



- **More Relevant & Ready Army**
 - **More Capable & Modular Force**
 - **More Stable & Predictable Lifestyle**

ARMY TRANSFORMATION & THE ARMY CAMPAIGN PLAN

Changing **NOW** to Increase Combat Power



Outline

- Purpose:
 - To provide a strategic overview of Army Transformation and the Army Campaign Plan to inform RAND research and analysis.
- Agenda:
 - Strategic Environment
 - Army Transformation Strategy
 - Major Transformation Initiatives
 - **Modular Force Transformation (Main Effort)**
 - Army Force Generation
 - Unit Stabilization (Lifecycle Manning)
 - Leader Development (the Pentathlete)
 - Future Force Capstone Concept
 - Future Combat systems
 - Managing Army Transformation
 - The Way Ahead



The Transformation Lens: Joint and Expeditionary Mindset

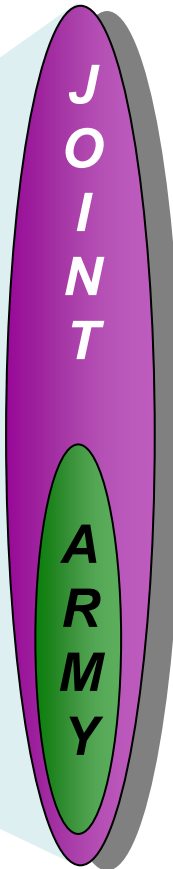
Joint and Expeditionary Mindset

Soldier



The Centerpiece

The Lens



Irregular

Increase versatility and agility of the same forces on which we will rely for conventional operations

Catastrophic

Advance expeditionary response capabilities to deter the use of or destroy Weapons of Mass Destruction

Traditional

Extend mastery of major combat operations to drive capabilities with the broadest utility across the ROMO

Disruptive

Develop the intellectual capital to power a culture of innovation and adaptability

INTEGRATING MECHANISM

Current



Future

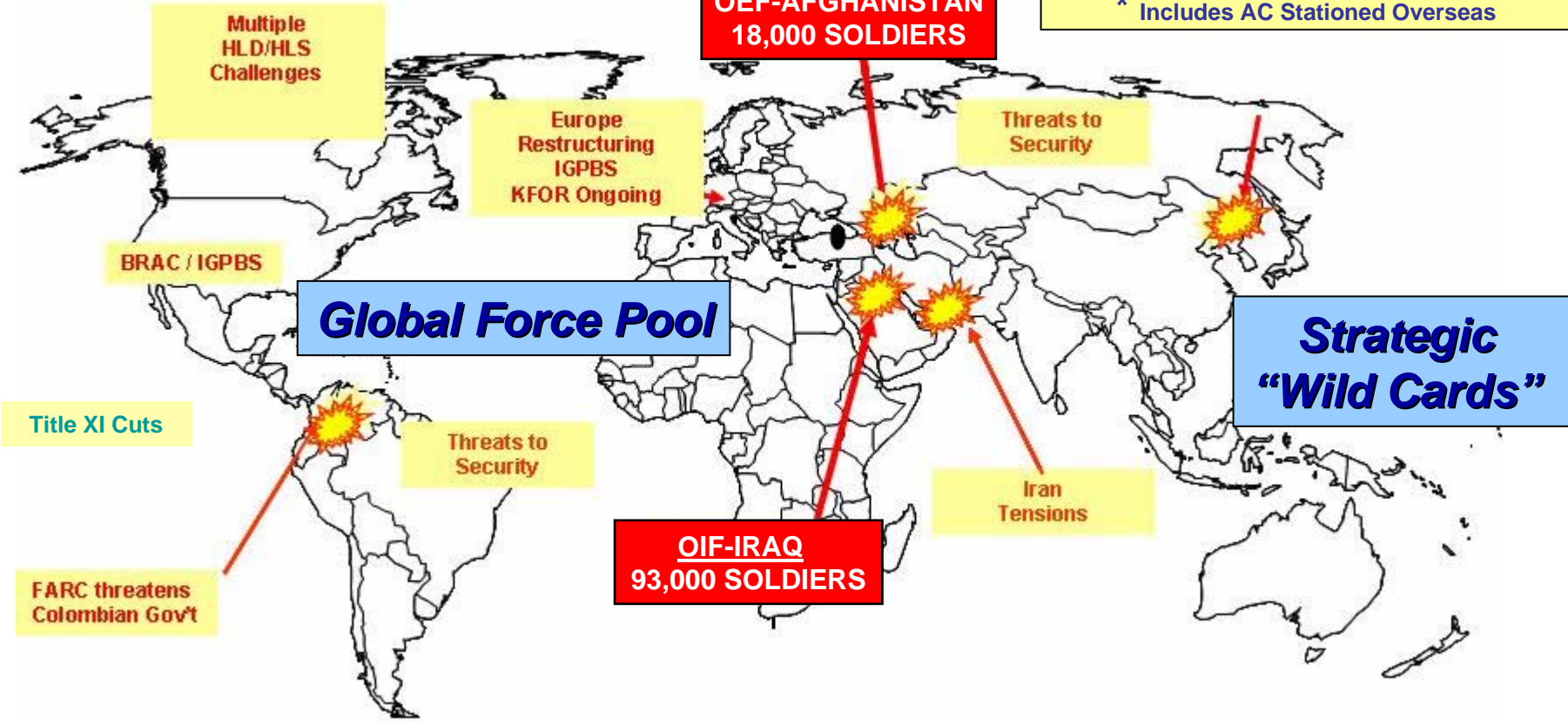


Strategic Environment

Repetitive Generation Of Forces from CONUS

Protracted War

241,000* Soldiers overseas in 120 countries
* Includes AC Stationed Overseas



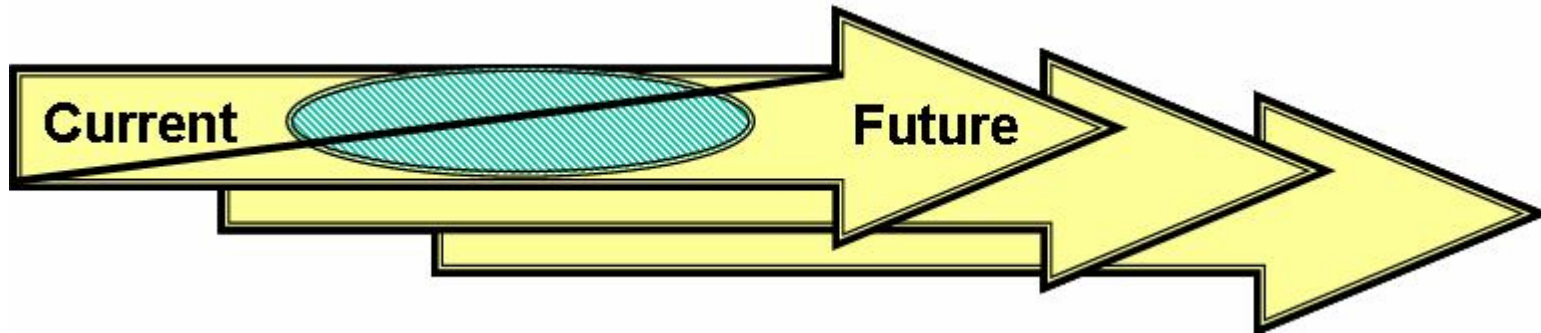
Shorter Response Times Full Spectrum Agility

