for homeland defense/civil support missions on all bases and in all U.S. territories within the PACOM area of responsibility. USARPAC provides trained and ready forces in support of security operations, from engagement to warfighting; these troops promote regional stability, and ensure successful crisis response and decisive victory.

For OEF-Philippines, USARPAC manages the intermediate staging base and provides the in-country, joint logistics support element. In Korea, Eighth U.S. Army Soldiers fall under the Combined Forces Command and stand ready with our United Nations' partners to deter North Korean aggression. Beyond the PACOM area of operations, USARPAC supports OEF and OIF by providing trained and ready Army rotational forces from bases in Alaska, American Samoa, Guam, Hawaii and Japan.

Under PACOM's Theater Security Cooperation Program, Army units participate in major joint and multinational exercises, which strengthen bilateral ties and promote multilateral engagement. More than a half dozen partner nations, such as Australia, India, Korea, and Japan, participate in these exercises.

U.S. Southern Command (SOUTHCOM)

Southern Command's area of responsibility encompasses the vital southern and maritime approaches to the United States and many of our closest neighbors. The Army is fully engaged in fighting terrorism, promoting democracy and securing regional stability as a member of the joint team. By providing the service component headquarters for the mission at Guantanamo Bay, Cuba, Soldiers supply critical support

to the Global War on Terrorism. Elsewhere in the region, they aid the government of Colombia in its war against narco-terrorist organizations; in the elimination of drug production; and in the establishment of security and stability. Our Soldiers at Joint Task Force Bravo (JTF-B) at Soto Cano Airbase in Honduras provide strong support for regional security missions in Central America. The missions are joint, combined, and interagency in nature and act in coordination with U.S. Embassy country teams. Additionally, JTF-B provides humanitarian assistance, disaster relief, regional search and rescue, and contingency operations as required. Reserve component units conduct security-cooperation and other operations in the hemisphere, to include: training partner-nation militaries; participating in officer exchanges; constructing schools and clinics; drilling wells; and providing medical, dental and veterinary services to selected countries. Soldiers also work closely with our neighbors during multinational exercises that improve hemispheric security and the homeland security of the United States.

U.S. Special Operations Command (SOCOM)

Soldiers from the Army's Special Operations Forces (SOF) continue to serve as a vital component of the joint special operations team of SOCOM. Demand for their services is growing as the Global War on Terrorism proceeds and the Army and joint team prepare to meet future security challenges. SOF Soldiers were instrumental in the success of OEF and OIF; Army Special Forces worked closely with our conventional forces to accomplish many tough missions. SOF Soldiers, including psychological operations elements and civil affairs forces, continue to play a key role in Afghanistan and Iraq operations. Army Special Forces also were an integral part of Operation Joint Task Force Liberia and are the key element of Plan Colombia. SOF Soldiers train, advise and assist many foreign militaries, including the armed forces of the Philippines and the Republic of Georgia.

Addendum C (Successful Recruiting Initiatives)

To ensure that we continue to recruit and retain sufficient personnel, we are monitoring the current environment and its impact on morale, unit cohesiveness and combat effectiveness. The challenges we face in FY04 and FY05 are twofold. First, we must optimize recruiter productivity. Second, we must make the best use of our recruiting resources to maintain momentum when the economy becomes more robust. Properly resourcing recruiting pays dividends well beyond accessions in the year of execution. For example, Army advertising in FY03 influenced not only FY03 recruits, but also potential candidates who will make enlistment decisions in FY04 and later. We attribute the success achieved in recruiting so far to a series of programs described below.

Recruiting Incentives: Incentives, including the Enlistment Bonus Program, The Army College Fund, and the Loan Repayment Program, enabled the Army to execute precision recruiting in FY03. At a time when the Army is engaged in the GWOT and executing missions such as Operation Enduring Freedom and Operation Iraqi Freedom, recruiting successes have directly supported combat readiness.

Special Forces Candidate (18X) “Off the Street” Enlistment Initiative: This effort enlists highly motivated, qualified and dedicated individuals, who desire the adventure and mission focus inherent in the U.S. Army Special Operations Forces. There were 465 enlistments in FY02 and 1,022 in FY03. The FY04 goal is 1,500.

“College First”: First-year applicants receive a \$250 per month allowance and second-year applicants receive a \$350 per month allowance while attending up to two years of post-secondary education on campus in a full-time status prior to beginning active duty. There were 380 enlistments for this test through FY01, 579 in FY02 and 1,064 in FY03. This test program will continue in FY04.

Army Motor Sports Program: In FY03, the Army’s partnership with the National Hot Rod Association (NHRA) and the National Association of Stock Car Automobile Racing (NASCAR) continued. Schumacher Racing joined the Army’s NHRA team with a fuel dragster called “The Sarge.” The Army also added two, top professional stock bike racers: Angelle Savoie, the woman with the most wins in NHRA history; and Antron Brown.

The Partnership for Youth Success (PaYS): This program provides America’s youth with an opportunity to serve their country while preparing for their future. Soldiers acquire technical skills required by industry and learn professional ethics, teamwork, communication and leadership during an enlistment in the Army. A comprehensive database, matching company needs with the Initial Entry Training job skills offered by the Army, enables the recruit to decide which firms and skills to pursue. An agreement with a specific company detailing the military skills to be acquired, the prospective civilian job and terms of service is prepared upon enlistment. After concluding his active duty tour, or for reservists upon completion of Initial Entry Training, the Soldier interviews and finishes the application process at the company selected during the recruiting process. FY03 was the first year this program was offered with USAR enlistments. In FY03, 9,663 regular Army and 546 USAR Soldiers entered service

under this option. Approximately 70 corporations or organizations participate in this partnership.

