



# Army 2020 Update



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# ***Agenda***

- **Purpose**
- **Future Operational Environment**
- **Character of Conflict**
- **What the Army Must Do**
- **Army 2020 Problem Statement**
- **Army 2020 Project Design**
- **Army 2020 Project Execution**
- **Institutionalizing the Army 2020 Project**
- **Summary**

**From initial effort through context and transition to the Army Campaign Plan**



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# *Purpose*

**Inform Army Leaders on Training and Doctrine Command (TRADOC) and the Army Capabilities Integration Center (ARCIC) efforts to design the Army of 2020.**

**We value the input of our leaders as we develop the Army of 2020**



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# Army 2020 Operational Environment

## Prevent/ Shape/ Win

- Counter Terrorism and Irregular Warfare
- Deter and Defeat Aggression
- Project Power Despite Anti-Access/Area Denial Challenges
- Counter Weapons of Mass Destruction (WMD)
- Operate Effectively in Cyberspace and Space
- Maintain a Safe, Secure, and Effective Nuclear Deterrent
- Defend the Homeland and Provide Support to Civil Authorities
- Provide a Stabilizing Presence
- Conduct Stability and Counterinsurgency Operations
- Conduct Humanitarian, Disaster Relief, and Other Operations



## Futures

### The Probable

- New Failing States
- Episodic Terror Attack
- Persistent Cyber Conflict
- Humanitarian Crisis/Genocide
- WMD Proliferation
- Communist Cuba Fails

### The Possible

- Iran Conflict
- India - Pak Conflict
- Korea Conflict
- Chem/Bio Attack in CONUS
- Failed State with Loose Nukes
- Arab - Israeli Conflict
- Kurdish Nation
- China-Taiwan Conflict
- Mass Migrations
- Loss of U.S. Forward Basing

### The Unthinkable

- Pandemic
- Fall of the House of Saud
- Hostile Pakistan/Pak-Iran Alliance
- Nuclear Incident in CONUS
- Destruction of Panama Canal
- Russia-NATO Conflict
- Central American Narco States
- Nuclear Turkey/Saudi Arabia
- Umma Awakening

## Global Trends

- Demographics & Migration
- WMD
- Regional Aggression
- Growing Debt
- Shifting Alliances
- Persistent conflict Among the People
- Crime
- Cyber
- Rise of Asia
- Arab Spring
- Economic Malaise
- Resource Competition
- Proliferation, Globalization, Modernization
- Extremism
- Competition for Space
- Pacific focus
- Technology Proliferation

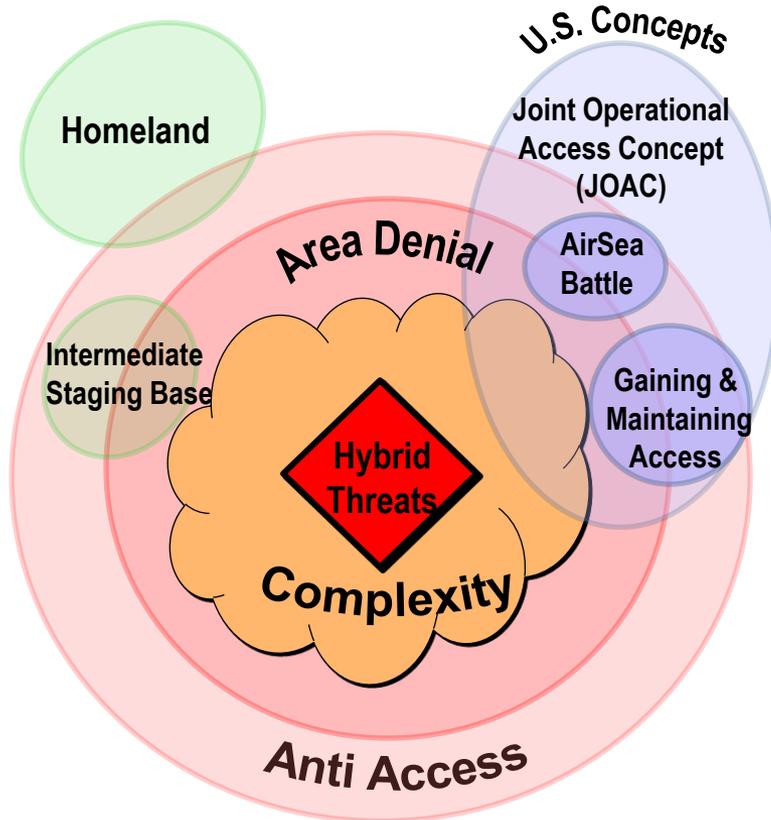
**A dynamic and rapidly changing security environment**

# Character of Conflict in 2020



## Hybrid Threat components:

- Nation States or Proxies with a range of capabilities
- Desire to preclude U.S. from executing its “way of war”
- Capabilities that affect the strategic calculus -- missiles, nuclear weapons and terror sponsorship ... *specifically designed to impact U.S. actions*



