

**STRATEGIC COMMUNICATIONS**  
**CURRENT THEMES/MESSAGES\***  
**AND TALKING POINTS\***

**As of**  
**10 June 2004**

\* Key Messages and Talking Points are consistent with the Army Campaign Plan, Army Strategic Planning Guidance, Army and CJCS Posture Statements, Key Leader public statements and ongoing Strategic Communications efforts.

In coordination with: OCPA; OCLL; ASA(I&E); G1; G2; G3/5/7; G4; G8-PAE; ASA-MRA; SAALT; NGB; OCAR; TRADOC

As of 10 June 2004

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## **I. ENDURING MESSAGES<sup>1</sup>**

### **Army at War—Landpower for the Joint Force Moving from the Current Force to the Future Force...NOW**

- **to reflect wartime realities**
- **to incorporate “next generation” capabilities**
- **to keep Soldiers first**
- **to sustain a Campaign Quality Army**
- **to maximize Joint and Expeditionary Capabilities**

#### **Soldiers**

- Soldiers are our centerpiece.
- Soldiers personify the Warrior Ethos. They are bound to each other by integrity and trust.
- Warriors must be flexible, adaptive, confident and competent.
- Soldiers fight wars and promote stability after the fight.
- Soldiers train and fight as part of the Joint, Interagency, and multinational force.

#### **Current Readiness**

- Relieve stress on the force while simultaneously reorganizing the force for future operations.
- Rebalance Army capabilities to strengthen warfighting readiness.
- Increase available Combat Brigades.
- Accelerate Future Force capabilities to enhance the Current Force Now!

#### **Future Forces**

- Transform while in contact.
- Develop innovative leaders and adaptive institutions.
- Create modular designed forces with increased capabilities.
- Improve strategic responsiveness and Joint interdependence.
- Revolutionize capabilities through FCS.

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<sup>1</sup> See Appendix I Message Frames for: Joint and Expeditionary, Relevant and Ready, Warrior Ethos and Core Values

## **The Army**

### **Soldiers contribute to the Joint Team by:**

- Disrupting and destroying terrorist organizations with global reach
- Shaping the future security environment
- Strengthening alliances
- Promoting regional stability
- Preventing attacks against the United States
- Informing, engaging and influencing people around the world
- Assuring flow of critical resources
- Fighting and winning in close combat
- Holding key assets and terrain
- Ending conflict decisively
- Maintaining stability after the fight

***Dominating on land over time***

## **II. CRITICAL OUTCOMES (EFFECTS) – Spring/Summer 04**

### **Retain Quality Soldiers**

- The Army is proud of our Soldiers, our families, and their commitment to our Nation.
- Generating more combat power, and thereby increasing rotational forces, is a top priority.<sup>2</sup>
- The Army Campaign Plan will result in increased stability and predictability for our Soldiers, families, and civilians.

### **Maintain Public Support**

- America appreciates Soldier sacrifices and their contribution to our security.
- All Soldiers are prepared, trained and fully equipped for the fight.
- The Coalition has overthrown two terrorist regimes, rescued two nations and liberated 50 million people. Americans understand that the rise of democracy in the heart of the Middle East will be a crucial setback for international terror.

### **Resource the Army**

- The Army must be resourced to both fight the war AND transform.
- The Army is fighting a war while simultaneously rotating, resetting, rethinking, rebalancing, and restructuring.
- Combat power is rooted in capability, not quantity.

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<sup>2</sup> See Appendix II for "Generate More Combat Power" Initiatives

### **III. ARMY CAMPAIGN PLAN (ACP) – 3<sup>rd</sup>/4<sup>th</sup> QUARTER 04 PRIORITY**

#### **STRATEGIC THEME: Our Army at War – Changing Now to Generate More Combat Power**

**Audience: The Army Family**

#### **MESSAGES:**

##### **Retain, stabilize and optimize the Total Force**

- Retaining quality Soldiers and families is a top Army priority.
- The Army Campaign Plan will result in increased stability and predictability for our Soldiers, families, and civilians.
- The Army will further stabilize Soldiers within the unit's operational cycle to provide more cohesive, capable units.
- We are one Army...Reserve, National Guard and Active components...interdependent, serving a Nation at war.
- As we learn the lessons of the current war, and adapt and change, the change will be holistic and include all components.

#### **TALKING POINTS:**

- The Army is adding more Brigade Combat Teams to increase combat power and taking steps to better manage operational tempo. These efforts will markedly increase the number of available units for deployment, which will improve the Army's strategic flexibility, permit forces to reset, and ultimately sustain a more predictable rotation cycle.
- Our Nation's number one military asset remains the brave men and women serving in our Armed Forces. The Administration, Congress and DoD have made raising their standards of living a top priority.
- We are well aware of the strains on our Reserve Component Soldiers, their families, and their employers, and continuously seek better ways to support them.

- The Army Reserve and Army National Guard are working to make the mobilization/deployment process more predictable and more responsive to the needs of Soldiers, families, and employers.
- While our warfighting forces have always included contractors, their involvement is increasing. The Joint Staff is leading an effort to develop the DoD policy for management of contractor personnel during contingency operations.

**Audience: Critical Policy and Resource Decision Makers**

**MESSAGES:**

**Relevant to the needs of the Nation**

- The Army will provide forces and capabilities to the combatant commanders in support of the National Security and Defense Strategies.