Short-Term Enlistment Option: The Army implemented the National Call to Service enlistment option on 1 October 2003. By 1 December 2003, 50 enlistees had chosen the program.

Addendum D (Well-Being Initiatives)

The Soldier is the centerpiece of our combat formations and is indispensable to the joint force. As people are the heart and soul of the Army, its preparedness to carry out its missions is directly linked to Soldier Well-Being. We must make every effort to ensure that the Army's investment in its people is in keeping with the commitment and sacrifices we expect of them.

This year, we hosted two major fora focused on Well-Being. The Army placed particular emphasis on the reserve component and its efforts in support of national security and the Global War on Terrorism, both at home and abroad. As part of the Army's Well-Being initiative, we will continue to expand the scope of people-oriented initiatives beyond the traditional, active-duty focus to include all reserve component Soldiers and the entire Army Family. We already have implemented several initiatives, and more are planned for this fiscal year. Examples include:

- Retention and increase of Imminent Danger Pay
- Retention and increase of Family Separation Allowance
- Sizable pay raise effective 1 January 2004
- Rest and Recuperation (R&R) Leave Program (CENTCOM)
- Special R&R rates for flights, rental cars and hotels

Other key Well-Being actions include:

Support to Deployed Soldiers

Six hundred unit-level recreation kits are in theater to support both Coalition Joint Task Force-Iraq (CJTF-7) and Operation Enduring Freedom. Fitness and recreation facilities are operational at 20 large, enduring camps in the CTJF-7 area of responsibility. Fitness equipment will be placed at 40 other smaller sites. The Community and Family Support Center and CJTF-7 have purchased equipment for Internet cafes and Internet access is free. The cost for satellite phones has been greatly minimized to just five cents per minute. Stars & Stripes is being printed in Baghdad and 800 book kits are being shipped each month.

Deployment Support at Home Stations

Army Community Service (ACS) Family Readiness personnel conduct training to help families respond to deployments. In FY 2003, ACS gave 2,400 pre-deployment briefings to more than 244,000 Soldiers and family members; 1,100 post-deployment briefings to 77,000 Soldiers and family members; 1,600 Family Readiness Group training sessions to 50,000 Soldiers and family members; more than 200 Family Readiness Liaison Officer training sessions to 12,700 Soldiers; and 176 Rear Detachment Commander training sessions to 4,300 Soldiers and family members. Child and Youth Services at 64 installations provided more than 260,000 hours of extended childcare to 23,000 children and teenagers. This extra care supported Soldiers and family members, who attended ACS training sessions or worked extended hours and provided respite for spouses of deployed Soldiers.

Spouse Employment

The Army formally unveiled the Spouse Employment Partnership on 7 October 2003 at the Association of the United States Army annual meeting. The Assistant Secretary of the Army for Manpower and Reserve Affairs and senior executives from 13 Fortune-500 companies signed a statement of support aimed at enhancing employment opportunities for Army spouses. This is a significant milestone for Army spouses, as employment opportunities available to them are a prime consideration in retention decisions. Participating companies include: Army Air Force Exchange Service (AAFES), BellSouth, Boys & Girls Clubs of America, Computer Sciences Corporation, CVS Pharmacy, Dell Inc., Home Depot, Hospital Corporation of America, Lockheed Martin, Manpower Inc., Sears Logistics Services, Sprint and Merck & Company. Additionally, there are two military partners: the Army Career and Alumni Program (ACAP) and the Civilian Human Resources community.

In-State Tuition

The Army is still working to encourage states to grant in-state tuition in both the place of official residence and the place of assignment; and to establish continuity of the benefit until graduation for the children of Soldiers, who transfer to another state following matriculation. We are making progress; Texas and Georgia recently passed legislation to cover both in-state tuition and continuity of the benefit upon reassignment.

Secondary Education Transition Study (SETS)

In response to SETS findings, a memorandum of agreement (MOA) to facilitate participation of school superintendents in improving high school transition for DoD children was signed. The agreement is global and provides a common structure for information sharing and reciprocal processes. In collaboration with the MOA signatories, an Army-wide action plan to improve high school transition was developed. This plan, along with other information, can be found at the Military Child Education Coalition web site.

National Guard/Army Reserve Job Centers

These new centers assist National Guard and Reserve Soldiers in finding jobs when they return home from deployment. While many Soldiers resume their former positions, some find the employment on which they were counting is no longer there; companies go out of business or relocate. Sometimes, the Soldier discovers he has outgrown the previous job. The centers work closely with the Department of Labor, state employment offices and the Department of Veterans Affairs to help make the transition back to civilian life as quick and trouble-free as possible.

Deployment Cycle Support

Families left behind and returning Soldiers receive much-needed support, especially during the transition from the stressful environment of combat operations to the more traditional garrison lifestyle. A crucial part of this support is the "Army One Source" (AOS), a toll-free 24/7 phone service. This program provides information and referrals to Soldiers, deployed civilians and their family members, and is available stateside as well as overseas. Within the continental United States, AOS offers up to six, prepaid counseling sessions. The highly qualified staff can address a variety of subjects, from TRICARE to childcare.

HOOAH 4 Health

The Army Surgeon General has a unique web site for Soldiers and others to obtain information about maintaining a healthy lifestyle. This interactive web site is loaded with health and wellness tips focused on self-awareness and self-discipline tools used to make essential lifestyle changes that can improve one's quality of life.

