Department of the Army Historical Summary

Fiscal Year 2010

by

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Cover: *Soldiers engage enemy forces during Operation* MOSHTARAK *in Badula Qulp, Afghanistan, 19 February 2010.*

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DEPARTMENT OF THE ARMY
HISTORICAL SUMMARY

FISCAL YEAR 2010

1

Introduction

As in the preceding years, war and organizational transformation dominated the U.S. Army in fiscal year (FY) 2010. After seven years of continuous military engagement, Operation Iraqi Freedom came to an end, and the final combat brigade, the 4th Stryker Brigade, 2d Infantry Division, left the country. Simultaneously, President Barack H. Obama ordered an additional 30,000 troops to Afghanistan in order "to disrupt, dismantle, and eventually defeat al-Qaeda and to prevent their return to either Afghanistan or Pakistan." The Army contributed two-thirds of the manpower to this surge, conducted major combat operations on the ground, and suffered a significant increase in casualties on the battlefield.

While its operational focus shifted from Iraq to Afghanistan, the Army continued to address multiple transformational and administrative challenges. The Army refined the ongoing Army Force Generation (ARFORGEN) process, a rotation program

President Obama visiting troops in Afghanistan on 3 December 2010.

begun in 2006 under then-Army Chief of Staff General Peter Schoomaker, and designed for regularly delivering trained and ready forces to combatant commanders. Also, the 2009 decision to replace the Future Combat Systems (FCS) with the Brigade Combat Team (BCT) modernization program continued to affect the Army, and would likely do so for years to come. Both issues figured prominently in the annual Army Modernization Plan.

Likewise, the Army continued to implement the Defense Department's 2005 Base Realignment and Closure (BRAC) program and was on track to complete its own portion of the effort as scheduled by FY 2011. The Army also contributed to the establishment of the U.S. Cyber Command, a subunified command that will be subordinate to U.S. Strategic Command.

The Army's FY 2010 budget supported the operational shift from Iraq to Afghanistan as well as various transformational and administrative initiatives. Expenditures for military personnel made up nearly half the Army's budget, and research, analysis, and acquisition programs inherited from the old Future Combat Systems constituted by far the most expensive item among the Army's top ten weapons system developments. The FY 2010 budget grew slightly compared to FY 2009, albeit at a slower pace than between FY 2008 and FY 2009.

Meanwhile, the Army exceeded its recruiting goal, expanding the force to levels last seen in 1993. Moreover, it attracted more qualified recruits than in the previous years. The higher end strength and improved recruit quality allowed the Army to manage its force in a more sustainable fashion and meet the various operational and transformational challenges.

2

ORGANIZATION, MANAGEMENT, AND BUDGET

Reorganizations and Realignments

In March 2010, Secretary of the Army John M. McHugh designated Under Secretary of the Army Joseph W. Westphal as the Army's first chief management officer. In this role, the under secretary exercised primary management responsibility for the business operations of the Army. To aid in this endeavor, the secretary of the Army designated the Office of Business Transformation as an activity within the Office of the Secretary of the Army, reporting directly to the under secretary in his role as chief management officer. The office was responsible for assisting the service in executing business transformation initiatives and supervising business operations management.

Secretary McHugh

The Defense Integrated Military Human Resources System, a program administered by the Department of Defense's (DoD) Business Transformation Agency, ended in FY 2010. The initiative was supposed to bring the four military branches into a single payroll and personnel records system. Planning had begun in the 1990s, and the program employed 600 military personnel, civilians, and private contractors at its peak. The system never worked flawlessly, however, and after spending $1 billion

over a twelve-year period, DoD officials canceled it in February 2010. "This program has been a disaster," Chairman of the Joint Chiefs of Staff Admiral Michael G. Mullen told the Senate Armed Services Committee in early February 2010.

Under Secretary Westphal

On 25 May 2010, Secretary of Defense Robert M. Gates announced Army General Keith B. Alexander's appointment as the first commander of U.S. Cyber Command, headquartered at Fort Meade, Maryland. On 21 May 2010, the Army announced the composition of its contribution to U.S. Cyber Command—the Army Forces Cyber Command (ARFORCYBER), soon renamed Army Cyber Command. The Department of the Army designed the Army Cyber Command to become the service's single point of contact for cyberspace and information operations. It planned to subordinate the Army Network Enterprise Technology Command and portions of the 1st Information Operations Command (Land) to Army Cyber Command, as well as the Intelligence and Security Command for cyber-related actions. "The mission for ARFORCYBER," said Maj. Gen. Steven W. Smith, director of the Army Cyberspace Task Force, "is to direct the operation and defense of all Army networks, and, on order, conduct full-spectrum operations in support of our combatant commanders and coalition partners." The new command was to comprise over 21,000 soldiers and civilians.

Army Cyber Command shoulder insignia

Management

General Alexander

In 2005, the Army adopted the Lean Six Sigma business strategy. Originally developed for private companies, Lean Six Sigma strives to improve the quality of business processes and outputs by removing the causes of defects. In FY 2010, the Army received support in implementing Lean Six Sigma from the Lean Six Sigma Program Management Office located within the Office of Business Transformation. Headquarters, Department of the Army, tasked the Lean Six Sigma team to assist the Army in delivering material and personnel to overseas theaters more quickly and efficiently. In response, Under Secretary Westphal and the Office of Business Transformation embarked on one of the largest enterprisewide deployments of Lean Six Sigma in an effort to institutionalize the tenets of continuous process improvement. As Westphal stated, "I believe that in managing the Army's Business Transformation, a core capability of our Transformation should and is being executed through Lean Six Sigma projects." Senior level specialists were deployed to the Middle East to help shift millions of dollars of resources from Iraq to Afghanistan as quickly and efficiently as possible. In 2009, commanders and staffs in theater reported $3.8 billion in savings, due in large part to the Lean Six Sigma methodology. This positive trend continued in FY 2010, the first year since the start of Operation Iraqi Freedom in 2003 that total costs in this theater decreased compared to the previous year.

In order to address the organizational challenges posed by the cancellation of the Future Combat Systems (see Chapter 4), Acting Assistant Secretary of the Army for Acquisition, Logistics, and Technology Dean G. Popps announced the establishment of the Program Executive Office Integration in October 2010. Its role was to oversee several project and product management offices focusing on the Ground Combat Vehicle and Brigade Combat Team modernization. The office was intended to enhance the Army's ability to develop and deliver improved combat capabilities needed in current and future

contingency operations, such as protecting soldiers from potential danger by using unmanned systems.

Budget

In May 2009, the Army requested $142.1 billion in total obligation authority in its base budget proposal for FY 2010. The proposal was $2 billion greater than the FY 2009 enacted budget of $140.1 billion. The service also requested an additional $83.1 billion in FY 2010 to support ongoing overseas contingency operations, including the wars in Afghanistan and Iraq, as well as three continuing programs for which the Army was the executive agent: the Afghanistan Security Forces Fund, the Joint Improvised Explosive Device Fund, and the new Pakistan Counterinsurgency Capability Fund. The Army requested a total of $225.2 billion for FY 2010 (*Table 1*).

TABLE 1—PRESIDENTIAL BUDGET REQUESTS, FYS 2008–2010
(*BILLIONS OF DOLLARS*)

Category	*FY 2008*	*FY 2009*	*FY 2010*
Military Personnel	52.1	58.3	64.9
Medicare-Eligible Retiree Health Care Fund	3.1	2.9	3.1
Operations and Maintenance	27.9	31.2	31.3
Procurement	22.6	24.6	21.1
Research, Development, Testing, and Evaluation	12.1	10.5	10.4
Military Construction	3.9	4.6	3.7
Army Family Housing	0.9	1.4	0.8
Chemical Demilitarization	1.6	1.6	1.7
BRAC	4.1	4.6	4.2
Other*	1.1	1.1	1.0
Total	128.9	140.7	142.1

Numbers may not add due to rounding.
All columns include base funding only.
**Includes Environmental Restoration, Army Working Capital Fund, Joint Improvised Explosive Device Defeat Fund, and Homeowner's Assistance Program (FY 2010 only).*
Source: President's Budget Highlights for fiscal years 2009–2011

The FY 2010 budget fully funded the all-volunteer force: 547,400 personnel for the active component, 358,200 for the Army National Guard, and 205,000 for the Army Reserve. The budget requested adequate resources to complete ongoing operations effectively as well as to generate the capability to deter future challenges or decisively defeat future enemies (*Table 2*).

Quadrennial Defense Review

On 1 February 2010, the Department of Defense submitted to Congress the 2010 Quadrennial Defense Review (QDR). As with all QDRs, the secretary of defense led the review, and the results reflected his vision and priorities for the future. The senior leadership of the Army participated fully throughout the process and supported the four priority objectives identified by the secretary of defense:

- Prevail in today's wars.
- Deter future conflicts.
- Prepare to defeat adversaries and, when conflict cannot be avoided, succeed in a wide range of contingencies.
- Preserve and enhance the all-volunteer force.

During the QDR process, Army leaders emphasized how the preceding eight years of warfare had stressed the force and put the Army out of balance. The 2010 QDR report reflected this fact by recognizing the significant strain borne by soldiers and their families and the imperative to preserve and enhance the all-volunteer force. The report supported the need for ready forces rotating at sustainable rates and with sufficient time at home stations between deployments. It also recognized the important contributions of the reserve components at home and abroad.

Through implementation of the QDR initiatives, the Army sought to improve its capabilities in many areas including irregular warfare, Special Operations Forces, Stryker units, and both manned and unmanned aerial vehicles. The challenges facing the United States in 2010 and in the future would also likely required the service to continue to deploy portions of the Army National Guard and U.S. Army Reserve in the United States and overseas. As the operational environment allowed, the Army would seek ways to reduce its reliance on the reserve components to ensure the long-term viability of a force that has both strategic and operational capabilities. Following the recommendations of the QDR, the Department of Defense was set to conduct a comprehensive review of the future role of the reserve

TABLE 2—ARMY TOTAL OBLIGATION AUTHORITY, FYs 2009–2010
(*MILLIONS OF DOLLARS*)

Appropriation	*FY 2009 Actuals*	*FY 2010 Actuals*
Military Personnel	58,487.90	64,869.80
Army	36,454.7	41,312.4
National Guard	14,543.9	15,533.4
Reserve	7,489.3	8,024.0
Medicare-Eligible Retiree Health Care Fund	**2,902.2**	**3,064.1**
Operation and Maintenance	**31,346.2**	**31,274.9**
Procurement	**23,157.9**	**21,097.1**
Aircraft	4,886.4	5,316.0
Missiles	2,178.6	1,370.1
Weapons and Tracked Combat Vehicles	3,159.8	2,452.0
Ammunition	2,280.7	2,051.9
Other Procurement	10,652.5	9,907.2
Research, Development, Test & Evaluation	**12,020.3**	**10,438.2**
Military Construction	**4,692.6**	**3,660.8**
Environmental Restoration	**456.8**	**415.9**
Army Family Housing	**962.7**	**796.7**
Operation	716.1	523.4
Construction	246.6	273.2
BRAC	**4,403.3**	**4,179.7**
Homeowner's Assistant Program	**4.5**	**23.2**
Chemical Demilitarization	**1,649.9**	**1,707.3**
Army Working Capital Fund	102.2	38.5
Joint Improvised Explosive Device Defeat Fund	-	564.9
Totals	140,186.6	142,131.0

Both columns show funding from base appropriations only.
Source: *The Army Budget Fiscal Year 2010: An Analysis*.

components, including an examination of the balance between active and reserve forces. An independent review of the 2010 QDR directed by Congress was to continue as well.