**Ready to face any challenge**

- The Army Campaign Plan improves strategic responsiveness and Joint Interdependence.

**TALKING POINTS:**

- The Army Campaign Plan balances current readiness with pursuit of future force capabilities. While fighting and winning near-term conflicts, the Army continues to invest in future revolutionary capabilities to ensure current and future relevance.
- We are rebalancing over 100K spaces in our force structure to more fully resource high demand, early deploying and broad-spectrum capabilities while divesting some Cold War legacy heavy units.
- As more Soldiers move from the office to the field, the Army is changing its civilian component through implementation of the Senior Army Workforce (SAW) initiative, the National Security Personnel System (NSPS), and Military to Civilian conversions.

## **Audience: Key Defense Industry Partners**

### **MESSAGES:**

#### **Accelerate Future Force capabilities to enhance the Current Force now!**

- Developing and accelerating new technology is fundamental to enhancing both current and future Army relevance and readiness.

#### **Generating more combat power is a top Army priority**

- The Army is fighting a war while simultaneously rotating, resetting, rethinking, rebalancing and restructuring.
- Combat power is rooted in capability, not quantity.

#### **Investing in our Army is sound business**

- Industry support of National Guard and Reserve Soldiers enhances current readiness (e.g. maintaining jobs for deployed Soldiers, bridging pay deficits, supporting family programs).
- DoD continues to invest heavily in transformation, both intellectually and materially.

### **KEY PROGRAMMATIC TALKING POINTS:**

- The Soldier is the centerpiece and the network is the information enabler of the Future Force.
- FCS is a national strategic investment to which the Nation and the Army are fully committed...the program is strategy-based and appropriately resourced.
- Future Force Units of Action are more than the sum of platforms (Joint System of Systems).
- Putting transformation on the back burner and focusing solely on the fight at hand is simply not an option. We are fighting a war unlike any we have fought before—it demands new ways of thinking about military force, new processes to improve strategic agility, and new technologies to take the fight to the enemy.

## **Audience: Employers of Army Reserve and National Guard Soldiers<sup>3</sup>**

### **MESSAGES:**

#### **Employers support a strong national defense by:**

- Sharing their most precious assets—their employees—who are Soldiers in the National Guard and Army Reserve.
- Going above and beyond what is required by law.
- Supporting families through the hardships of separation.
- Welcoming back returning warriors and reinstating them in their jobs.
- Illustrating America's greatness as a Nation.

#### **The Nation and the Army appreciate the strong employer support provided during this Global War on Terrorism:**

- Nearly 300,000 Soldiers of the Guard and Reserve have been called to active service in support of Operations Noble Eagle, Enduring Freedom and Iraqi Freedom.
- The Guard and Reserve are defending our Nation at home and abroad, shoulder to shoulder with the active Army.

### **TALKING POINTS:**

- The National Guard and Reserve represent 47 percent of the forces currently in Iraq.
- Through their support, America's employers are inextricably linked to the Nation's defense and they preserve the heritage and value of a strong militia.
- The Army is taking care to return our Citizen-Soldiers to their homes and employers prepared for reintegration into civilian life.

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<sup>3</sup> For more information, visit: <http://www.esgr.org>

- Ultimately, employers benefit from the values, experiences and leadership skills that Citizen-Soldiers bring home.
- Employer support of our Guard and Reserve in the United States and abroad helps ensure that our troops are mission-ready and a source of pride and assurance for all Americans.
- The Army is working to provide predictability in the current and future mobilization and deployment of the Guard and Reserve.

## **IV. MESSAGES/TALKING POINTS BY TOPIC (Spring/Summer 04)**

### **PRIORITY: TIER #1**

#### **OIF/OEF Rotation**

**Strategic Theme: The Nation is at War and the Army is committed to meeting America's security challenges.**

#### **MESSAGES:**

##### **Honoring Commitments**

- The deployment of Army units honors our worldwide commitments and provides the Combatant Commanders the forces they need to maintain the current momentum on the Global War on Terrorism.

##### **Providing Capabilities**

- The deployment plan provides the capabilities the Combatant Commander needs and predictability for our Soldiers, their families, and employers.

##### **Hardships and Sacrifices**

- The DoD leadership acknowledges the hardships and sacrifice of our Soldiers and their families and is aggressively pursuing means to lessen their strain especially for those serving an additional tour in theater.

#### **TALKING POINTS:**

- The Army owes the Combatant Commander cohesive, fully trained and equipped teams/units; the Army will **not** deploy a Soldier who is not fully trained and ready.
- The Army will alert and mobilize only those RC units necessary to fill the requirements.
- The new initiative of phased mobilizations will ensure that personnel are brought on active duty for only the amount of time prior to deployment needed for training; Soldiers needing additional schooling/training will be activated prior to the full call-up of the unit.

- DoD will stagger the deployment of units over an extended period to relieve the stress on our transportation efforts while ensuring a high level of security for all our forces and the Iraqi people.

## **AC/RC Optimization**

### **Strategic Theme: Our Army at War – Relevant, Ready and Generating Combat Power Now**

#### **MESSAGES:**

#### **Paving the Path to Modularity, Stability, Predictability**

- The Army Campaign Plan paves the way to successfully reset and optimize the force; creating a modular Army that provides stability and predictability for our Soldiers, their families, communities and employers.

#### **Building Enhanced Capabilities for a Campaign Quality Army**

- The optimization initiative will result in a rapidly responsive campaign quality Army that maintains the depth of capabilities necessary to meet any threat across the full spectrum of conflict.