Defense Finance and Accounting (DFAS)

DFAS this year implemented significant improvements to "myPay.gov." Soldiers, civilians, retirees and annuitants can view their leave and earnings statements and other valuable information via this web site.

New TRICARE Policies for the Reserve Components

Due to the extended Global War on Terrorism and increased reliance on Guard and Reserve Soldiers, Congress has approved enrollment eligibility to TRICARE Prime for family members whose Soldier is on federal active duty for more than 30 days. This program is designed to reduce the anxiety of deployed reserve component Soldiers regarding their family's health care.

Installation Enhancements

The Army has begun several programs to enhance our installations. The objective is take better care of Soldiers and their families while fulfilling the installation's mission as power-projection platform. Many of the programs are focused on improving efficiency. Among them are:

- Barracks Modernization Program
- Army Family Housing Program
- Residential Communities Initiative
- Disposal of and consolidation of facilities

The latter effort has resulted in the disposal of 34 percent of Army facilities, which will allow reallocation of resources to other, higher priority requirements. The Army also is divesting itself of the operation and maintenance of non-core utility systems through privatization. To date, 84 of 350 systems have been privatized, with another 211 under negotiation or contract development.

eArmyU

The Army must strive to provide distance-learning solutions that facilitate the delivery of the right information and skills to the right people at the right time. eArmyU goes where Soldiers go. It is a smart, streamlined and effective learning opportunity that, due to its unique portal technology, advances the Army into the rapidly developing e-learning market.

In creating eArmyU, the Army enhanced traditional Army distance-learning programs and services with an anytime, anywhere program that ensures eligible enlisted Soldiers can fulfill their educational goals. Administered by the Army Continuing Education System (ACES), key objectives of eArmyU are to improve well-being, to increase retention and to enhance readiness by providing learning opportunities that develop the critical thinking and decisionmaking skills required on today's battlefields.

By leveraging the technology provided through the world's largest education portal -- <http://www.earmyu.com/> -- Soldiers currently access curricula at more than 27 regionally accredited universities that offer virtual classrooms and libraries, academic advisement, and administrative and technical support. Together, these institutions offer Soldiers a choice of 147 different degree programs.

eArmyU is currently available at 14 installations, and more than 40,437 Soldiers are now enrolled in the program. As of 14 Oct 2003, more than 9,976 Soldiers had permanently changed duty stations from their original enrollment installations but continue to participate in eArmyU from locations worldwide, including 46 countries, four U.S. territories and 50 states.

Addendum E (Missile Defense)

Missile Defense is a vital warfighting requirement for protecting our homeland, deployed forces, friends and allies. It consists of both ballistic and cruise missile defense capabilities, which are achieved through a joint integrated system consisting of satellite sensors; early warning and fire control sensors; command and control centers; and missile platforms. Ballistic Missile Defense (BMD) efforts must be focused on all phases of missile defense operations: the boost phase, the mid-course phase, and the terminal-phase. Cruise Missile Defense (CMD) must be joint, integrated and have a wide-area scope attained via singular or networked sensors, which can be elevated, ground-based, airborne or space-based. They must also take advantage of integrated fire control to take full advantage of the kinematic range of joint missiles. Missile Defense is a joint capability to which the Army is a major contributor.

National Security Presidential Directive (NSPD) No. 23 directs the deployment of a set of missile defense capabilities in 2004. The Army is in the process of fielding an initial defense capability: the Ground-based Midcourse Defense System. Based in Alaska and California, it will provide the initial set of defense capabilities needed to protect the homeland against missiles in the midcourse flight range. This system will evolve to meet the changing threat and to take advantage of technological developments; in the future it will be integrated with the Army's Theater High Altitude Area Defense (THAAD) and other systems operated by sister services. The ARNG activated units in both Colorado and Alaska to support this mission.

The Army is continuing to deploy the Patriot Advanced Capability-3 (PAC-3) missile system to counter theater missiles in their terminal flight phase. In addition, the Army is examining options to field incrementally the Medium Extended Air Defense System (MEADS) within existing Patriot forces as a means to improve Army terminal defense warfighting capabilities and to accelerate the overall MEADS fielding process. MEADS will provide a more mobile, deployable, CMD-capable system with wider coverage.

The Army, with the concurrence of the Joint Staff, is accelerating its CMD capability to meet the emerging cruise missile threat. The critical components include the Joint Land Attack Cruise Missile Defense Elevated Netted Sensor System (JLENS), the Surface Launched Advanced Medium-Range Air-to-Air Missile (SLAMRAAM), and integrated fire control. JLENS will provide an elevated, enduring, wide-area surveillance and fire control sensor to the Joint Force.

Army air defense artillery units, from both the AC and ARNG, also are supporting the air defense of the National Capital Region. Both components operate ground-based air defense weapons and surveillance systems.

Addendum F (Chemical Demilitarization)

Title 50, United States Code, section 1521 directs DoD to destroy the United States' chemical weapons stockpile. This statute also provides for the establishment of a management organization within the Department of the Army to carry out this mission. Effective 18 February 2003, the Secretary of the Army transferred department oversight of the chemical demilitarization program from the Assistant Secretary of the Army (Installations and Environment) to the Assistant Secretary of the Army (Acquisition, Logistics and Technology); and directed establishment of the Chemical Materials Agency to execute the program for chemical weapons storage and demilitarization.