3
PERSONNEL

Army Strength and Distribution

The active Army's end strength as of 30 September 2010 totaled 561,979, which comprised 78,893 commissioned officers, 15,549 warrant officers, and 467,537 enlisted soldiers. This amounted to an increase of 12,964 personnel from the FY 2009 end strength. Minorities constituted 38 percent of the active Army, and women, 13 percent.

The Army National Guard's end strength in September 2010 totaled 362,015, including 34,184 commissioned officers, 7,985 warrant officers, and 319,846 enlisted soldiers. This represented an increase of 3,624 from FY 2009. Minorities constituted 26 percent and women constituted 14 percent of the Army National Guard.

The Army Reserve's end strength in September 2010 totaled 205,281, including 33,453 commissioned officers, 3,111 warrant officers, and 168,717 enlisted soldiers. This amounted to a decrease of 16 percent from the FY 2009 end strength. Minorities and women constituted 41 percent and 23 percent of the Army Reserve, respectively.

Manning Initiatives

In 2007, the Army obtained congressional authority to increase its end strength by 74,000 soldiers over a five-year period ending in 2012—an initiative called "Grow the Army." The Army achieved this goal in 2009, but in the same year, Congress permitted an additional 22,000-man increase through an authorization known as the temporary end-strength increase. As a result, the Army grew by 5,000 soldiers before the end of FY 2009, and added another 15,000 soldiers by the end of FY 2010. This influx of recruits into basic training pushed the size of the active Army past 561,000 soldiers, which was a seventeen-year high. The higher end strength allowed the Army to deploy units overseas with at least 90 percent of the authorized strength.

Enlisted Personnel

The Army met its goals in terms of quantity and quality of the new recruits in FY 2010. Aided by a more favorable recruiting environment—generated by high unemployment rates and an improved security situation in Iraq—and by the completion of the major force expansion, the Army was able to be more selective than in prior years. In FY 2010, 100 percent of the Army's recruits had earned high school diplomas, 64 percent scored above average on the Armed Forces Qualification Test, and less than 1 percent were Category IV, the second lowest aptitude level on the test.

The substantial increases in military compensation that occurred over the past decade also helped Army recruitment. In most years between FY 2001 and FY 2010, Congress increased basic pay by an amount that was at least a half percent higher than the annual increase in the employment cost index (a common measure of increases in wages for private-sector employees). Moreover, Congress initiated a multiyear reform of housing allowances between FY 1998 and FY 2005 that brought rates in line with actual housing costs. Congress also increased hostile-fire pay and the family separation allowance in 2002, authorized premium-based TRICARE medical coverage for nonactivated reservists in 2006, and enacted a generous new educational benefits package in 2008. Cumulatively, by FY 2010 these changes made the military compensation package highly attractive.

The Army exceeded all of its retention goals for enlisted personnel in FY 2010 by a fairly large margin. The Army's retention success—in these and prior years—was particularly remarkable in light of the heavy stress placed on Army personnel over the past nine years due to ongoing combat operations in Iraq and Afghanistan. Retention was positively affected by some of the same factors which led to strong recruiting: a weak civilian job market coupled with an attractive

TABLE 3—ARMY ENLISTED ACCESSION RESULTS, FY 2010

Component	*Goal*	*Actual*	*Difference*	*Percentage*
Active Army	74,500	74,577	+77	100.1
ARNG	60,000	57,204	-2,796	95.3
USAR	26,000	26,810	+810	103.1

Note: ARNG = Army National Guard, USAR = U.S. Army Reserve
Source: *Recruiting and Retention: An Overview of FY 2009 and FY 2010 Results for Active and Reserve Component Enlisted Personnel*, Congressional Research Service, January 2011.

TABLE 4—ENLISTED ACTIVE ARMY RETENTION, FY 2010

Personnel	*Goal*	*Obtained*	*Percentage*
Initial-term	24,500	27,436	112.0
Mid-career	24,000	26,577	110.7
Career	11,500	14,092	122.5
Total	60,000	68,105	113.5

Source: *Recruiting and Retention: An Overview of FY 2009 and FY 2010 Results for Active and Reserve Component Enlisted Personnel*, Congressional Research Service, January 2011.

military compensation package. Moreover, the force expansions of the previous few years also had created more opportunities for promotion and, thus, an additional incentive for some soldiers to continue serving (*Tables 3 and 4*).

Officer Personnel

The Army continued to provide retention and extension-of-service incentives for officers. Many of the incentives offered to enlisted personnel were also available to officers. The Post-9/11 G.I. Bill, signed into law on 30 June 2009, proved a particularly attractive incentive for college-oriented soldiers, and it included a transferability feature that extended the benefit to family members.

Civilian Personnel

The Department of the Army employed 247,266 civilians as of 30 September 2010. Indirect hires of foreign nationals totaled 15,144. More than 72 percent of Army civilian personnel performed operations and maintenance activities, with civilian pay consuming more than 25 percent of operations and maintenance appropriations. Overall, civilian pay consumed approximately 11 percent of the Army's top-line budget.

FY 2010 witnessed a major administrative change for the Army's civilian workforce as the DoD began phasing out the National Security Personnel System (NSPS). The Department of Defense introduced NSPS in FY 2004. The system was intended to establish a human resources management structure that would govern compensation, staffing, classification, performance management, labor relations, adverse actions, and employee appeals while preserving merit

principles, veterans' preference, due process, and employees' right to bargain. Between 2004 and 2010, the Army moved more than 67,000 nonbargaining-unit employees into NSPS and in 2010 had more than 86,000 employees in the system. In August 2008, an independent analysis found that NSPS had led to the unequal distribution of performance-based pay raises and bonuses, and the National Defense Authorization Act of 2010, signed by President Obama in October 2009, repealed NSPS. Also in FY 2010, the Army fielded the Human Capital Campaign Plan to transform the civilian workforce. The Office of the Deputy Chief of Staff for Personnel, G–1, crafted the plan to close significant workforce capability gaps and to develop civilian employees through ongoing learning programs.

Special Topics

Stop-Loss

In March 2009, Secretary of Defense Gates ordered a deep reduction in the number of military personnel affected by stop-loss procedures. In recent years, the Department of Defense had used stop-loss orders to compel selected service members whose skills were in short supply to remain in uniform beyond the end of their term of service. The secretary wanted to reduce the number of personnel retained under stop-loss orders by 50 percent by June 2010, with the ultimate goal of virtually eliminating it by March 2011. The Army began to phase out the practice shortly after the secretary's remarks, starting with the Army Reserve in August 2009, continuing with the Army National Guard in September 2009, and concluding with the Active Army in January 2010. By February 2010, no mobilizing or deploying units had stop-loss soldiers in their ranks. In the 2009 War Supplemental Appropriations Act, Congress stated that soldiers, veterans, and survivors of those whose service had been involuntarily extended between 11 September 2001 and 30 September 2008 could apply to receive $500 for every month, or portion of a month, they had served under stop-loss orders. The law dictated that each service process and pay their own applicants. The Army estimated that 136,000 of the approximately 174,000 eligible service members had served in the Army, and created an application process for active and reserve component soldiers, veterans, and survivors of soldiers to process claims for retroactive stop-loss compensation. By law, the Army originally could only accept claims between 21 October 2009 and 21 October 2010, but on 29 September 2010, Congress extended this deadline to 3 December 2010. "The stop-loss policy is one that

General Chiarelli

has been expanded and abused for too long," said Jon Soltz, an Iraq war veteran. He added, "If we had to point to one policy that has placed the most strain on our troops and their families, and adversely affected the morale and readiness of our forces, it would be stop-loss."

Suicide Prevention

The high suicide rate among soldiers remained a troubling issue for the Army in FY 2010. While the active-duty suicide rate dropped slightly from FY 2009, the number of suicides in the Guard and Reserve rose sharply. In 2010, the total number of suicides in the Army increased from 242 to 301, an increase of 24.4 percent. Almost twice as many guardsmen and reservists committed suicide as the year before (145 in 2010 versus 80 in 2009). Among the active-duty force, 156 soldiers committed suicide in 2010, down from 162 in 2009. Between FY 2005 and FY 2010, 975 soldiers committed suicide. The Army continued to study why soldiers commit suicide, and to develop measures to reduce this problem. According to General Peter W. Chiarelli, Vice Chief of Staff, deployments and time away from families alone could not explain the high number of suicides in the Guard and Reserve. Of 112 guardsmen who killed themselves in 2010, more than half had not deployed. Neither was unemployment a significant factor among guardsmen and reservists who committed suicide; about 85 percent of the guardsmen and more than half of the reservists who killed themselves had jobs. "All of us are stunned by it, and we wished we knew why [so many soldiers committed suicide]," said Lt. Col. Jackie Guthrie of the Wisconsin National Guard.

The decrease in active-duty suicides may have been partly due to several initiatives, including the service's Health Promotion, Risk Reduction, and Suicide Prevention Council and Task Force, and the programs and policy changes it instituted in 2009. Likewise, many soldiers received face-to-face postdeployment behavioral

health screenings. A Pain Management Task Force assisted these efforts by monitoring soldiers' increased use of pain medication and antianxiety drugs.

4

Force Development, Training, and Operations

In 2009, the Department of Defense canceled the Future Combat Systems and launched the Brigade Combat Team modernization program to replace it. The 2010 Army Modernization Strategy, published on 23 April 2010, explained how the Army was going to transition from the FCS to the BCT initiative. This transition plan consisted of a number of separate acquisition programs, including one to launch the initial increment of the FCS program to seven infantry brigades in the near term. It detailed additional programs for information and communications networks, unmanned ground and air vehicles and sensors, and an integration effort aimed at follow-on rollouts to all Army brigades. The plan also terminated the manned ground vehicle portion of the previous FCS program and directed an assessment with the Marine Corps of joint capability gaps for ground combat vehicles.

Modularity

Modular reorganization constituted a key component of Army modernization, and aimed to standardize formations with the goal of creating a more deployable and adaptable force. Eventually, the service planned to expand to 73 BCTs and approximately 229 support brigades under this program. Previously undesignated training brigades such as the Infantry Training Brigade at Fort Benning, Georgia, would assume the lineage and honors of formerly active Regular Army combat brigades. By the end of FY 2010, the Army had completed 88 percent of the modular conversion of its brigades.

Modularity generated some skepticism within the Army. The 15 June 2010 draft of the Training and Doctrine Command's (TRADOC) *Army Operating Concept 2016–2028* argued that "wartime experience has been contrary to the implicit assumptions that underpinned the modular Army's design." The idea of Army headquarters being able to "assign, attach, and detach" units without weakening their cohesion and combat effectiveness—a key idea of modularity—"has been

proven false," the document argued. By the end of FY 2010, the debate over modularization continued.