Constrained Resources -- People, Equip, Infrastructure, Time Available



Army Transformation Strategy

Continuously improving capabilities bridge from the Current to Future Force and enable Joint interdependent network-centric operations



Major Transformation Initiatives:

- **Doctrine** *Future Force Capstone Concept*
- **Organization** *The Army Modular Force, Restructuring*
- **Training** *Army Force Generation*
- **Materiel** *Future Combat Systems, Network Battle Command*
- **Leader Dev.** *The Pentathlete, Warrior Ethos*
- **Personnel** *Force Stabilization (Lifecycle Manning)*
- **Facilities** *Integrated Global Positioning & Basing Strategy*

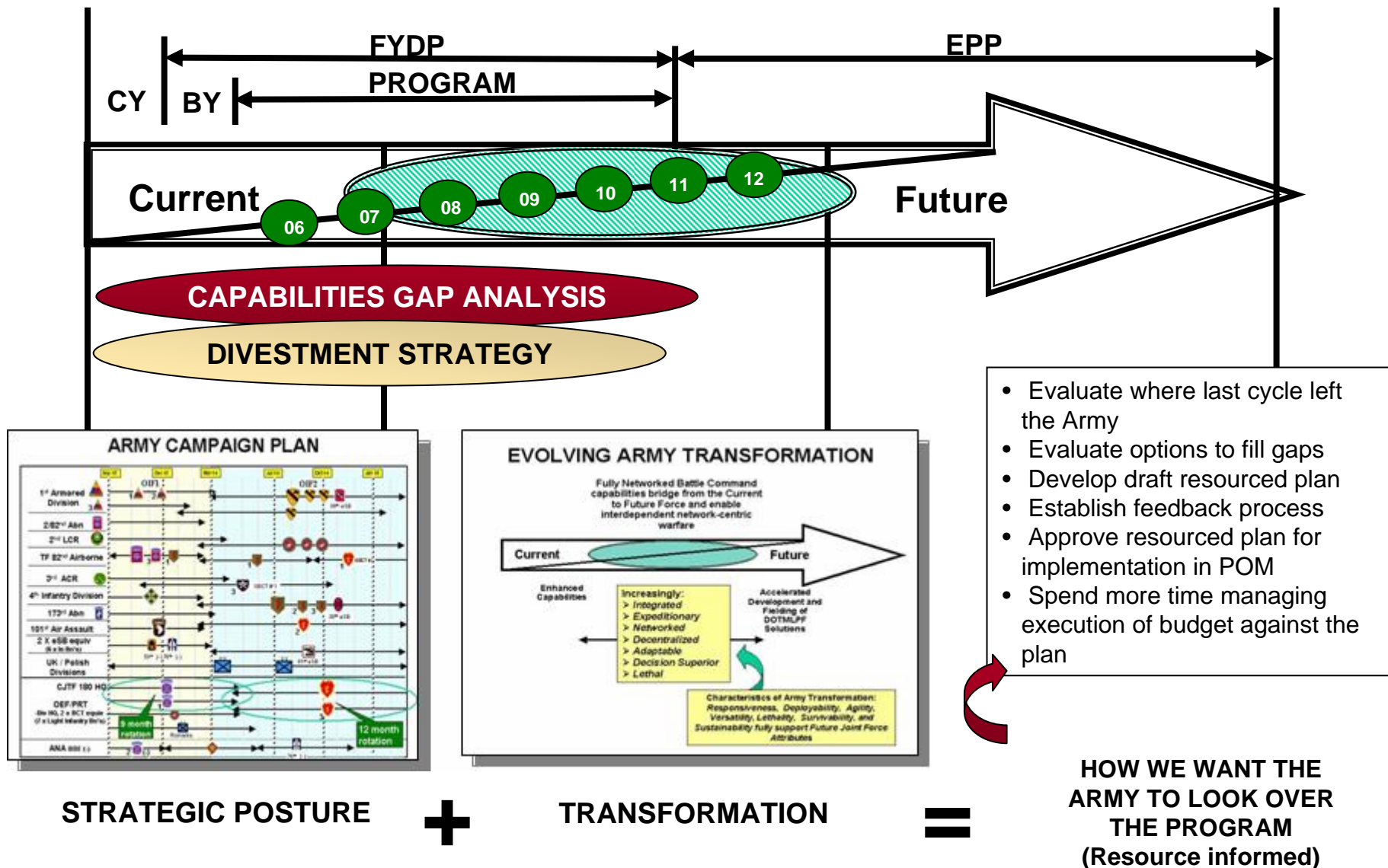
Increasingly:

- *Integrated*
- *Expeditionary*
- *Networked*
- *Decentralized*
- *Adaptable*
- *Decision Superior*
- *Lethal*

The Army Campaign Plan is a comprehensive transformation strategy that builds a campaign quality Modular Force with joint and expeditionary capabilities.



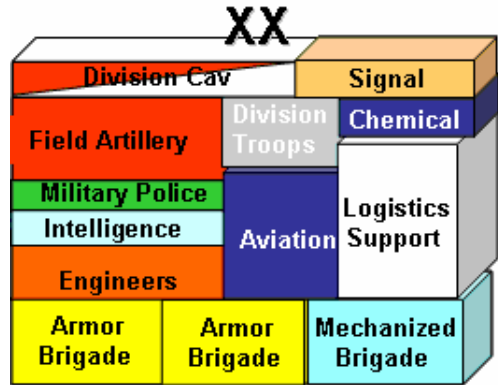
Army Campaign Plan Framework



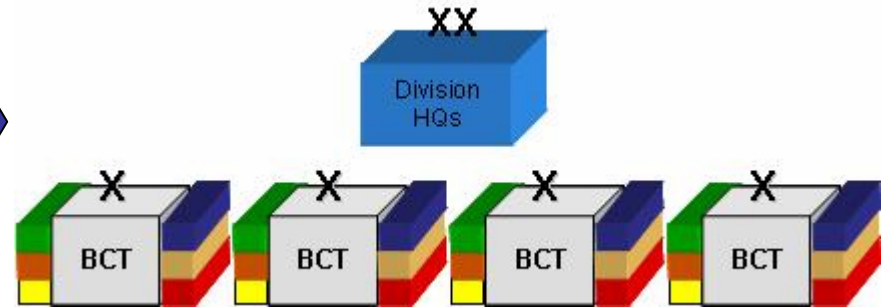


Modular Force Transformation

Division-Based Organization



Modular Brigade-Based Organization



Short-term Task-Organized BCTs

- 10 different divisions, 8 different types of brigades
- Brigades are not interchangeable between divisions
- Formation of BCT required assets from across the Div
- No organic support in the brigade
- CSS and C2 not structured for independent ops