#### **Eliminating Structure—Retaining Soldiers**

- We must eliminate unnecessary Cold War structure; there will be no reduction in the number of Soldiers in the Active, Army Reserve or Army National Guard.

#### **Focused on the Best Interests of the Army Family**

- Each one of the restructuring initiatives has been carefully weighed to balance the best interests of the Army, our Soldiers, their families, communities and employers.

#### **Optimizing Army Capabilities**

- We are redesigning the force to optimize the Active and Reserve Component mix across the defense strategy.

## **TALKING POINTS:**

- Sustained operations will be the norm for the Army; we must optimize capabilities to meet this reality.
- Formations must be relevant to the Defense Strategy; resourced, interdependent and agile.
- Optimize capabilities by expanding in specialties that are most in demand.
- Capabilities that are required early in the operation to set the theater must be readily available to the Combatant Commander.
- Ensure both RC and AC forces are modular, tailorable and interdependent in a number of capability-based unit and force designs.
- Provide a campaign quality modular/tailorable combat and support capable force to conduct sustained land operations with up to 82 Brigade Units of Action to meet mission requirements.
- Man AC and RC forces at 100 percent to increase readiness and reduce turbulence for Soldiers and their units.
- Build rotational-based force packages to provide predictability for Soldiers in the Army Reserve.
- Man and resource units and establish a predictable rotation cycle.
- Eliminate less used and undermanned force structure to allow the Army to fully resource the highest demand forces.
- Divest legacy structure; retain and modernize relevant structure; invest in new structure that is in high demand.
- This initiative will not result in a loss of Army end strength; Soldiers will transfer to fill vacancies in high demand units.
  - ARNG end strength remains fixed at 350K.
  - USAR end strength remains at 205K.
  - Continue to recruit and retain quality Soldiers.

- Expect some initial turbulence in readiness in those units being optimized, but the long-term benefits for relevance, readiness, availability and predictability clearly outweigh the cost.

## **Force Reset**

### **MESSAGES:**

#### **Reset for the future—not for the past**

### **TALKING POINTS:**

- Quickly reset the Current Force upon its redeployment to be ready for future worldwide operations.
- Reset is not just about equipment readiness, but also about incorporating lessons learned from OIF and OEF.
- Take advantage of the Reset period to reorganize and retrain forces to better meet the challenges of the future.

## **Recruitment/Retention/All Volunteer Force (AVF)**

### **MESSAGES:**

#### **Recruit and retain the right volunteer force for an Army at War**

### **TALKING POINTS:**

- Recruiting quality people and retaining the exceptional Soldiers we have is essential in having a well-balanced force poised for future missions.
- Current operational stress will impact future recruitment and retention and the Army has developed a number of incentives to continue to aid us in attracting and retaining the right people.
- The Army will recruit new Soldiers who want to stand up and make a difference and belong to something bigger than themselves.
- Our approach must appeal to and develop Soldiers who are:
  - Motivated by a desire to serve our country

- Challenged by and proud of the tough work we do; feel like they have done their part
- Capable of operating in uncertainty; where what's going to happen doesn't really matter and the only guidance is "don't be late."

Army of One Campaign Positioning Statement:

Being a Soldier strengthens you, today and for the future, because the Army develops your potential through relevant/challenging training, shared values and personal experience. Soldiers consistently take pride in making a difference for themselves, their families, and the Nation.<sup>4</sup>

**Army Safety Campaign<sup>5</sup>**

**MESSAGES:**

**"Be safe!" Safety is critical both in the fight and at home**

**TALKING POINTS:**

- The Army Safety Campaign focuses on the Soldier in three operational environments—air, ground, and privately owned vehicles.
- The Army's goal is to reduce accidents by 50 percent over the 2002 baseline in FY 05.
- Components are continuing to emphasize safety initiatives to achieve a net decrease of 75 percent from the baseline by FY 08.
- Accident prevention is a top Army priority and has direct leadership attention.
- Risk management plays a key role in enhancing combat power.

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<sup>4</sup> Note: Army of One Campaign messages are presented in a context that support Army Enduring messages. For information on Army of One: <http://www.goarmy.com/index01.htm>

<sup>5</sup> For more information, see the Army Safety Campaign Plan at: <https://safety.army.mil/ArmySafetyCampaignPlan28Apr04.pdf>

- Since October 2002, motor vehicle accidents killed 49 Soldiers and caused 82 Soldier injuries in Iraq.<sup>6</sup>

## **Modularity**

### **MESSAGES:**

#### **Leverage capabilities to fight and win—through Modularity**

### **TALKING POINTS:**

- Army forces will be organized into modular, capabilities-based unit designs to enable rapid force packaging and deployment and sustained land combat.
- Modularity represents an intellectual approach to force design that will drive a cultural shift in the Army...it is key to a Campaign Quality Army with Joint and Expeditionary Capabilities.
- Modular designed units provide Combatant Commanders with lethal, agile, and versatile forces—with boots on the ground, ready-to-fight on arrival characteristics, and endurance for sustained land combat.

## **Global Repositioning**<sup>7</sup>

### **MESSAGES:**

#### **Shape U.S. overseas defense posture for new global security challenges**

### **TALKING POINTS:**

- A fully transformed and strengthened overseas force posture will underscore the commitment of the United States to effective, collective action in the common cause of peace and liberty.