Rebalancing and Stabilization

The Army's efforts at rebalancing the force in 2010 rested on four principles: *sustain* the Army's soldiers, families, and civilians; *prepare* forces for success in the current conflicts; *reset* returning units to rebuild the readiness consumed in operations and to prepare for future deployments and contingencies; and *transform* to meet the demands of the twenty-first century. In FY 2010, the Army reached a number of important milestones in all four areas.

Sustain: Nowhere was the stress on the force more profound than in the toll it took on soldiers, as was tragically evident in the rising number of suicides and increasing need for counseling among soldiers and families (see Chapter 3). For the past three years, the Army aggressively addressed the causes of stress on individuals resulting from the cumulative effects of multiple deployments, and seeking to build resilience in soldiers, families, and civilians. The Army established the Warrior Transition Command and reorganized Warrior Transition Brigades to provide centralized support, rehabilitation, and individualized transition for recovering soldiers. Likewise, the service expanded its Survivor Outreach Services to over 26,000 family members, providing unified support and advocacy, and enhancing survivor benefits for the families of soldiers killed in action. Furthermore, on 1 August 2009 the Army implemented the Post-9/11 Veterans Education Assistance Act of 2008 (also known as Post-9/11 G.I. Bill), significantly increasing educational benefits for active duty soldiers, veterans, and family members.

Prepare: In an effort to prepare for future contingencies, the Army achieved its Grow the Army end-strength goal of 1.1 million soldiers. The active component continued to fulfill its additional authorized temporary end strength. Fifteen-month tours effectively ended in November 2009, when the last soldiers on those extended deployments returned stateside. The Army completed fielding nearly 12,000 mine-resistant, ambush-protected (MRAP) vehicles in Afghanistan and Iraq and increased its employment of biometric technologies enabling the Army to better identify the enemy among the populace.

Reset: The Army completed the reset (redistribution, transfer, or disposal) of twenty-nine brigades worth of equipment in FY 2009 and continued the reset of thirteen more in FY 2010. The Army began executing its drawdown in Iraq which was to redistribute, transfer, or dispose of 3.4 million pieces of equipment; redeploy 143,000 military

G.I. Bill

and civilian personnel and 147,000 contractors; close 22 supply support activities; and consume or dispose of over 21,000 short tons of supplies.

Transform: By the end of FY 2010, the Army was 88 percent complete on the modular conversion to brigades.

Army Aviation

To meet the high demand for aviation forces in Afghanistan, Army Chief of Staff General George W. Casey Jr. in October 2009 approved the activation of a new Combat Aviation Brigade. Rather than purchase new equipment for this purpose, the Army consolidated existing aviation assets to form the additional aviation brigade.

The Army also added a significant number of aircraft to its fleet. It purchased 81 UH–60 Black Hawk utility helicopters, 37 CH–47 Chinook cargo helicopters, 8 AH–64 Apache Helicopter Block IIIs, 876 MQ–1C Gray Eagle unmanned aerial vehicles, and 24 RQ–11 Raven unmanned aerial vehicles.

These numbers highlighted the growing importance of unmanned aerial systems for the Army. Unmanned aerial vehicles are the "eyes of the Army" as they provide the capability to collect, process, and disseminate relevant information quickly. The Army's unmanned aircraft

program came to fruition in 1991 when the Pioneer unmanned aerial vehicle successfully flew more than 300 combat missions during Operations Desert Shield and Desert Storm. Operational needs and lessons learned from operations in Iraq and Afghanistan prompted the service to increase the number and capabilities of such vehicles. By 2011, there will be more than 1,000 Army unmanned aircraft deployed in theater, with almost one million flight hours conducted in support of combat operations.

General Casey

In FY 2010, TRADOC released the Unmanned Aerial Vehicle Roadmap 2010–2035, a conceptual document that outlined how the Army would develop, organize, and employ unmanned vehicles over the next quarter century across the full spectrum of military operations. The roadmap covered three distinct periods: near-term (2010–2015), mid-term (2016–2025), and far-term (2026–2035). In the near-term, the roadmap aimed to continue rapid integration of unmanned aircraft into tactical organizations in order to meet combat requirements. Systems to be developed in the near-term included the Extended Range Multi Purpose, Hunter, Shadow, and Raven vehicles. In the mid-term, the Army aimed to fully integrate unmanned aircraft into the service. These technological advances would support rapid and fluid operations. Unmanned aerial vehicles' resolution and net-centric force capability would improve. Optionally piloted vehicles and lighter-than-air vehicles would emerge to continue to bridge the gap between manned and unmanned capabilities. In the far-term, technological advancements would increase endurance and carrying capacity while size, weight, and power requirements would decrease. The Army planned to explore incorporating advanced vertical takeoff and landing, cargo, medical evacuation, and nanotechnology into future unmanned aircraft.

Training

On 19 August 2010, the Army released *The United States Army Concept for Tactical Maneuver 2015–2024*, which expanded on the

The Army's Gray Eagle unmanned aircraft with Triclops payload configuration allows three independent users to operate three sensor payloads from one unmanned aircraft.

Army Capstone Concept, published in December 2009. The operating concept was the "central guide for the development of subordinate war fighting functional concepts addressing mission command, intelligence, movement and maneuver, fires, protection, and sustainment," wrote TRADOC commander General Martin E. Dempsey at the beginning of the paper. The report described combined arms maneuver and security operations as the two main ways the Army conducted full-spectrum operations. Army forces needed to be able to do both within the context of joint, interagency, intergovernmental, and multinational efforts, the concept posited. Army forces conducted combined arms maneuver to gain "physical, temporal, and psychological advantages over enemy organizations," and they conducted security operations to "consolidate gains and ensure freedom of movement and action."

General Dempsey

Deployed Operational Forces

Secretary Gates

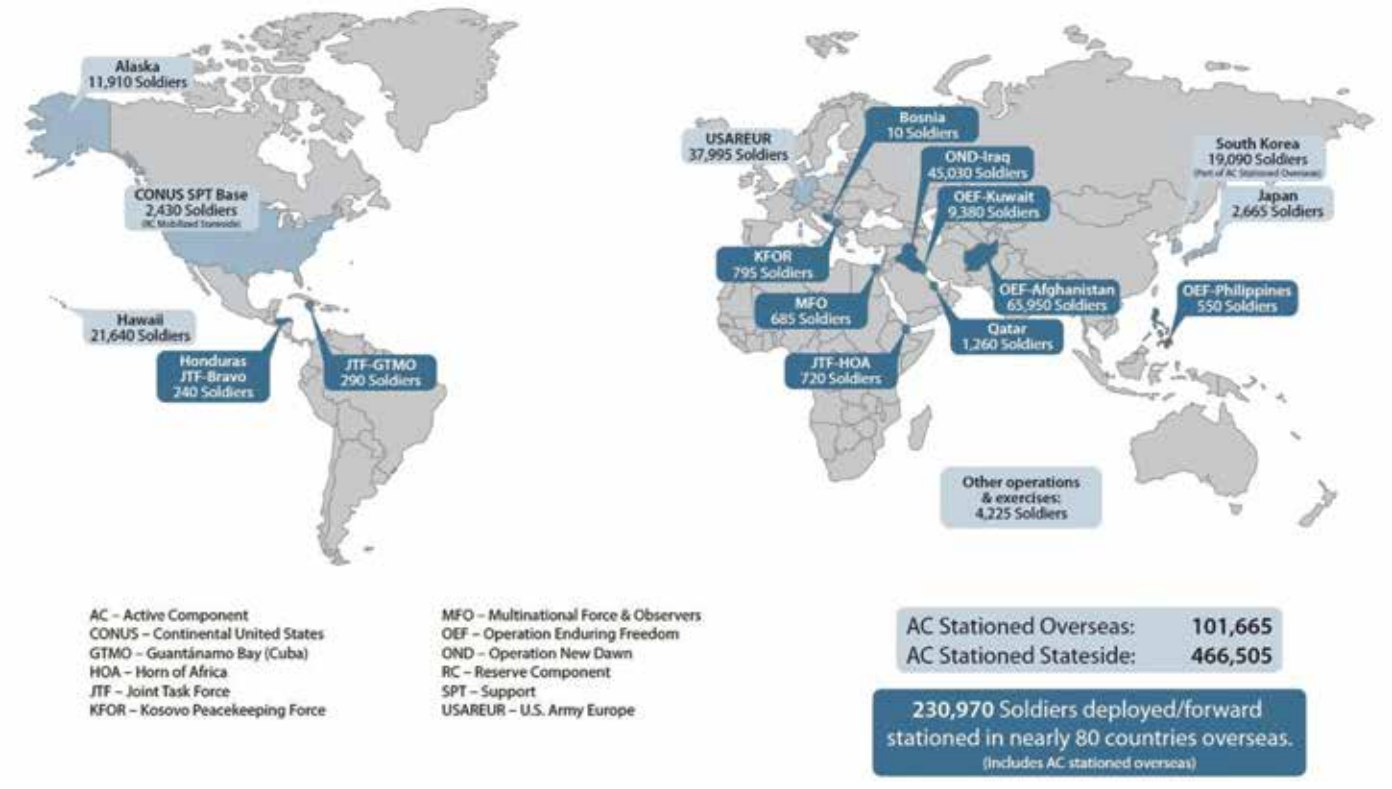
As of 21 September 2010, 230,970 soldiers were deployed in nearly 80 countries overseas. The largest contingents served under U.S. Central Command supporting Operations IRAQI FREEDOM and NEW DAWN in Iraq and Operation ENDURING FREEDOM in Afghanistan. (On 17 February 2010, Secretary of Defense Gates announced that, as of 1 September, the name Operation IRAQI FREEDOM would change to Operation NEW DAWN.) The Army maintained 45,030 soldiers in Iraq and 65,950 soldiers in Afghanistan, with another 9,380 in Kuwait supporting regional activities. Large U.S. Army overseas contingents were also stationed in Germany (37,995 soldiers) and in South Korea (19,090) (*Map 1*).

The U.S. presence in Iraq, now in its eighth year, underwent a significant transformation from a military-led to a civilian-led effort to support the Iraqi government. On 27 February 2009, President Obama announced that the U.S. combat mission in Iraq would end by 31 August 2010, though a transitional force of up to 50,000 troops would remain until the end of 2011 in order to train Iraqi security forces, conduct counterterrorism operations, and provide general support.

The drawdown of U.S. forces continued through FY 2010. On 19 August 2010, the 4th Stryker Brigade, 2d Infantry Division, left Iraq as the final U.S. combat brigade, and on 31 August 2010, President Obama announced the end of Operation IRAQI FREEDOM. On the same day, Lt. Gen. Lloyd J. Austin III replaced General Raymond T. Odierno as commander of U.S. forces in Iraq.