## Capabilities:

SAMs, MANPADs,  
ATGMs, Rockets, IEDs

- Anti-access and area denial campaigns ... strategic thru tactical levels
- Engage at small unit level where they perceive a greater chance to obtain overmatch and achieve success
- Use violence, intimidation and coercion against U.S. supporters
- WMD capable... but still seeking nuclear
- Avoid detection and targeting by operating among the people
- Slow down or halt our momentum using anti-tank missiles, Improvised Explosive Device (IEDs), air defense and Special Operations Forces (SOF)
- Increased use of robotics and unmanned aerial systems
- Employ electronic warfare to counter U.S. precision and C4ISR (Command, Control, Communications, Computers, Intelligence, Surveillance and Reconnaissance)
- Conduct sophisticated information campaigns designed to erode U.S. will and support

**The Army must be capable of decisive action against a wide array of adaptive threats**



# ***What the Army Must Do as Part of the Joint Force***

- **Prepare for and conduct a wide range of important missions:**

- Train, equip, and posture forces to deter adversaries and prevent conflict
- Provide support to civil authorities as directed
- Conduct operations to counter weapons of mass destruction
- Provide strategic and theater missile defense
- Modernize units to meet the requirements of the future operating environment

Prevent

- **Shape the operational environment:**

- Provide a sustained, stabilizing presence to gain access, understand the environment, build partner capacity, and set conditions for operations
- Support combatant commander theater security cooperation activities
- Conduct integrated SOF and Conventional Force operations and activities
- Perform Title 10, executive agent, and Army support to other service responsibilities
- Conduct humanitarian assistance, disaster relief, and other operations

Shape

- **Prevail in war and defend the homeland in support of Joint Force Commanders:**

- Deter and defeat aggression through unified land operations
- Conduct combined arms maneuver to seize and exploit the initiative, and win decisively
- Conduct wide area security to retain the initiative and protect populations, forces, activities and infrastructure
- Conduct counter terrorism and irregular warfare
- Conduct counterinsurgency and other stability operations
- Conduct sustained campaigns to achieve favorable conflict termination
- Maintain a reserve and generate forces to mitigate strategic risks
- Investment and Regeneration to counter unexpected crises

Win

**The Army must be able to Prevent, Shape, and Win as part of a Joint Force**



# ***Army 2020 Problem Statement***

**CSA to CG, TRADOC (July 2011):**

***“How do we transition from today’s force to the Army of 2020 in an era of fiscal austerity and still accomplish all that the Army must do as part of the Joint force?”***

- What must the Army of 2020 do?
- Can we eliminate entire C2 echelons?
- Can we justify Echelons Above Brigade (EAB) Command and Control (C2) overhead after reducing BCTs?
- What is the role of the Corps and Division?
- Can we create a common structure to reduce affordability issues with the current mix of Armor, Infantry, and Stryker BCTs? Is it a BCT- or Division-based solution?
- Are Brigades assigned to Divisions and Corps?
- How do we tie in an affordable Modernization Strategy to force designs?
- How do we keep the Army expansible?
- How do we resolve the unsustainable officer grade plate?
- How do we link regional alignment to training?
- How do we generate readiness and tie this process to a regional alignment strategy?
- How do we leverage Joint interdependencies to identify and eliminate redundancy?

