
Introduction

When this Administration took office, the President charged us with a mission – to challenge the status quo, and prepare the Department of Defense to meet the new threats our nation will face as the 21st century unfolds.

This transformation mission has been seized against a backdrop of a global war on terrorism. The need to transform to face a new century was highlighted by the enemy that attacked us on September 11, 2001.

We have worked hard to meet that charge. Consider just some of what has been accomplished:

- We have fashioned a new defense strategy, a new force sizing construct, and a new approach to balancing risks – one that takes into account not just the risks in immediate war plans, but also the risks to people and transformation.
- We have moved from a "threat-based" to a "capabilities-based" approach to defense planning, focusing not only on who might threaten us, or where, or when – but more on *how* we might be threatened, and what portfolio of capabilities we will need to deter.
- We have taken critical steps to attract and retain talent in our Armed Forces -- including targeted pay raises and quality of life improvements for the troops and their families.
- With Congressional approval, we've begun implementing a new National Security Personnel System that will modernize our personnel management system while continuing to preserve merit principles, respect Veterans' Preference, and maintain union involvement.
- We have instituted realistic budgeting, so the Department now looks to emergency supplementals for the unknown costs of fighting wars, not to sustain readiness.

- We have pursued a new approach to developing military capabilities. Instead of developing a picture of the perfect system, and then building the system to meet that vision of perfection – however long it takes or costs – the new approach is to start with the basics, roll out early models faster, and then add capabilities to the basic system as they become available.
- We have transformed the way the Department prepares its war plans – reducing the time it takes to develop those plans, increasing the frequency with which they are updated, and structuring our plans to be flexible and adaptable to changes in the security environment.
- We adopted a new “Lessons Learned” approach during Operation Iraqi Freedom, embedding a team with U.S. Central Command that not only studied lessons for future military campaigns, but provided real-time feedback that had an immediate impact on our success in Iraq.
- We have also undertaken a comprehensive review of our global force posture, so we can transform U.S. global capabilities from a structure driven by where the wars of the 20th century ended, to one that positions us to deal with the new threats of the 21st century security environment.
- Using authority granted us last year, we have established a new Joint National Training Capability, that will help us push joint operational concepts throughout the Department, so our forces train and prepare for war the way they will fight it – jointly.

The Department’s risk management framework creates a continual feedback loop from the operators in the field to the managers making policy and resource decisions, improving the transparency of our decision-making process.



The report describes in detail what we are doing – and planning to do – to define, measure, and monitor our ability to deliver the performance outcomes needed to achieve the strategic goals set for us by the President and Congress to provide for the defense of the nation.

FITTING THE FORCE TO THE MISSION

The leading military missions given to U.S. military forces under our transformed defense strategy are:

- Defend the United States;
- Assure friends and allies;
- Deter aggression and coercion forward in critical regions;
- Swiftly defeat aggression in two overlapping major conflicts while preserving for the President the option to pursue a decisive victory in one of those conflicts including the possibility of regime change or occupation; and
- Conduct a limited number of smaller-scale contingency operations

The force structure outlined in table 1-1 represents the forces we will have in place by the end of the fiscal year.

These forces are considered to represent moderate operational risk for the near term. However, certain combinations of warfighting, crisis response, and smaller-scale contingency scenarios could present higher risk.

The make-up of this force structure was determined by examining the warfighting capabilities we need to defeat aggression or coercion in a variety of potential scenarios, and thus meet our operational demands over time.

Tables 1-2 through 1-6 describe the capability attributes of each element of the force structure outlined in table 1-1.

Table 1-1. Conventional Force Structure

ARMY	
Divisions (Active/National Guard)	10/8
Heavy Armored Cavalry/Light Cavalry Regiments	2/1
Enhanced Separate Brigades (National Guard)	15

NAVY	
Surface Combatants (Active/Reserve)	98/8
Maritime Patrol & Reconnaissance Air Wings (Active/Reserve)	4/1
Helicopter Anti-submarine Light Wings	2
Aircraft Carriers	12
Carrier Air Wings (Active/Reserve)	10/1
Amphibious Ships	37
Attack Submarines	54

MARINE CORPS	
Divisions (Active/Reserve)	3/1
Air Wings (Active/Reserve)*	3/1
Force Service Support Groups (Active/Reserve)	3/1

AIR FORCE	
Air and Space Expeditionary Forces*	10

**Composition of specific units employed will depend upon circumstances and timing of need.*

Table 1-2. Land Forces

Army (Active, National Guard, and Reserve)
<p>LIGHT FORCES: airborne, air assault, and light infantry divisions tailored for forcible-entry operations and for operations on restricted terrain, such as jungles, mountains, and urban areas; can operate independently or in combination with heavy forces.</p> <p>HEAVY FORCES: trained and equipped for operations against armies employing modern tanks and armored fighting vehicles; can operate independently or in combination with light forces.</p> <p>COMBAT, COMBAT SUPPORT, AND COMBAT SERVICE SUPPORT FORCES: provide capabilities critical to the mobilization, deployment, and sustainment of Army and joint forces.</p> <p>STRYKER BRIGADE COMBAT TEAM: supports joint-force battalion- and company-level operations; optimized for combat in complex and urban terrain; provide reconnaissance, surveillance, and target acquisition via the use of unmanned aerial vehicles and organic human intelligence.</p> <p>CIVIL SUPPORT TEAM: identifies chemical, biological, radiological, nuclear, and explosive agents and substances; assesses current and projected consequences; advises incident commanders and civil authorities on response measures.</p>