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<sup>6</sup> "DoD Taking Steps to Prevent Vehicle Deaths in Iraq," Defense Press Service, May 18, 2004.

<sup>7</sup> Global Positioning talking points are consistent with the "Report Required by Section 2912 of the Defense Base Closure and Realignment Act of 1990, as amended through the National Defense Authorization Act for Fiscal Year 2003," Section 4: The Role of Overseas Locations, published March 2004, available at:

[http://www.defenselink.mil/brac/docs/04\\_0\\_body032403.pdf](http://www.defenselink.mil/brac/docs/04_0_body032403.pdf)

- The enduring availability of a worldwide network of bases, operating locations, and access arrangements is a vital component of U.S. ability to protect its national interests.
- Just as we must conduct domestic base closures and realignments as a component of DoD's force transformation, we must also realign the U.S. defense posture overseas to address new global security challenges.
- The premises that underlay yesterday's U.S. defense posture overseas have changed dramatically—we are acting resolutely to transform our overseas capabilities to contend more effectively with new strategic circumstances, including the dangerous nexus of terrorists, state sponsors of terrorism, and weapons of mass destruction proliferation.
- Key to a new global force posture will be the capabilities that the United States brings for dealing with the challenges that we will confront now and in the future. DoD is working closely with the State Department and the National Security Council to ensure that the global defense posture is one that can be supported by our friends, allies, and the Congress—who understand that it is the capabilities that the United States brings—not the simple number of troops.<sup>8</sup>

## **BRAC**<sup>9</sup>

**Strategic Theme: BRAC is a key strategic lever for reshaping the structure of the Future Army.**

### **MESSAGES:**

#### **BRAC is essential:**

- To reshape our Army to respond to its global missions today and into the future

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<sup>8</sup> For more information, see "Officials Discuss Global Posture Process," Defense Press Service, June 9, 2004 at: [http://www.defenselink.mil/news/Jun2004/n06092004\\_200406097.html](http://www.defenselink.mil/news/Jun2004/n06092004_200406097.html) and the "Defense Department Background Briefing on U.S. Global Defense Posture" at: <http://www.defenselink.mil/transcripts/2004/tr20040609-0843.html>

<sup>9</sup> For information on BRAC, please contact Glenn Flood in OSD Public Affairs at (703) 695-6294, or Ms. Cynthia Smith in Army Public Affairs at (703) 697-5344.

- To save money by cutting excess infrastructure
- To maximize the Army's opportunities to train, deploy and fight jointly

### **TALKING POINTS:**

- The Army stands by the DoD Report identifying excess capacity. The Report certifies what we have known—we need BRAC 2005.
- The excess capacity numbers are based on potential "pockets" of excess throughout the DoD infrastructure—it is an estimate that justifies the need for more careful analysis through the BRAC process.
- Do not extrapolate the percentages of excess to mean 29 percent of installations will be closed—we will not know the number of installations to be closed until the BRAC process is complete.
- No decisions on base closure have been made in connection with BRAC 2005; there is no "BRAC Closure List," nor will there be until SECDEF's recommendations in May 05.
- Military value remains the primary consideration in assessing our current infrastructure.
- I can't speculate on the viability or status of (*this/any*) installation in the BRAC process.

### **Logistics**<sup>10</sup>

#### **Strategic Theme: Army Logistics: Delivering Materiel Readiness**

#### **MESSAGES:**

##### **Connect Army Logisticians**

- Seeing the Requirements 24/7—on demand

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<sup>10</sup> For more information, see the "Army Logistics White Paper, Delivering Materiel Readiness to the Army," available at: <http://www.hqda.army.mil/logweb/sitemap/2003-Web/visnstmt/Whitepaper.pdf> and AUSA's Torchbearer National Security Report, "The New Paradigm: Bringing U.S. Army Logistics into the 21<sup>st</sup> Century" at: [http://www.ausa.org/pdfdocs/TB\\_SecReport2.pdf](http://www.ausa.org/pdfdocs/TB_SecReport2.pdf)

- Using an Accurate, real-time logistics information network
- Supporting “sense and respond” logistics through synchronization of DoD’s Global Information Grid (GIG)

### **Modernize Theater Distribution**

- Responding with speed and precision—enabled by in-transit and total asset visibility
- Having a single owner who has positive control end-to-end in the theater
- Following the example of assigning TRANSCOM as the single DoD distribution process owner

### **Improving Force Reception**

- Opening the theater—simultaneously deploy, employ and sustain a joint and expeditionary force
- Training a robust, modular headquarters for the task and not creating an “ad hoc” organization
- Deploying on the same timeline as combat forces

### **Integrate the Supply Chain**

- Having what is needed—from foxhole to factory to foxhole
- Having a single proponent who can integrate the supply chain—across a joint, interagency and multinational theater
- Supporting business transformation objectives from strategic, operational and tactical levels

## **TALKING POINTS:**

To sustain combat power, logisticians need:

- The ability to “see” requirements on demand via a logistics data network

- A responsive distribution system enabled by in-transit and total asset visibility, and a single owner who has positive control end-to-end in theater
- A robust, modular force-reception capability—a dedicated and trained organization able to quickly open a theater and support flexible, continuous sustainment throughout the joint operations area
- An integrated supply chain with a single proponent who can leverage all resources in a joint, interagency and multinational theater

## **Detainee Abuse**

### **MESSAGES:**

- The actions of the soldiers in the photographs are totally unacceptable. They betrayed their comrades, who serve honorably every day, and they have damaged the cause for which brave men and women are fighting and dying.
- Offenders will be dealt with, and action will be taken to prevent such situations from happening again.
- The vast majority of the men and women in uniform serve our country with honor, and they uphold the values of the United States.
- The Defense Department takes allegations of prisoner abuse very seriously and will continue to take whatever steps are necessary to hold accountable those who may have violated the code of military conduct.
- DoD is investigating how these incidents happened and why, and will correct training systems and procedures to prevent such situations in the future.