In November 2000, the Johnston Atoll Chemical Agent Disposal System completed the destruction of the last munitions stored at the atoll, and closure operations were completed in November 2003. The Tooele Chemical Agent Disposal Facility in Utah has incinerated 44 percent of the chemical agents and 82 percent of the munitions stored there. The incineration facility at Anniston, Alabama, began destruction operations in August 2003 and has destroyed more than 45 tons of chemical agents. Incineration facilities at Umatilla, Oregon, and Pine Bluff, Arkansas, are expected to begin destruction operations in 2004. The accelerated neutralization of the bulk chemical agent stockpile in Aberdeen, Maryland, began in April 2003; completion is expected in 2004. Accelerated disposal of bulk agents using a neutralization process at Newport, Indiana, is scheduled to commence in 2004. To date, the Army has destroyed more than 8,250 tons of chemical agent, some 26.2 percent of the United States' stockpile.

For the Non-Stockpile Chemical Materiel Product, all Chemical Weapons Convention (CWC) requirements have been met to date and the Product is on track to meet future CWC milestones. Demolition of the former production facility at Aberdeen, Maryland, is complete and demolition is ongoing at the former production facilities in Newport, Indiana, and Pine Bluff, Arkansas. The Mobile Munitions Assessment System (three each); the Rapid Response System (one each); the Single CAIS Access and Neutralization System (multiple units); and the Explosive Destruction System (three each) are deployable to assess and dispose of recovered chemical warfare materiel.

On 16 July 2002, the Defense Acquisition Executive (DAE) approved neutralization followed by bio-treatment as the technology for destruction of the chemical agent stored at Pueblo, Colorado. On 3 February 2003, the DAE approved neutralization followed by supercritical water oxidation as the technology for destruction of the chemical agent stored at Blue Grass, Kentucky. These technologies were demonstrated under the Assembled Chemical Weapons Alternatives (ACWA) Program pursuant to section 8065 of PL 104-208 and section 142 of PL 105-261. In accordance with these statutes, the Program Manager for Assembled Chemical Weapons Alternatives administers these programs under the direction of OSD. In October 2003, the Executive Council of the Organization for the Prohibition of Chemical Weapons (OPCW) granted the U.S. State Department's request to extend the 45 percent destruction milestone for the United States' CWC Category 1 chemical weapons from 29 April 2004 to 31 December 2007.

Addendum G (Focused Logistics Initiatives)

Programs	Connect Army Logisticians	Modernize Theater Distribution	Integrate Supply Chain	Improve Force Reception
Dedicated Logistics Communications Network	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Combat Service Support Automated Information Systems Interface	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Movement Tracking System	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Automated Identification Technology / Radio Frequency Identification Device	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Medical Communications for Combat Casualty Care	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Global Combat Support System – Army	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Product Lifecycle Management Plus	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>
Transportation Coordinators' Automated Information for Movement System / Joint Force Requirements Generator	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Battle Command Sustainment and Support System	<input type="checkbox"/>			
Materiel and Container Handling Equipment		<input type="checkbox"/>		
Theater Support Vessel		<input type="checkbox"/>		<input type="checkbox"/>
Rapidly Installed Fuel Transfer System		<input type="checkbox"/>		
Common Logistics Operating Environment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Force Provider				<input type="checkbox"/>
Configured Loads		<input type="checkbox"/>		
Family of Medium Tactical Vehicles		<input type="checkbox"/>		
Advanced Aviation Forward Area Refueling System		<input type="checkbox"/>		
Heavy Expanded Mobility Tactical Truck - Load Handling System		<input type="checkbox"/>		
Load Handling System Mobile Fuel Farm		<input type="checkbox"/>		
Power Projection Infrastructure			<input type="checkbox"/>	<input type="checkbox"/>
Medical Reengineering Initiative				<input type="checkbox"/>
Logistics Integrated Database	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Two Level Maintenance		<input type="checkbox"/>		
Defense Integrated Military Human Resources System				<input type="checkbox"/>
Army Prepositioned Stocks / Army War Reserves				<input type="checkbox"/>
Precision Aerial Delivery		<input type="checkbox"/>		
Smart Distribution (Advanced Concepts Technology Demonstration for Future Tactical Truck System)		<input type="checkbox"/>		
Joint Rapid Airfield Construction		<input type="checkbox"/>		<input type="checkbox"/>
Rapid Port Enhancement				<input type="checkbox"/>

Addendum H (Business Practices)

The Army will continue its efforts to improve business practices and processes in order to make the best use of valuable resources and to provide the finest support possible for Soldiers. Coupled with the ongoing imperative to balance investments between current and future readiness, these measures represent the soundest approach to reducing risks today while still allowing for the greatest investment in improved capabilities for tomorrow.

Many of our initiatives are designed to leverage resource investment and over time to improve the Army's capabilities. The Army seeks ways to employ existing capabilities more effectively and to integrate new capabilities more rapidly into the force. For example, the Strategic Readiness System (SRS) enables a results-oriented process whereby resources can be allocated not only on the basis of perceived needs, but also according to what actually is being accomplished.

The Army has started to install comprehensive, integrated and interoperable human-resource programs, policies and procedures. In FY03, the Army merged the Active- and Reserve-Component personnel commands into a single entity, the Human Resources Command (HRC). The Civilian Human Resources Agency (CHRA) eventually will merge into HRC, as well.