Marine Corps (Active and Reserve)
<p>MARINE AIR-GROUND TASK FORCES: provide expeditionary and forcible-entry capability; deployable by sea or air; employed in a variety of configurations, from smaller, amphibious Marine Expeditionary Units to large Marine Expeditionary Forces; forward deployed on amphibious ships; can remain on station for extended periods.</p> <p>4th Marine Expeditionary Brigade/Anti-Terrorism: consolidates selected Marine Corps capabilities that are critical to combating terrorism at home and abroad, including rapid initial response to chemical/biological incidents.</p>

Table 1-3. Naval Forces

Navy and Marine Corps (Active and Reserve)

CARRIER STRIKE GROUPS: provide a wide range of options from simply showing the flag to attacks on airborne, afloat and ashore targets; operate in international waters, so carrier-based aircraft do not need to secure landing rights on foreign soil; can engage in sustained operations in support of other forces.

EXPEDITIONARY STRIKE GROUPS: amphibious ready groups augmented with surface combatant ships, an attack submarine, and maritime patrol aircraft to provide an independent strike group capability; can deploy a landing force of up to 2,500 Marines supported by dedicated aircraft, to include tactical fixed-wing, attack helicopters, and heavy- and medium-lift helicopters; can be configured and deployed to operate at various levels of conflict and in multiple theaters simultaneously to support joint and combined operations.

SUBMARINES: pursue or attack enemy submarines and surface ships using torpedoes, or carry cruise missiles with conventional high-explosive warheads to attack enemy shore facilities; can also conduct intelligence, surveillance and reconnaissance missions, mine laying and support special operations. Fleet ballistic missile submarines carry long-range nuclear warhead missiles and can survive a nuclear attack against the United States, providing an effective deterrent to nuclear missile attacks on the United States.

SURFACE COMBATANTS: configured for multiple missions, including long-range strike (using Tomahawk missiles), anti-air warfare, anti-surface warfare, intelligence and command and control; generally deployed as part of a Carrier Strike Group or Expeditionary Strike Group, but can also deploy as Surface Action Groups (SAGs).

MARITIME PATROL AND RECONNAISSANCE AIRCRAFT: provide intelligence, surveillance and reconnaissance (ISR) and command, control and communications (C3) missions in support of blue water, littoral, land, and amphibious operations.

Table 1-4. Aviation Forces

Army, Navy, Air Force, and Marine Corps (Active, Reserve, and National Guard)

AIR AND SPACE EXPEDITIONARY TASK FORCE (AETF): scalable, quick-reacting, capabilities-based, task-organized Air Force units that deploy as numbered expeditionary air forces, expeditionary wings, and expeditionary groups that are tailored to meet combatant commanders requirements during a crisis or contingency.

FIGHTER/ATTACK AIRCRAFT: employed against air, ground or naval targets; can operate from land bases as part of an AETF and from sea bases as part of Carrier Battle/Strike Groups or Expeditionary Strike Groups.

CONVENTIONAL BOMBERS: provide the capability to strike targets over long ranges with large payloads of precision, standoff weapons; can operate as part of an AETF or from bases in the continental United States; can employ stealth capabilities to strike heavily defended targets.

SPECIALIZED AIRCRAFT: support air, land, and sea operations functions such as surveillance, airborne warning and control, air battle management, suppression of enemy air defenses, reconnaissance, antisubmarine operations, aerial refueling, special operations, and combat search and rescue.

Table 1-5. Special Operations Forces

Army, Navy, and Air Force (Active and Reserve)

Special Operations Forces (SOF)—both Active and Reserve—comprise land, air, and maritime elements with specialized tactics, equipment, and training; foreign language skills; and flexible unit deployment options that are tailored to a wide range of tasks.

SOF can coordinate humanitarian assistance operations, conduct psychological operations (such as leaflet drops and radio broadcasts), perform combat search and rescue missions, and help find targets for coalition aircraft.

Given their linguistic, cultural, and political training, SOF are well suited for establishing integration with coalition forces.

Table 1-6. Mobility Forces

Army, Navy, Marine Corps, Air Force (Active, National Guard, and Reserve)

AIRLIFT: rapidly moves military personnel and equipment needed in the critical early days of a crisis or conflict to operating locations; sometimes employed in conjunction with prepositioned equipment; able to land at austere or unimproved airfields, air drop cargo and personnel, unload cargo rapidly, and carry outsize loads like Patriot missile systems, tanks, or helicopters.

SEALIFT: carries the full range of equipment and supplies needed for operations abroad; includes roll-on/roll-off (RO/RO) Fast Sealift Ships (FSS), Large Medium-Speed RO/ROs (LMSRs), and Ready Reserve Force (RRF) ships which provide expeditionary and surge response capabilities.

PREPOSITIONED MATERIEL AND EQUIPMENT STOCKS: shore-based stocks include equipment for Army brigades, Air Force units, and Marine Expeditionary Forces in Europe, as well as for Air Force and Army forces in Korea and Southwest Asia; sea-based stocks, including Army combat and support materiel, Marine Corps equipment and supplies, and Air Force munitions.

COMMERCIAL TRANSPORT: avoids the cost of maintaining military systems that duplicate capability readily available in the civil-sector. Both the Maritime Security Program and the Voluntary Intermodal Sealift Agreement program provide the Department of Defense access to U.S. flagged commercial carriers and to their intermodal infrastructure (e.g., rail, truck, and pier facilities). In addition, many aviation carriers participate in the Civil Reserve Air Fleet program, which makes civilian aircraft available for military missions during times of crisis or war.

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