### **TALKING POINTS:**

As Gen. Casey emphasized in his opening statement to the press, the Army is extremely disappointed that anyone would engage in the mistreatment and humiliation of detainees or take such pictures.

- The U.S. Army is a values-based organization that respects the International Law of Armed Conflict and human dignity. More than 300,000 Army soldiers are deployed around the world, defending the United States and its values.
- The behavior that led to the images is clearly unacceptable. It does not reflect Army training or values, and is a complete breakdown in discipline.
- The Army is committed to treating all persons with dignity, respect and humanity.
- U.S. Soldiers recognize they have a moral and legal obligation to provide humane treatment to the personnel in their custody.
- Commanders will continue to investigate all allegations of detainee mistreatment and take appropriate action. Commanders will continue to set appropriate climate and standards with regard to humane treatment of detainees.
- The Army has taken action in Iraq to address the allegations of prisoner abuse.
- There is new unit leadership at Abu Ghraib, and close coordination between the military intelligence brigade commander and the military police brigade commander.
- There is now one single person responsible for all the detainee activities. On April 15, Maj. Gen. Jeff Miller took charge of all the detainee operations in Iraq.
- Additional training on the Geneva Convention and the rules of engagement has been given to all of the new units that have gone into these facilities.
- A lessons-learned process is ongoing and recommended changes are being incorporated into the Army's schools, doctrine and combat training centers.

## **Joint and Expeditionary Capabilities**<sup>11</sup>

### **Strategic Theme: Are you wearing your Dog Tags? A Campaign Quality Army with Joint and Expeditionary Capabilities**

#### **MESSAGES:**

##### **A Campaign Quality Army with:**

- Expeditionary Agility and Responsiveness
- Staying Power, Durability, and Adaptability
- Soldiers as the Centerpiece

#### **TALKING POINTS:**

- The changes are significant and reflect years of Army study, experimentation, and experience.
- The best way to anticipate the future is to create it.
- We will achieve Joint Interdependence across the Spectrum of Operations.
- The Army will fight and win our Nation's Wars.
- Our challenge is to measure ourselves against our own potential.
- This is not change for change's sake—our incentive is effectiveness in this protracted conflict. If necessary to defeat adaptive adversaries, the changes are a mere down payment on changes that will follow.
- In a conflict of daunting complexity and diversity, the Soldier is the ultimate platform. "Delinkable" from everything other than his values, the Soldier remains the irreplaceable base of the dynamic array of combinations that America can generate to defeat our enemies.

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<sup>11</sup> For more information, see the Army Paper, "*Serving a Nation at War, A Campaign Quality Army with Joint and Expeditionary Capabilities*," available at: <http://www.army.mil/jec/>

- The Army is moving out. The 3<sup>rd</sup> Infantry Division is reorganizing now from three brigades to four brigade combat teams. Other divisions will soon follow.
- The air-, sea-, or land-power debates are over. Our future is irrefutably Joint. To meet the challenges of expeditionary operations, the Army can and must embrace the capabilities of its sister services right down to the tactical level.
- Our brave Soldiers and adaptive leaders constitute the best Army in the world, but we can be even better. It is inside of us and it is what the Nation expects.

## **PRIORITY: TIER #2**

### **FCS Program Management**

#### **MESSAGES:**

##### **FCS will provide Soldiers enhanced situational awareness to:**

- See first
- Understand first
- Act first
- Finish decisively

#### **TALKING POINTS:**

- FCS is a national strategic investment to which the Nation and the Army are fully committed...the program is strategy-based and appropriately resourced.<sup>12</sup>
- Future Force Units of Action are more than the sum of platforms (Joint System of Systems).

### **Leader Development/Education**

#### **MESSAGES:**

##### **From Soldiers to Warriors:**

- Train for certainty, educate for uncertainty
- Train and educate Army members of the Joint Force
- Teach Soldiers HOW to think rather than WHAT to think
- Train as you fight—essential for mission success

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<sup>12</sup> Note: The FCS Defense Acquisition Board (DAB) Review is scheduled for NOV 04

## **TALKING POINTS:**

- To remain relevant, the Army's leader development and education system must train, educate and grow leaders for a Campaign Quality Army with Joint and Expeditionary Capabilities.
- We must develop future leaders with the right mix of unit experience, training and education.
- We must develop Leaders who can operate seamlessly in joint, interagency and multinational environments.
- We are improving our Joint Professional Military Education system, with the goal of educating and training the right person for the right task at the right time. The War on Terrorism requires noncommissioned officers and junior officers from all Services to work in the joint environment more often than they have before.
- We are developing courses tailored to the needs of our younger troops that expose them to joint warfighting far earlier in their careers.
- We have pilot programs providing joint education to Senior Noncommissioned Officers in all components.