By the end of August 2010, nearly 50,000 U.S. troops remained in Iraq, including two Combat Aviation Brigades and seven Advise and Assist Brigades. Four of the latter were from the 3d Infantry Division, based at Fort Stewart, Georgia. The 1st Heavy Brigade, 1st Armored Division, based at Fort Bliss, Texas, and the 3d BCT, 4th Infantry Division, based at Fort Carson, Colorado, were also serving as Advise and Assist Brigades. These brigades were designed to partner with Iraqi security forces and were tailored for the needs of the specific

U.S. Army Deployments Worldwide



Map 1

General Austin

General Odierno

A line of Strykers convoy in the early hours of 16 August as part of the 4th Stryker Brigade Combat Team, 2d Infantry Division, last patrol through Iraq as they leave theater. The 4th SBCT is the last combat brigade to leave theater.

TABLE 5—U.S. ARMY CASUALTIES IN OPERATION IRAQI FREEDOM/ NEW DAWN, FY 2010

Month	*Killed in Action*	*Accidents/ Other Deaths*	*Total Deaths*	*Wounded in Action*
October	2	7	9	44
November	2	7	9	20
December	0	2	2	39
January	1	5	6	31
February	0	5	5	61
March	2	5	7	35
April	4	4	8	39
May	2	4	6	32
June	2	6	8	33
July	1	3	4	28
August	3	0	3	30
September	2	4	6	not available
Totals	21	52	73	(392)

Source: Defense Manpower Data Center. Numbers for September taken from icasualties.org.

location in which they operated. They provided security for Provincial Reconstruction Teams and had up to twenty-four specialty teams which enabled them to conduct advisory, security, and training missions, as well as the development of civil capacity. The brigades were structured around the modular design of BCTs but were trained for stability operations, rather than for combat. They retained the inherent right to self-defense, however, and were authorized to take necessary action to prevent terrorist activities to protect themselves and the people of Iraq. Under a bilateral agreement between the United States and the Iraqi government, all remaining U.S. troops were required to leave the country by 31 December 2011 (for casualty statistics, see *Table 5*).

As the U.S. military presence in Iraq decreased, the Obama administration stepped up U.S. support of Afghanistan. On 1 December 2009, the president announced that the United States would send 30,000 more troops to support Operation ENDURING FREEDOM in Afghanistan, as part of a comprehensive counterinsurgency campaign

"to disrupt, dismantle, and eventually defeat al-Qaeda and to prevent their return to either Afghanistan or Pakistan," according to an administration official. By August 2010, nearly all of these soldiers were on the ground, raising the number of U.S. troops in that country from approximately 66,400 in September 2009 to 105,900. The Army contributed approximately 21,400 soldiers to this "surge," raising the number of Army troops in Afghanistan from 44,400 (30 September 2009) to 65,800 (30 September 2010). Other NATO countries committed an additional 13,000 troops, and the Army and other U.S. agencies complemented the buildup by adding nearly 1,000 more civilian officials. The service also made significant contributions to the further growth and professionalization of the Afghan National Army and Police, which were authorized to grow by an additional 100,000 in December 2009, and during FY 2010 were ahead of their growth goals to achieve their new authorizations by the fall of 2011.

The troop surge accompanied a sixfold increase in special operations, many supported directly by the Army. From July to October 2010, Special Forces killed 300 Taliban commanders and 800 foot soldiers. "We've got our teeth in the enemy's jugular now," said General David H. Petraeus of the special operations, "and we're not going to let go."

On 13 February 2010, coalition and Afghan forces launched Operation Moshtarak (Dari for "together" or "joint"), one of the largest offensives since the fall of the Taliban in late 2001. The operation was a pacification operation aimed at the poppy-growing belt of Helmand Province in southern Afghanistan. Its main target was the town of Marjah, which was controlled by the Taliban, and served as a drug trafficking center in that area.

Afghan forces led the offensive and comprised 60 percent of the 15,000 troops involved. The U.S. Army's contribution included the 4th Battalion, 23d Infantry (Stryker), as well as elements of the 82d Combat Aviation Brigade. In fierce combat, coalition forces managed to kill or push most Taliban fighters out of the area, and on 18 February, Afghan soldiers raised the Afghan national flag over Marjah. "We shall forever remember this as the day when we ended the insurgent's rule in this area," said an Afghan officer who participated in the operation. Gun battles between coalition forces and Taliban fighters continued, however, and insurgents persisted in intimidating Afghan civilians from cooperating with American troops. By the end of FY 2010, the pacification of Marjah was still not complete. As International Security Assistance Force commander General Stanley A. McChrystal cautioned: "I am convinced that the Taliban will try and come back here again. So we will see a lot of violence, we

General Petraeus, commander of U.S. Central Command, explains his leadership strategy during a leadership and counterinsurgency symposium at the National Press Club in Washington D.C., 23 September 2009.

Marines carry their gear out to Army helicopters prior to an air assault into Marjah, Afghanistan, 13 February 2010.

Secretary of Defense Gates shakes hands with General McChrystal after presenting him an award during the general's retirement ceremony at Fort Lesley J. McNair in Washington, D.C., 23 July 2010.

will see attempts at coercion, there will be a lot of difficult days for Afghanistan and for coalition forces because the insurgents are not going to roll over."

The role of Army aviation in Operation MOSHTARAK deserves particular mention. When the offensive kicked off on 13 February, Army helicopter crews from the 82d Combat Aviation Brigade inserted nearly 300 U.S. Marines and Afghan soldiers into Marjah under cover of darkness. Shortly after the insertion, additional aviation assets assisted a coalition air assault into nearby objective areas in Nad Ali. Eventually, the focus turned from aerial security to medical evacuation. Casualty evacuation teams were standing by to transport wounded coalition and Afghan forces to appropriate field hospitals as necessary.

By the end of FY 2010, the war in Afghanistan had produced mixed results. While Operation MOSHTARAK accomplished some of its objectives, the renewed U.S. focus on Operation ENDURING FREEDOM came at a heavy price. The Army sustained 290 fatalities in Afghanistan in FY 2010, a marked increase over the 164 fatalities in FY 2009. The number for soldiers wounded in action, 2,504, was also up compared FY 2009 when 1,205 soldiers were wounded (*Table 6*).

Table 6—U.S. Army Casualties in Operation Enduring Freedom, FY 2010

Month	*Killed in Action*	*Accidents/ Other Deaths*	*Total Deaths*	*Wounded in Action*
October	48	1	49	194
November	13	0	13	132
December	7	1	8	78
January	11	5	16	109
February	13	2	15	111
March	13	1	14	137
April	10	4	14	138
May	16	0	16	218
June	31	7	38	288
July	43	4	47	372
August	36	0	36	319
September	16	8	24	408
Totals	257	33	290	2,504

Source: Defense Manpower Data Center.

5
RESERVE COMPONENTS

Organizational Change

In FY 2010, the Army National Guard completed a reorganization of its forces as part of the Army's transformation to a modular force. During this process of modernization and modularization, the Army National Guard expanded its structure to include 114 brigades comprising 28 BCTs, 38 functional brigades, and 48 multifunctional brigades across the 54 states and territories. Army National Guard brigade combat teams were structured and manned identically to those in the active Army and could be combined with other BCTs or elements of the joint force to facilitate integration, interoperability, and compatibility across all branches of the armed forces.

The Army Reserve continued its transformation as well, having converted from a geographically based command-and-control structure to a functionally and operationally based structure. With more than 200,000 soldiers available at any time, the Army Reserve provided a flexible force capable of supporting the Army when and where it was needed across the full spectrum of missions, including peacekeeping, nation building, and civil support.

Personnel Management

The Army National Guard continued to implement the Yellow Ribbon program, a DoD-wide effort to support National Guard and Reserve service members with information on benefits before, during, and after deployments. The Department of Defense had initiated this program in response to the Yellow Ribbon Reintegration Act of 2007. In FY 2010, the Army National Guard sponsored 1,471 events that supported some 134,830 soldiers and airmen, as well as 128,037 family members.

Recruiting and Retention

Both the Army National Guard and Army Reserve exceeded their recruiting goals in FY 2010. The Guard's end strength was 362,015 (goal: 358,200), and the Reserve's end strength was 205,281 (goal: 205,000). These

numbers continued the positive trend of the previous years. From FY 2006 to FY 2009, the Guard met, or came close to meeting, robust recruit quantity goals. This allowed it to slightly exceed its authorized end strength by FY 2007, and to significantly exceed its authorized end strength in FY 2008 and FY 2009. For FY 2010, recruiting and retention were strong enough for the Army National Guard to cut back on its recruiting during the last two months of the year in order to keep from exceeding its authorized end strength by too great a margin. Recruit quality also improved during this time frame, with the percentage of recruits holding high school diplomas rising from 83 percent in FY 2005 to 95 percent in FY 2010. The proportion of recruits with above average Armed Forces Qualification Test scores remained just under the DoD benchmark of 60 percent from FY 2006 to FY 2008, jumped dramatically to 76 percent in FY 2009, but then dropped to 68 percent in FY 2010.

Maine National Guard Yellow Ribbon Program

In FY 2009, the Army Reserve was able to meet its authorized end strength after four years of operating understrength, and it maintained this level during FY 2010. However, the quality of Army Reserve recruits declined from FY 2006 to FY 2008. During these years, the percentage of recruits with high school diplomas remained close to the FY 2005 level of 88 percent, while the percentage of recruits scoring above average on the Armed Forces Qualification Test declined from 67 percent in FY 2005 to 58 percent in FY 2008. FY 2009 and FY 2010 showed a dramatic improvement in recruit quality. The percentage of recruits with a high school diploma shot up to 97 percent in FY 2009 and reached 100 percent in FY 2010. The percentage scoring above average on the Armed Forces Qualification Test increased to 63 percent in FY 2009 and continued upward to 71 percent in FY 2010.

Training and Readiness

The Army National Guard made significant progress implementing the Army Force Generation model. In order to promote unit stability,

the Guard kept the average annual personnel transfer rate for deploying BCTs consistently below 5 percent. At this rate, a unit would complete the transition through the reset and train/ready force pools of the ARFORGEN cycle, and the unit would increase its readiness by sending soldiers to individual, crew, and unit training to achieve company-level proficiency. The Guard reduced the number of soldiers awaiting training by more than 10,000 since 2009, shortening the pipeline from 46,118 to 34,349 in less than a year.

The Guard continued to support and prepare war fighting units for combat by sending them through the major combat training centers (Battle Command Training Program, Joint Readiness Training Center, and National Training Center), using $23.7 million in congressionally appropriated funds. Tasks at the centers were selected by unit commanders, and many scenarios, conditions, and events were drawn from the Iraq and Afghanistan theaters of operation.

