



# Department of the Army Historical Summary

Fiscal Year 2005



*CENTER OF MILITARY HISTORY  
UNITED STATES ARMY  
WASHINGTON, D.C.*



# Department of the Army Historical Summary Fiscal Year 2005

by

Brian F. Neumann

*CENTER OF MILITARY HISTORY  
UNITED STATES ARMY  
WASHINGTON, D.C., 2013*

*Cover: U.S. Army Stryker vehicles of the Stryker Brigade Combat Team  
kick up plumes of dust as they conduct a patrol near Mosul, Iraq,  
31 March 2005. These Strykers are from the 2d Platoon, Company B, 1st  
Battalion, 5th Infantry, 25th Infantry Division.*

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DEPARTMENT OF THE ARMY  
HISTORICAL SUMMARY

FISCAL YEAR 2005



# 1

## Introduction

War and transformation dominated fiscal year (FY) 2005 as the U.S. Army commitment to Operation IRAQI FREEDOM (OIF) and Operation ENDURING FREEDOM (OEF) continued. The strain of multiple deployments, budget challenges, and recruiting difficulties that grew out of these ongoing conflicts influenced Army policies and initiatives. As a result, Headquarters, Department of the Army (HQDA), focused considerable effort throughout the fiscal year on transforming the active Army to better fulfill its missions while reducing strain on soldiers and their families.

With the requirement to fight two protracted wars uppermost in mind, Army soldiers undertook several major initiatives during FY 2005 in force structure and management practices in order to improve operational readiness and support capabilities. The largest effort came in shifting from a war-fighting force built on divisions to one based on modular brigades. Termed modularization, the creation of modular brigade combat teams (BCTs) dramatically changed the Army's force structure. The initiative replaced aspects of the Army transformation program that began under former Army Chief of Staff General Eric K. Shinseki and culminated several years of planning by the Training and Doctrine Command and the Office of the Chief of Staff. The process began during FY 2005 and will continue for the next decade. At the same time, the Army continued to develop its management systems to increase connectivity between units and to streamline logistical practices. It pushed forward with the development of the Future Combat Systems (FCS) concept—though increasing complexity continued to plague the process—and initiated implementation of the Lean Six Sigma business methodology throughout the force in order to improve efficiency and eliminate waste. These and other programs sought to transform the Army into a flexible, robust force while still meeting the challenges presented by the Global War on Terrorism.

In conjunction with its emphasis on new force structure and management practices, the Army attempted to provide the manpower for ongoing operations. In personnel matters, the Army struggled to meet its accession goals, although it made improvements during the second half of the fiscal year. The growing unpopularity of the war in Iraq made recruitment a challenge, resulting in the Army launching several new initiatives to

induce citizens to enlist. At the same time, the Army made considerable efforts to reform its training system by infusing lessons learned from the wars in Iraq and Afghanistan into the programs. A major change came with the recognition that all soldiers, not just those in maneuver units, needed to be trained as war fighters. This initiative came directly from the reality of combat in OIF and OEF, where the irregular nature of the conflicts meant that all soldiers, regardless of military occupational specialty, were at risk from attack while on deployment.

As its operational responsibilities increased, the Army succeeded in securing additional funding from Congress. A modest raise in the president's initial budget request from FY 2004, along with supplemental appropriations to fund costs incurred in Iraq, Afghanistan, and hurricane relief operations, combined to produce an overall budget increase of 27 percent over the previous fiscal year. This augmentation enabled the Army to continue its transformation efforts while at the same time meeting its operational obligations.

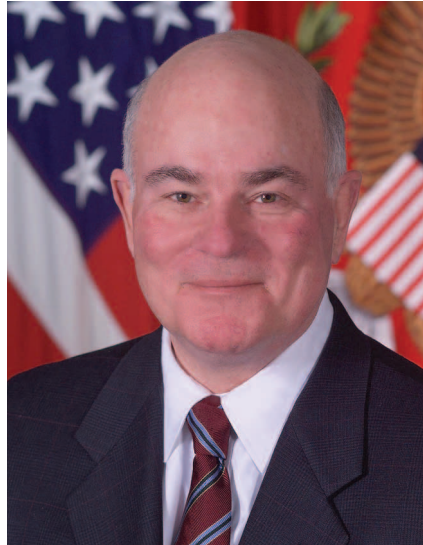
## 2

# Organization, Management, and Budget

### *Reorganizations and Realignments*

On 16 November 2004, the Senate confirmed the nomination of Francis J. Harvey as Secretary of the Army by a vote of eighty-five to twelve. Secretary Harvey replaced Under Secretary of the Army Les Brownlee, who had served as the acting Secretary of the Army since 9 May 2003, when Secretary of Defense Donald H. Rumsfeld removed Thomas E. White from the position. With a background as a defense industry executive, Harvey faced the challenge of overseeing the Army's transformation process.

The Army made strides to improve diversity and cultural awareness among its personnel. The Army defines diversity as the different attributes, experiences, and backgrounds of soldiers, civilians, and family members. In an effort to be a national leader in embracing the strengths of diverse people in an inclusive environment, the Army made it a goal to promote culturally astute soldiers and civilians. The effort is designed to enhance Army communities and improve the ability of personnel to develop personal relationships with individuals both in and out of the Army. To direct this initiative the Army created the Army Diversity Office under the Office of the Deputy Chief of Staff, G-1 (Personnel), in June 2005.



*Secretary Harvey*

In addition, the Army sought to better manage the transmission of news and information over the radio and television. HQDA reorganized

the Army Broadcasting Agency in FY 2005 and redesignated it as the U.S. Army Soldiers Media Center. It remained a field operating agency under the Office of the Chief of Public Affairs and absorbed several agencies from the Army Public Affairs Operations Group. Among the agencies realigned under the Soldiers Media Center were the Army News Service, Soldiers Radio and Television, and *Soldiers* magazine. Additionally, the directorates for Resources Management, Command Information, and Community Relations and Outreach—also parts of the Office of the Chief of Public Affairs—became part of the new Soldiers Media Center.

### *Management*

The Army made an effort to reduce costs while improving efficiency in FY 2005. A major element of this program was a study on the anticipated impacts of implementing the Lean Six Sigma methodology throughout the Army. Army Materiel Command had first employed the methodology in 2002, and in FY 2005 recorded a savings of \$110 million. The system contains two complementary parts: Lean, originally developed by Toyota in the 1970s, focuses on reducing waste or eliminating unnecessary steps to increase speed and productivity; and Six Sigma, created by Motorola in 1986, reduces variation to improve quality. The Lean Six Sigma program uses a set of quality management methods, including statistical formulas, and creates a special infrastructure of people within the organization (“Black Belts,” “Green Belts,” etc.) who are experts in these processes. The program, if formally adopted for the Army as a whole, will take several years to implement.

### *Budget*

The Army budget in FY 2005 reflected the growing demands of continual transformation, modernization, and operations in Iraq and Afghanistan. Increases in the president’s budget request focused on providing the Army with more troops and maintaining a force stretched over numerous deployments. Overall the president’s budget request represented a modest 4.5 percent increase in funding for the Army from FY 2004 (*Table 1*).

As standard procedure, the president’s budget request did not specifically include funding for combat operations, most notably Operations IRAQI FREEDOM and ENDURING FREEDOM. These funds were attached to the Defense Department funding bill (Public Law 108–287) as Title IX “Additional War-Related Appropriations.” When included, the Army’s appropriated budget totaled roughly \$112 billion. Congress passed the funding bill for FY 2005 on 5 August 2004. However, the Army’s

TABLE 1—PRESIDENTIAL BUDGET REQUESTS FOR TOTAL OBLIGATION  
AUTHORITY, FYS 2003–2005  
(IN BILLIONS OF DOLLARS)

<i>Appropriation</i>	<i>FY 2003</i>	<i>FY 2004</i>	<i>FY 2005</i>
Military Personnel	35.6	37.4	39.4
Operations and Maintenance	30.6	31.1	32.6
Procurement	12.4	10.8	11.5
Research, Development, Test, and Evaluation	6.9	9.1	9.3
Military Construction	1.6	1.8	2.1
Army Family Housing	1.4	1.4	1.6
Chemical Demilitarization	1.4	1.7	1.4
Other	1.1	0.6	0.6
Total	91.0	93.9	98.5

continuing challenges required additional funds that were provided in a supplemental appropriation bill (Public Law 109–13), passed on 11 May 2005. Just as in FY 2004, actual Army spending significantly exceeded the president’s initial budget request (*Table 2*).

TABLE 2—ARMY TOTAL OBLIGATION AUTHORITY,\* FY 2004 AND FY 2005  
(IN MILLIONS OF DOLLARS)

<i>Appropriation</i>	<i>FY 2004</i>	<i>FY 2005</i>
Military Personnel	49,968	51,909
Army	(40,364)	(41,840)
Army Reserve	(3,358)	(3,706)
National Guard	(5,249)	(6,364)
Operations and Maintenance	62,365	67,217
Army	(55,871)	(60,327)
Army Reserve	(2,035)	(2,017)
National Guard	(4,459)	(4,872)
Procurement	14,694	24,642
Aircraft	(2,172)	(3,135)
Missiles	(1,517)	(1,593)
Weapons and Tracked Combat Vehicles	(1,998)	(4,970)
Ammunition	(1,482)	(2,034)
Other	(7,525)	(12,910)
Research, Development, Test, and Evaluation	10,202	10,476
Military Construction	2,046	3,379
Army	(1,646)	(2,831)
Army Reserve	(88)	(101)
National Guard	(312)	(447)
Environmental Restoration	n/a	401
Army Family Housing	1,480	1,578
Operation	(1,081)	(951)
Construction	(399)	(627)
Base Realignment and Closure	73	103
Chemical Demilitarization	1,500	1,372
Afghan Security Forces Fund	n/a	995
Iraq Security Forces Fund	n/a	5,490
Defense Working Capital Fund	219	n/a
Total**	141,550	167,562

\* Includes Title IX, supplemental appropriations, and construction funding.

\*\*Totals may not add due to rounding.



# 3

## Personnel

### *Army Strength and Distribution*

In FY 2005 the Army was authorized to increase its end strength to 512,400. However, the actual end strength as of 30 September 2005, totaled 492,728: 69,174 commissioned officers, 12,482 warrant officers, 406,923 enlisted soldiers, and 4,149 U.S. Military Academy cadets, a decrease of 5,888 personnel (coming from reductions in enlisted personnel) from the FY 2004 end strength. Minorities constituted 39.2 percent of the active Army and women 14.3 percent. The Army National Guard's (ARNG) strength in September 2005 totaled 333,177: 29,952 commissioned officers, 6,602 warrant officers, and 296,623 enlisted soldiers, a decrease of 9,741 from the FY 2004 end strength. Minorities totaled 26 percent of the Army National Guard and women 12.8 percent. The U.S. Army Reserve's (USAR) end strength in September 2005 totaled 189,005: 34,406 commissioned officers, 2,529 warrant officers, and 152,070 enlisted soldiers, a decrease of 14,126 from the FY 2004 end strength. Minorities constituted 40.9 percent of the Army Reserve and women 23.2 percent (*Table 3*).

TABLE 3—ACTIVE ARMY MANPOWER DISTRIBUTION, FY 2005

<i>Location</i>	<i>Troop Levels</i>
United States and Territories	410,745
Europe	57,393
Former Soviet Union	37
East Asia and Pacific	23,159
North Africa, Near East, and South Asia	2,108
Sub-Saharan Africa	70
Western Hemisphere	599
Total	494,111

### *Manning Initiatives*

In an attempt to address broad military manpower shortages, the Army reached out to retirees in an effort to bring them back into the service. The ideal candidates were under sixty years old, retired less than five years, and matching a rank and military occupational specialty that filled a current need. Those who accepted would return at their former rank but would not be eligible for promotion, though added benefits and additions to retirement pay were available. Of particular need were retirees willing to be trained in civil affairs and deploy to Iraq and Afghanistan. Retirees who held the ranks of major, captain, and several noncommissioned grades were solicited. Likewise, the Army sought retirees to serve as recruiters or other positions requiring specific skills.