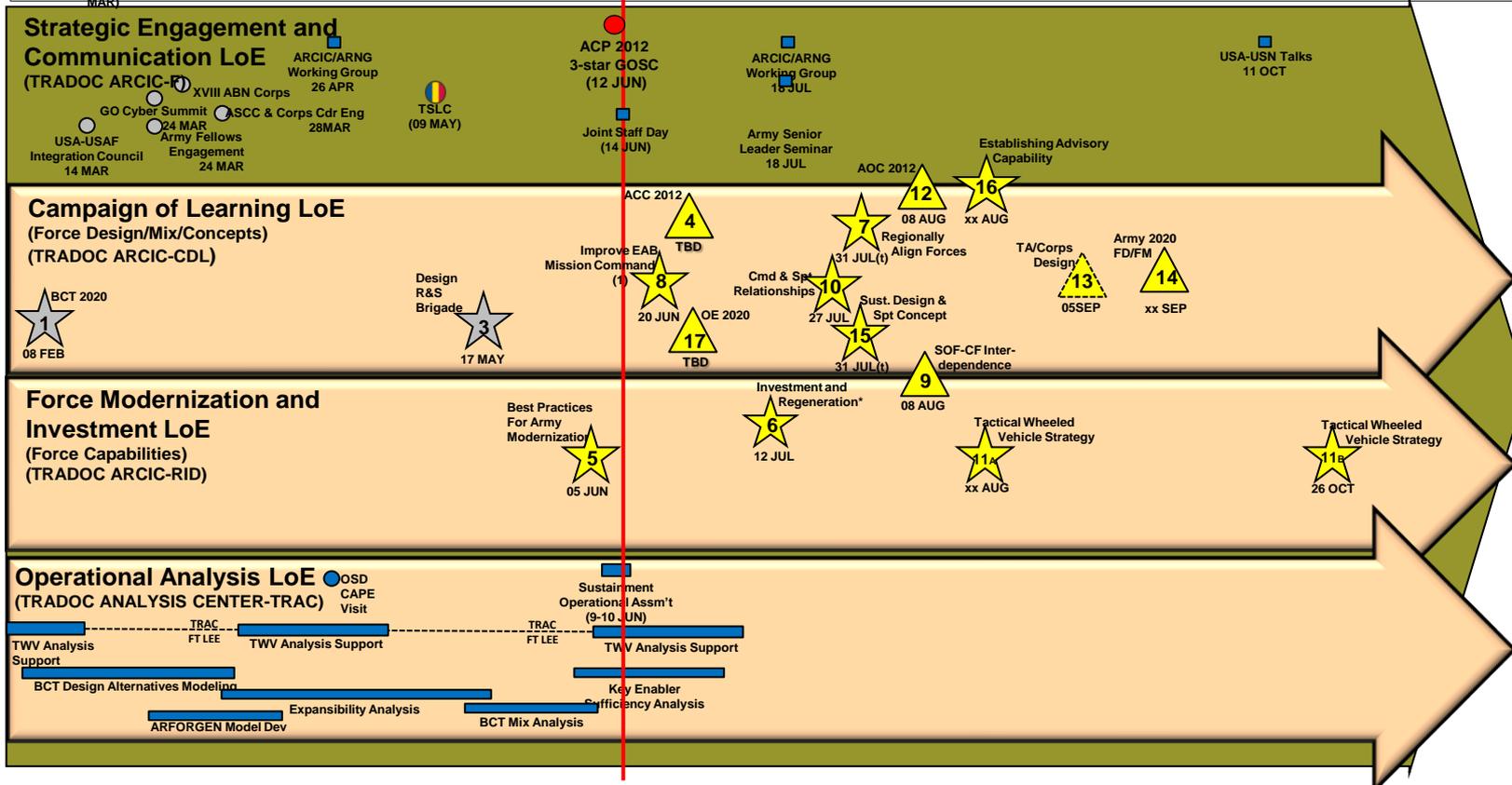
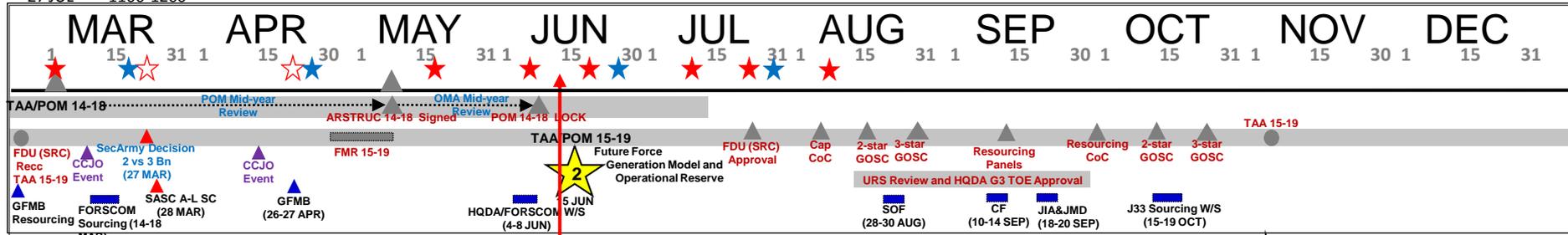
# Current Army 2020 Project Design

