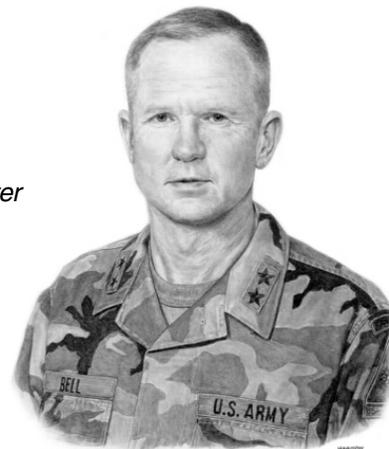


Major General B. B. Bell
Commanding General
U.S. Army Armor Center



Welcome to the Future at Fort Knox

These are enormously exciting and challenging times. They are exciting largely because the Army has decided to design, develop, and field a highly deployable and lethal mounted combat force. It is challenging because to meet a vital warfighting requirement, this effort will be accomplished more rapidly than any other major force structure initiative since the outset of World War II. Fort Knox and the Armor Center have a major role in this effort.

To insure we care for the existing heavy force while structuring Fort Knox for the future, the senior leadership at Fort Knox has crafted a strategic plan for the Armor Center. Talented, dedicated military and civilian professionals committed to the future of Fort Knox, the mounted force, and the Army have enabled us to do this. Over the last six months, we have conducted a number of strategic planning sessions. These sessions have reviewed where we have been and where we need to go. I would like to use this forum to report the results of our strategic planning sessions and tell you what it means for the future of Armor and Cavalry. The directions that we are going will be showcased in this year's Armor Conference, 20-25 May.

To begin a strategic planning process and look to the future, one must first consider the past. It is our intention to build upon the great work of past armor and cavalry leaders. We will not forget or abandon our heritage, our warfighting

focus, our training emphasis, our aggressiveness, or our flexibility and commitment to excellence. We firmly believe the basic tenets of our armor and cavalry culture will sustain us in the 21st century.

The first step of any strategic planning process is to determine the mission of the organization. Simply stated, the recently refined mission of the U.S. Army Armor Center and Fort Knox is to:

- Prepare mounted force warriors for full spectrum combat operations.
- Forge the future mounted force.
- Provide an installation of excellence.
- Provide a power projection capability.

Let me expand. We, at Fort Knox, will continue to prepare the mounted force for full spectrum combat operations by providing the best trained armor and cavalry soldiers to the field from the 1st Armored Training Brigade's armor and cavalry crewman One Station Unit Training courses. We support our tankers and troopers by developing the best armor and cavalry leaders through our officer and noncommissioned officer education programs provided by the 16th Cavalry Regiment and our Noncommissioned Officer Academy. We will provide current, relevant and effective doctrine, tactics, techniques, and procedures that provide mounted units with guidelines for effective training and decisive maneuver that will lead to victory on future battlefields. Underpinning all of this is our

commitment to embed the warfighting spirit required to close with and destroy the enemy into every soldier who trains at Fort Knox.

Fort Knox will continue to be the architect of the mounted force by being the innovators of mounted warfare for the 21st century. The TRADOC commander designated us as the integrators of both the armored force and the mounted combined arms team. We design the future mounted forces to include doctrine, technology, force structure, organizations, command and control, and training development. We actively balance that development with other Army initiatives while seeking to shorten concept-to-production cycle times. Collaterally, we exploit every technological opportunity to provide virtual, constructive, and live simulation capabilities for training, combat developments, and analysis.

In order to prepare the force for war and develop the future, we at Fort Knox must provide for an installation of excellence for those who work and live here. It is our mission to be the Army's leader in base operations, quality of life, and community relations. Given that resource constraints continue to challenge us, the productive contributions of every soldier, civilian and family member at Fort Knox must increase exponentially in value in order to accomplish our mission. It is our mission to sustain Fort Knox as a proud, vibrant organization with the high quality

of life our soldiers, civilians, and family members deserve.

Fort Knox possesses substantial capability to serve as a power projection platform. The infrastructure to support mobilization, training, and deployment operations remains from the old 194th Separate Armored Brigade days, and has even improved in many aspects. New housing, single soldier barracks, ranges and the best mounted urban combat center in the Army have all been added since the 194th inactivated. Fort Knox's central location, superb training areas and ranges, extensive rail yard, C130/C17-capable airfield and access to Ohio River ports clearly make Fort Knox an ideal power projection platform. In fact, last summer we mobilized, trained, and deployed the 8-229 Attack Helicopter Battalion (USAR) in preparation for a six-month rotation in Bosnia. We currently have a significant mission to support mobilization and deployment activities for a wide range of ARNG and USAR units. In the future, Fort Knox stands ready to serve as a substantial power projection platform for units across the Army, both active and reserve component.