The 172d Separate Infantry Brigade led the way for the rest of the Army in FY 2005 as the first unit manned under the Unit Manning Initiative. Unit manning synchronizes assigning personnel with the life cycle of their unit. This process was a critical element in the Army's transition to a modular brigade force (discussed in Chapter 4: Force Development, Training, and Operational Forces) by abandoning the method of replacing individual soldiers and developing a system that keeps soldiers, officers, and commanders together longer to improve unit cohesion and war fighting effectiveness.

### *Enlisted Personnel*

In FY 2005, the Army failed to meet its recruiting objectives (*Table 4*). The deficiency between recruiting goals and actual enlistments for both the active and reserve forces represented the largest margin since 1979.

TABLE 4—ARMY ENLISTED ACCESSION RESULTS, FY 2005

<i>Component</i>	<i>Goal</i>	<i>Actual</i>	<i>Difference</i>	<i>Percentage</i>
Active Army	80,000	73,373	6,627	91.7
ARNG	63,002	50,219	12,783	79.7
USAR	28,485	23,859	4,626	83.8

*Note:* ARNG = Army National Guard, USAR = U.S. Army Reserve

An increase in violence in Iraq and extended deployments for both active duty and reserve personnel contributed to declining enthusiasm among potential recruits. The bulk of enlistment shortfalls occurred between January and May 2005, during which time the Army achieved

only 58 percent of its goal. Additionally, the reduced size of the delayed entry pool (made up of individuals who signed a contract to serve at a future date, up to one year in advance, but have not entered basic training) contributed to this shortfall. Typically, the Army strives to have 35 percent of the coming year's accession goal enrolled in the pool. At the beginning of FY 2005, however, the delayed entry pool amounted to 18 percent of the Army's accession target.

In addition to failing to reach quantitative recruiting goals for FY 2005, the Army also experienced declines in qualitative benchmarks. In FY 2004, 92 percent of Army recruits possessed high school diplomas, but that number fell to 87 percent in FY 2005 (three points below the Defense Department benchmark of 90 percent). Sixty-seven percent of recruits also scored above average on the Armed Forces Qualification Test in FY 2005, well above the 60 percent Defense Department standard, but declining from 72 percent in FY 2004. Additionally, the number of "Category IV" recruits, those scoring in the tenth through thirtieth percentiles on the qualification test, accepted into the Army rose from 0.5 percent in FY 2004 to 3.9 percent in FY 2005, just below the 4 percent Defense Department ceiling.

Bonuses and incentives remained a proven means of manning the all-volunteer Army. Though the recruiting environment remained a challenge during the fiscal year due to economic conditions, alternatives to service, and growing criticisms among the general public over the wars in Iraq and Afghanistan, recruiters utilized incentives and advertising to compete in the market and meet annual recruitment goals. Bonuses remained the primary and most effective tool to fill military occupation specialties. The Army offered a range of bonuses up to \$20,000 to qualified recruits. In addition, the Army continued to utilize the Army College Fund to attract recruits who wished to serve the nation and earn money for college. While this program targeted potential recruits who had not attended college, the Army's Loan Repayment Program, which offered up to \$65,000, was aimed at recruits who already had some form of college education. Both of these programs enabled the Army to compete for high-quality candidates.

The Army succeeded in reducing some of the negative effects of recruiting shortfalls by exceeding all enlisted retention targets (*Table 5*). In addition to soldiers' dedication prompting their reenlistment, the Army used the Selective Reenlistment Bonus program to encourage soldiers to rejoin the service at the end of their service obligations. The program paid up to \$15,000 for soldiers reenlisting while deployed to Afghanistan, Iraq, or Kuwait. It also offered lump sum cash payments of \$10,000 to \$40,000 for soldiers in high-priority specialties. Finally, the program provided bonuses of \$10,000 and \$15,000 for soldiers who reenlisted to serve with specific units. All Army components benefited from the program.

TABLE 5—ENLISTED ACTIVE ARMY RETENTION, FY 2005

<i>Personnel</i>	<i>Goal</i>	<i>Obtained</i>	<i>Percentage</i>
Initial Term	26,938	27,818	103.3
Mid-career	23,773	24,407	102.7
Career	13,454	17,287	128.5
Total	64,165	69,512	108.3

The Army made a supplemental request to the National Defense Authorization Act 2005 to provide bonuses to active component soldiers who agreed to join the reserves at the end of their service obligations. The Reserve Component Affiliation Bonus would increase the bonus from the standard \$50 per month to a \$10,000 lump sum payment for a minimum three-year commitment. The bonus helped the reserve component meet its end strength requirements with seasoned soldiers who were often combat veterans.

### *Officer Personnel*

In FY 2005 the Army accessioned 4,325 officers. The Army Reserve Officers' Training Corps (ROTC) program produced 2,641 officers for the active component as well as 958 for the Army National Guard and 579 for the Army Reserve. The size of the Corps of Cadets at the United States Military Academy remained steady at four thousand cadets, producing less than a thousand graduates per year. With these limits, the Army's Officer Candidate School worked to fill the gap in accessions. Its production more than doubled from 484 in FY 2000 to 1,011 in FY 2005.

To help build up the officer ranks to meet future needs, the Army consistently increased its accession goals starting in FY 2000 (with the exception of FY 2004). The FY 2005 accession target stands at 4,600, up from 4,000 in FY 2000. Though the Army failed over the past five years to fully realize its growing officer accession goals, the deficit never exceeded 5 percent. Those shortages stemmed from a combination of the lingering effects of the Army's drawdown during the 1990s and the recent transition to the brigade combat team structure under the modular force initiative.

The Army took several steps to address a projected annual shortage through 2013 of 3,000 basic-branch captains and majors. The Presidential Declaration of National Emergency after the 11 September 2001 terrorist attacks enabled the Army to exceed the promotion goals established by the Defense Officer Personnel Management Act. It also allowed the Army to increase the number of officers offered selective continuation. Under existing regulations, officers not selected for promotion by two successive

boards were involuntarily separated under the “up or out” system. Under the new authority the soldiers could continue to serve at their current levels at the discretion of the Army.

In addition to limiting the number of officers involuntarily separated, the Army also sought to increase promotion rates to help address the shortage of mid-career officers. The Army continued to require thirty-eight months in grade as first lieutenant before promotion to captain as established in 2002. The Army reduced the time-in-service milestone to major from eleven years to ten years.

The Army adopted new measures to induce officers to voluntarily increase their service obligation. One program allows U.S. Military Academy and ROTC cadets to guarantee their branch of service in exchange for an additional three-year service obligation. Another permits cadets to select an initial post of service in return for an additional three-year obligation. Finally, the Army expanded an existing program to offer fully funded graduate school opportunities in exchange for an increase in the Active Duty Service Obligation.

### *Civilian Personnel*

Civilians continued to play a large role in the Army, with 258,418 serving in appropriated fund and nonappropriated fund military functions, civilian functions, and as employed foreign nationals. The Army employed 243,436 civilians as of 30 September 2005 in military functions, constituting 34.3 percent of the Defense Department’s civilian personnel. The direct-hire appropriated fund workforce totaled 217,052 civilians, broken down into administrative (31 percent), professional (23 percent), technical (17 percent), blue collar (16 percent), clerical (9 percent), and other (4 percent) positions. The Army also employed 7,791 direct-hire foreign nationals and 18,593 indirect-hire foreign nationals in military functions. Indirect-hire foreign nationals are non-U.S. citizens hired in a foreign area under the terms of an agreement between the host nation and the United States.

Work continued during FY 2005 on the National Security Personnel System. Authorized in FY 2004, it replaced the General Schedule grade and step system with a pay band system intended to provide more flexibility in establishing pay levels. The Defense Department issued draft regulations in February and will begin implementation in FY 2006.

### *Special Topics*

On 22 August 2005, the Army awarded the Medal of Honor to Sfc. Paul R. Smith for his actions in Iraq in 2003. Sergeant Smith is the first



## AWARD OF THE MEDAL OF HONOR

*Sergeant First Class Paul R. Smith, Company B, 11th Engineer Battalion, United States Army, distinguished himself by acts of gallantry and intrepidity above and beyond the call of duty in action with an armed enemy near Baghdad International Airport, Baghdad, Iraq on 4 April, 2003. On that day, Sergeant First Class Smith was engaged in the construction of a prisoner of war holding area when his Task Force was violently attacked by a company-sized enemy force. Realizing the vulnerability of over 100 fellow soldiers, Sergeant First Class Smith quickly organized a hasty defense consisting of two platoons of soldiers, one Bradley Fighting Vehicle and three armored personnel carriers. As the fight developed, Sergeant First Class Smith braved hostile enemy fire to personally engage the enemy with hand grenades and anti-tank weapons, and organized the evacuation of three wounded soldiers from an armored*



*Medal of Honor recipient  
Sergeant Smith*

*personnel carrier struck by a rocket propelled grenade and a 60 mm mortar round. Fearing the enemy would overrun their defenses, Sergeant First Class Smith moved under withering enemy fire to man a .50 caliber machine gun mounted on a damaged armored personnel carrier. In total disregard for his own life, he maintained his exposed position in order*

*to engage the attacking enemy force. During this action, he was mortally wounded. His courageous actions helped defeat the enemy attack, and resulted in as many as 50 enemy soldiers killed, while allowing the safe withdrawal of numerous wounded soldiers. Sergeant First Class Smith's extraordinary heroism and uncommon valor are in keeping with the highest traditions of the military service and reflect great credit upon himself, the Third Infantry Division "Rock of the Marne," and the United States Army.*

By order of the Secretary of the Army:  
PETER J. SCHOOMAKER  
General, United States Army  
Chief of Staff



soldier to be awarded the Medal of Honor since 1993 and the first since the beginning of the Global War on Terrorism.

For the first time since World War II a female soldier received the Silver Star Medal. Sgt. Leigh Ann Hester of the 617th Military Police Company, a National Guard unit out of Richmond, Kentucky, received the award along with two other members of her unit, Spec. Jason Mike and S. Sgt. Timothy Nein (whose award would be upgraded to the Distinguished Service Cross in 2007), for their actions during an ambush of their convoy on 20 March near Salman Pak, Iraq. Sergeant Hester, 23, and her squad were shadowing a supply convoy



*General Schoomaker*

when roughly fifty insurgents attacked. Hester and Nein led their men in clearing several trenches. She assaulted one trench line with grenades and M203 grenade-launcher rounds and killed three insurgents with her rifle. The fight ended with twenty-seven insurgents dead, six wounded, and one captured. Three members of the 617th were wounded in the assault.

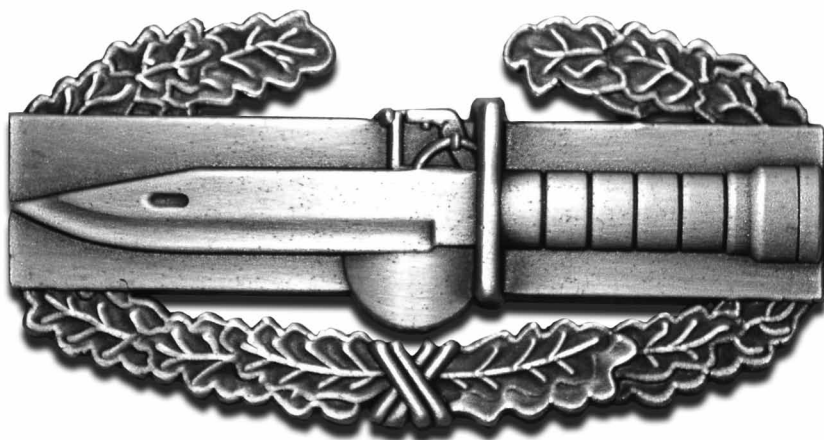
In addition to these individual awards, on 2 May U.S. Army Chief of Staff Peter J. Schoomaker approved the creation of the Combat Action Badge (CAB) to provide special recognition to soldiers who personally engage or are engaged by the enemy. The CAB grew out of complaints that the Army did not have an award comparable to the Combat Infantry Badge or the Combat Medical Badge for soldiers in other branches who engaged in combat, particularly those in cavalry, armor, and other combat arms units. Previous reviews of the Combat Infantry Badge rejected alterations to recognize such units out of the belief that it would detract from the prestige of the badge. However, with the increasingly blurred line between combat and support duties in OIF and OEF, calls again arose for the creation of a new badge. In mid-2004, the Army's senior leadership directed a task force to examine the idea of creating a combat badge designed to recognize noninfantry soldiers who engaged in direct combat with the enemy. The task force initially supported the idea of a close combat badge to recognize soldiers in units reorganized to serve as infantry and conducting infantry unique missions. However, this concept also proved inadequate as it would not apply to all soldiers, such as military police, who came into contact



*Army Chief of Staff General Schoomaker thanks Sgt. Michael Buyas for his service to the nation during a ceremony at the Pentagon, 29 June 2005.*



with the enemy. Eventually the Army rejected the plan to only recognize those performing infantry missions and created the Combat Action Badge to apply to all soldiers. The requirements for the award do not contain any branch and military occupational specialty stipulations. To qualify for the new badge soldiers do not need to be assigned to a combat arms unit, a unit organized to conduct close or offensive combat operations, or a unit



*Combat Action Badge*



*Sgt. April Pashley, 404th Civil Affairs Battalion, is awarded the Combat Action Badge by Army Chief of Staff General Schoomaker at the Pentagon, 29 June 2005. Pashley came under fire while guarding coalition forces in Iraq with her Reserve unit from Fort Dix, New Jersey.*

that performs offensive combat operations. However, not all soldiers who serve in a combat zone or imminent danger area immediately qualify for the badge, but rather only those who engage the enemy. Authorization for the Combat Action Badge dates from 18 September 2001 to a date to be determined. At the same time, the Army revised AR-600-8-22 to clarify the eligibility requirements for the Combat Infantry Badge and the Combat Medical Badge. All three badges hold equal precedence. On 29 June, General Schoomaker and Sergeant Major of the Army Kenneth O. Preston presented the first Combat Action Badges to five soldiers in a ceremony at the Pentagon.