CSA Futures Group

27 JUN 1530-1700

31 JUL(t) 0900-1100

20 JUN 1530-1700  
 12 JUL 1000-1300  
 27 JUL 1100-1200



**“An integrated plan for transition to Army 2020”**

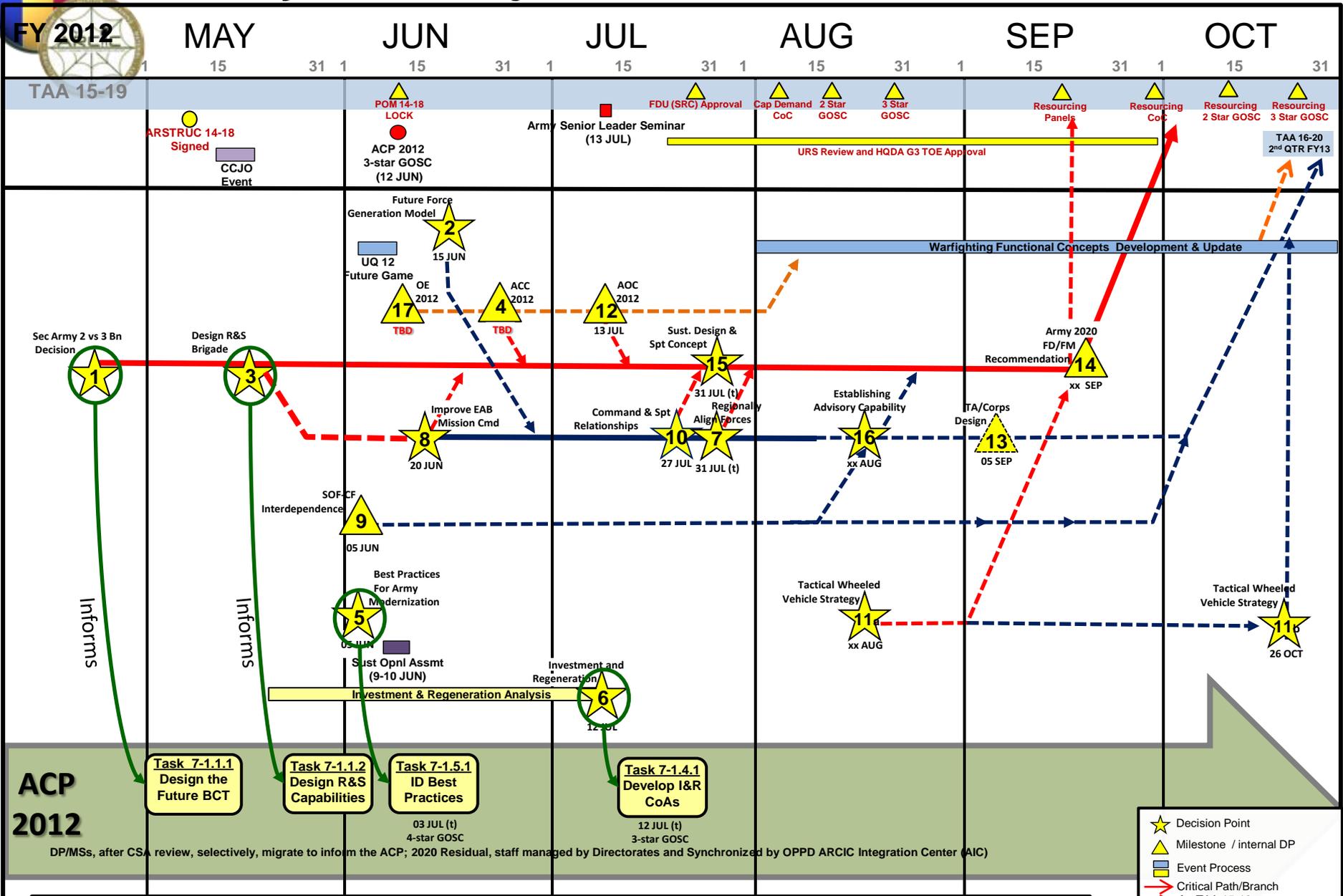
A well-grounded proposal to guide Army redesign for an Army 2020 force that is: affordable, agile, capable, networked, responsive and adaptive, able to address the complex future operating environment characterized by complex, hybrid threats, and demanding missions.

**KEY**

- ★ Decision Point
- ▲ Milestone (scheduled)
- ▲ Milestone (presented)
- ▲ Milestone (pending)
- ▬ Event/Process

**An integrated plan to design the Army 2020**

# Army 2020 Project Execution/ Transition



**Two Critical Paths: TAA/POMs 15-19/16-20; Phased transition from Hub to AIC**



# ***BCT 2020 Design Considerations (DP 1)***

- **Design recommendations for Armored, Infantry and Stryker Brigade Combat Teams (BCT)**
- **Two vs. three maneuver battalions**
- **Brigade Engineer Battalion (BEB)**
- **~4500 Soldiers**
- **Move selected capabilities to Echelons Above Brigade**
- **Reduce Tactical Wheeled Vehicles (TWVs) where operationally feasible**



# ***Reconnaissance and Surveillance (R&S) Brigade in the Army of 2020 (DP 3)***

- **Must not only conduct “collection” activities but must also have the ability to fight for information in close contact with both the population and the enemy.**
- **Enhance the R & S capability at echelons division and above**
- **Capable of operating in areas assigned by the supported commander to cover gaps between areas assigned to other units**
- **Provides R & S capabilities that:**
  - **Find and exploit key networks**
  - **Fuse information**
  - **Enable understanding**
  - **Provide flexibility and versatility to Division and Corps**



# ***SOF-CF Interdependence (MS 9)***

- **We must change our respective cultures.**
- **Need to reinforce cultural change through our Professional Military Education.**
- **Professional Military Education must be predicated upon updated Doctrine.**
- **Achieving the desired level of interdependence is reliant on doctrinal change**

