
2003 ARMY MODERNIZATION PLAN

ANNEXES

Introduction

The main body of this *Army Modernization Plan* discusses how the Army plans to transform itself over time into the Objective Force. This plan is focused on implementation of Army Transformation, which is intended to preserve the Army's ability to execute those missions assigned by the President and Secretary of Defense in support of the National Security Strategy and the accompanying defense strategy. Army Transformation is also aimed at fielding an improved and modernized force that will ensure dominance across the entire spectrum of military operations in the rapidly evolving strategic and operational environment. The evolutionary development of today's Army into light and heavy forces has left a near-term capability gap in the mid-intensity area of the spectrum of military operations. Bridging this current capability gap requires responsiveness achieved by rapid deployment, arrival prepared to fight, and a high level of military capability in the form of lethality, tactical mobility, survivability, and sustainability.

Two of the Transformation paths, Legacy and Interim Forces, directly address maintaining the Army's combat superiority in fighting and winning our wars decisively and fielding an element that can fill the near-term capability gap while the Objective Force is developed and fielded. Selected recapitalization and limited modernization of the existing Legacy Force are designed to maintain and improve our war-winning edge over any potential

adversary. Concurrently, we are fielding a complementary set of units, the SBCTs, which fill the near-term capability gap between responsive light and special purpose forces and the dominant lethality and survivability of our heavy forces.

Our desired end state, however, remains the Objective Force, which will be a multi-role force fully capable of dominating any enemy in any environment. The Objective Force will depend on a near-certain knowledge of the battlespace to achieve this dominance. This knowledge will be the product of an Army-wide integrated intelligence, surveillance and reconnaissance (ISR) strategy that includes linking all tactical, theater, and national sensors and sources into a secure, collaborative, and networked environment. The Objective Force embodies the characteristics required for dominant superiority across the entire spectrum of military operations—responsiveness, deployability, lethality, survivability, agility, versatility, and sustainability. The Army's Objective Force is fundamentally about changing the way the Army fights. The Army will move to network-centric, knowledge-based warfare with the ability to achieve decision superiority and take decisive action across the operational spectrum. In essence, this will enable commanders to make better and faster decisions than the enemy. This will require the wholesale transformation of the entire Army, not just its equipment and materiel. The Army must, and will, transform across the entire range of doctrine, organizations, training, materiel, leadership and education, personnel, and facilities.

Once fielded, the Objective Force will provide the President and Secretary of Defense with an Army of units that possess the desired characteristics for warfare in the 21st century. They will be enabled by a system of systems that inherently contains the capabilities found in the various pieces of today's Army, yet requires far less logistical support. Objective Force leaders will remain the linchpin of the Army. Future full-spectrum operations will demand adaptive, self-aware leaders and an increased range of missions and distributed environments will emphasize the decentralization of decision making. Fundamentally, the Objective Force will enable the Army to "push down" decision making (e.g., decisions that are made at a battalion level today to company level in the Objective Force). This environment will require enhanced teamwork and team-building skills. The increased ambiguity and complexity of future operational environments will demand that leaders be capable of critical reasoning at the lowest levels. Leader development transformation will include the development and validation of interventions that strengthen and accelerate the acquisition of cognitive and interpersonal skills critical for successful leadership in the Objective Force. These tools will support self-development, institutional training, and leader development in units. They will focus on personnel assignments—right place, right time, guided and supported self-development, and simulation environments that include virtual experiences.

The Objective Force will be designed and optimized to operate as part of a joint team of forces from all Services, as well as part of a multinational coalition team. Attaining this requires the steady infusion of new technology, early testing and evaluation that produces a body of knowledge and learning to enable Transformation. Materiel superiority alone is not sufficient. Of greater importance is the

development of doctrine, organizations, training and leader development, installations and people that effectively take advantage of the technology.

Framework—Defense Transformation Goals and DOTMLPF

In conjunction with the release of the 2001 QDR, the Secretary of Defense identified and emphasized the achievement of six critical operational goals for Force Transformation. Specific Army capabilities are directly related to enabling this Force Transformation to achieve these goals by providing full-spectrum maneuver forces and landpower capabilities required to meet and swiftly defeat enemy forces and, when directed, decisively defeat them. In this year's *Army Modernization Plan*, details regarding Army materiel programs are categorized in terms of their support for these six critical operational goals. Annex D, Materiel, is organized into six appendices associated with these goals:

- Protecting critical bases of operations (U.S. homeland, forces abroad, allies and friends) and defeating chemical, biological, radiological, nuclear, and enhanced high explosive (CBRNE) weapons and their means of delivery.
- Projecting and sustaining U.S. forces in distant anti-access or area-denial environments and defeating anti-access and area-denial threats.
- Denying enemies sanctuary by providing persistent surveillance, tracking, and rapid engagement with high-volume precision strike, through a combination of complementary air and ground capabilities, against critical mobile and fixed targets at

various ranges and in all weather and terrain.

- Assuring information systems in the face of an attack and conducting effective information operations.
- Enhancing the capabilities and survivability of space systems and supporting infrastructure.
- Leveraging information technology and innovative concepts to develop an interoperable, joint command, control, communications, computers, intelligence, surveillance and reconnaissance (C4ISR) architecture and capability that includes a tailorable joint operational picture.

In addition to Annex D, there are six other annexes included in this *Army Modernization Plan*. These annexes outline the Army's major efforts to implement Army Transformation. Five annexes address the key aspects of the total solution to transforming the force:

- Doctrine
- Force Structure (Organizations)
- Training and Leader Development
- Personnel
- Installations (Facilities/Infrastructure)

A final annex on Homeland Security discusses this critically important area and the Army's role

in supporting this mission. The seven annexes are arranged in the following sequence:

- Annex A: Doctrine**
- Annex B: Force Structure (Organizations)**
- Annex C: Training and Leader Development**
- Annex D: Materiel**
- Annex E: Personnel**
- Annex F: Installations (Facilities/Infrastructure)**
- Annex G: Homeland Security**

Summary

The Army's centerpiece remains its people. Fundamentally, the role of the Army's Modernization Plan is to provide our Soldiers with the equipment they need to accomplish the missions assigned. More than any other Service, the Army's capability and contribution to the Joint Force are embodied in organizations made up of Soldiers and leaders who employ equipment to accomplish mission-essential tasks. Army Transformation is about Soldiers who are trained, motivated, and well led by Army leaders, and who are equipped with the tools they need to perform those tasks. Ultimately, the Army's Transformation Strategy aims at ensuring that the optimum organizational units are equipped and manned to perform the wide array of tasks required in tomorrow's security environment.