Based on personnel needs incurred in the Global War on Terrorism the Army reinstituted the Army unit stop-loss program after the terrorist attacks in 2001. It authorized the Army to involuntarily extend a service member's active duty service under the enlistment contract in order to retain them beyond their initial end of term of service date and up to their contractually agreed end of obligated service. Department of Defense guidance remained to discontinue the program as soon as operationally feasible. The Army conducts a quarterly review to determine the program's

continuation or termination. As of January 2005, the current stop-loss program affected a total of 13,445 soldiers in all components.

Suicides in FY 2005 totaled eighty-seven, up from sixty-four in FY 2004. The Office of the Deputy Chief of Staff, G-1 (Personnel), began funding Question, Persuade, Refer workshops Army-wide to provide additional resources for suicide prevention awareness and intervention training. The Army Office of the Surgeon General continued to deploy Mental Health Assessment Teams to Iraq and Afghanistan. The 2005 team report verified that suicide prevention training was being conducted at various intervals during the deployment cycle, primarily by Unit Ministry Teams with occasional assistance from behavioral health assets. The report also discovered that soldiers' perceptions of the adequacy of suicide prevention training had decreased from previous years.

During the fiscal year, the Army also began a program to phase out its Battle Dress Uniform and replace it with a new Army Combat Uniform (ACU). The ACU consists of a jacket, trousers, moisture wicking t-shirt, and tan combat boots, which replace the standard black boots and do not need to be shined. In January 2003 soldiers from the 3d (Stryker) Brigade, 2d Infantry Division, started testing various models of the uniform under consideration. After listening to comments, the design team instituted changes that resulted in the approved design. Beginning in February 2005, soldiers deploying to Iraq and Afghanistan received ACUs.

Each change has a practical justification. Detachable name and insignia badges increase their life span and do not need to be sewn on. Replacing buttons with zippers and Velcro improves flexibility, access, and comfort while wearing body armor. For its most notable change, the ACUs utilize a digitally produced Universal Camouflage Pattern in neutral colors designed to work in woodland, desert, and urban combat situations.



*Army Combat Uniform*

Designers removed black from the camouflage because it does not appear in nature and is more eye-catching. Instead, the ACUs utilize green, grey, and brown, a color palette more suited to the varied environments soldiers operate in. The black beret remains the normal headgear for the ACU; however, a matching patrol cap can be worn at the commander's discretion. Though initially more expensive to purchase, the ACUs are more durable with reduced out-of-pocket cleaning costs. New enlistees will receive ACUs beginning in 2006. The rollover to the new uniform is scheduled to be completed by FY 2007.

In the summer of 2005 the Secretary of the Army Transition Team's Leadership and Culture Panel assessed the Army's leadership and culture to determine its ability to meet the realities of the twenty-first century security environment. It also evaluated whether the Army's leadership programs developed sufficient leaders, both military and civilian, for that environment. In July, the secretary of the Army created a Review of Education, Training, and Assignments for Leaders Task Force that included a consulting body; a red team; and officer, noncommissioned officer, and civilian teams. Each team had the following tasks: identify the skills and attributes of the twenty-first-century "Pentathlete" based upon the secretary of the Army and chief of staff of the Army vision; analyze existing Army policies and programs to maximize efficiency; evaluate existing training, education, and assignment policies and programs and recommend additions, modifications, and deletions; and highlight current policies and programs that are being done to standard and need to be maintained. Recommendations from each team are to be submitted to the secretary of the Army and chief of staff for approval in FY 2006.

## 4

# Force Development, Training, and Operational Forces

Army transformation continued to be the driving force in developing the Army's combat elements in FY 2005. Major components in the transformation process included restructuring units to a modular design, rebalancing and stabilizing the current force, and reforming training programs to better meet current and future missions. At the same time, the Army continued to conduct operations in Iraq, Afghanistan, and around the world in support of the Global War on Terrorism.

### *Modularity*

In September 2003, the U.S. Army began converting from a combat force centered on divisions containing between 10,000 and 18,000 soldiers to a force based on brigades totaling at most 3,900 soldiers. This became known as modularity, which the Army defined as a design methodology to create standardized, expandable Army elements capable of being tailored to accomplish virtually any assignment. The new units would be as capable as their predecessors, but they would also be adaptable enough to assume any form necessary to meet a broad range of missions.

General Schoomaker was the driving force behind modularity. Within a month of taking office as chief of staff in the summer of 2003, he instructed the Army to begin converting to a modular, brigade-based force. General Schoomaker stressed that the Army needed to adjust its priorities to continue to meet the challenges of fighting wars in Afghanistan and Iraq, a long-time commitment in Korea, continuing stability operations in the Balkans and the Sinai, and counterterrorism operations in various countries around the world. When Schoomaker became chief of staff, 73 percent of the Regular Army's brigade combat teams and 33 percent of the Army National Guard's teams were deployed overseas in the Balkans, the Sinai, Afghanistan, and Iraq. Since the Army relied mainly on unit rotations rather than individual replacements to fill personnel requirements, and since many rotations involved only a brigade combat team, the brigade, rather than the division, had become the main tactical echelon in planning for



deployments. Focusing on modular brigades eliminated the practice of slicing off support elements from divisions, which limits the division's readiness. More critically, the change would allow for the creation of additional brigade combat teams, increasing the Army's readiness and efficiency in meeting its missions.

To facilitate the transition to a modular-based force, General Schoomaker had created Task Force Modularity in early September 2003. Along with efforts by the 3d Infantry Division and Training and Doctrine Command, Task Force Modularity spent the next sixteen months designing the new modules. It concluded that a modular Army would require several types of units (termed units of action): heavy brigade combat teams; infantry brigade combat teams; Stryker brigade combat teams; aviation brigades; strike brigades (later termed fires brigades); reconnaissance, surveillance, and target acquisition brigades (later designated battlefield surveillance brigades); protection brigades (later designated maneuver enhancement brigades and changed again to combat support brigades [maneuver enhancement]); and sustainment brigades. After General Schoomaker approved the final report's conclusions in early 2005, the task force disbanded.

Once the transition is complete the new modules will be self-sufficient and standardized brigade combat teams that can be more readily deployed and combined with other Army and joint forces to meet the precise needs of the Combatant Commanders. Modularity will increase the combat power of the active component by 30 percent as well as the size of the overall pool of available forces by 60 percent. The total number of available brigades will increase from forty-eight to seventy-seven with ten active brigades (three-and-a-third divisions in previous terminology) being added by the end of 2006.

In addition to the brigade modules, the new design included units-of-employment at two, and possibly three, echelons above the brigade level. These will serve as headquarters at the higher tactical level (commanded by a major general) and the operational level (commanded by a lieutenant general), with an intermediate level available should circumstances dictate. In order to meld the new design to current lineages, General Schoomaker approved a plan developed by the U.S. Army Center of Military History that called for minimal changes in unit designation. While critics feared the limited changes could devalue the impact of modularity on the Army's organization, the Center advised that maintaining unit lineages would provide soldiers with a sense of stability and reduce potential negative impacts on morale. The Army would announce a formal lineage plan in FY 2006.

With the initial modular design plan in place at the beginning of 2005, the first two units to convert to a modular organization, the 3d Infantry Division and the 101st Airborne Division, began the transition in



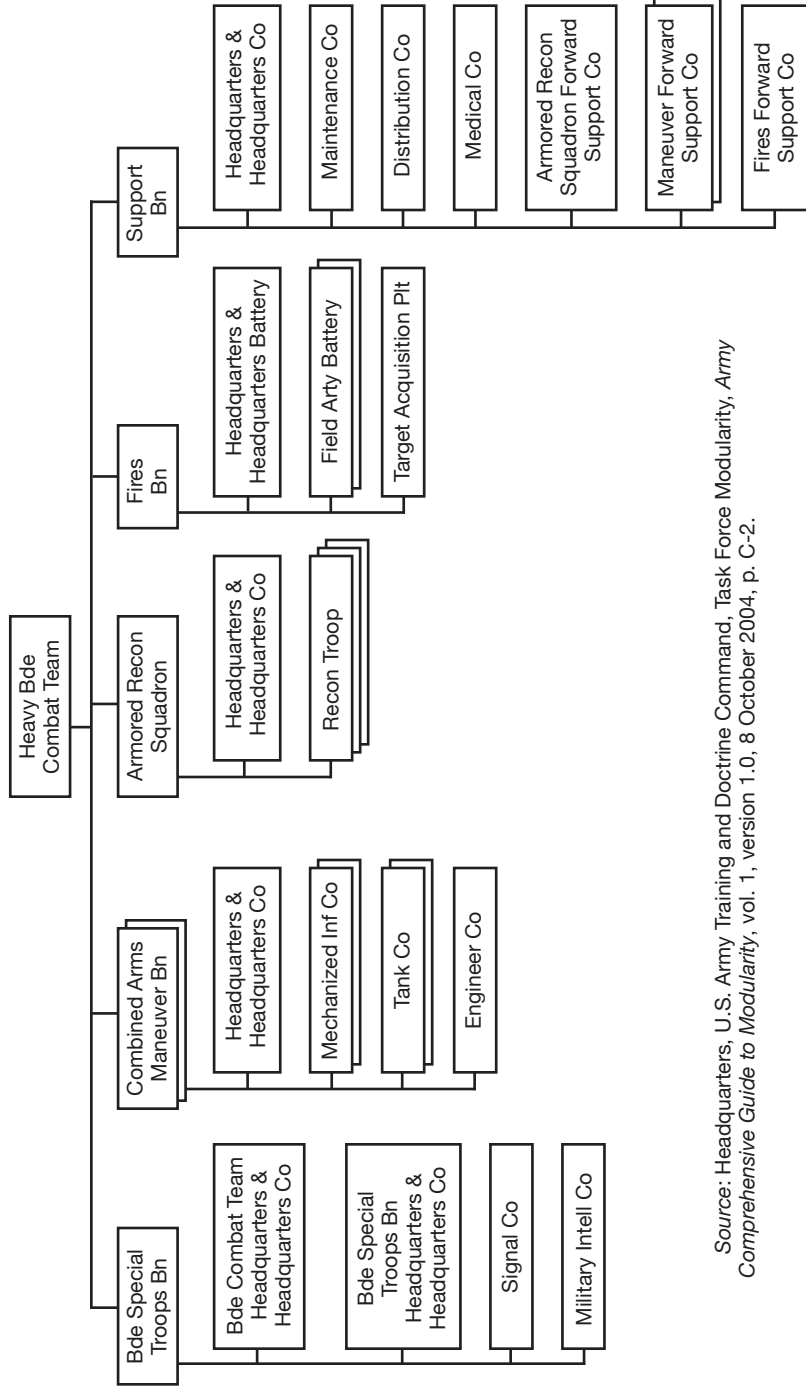
*U.S. Army Stryker vehicles of the Stryker Brigade Combat Team kick up plumes of dust as they conduct a patrol near Mosul, Iraq, 31 March 2005. These Strykers are from the 2d Platoon, Company B, 1st Battalion, 5th Infantry, 25th Infantry Division.*

preparation for their scheduled deployments in FY 2006. The 3d Infantry Division transformed its three brigades into four heavy BCTs with two armor-mechanized infantry battalions and an armed reconnaissance battalion (*Chart 1*).

