

STATEMENT BY

MAJOR GENERAL RICHARD P. FORMICA
DIRECTOR OF FORCE MANAGEMENT
UNITED STATES ARMY

BEFORE THE

HOUSE ARMED SERVICES COMMITTEE, SUBCOMMITTEE ON
PERSONNEL

U.S. HOUSE OF REPRESENTATIVES

FIRST SESSION, 110TH CONGRESS

ON THE ARMY'S PROCESS TO DOCUMENT FORCE STRUCTURE
REQUIREMENTS

JANUARY 30, 2007

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MAJOR GENERAL RICHARD P. FORMICA
DIRECTOR OF FORCE MANAGEMENT, ARMY

Mr. Chairman and distinguished Members of this sub-committee, on behalf of our Secretary, Dr. Francis Harvey, the Chief of Staff, General Peter J. Schoomaker and the more than one million Active, Guard and Reserve Soldiers, and civilians of the United States Army, serving around the globe – I welcome the opportunity to discuss the process the Army uses to determine its force structure requirements and the basis for growth in Army end strength to increase strategic depth, improve readiness of the next deployers, and rebalance capabilities to meet the strategic demands of the long war.

As the Chief of Staff of the Army has testified, we are in a dangerous, uncertain, and unpredictable time and we face challenges that exceed the level of demand envisioned in the Quadrennial Defense Review. Recent decisions announced by the President and the Secretary of Defense will allow the Army to increase our capabilities in order to ensure our nation's future security and maintain the integrity of the all volunteer force.

The strategic environment is dynamic and we do not always control the conditions that underpin the demand. As a result, the Army's force sizing process must be adaptable to meet the requirements of that strategic environment. The Army has a mature process to develop force structure based on analysis of Secretary of Defense Approved Planning Scenarios. The art of this process is the ability to anticipate future challenges and resource our force structure with those capabilities that posture the Army to meet strategic demands. Our force sizing process, while grounded in analytics,

is periodically reviewed to ensure that it is adaptable to a changing strategic environment.

The cornerstone of the Army's analytical force sizing process is the Total Army Analysis. Conducted biennially, it translates capability requirements for the Operational Force (the warfighting element of the Army) and the Institutional Force (the generating and support element of the Army) into force structure for the Army's Program Objective Memorandum submission.

The National Security Strategy, National Defense and National Military Strategies, Strategic Planning Guidance and the Joint Strategic Capabilities Plan dictate the baseline assumptions that we use in Total Army Analysis. The Army responds to changes in the strategic environment by considering the actual demand and lessons learned from current operations in the War on Terror, as well as requirements from the Combatant Commanders.

TAA consists of a Force Structure Requirements Generation Phase and a Force Structure Resourcing Phase. The Force Structure Requirements Phase begins by assessing the number of directed combat formations (Division Headquarters and Brigade Combat Teams) required to achieve the strategy. These formations are modeled for Major Combat Operations to determine the requisite support units (Echelons Above Brigade Combat, Combat Support and Combat Service Support units) needed to sustain the directed force. These support requirements are based on doctrine that is updated annually to reflect force modernization and the most current application of tactics, techniques and procedures, and joint concepts.

Requirements also are derived from the Army's assessments to support a variety of Small Scale Contingencies to include Counter Insurgency, Humanitarian Assistance, and Stability, Security, Transition, and Reconstruction Operations. The force structure derived from this analysis emanates from established doctrine, strategic demands, and military judgment.

The Force Structure Requirements Phase has recently been updated to consider the impacts of enduring rotational commitments. The Army now models rotational force requirements over time based on operational demand. We had not done so in the past. The resulting rotational requirement is compared against the peak force requirement generated from the analysis of Major Combat Operations and Small Scale Contingencies. Where differences occur, additional force requirements bridge the gap. For instance, if peak Major Combat Operations demand requires a total of 150 Combat Support Military Police Companies, but the enduring rotational requirement calls for 177, then the difference of 27 Military Police Companies are added to the overall requirement to bridge the gap.

In the Force Structure Resourcing Phase, Total Army Analysis reconciles existing force structure against the newly generated requirements. Capability gaps are identified when force structure requirements exceed the current force structure. The Army adjusts the force structure and rebalances capabilities within and across the three components; resourcing those requirements that Senior Army leadership has determined to be most critical to meet the strategy. The resulting resourced force becomes the basis for the Army's Program Objective Memorandum. This resourced

force is then evaluated in a Force Feasibility Review to determine if it can be manned, equipped, trained, sustained and stationed within the program.

Given the strategic environment identified in the 2006 Quadrennial Defense review, Total Army Analysis 2008-2013 generated a requirement for the Operational Force of 822, 000. Within the approved End Strength program, the Army was able to resource 790, 000 against those requirements. This resourced force would provide an annual rotational capacity of 18-19 Brigade Combat Teams across all three components available for deployment to meet the Quadrennial Defense Review strategy. However, as the Chief of Staff of the Army has stated in testimony this rotational capacity falls short of the growing global force demands. This increasing demand on the force, and a decreasing contribution from the Reserve Components, has driven Active Component dwell time to well below the surge goal of one year deployed and two years back. Some units will soon approach a rotation rate of one year deployed with only one year back.