Mobilizations

In FY 2010, 11,760 Army National Guard soldiers deployed in support of Operation Enduring Freedom and 18,097 soldiers deployed in support of Operation Iraqi Freedom/New Dawn. At the end of FY 2010, 64,035 Army National Guard soldiers were ready for future deployments. In addition to Afghanistan and Iraq, the Guard mobilized for a number of other contingencies, both stateside and abroad. Some of the Guard's activities included:

- An agribusiness development team of fifty-eight soldiers and Air National Guardsmen served in Afghanistan. Due in part to this assistance, Afghanistan in FY 2010 reported declines in poppy production and increases in harvests of various other crops.
- The Guard established a Domestic All-Hazards Response Team to conduct contingency planning and to provide on-site command and control during any type of emergency.
- The Guard mobilized for several disaster and recovery operations. In response to the Deepwater Horizon oil spill in the Gulf of Mexico, which began on 20 April 2010, 1,531 Army National Guard forces completed a variety of preventive and corrective tasks. Guard soldiers also supported operations in the wake of the January 2010 earthquake in Haiti, and the wildfires in California, Utah, and Colorado. After floods devastated parts of Pakistan in July 2010, National Guard members deployed to rescue residents, deliver much needed medical supplies, and provide medical treatment.

S. Sgt. John Hodgson, a security force squad leader for the Illinois Army National Guard's 1-14th Agribusiness Development Team, leads other security forces soldiers toward a key-leader engagement at a tree nursery and fish farm in Kunar Province, Afghanistan, 13 July 2011.

- Army National Guard military intelligence soldiers completed more than 35,000 duty days in support of intelligence-related missions conducted by the Army and other federal agencies.

Materiel and Aviation

From August 2009 through July 2010, the Army National Guard received 96,904 pieces of equipment valued at approximately $8.76 billion from the Department of the Army. In addition to these deliveries, the Army allocated approximately $3.33 billion for new Army Guard equipment in FY 2010. It should be noted that these investments were not one-time expenditures. Taking into account FY 2010 funding levels, production capacities, and the age of its equipment, the Army National Guard tactical-wheeled vehicle and helicopter fleets continued to require large investments of funding over the long term.

The Guard made significant improvements in modernizing its tactical-wheeled vehicle fleet through the receipt of approximately 3,100 Family of Medium Tactical Vehicle (FMTV) units. After the Department of Defense awarded a new FMTV contract the Guard

Soldiers from the 168th Brigade Support Battalion carry a "wounded" teammate to a waiting UH–60 Black Hawk helicopter during convoy live-fire training 28 July 2011 at Fort Sill.

used over $85 million of National Guard and Reserve Equipment Appropriation funds to purchase more than 500 FMTVs. Because FMTVs played an integral part in most National Guard missions, the Guard planned to continue to procure FMTVs in the following year to replace its aging tactical wheeled vehicle fleet.

During FY 2010, the Army National Guard converted all obsolete UH–1 companies to six new medical evacuation companies equipped with UH–60 Black Hawks. In addition, the Guard was on schedule to field the War fighter Information Network–Tactical, to be completed in the second quarter of FY 2012. The network was intended to help improve command and control by providing communications capabilities down to battalion level for such things as real-time Internet access and the ability to send and receive voice, data, video, and images through the use of both commercial satellite technology and commercial Internet networking technology.

In 2007, the Army National Guard determined that it would have difficulty responding to stateside emergencies due to its aging High Mobility Multipurpose Wheeled Vehicle (HMMWV) ambulance fleet. At that time, the average age of the fleet was approximately 20- to 25-years-old with no expected replacement in the near future. Because the active component was no longer procuring HMMWVs and the expected replacement to the HMMWV, the Joint Light Tactical Vehicle,

was too large and bulky to accommodate domestic missions, the Guard realized a capability shortfall. From 2007 to 2010, the Army National Guard worked with the Tank and Automotive Command and industry to produce new HMMWV ambulances specifically tailored for the Guard. Funding from the National Guard and Reserve Equipment Appropriation was instrumental in this effort, which in FY 2010 was on track to eventually produce 500 M997A3 HMMWV ambulances to be solely used by the Guard for its missions.

6
LOGISTICS

Reset

Major combat and stability operations in Iraq and Afghanistan placed tremendous demands on Army equipment. The Army found that the higher operating tempo, rough desert environments, and limited maintenance available in theater, caused vehicle fleets to age four years for every year in theater, which dramatically shortened their useful lives. To maintain future readiness, units needed to ensure that their equipment was returned to optimal condition, or reset, after they returned from an overseas mission and prepared for new missions. From the beginning of combat operations in 2001, the Army has reset over 470,000 pieces of equipment, including 2,702 aircraft, 4,622 tracked vehicles, 33,721 HMMWVs, 6,550 trucks, 3,819 trailers, 214,484 small arms, and 20,170 generators.

As part of this effort, on 1 October 2009 the Army established a new task force in Kuwait to oversee the rapid return and redistribution of the staggering amount of equipment it had brought to Iraq since 2003. This included 60,000 to 80,000 containers, 50,000 vehicles, and upward of 3 million different pieces of equipment. Army Materiel Command (AMC) was the lead agency in this reset effort, which was scheduled to be completed by the end of 2011. For execution of this task, AMC established the Responsible Reset Task Force, a forward presence working with U.S. Army Central Command to assist in prioritizing requirements and in establishing and maintaining visibility, accountability, and transparency of equipment as it came out of Iraq. Equipment would be either redistributed within theater for consumption, retained in Army pre-positioned stocks, transferred to units of the Afghan army, donated to the Iraqi government or other foreign nations to assist in meeting regional strategic goals, or brought back to the United States for repair and eventual reissue to units. By the end of March 2010, the Army had moved more than $1.25 billion in equipment and supplies out of theater. An additional $145 million worth had been redistributed from Iraq to Afghanistan.

Management and Planning

FY 2010 witnessed the near completion of the implementation of the Logistics Modernization Program (LMP), which traces its origins back to February 1998, when AMC began an effort to replace its existing materiel management system—the Commodity Command Standard System and the Standard Depot System—with LMP. The Army has used these two systems for over thirty years to manage inventory and depot maintenance operations, and LMP is intended to significantly improve logistics operations, from how parts are ordered to providing everyone from the commander in the field to analysts at the Pentagon with the capability to track people, equipment, and supplies in real time. When LMP is fully implemented, it is expected to include approximately 21,000 users at 104 locations across the globe, and it will be used to manage more than $40 billion worth of goods and services, such as inventory managed at the national level and repairs at depot facilities.

Research, Development, and Acquisition

The consequences of Secretary Gates' 2009 decision to cancel Future Combat Systems constituted the overriding issue for the Army's research, development, and acquisition program in FY 2010. FCS was a multiyear, multibillion dollar program at the heart of the Army's transformation efforts. It consisted of fourteen manned and unmanned systems tied together by an extensive communications and information network. FCS was designed to replace current systems such as the M1 Abrams tank and the M2 Bradley infantry fighting vehicle.

In October 2009, the Army announced a new BCT modernization strategy to implement the secretary of defense's guidance. According to Lt. Gen. Michael A. Vane, director, Army Capabilities Integration Center, TRADOC, the BCT modernization strategy would yield a versatile mix of BCTs "that will leverage mobility, protection, information, and precision fires to conduct effective operations across the spectrum of conflict." As part of the modernization strategy, the Army would also seek to develop a Ground Combat Vehicle concept focused on building a versatile platform incorporating combat lessons learned, and field the system by 2017. The Army Capabilities Integration Center, the office in charge of developing the ground combat vehicle, stated that the vehicle would be "the most effective and affordable way to improve capability in the midterm, mitigate risk associated with identified operational shortfalls and provide our Army

the agility to adapt and versatility to meet the challenges of an ever-changing operational environment." After a blue ribbon panel met in June 2009 to discuss requirements for the ground combat vehicle, the Army issued a request for proposals on 25 February 2010. However, when reviewing plans for the proposed vehicle, Chief of Staff General Casey judged it to be too heavy. "Look, man, an MRAP [mine-resistant, ambush-protected] is about 23 tons, and you're telling me this is going to be 70 tons," Casey said on 7 June. "Surely we can get a level of protection . . . that is closer [in weight] to the MRAP than it is to the M1." Acting on Casey's objections, the Army canceled the request on 25 August 2010 and announced that another would be issued sixty days later.

The Army made great strides with the procurement and deployment of the mine-resistant, ambush-protected, all-terrain vehicles (M-ATV). The M-ATV was designed specifically to navigate Afghanistan's rugged landscape. With an independent suspension system designed for off-road mobility, the vehicle seated four passengers and one gunner, and featured an armor system with a "V" shaped hull engineered to protect occupants from enemy mines. While some MRAP vehicles weighed nearly 60,000 lbs., the M-ATV weighed approximately 25,000 lbs. including standard equipment and fuel. On 30 June 2009, DoD awarded a contract to Oshkosh to build 8,108 M-ATVs. In October 2009, the first M-ATVs were delivered to Afghanistan, and by the end of September 2010, more than 5,000 vehicles had arrived in that theater.

Funding for research, analysis, and acquisition programs inherited from FCS remained by far the most expensive item among the Army's top ten weapons system developments ($2.981 billion). The top ten systems combined accounted for 37.7 percent of all research, development, and acquisition funds in FY 2010 (*Table 7*).

TABLE 7—RESEARCH, DEVELOPMENT, AND ACQUISITION PROGRAMS[1]
TOP TEN SYSTEMS (*MILLIONS OF DOLLARS*)

	RDT&E	*Procurement*	*Total RDA*[2]
Future Combat Systems (FCS)	2,653.0	327.9	2,981.0
Ammunition		1,733.0	1,733.0
Black Hawk Utility Helicopter (UH–60) and Utility Helicopter Modifications	33.5	1,424.1	1,457.6
Family of Medium Tactical Vehicles (FMTV)		1,158.5	1,158.5
Chinook Cargo Helicopter Modernization		1,014.0	1,014.0
Patriot Medium Extended Air Defense System (MEADS) and Patriot Advanced Capability–3 (PAC–3)	580.4	409.6	990.0
Family of Heavy Tactical Vehicles (FHTV)		813.0	813.0
Warfighter Information Network–Tactical (WIN–T)	180.7	544.2	724.9
Bradley Program Modifications		526.0	526.0
Apache Longbow Attack Helicopter (AH–64) Modifications		426.0	426.0
Total	3,447.6	8,376.3	11,824.0

[1.] Research Development & Acquisition (RDA) equals Procurement plus Research, Development, Test, and Evaluation (RDT&E)
[2.] Numbers may not add due to rounding.
Source: *Department of Defense Program Acquisition Costs by Weapon System*, May 2009; *FY 2010 President's Budget Highlights*, Assistant Secretary of the Army for Financial Management and Comptroller, May 2009.

7
SUPPORT SERVICES

Morale, Welfare, and Recreation

As in previous years, the Army's Morale, Welfare, and Recreation (MWR) program helped soldiers mitigate the accumulated effects of operational stress and conflict. To support Operations Iraqi Freedom/ New Dawn and Enduring Freedom deployments, MWR facilities were established at all main camps and forward operating bases, and civilian specialists were deployed to the theater to develop and deliver programs and activities for soldiers. Exercise rooms and Internet cafés gave soldiers access to fitness equipment and immediate contact with friends. Army fitness kits and training guides were provided to deployed soldiers to maintain muscular exercise and endurance in areas outside the main camps. Partnerships with nonprofit organizations, businesses, and local communities allowed for increased access to services for soldiers and their families, especially those who were geographically dispersed. A variety of sports and fitness gear met the basic recreational needs of deploying units.