The 101st Airborne Division converted its three brigades to infantry BCTs (also adding a fourth brigade) with each containing two infantry battalions and an armed reconnaissance and surveillance battalion (*Chart 2*). The 10th Mountain Division and the 4th Infantry Division are scheduled to undergo modularization in FY 2006.

In a related measure, the Army continued work on an Army Force Generation (ARFORGEN) system started in 2004 that would apply to the new modular force. The goal of ARFORGEN is to generate forces in a rotational manner that will support two years at home following every year deployed for the active Army, four years at home following each year deployed for the Army Reserve, and five years at home following each year deployed for the National Guard. This program provides more time to train, predictable deployment schedules, and the continuous supply of manpower required by the Combatant Commanders and civil authorities.

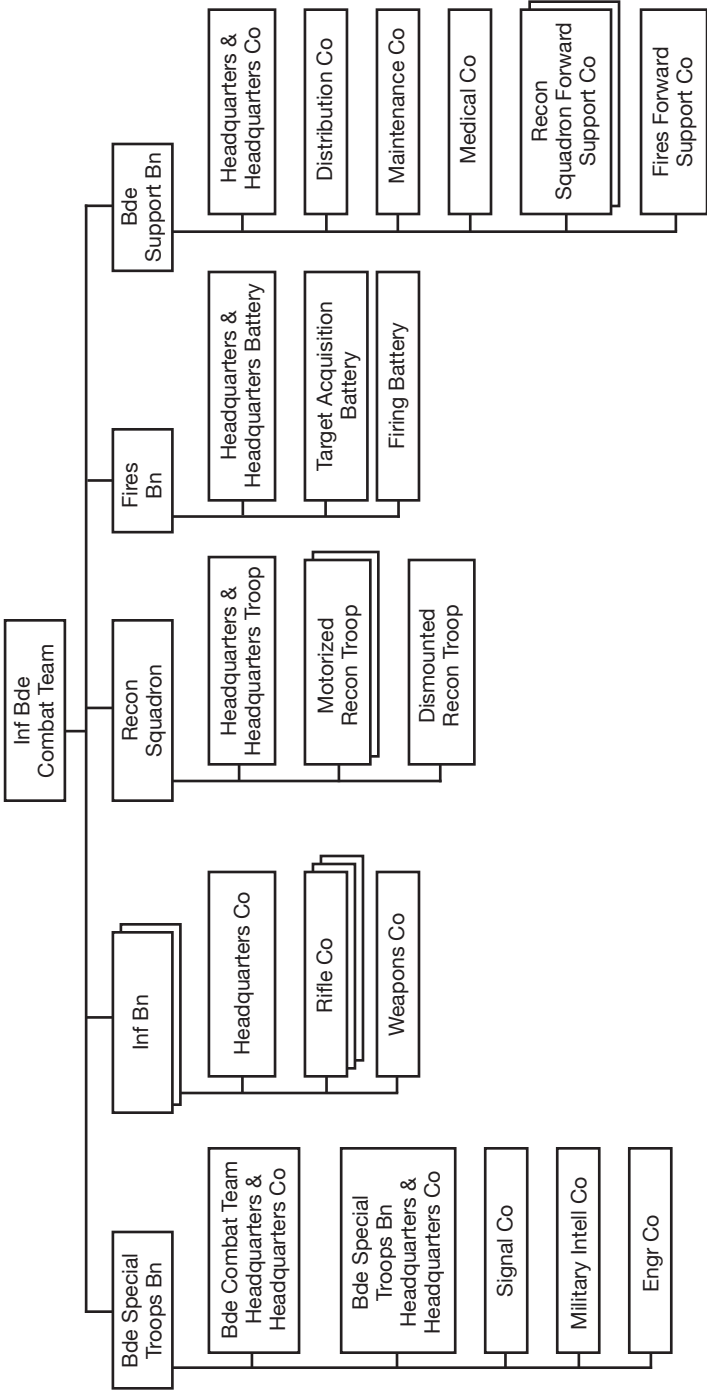
CHART 1—ORGANIZATION OF A MODULAR HEAVY BRIGADE COMBAT TEAM, SEPTEMBER 2004



Source: Headquarters, U.S. Army Training and Doctrine Command, Task Force Modularity, Army Comprehensive Guide to Modularity, vol. 1, version 1.0, 8 October 2004, p. C-2.



CHART 2—ORGANIZATION OF A MODULAR INFANTRY BRIGADE COMBAT TEAM, SEPTEMBER 2004



Source: *Army Comprehensive Guide to Modularity*, vol. 1, version 1.0, 8 October 2004, p. D-2.

### *Rebalancing and Stabilization*

Since the beginning of extended deployments with the Global War on Terrorism, the Army's active and reserve component structure has proved inadequate for rapid deployment and sustainment. In addition to the shift to modularization, the Army sought to rebalance its combat forces to increase units with special skills that are routinely in high demand by Combatant Commanders such as infantry, military police, transportation, and civil affairs. To accomplish this goal the Army began transitioning soldiers to more high-demand specializations in order to increase unit readiness for rapid deployment by decreasing training time to meet mission requirements.

Along with rebalancing force structure, the Army also worked to improve unit cohesion by keeping soldiers in units longer to reduce chronically high turnover rates and increase training proficiency and overall combat readiness. Units that stay together longer build higher levels of teamwork, understand their duties and equipment better, and require less periodic retraining. These unit manning policies also improved the quality of life and predictability for soldiers, families, and civilian employers. The 172d Separate Infantry Brigade (Alaska) initiated the stabilization process and the Army will man four more brigades using this method by the beginning of the next calendar year.

### *Army Aviation*

The Army began transforming its aviation forces to develop modular, capabilities-based units. The shift to a modular structure reduced the number of aviation brigade designs from seven to two. Resources and successful new technologies from the canceled Comanche program were redirected into other aviation programs. This reallocation accelerated the unmanned aerial vehicle, light utility helicopter, and armed reconnaissance helicopter programs. For example, the Army began taking proposals for a new light utility helicopter in July, with the selection scheduled for FY 2006.

The future cargo aircraft program, also a recipient of additional focused resources, continued to work to improve intra-theater lift capacity. As a part of this effort the CH-47F heavy lift helicopter will go into production in FY 2006. In regard to its aviation elements as a whole, the Army will purchase more than eight hundred new aircraft including 108 attack, 365 utility, and 368 armed reconnaissance helicopters over the next seven years. In one case, the Army's UH-60M program received authorization from the Pentagon's Defense Acquisition Board to produce twenty-two aircraft in FY 2005 and forty in FY 2006. The Army plans to make a decision on the full-rate production of twelve



*CH-47F (followed by the aircraft it replaced, a CH-47D)*

hundred aircraft by FY 2007. These initiatives promise to extend the life of the Army's critical aviation assets beyond 2020, reducing the age of the Army's aviation fleet, improving readiness rates, and reducing maintenance costs.

### *Training*

A critical element in Army transformation continued to be the training of soldiers and leaders. In 2003, General Schoomaker directed Task Force Soldier to examine all initial military and entry training programs to ensure soldiers received the necessary training to prepare for combat. Training and Doctrine Command then took the task force's recommendations and began reforming the Army's training program. The idea that every soldier is a soldier first, regardless of military occupational specialty, is at the heart of the warrior tasks and battle drills incorporated into all basic training and one-station unit training. The new program, implemented in FY 2005, designated thirty-nine critical warrior tasks and nine battle drills that soldiers must be able to perform before successfully completing initial entry training. These included more combat skills, enhanced marksmanship training, improved first aid, and the conduct of more field, night, and live-fire exercises. Soldiers received their weapons on day three and kept them with them at all times over the course of the



*U.S. Army Specialist Lore, from the 172d Stryker Brigade Combat Team, Fort Wainwright, Alaska, exits a Stryker vehicle after a convoy training exercise at the Joint Readiness Training Center in Fort Polk, Louisiana, 8 May 2005. The 172d Stryker Brigade Combat Team is training before it deploys in support of Operation IRAQI FREEDOM.*

nine-week program. In addition, trainers integrated improvised explosive device simulators, pyrotechnic devices with pop-up targets, and simulated rocket and mortar attacks. The reforms incorporated lessons learned from OIF and OEF to more adequately prepare all soldiers for the challenges of the modern battlefield.

For officers, the Army began transitioning to a Basic Officer Leadership Course (BOLC) in FY 2005. The course has three phases and provides a standardized, small-unit leadership experience that flows progressively through BOLC I—precommissioning training; BOLC II—basic combat leadership, warrior skills, and fieldcraft training attended by all officers, regardless of branch or gender; and BOLC III—branch-specific training. The revolutionary plan mixed officers and noncommissioned officers from different jobs for a cross-training experience intended to provide every new Army leader with basic combat skills. BOLC I implementation began in FY 2005 while BOLC II and III remained in the pilot phase, with full implementation scheduled to begin in FY 2006.

Changes in initial entry training required instructors to develop new skills as well. The Army traditionally focused training for combat support



*Soldiers stand in formation during the Basic Officer Leader Course (BOLC).*

and combat service support soldiers on the particular skills required by their military occupational specialty. The Army did not have sufficient drill sergeants to train all new recruits in combat skills, so it implemented a Combat Leadership Course at Fort Benning, Georgia, to train combat support and combat service support drill sergeants in the warrior tasks they will teach when the Army adopts the full BOLC program.

Additional changes to the Army training program included increased funding to adapt ranges and facilities to reflect likely combat situations; increased ammunition allocations to improve live-fire weapons training; and required live-fire training of additional weapons systems to improve individual and unit competency and adaptability. The Defense Language Institute also adjusted its requirements to meet the operational need for soldiers in Iraq who could speak Arabic. Finally, as the Army shifted to a modular force, the Combat Training Center Program worked to export similar training experiences (such as training for joint operations or to interact with foreign indigenous forces) to home stations to reduce deployment requirements for training.

### *Deployed Operational Forces*

Operation IRAQI FREEDOM continued to escalate in 2005 as the insurgency gained strength. The U.S. Army deployed roughly 132,400

TABLE 6—U.S. ARMY CASUALTIES IN OPERATION IRAQI FREEDOM, FY 2005\*

<i>Month</i>	<i>Killed in Action</i>	<i>Accidents/ Other Deaths</i>	<i>Total Deaths</i>	<i>Wounded in Action</i>
October	36	7	43	316
November	44	7	51	575
December	34	10	44	314
January	35	19	54	334
February	35	13	48	287
March	27	4	31	265
April	35	6	41	403
May	42	8	50	398
June	40	9	49	363
July	36	8	44	344
August	48	7	55	407
September	39	4	43	381
Total	451	102	553	4,387

\* Includes Army National Guard and Army Reserve

soldiers to Iraq and the surrounding area by the end of FY 2005 (including the Army National Guard and Army Reserve) out of a total U.S. force of 192,600. This force, consisting of thirteen brigade combat teams (of which five came from the Army National Guard), constituted the third deployment rotation during OIF. As the major contributor of ground forces to the OIF coalition, the U.S. Army endured steady casualties over the course of the year (*Table 6*).