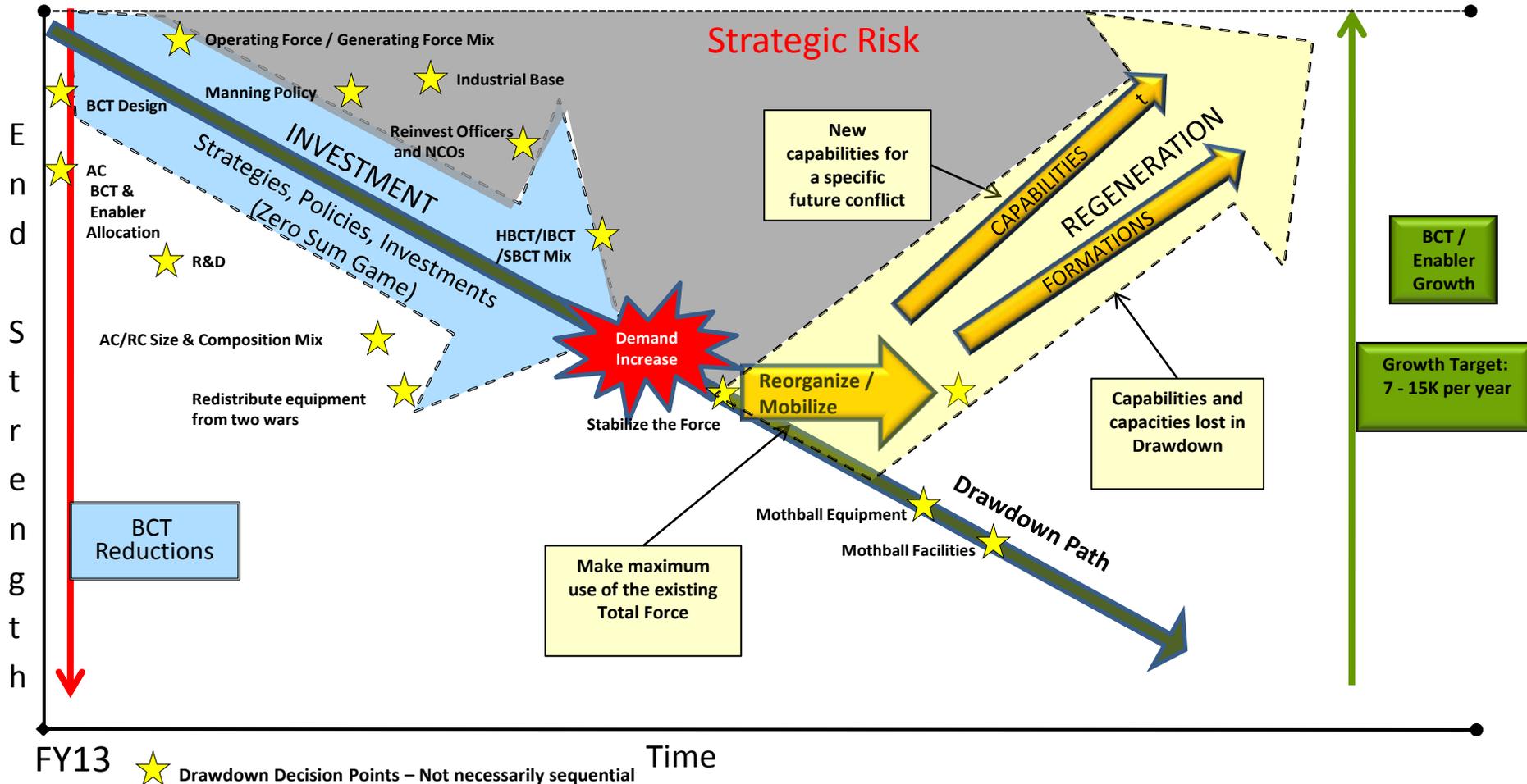
*2012 Army Posture Statement: "As Army regular forces become available, they will increasingly integrate with Army Special Operations Forces to promote trust and interoperability with allies and build partner-nation capacity where mutual interests are at risk from internal or external enemies."*

**Updated, Relevant, Informed Doctrine reflects SOF-CF Interdependence**



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# Investment and Regeneration (DP 6) in the Army of 2020



**INVESTMENT focuses on preparation – REGENERATION focuses on execution**

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# Army Vision: The Nation's Force of Decisive Action - Ready Today, Prepared for Tomorrow

**Army Outcomes**

- An All-Volunteer Force of High Quality Soldiers, Civilians, and Leaders
- Trained and Ready Units Providing Depth and Versatility to the Joint Force
- Soldiers, Equipment, and Units Restored and Reconstituted for 21<sup>st</sup> Century Operations
- A Force that Provides Flexibility for National Security Decision Makers in Defense of the Nation, At Home and Abroad

**Overarching Requirement**

An Adaptive Institutional Army that Successfully Prioritizes, Balances and Integrates Army Capabilities in the Present and Postures for Success in the Future