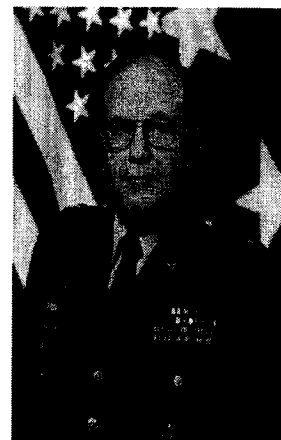
In order to provide the capacity to meet the increasing strategic demand, build force depth, mitigate key capability shortfalls, and increase dwell time, the Army will grow 74,200 Soldiers by FY 2013 across all three components. This plan grows the Active Component to 547, 400 by FY 2012. By 2013, it grows the Army National Guard to 358,200 (an increase of 8,200); and grows the United States Army Reserve to 206,000 (an increase of 1,000). Given current operational demand, this growth in end strength, combined with ongoing rebalance efforts in all three components and mobilization policy decisions outlined by the Secretary of Defense, will reduce the stress

on the force and improve Active Component dwell ratios toward one year deployed with two years back at home by Fiscal Year 2013.

I look forward to answering your questions on the process the Army uses to determine its force structure requirements and working with this committee and Congress to maintain the readiness of your All Volunteer Army.



United States Army



Major General RICHARD P. FORMICA

Director of Force Management
Office of the Deputy Chief of Staff, G-3/5/7
United States Army
460 Army Pentagon, Room 2B349
Washington, DC 20310-0460
Since: June 2005

SOURCE OF COMMISSIONED SERVICE ROTC

MILITARY SCHOOLS ATTENDED

Field Artillery Officer Basic and Advanced Courses
United States Army Command and General Staff College
National War College

EDUCATIONAL DEGREES

Bryant College – BS – Police Science
United States Army Command and General Staff College – MMAS – Military Science
National Defense University – MS – National Security and Strategic Studies

FOREIGN LANGUAGE(S) None recorded

PROMOTIONS

DATES OF APPOINTMENT

2LT	8 Jun 77
1LT	23 May 79
CPT	27 Mar 81
MAJ	1 Jan 89
LTC	1 Jul 93
COL	1 Jun 98
BG	1 Jun 03
MG	2 Nov 06

MAJOR DUTY ASSIGNMENTS

FROM TO

ASSIGNMENT

Sep 77	Jan 80	Forward Observer, later Assistant Executive Officer, later Executive Officer, A Battery, 2d Battalion, 33d Field Artillery, 1st Infantry Division, United States Army Europe and Seventh Army, Germany
Jan 80	Dec 81	Fire Support Officer, later Commander, B Battery, 2d Battalion, 33d Field Artillery, 1st Infantry Division, United States Army Europe, Germany
Dec 81	Jul 82	Student, Field Artillery Advanced Course, United States Army Field Artillery School, Fort Sill, Oklahoma
Jul 82	Sep 85	Assistant S-3 (Operations); Cadet Advance Training Team, later S-3 (Operations), Cadet Basic Training, United States Military Academy, West Point, New York
Sep 85	May 87	Field Artillery Intelligence Officer, later Commander, Headquarters and Headquarters Battery, Division Artillery, 2d Armored Division, Fort Hood, Texas
May 87	Jun 89	S-3 (Operations), 1st Battalion, 3d Field Artillery, later Assistant S-3 (Operations), Division Artillery, 2d Armored Division, Fort Hood, Texas

Major General RICHARD P. FORMICA

Jul 89 Jun 90 Student, United States Army Command and General Staff College, Fort Leavenworth, Kansas
Jun 90 May 92 Fire Support Officer, 2d Brigade, later S-3 (Operations), Division Artillery, 3d Infantry Division (Mechanized), United States Army Europe and Seventh Army, Germany
Jun 92 May 94 Executive Officer, 3d Battalion, 1st Field Artillery, later Deputy Fire Support Coordinator, Division Artillery, 3d Infantry Division (Mechanized), United States Army Europe and Seventh Army, Germany
May 94 Jun 96 Commander, 1st Battalion, 3d Field Artillery, 2d Armored Division, redesignated, 4th Battalion, 42d Field Artillery, 4th Infantry Division (Mechanized), Fort Hood, Texas
Jun 96 Jun 97 Student, National War College, Washington, DC
Jun 97 Jun 98 Chief, Programs Team, Force Development Directorate, Office of the Deputy Chief of Staff for Operations and Plans, United States Army, Washington, DC
Jun 98 Jun 00 Commander, Division Artillery, 3d Infantry Division (Mechanized), Fort Stewart, Georgia
Jun 00 Aug 02 Assistant Deputy Director, Politico-Military Affairs (Europe), J-5, The Joint Staff, Washington, DC
Aug 02 Jan 04 Commanding General, III Corps Artillery, Fort Hood, Texas
Jan 04 Feb 05 Joint Fire and Effects Coordinator and Commanding General, Force Field Artillery Headquarters, Multi-National Corps-Iraq and OPERATION IRAQI FREEDOM, Iraq
Feb 05 Jun 05 Commanding General, III Corps Artillery and Fort Sill, Fort Sill, Oklahoma

SUMMARY OF JOINT ASSIGNMENTS

	<u>Dates</u>	<u>Rank</u>
Assistant Deputy Director, Politico-Military Affairs (Europe), J-5, The Joint Staff, Washington, DC	Jun 00-Aug 02	Colonel

US DECORATIONS AND BADGES

Defense Superior Service Medal
Legion of Merit (with Oak Leaf Cluster)
Bronze Star Medal
Meritorious Service Medal (with 5 Oak Leaf Clusters)
Army Commendation Medal (with Oak Leaf Cluster)
Army Achievement Medal (with 2 Oak Leaf Clusters)
Joint Chiefs of Staff Identification Badge
Army Staff Identification Badge