The following initiatives are some of the more important examples of the Army's transformation in business practices:

- Army Logistics Enterprise Integration -- The Army Materiel Command's high-level Army logistics operational and systems architecture.
- Industrial Base Strategic Initiatives -- Diverse strategy with common emphasis on implementing lean philosophy and on pursuing public-private partnerships to improve efficiency, to optimize utilization and to upgrade core capabilities.
- Ground Systems Industrial Enterprise (GSIE) -- Initiative by the Tank-Automotive and Armaments Command to transform the core capabilities at specific installations and to foster additional partnering arrangements with industry and the field.
- Performance Based Logistics (PBL) -- Part of the OSD Acquisition Reform, which emphasizes solutions as opposed to process.
- Simulations and Modeling for Acquisition, Requirements and Training (SMART) Initiative -- Will allow the Army to address the Future Force within the framework of emerging joint concepts and will lead to a better understanding of the capabilities required for the Future Force.
- Army Knowledge Online (AKO) -- Provides an information-sharing service from fixed installations to deployed elements and serves as the Army's intranet, supplying a single-access source of information to Department of the Army personnel. AKO leverages the Army's intellectual capital to better organize, train, equip and maintain the force.

- The Army enterprise Human Resource System (eHRS) -- Converts more than 200 human resource systems into a single, web-based system. It includes the Defense Integrated Military Human Resource System (DIMHRS), a DoD directed software capability based on a commercial off-the-shelf (COTS) management system. eHRS includes modules that provide additional capabilities not available though DIMHRS and is needed for the Army to manage its workforce.

Addendum I (Immediate Focus Areas)

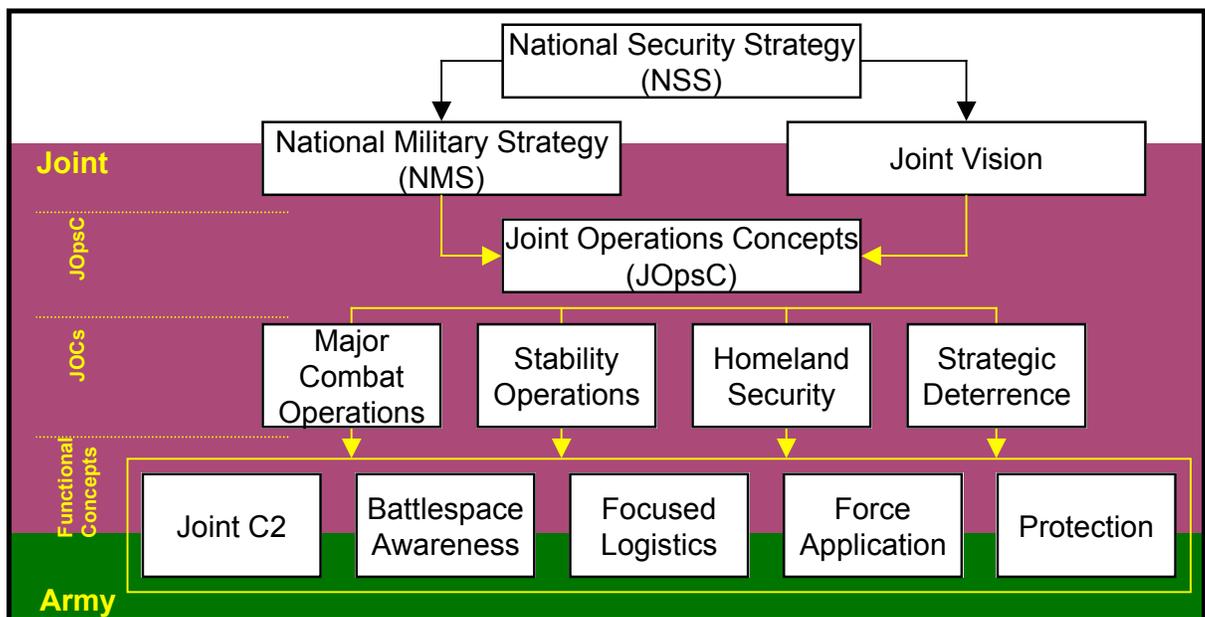
The Senior Leadership of the Army has established the following immediate focus areas to channel Army efforts on winning the Global War on Terrorism and increasing the relevance and readiness of the Army.

The Focus Areas are:

- **The Soldier** – Develop flexible, adaptive and competent Soldiers with a Warrior Ethos.
- **The Bench** – Prepare future generations of senior leaders. Identify and prepare select Army leaders for key positions within joint, interagency, multinational and Service organizations.
- **Combat Training Centers/Battle Command Training Program** – Focus training at CTC and BCTP to meet requirements of current security context, and Joint and Expeditionary Team.
- **Leader Development and Education** – Train and educate Army members of the Joint Team.
- **Army Aviation** - Conduct a holistic review of Army Aviation and its role on the Joint battlefield.
- **Current to Future Force** – Accelerate fielding of select Future Force capabilities to enhance effectiveness of Current Force. Army transformation is part of constant change.
- **The Network** – Leverage and enable interdependent, network-centric warfare.
- **Modularity** – Create modular, capabilities-based unit designs.
- **Joint and Expeditionary Mindset** – Retain our campaign qualities while developing a Joint and Expeditionary Mindset.
- **Active Component/Reserve Component Balance** – Redesign the force to optimize the Active and Reserve Component (AC/RC) mix across the defense strategy.
- **Force Stabilization** – Improve combat readiness and deployability of units while providing increased stability and predictability to Soldiers and their families.
- **Actionable Intelligence** – Provide situational understanding to Commanders and Soldiers with the speed, accuracy and confidence to impact current and future operations.
- **Installations as Our Flagships** – Enhance installation ability to project power and support families.
- **Authorities, Responsibilities, and Accountability** – Clarify roles and enable agile decision-making.
- **Resource Processes** – Redesign resource processes to be flexible, responsive, and timely.
- **Strategic Communications** – Tell the Army Story so that the Army's relevance and direction are clearly understood and supported.