**Campaign Objectives**

- Man the Army & Preserve the All-Volunteer Force**  
ASA (M&RA)  
Staff Coordination: G-1  
In Support: HCE
- Provide Facilities, Programs & Services to Support the Army and Army Families**  
ASA (IE&E)  
Staff Coordination: ACSIM  
In Support: SICE
- Support Global Operations with Ready Land Power**  
ASA (M&RA)  
Staff Coordination: G-3/5/7  
In Support: RCE
- Train the Army For 21<sup>st</sup> Century Operations**  
ASA (M&RA)  
Staff Coordination: G-3/5/7  
In Support: HCE, RCE & SICE
- Equip the Army For 21<sup>st</sup> Century Operations**  
ASA (ALT)  
Staff Coordination: G-8  
In Support: ME
- Sustain the Force for 21<sup>st</sup> Century Operations**  
ASA (ALT)  
Staff Coordination: G-4  
In Support: ME
- Shape the Army**  
ASA (M&RA)  
Staff Coordination: G-3/5/7  
In Support: HCE
- Achieve Energy Security & Sustainability Objectives**  
ASA (IE&E)  
Staff Coordination: ACSIM  
Core Enterprise: SICE
- Sustain and Enhance Business Operations**  
ASA (FM&C)  
Staff Coordination: OBT  
In Support: HQDA Staff

**Major Objectives**

1-1 Adapt Processes to Acquire & Retain Best Qualified Soldiers G-1	2-1 Deliver Responsive Services that Support the Total Force Processes of Manning, Equipping & Training at Installations IMCOM	3-1 Provide Ready Forces ISO Operational Requirements FORSCOM	4-1 Implement the Army Learning Model TRADOC	5-1 Transform the Acquisition Workforce Enterprise ASA (ALT)	6-1 Enhance Army Readiness G-4	7-1 Design the Army of 2020 TRADOC	8-1 Adapt / Execute Installation Energy Security and Sustainability Strategies ACSIM	9-1 Develop & Implement an Integrated Management System OBT
1-2 Synchronize Delivery of Soldiers ISO the Total Army Mission G-1	2-2 Enhance Soldier, Family & Civilian Well-Being & Quality of Life & Reduce Deployment Stress ACSIM	3-2 Adapt Army Force Generation to Meet the Combatant Commanders' Changing Needs FORSCOM	4-2 Implement Army Leader Development Strategy TRADOC	5-2 Provide Validated and Approved Materiel Requirements G-3/5/7	6-2 Institutionalize Post Drawdown Reset Requirements G-4	7-2 Allocate Force Structure in all Components to Develop the Best Army w/ End Strength & TOA for POM 14-18 G-3/5/7	8-2 Enhance Operational Energy Effectiveness G-4	9-2 Define & Integrate Acquisition E2E Business Processes & Systems ASA (ALT)
1-3 Develop a Sustainable and Affordable Force G-1	2-3 Provide Infrastructure that Supports Stationing, Readiness & Industrial Base IMCOM	3-3 Provide an Effective Protection Capability for Soldiers, Families, Civilians, Installations, Infrastructure and Information G-3/5/7	4-3 Provide 21st Century Training Support G-3/5/7	5-3 Modernize and Equip the Army to Increase Strategic Depth ASA (ALT)	6-3 Refine Sustainment Capabilities for the Force TRADOC	7-3 Empower the Force with the Network CIO/G-6	8-3 Improve Water Security & Sustainability across Army Installations & Forward Operations ACSIM	9-3 Adapt Capabilities Development Process G-3/5/7
1-4 Execute Civilian Work Force Transformation G-1	2-4 Implement Environmental Stewardship ASA (IE&E)	3-4 Operationalize Building Partner Capacity G-3/5/7	4-4 Develop Resilient Soldiers, Civilians, and Units G-3/5/7	5-4 Provide APS to Increase Army Responsiveness G-8	6-4 Enhance Contracting Enterprise to Support the Army's 21 <sup>st</sup> Century Requirements ASA (ALT)	7-4 Implement the Army Doctrine 2015 Campaign TRADOC	8-4 Integrate and Advance Sustainability across the Entire Lifecycle of the Civil Works Portfolio ASA (CW)	9-4 Strengthen Financial Management ASA (FM&C)
1-5 Integrate Strategies to Sustain Individual and Family Readiness ASA (M&RA)	2-5 Provide a Safe & Healthy Environment to Train, Work & Live ASA (IE&E)		4-5 Identify and Master Fundamentals TRADOC	5-5 Protect Weapon Systems Program Information and Technology to Enhance Warfighter Dominance ASA (ALT)	6-5 Assess and Sustain Essential Industrial Base Capabilities ASA (ALT)			9-5 Improve Business Processes OBT
	2-6 Provide an Effective Protection Capability at Army Installations G-3/5/7		4-6 Implement the Civilian Training and Leader Development Strategic Action Plan G-3/5/7	5-6 Maintain Army Critical Enabling Technologies ASA (ALT)	6-6 Sustain Units for 21 <sup>st</sup> Century Operations AMC			9-6 Improve Business Systems Information Technology Management OBT
	2-7 Ensure that Medical Systems Support the Army in an Era of Persistent Conflict MEDCOM		4-7 Revitalize Home Station Training G-3/5/7	5-7 Create a Robust and Credible T&E Enterprise to Support Army Acquisition and Unified Land Operations DUSA-TE	6-7 Achieve the Single Army Logistics Enterprise (SALE) G-4			9-7 Improve the Strategic Planning Process to Support Force Management OBT
	2-8 Institutionalize Contingency Basing G-4	4-9 Train Units for Unified Land Operations G-3/5/7	4-8 Institutionalize the Army Profession TRADOC	5-8 Execute Materiel Integration AMC				9-8 Monitor and Report on Implementation of Army Efficiencies G-8