General George W. Casey Jr., commander of the Multi-National Force–Iraq, continued to implement a counterinsurgency strategy during the fiscal year. He focused first on Baghdad and the surrounding cities in order to eliminate safe havens for insurgents. In October 2004, 3,000 U.S. soldiers and 2,000 Iraqis tried to quell insurgent activity in Samarra. In November, Army units took part in Operation AL-FAJR (also known as Operation PHANTOM FURY), in which 6,000 marines, 1,500 soldiers, and 2,000 Iraqis conducted a major effort to clear the city of Al Fallujah of insurgents. In some of the heaviest urban combat involving American forces since the battle of Hue City in Vietnam in 1968, coalition forces



mounted a six-week campaign to destroy the insurgent presence in the city. After a lull in American operations during the winter, the 3d Armored Cavalry Regiment moved into northwestern Iraq in May 2005 and began preparations to secure the border with Syria and break the insurgent hold on the city of Tal Afar. In September coalition forces launched their assault, quickly clearing the city and beginning phase IV operations.

Substantial progress came in establishing an Iraqi government in FY 2005. The Coalition Provisional Authority disbanded on 28 June 2004, and transferred sovereign authority for governing Iraq to the Iraqi interim government. Based on the timetable laid out in the Transitional Administrative Law, the interim government operated Iraq until elections on 30 January 2005; thereafter, the Iraqi transitional government assumed



*General Casey*



*A pair of 3d Infantry Division Bradleys man a checkpoint outside Tikrit, Iraq.*

TABLE 7—U.S. ARMY CASUALTIES IN OPERATION ENDURING FREEDOM, FY 2005\*

<i>Month</i>	<i>Killed in Action</i>	<i>Accidents/ Other Deaths</i>	<i>Total Deaths</i>	<i>Wounded in Action</i>
October	4	0	4	14
November	3	4	7	9
December	0	1	1	7
January	2	0	2	2
February	0	1	1	4
March	5	0	5	9
April	1	16	17	10
May	1	1	2	27
June	14	0	14	29
July	2	0	2	26
August	10	3	13	38
September	8	1	9	32
Total	50	27	77	207

\* Includes Army National Guard and Army Reserve

authority. In May, the transitional government appointed a multiethnic committee to draft a new Iraqi constitution. The committee finalized a draft in September 2005 and scheduled a national referendum for the following month.

In Afghanistan, Operation ENDURING FREEDOM remained relatively static during FY 2005. The Army had roughly 15,000 soldiers (from all components) in and around Afghanistan by 30 September 2005 (out of a total U.S. strength of 19,500). Casualties remained low, increasing mainly after the harsh winter subsided and the campaign season began (*Table 7*).

The new year brought changes to both the Army's maneuver forces and senior commander in Afghanistan. On 15 March the Army commenced its sixth major force rotation in OEF. The Southern European Task Force, under the command of Maj. Gen. Jason K. Kamiya, began replacing the 25th Infantry Division as Combined Joint Task Force-76 (the Army's maneuver force component). The following May, Lt. Gen. Karl W. Eikenberry replaced Lt. Gen. David W. Barno as commander of Combined Forces Command-Afghanistan.



*From right: General Eikenberry, incoming commander; General John P. Abizaid, head of U.S. Central Command; and General Barno, outgoing commander, prepare for the Combined Forces Command–Afghanistan change of command ceremony, 3 May 2005.*



Overall, the Army continued to implement a counterinsurgency strategy in Afghanistan and to support the build up of Afghan security forces and the stabilization of the Afghan government. On 9 October 2004, Afghanistan held its first presidential elections. The results were announced on 3 November, with Hamid Karzai being elected president. In February, the National Military Academy of Afghanistan began training officers for



*Maj. Gen. Jason K. Kamiya, newly appointed commanding general of Combined Joint Task Force–76, speaks with U.S. marines assigned to Weapons Company and to Headquarters and Service Company, 3d Battalion, 3d Marine Regiment, at Forward Operating Base Salerno, Afghanistan, 10 March 2005.*

the Afghan National Army. In July the Office of Military Cooperation–Afghanistan changed its name to the Office of Security Cooperation–Afghanistan and officially assumed responsibility for the U.S. role in reforming the Afghan National Police force. Finally, on 19 September, Afghans took part in national parliamentary elections, completing a fundamental step in creating a new government.

## 5

# Reserve Components

### *Organizational Change*

Concurrent with the active Army's transition to a modular force the Army National Guard began the process of reorganizing and converting to brigade combat teams. In one example, Virginia Governor Mark Warner approved a re-stationing plan for the Virginia Army National Guard. The Virginia National Guard developed a state command plan for how to reorganize units based on guidance and regulations provided by the National Guard Bureau and the Army. The plan provided information for the development of a re-stationing plan to determine how to effectively position units and personnel across the state. Corresponding efforts occurred in multiple states, along with the conversion of several National Guard units to titular BCTs. Overall, the headquarters for the 39th Infantry BCT (Arkansas); 116th BCT, 29th Infantry Division (Virginia); 27th Infantry BCT (New York); 30th Armored BCT (North Carolina); 81st Armored BCT (Washington); and 1st BCT, 34th Infantry Division (Minnesota), formally transitioned from legacy to modular brigades in FY 2005.

### *Personnel Management*

The Army National Guard's end strength in September 2005 totaled 333,177, a decrease of 9,741 from the previous year. It included 29,952 commissioned officers, 6,602 warrant officers, and 296,623 enlisted soldiers. Minorities constituted 26 percent of the Army National Guard while women accounted for 12.8 percent. The Army Reserve's end strength in September 2005 totaled 189,005: 34,406 commissioned officers, 2,529 warrant officers, and 152,070 enlisted soldiers. This amounted to a decrease of 14,126 from the FY 2004 end strength. Minorities constituted 40.9 percent of the Army Reserve and women made up 23.2 percent.

### *Recruiting and Retention*

Army National Guard and Army Reserve recruiting shortfalls during FY 2005 represented the third year in a row that accession targets went unmet. The cumulative effect resulted in both organizations

failing to achieve their end-strength targets by 5 percent and 8 percent, respectively. One standard source of Army Reserve and Army National Guard accessions, active Army soldiers who had completed their service obligations, became less productive. Retention incentives encouraged more soldiers to reenlist in the active Army, which forced the reserve components to rely more heavily on recruits from the American public. This proved increasingly difficult because of declining enthusiasm for the wars in Iraq and Afghanistan. Like the active Army, the Army National Guard and Army Reserve hoped to counter their difficulties in recruiting new members by persuading current soldiers to reenlist. In pursuit of this goal the reserve components increased reenlistment bonuses, offering up to \$15,000 to those who agreed to stay in uniform for an additional six years.

### *Training and Readiness*

During FY 2005, the Army National Guard continued to manage its overall readiness by prioritizing resources in support of the National Military Strategy. Since 11 September 2001, the ARNG has deployed more than 69 percent of its personnel in the Global War on Terrorism, homeland defense efforts, and state missions. Since July 2002, overall unit readiness has decreased by 41 percent while providing personnel and equipment to units to ensure fully manned and equipped ARNG forces for deployment. Personnel, training, and equipment-on-hand decreased between 18 percent and 36 percent while equipment readiness declined by 10.1 percent during the same period.

The Army National Guard worked with U.S. Army Forces Command and HQDA in the development of an ARFORGEN model. This model provided predictability of forces available and ready for operational deployments. It amounted to a paradigm shift, changing unit resourcing from a tiered to a time-sequenced approach based on when a unit could expect to deploy. The ARNG developed improved training models that increased resources and training events to produce readiness leading up to a unit's expected deployment availability. The new program made deployments more predictable for ARNG soldiers, as well as their families and employers.

To better manage the state of units for future deployments, the Department of Defense implemented the use of the Defense Readiness Reporting System. The system is a Web-based readiness program that provides a near real-time assessment of a unit's capability to execute its wartime or other assigned missions based on its ability to execute its mission-essential tasks. This system allows the Office of the Secretary of Defense, Combatant Commands, and the services direct access to unit readiness assessments.

Full-time support remained a critical component for achieving soldier and unit-level readiness. Full-time ARNG members were responsible for organizing, administering, instructing, training, and recruiting new personnel, as well as maintaining supplies, equipment, and aircraft. Full-time support personnel were essential to successful transitions from peacetime to wartime, and are critical links to the integration of the Army's components. To meet readiness requirements, the chief, National Guard Bureau, in concert with the state adjutants general, prioritized the increase of full-time support authorizations as the priority for the ARNG. While some progress has been made in recent years to increase full-time support manning levels in ARNG units, obstacles remained in obtaining acceptable full-time support levels necessary to achieve unit readiness. During FY 2005, ARNG resourcing totaled 63 percent of its full-time support requirements (53,278 authorized of 84,452 required), the lowest resourcing level of any Department of Defense reserve component.

### *Mobilizations*

In FY 2005 more than 141,700 soldiers from the ARNG were on active duty at home and abroad. Mobilizations for 2005 reached a new high for the ARNG since 11 September 2001, with one division, nine brigade combat teams, and more than 16,000 combat service and combat service support troops totaling 104,169 soldiers mobilized simultaneously, with 74,360 deployed. The deployment of ARNG troops enabled the active Army to continue its reset process and modularization while fighting in Iraq and Afghanistan.

The ARNG deployed more than fifteen thousand soldiers to more than thirty-eight different countries in support of the Combatant Commanders' exercises and overseas training requirements. Missions included military exercises, engineer troop construction projects, aviation maintenance support, military police support, direct and general support maintenance, finance and postal support, medical support, linguist and counter-intelligence missions, and signal support. The ARNG provided 310,400 man-days and \$11 million in additional pay and allowances to support the Combatant Commands in FY 2005.

The 2005 Atlantic hurricane season, the most intense and active in recorded history, produced the largest ever ARNG disaster relief mobilization. Most relief efforts came in response to Hurricane Katrina, a Category 5 storm that struck New Orleans on 29 August and caused destruction along the entire Gulf Coast. The levee system surrounding New Orleans failed due to the storm surge, causing the city to flood. The storm destroyed approximately 350,000 homes and displaced over one million evacuees. The ARNG responded by mobilizing a total of





*A U.S. Army UH-60 Black Hawk helicopter flight engineer unloads food and water at the Louisiana Superdome in New Orleans on 3 September 2005. The Superdome was used as a central staging and relocation center for thousands of displaced New Orleans residents affected by the devastation of Hurricane Katrina.*

50,087 soldiers and airmen and 146 rotary-wing aircraft to the impact zone, with thousands more providing coordination and logistical support from numerous locations. The ARNG aviation community flew more than 7,300 missions, transported nearly 6,200 civilians to safe havens, and transported soldiers to disaster zones in Louisiana and Mississippi to assist civilian authorities in establishing law and order. In late September, Hurricane Rita hit the Gulf Coast to the east of Houston, Texas. Another Category 5 storm, Rita caused the mass evacuation of millions from Houston and the surrounding areas. It pulled ARNG resources away from the Katrina relief effort while also causing New Orleans to re-flood. The two storms combined to produce nearly \$100 billion in damages and approximately two thousand deaths. The ARNG continued relief efforts into FY 2006.

The ARNG also scheduled and coordinated the logistical task forces that supported six mobilized ARNG brigades during their training at the National Training Center and the Joint Readiness Training Center. In addition, initial planning conferences for five brigade-sized elements were hosted that paved the way for successful postmobilization training. Nine mobilized ARNG brigades participated in urban operations seminars and

mission rehearsal exercises through the Combined Arms Center at Fort Leavenworth, Kansas. Additionally, ARNG military police and combat engineer platoons trained with the United States Army Special Forces.

### *Materiel and Aviation*

The Operational Support Airlift Agency at Fort Belvoir, Virginia, a Department of the Army field operating agency under the National Guard Bureau, directed a network of geographically dispersed, yet centrally controlled, military aircraft that provide transportation for both personnel and cargo. This field operating agency managed the majority of the 170 Army fixed-wing aircraft for wartime requirements and routinely supported all government agencies while training for wartime readiness. Combat support included transporting time-sensitive and mission-critical supplies and personnel in Iraq, Afghanistan, Pakistan, Oman, Qatar, Bahrain, Egypt, Jordan, and the Horn of Africa.

The agency's fixed-wing aircraft transported much needed supplies and personnel throughout the Gulf Coast for relief efforts following Hurricanes Katrina and Rita. Both at home and abroad these aircraft flew more than 50,808 hours, transported over 9.1 million pounds of cargo, and carried 66,753 passengers during FY 2005. The flight hours reflect an emphasis on cargo lift and demonstrate the critical role fixed-wing cargo aircraft serve in war fighter and homeland security missions. ARNG aviation moved approximately 7,300 tons of equipment, food, sandbags, and life-saving supplies, and rescued nearly 16,000 people. Between 29 August and the end of FY 2005, the ARNG flew a total of 5,341 hours and aviation support for these efforts remained at sixty-seven aircraft. After Hurricane Rita, the ARNG flew 185 missions, transported 117 civilian and military personnel, moved 31 tons of supplies, and conducted 19 rescue or life-saving missions through the end of the fiscal year in Texas.