Addendum J (Joint Operations Concepts)

As the Army evolves into a capabilities-based organization, it is leveraging the emerging joint concepts under development by the Joint Staff and the Combatant Commands to help focus transformation efforts. Joint concepts serve as the engine of change for future military capabilities. Joint concept development occurs within an evolving framework that includes the overarching Joint Operations Concept (JOpsC), four supporting Joint Operating Concepts (JOCs), and associated functional and enabling concepts. The JOpsC describes how the joint force intends to operate 15 to 20 years in the future across the entire range of operations. It provides the operational context for transformation, linking strategic guidance with the integrated application of joint force capabilities. The JOCs describe how the future joint force will operate within the specific range of military operations and identify how the joint force commander will meet selected contingencies. These JOCs also delineate the operational capabilities needed for joint warfighting. The Army assists in formulating these concepts and leverages them to help focus its own capabilities development. The four JOCs are Major Combat Operations, Stability Operations, Homeland Security and Strategic Deterrence.



Relationship of Joint Concepts

Within the operational environment, Army forces are designed, organized and trained to provide Combatant Commanders full-spectrum, land-power capabilities for responsive and successful execution of JOCs. Further, Army forces must be capable of rapidly transitioning between mission sets, tasks and conditions inherent in the JOCs. It is essential to recognize that each JOC is not a stand-alone operation and that JOCs usually occur simultaneously, whether in multiple regions, in a single joint operations area (JOA), or both. The Army, as part of the Joint Team, must retain the capacity to support global operations while maintaining the ability to rapidly and seamlessly transition to meet new and changing requirements. Annex B of the Army Strategic Planning Guidance establishes the strategic basis for prioritizing Army capabilities to

best contribute to the joint capabilities and methods required to meet Combatant Commander requirements.

Joint Functional Concepts complement the JOCs and serve to help focus capability development. While each of the JOCs is focused on a particular type of future operation, the functional concepts describe approaches to providing a particular military capability across the range of operations. The five functional concepts are Command and Control, Battlespace Awareness, Force Application, Focused Logistics and Protection.

COMMAND AND CONTROL

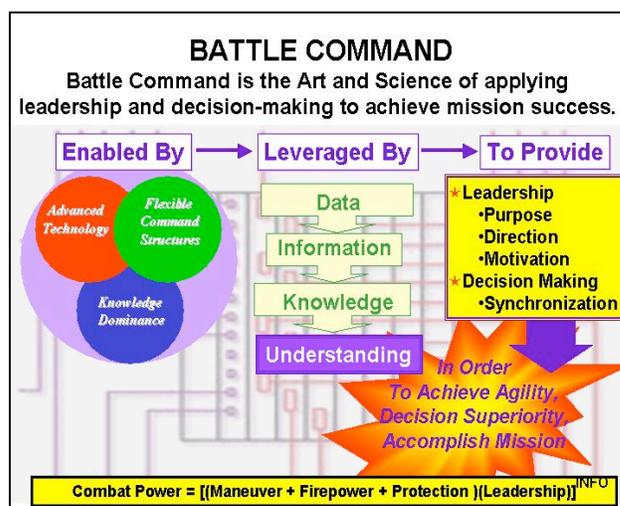
Army Command and Control (Army C2) is a critical enabler for, and a fully interoperable component of, joint command and control (JC2). Army C2 consists of two components: Army Battle Command (cognitive and technical aspects) and the Army network component of the Global Information Grid.

Battle Command: The Critical Enabler for Transformation

Fully networked battle command capabilities are the bridge from the Current to Future Force and enable the joint force commander to conduct fully interdependent, network-centric warfare. The Army views battle command, the art and science of applying military leadership and decision-making, as the essential capability that facilitates the conduct of joint operations. Enabled by C4 and intelligence, surveillance and reconnaissance, battle command enhances the commander's ability to gain information and decision making advantages over any adversary. Further, C4 and ISR networks, empowered by the Global Information Grid (GIG), will create an inherently joint, top-down network that provides common situational awareness and improves battle command.

Joint concepts of command and control and Army perspectives of battle command are complementary and commander-centric. Both exploit technologies and processes to achieve advantages that allow commanders to achieve better situational understanding and decision dominance. Army battle command efforts are now integrating Future Force C2 capabilities to the existing Current Force. The Army's fielding of advanced battle command capabilities to the Third Infantry Division during Operation Iraqi Freedom is a good example of this process.

As with the overall Army transformation effort, Army battle command encompasses the entire spectrum of DOTMLPF solutions. These DOTMLPF solutions operate across two domains -- the cognitive and technical domains of Army battle command. The cognitive domain addresses the requirements of commanders to understand, respond and shape their environments. The technical domain depends on



the development and fielding of improved technologies that will enable changes within the cognitive domain and battle command as a whole.

The Army Component of the Global Information Grid (GIG)

The Army continues to develop its communications architecture as a member of the Joint Team with the intent of synchronizing its networked capabilities into the GIG. By exploiting the GIG, the Army benefits from the seamless, end-to-end connectivity that improves the flow of information and enables a collaborative environment. The transformation of Army communications is an inherently joint process, and the joint interdependencies cannot be overstated. Future Army networks are being designed as a fully interdependent component of the joint network. As Future Force network capabilities integrate into the GIG, the Army expects to leverage its highly mobile, self-organizing, self-healing, multilevel, secure, resilient and ubiquitous networking capabilities. When the GIG architecture is linked to transformational communications enhancements, such as dynamic radio frequency allocation, adaptable waveforms, laser communications, satellite cross-linking and fiber offloading of the space segment, then many of the existing communications constraints that tactical units encounter will be eased. Further, Army tactical C2 will develop into a seamless and comprehensive collaborative environment. Working in this collaborative environment, Army forces harness the power of the ongoing revolution in information technology to connect people and systems -- horizontally and vertically -- within the joint network. Army components of the GIG, when tied to ISR systems, will enable the Joint Force Commander to see first, understand first, act first and finish decisively.