Not well suited to today's expeditionary requirements

Permanently Organized BCT formations

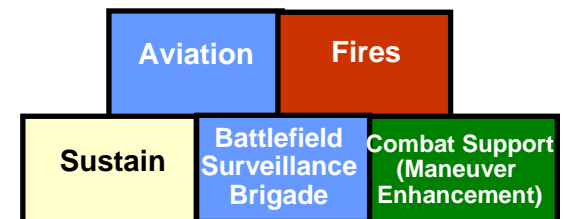
- 1 common design for Division Headquarters
- 3 common BCT designs (Heavy, Stryker, Infantry)
- Brigades are interchangeable between divisions & corps HQ
- Organized as we fight with organic CS and CSS
- Network enhanced C2—Joint Enabled

Provides increased strategic flexibility and force availability

Modularity: Creating brigade-sized building blocks of combat power

- Achieve common organizational designs
- Adaptive headquarters capable of integrating Joint operations
- Migrate Div, Corps & Army capabilities to the brigade-level
- Units “organized as we fight” – require minimal augmentation
- Any brigade may be easily attached to any headquarters
- Capable, tailorable, relevant and ready organizations
- Improved agility, versatility and deployability

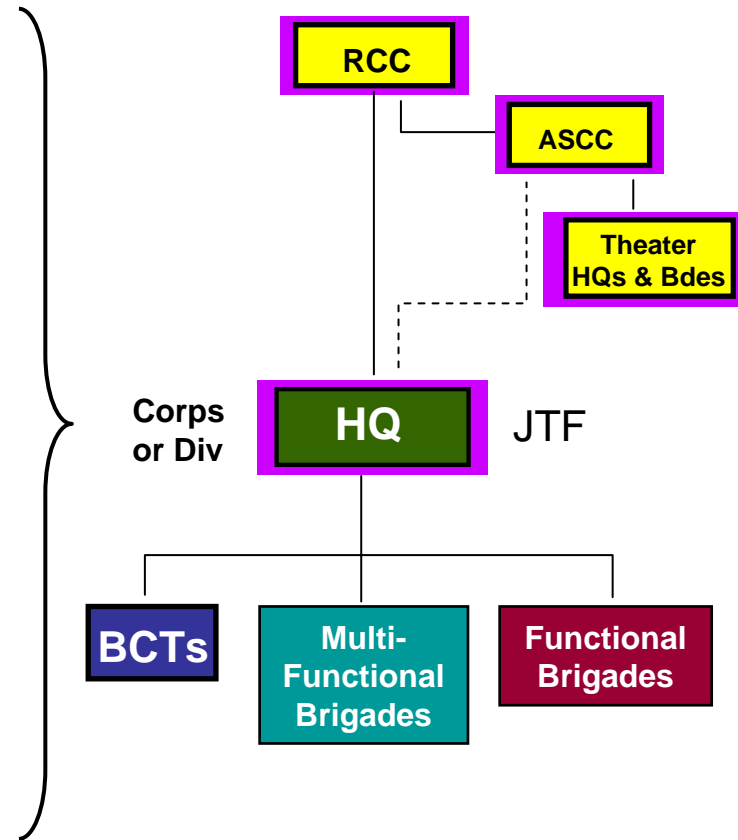
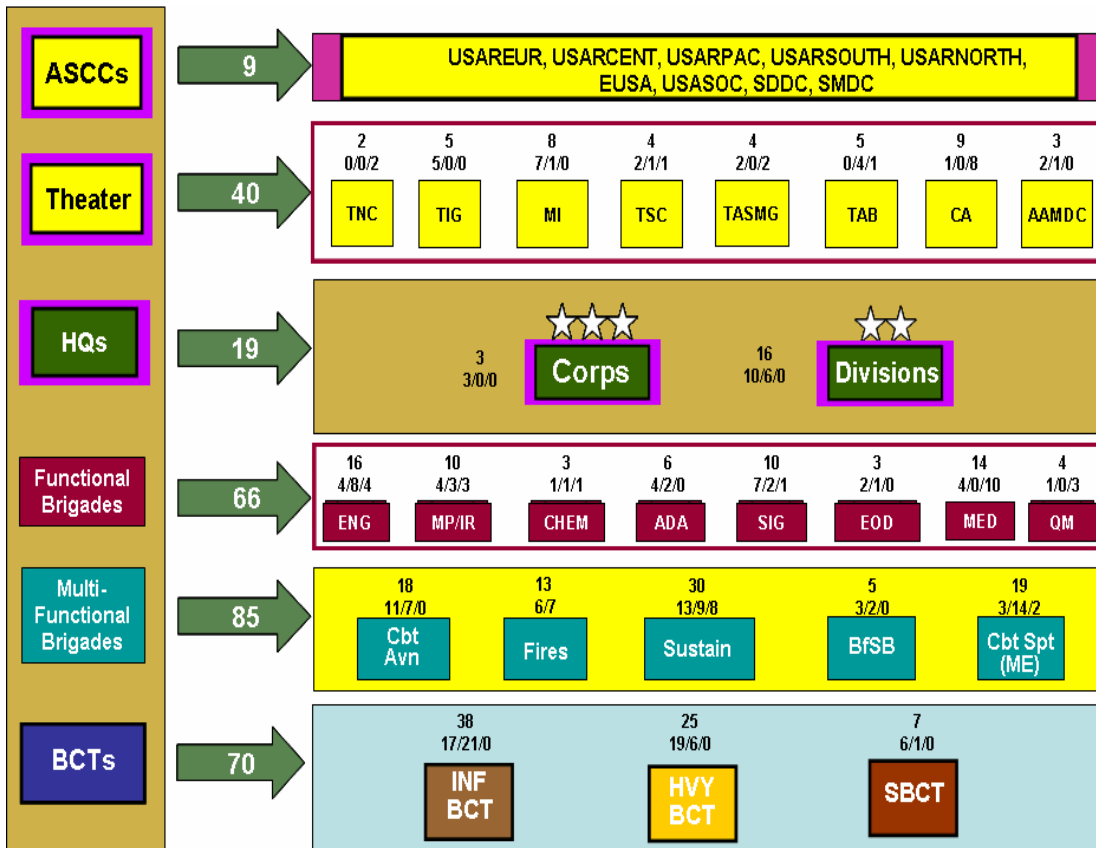
....Augmented by modular Multi-Functional Support Brigades





Improved Strategic Flexibility

Tailor Modular Expeditionary Forces to Joint Mission Requirements



Numbers of Brigades change. See ACP C3.