Army National Guard aviation completed 119 percent of the flying hours projected for the fiscal year. This represents an average of 10.8



*Army National Guard soldiers unload supplies off a CH-47 Chinook helicopter at a distribution point.*



*National Guard units provide aid during Hurricane Katrina.*

aircrew flying hours per month—the highest level since achieving 9.1 hours in FY 1996. During FY 2005, an average of 358 aircrews deployed each month in support of Operation NOBLE EAGLE, Operation ENDURING FREEDOM, the Balkans (Kosovo Force and Stabilization Force Bosnia), and Operation IRAQI FREEDOM. ARNG aircrews flew more than 100,000 flying hours in support of the Global War on Terrorism, an increase of 65 percent from FY 2004. The ARNG flew more than 260,000 total hours in support of homeland security, training, counterdrug, and combat operations missions. Even with 21 percent of the ARNG aviation force structure deployed, the Army aviation transformation process continued. As aircraft were redistributed to modernize units, aircrew qualification and proficiency training accelerated to rapidly meet emerging deployments.



# 6

## Logistics

### *Reset*

Major combat and stability operations in Iraq and Afghanistan continued to place tremendous demands on soldiers and equipment. As a result, units returning home needed to replenish their equipment and prepare soldiers for future missions. The Army calls this process “reset,” and it includes providing additional training and professional development for soldiers, bringing unit readiness back up to Army standards, retraining essential tasks to incorporate lessons learned from Iraq and Afghanistan, and adjusting pre-positioned stocks of ammunition and equipment to support the force. The standard turnaround for active and reserve component reset is six and twelve months, respectively.

The 3d Armored Cavalry Regiment, the 3d Infantry Division, and more than 25 percent of Army Reserve units completed reset in FY 2005. The 4th Infantry Division, the 2d Light Cavalry Regiment, the 10th Mountain Division, the 1st Armored Division, the 76th Infantry Brigade (Indiana), the 30th Infantry Brigade (North Carolina), the 82d Airborne Division, and the 101st Airborne Division were in various stages of reset by the end of the fiscal year. Projections indicate that it will take up to two years after the return of forces from Iraq and Afghanistan to completely refit units and reconstitute equipment. To address this problem, Army planners continue to work on methods to streamline the process of returning units to readiness status at the end of a deployment.

### *Management and Planning*

A memorandum of agreement signed 2 August 2004 by the Army Materiel Command (AMC) Commanding General, Paul J. Kern, and the Assistant Secretary of the Army (Acquisition, Logistics, and Technology), Claude M. Bolton Jr., heralded a major new initiative for Army managed logistics. The Life Cycle Management Command (LCMC) initiative integrates AMC major subordinate commands and their associated Program Executive Officers (PEOs) under a single commander who will be the focal point and have primary responsibility for the entire life cycle of all systems assigned to the LCMC. The intent is to foster better

cooperation between supply officers and acquisition project managers and give AMC subordinate commands oversight over materiel during its entire term of use. Lt. Gen. Benjamin S. Griffin became commanding general of AMC in November 2004, and made the LCMC project a top priority.

Even before Griffin became the AMC commanding general, efforts were underway to institute the LCMC program. On 5 October 2004, AMC established the Aviation and Missile LCMC at Redstone Arsenal, Alabama. This LCMC, the Army's first, combined the Aviation and Missile Command and the Program Executive Officer Aviation. The PEO Tactical Missiles and PEO Air, Space, and Missile Defense were later merged into a single PEO Missile organization and added to the Aviation and Missile LCMC on 1 June 2005.

On 28 December 2004, Tank-Automotive and Armaments Command (TACOM) submitted a plan to AMC for a U.S. Army TACOM Life Cycle Management Command. When referring to the LCMC community, "TACOM" is now considered a standalone proper name rather than the acronym that described the former Tank-Automotive and Armaments Command.

The Communications-Electronics (CECOM) Life Cycle Management Command, began on 2 February 2005. It manages 128 major defense programs, amounting to over \$10 billion in total obligation authority to acquire, field, and provide new equipment training. The CECOM LCMC team is responsible for almost half of the Army's inventory of end items and spare parts. As a result of the 2005 Base Realignment and Closure program, it is in the process of relocating to Aberdeen Proving Ground, Maryland. The move is scheduled to be completed by FY 2010.

The work of implementing the Joint Munitions and Lethality LCMC began during FY 2005. However, Congress requested that the Army evaluate how the LCMC should be structured in light of the secretary of defense recommendation—endorsed by the Base Realignment and Closure Commission—that Picatinny Arsenal, New Jersey, become the home for a joint integrated weapons and armaments specialty site for guns and ammunition. This change will delay the LCMC's formation until at least FY 2006.

In order to present a single AMC face to supported commanders, AMC began establishing Army field support brigades during the fiscal year. Each brigade is commanded by an AMC colonel who integrates the many capabilities of AMC and its partners in acquisition and contracting to provide unified, responsive support to field units. The first of these new brigades, Army Field Support Brigade–Europe, formed in November 2004. By the end of FY 2005, AMC created a total of seven field support brigades as a part of the Army's modularity transformation.

In an effort to modernize its information technology systems, AMC is developing a comprehensive Single Army Logistics Enterprise (SALE)

system to replace current logistics automation systems. The SALE enables operation of a Web-based logistics information system connecting soldiers in forward areas with not only supply points, but also materiel developers, researchers, and industry partners. Three ongoing projects serve as the foundation for SALE: the Logistics Modernization Program, incorporating fixed maintenance and supply installations; the Global Combat Support System Army, linking up troops in the field; and Product Life Cycle Management Plus system, serving as a single source of data for users along the entire supply chain. The Logistics Modernization Plan is the furthest along. The first implementation of the SALE at the national level began prior to FY 2005 with pilot implementations at CECOM, AMC headquarters, and the Defense Financial and Accounting Service. The SALE system is expected to be completed during FY 2007.

To better manage logistics within the Army, HQDA and AMC are considering a plan to transform the existing Army Field Support Command at Rock Island, Illinois, into the Army Sustainment Command (ASC). The ASC would serve as a centralized location for total life cycle management, contingency contracting, and supply and maintenance management, providing standardized logistical support to soldiers and units across the Army. Technology figures prominently in the ASC plan, and the SALE program is expected to obtain the means to create the computer architecture necessary for the proposed ASC to tie together the Army's current logistical system.

### *Research, Development, and Acquisition*

One way to encourage cutting-edge technology development within the Army is to recognize the best Army inventions each year. This selection process is unique because the soldiers in the field provide their opinion to help identify the best new technologies provided to them. In FY 2005 the Army, from active duty divisions to the Training and Doctrine Command, chose the ten winning programs for their impact on Army capabilities, such as breadth of use and magnitude of improvement over existing systems, inventiveness, and potential benefit outside the Army. Included among the winners were a new combat application tourniquet, a fixed site/vehicle mounted gunfire detection system, and several IED countermeasure devices.

The Army's Future Combat Systems program continued its development during FY 2005. Intended to be a fundamental redesign of the Army's combat force, FCS will include eighteen new manned and unmanned vehicles all connected by a single network. Designers of the new vehicle and weapon systems are called on to follow goals for weight, survivability, lethality, transportability, and maintainability that will enable them to deliver the striking power of heavy forces with the mobility of light forces.



*S. Sgt. Thomas J. Brennan applies the “Special Operations Forces Tactical Tourniquet,” the Army’s newest medical device, to Sgt. Sherrie M. Knight’s arm during a class at Camp Victory, Iraq, 19 July 2005. Designed for one-handed application, the tourniquet allows a soldier to apply it himself, replacing the Army’s field-expedient method in which soldiers used a bandage and a stick to stop blood flow from a wound.*

Technical challenges for FCS development mounted in FY 2005. The developers of the manned ground vehicles struggled to reach the key performance parameters associated with portability. Survivability concerns tended to increase vehicle weights too much to allow for their transport by a C-130, a key goal for the vehicles’ designers. Increasingly powerful improvised explosive device attacks required armor and the incorporation of dead space, which increased the bulk of vehicles. By March 2005, the projected weight of manned ground vehicles in combat order rose to as high as 25 tons, up from the initial 19.5 ton target. At the same time, an April 2005 study for the Office of the Secretary of Defense by the Institute for Defense Analyses noted that current limits on vehicle weight to twenty short tons only improved transportability under a few conditions. If the Army wanted to utilize C-130 aircraft it would need an even lighter vehicle. The two choices are incompatible, but the designers of the FCS manned ground vehicles continue to search for a solution to the issue. The current plan is to retain the weight limit specifications without armor, fuel, and ammunition. These will be transported separately and added to

the vehicles upon deployment. In FY 2006 research and development will continue to work out the weight and transportability issue.

In addition to these problems, members of Congress objected to the FCS program's management structures. Congressional critics disliked both the Lead System Integrator method of management and the Other Transaction Authority contracting system because of what they saw as a lack of accountability. The Other Transaction Authority exempted companies that are not traditional defense suppliers from the Pentagon's labyrinthine acquisition regulations. Congress, however, argued that this system created a process that could too easily foster corruption. In deference to these concerns, on 9 May 2005, Assistant Secretary Bolton directed the program to convert its Lead Systems Integration agreement with the Boeing Company from an Other Transaction Authority to a Federal Acquisition Regulation-based contract. Bolton maintained that the new contracting system would be better as FCS grew in size and the program's details became clearer.

Despite these problems the FCS program reached a key decision in FY 2005. In August the Army announced that the Detroit Diesel Company had been awarded the contract, valued at \$47 million, to produce the engine for the FCS family of manned ground vehicles. The company will deliver twelve 5L890 engines in mid-2006, with an option for thirty-five more. Designers for the manned ground vehicles that will use the engine can now proceed with development based upon the new engine specifications.

With the end of FY 2005, the FCS Unit of Action program and the Program Manager, Unit of Action, assumed a new name, Future Combat Systems (Brigade Combat Team), as it had taken on a new role. General Schoomaker's modularity initiative made the brigade combat team the basic tactical unit of the Army, and the program name became obsolete. This symbolized that FCS planners would adapt to the shift to a brigade-based force under the Army's modularity program.

As a whole, the FCS program passed a series of reviews during the fiscal year. The first, conducted by the Defense Acquisition Board in June 2005, focused on costs and confirmed the program office's estimates of costs of \$161.4 billion. In early August, an Army System-of-Systems Functional Review conducted five days of inspections at twenty-four sites, examining progress toward resolution of technical and doctrinal issues and identified requirements for design of an FCS Unit of Action. Though all of the programs reviewed had faced difficulties, the reviewers certified that the FCS program remained on track and could commence preliminary design of the Future Combat Systems.

The Joint Tactical Radio system, a program related to FCS, also experienced problems during FY 2005. Designed to be the Army's next generation software-programmable radio for ground and aerial units,

the Army issued a partial stop-work order in January and halted initial production of the Joint Tactical Radio System. The move came about due to rising technical issues and security concerns over the radio's design. In an effort to rectify these continuing problems the program was restructured in March to add a Joint Program Executive Office that would provide a unified management structure to coordinate development of the four radio versions.

Instituted in September 2003, the Rapid Fielding Initiative (RFI) addresses in-theater capability deficiencies as quickly as possible in order to maintain individual and unit effectiveness. AMC maintains an RFI list of items that every soldier and unit must have and then determines the fastest method for keeping them outfitted. The most common solution is to purchase goods commercially rather than rely on traditional supply systems. The RFI leverages current programs, lessons learned from operations in Iraq and Afghanistan, and commercial-off-the-shelf technology to increase the survivability, lethality, and mobility of soldiers. The RFI list of equipment issued to soldiers is updated regularly by the Training and Doctrine Command to maintain relevance. The list includes two types of equipment: equipment every soldier receives (such as helmets, clothing items, and hydration systems) and equipment fielded to units. Although all organizations receive certain unit equipment, a more expansive list is provided to brigade combat teams and other selected organizations identified by Headquarters, Department of the Army, to include lethality and specialty items, such as weapons optics and military operations on urban terrain kits. In parallel, PEO Soldier also fields a variety of other items essential to readiness that are not RFI items, such as interceptor body armor, thermal weapon sights, night vision goggles, multiband inter-/intra-team radio, and ACU items. The RFI equipment list has grown from an initial eighteen items to forty-nine items in FY 2005 and outfitted 448,647 soldiers, just missing its goal of 449,426.