## **Interdependent Joint Force**<sup>13</sup>

### **MESSAGES:**

#### **Building Interdependence through:**

- Joint Battle Command
- Joint Fires and Effects
- Joint Force Projection
- Joint Air and Missile Defense
- Joint Sustainment

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<sup>13</sup> For more information, see the Army Paper, "Serving a Nation at War, A Campaign Quality Army with Joint and Expeditionary Capabilities," available at: <http://www.army.mil/jec/>, p 20

## **TALKING POINTS:**

- Joint interdependence combines service capabilities to maximize their total complementary and reinforcement effects, while minimizing their relative vulnerabilities.
- Our sister services are developing increasingly powerful capabilities that can influence land combat directly.
- The very nature of expeditionary operations argues for leveraging every potential tool of speed, operational reach, and precision, seeking to achieve the maximum effect without regard to the service of origin.

## **Actionable Intelligence**

### **MESSAGES:**

#### **Sensor and Shooter:**

- Every Soldier is both a collector and consumer of intelligence information

### **TALKING POINTS:**

- Provide leaders and Soldiers a framework that links analytic centers, sensors and databases into a structure that supports operations.
- Design modular tactical intelligence force packages that are easily and quickly tailored and aligned to support any battlefield or situation.

## **Army Aviation**

### **MESSAGES:**

#### **Army Aviation is moving aggressively to:**

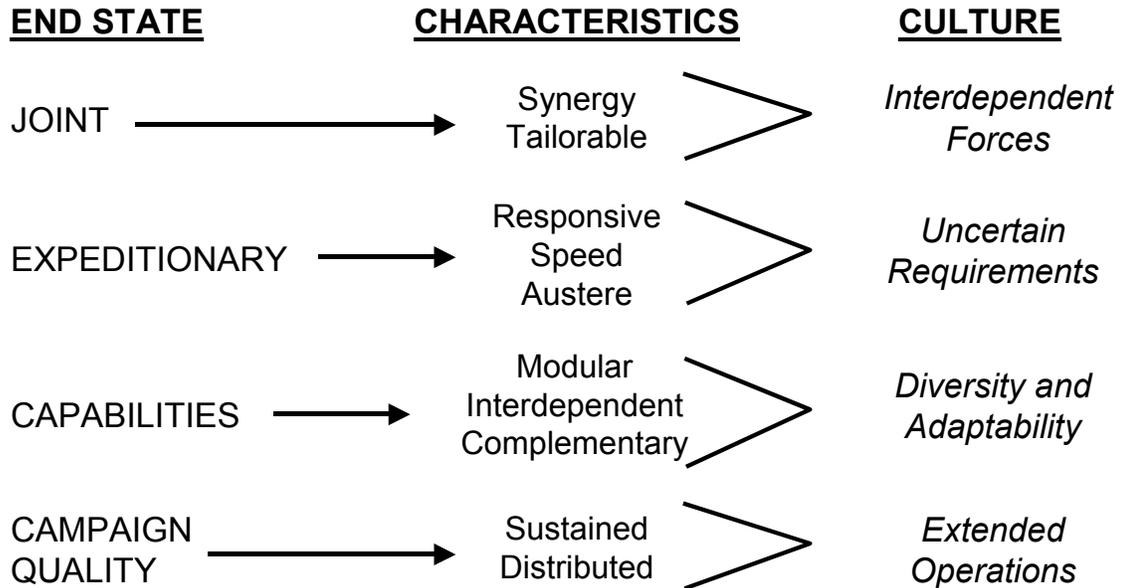
- Modernize the entire fleet
- Accelerate aircraft survivability equipment
- Achieve Joint Integration
- Reduce the logistics footprint

### **TALKING POINTS:**

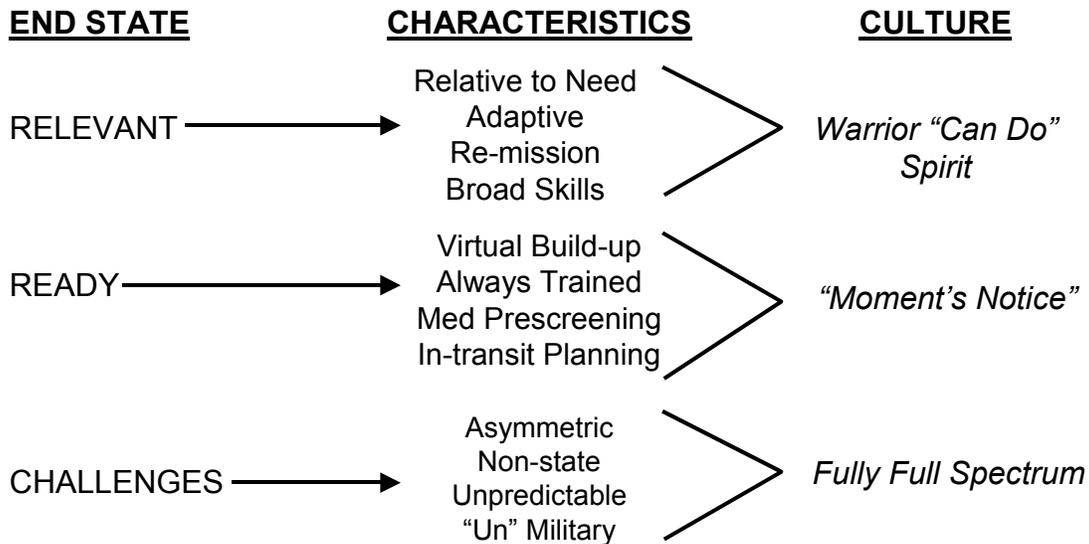
- We will review current doctrine, tactics, and programs to ensure Army Aviation remains a critical component of the joint, combined arms air-ground team.
- We must apply lessons learned from the contemporary operating environment to the training and design of future Aviation forces.
- Army Aviation Transformation maintains faith with the Reserve Component—ONE Army Aviation effort.