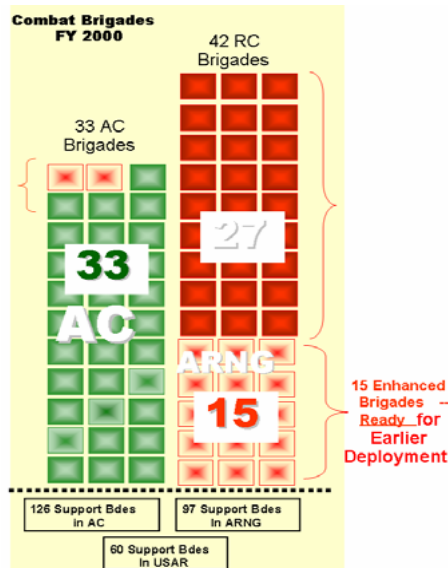
- **Joint Mission → Required Capabilities → Right Combination of Modular Units**
- **“Plug and Play”** -- A brigade may be easily attached to any Army, Corps or Division HQ without extensive task organization and without significantly decreasing stay-behind unit readiness.
- **Functional brigades are tailored with the right modular battalions, companies and detachments.**



Improved Unit Availability & Readiness

Man & Equip All Modular BCTs to a Common MTOE Standard

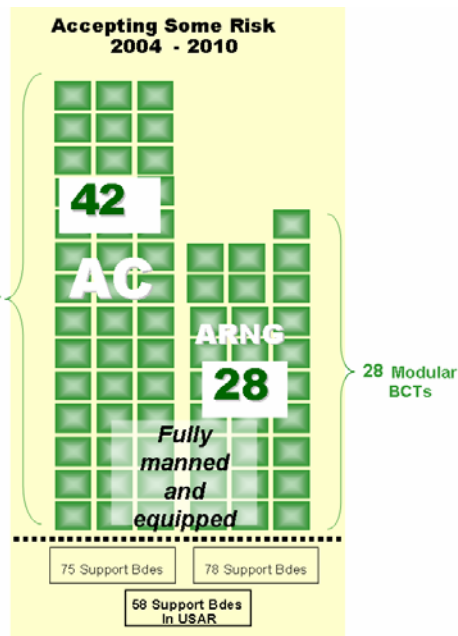
BEFORE



- 2 Active BCTs routinely not ready
- 15 enhanced combat brigades resourced for earlier deployment
- 27 ARNG Div/Sep combat brigades resourced for **Strategic Reserve** -- not ready for immediate deployment
- **Tiered Resourcing** results in lower training, equipping and readiness in RC
- RC over-structured
 - Pre-mob tasks include extensive personnel and equipment cross-leveling
 - Units partially manned & equipped
 - Not fully trained



Larger Effective Available Force



- Increase AC BCTs from 33 to 42
- Man and Equip 28 RC BCTs to common standard
- Provide continuous supply of 18 BCTs (14 AC, 4 RC) in the Available Force Pool
- ARFORGEN cyclical readiness provides forces for the war-fight and better tailored to support civil authorities
 - Ready for What = Resourced For What
- Reserve Component provides an **Operational Force**
- Rebalanced Army capabilities
 - Over-structure eliminated in Reserve Component
 - ARNG rebalances with 7 new CS/CSS HQs and associated support units to reduce CS/CSS shortfalls
 - RC rebalances 5K of its generating force

AFTER



Summary of Modular Transformation

	Capability	Modular Transformation			
		Completed (FY05)	Started (FY06)	Programmed (FY07-11)	Total Transformed
AC	Brigade Combat Teams (BCT)	19	11	12	42
	Multi-Functional Support Brigades	10	12	14	36
	Functional Support Brigades	31	1	7	39
	Subtotal	60	24	33	117
ARNG	Brigade Combat Teams (BCT)	7	9	12	28
	Multi-Functional Support Brigades	0	21	23	44
	Functional Support Brigades	9	9	16	34
	Subtotal	16	39	51	106
USAR	Multi-Functional Support Brigades	0	4	7	11
	Functional Support Brigades	31	2	14	47
	Subtotal	31	6	21	58
Army	Brigade Combat Teams (BCT)	26	20	24	70
	Multi-Functional Support Brigades	10	37	44	91
	Functional Support Brigades	71	12	37	120
	Total	107	69	105	281

Note: For the ARNG, organizations accelerated for modularity (manning & training); will fill equipment over time. For Support Brigades, the year reflects number in the force; full modernization occurs over time.

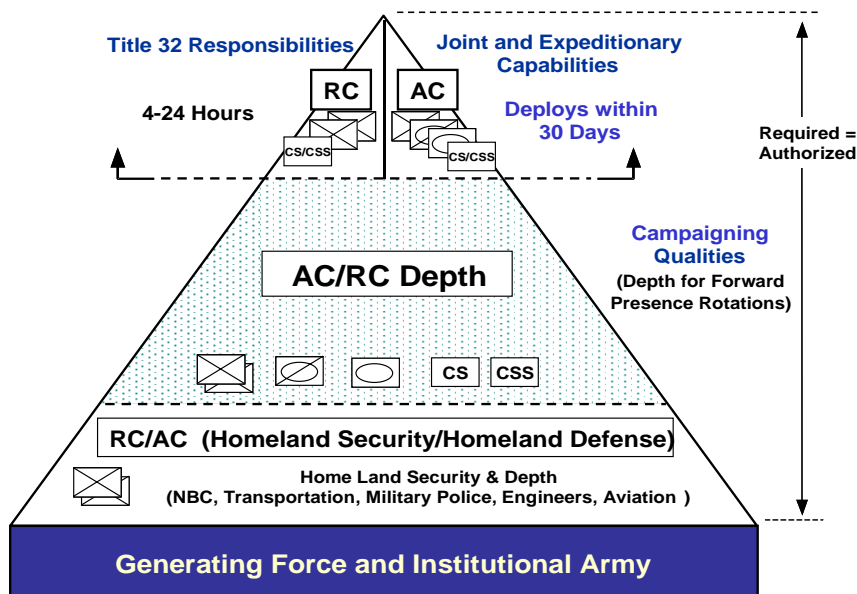


Army Force Generation

STRUCTURING THE FORCE

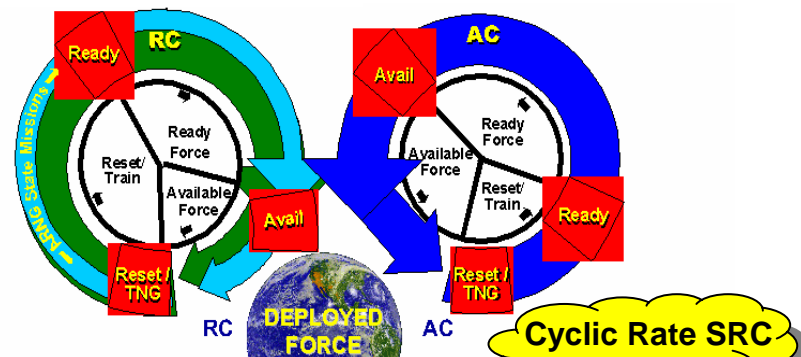


GENERATING READY FORCES



8 DIVs
28 BCTs
RESERVE COMPONENT (ARNG & USAR)
6 year cycle (1 deployment in 6 years)

13 DIVs
42 BCTs
ACTIVE COMPONENT
3 year cycle (1 deployment in 3 years)



- Manage readiness and availability of forces.
- Resource priorities based on rotation sequences.
- Rotate idle equipment to needed locations to maximize employment and readiness.

Intent:

- Rapidly deployable, agile and expeditionary forces
- Availability of adequate AC and RC follow-on forces
- Right mix of capabilities – trained, ready, relevant

Army Force Generation (ARFORGEN) – A structured progression of increased unit readiness over time, resulting in recurring periods of availability of trained, ready, and cohesive units prepared for operational deployment in support of regional combatant commander requirements.