Since its inception in November 2002, the Rapid Equipping Force (REF) has operated as a means of bypassing traditional research, development, and acquisition procedures to meet current Army equipment needs. In contrast to the RFI's system of providing soldiers and units with a set list of equipment, the REF addresses Army-wide, systemic deficiencies by providing immediate technology solutions. The REF provides Army units at the brigade, battalion, and company levels that are deployed globally with specialized and specific capabilities materiel quickly to prevent a loss in overall unit capabilities. To do this the REF identifies an immediate need, seeks out the best way to meet it, and quickly gets the technical solution to soldiers, sometimes as rapidly as forty-eight hours. The REF focuses on commercial off-the-shelf or government off-the-shelf solutions, as well as some rapid prototyping, in order to get capabilities to soldiers as quickly as





*U.S. Army soldiers from an explosive ordnance disposal team attached to the 70th Engineer Battalion use a Talon 3B tracked robot to pull out the remote control unit from an improvised explosive device, 22 August 2005, in Tarmiya, Iraq.*

possible, while observing Army and Defense Department acquisition laws and regulations. A staff support agency under the Army G-3/5/7, HQDA, located at Fort Belvoir, the REF serves as a solutions catalyst, canvassing the military, industry, academia, and the science community for existing and emerging technologies. In its most impressive achievement, the REF supplied over thirty small, wheeled robots with a video camera able to check for improvised explosive devices to Iraq and Afghanistan, allowing troops to keep a safe distance from the devices.

The Army also continued to improve its efforts to provide upgraded equipment to soldiers deployed to Iraq and Afghanistan. In response to the rising threat posed by improvised explosive devices, the Army sought to armor high-mobility, multipurpose wheeled vehicles and to provide armor for every vehicle to operate off-base. The Army made progress in achieving these goals in FY 2005, as well as providing equipment for increased personnel survivability (*Table 8*).

In March 2005, the Army selected the XM320 40-mm. grenade launcher, developed by Heckler & Koch Defense, to replace the M203 40-mm. grenade launcher. Laboratory and field tests began shortly thereafter with a goal for replacing the M203 starting in the summer of 2006.

TABLE 8—SOLDIER PROTECTION PROGRAMS IN IRAQ AND AFGHANISTAN

<i>Area</i>	<i>Status in January 2005</i>	<i>Status in September 2005</i>
Body Armor	All soldiers and DoD civilians in theater equipped; plus 60,000 Deltoid Auxiliary Protectors issued	All soldiers and DoD civilians in theater equipped; 495,000 sets plus 173,000 Deltoid Auxiliary Protectors issued
Up-armored High-Mobility Multipurpose Wheeled Vehicles	More than 6,400 fielded	10,194 fielded
Tactical Wheeled Vehicle Add-on Armor Kits	More than 19,000 vehicles in theater have kits	23,292 vehicles in theater have kits
Armored Security Vehicles	82 vehicles in theater; total requirement of 872 approved	158 vehicles in theater
Bradley Reactive Armor Tiles	592 sets delivered	689 sets delivered
Counter-Improvised Explosive Device	1,496 systems in theater	20,757 systems in theater
Tactical and Small Unmanned Aerial Vehicle	128 systems deployed (requirement of 194)	155 systems in theater
Aircraft Survivability Equipment	All theater aircraft upgraded with basic aircraft survivability equipment. In process of upgrading to an advanced Common Missile Warning System/Improved Countermeasure Munitions Dispenser	All theater rotary wing aircraft to be upgraded with Common Missile Warning System/Improved Countermeasure Munitions Dispenser



# 7

## Support Services

### *Morale, Welfare, and Recreation*

Total appropriated fund and nonappropriated fund support to Army Morale, Welfare, and Recreation programs (fitness, sports, recreation, library, and youth programs, and child development services) for FY 2005 amounted to \$1.52 billion. Nonappropriated revenue totaled \$910.6 million and field activities' net income before depreciation equaled \$104.5 million. Morale, welfare, and recreation programs received \$605 million in appropriated support (including military construction). In addition, morale, welfare, and recreation facilities operated at twenty-five large and twenty-two small sites in Iraq, four major and five remote sites in Afghanistan, and one major and five small sites in Kuwait.

### *Installation Management*

During FY 2005 the Army began implementing a new policy for funding installations. The Army leadership set a goal of funding installations at an annual rate of 90 percent for sustainment, restoration, and modernization as well as base operations services. The policy increases overall funding for installations, with funds taken from other parts of the budget as the Army identifies programs failing in execution during its annual budget review. The new program promises to provide more predictable funding levels that will enable garrison commanders greater control in managing their communities. The Army Budget Office will distribute the funds in phases through the Assistant Chief of Staff for Installation Management and the Installation Management Agency. The Installation Management Agency will institute an annual funding program in subsequent years.

In addition, on 8 July 2005, Secretary Harvey and General Schoomaker signed the U.S. Army Energy Strategy for Installations and approved the U.S. Army Energy and Water Campaign Plan for Installations. These new initiatives created the foundation for a new plan to provide reliable, cost-effective, and environmentally compliant energy and water services to Army installations. The plan set forth five major initiatives by which the Army hoped to achieve these goals: eliminating energy waste in existing facilities, increasing efficiency through new constructions and renovations,

reducing dependence on fossil fuels, conserving water resources, and improving energy security. The new campaign plan went into effect at the end of the fiscal year and will be evaluated in subsequent years for modification and adjustment.

### *Housing and Infrastructure*

The Army continued to implement its Residential Communities Initiative and Barracks Modernization Program, which focus mainly on privatization and modernization. In FY 2005 the Army's privatization projects met their goals by improving 4,272 housing units from inadequate to adequate (2,409 renovations, 1,863 new constructions). By the end of FY 2005 the Army privatized over 59,000 units since the program began. In the coming years it will privatize 24,000 more. Additionally, the Army completed the renovations and modernization of 8,204 barracks spaces in FY 2005.

### *Safety*

The Army had 2,440 Class A, Class B, and Class C accidents in FY 2005. Ground accidents accounted for 2,224 of these, of which 276 were Class A accidents (damages of \$1 million or more; destruction of military aircraft, injury resulting in a fatality or permanent total disability). Aviation accidents totaled 216, of which 31 were Class A accidents.

The Army lost 299 soldiers from accidents in FY 2005, compared to 264 in FY 2004. Aviation accidents resulted in the loss of thirty-four soldiers, up from twelve the previous year. Ground accidents killed 265 soldiers, with 107 occurring on duty and 158 occurring off duty. Fifty-four percent of accidental deaths came as the result of incidents involving personally owned vehicles, 19 percent involved armored motorized vehicles, and 18 percent were categorized as personal-injury deaths such as training and recreational accidents.

### *Army and Air Force Exchange Service*

In FY 2005, the Army and Air Force Exchange Service returned \$229 million to the services' morale, welfare, and recreation programs. This represented an average per capita dividend of \$234 for every soldier and airman. The Army received \$139.1 million from the dividend.

The exchange program provided support to joint and coalition forces serving in Operations JOINT FORGE, JOINT GUARDIAN, IRAQI FREEDOM, and ENDURING FREEDOM, to include the Combined Joint Task Force–Horn of Africa. It operated sixty-two contingency exchanges and supported thirty-nine imprest fund activities in the theater of operations. During the year

the exchange averaged 490 volunteers assisting ongoing contingency operations.

Also in FY 2005, the Army and Air Force Exchange Service introduced the “Help Our Troops Call Home” program, which assisted American citizens in expressing their support for deployed service members. The program allowed any American to purchase a prepaid phone card at [www.aafes.com](http://www.aafes.com) for delivery to service members serving in OEF or OIF. By the end of the fiscal year 135,176 phone cards had been purchased. There is a similar link on the exchange’s Web site for the purchase of gift certificates that can be redeemed in any exchange around the world.

The exchange service also deployed personnel in support of noncombat operations, military exercises, and natural disaster relief operations. In FY 2005 it supported Exercise NEW HORIZONS in Panama and Nicaragua, as well as Exercise BRIGHT STAR in Egypt. It responded to Hurricanes Katrina and Rita by placing Tactical Field Exchanges in Mississippi, Louisiana, and Texas, which served soldiers and airmen deployed in disaster relief operations. The first Tactical Field Exchange became operational at Keesler Air Force Base, Mississippi, forty-eight hours after Katrina passed. At the height of these efforts, the exchange service had six Tactical Field Exchanges in operation assisting service members and relief workers at various locations.

An FY 2005 market basket survey, a systematic study of the twenty to forty different foods most people have in their diet, indicated that the Army and Air Force Exchange Service customers regularly save an average of 22 percent on the typical military family’s basic, everyday necessities. By including sales tax relief, the savings increases to 28 percent.



## 8

# Special Functions

### *Civil Works*

On 16 May 2005, John Paul Woodley Jr. became Assistant Secretary of the Army (Civil Works) following his confirmation by the Senate. Mr. Woodley had been serving as Principal Deputy Assistant Secretary of the Army (Civil Works) from 9 December 2004 until this appointment. Prior to this, he served as the Assistant Secretary of the Army (Civil Works) from 22 August 2003 until 8 December 2004, when his recess appointment concluded.

The Civil Works Program mission is four-fold: to contribute to the national welfare and serve the public by providing the nation and the Army with quality, responsive development and management of the nation's water resources; to protect, restore, and manage the environment; to respond to and recover from disasters; and to provide engineering and technical services. The mission is to be accomplished in an environmentally sustainable, economic, and technically sound manner through partnerships with government agencies and nongovernment organizations. In FY 2005, the Corps of Engineers signed three records of decision, completed five remedial investigations, removed 243,000 cubic yards of contaminated material, and returned five individual properties to beneficial use.

### *Base Realignment and Closure*

The Defense Department released the preliminary 2005 Base Realignment and Closure list on 13 May 2005. The fifth proposal generated since the process began in 1988, it recommended closing thirty-three major U.S. military bases (including fourteen Army bases) and realigning (either by enlargement or reduction) twenty-nine others. Included in the realignment recommendations were the transfer of Army Human Resources Command and the U.S. Army Armor School to Fort Knox, Kentucky, and Fort Benning, Georgia, respectively. President George W. Bush approved the recommendations on 15 September. Congressman Ray LaHood (R-Ill.) introduced a joint resolution (H.J. 65) to consider the proposal on 23 September. The Senate did not take up a corresponding resolution. Debate is to begin in FY 2006.



*Defense Secretary Donald H. Rumsfeld, center, Secretary of Defense for Acquisition, Technology and Logistics Michael Wynne, left, and Chairman of the Joint Chiefs of Staff U.S. Air Force General Richard B. Myers, right, swear in prior to testifying before a Senate committee about the Defense Department's Base Realignment and Closure recommendations at the Senate Hart Building in Washington, D.C., 16 May 2005.*

### *Environmental Protection*

The Army spent \$401 million on environmental restoration in FY 2005. In October 2004 the Army announced the Army Strategy for the Environment, mandating that the Army change how it communicates with the general public, the business community, and government agencies. To facilitate this process, the Army launched the Army Public Involvement Toolbox Web site to provide information on specific public involvement activities, locate training opportunities, find the latest regulations and policy statements, and link to resources created by other agencies.

Ten military installations and one individual were honored by the 2004 Secretary of Defense Annual Environmental Awards in a ceremony at the Pentagon on 4 May 2005. Among those honored were Fort Drum, New York, which received the award for Large Installation–Natural Resource Conservation, and Lt. Col. Michael Tarpley, Camp Beauregard, Louisiana, who received the award for Individual–Cultural Resources Management.