BATTLESPACE AWARENESS

Joint Force Commanders and all force elements must understand the environment in which they operate and the adversaries they face. The Battlespace Awareness Functional Concept articulates a need for the capability to create an interactive network that is continuously synchronized with operations while simultaneously providing users both real-time and archived data. The product of these efforts is Actionable Intelligence.

Actionable Intelligence

Army intelligence transformation represents a fundamental change to the way the Army thinks about and performs intelligence collection, analysis, production and dissemination. The new focus emphasizes the cognitive requirements of knowledge creation. Intelligence transformation changes the focus from systems and processes to solutions that improve the warfighter's understanding of the battlespace. Fused intelligence and assessment capabilities provide dominant knowledge to the commander, informing decisionmaking and enabling predictive cognizance. Intelligence transformation delivers high-quality and timely intelligence across the range of military operations.

Fundamental to achieving this new capability is development of actionable intelligence that is tailored to the needs of the decision maker. Actionable intelligence allows greater individual initiative and self-synchronization among tactical units. Further, actionable intelligence allows the commander to sustain initiative and create opportunities for exploitation of information. The challenge is to redefine Army

intelligence so that every Soldier is both a contributor to and a consumer of the global intelligence enterprise. While tactical commanders nearest to the fight can leverage modular, tailored packages to develop intelligence, a grid of analytic centers focused on their intelligence needs also supports them. To achieve this objective, Army intelligence pursues six fundamental ends:

- Change Army Intelligence Culture: Create a campaign-quality, joint and expeditionary mindset through doctrine, operational and personnel policies, regulations and organizations in order to develop intelligence professionals, competent from mud to space, who know “how to think” and are focused on the commander at the point of decision.
- Reshape Training: Reshape training to provide the volume, variety and velocity of intelligence and non-intelligence reporting.
- Rapid Technology Prototyping: Develop an agile technology enterprise that enables the intelligence force to respond to a learning enemy with the best technical solutions available in real time.
- Create the Framework: Create an information and intelligence grid that is inherently joint and provides a common operating picture, universal visibility of assets, horizontal and vertical integration, and situational understanding, thereby linking every ‘Soldier as Sensor and Consumer’ to analytic centers.
- Enhance Tactical Echelons: Provide actionable intelligence for tactical echelons. Design modular, intelligence force packages that are easily and quickly tailored and aligned to support any battlefield or situation.
- Transform HUMINT and Counter-Intelligence (CI): Grow a CI and HUMINT force with a more tactical focus that provides more relevant reporting.

FOCUSED LOGISTICS

The Army delivers materiel readiness to the Current and Future Forces as the land-power component of the joint force. Operation Iraqi Freedom (OIF) presents a view of future military operations that guides Army logistics transformation efforts. At the same time, OIF exposes shortfalls the current logistics system faces on a twenty-first century battlefield. That battlefield is both joint and combined, and it is characterized by dispersed operations, decentralized execution and increased threat to the lines of communication and traditional rear areas. In essence, OIF is a twenty-first century war supported by a twentieth century logistics system.

The successes enjoyed during OIF were the result of the integrated logistics team of Soldiers, civilians and contractors who developed innovative solutions to a range of challenges and delivered readiness to the warfighter. Since Operation Desert Storm (ODS), investments made in logistics systems produced a number of success stories:

- Major improvements to airfields, seaports, railheads and strategic-lift platforms allowed Army units to deploy in record time.
- Expanded Army Prepositioned Stocks consisting of combat ready equipment allowed the joint force commander to build combat power in theater in a matter of days rather than weeks.
- The Theater Support Vessel provided the joint force commander a robust, new option for intra-theater movement.

Unfortunately, the technological improvements made since Desert Storm have not been fully extended to Army logistics forces. Army logistics does not have the ability to integrate completely due to four capability shortfalls outlined below.

- **Connect Army Logisticians**: Army logistics currently lacks agile, assured and networked logistics information systems that would allow logisticians to “see the requirements” in near real time; nor can the customers “see the support” heading their way. Logisticians require the ability to see the requirements on-demand, 24 hours a day and 7 days a week; but, the decision-support tools necessary for sense-and-respond logistics do not exist. Additionally, both the logistician and the customer must be able to access a dedicated, logistics data network.
- **A Modern Theater Distribution System**: Logisticians today require positive control of an end-to-end sustainment system, a single doctrine and full integration across the strategic, operational and tactical levels in order to execute continuous operations over extended distances. Army logistics lacks a fully integrated and responsive distribution system enabled by in-transit and total asset visibility, which would make possible the speed and precision required in a distribution-based sustainment environment.
- **Better Force-Reception Capabilities**: Army logistics requires a modular, force-reception structure that quickly opens a theater and supports continuous sustainment throughout the joint operations area, including austere environments. The Army is developing a brigade-sized Unit of Action capable of deploying anywhere in the world within 96 hours. A robust, modular, theater-opening capability must be on the same deployability timeline to enable the simultaneous execution of the deploy, employ and sustain functions.
- **An Integrated Supply Chain**. The supply chain must be optimized and fully integrated for major combat operations and fully capable across the entire spectrum of operations. Actions to reduce excess inventories have been taken at many layers in the Army and national supply systems, without consideration for the total impact. The supply chain also must have a single proponent, who can reach across the breadth and depth of resources in a joint, interagency and multinational theater.