– ACP Change 1 (09172004)

Event-Based versus Time-Based...Time (Predictability) is a Goal



ARFORGEN Concept of Operations

Requirements-Driven, Capabilities-Based

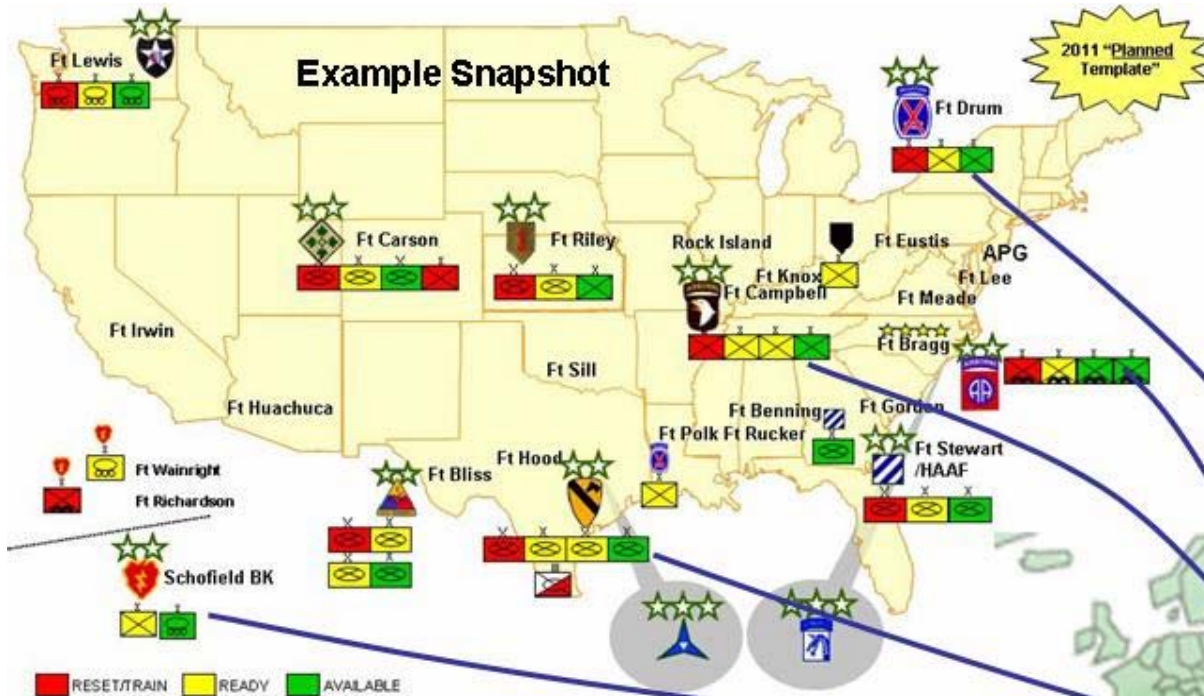


- ARFORGEN is a training and readiness strategy to increase capability as units progress through the Reset/Train, Ready and Available Force Pools in an operational readiness cycle.
- Focus every unit against future missions as early as possible and task organize them into Deployment (DEF), Ready (REF), and Contingency Expeditionary Forces (CEF).
- Conduct semi-annual ARFORGEN Synchronization Process to refine expeditionary forces, focus unit training, and allocate resources.
- Ready for What (Mission) = Resourced for What (DARPL) = Report against What (Core/Theater METL)



ARFORGEN Power Projection

Requirements-Driven, Capabilities-Based, Tailored Expeditionary Forces



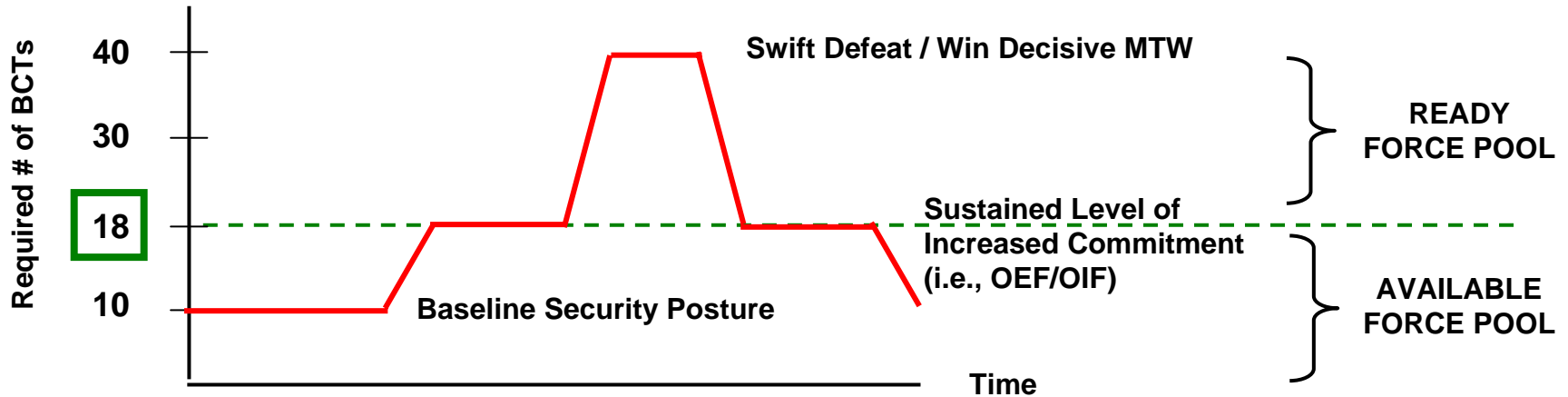
- Simultaneous deployment from multiple power projection platforms.
- Power Generation Platforms provide full range of support for responsive mobilization, training, deployment, employment and sustainment of forces.

- Modular units not tied to division base improves strategic flexibility, readiness and responsiveness.
- Brigade Combat Teams in different ARFORGEN force pools on post.
- Brigades will be attached OPCON with Training Oversight to the CG of the Expeditionary Force.