**ACP 2012 Strategy Map (as of 29 Feb 12)**

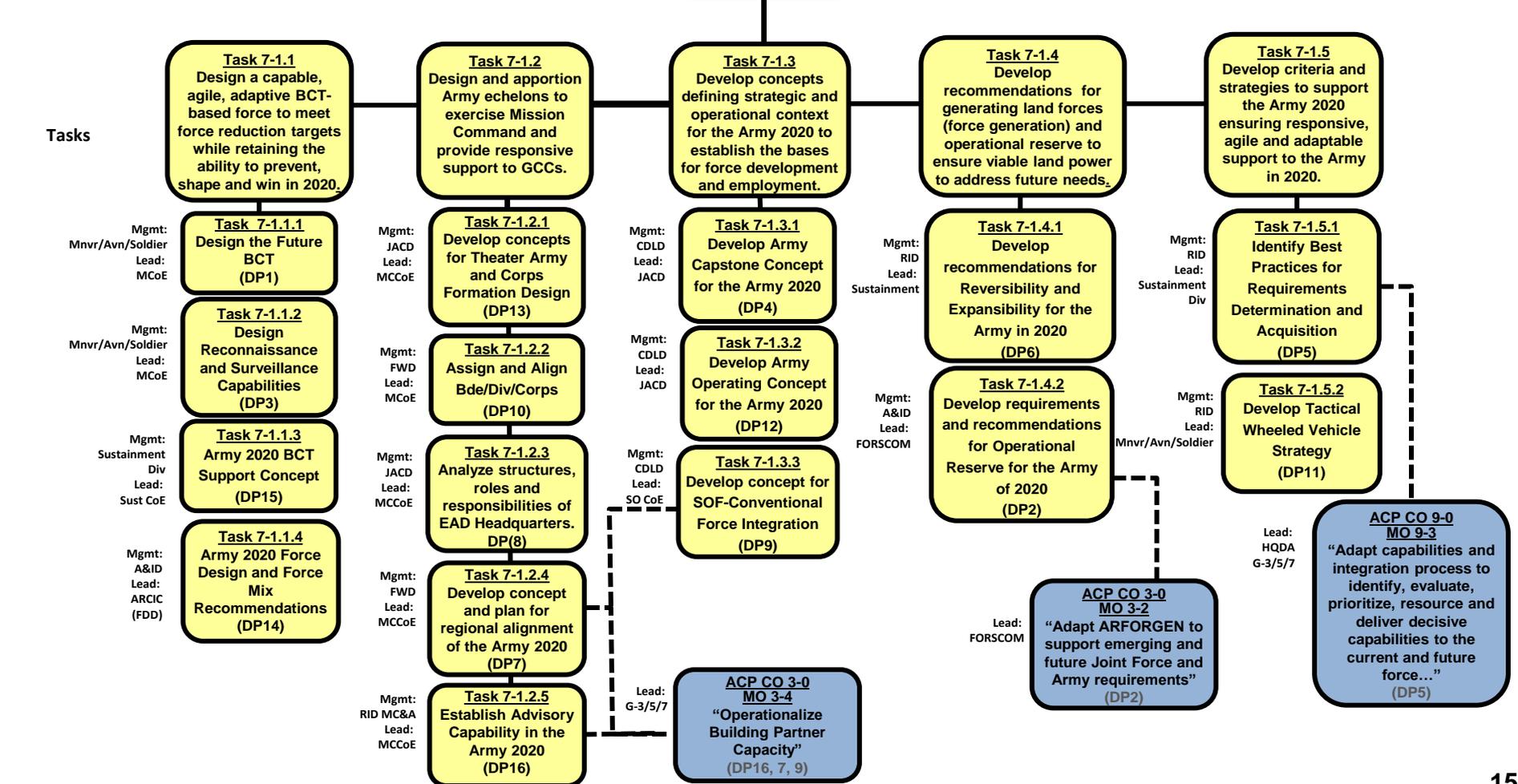
  Direct link to Army 2020 Project Outcomes/Tasks

  Army 2020 Project First Order Equities

**Foundations**

- Trust Between the Army and American People
- Soldiers and Leaders with Moral and Ethical Courage – Physical and Mental Toughness
- Adaptable, Flexible and Nimble Organizations
- Responsible and Sustainable Stewardship of National Resources