**APPENDIX I. ENDURING MESSAGE FRAMES**

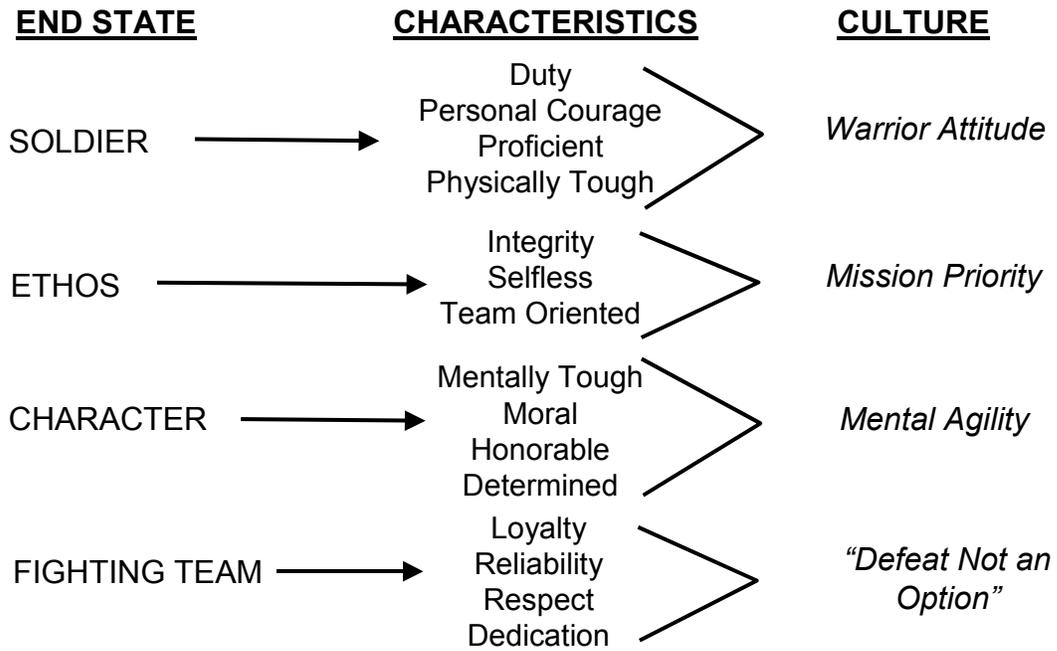
***A Campaign Quality Army  
with Joint and Expeditionary Capabilities***



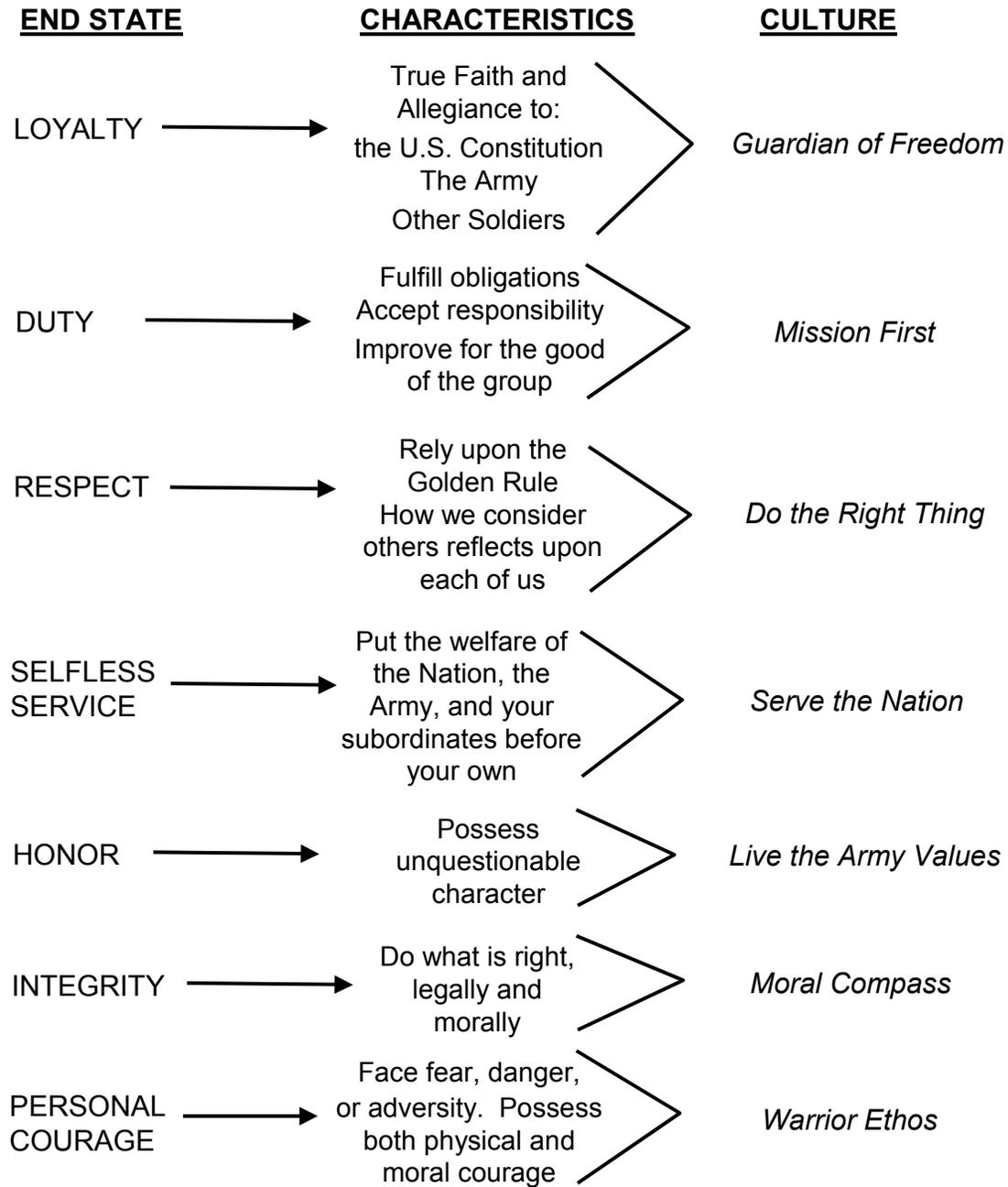
***A Relevant And Ready Army Meeting National  
Security Challenges – Today, Tomorrow, and Always***