Installation Management

In 2010, the QDR highlighted the need for energy conservation and the Army launched the Army Energy Security Implementation Strategy, with direct implications for installation management. In July 2009 the Army began the design of a 500-megawatt solar energy plant at Fort Irwin, California. The plant will be constructed using $2 billion of private capital and will reduce utility costs by an estimated $20.8 million over twenty-five years. When completed, this would be DoD's largest solar project. Concurrently, the Army was working with the Navy, local leaders, and industry on a 30-megawatt geothermal power plant for Hawthorne Army Depot, Nevada. This plant, with an estimated completion date of December 2014, will meet all of Hawthorne's electrical requirements.

Furthermore, under the auspices of the Army Energy Security Implementation Strategy, the Army designated five fixed installations to achieve a "net zero energy" status by FY 2021. "With net zero, the idea

The Army signed a memorandum of agreement for an enhanced-use lease to begin development of a 500-megawatt solar power facility at Fort Irwin. The facility will be similar to this photovoltaic solar power facility at Nellis Air Force Base, Nevada.

is not just replace the energy with renewables," said Kristine M. Kingery, director of Army sustainability policy in the Office of the Deputy Assistant Secretary of the Army for Energy and Sustainability, "It's the reduction, the repurposing, conservation, and efficiency. Reduce usage and replace what you are using with renewables." To reach the net zero milestone, the designated installations will implement practices in three areas: increasing energy efficiency, managing occupant energy demand, and developing programs to implement onsite renewable energy generation. Creating a net zero installation involves a whole-building approach that integrates individual building functions, subsystems, and equipment. To meet facility needs, the plan will consider installation mission requirements, energy, water, environmental mitigation, transportation, and other needs. By late 2014, twenty-five installations will be designated to achieve net zero energy status by FY 2031.

Housing and Infrastructure

The FY 2010 Army's military construction program proposal was $4.6 billion, which was down $1.3 billion, or 22 percent, from FY

2009, and down $0.7 billion, or 13 percent, from the FY 2008. The Army's military construction program provided funds for engineering and construction projects to improve operational and quality-of-life infrastructure. The FY 2010 proposal reflected a shift from the prior year when 75 percent of the funds were spent on accommodating the Grow the Army initiative. In FY 2010, replacing aging facilities consumed the greatest portion at 25 percent of the funds, or $1.2 billion (up from $0.6 billion in FY 2009) (*Tables 8–11*).

The Army Family Housing budget proposal for FY 2010 was $0.8 billion, a decrease of 17 percent from FY 2009. The Army continued to follow the Defense Department guidelines for providing quality housing to military families on the basis of the following priorities: first, provide a housing allowance to service members and rely on the local community to provide housing for military families; second, if the market could not supply sufficient quantities of quality and affordable housing, then transfer Army property to the private sector (privatization) to supply housing; third, if privatization was not feasible, then provide government-owned or government-leased housing. The Army's emphasis on privatization—and the cost-effectiveness of this approach—were reflected in the following numbers: in FY 2010, the Army built 288 family housing units at the total cost of $50 million, or $170,000 per unit, and created 2,083 family housing units through privatization, at the total cost of $219.3 million, or $100,000 per unit (*Tables 12–13*).

TABLE 8—MILITARY CONSTRUCTION, FYs 2008–2010
(*MILLIONS OF DOLLARS*[1])

	FY08[2]	*FY09*[3]	*FY10*[4]
Military Construction, Army	5,289.2	5,922.3	4,584.7
Military Construction, Army National Guard	560.3	883.3	426.5
Military Construction, Army Reserve	148.1	282.6	374.9
Total	5,997.6	7,088.2	5,386.1

1. Numbers may not add due to rounding.
2. FY08 are actuals.
3. FY09 are enacted base and supplemental proposal.
4. FY10 are base and supplemental proposal.

Source: *FY 2010 President's Budget Highlights*, Assistant Secretary of the Army for Financial Management and Comptroller, May 2009; Department of Defense Fiscal Year 2010 Budget Request, Military Construction, Family Housing, and Base Realignment and Closure Programs (C-1) and Financial Summary Tables, May 2009.

Table 9—Military Construction, Army National Guard, FYs 2009–2010
(*Millions of Dollars*[1])

Facility Categories	*FY09*[2]	*FY10*[3]
Replace Aging Facilities	462.0	154.0
Modularity	160.0	92.0
Grow the Army	87.0	80.0
Barracks Initiative	73.0	
Planning and Design	19.0	24.0
Minor Construction	61.0	10.0
Other	21.0	66.0
Total	883.0	426.0

1. Numbers may not add due to rounding.
2. FY09 are enacted base and supplemental proposol.
3. FY10 are base and supplemental proposol.
Source: *FY 2010 President's Budget Highlights*, Assistant Secretary of the Army for Financial Management and Comptroller, May 2009.

Table 10—Military Construction, Army, FYs 2009–2010
(*Millions of Dollars*[1])

Facility Categories	*FY09*[2]	*FY10*[3]
Grow the Army	3,275.0	898.0
Replace Aging Facilities	629.0	1,168.0
Modularity	266.0	393.0
Planning and Design	179.0	178.0
Barracks Initiative	71.0	226.0
Global Defense Posture	40.0	272.0
Minor Construction	23.0	23.0
Improve Quality of Life	59.0	
Overseas Conftngency Operations	1,229.7	923.9
Other	151.0	503.0
Total	5,922.7	4,584.9

1. Numbers may not add due to rounding.
2. FY09 are enacted base and supplemental proposal.
3. FY10 are base and supplemental proposal.
Source: *FY 2010 President's Budget Highlights*, Assistant Secretary of the Army for Financial Management and Comptroller, May 2009.

Table 11—Military Construction, Army Reserve, FYs 2009–2010
(*Millions of Dollars*[1])

Facility Categories	*FY09*[2]	*FY10*[3]
Replace Aging Facilities	72.0	45.0
Grow the Army	180.0	305.0
Planning and Design	3.0	22.0
Minor Construcfton	15.0	3.0
Other	13.0	
Total	283.0	375.0

1. Numbers may not add due to rounding.
2. FY09 are enacted base and supplemental proposal.
3. FY10 are base and supplemental proposal.

Source: *FY 2010 President's Budget Highlights*, Assistant Secretary of the Army for Financial Management and Comptroller, May 2009.

Table 12—Army Family Housing, FYs 2009–2010
(*Millions of Dollars*[1])

Construction	*FY09*[2]	*FY10*[3]
New/Replace Construction	246.0	50 .0
Improvement[4]		219.0
Planning and Design	1.0	4.0
Subtotal	247.0	273.0
Operations	*FY09*[2]	*FY10*[3]
Operation and Utilities	239.0	170.0
Maintenance	252.0	116.0
Leasing	193.0	206.0
Privatization	32.0	32.0
Subtotal	716.0	524.0
Total	963.0	797.0

1. Numbers may not add due to rounding.
2. FY09 are enacted base and supplemental proposal.
3. FY10 are base and supplemental proposal.
4. Residential Communities Initiative equity transferred to Famity Housing Improvement Fund.

Source: *FY 2010 President's Budget Highlights*, Assistant Secretary of the Army for Financial Management and Comptroller, May 2009.

TABLE 13—ARMY FAMILY HOUSING

New Construction	*Units*	*$ Millions*[1]
Baumholder, Germany	38	18.0
Wiesbaden, Germany	250	32.0
Subtotal	288	50.0
Privatization		
Fort Richardson, Alaska	1,242	46.0
Fort Wainwright, Alaska	176	52.0
Fort Irwin, California	90	30.0
Fort Knox, Kentucky	129	14.0
Fort Knox, Kentucky	205	26.7
Fort Polk, Louisiana	144	18.4
Fort Bragg, North Carolina	11	5.4
Fort Sill, Oklahoma	78	20.3
Fort Eustis, Virginia	8	6.5
Subtotal	2,083	219.3
Total	2,371	269.3

[1.] Numbers may not add due to rounding.
Source: *FY 2010 President's Budget Highlights*, Assistant Secretary of the Army for Financial Management and Comptroller, May 2009; Department of Defense Fiscal Year 2010 Budget Request, Military Construction, Family Housing, and Base Realignment and Closure Programs (C-1), May 2009.

Safety

The Army had 2,336 Class A, B, and C accidents in FY 2010. Ground accidents accounted for 2,200 of these, of which 183 were Class A accidents. Class A accidents involve damages of $1 million dollars or more, destruction of military aircraft, injury resulting in a fatality, or permanent total disability. Aviation accidents totaled 136, of which 28 were Class A accidents.

The Army lost 175 soldiers from accidents in FY 2010, compared to 172 during the preceding fiscal year. Aviation accidents resulted in the loss of sixteen soldiers, up from twelve the previous year. Ground accidents killed 159 soldiers, with 31 occurring onduty and 128 occurring offduty. Incidents involving personally owned vehicles

New AAFES logo

resulted in 115 deaths, incidents involving armored motorized vehicles resulted in 7 deaths, and there were 24 fatalities categorized as personal injury deaths such as training and recreational accidents.

Army and Air Force Exchange Service

During FY 2010 the Army and Air Force Exchange Service (AAFES) conducted a major rebranding effort. With the ribbon cutting at Tinker Air Force Base, Oklahoma, on 17 September 2010, AAFES launched its new corporate logo (a red and blue "X" with the word "Exchange" underneath) and a complete store redesign. Now branded the "Exchange," AAFES intended to provide a uniform global shopping experience. Eventually, the new retail concept will change everything from shopping bags, associate attire and name tags, cash register receipts, sales flyers, store graphics, and the AAFES Web site, www.shopmyexchange.com.

As part of the Base Realignment and Closure process, AAFES completed a 492,000-square-foot, open-air shopping center at Fort Bliss in November 2010. Named "Freedom Crossing," the center cost $100 million and was the largest such facility opening in the history of AAFES. Freedom Crossing is the first open-air retail development on a military installation in the world, and includes 217,000 square feet of Exchange stores, a movie theater, and food courts. It employs 880 Exchange associates.

AAFES support of Operations Iraqi Freedom, New Dawn, and Enduring Freedom reflected the drawdown of U.S. troops in Iraq and the concurrent surge in Afghanistan. While AAFES closed nearly 300

nonessential facilities and services in Iraq, it increased its presence in Afghanistan, where it operated fifteen restaurants, fifty-three concessions, sixty-seven short-term concessions, thirty unit-run tactical field exchanges, and eight troop-run imprest fund stores. AAFES expected to open six more stores in Afghanistan in the near future.

In FY 2010, AAFES generated $391 million in earnings, a decrease of $37.6 million, or 9 percent, from FY 2009. Total sales in FY 2010 amounted to $9.9 billion (FY 2009: $9.8 billion), and total revenue was $8.7 billion (FY 2009: $8.6 billion). The Exchange contributed estimated total dividends in the amount of $261.1 million (FY 2009: $261.6 million) to the Army's MWR programs and Air Force services. Dividends also went to other branches of the armed forces (*Charts 1–4*).