Available Force Capabilities

Integrated Demand (Strategy) and Supply (Force Management) Analysis

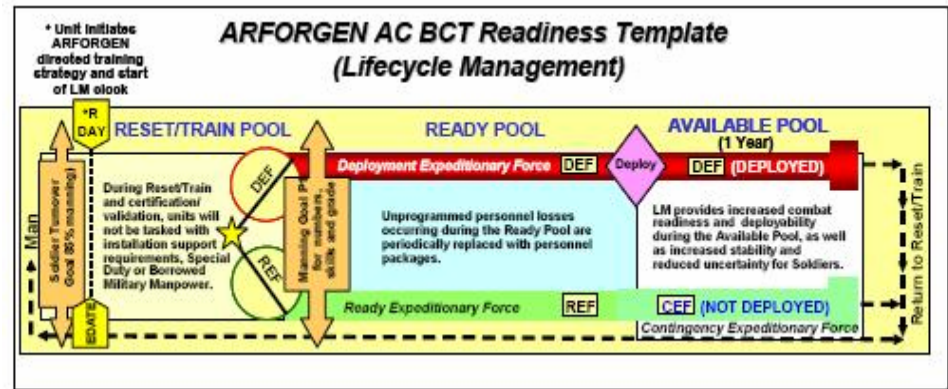


- **BOTTOM LINE:** The 70 BCTs in the Army Campaign Plan provide a rotational base to maintain an Available Force Pool with 18 BCTs (14 AC / 4 RC) to meet strategic requirements for persistent conflict.
 - Provides steady-state supply of $\cong 9$ BCTs (7 AC / 2 RC) at optimum 6 month deployments under PRC to meet strategic requirements for the Baseline Security Posture.
 - Provides steady-state supply of $\cong 18$ BCTs (14 AC / 4 RC) at strenuous 12 month deployments under Partial Mobilization to meet a sustained level of increased commitment. (i.e., OIF)
 - Provides additional 20 BCTs to surge from Ready Force Pool to meet additional strategic requirements. (i.e., Swift Defeat, Win Decisive MTW)
 - Supports planning guidance for Operational Deployment Cycle:
 - AC: 1 deployment in 3 years
 - RC: 1 deployment in 6 years



Force Stabilization

- Unit Focused Stability:
 - Lifecycle Manning applied to AC BCTs stationed in the United States
 - Align Soldier assignments with a unit's operational cycle (~36 months).
 - Soldiers arrive, train, deploy, and depart together.
 - Improves cohesion and training effectiveness.
- Stabilization:
 - Improve stability and predictability for Soldiers and their families.
 - Reduce number of Permanent Change of Station moves:
 - Needs of Army
 - Leader development
 - Individual preference



No Change

Improved

For the Soldier

- Promotion potential
- Training/education
- Leader development

- Unit cohesion
- Combat ready
- Agile, deployable units
- Deployment predictability
- Rotational base

For the Family

- Commitment to families
- Current benefits and entitlements

- Community roots
- Spouse employment
- Family relocation
- School continuity
- Home investments
- Healthcare continuity

For the Nation

- Relevant and Ready Army
- Soldiers first
- Joint context
- Larger pool for rotation

- Meet the nation's needs
- Return on investment



Leader Development: the Pentathlete

Multi-Skilled Leader

- ***Strategic and creative thinker***
- ***Builder of leaders and teams***
- ***Complete full-spectrum warfighter or accomplished professional who supports the Soldier***
- ***Effective in managing, leading and changing the business side of the Army***
- ***Skilled in governance, statesmanship and diplomacy***
- ***Understands cultural contexts and works effectively across them***

***Personifies the Warrior Ethos in all aspects, from warfighting to statesmanship to enterprise management...
It's a way of life***

Leader Attributes

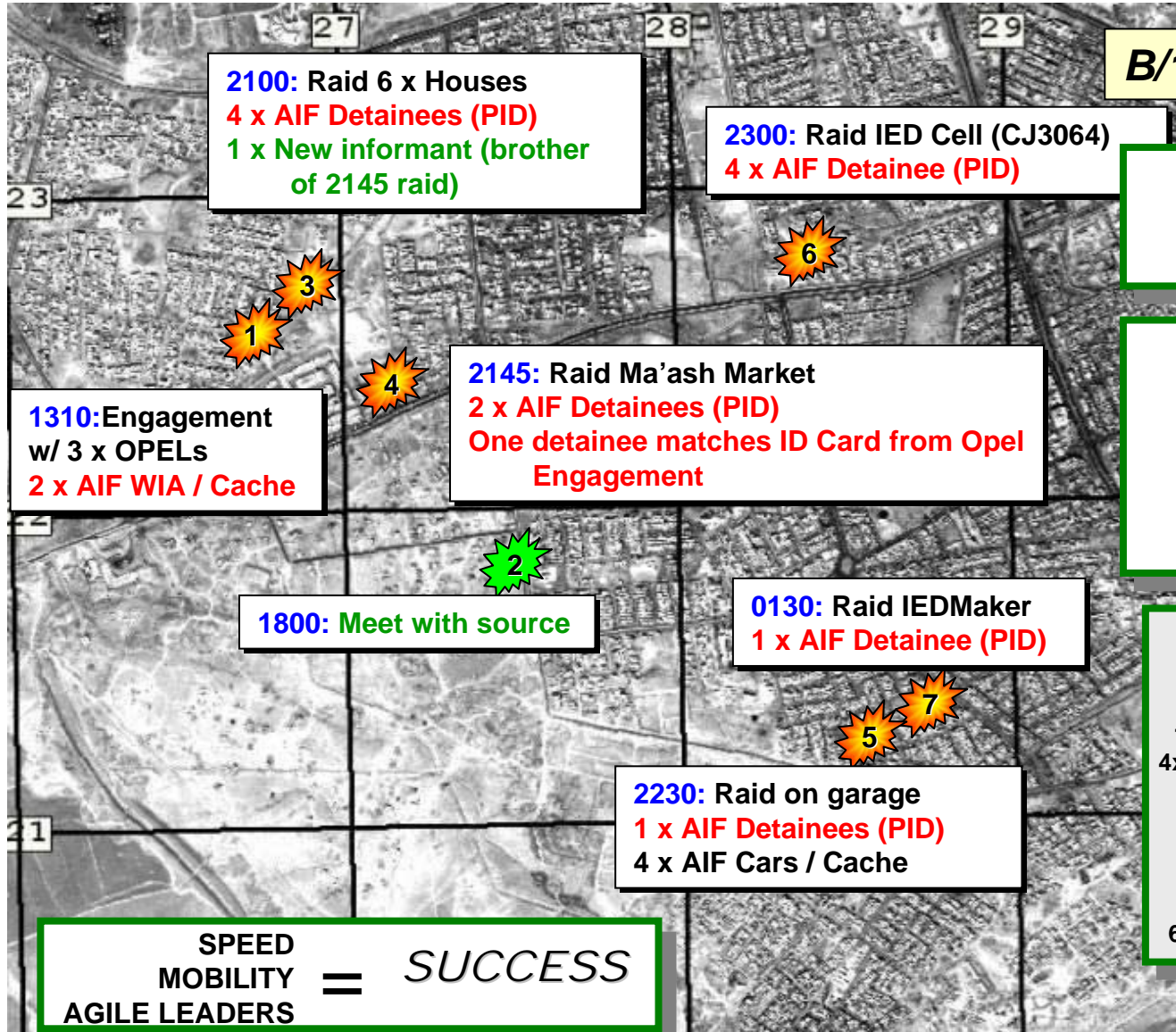
- ***Decisive, with integrity and character***
- ***Confident and competent decision-maker in uncertain situations***
 - ***Prudent risk-taker***
 - ***Innovative***
 - ***Adaptive***
- ***Empathetic***
- ***Professionally educated, life-long learner***
- ***Effective communicator***



Agile Leaders in Action

TEE

$$f = (D+O+M+F) \times (S \times L)$$



B/1-24 RAIDS (12 MAR 05)