# Army Vision: The Nation's Force of Decisive Action –Ready Today, Prepared for Tomorrow



# Summary



- As the wars of the past decade come to an end, the Army is faced with new challenges and new opportunities that require innovative approaches built on the lessons of the past decade, as well as lessons learned previously.
- Our future Army, as part of the joint force, must retain and improve its ability to shape conditions and respond effectively to changing threats and situations with appropriate, flexible, and timely actions.....this is the essence of ***Operational Adaptability***.  
(TRADOC PAM 525-3-0----Army Capstone Concept)
- As the nation adapts to an evolving security environment, the Army must embrace change to meet the needs of the nation.
- The Army of 2020 must be designed within the fiscal constraints but enable mission accomplishment by the Geographic Combatant Commander in a undefined environment characterized by hybrid threats.

An Army in 2020 able to Prevent, Shape, and Win as part of a Joint Force



# Questions

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**Back up**

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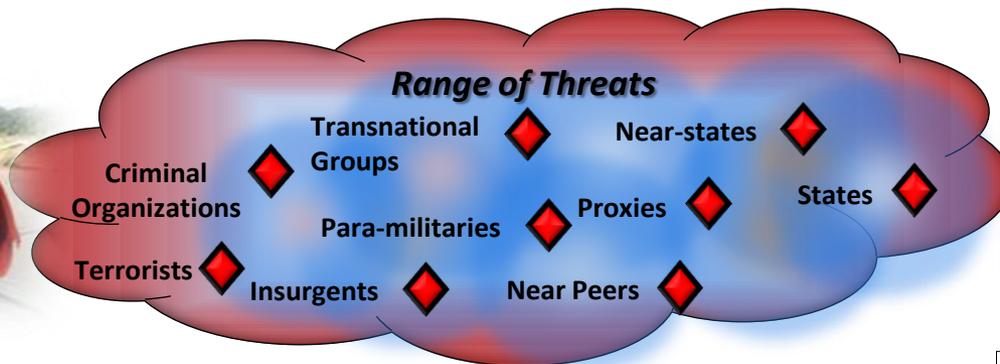


# ***Major Army of 2020 Ideas***

- Redesign Brigade Combat Teams
- Review Logistics Concept of Support
- Create New ARFORGEN Model
- Maintain an Operational Reserve
- Create Reconnaissance and Surveillance Brigades
- Ensure Reversibility and Expansibility
- Create Regionally Aligned Forces
- Integrate Special Operations and Conventional Forces
- Improve Echelons Above Brigade (EAB) Mission Command
- Create Advisory Capability
- Assign / Align Brigades to Divisions and Corps
- Implement a New Tactical Wheeled Vehicle Strategy
- Project Power Despite Anti-Access/Area Denial Challenges

***Transition from today's force to the Army of 2020 in an era of fiscal austerity and still accomplish all that the Army must do as part of the Joint force***

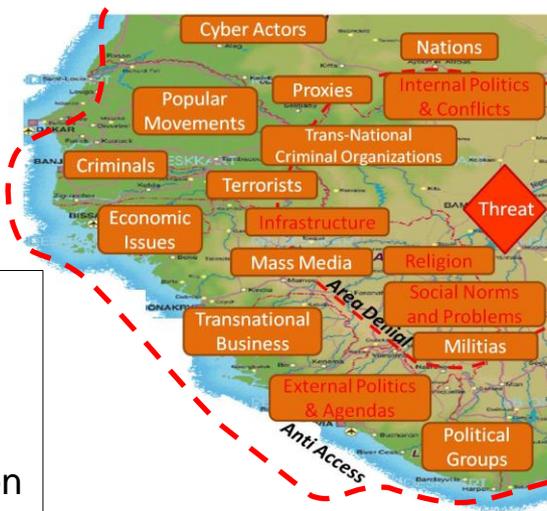
# A Wide Range of Potential Challenges



**Driven by Competition for:**

- Wealth
- Resources
- Political authority
- Influence
- Sovereignty
- Identity
- Legitimacy<sup>1</sup>

**Unexpected opportunists and suppressed threats will emerge from conflicts a complex environment**



**Complex Environment:**

- Multiple Actors
- No Controlling Actor
- Asymmetric Threats
- Chaotic Conditions
- Extreme Complexity
- Technology Enabled
- Information Domain

**Shaping Forces:**

- U.S. Dominance
- Radical Ideology/Theology
- Technology Proliferation
- Social Media access
- Demographics
- Economics
- Cyber

**The Army must be operationally adaptive to defeat these complex challenges that will blur the distinctions of past conflict**

**Lethal:** weapons technology proliferates to all forces, no longer linear relationship between economic and military power

**Enduring:** persistent adversaries, difficult to defeat with blurred transitions from conflict to post-conflict.

**Asymmetric:** sidestep U.S. preferred way of war, deny ISR and strike options, exploit cyber, protract conflict, and project conflict to the homeland