CHART 1—AAFES TOTAL SALES, FYS 2008–2010
(*MILLIONS OF DOLLARS*)

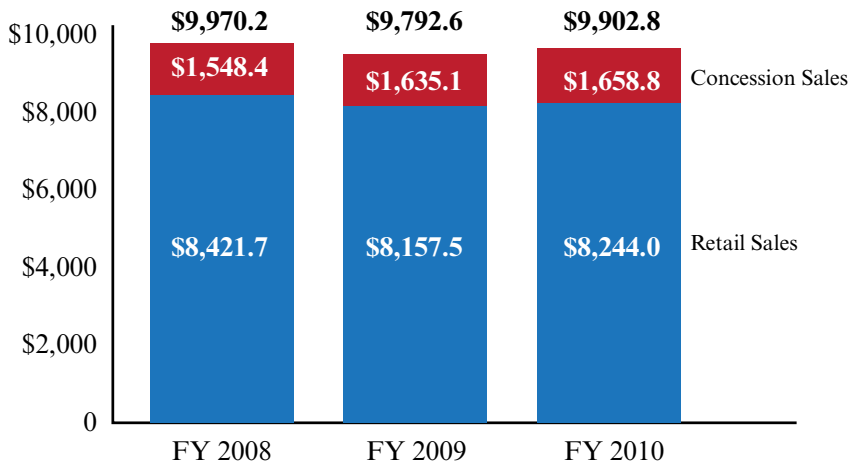


CHART 2—AAFES TOTAL REVENUE, FYS 2008–2010
(*MILLIONS OF DOLLARS*)

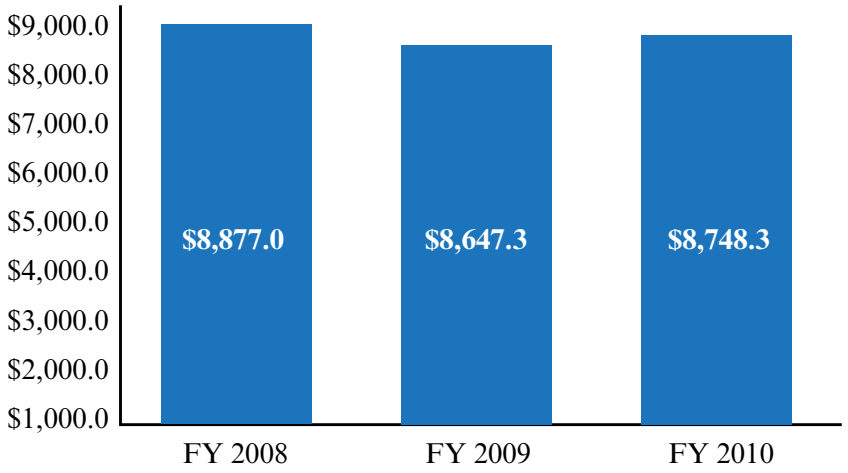


CHART 3—AAFES TOTAL EARNINGS, FYS 2008–2010
(*MILLIONS OF DOLLARS*)

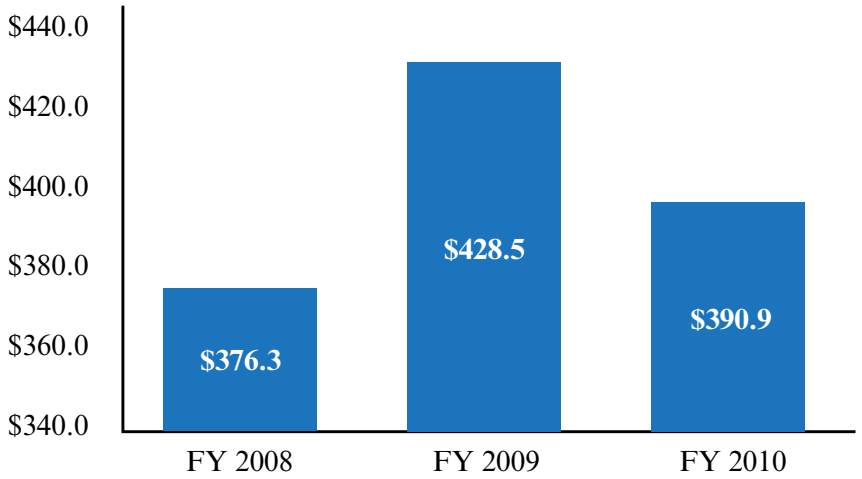
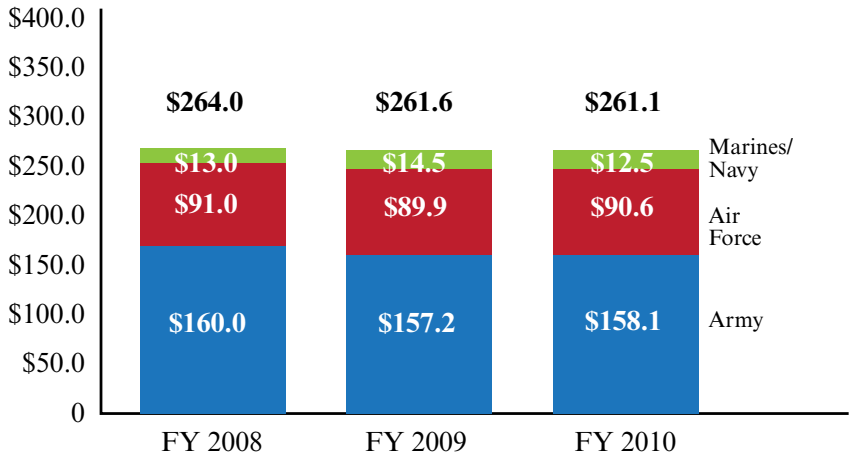


CHART 4—AAFES TOTAL DIVIDENDS, FYs 2008–2010
(*MILLIONS OF DOLLARS*)



Source for Charts 1–4: *The Army Air Force & Exchange Service Annual Report 2010*, AAFES, June 2010.

8
SPECIAL FUNCTIONS

Civil Works

The Corps of Engineers remained the key agency of the Army's Civil Works Program. The American Recovery and Reinvestment Act of 2009 dramatically increased the Corps' workload, with $3.1 billion budgeted for military construction and another $4.6 billion for civil works. The Corps of Engineers' civil works budget in 2009 reached $10.8 billion and $9.7 billion in 2010.

As part of the civil works mission, the Corps maintained 926 coastal, Great Lakes, and inland harbors. It created, restored, or preserved nearly 20,000 acres of wetlands and provided hundreds of miles of shore protection and hurricane and storm damage risk reduction. The Corps had responsibility for approximately 14,000 of the nation's 100,000 miles of levees. It owned and operated approximately 650 dams as well as 238 navigation lock chambers on 12,000 miles of inland waterways. It was also the largest federal provider of outdoor recreation, with more than 4,300 recreation sites at Corps lakes and river projects.

Environmental Protection

The Army has long been committed to reducing the harm its activities have on the environment. Although protecting the environment is a worthy goal in itself, the government also hoped that environmentally sound practices would accrue economic benefits by reducing waste and increasing efficiency. "The key to all this [environmental protection] is you have to be very passionate about this stuff," said Todd Dirmeyer, the energy manager for Fort Hunter Liggett and Camp Parks, California. "You have to believe in the cause. There are a lot of people that will tell you it won't happen. But truly the Army is leading the nation in this effort, and we are going to lead the nation to energy security."

In 2009, the Army was the first federal agency to publish a sustainability report. The report, which detailed energy and environmental achievements and milestones, was published in accordance with the Global Reporting Initiative's Sustainability

Reporting Guidelines, a widely recognized framework used by corporations and governments around the world to measure and publicly report their economic, environmental, and social performance. In August 2010, the Army released its second annual sustainability report, highlighting various programs as well as explicit mission, environment, and community performance trends. The 2010 report identified the Army's progress on the path to sustainability: in FY 2010, twenty-eight Army installations underwent an integrated strategic and sustainability planning process, developing individual installation-tailored sustainability plans and goals. The Army mandated that all new construction be designed to meet the silver minimum standard (50 out of a possible 100 points) of the Leadership in Energy and Environmental Design, an internationally recognized certification system for environment-friendly construction. Furthermore, efforts were underway to ensure that all new Army acquisition programs included energy costs as a factor in the selection process. In FY 2010, the Army requested $415.9 million (appropriated: $423 million) for environmental restoration. This was $40 million, or 9 percent, less than in FY 2009.

Legal Affairs

Throughout FY 2010, the Judge Advocate General and senior members of his staff advised the Army leadership on significant issues pertaining to military justice (*Table 14*). The Office of the Judge Advocate General continued to implement programs improving legal administration and the advocacy skills of military justice practitioners. The Judge Advocate General and senior leaders in the Judge Advocate General Corps visited more than thirty installations and commands in the United States and overseas, and discussed military justice issues with commanders and their respective staff judge advocates.

As in the previous years, sexual assault in the armed forces remained a matter of concern to the DoD and the Army. "Sexual assault not only hurts its victims physically and emotionally, it tears at the moral fiber that gives our Army, our team, its strength," said Lt. Gen. Thomas P. Bostick, deputy chief of staff of the Army for personnel, G–1, at the Army's Sexual Harassment/Assault Response and Prevention program's annual summit on 30 March 2010. He continued, "[t]he crime of sexual assault is fundamentally against our warrior ethos." In March 2010, the Department of Defense released its FY 2009 Annual Report on Sexual Assault in the Military, which showed an 11 percent increase in reports of sexual assault over the previous year (the annual report does not distinguish cases by

TABLE 14—CRIMINAL LAW DIVISION CASE DATA AND ACTIONS, FYS 2008–2010

Type	*FY 2008*	*FY 2009*	*FY 2010*
White House Inquiries	13	7	5
Congressional and other inquiries	132	152	127
Officer dismissals	31	28	24
Article 69 review	73	99	136
Freedom of Information/Privacy Act	18	18	31

service branch). The report said that sexual assault was devastating to individual service members because it "destroys the human spirit," but that it also took a serious toll on the military as a whole: "Sexual assault reverberates throughout a unit and beyond."

As part of the Army's ongoing effort to better address sexual assault, the Office of the Judge Advocate General filled the remaining seven of the fifteen new special victim prosecutor positions and the final two of the seven positions for experts in the field of sexual assault litigation. Moreover, the Criminal Law Division coordinated the creation and execution of four new sexual assault litigation courses conducted jointly by the Trial Counsel Assistance Program, the Defense Counsel Assistance Program, and civilian experts. These courses were intended to become part of the advocacy training structure for the foreseeable future. Also, after a nearly eight-year effort, the Trial Judiciary republished Department of the Army Pamphlet 27–9, *Military Judges' Benchbook*, which included the new sexual assault offenses set forth in Article 120, Uniform Code of Military Justice.