PROTECTION

Force protection consists of those actions taken to prevent or mitigate hostile actions against DoD personnel, including family members, resources, facilities and critical information. Force protection is accomplished through planned and integrated application of several security-related and supporting operations and programs including: law enforcement, physical security, protective services operations, critical infrastructure protection, information operations, crisis response, consequence management, intelligence and counterintelligence, intelligence fusion, active/passive CBRNE defense, counterterrorism and antiterrorism.

Past findings and recommendations concerning force protection programs have been documented by the Cole Commission, in the Downing Report on the Khobar Towers bombing, and through field assessments by the Department of the Army Inspector General, Deputy Chief of Staff for Operations and commanders. Our force-protection priorities remain focused on: supporting operational forces and equipment already deployed and in-transit; capitalizing on threat reporting and coordination with international and national intelligence and law enforcement agencies; enhancing

detection and deterrence capabilities for Chemical, Biological, Radiological, Nuclear, and Explosive (CBRNE) threats; institutionalizing installation access control for personnel and vehicles; improving policy and doctrine; strengthening training and exercises; and expanding force protection assessments.

Physical security programs will continue to focus on ensuring the adequacy of: policy and programs; physical-security technology initiatives; access control; and civilian police and guard initiatives necessary to protect the individuals and property supporting worldwide Army operations. We continue to assess our critical infrastructure program to ensure adequate protection against potential threat actions.

For more information on Missile Defense, see Addendum E.

FORCE APPLICATION

Force Application is the combination of maneuver and fires, enabled by offensive information operations (IO), to accomplish the desired objective. The Army provides the Joint Force Commander the means to conduct force application through the exercise of direct, continuous and comprehensive control over terrain, resources and people. This control is critical to the synergistic and integrated application of the military instrument to compel physical or behavioral changes to potential adversaries. As a component of the joint force, the Army provides sustained land dominance through conventional and unconventional forces that use a variety of lethal, non-lethal, kinetic and non-kinetic means. In conjunction with the joint team, the Army provides full-spectrum forces able to integrate maneuver, fires and IO across the full range of military operations including: operational maneuver from strategic distances; mobile strike operations; closing with and destroying enemy forces; precision fires and maneuver; exercising information superiority; commanding and controlling joint and multi-national forces; and controlling and defending land, people and resources. When committed, ground combat forces have the capability to rob an adversary of initiative and remove his freedom to continue hostilities. Sea, air and space dominance are invaluable, but only land dominance brings hostilities to a decisive conclusion -- establishing and maintaining favorable security conditions for more comprehensive and enduring solutions to complex crises.

Addendum K (Glossary of Terms)

AC	Active Component
ACS	Aerial Common Sensor
ACS	Army Community Service
A-FIST	Abrams Full Crew Interactive Simulator Trainer
AIT	Advanced Individual Training
ANGCRRRA	Army National Guard Combat Readiness Reform Act
AOR	Area of Responsibility
ARNG	Army National Guard
BCT	Brigade Combat Team
BCTP	Battle Command Training Program
C4	Command, Control, Communications and Computers
C4ISR	Command, Control, Communications, Computers, Intelligence, Surveillance and Reconnaissance
CONUS	Continental United States
CONUSA	Continental United States Armies
DA	Department of the Army
DCGS-A	Distributed Common Ground System–Army
DEP	Delayed Entry Program
DoD	Department of Defense
DOTMLPF	Doctrine, Organizations, Training, Materiel, Leadership, Personnel and Facilities
DRU	Direct Reporting Unit
eArmyU	Army University Access Online
ESB	enhanced Separate Brigade
FCS	Future Combat System
FM	Field Manual
FORSCOM	Forces Command
FRRRI	Federal Reserve Restructuring Initiative
FSP	Forward Support Package
GFR	Ground Forces Readiness
IADT	Initial Active Duty for Training
IMA	Installation Management Agency
IRR	Individual Ready Reserve
ISR	Intelligence, Surveillance and Reconnaissance
JFC	Joint Force Commander
JNTC	Joint National Training Capability
JRTC	Joint Readiness Training Center
LMTS	Laser Marksmanship Training System
LVS	Live, Virtual, Constructive
MACA	Military Assistance to Civil Authorities
MACOM	Major Command
MEADS	Medium Extended Air Defense System
MILES	Multiple Integrated Laser Engagement System
MOS	Military Occupational Specialty
NCOES	Noncommissioned Officer Education System
NDAA	National Defense Authorization Act
NETCOM	Network Enterprise Technology Command
NPS	Non Prior Service
NTC	National Training Center

OCONUS	Outside Continental United States
OPTEMPO	Operations Tempo
OSD	Office of the Secretary of Defense
PAC-3	Patriot Advanced Capability-3
PEO	Program Executive Office
PM	Project Manager
RC	Reserve Component
RRC	Regional Readiness Command
SBCT	Stryker Brigade Combat Team
SETS	Secondary Education Transition Study
SIMNET	Simulation Network
SOF	Special Operations Forces
SRS	Strategic Readiness System
S&T	Science & Technology
TADSS	Training Aids, Devices, Simulators and Simulations
TAM	Training Assessment Model
TRADOC	Training and Doctrine Command
TPU	Troop Program Unit
TSV	Theater Support Vessel
UA	Unit of Action
UAV	Unmanned Aerial Vehicle
USAR	United States Army Reserve
USARC	United States Army Reserve Command
VERTS	Virtual Emergency Response Training System
WMD	Weapons of Mass Destruction