*Legal Affairs*

A significant caseload increase in FY 2005 kept nineteen active duty military judges, one mobilized Army Reserve military judge, and fourteen Reserve military judges not on active duty busy presiding over all special and general courts-martial worldwide (*Table 9*). Army judges tried over fifteen hundred original trials and *DuBay* hearings (hearings to determine issues raised collaterally which require findings of fact and conclusions of law), the most since FY 1992. To equalize travel and workload among the circuits, the Army realigned its six judicial circuits. It held 141 trials in Afghanistan, Kuwait, and Iraq, increasing the number of cases tried in hostile-fire pay zones to nearly 300 since the beginning of the Global War on Terrorism.

TABLE 9—COURTS-MARTIAL STATISTICS, FY 2005

<i>Type Court</i>	<i>Tried</i>	<i>Convicted</i>	<i>Acquittals</i>	<i>Compared to FY 2004</i>
General	825	777	48	+27.5 %
BCD Special	700	680	20	+3.4 %
Non-BCD Special	0	0	0	-100.0 %
Summary	1,252	1,170	82	+5.8 %

BCD = Bad Conduct Discharge

The U.S. Army Government Appellate Division filed 1,059 final briefs with the Army Court of Criminal Appeals and 17 with the Court of Appeals for the Armed Forces. It also worked to reduce the backlog of 529 cases pending before the Army Court by instituting a twice-a-month “Knock Out a Brief Day” program, resulting in the completion of 157 cases, leaving 372 cases in need of briefing.

Members of the Trial Counsel Assistance Program served as prosecutors in several high-profile cases. As a part of the Government Appellate Division, the program linked trial counsel and appellate counsel together to resolve issues of common importance to the successful prosecution of courts-martial. It aided in the successful prosecution of Sgt. Hasan Akbar, securing a conviction and sentence of death after his trial for the 2003 murder of two officers and wounding of fourteen soldiers at Camp Pennsylvania in Kuwait. The group also provided aid in prisoner abuse cases emerging from Abu Ghraib in Iraq and Bagram in Afghanistan.

In FY 2005 the Army imposed nonjudicial punishment in 45,299 cases. This represented an increase of 8.2 percent over the previous

year, and a rate of 91.9 per 1,000 soldiers. The U.S. Army Trial Defense Service provided professional defense counsel in 36,216 cases involving nonjudicial punishment, as well as 885 administrative boards, and all special and general courts-martial.

During FY 2005 the Defense Appellate Division received 959 new cases. It also filed briefs in 907 cases before the Army Court of Appeals, 330 supplements to petitions for review with the Court of Appeals for the Armed Forces, and 14 final briefs with the Court of Appeals for the Armed Forces. Appellate defense counsel also filed 316 miscellaneous motions before the Army Court of Appeals and 87 miscellaneous pleadings before the Court of Appeals for the Armed Forces, as well as arguing 21 and 35 cases before the two courts, respectively.

Finally, the Army's stop-loss policy survived several legal challenges in FY 2005. Instituted in 1983, the statute enables the president to suspend the laws relating to separation of any member of the armed forces under specified conditions of national emergency. It has been utilized since 2002 as a means of maintaining available soldiers and reservists to meet the challenges faced with increased commitments in the Global War on Terrorism. In three cases (*Doe v. Rumsfeld*, *Qualls v. Rumsfeld*, and *Santiago v. Rumsfeld*) the presiding judge, the District Court, and the Ninth Circuit Court of Appeals upheld the Army's position that the policy of involuntary extensions of service did not violate the contract signed by either active duty or reserve soldiers due to the national emergency declared by President Bush after the terrorist attacks of 11 September 2001.

### *Army Audit Agency*

During FY 2005 the Army Audit Agency produced 333 reports on inspections, reviews, and follow ups conducted by its agents. The most significant findings became a part of the semiannual reports by the Department of Defense Inspector General's office. They report that:

The Army's process for transferring soldiers from active duty to the Individual Ready Reserve proved ineffective due to the information on Individual Ready Reserve soldiers not being transferred between personnel systems. Additionally, transition center personnel selected the wrong separation circumstances in the personnel system. The Army also did not have information needed to mobilize 16,589 Individual Ready Reserve soldiers because their automated records lacked information, such as correct address.

The Army made progress in its efforts to consolidate information technology servers to improve security, but more remained to be done.



Installations used various methods to implement the program, producing mixed results. All HQDA functional proponents, major commands, and Installation Directors of Information Management received guidance that established a goal, an initial milestone, and a database to report server consolidation progress, but the Army needs to redefine the guidance, implementation process, and procedures for server consolidation.

In addition, the Army's System-of-Systems Architecture database did not provide accurate funding, expenditures, or requirements data for each personnel information technology system under the Human Resources Command. The database could provide information necessary for Army leaders to make management, prioritization, and budget decisions, yet it still needed improvement to account for all personnel systems, applications, reports, extracts, and databases within the Army personnel community.

In regard to acquisition process and contract management, the Army had no assurance that contractor performance met expectations for the Logistics Civil Augmentation Program in Kuwait because of a failure to follow performance-based contract procedures, prepare recurring reports and support plans from the contractor, properly delegate contract administrative authority to the Defense Contract Management Agency, or develop standard operating procedures for the Logistics Civil Augmentation Program Support Unit. Additionally, the Army did not adequately account for \$77 million worth of government-furnished property the contractor used to support contract task orders for the program in Southeast Asia, cost estimates for the task order statements of work received were overstated by at least \$40 million, and the contractor incurred about \$1.7 million in value-added taxes that did not apply to the Army.

The Army Environmental Database–Restoration Requirements showed that the original Army Environmental Database included the majority of applicable financial functional requirements, as required by the Federal Financial Management Improvement Act, and additional requirements would be included in the next system upgrade. However, an internal control issue arose concerning the overall reporting of environmental liabilities because the database did not interface with any financial system. Additionally, a review of Environmental and Explosives Safety Requirements for Weapons Systems showed that only one out of the five systems reviewed had effectively integrated environmental management into the system development process.

Army medical activities generally used Global War on Terrorism funds appropriately and properly recorded and accounted for the majority of transactions using these funds. However, the operating personnel sometimes did not interpret or follow published U.S. Army Medical Command guidance on a regular basis. As a result, the medical

activities were reimbursed about \$4.8 million for unsupported Global War on Terrorism expenditures while other valid costs were not captured. Additionally, about \$14.3 million in transactions contained errors that needed correction.

The Army properly secured and accounted for seized cash and metal bars in Operation IRAQI FREEDOM, but numerous noncash assets remained unaccounted for and in some instances unprotected. The Comptroller's Office, Coalition Provisional Authority, did not perform required reconciliations on its account balances for vested and seized assets with Defense Finance and Accounting Services and Department of Treasury records. Additionally, the Army did not maintain a filing area with reasonable access to the official documents that support disbursements from the vested and seized asset accounts. Despite this, evidence showed transactions using vested and seized assets were for the benefit of the Iraqi people.

## 9

# Conclusion

Fiscal year 2005 marked a continuation of the major trends and initiatives undertaken by the Army as it continued to fight the Global War on Terrorism. The service maintained large combat deployments in Iraq and Afghanistan and continued its efforts to protect the homeland. Simultaneously, transformation touched all parts of the Army, particularly in the shift to a modular force of brigade combat teams. The continued development of the Future Combat Systems initiative, the implementation of the Lean Six Sigma methodology, and the development of new training regimens for officers and enlisted personnel advanced the Army's overall effort to reform the force to meet the challenges of the twenty-first century. The goal remained to create a flexible, robust force of soldiers possessing the basic combat skills necessary to achieve victory over multiple enemies. At the same time, the force needed to be efficient with American blood and treasure, as well as appreciative of the impact that multiple deployments put on soldiers and their families. The Army, therefore, made strides to improve soldier survivability, to streamline logistical support, and to provide soldiers with the training and institutional support to allow them to maintain the highest standards without breaking under the strain of continued and varied operations.



## Bibliographical Note

The *Department of the Army Historical Summary* is based largely on official U.S. Army documents and reports. Key resources include the *Army Modernization Plan*, the *Army Posture Statement*, and the budgetary materials produced by the Office of the Assistant Secretary of the Army for Financial Management and Comptroller. An unofficial source of value is *Inside the Army*, a weekly newsletter published by InsideDefense.com that covers Army programs, procurement, and policymaking. Also useful are *Army* magazine, particularly its October *Green Book* issue, and the *Army Times*.



## Acronyms

ACU	Army Combat Uniform
AMC	Army Materiel Command
ARFORGEN	Army Force Generation
ARNG	Army National Guard
ASC	Army Sustainment Command
BCT	Brigade Combat Team
BOLC	Basic Officer Leadership Course
CAB	Combat Action Badge
CECOM	Communications-Electronics Command
FCS	Future Combat Systems
FY	Fiscal Year
HQDA	Headquarters, Department of the Army
LCMC	Life Cycle Management Command
OEF	Operation ENDURING FREEDOM
OIF	Operation IRAQI FREEDOM
PEO	Project Executive Officer
REF	Rapid Equipping Force
RFI	Rapid Fielding Initiative
ROTC	Reserve Officers' Training Corps
SALE	Single Army Logistics Enterprise
TACOM	Tank-Automotive and Armaments Command
USAR	U.S. Army Reserve





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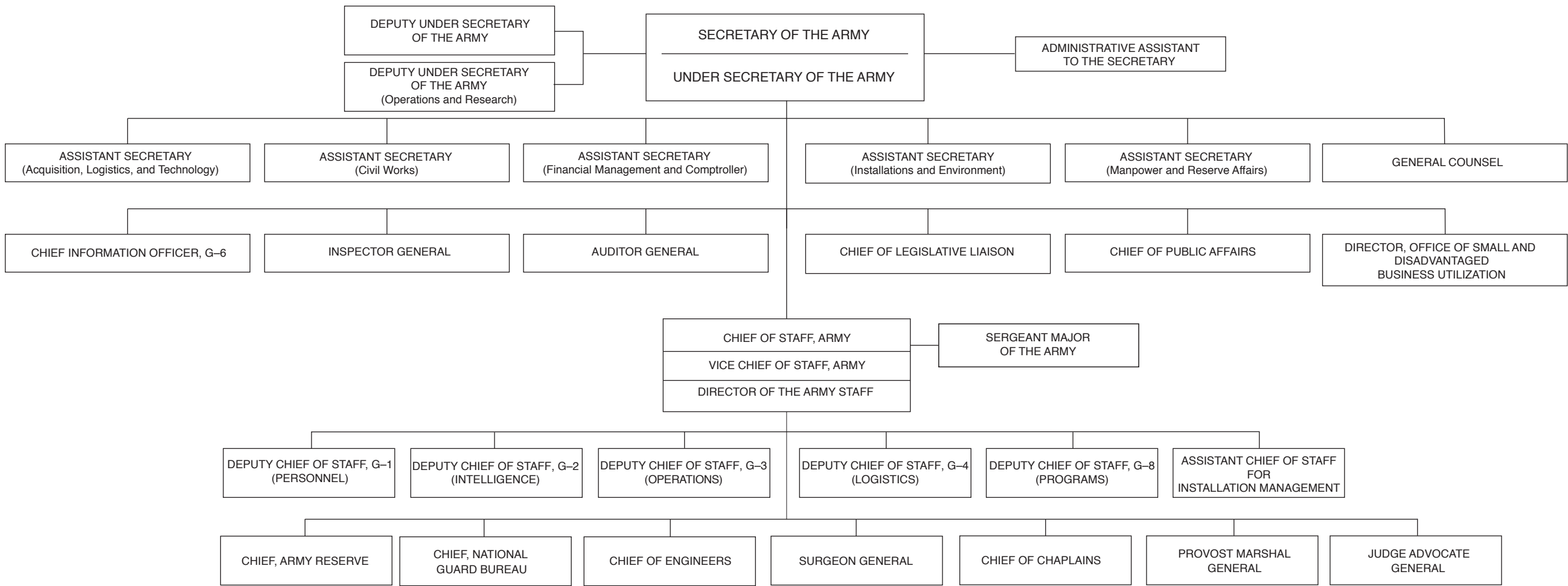
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Appendix—Organization of the Department of the Army (FY 2005)



Source: *The United States Government Manual, 2005/2006* (Washington, D.C.: Office of the Federal Register, National Archives and Records Administration, 2005), p. 167.