The U.S. Army Trial Defense Service (USATDS) had approximately 140 active duty, 228 Army Reserve, and 90 Army National Guard attorneys. Trial Defense counsels were stationed at fifty-seven active duty installations worldwide and fifty-one reserve locations. The service detailed one or more counsel to every Army special and general court-martial referred in FY 2010, defending soldiers facing the entire range of allegations under the Uniform Code of Military Justice. In addition, counsels assisted soldiers facing other military justice–related adverse administrative actions (*Tables 15 and 16*).

The attorney strength of the Active Army Judge Advocate General's Corps at the end of FY 2010 was 1,858 (including general officers). This total did not include seventy-one officers attending law school while participating in the Funded Legal Education Program. The diverse composition of the FY 2010 Active Army attorney

TABLE 15—REPRESENTATION STATISTICS FOR USATDS, FY 2010

Action	*Cases*
Courts-Martial	788
Administrative Boards	949
Non-judicial Punishment	31,789
Consultations	19,389

TABLE 16—COURTS-MARTIAL STATISTICS, FY 2010

Type Court	*Tried*	*Convicted*	*Acquittals*	*Compared to FY 2009*
General	610	572	38	-4.4%
BCD Special	446	425	21	-13.9%
Non-BCD Special	8	8	0	-20.0%
Summary	819	Data not avail.	Data not avail.	-13.4%

BCD = Bad Conduct Discharge

population included 123 African Americans, 57 Hispanics, 85 Asians and Native Americans, and 445 women.

The U.S. Army Criminal Investigation Command had more than 150 agents and support personnel deployed throughout the world supporting operations in Kuwait, Iraq, and Afghanistan. The command continued its participation in the Law Enforcement Combined Inter-Agency Task Force in Baghdad, Iraq. Comprised of Army Criminal Investigation Command agents, international police advisers, and members of Task Force 134 (Detainee Operations), this group worked with the U.S. Forces–Iraq, military unit commanders, the Federal Bureau of Investigation, the Department of State, and the government of Iraq to investigate a wide variety of crimes including falsifying identification, weapons smuggling, financing terrorism, attacking coalition forces, improvised explosive devices, kidnapping, torture, and murder. The task force helped review evidence such as fingerprints, DNA, weapons, digital material (video recordings, e-mails, etc.), photographs, and eyewitness statements that could be presented during the prosecution of crimes committed against the government of Iraq and coalition forces. A parallel goal was to mentor Iraqi law enforcement agencies in the practice of sound law enforcement and investigative techniques in order to build Iraqi capacity for self-governance.

The Criminal Investigation Command also investigated cases involving persons pretending to be U.S. soldiers: "We are seeing a number of scams being perpetrated on the Internet, especially on social, dating-type Web sites where females are the main target," said Army spokesman Christopher Grey. "The scams include asking the victim to send money, often thousands of dollars at a time, to a third party address so the phone or laptop can be purchased for the soldier." Investigators have "even seen instances where the perpetrators are asking the victims for money to purchase leave papers from the Army or help pay for their flight home so they can leave the war zone." The Army sent out multiple warnings, alerting soldiers to this threat.

The Criminal Investigation Command continued to participate in operations of the Defense Department's Criminal Investigation Task Force. The task force is a unit of military investigators that was formed in the aftermath of the 11 September 2001 attacks to conduct worldwide criminal investigations to substantiate alleged or suspected war crimes, acts of terrorism, and other related offenses committed by non-U.S. citizens against the United States, its citizens, or interests. In Afghanistan, the task force investigated 120 detainees held by the United States to assess their involvement with al-Qaeda, the Taliban, or other terrorist groups. In Iraq, the Criminal Investigation Task Force conducted joint investigations with host nation police and judicial authorities and conducted more than 400 interviews with suspected terrorists. The joint investigations led to more than 1,100 arrest warrants for suspects affiliated with al-Qaeda networks.

The task force continued to support the Guantanamo Detainee Review Task Force by conducting investigations of thirty-five detainees slated for prosecution in federal court or military commissions and forty-eight detainees slated for continued detention under the laws of war. Task force agents, analysts, and attorneys were also spearheading the investigation of the terrorists responsible for the October 2000 bombing of the USS *Cole* in the Port of Aden, Yemen, and working on the case of a detainee accused of helping to plan and prepare the attack.

Arlington Cemetery Controversy

In 2010, Army investigators identified a number of irregularities at Arlington National Cemetery, including mismarked graves and the burying of bodies in the wrong graves as well as on top of each other. Consequently, Secretary of the Army McHugh announced a series of sweeping reforms to the administration of the cemetery, including the relief of the superintendent and a radical restructuring of the cemetery's fractured administrative organization, which was identified as a central

cause of the mismanagement that had occurred. "By placing everyone in charge," McHugh said, "no one was in charge." The Army also opened a call center to answer questions and concerns from family members of those buried there. In September 2010, however, Army officials found another two bodies buried in the wrong graves. Efforts to address the issues surrounding Arlington Cemetery continued.

Base Realignment and Closure

The Department of Defense's Base Realignment and Closure 2005 program was in the fifth year of the six-year execution window, and the Army continued to aggressively implement its $18 billion (47 percent) portion of the initiative. When completed, the Army will have closed 12 active component installations, 1 Army Reserve installation, 387 reserve component centers and armories, and 8 leased facilities. Additionally, BRAC 2005 will have realigned fifty-three installations or functions and enabled the Army to establish multicomponent headquarters, Joint and Army Training Centers of Excellence, joint bases, a Human Resources Center of Excellence, and joint technical and research facilities.

By the end of FY 2010, the Army had closed 5 active installations and 25 Army Reserve Centers and disposed of 2,597 excess acres from BRAC 2005 properties. Overall, the Army had completed 82 percent of its BRAC-related projects. Two hundred and thirty-three projects were under construction with thirteen more remaining to be awarded.

The Army BRAC request for FY 2010 was $4.2 billion, 5 percent less than in FY 2009 and just slightly higher than in FY 2008. The program remained fully funded and on track to meet the 15 September 2011 deadline, however, delays in funding during the previous three years had exhausted the construction timeline flexibility. With over 400 unit and activity moves remaining, timely receipt of full FY 2011 funding will be critical to successful execution of an already significantly compressed implementation schedule.

Army Audit Agency

The U.S. Army Audit Agency serves the Army by providing objective and independent auditing services. In FY 2010, the agency published 222 reports, made 686 recommendations, and identified over $2.2 billion in potential monetary savings for the Army. At the request of the chief of staff, Multi-National Force–Iraq (MNF–I), the agency evaluated the effectiveness of the forward operating base closure processes in Iraq. Auditors found that policies and procedures for closing bases in Iraq

As part of BRAC, Walter Reed National Medical Center in Bethesda, Maryland, will be completed by 2011.

were in place, but that MNF–I and Multi-National Corps–Iraq needed to improve monitoring and documentation of the base closures. They reported that MNF–I did not effectively monitor units as it closed bases, and used subjective methods to monitor the base closure process. The auditors also found that the command could improve property transfer procedures during base closures as well as overall property accountability in Iraq. The command agreed with the recommendations and began taking corrective actions during the audit.

Moreover, at the request of the commander, Joint Force Headquarters–National Capital Region, the Army Audit Agency evaluated whether the headquarters had effectively planned, coordinated, and executed ceremonial support for the 2009 Presidential Inauguration. Auditors identified about $1.2 million in savings by recommending reduction of the Military District of Washington's base budget for information technology equipment purchased to support the 2009 inauguration and later redistributed to U.S. Army Military District of Washington. Auditors also identified efficiencies in the use of existing local visual information, transportation, property book, and tracking system resources.

The Army Audit Agency reviewed whether U.S. Army Reserve modular units had the skilled personnel and equipment necessary

to fulfill their operational mission. Auditors found that accelerated modular transformation had resulted in expert personnel shortages and fill rates below targets in the units reviewed. As a result, units used personnel from other units to mobilize and deploy. Auditors made recommendations to improve skilled personnel shortages and ensure unit readiness prior to deployment.

Surgeon General

One of the top force structure concerns in FY 2010 for the Surgeon General was to reorganize and realign the continental United States Army Medical Command (MEDCOM) Regional Medical Commands which were provisionally reorganized to align with the TRICARE Regions to create a more seamless partnership with MEDCOM's Managed Care Support Contractors, with a fully operational capability set for no later than 1 October 2010. This process reduced the number of MEDCOM regions from four to three. MEDCOM also combined all public health-related personnel, programs, and resources across Army medicine into one Public Health Command to be better prepared to respond to global pandemic events, natural disasters, and national security events.

The Military Health System's challenges with pain management are very similar to those faced by other medical organizations, but the system also faced some unique issues because of its distinctive mission, structure, and patient population. The system's treatment facilities report was completed in May 2010 and contained 109 recommendations for a MEDCOM Pain Management Strategy that was holistic, multidisciplinary, and multimodal in its approach, utilized state-of-the-art science modalities and technologies, and provided optimal quality of life for soldiers and other patients with acute and chronic pain. The campaign sought to relieve acute pain, minimize progression to chronic pain, maximize function, decrease disability, and optimize treatment of those soldiers and their families with chronic pain in such a manner to minimize suffering and maximize quality of life. Leaders were to execute an enterprisewide approach to engage and integrate all assets available.

9
CONCLUSION

In FY 2010, the Army continued to implement a wide range of organizational changes. Some of the Army's most significant accomplishments included competent management of the ongoing process of modularization, handling the switch from Future Combat Systems to the Brigade Combat Team modernization program, the near-completion of BRAC 2005, and organizing the Army's contribution to the U.S. Cyber Command, scheduled to activate in FY 2011. At the same time, the Army successfully executed a drawdown in Iraq and contributed to a troop buildup in Afghanistan. These organizational and operational actions affected virtually all aspects of the Army, from the reserve components to logistics and the various special functions. These challenges notwithstanding, the Army exceeded its recruitment goals and improved recruit quality, successfully integrated new and improved weapons systems, such as its growing family of unmanned aerial vehicles, and launched new initiatives in a wide range of fields, including environmental protection, training, and support services. Despite ten years of continuous war and an even longer time period of organizational transformation, the Army successfully executed its mission of serving the American people, protecting enduring national interests, and fulfilling the nation's military responsibilities.

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

AMC	Army Materiel Command
ARFORCYBER	Army Forces Cyber Command
ARFORGEN	Army Force Generation
AAFES	Army and Air Force Exchange Service
BCT	Brigade Combat Team
BRAC	Base Realignment and Closure
DoD	Department of Defense
FCS	Future Combat Systems
FMTV	Family of Medium Tactical Vehicles
FY	Fiscal Year
HMMWV	High-Mobility Multipurpose Wheeled Vehicle
LMP	Logistics Modernization Program
M-ATV	Mine-Resistant, Ambush-Protected, All-Terrain Vehicle
MNF–I	Multi-National Force–Iraq
MRAP	Mine-Resistant, Ambush-Protected (Vehicle)
MWR	Morale, Welfare, and Recreation
NSPS	National Security Personnel System
QDR	Quadrennial Defense Review
TRADOC	U.S. Army Training and Doctrine Command
USATDS	U.S. Army Trial Defense Service

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