*1 COMPANY
on 1 NIGHT*

*6 RAIDS
14 of 20 CELL
MEMBERS
CAPTURED*

BDA

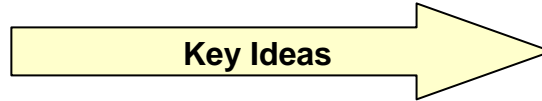
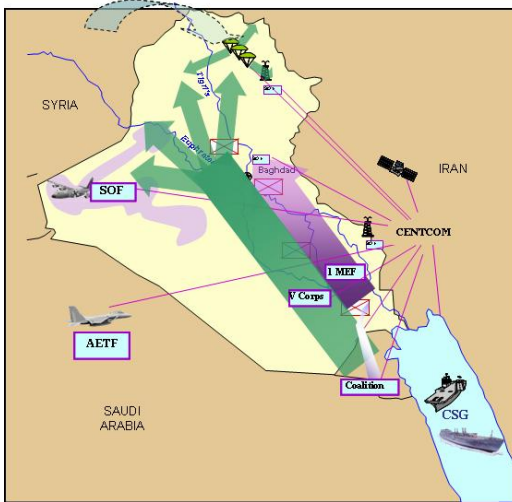
2 x AIF WIA	1x 82mm Mortar
14 x AIF Detained	1x 60mm Mortar
4x Cars Confiscated	9x 82mm Rounds
2x BKC	10x 60mm Rounds
2x SVD	31x 82mm Fuzes
3x RPG	54x 60mm Fuzes
12x RPG Rounds	100' Det Cord
5x IED Initiators	
6x Hand Grenades	

**SPEED
MOBILITY = SUCCESS
AGILE LEADERS**

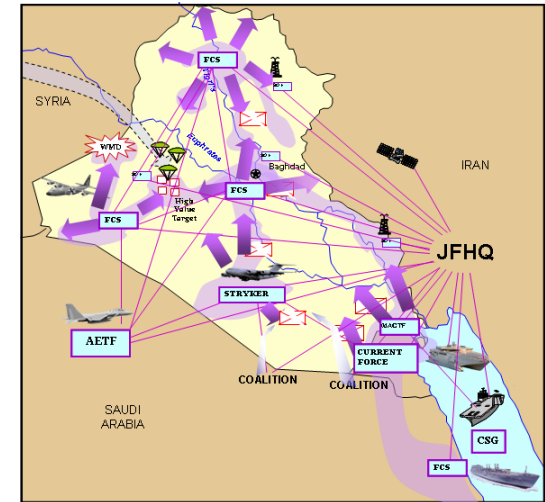


Future Operational Concepts

How Land Forces Fight Today FM 3-0 Operations 2001



How Land Forces Will Fight Tomorrow TRADOC PAM 525-3-0



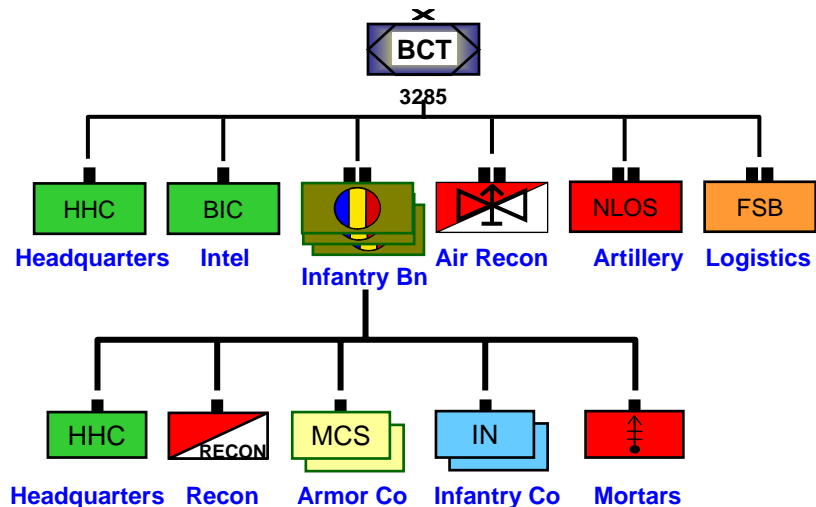
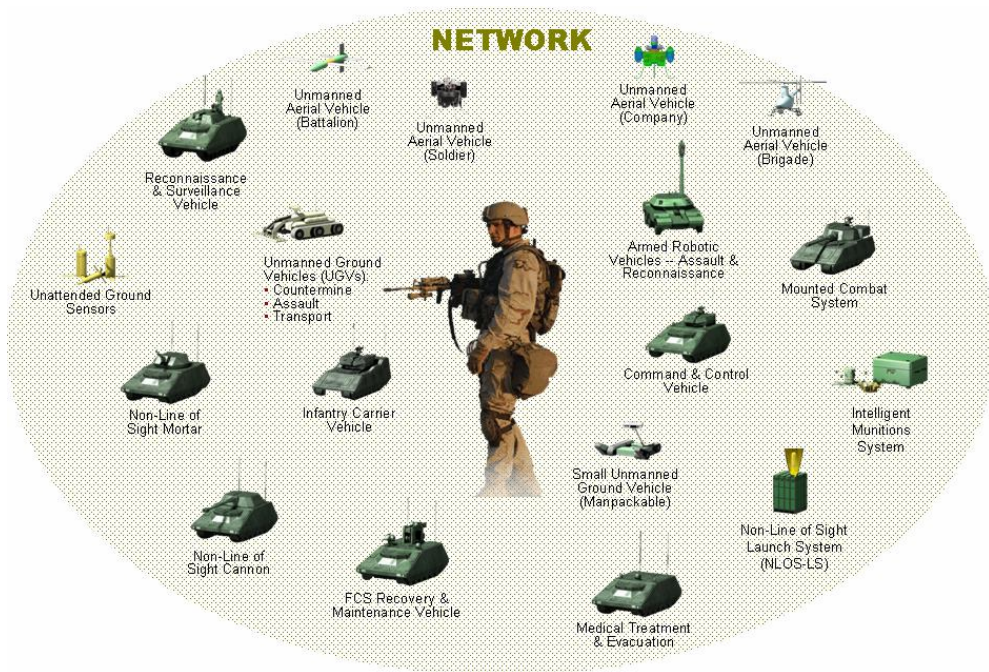
- Operational Maneuver from Strategic Distances
- Intra-theater Operational maneuver
- Entry and Shaping Operations
- Decisive Maneuver
- Concurrent and Subsequent Stability Operations
- Distributed Support and Sustainment
- Network-Enabled Battle Command

- Strict reliance on major air and seaports
- Linear approach; highly phased operation
- Movement to contact focused on enemy forces
- Extensive build-up of power over time; Can not fight on arrival
- Unavoidable operational pauses
- Limited unmanned systems for dangerous actions
- Increasingly Joint with improved integration
- Battle Command at short halt at best
- Constant challenges with situational awareness

- Counter anti-access with multiple entry points; Avoid reliance on major ports
- Increase force flow volume; Forces employ on arrival
- Expose entire area to mobile formations; Create multiple dilemmas for enemy with simultaneous, distributed operations
- No operational pauses keeps continuous pressure on enemy; Self-contained units
- Multi-layered, unmanned ground and air systems; increased force protection
- Fully networked, interdependent joint force
- Battle command on the move; more robust staffs deal with full range of military operations
- High situational awareness to lowest levels
- Smaller footprint due to greater reachback and more reliable equipment