After identifying the mission, the next step is to develop a vision of what the organization is to become while it continues to pursue mission accomplishment. A vision statement describes a future state of existence and must reflect both the organization's values and its mission. Fort Knox's values are the Army's values. Based on these values and the mission, The Fort Knox vision for the year 2010 is as follows:

The United States Army Armor Center

- Forging the world's elite mounted combat force capable of rapid deployment and full spectrum dominance.
- Supported by the Army's premier installation and power projection platform.

Armor is, and will continue to be, the world's elite mounted combat force. We make up less than 5 percent of the Army, yet we provide over 40 percent of the Army's combat power. We have the most respected and feared ground forces in the world because we have flexible, disciplined, and aggressive soldiers and leaders who are persuasive in peace, invincible in war. Building an elite mounted force starts at Fort Knox with Initial Entry Training and is sustained in our TO&E force and our Officer and Non-commissioned Officer Education System. Other than tanker boots, we don't have

any accouterments like berets and badges to identify us to the uninformed as an elite force. We do, however, have our heritage; we have our recent accomplishments in both combat and stability and support operations; and we have the knowledge of what we bring to the battlefield to serve as our credentials as the elite force in the U.S. Army. We can also point to the future where our mounted forces will continue to dominate the battlespace. It is our plan to emphasize to our students the unique contributions that armor and cavalry provide to our force and to our Army.

It is our belief that in the foreseeable future technology breakthroughs will allow us to develop a combat platform with greater firepower and protection than the current M1A2 SEP tank. This platform will also be faster, more sustainable, and more lethal. Perhaps most important, it will be lighter and highly deployable, allowing us to remain the relevant combat arm of decision that we have always been. The effort to produce such a platform has been ongoing for some time, but has been accelerated recently by the Chief of Staff of the Army's decision to field an Initial Brigade Combat Team at Fort Lewis. Your Armor Center has a leading role in this effort. This past January, we hosted the Platform Performance Demonstration to survey the capabilities of "off-the-shelf" platforms and to gain insights into the potentials for near term technology insertions. The Army is going to procure vehicles in a rapid acquisition process to field the first of these new brigades as soon as possible. We are going to learn a great deal from this fielding and apply those lessons toward the development of the future combat platform that will have the characteristics already mentioned. We will work closely with the Army's Material Command in this effort. We will do the initial requirements determinations in our Mounted Maneuver Battle Lab. There we will build virtual prototypes and crew them with soldiers, sergeants, and officers and fight them on virtual terrain. We will gain valuable insights from this process that will drive developmental programs to insure we get the type of platforms required to dominate future battlefields.

We know that armored forces have an important role in all Army missions. At one time, it was felt that armor's role was primarily relevant to a major war along the Iron Curtain. That war, fortunately, never occurred, but the utility of the mounted force has been fully demon-

strated in the conflicts in which we have participated since the fall of the Berlin Wall. We dominated every aspect of Desert Shield and Desert Storm. The nation sent an unforgettably powerful message when the first tanks crossed the Sava River into Bosnia. We have proven armor's essential role in stability operations in the Balkans. The mounted force has and will continue to have a major impact in the full spectrum of future combat.

We want the Armor and Cavalry force to be proud of its home at Fort Knox. Commitment to excellence and caring for soldiers, families, and the civilian work force is a way of life here. Fort Knox and the Armor Center are permanently tied together. New construction demonstrates that commitment, but we need to do more. We are going to aggressively work to improve our classrooms, barracks, motor pools, and workspace. This year, through a program we call the University of Mounted Warfare, we will spend \$3 million upgrading our 72 small group classrooms. This effort will prepare us to teach digital warriors as we move from an analog to a digital force. We plan further upgrades to Initial Entry Training barracks, the Ground Mobility Division's motor pool, Boudinot Hall, and to finish renovating Skidgel Hall. In addition, we plan to build a multi-purpose digital range complex, a state of the art Basic Training Complex, a Physical Fitness Center, and finally upgrade the Home of Armor Headquarters. We are justifiably proud of our past, but frankly, when you come on Fort Knox for the first time, you can easily get the impression that we are living in the past. Soon you will see this change. When you drive on Fort Knox, you will be welcomed to the future, buttressed by our past heritage and successes.

Our mission at the Armor Center is clear. It is our belief that technological and doctrinal advances in the art and science of mounted warfare between now and 2015 will be revolutionary in nature. Our vision anticipates the upcoming revolution and charts a course to ensure that America's mounted combat arm remains persuasive in peace and invincible in war throughout the twenty-first century. All of us at Fort Knox look forward to serving you, the branch and the Army as we develop soldiers, materiel systems, and warfighting formations to leap ahead of any aggressor that could threaten our nation or our interests.

Forge the Thunderbolt and Strike First!