## ***Warrior Ethos is the Essence of a Soldier's Character***



## **Core Values**





**APPENDIX II. OUR ARMY AT WAR – Changing NOW to Generate More Combat Power**

*"Generating more combat power, and thereby increasing rotational forces, is a top priority."*

**ENDSTATE: INCREASED LAND COMBAT AND SUPPORT CAPABILITIES ACROSS THE OPERATIONAL SPECTRUM**

**SPECIFIC OBJECTIVES – NEAR-TERM**

- Reset the Force
- Expand the Rotation Base
- Improve Unit Manning
- Improve Power Projection Platforms/Installations
- Relieve Stress on the Force
- Rebalance AC/RC High-demand and Early Deploying Capabilities
- Pull Forward, Future Technologies, Concepts
- Recruit/Retain the "Right" All Volunteer Army
- Stabilize the Force
- Develop Modular, Standardized Units
- Protect the Force
- Improve Mobilization/Demobilization Processes

**INITIATIVES TO INCREASE LAND POWER CAPABILITIES**

<p><b><u>Stabilization</u></b></p> <ul style="list-style-type: none"> <li>➤ Stabilize New UAs</li> <li>➤ Unit Life-cycle (172nd SBCT 2Q 04)</li> <li>➤ Decrease PCS Move Frequency</li> </ul>	<p><b><u>Reset</u></b></p> <ul style="list-style-type: none"> <li>➤ Repair Equipment. Reorganize, Retrain</li> <li>➤ Adjust Preposition Stocks of Equipment</li> <li>➤ Replenish Ammunition Stocks</li> </ul>	<p><b><u>Rapid Fielding Initiative/Rapid Equipping Force</u></b></p> <ul style="list-style-type: none"> <li>➤ Advanced Combat Helmet, Hydration Systems, Close-combat Optics</li> <li>➤ Robotics and Counter IED Technologies</li> </ul>
<p><b><u>AC/RC Optimization</u></b></p> <ul style="list-style-type: none"> <li>➤ RC Bns Retrained as MPs, Infantry</li> <li>➤ Increase AC Early Deploying Capabilities</li> <li>➤ Increase High Demand Unit Capabilities CA/MPs/SOF/Transportation/Med Avn</li> <li>➤ Increase AC/RC Unit Manning Levels</li> </ul>	<p><b><u>Military to Civilian Conversion</u></b></p> <ul style="list-style-type: none"> <li>➤ 5,000 spaces projected in FY 05</li> <li>➤ Up to 10K Additional Conversions Projected for FY 06 and Beyond</li> </ul>	<p><b><u>Modularity</u></b></p> <ul style="list-style-type: none"> <li>➤ 3 ID Redesign from 3 to 4 BCTs</li> <li>➤ Redesign Light &amp; Heavy Bde Units of Action (UAs)</li> <li>➤ Aviation Bde Redesign</li> <li>➤ Increase Active Bde UAs from 33 to 48</li> <li>➤ 4/101, 3/10 New UAs (4QFY04)</li> </ul>
<p><b><u>Force Protection</u></b></p> <ul style="list-style-type: none"> <li>➤ Interceptor Body Armor</li> <li>➤ Up-armored HMMWVs</li> <li>➤ Armor Protection Kits for Vehicles</li> </ul>	<p><b><u>Global Footprint/Rebasing Strategy</u></b></p> <ul style="list-style-type: none"> <li>➤ Seek CONUS Based Global Projection</li> <li>➤ Reduce Balkan and MFO Commitments</li> <li>➤ Revise Europe/Pacific Basing Strategies</li> </ul>	<p><b><u>Pull Forward Future to Current</u></b></p> <ul style="list-style-type: none"> <li>➤ Move to FCS-capable Organizations</li> <li>➤ Realign Fielding of C2 Programs</li> <li>➤ Earlier Fielding of UAV's, Sensors, etc.</li> </ul>

**SIGNIFICANT POINT: Over 100K in Force Structure Optimization – Most Significant Redesign in 50 years!**