Future Combat Systems BCT



- FCS is the Army's Modernization Program.
- FCS are highly integrated structure of manned and unmanned, air and ground assets, bound by a distributed network to act as a unified combat force.
- FCS are the basic building blocks of the Future Force BCT.
- FCS Key Performance Parameters: Network-Ready, Networked Battle Command, Networked Lethality, Survivability, Transportable, Sustainable/Reliable, Training, Protection/Survivability



FCS Spin-Out Strategy

Enhancing Ground Force Capabilities

Spin Out 1 (FY08):

Sensors / Shooters

- Unattended ground sensors
- Non-line of sight launch systems
- Intelligent munitions

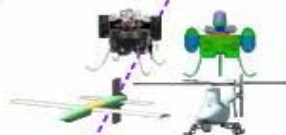
+ Network & Soldier



Spin Out 2 (FY10):

Unmanned Aerial Vehicles / Payloads

- Sensors
- + Network & Soldier



Spin Out 3 (FY12):

Unmanned Ground Vehicles

- Manpackable
- Assault & Reconnaissance
- Countermine & Transport
- + Network & Soldier



Spin Out 4 (FY14):

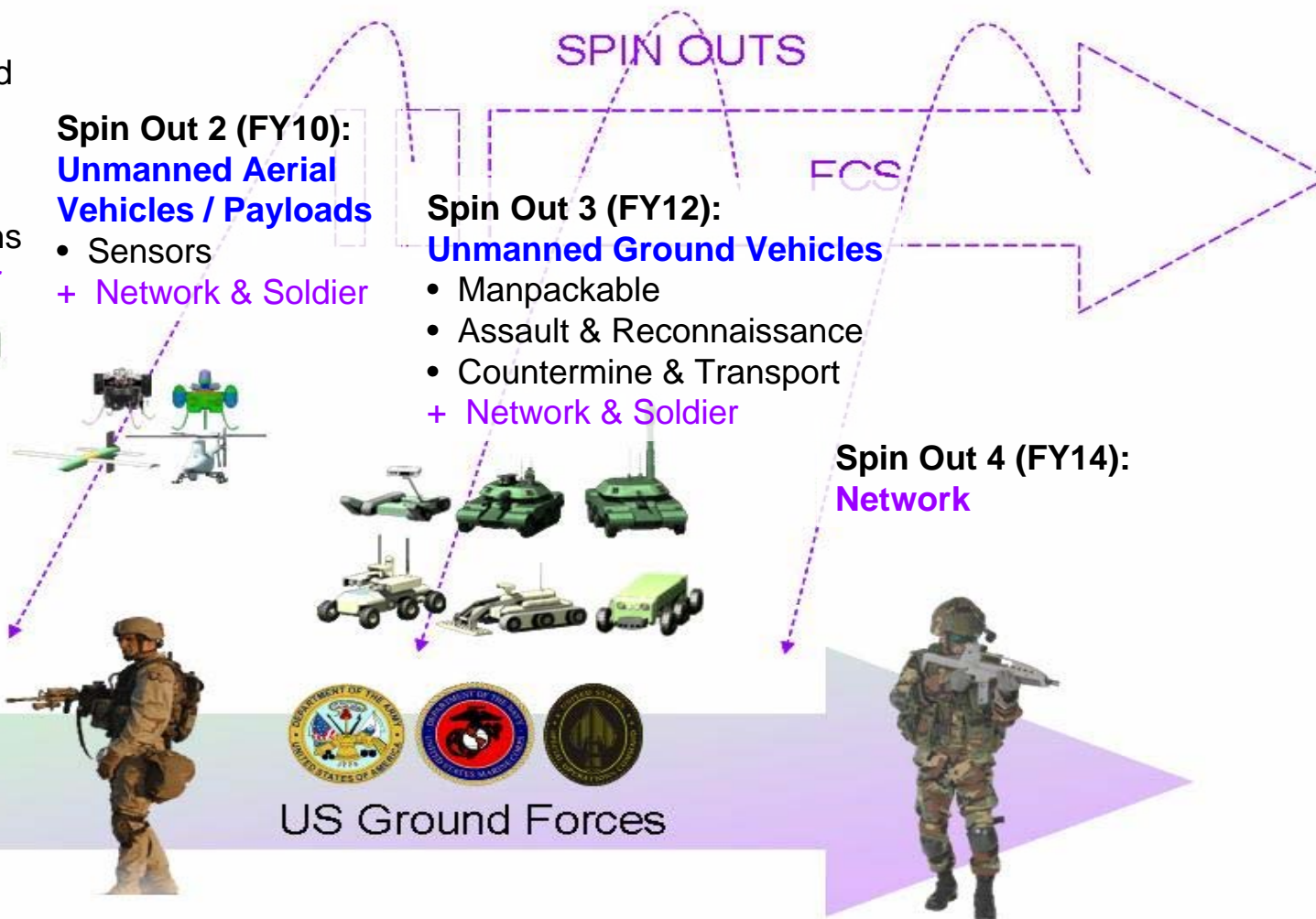
Network



X
EBCT



US Ground Forces

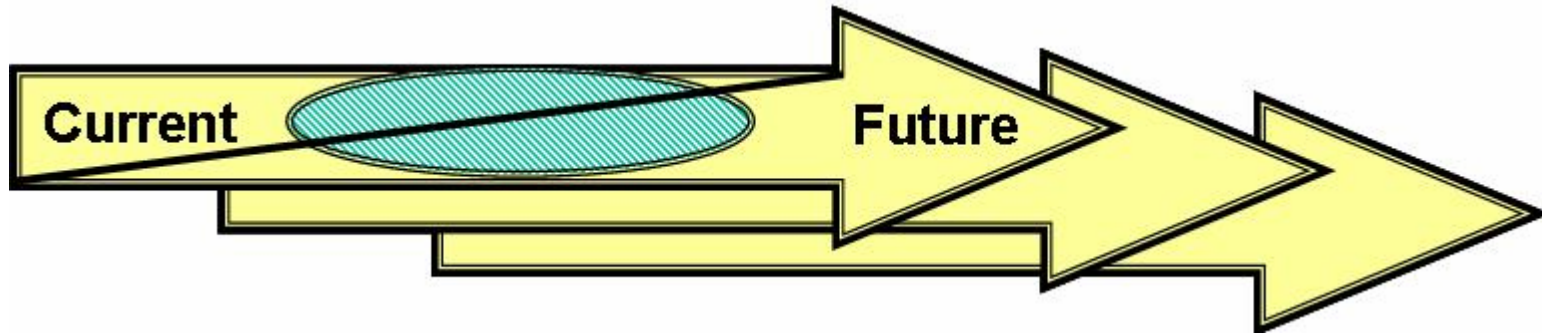


FCS Spin-Outs improve the capabilities of the Current Modular BCT.
 Current Modular BCT combat experience improves development of FCS.



Questions on Army Transformation?

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