

## **Concepts, Doctrine, and Organization**

### **I. Overview**

In 2020 our Nation possesses an Army that is the decisive and coherent land power element of the Joint, Interagency and Multinational (JIM) force. It provides land power capable of dominating any adversary, in any environment, across the full range of military operations. The future Army possesses the critical Joint Force attributes required to achieve full spectrum dominance. These include full Joint interdependence, an expeditionary mindset, networked Battle Command systems, decentralized operations capability, full spectrum operational adaptability, decision superiority, and highly effective lethality. Capable of operational maneuver from strategic distances, future Army units can enter any theater at the time and place of our choosing, apply precision maneuver at will to gain positional advantage, engage targets at stand-off distances, and when required, close with and destroy the adversary.

National strategic and military policies, strategies, and concepts, help guide, direct, and ultimately resource the Army in 2020. It is designed, organized, equipped and trained to provide land power as a critical combat multiplier to the Joint Forces Commander (JFC). This future Army is a key interdependent and decentralized component available to the JFC within a Joint Concept of Operations (JOpsc). It is capable of conducting rapidly executable, globally and operationally distributed, simultaneous and sequential operations. It also supports the collaborative information environment, operational net assessment, the Joint Interagency Coordination Group, the Standing Joint Force Headquarters, and effects based operations.

The critical role of land power is to dominate the highly complex land environment that comprises the heart of most Joint operations. Warfare invariably places a critical strategic focus on land, where people live and where political authority resides. Armed conflict thus holds an enduring and unavoidable challenge to control terrain, populations and resources. Given this reality, in 2020, land power continues to

be the ultimate national military instrument for resolution of conflict, prevailing in war and rebuilding in peace.

Unlike other ground forces, the Army brings a campaign quality to the Joint fight, ensuring long-term dominance over evolving, sophisticated threats that possess asymmetric capabilities. The Army maximizes the effectiveness of standoff fires while maneuvering precisely against a learning and capable enemy. The 2020 battlefield is multidimensional, complex, dispersed, continuous, and non-contiguous in nature. Operations take place across land, sea, air, space, and cyberspace. Adversaries are irregular, evolving, sophisticated, and adaptive. The Future Force is designed to provide innovative capabilities to cope with the new operational environment. Thus it relies on leaders and Soldiers to out think, to adapt, and to dominate our adversaries with superior speed of command and decisive action.

The Future Force is organized, manned, equipped, and trained to be strategically responsive, deployable, agile, versatile, lethal, survivable, and sustainable across the full spectrum of military operations. The Future Force is comprised of modular, scalable, tailorable and flexible organizations for prompt and sustained land operations. It is able to transition quickly between changes in task, purpose, and direction, maneuvering into and out of contact with the enemy without sapping operational momentum. Highly trained and well equipped leaders and Soldiers make decisions at the lowest levels.

The Future Force is characterized by a networked and integrated Joint, Interagency and Multinational Battle Command system that includes a command, control, communications, computers, intelligence, surveillance and reconnaissance (C4ISR) architecture. This revolutionary architecture provides linkages to current forces, Stryker forces, and multinational forces. The Army Knowledge Enterprise (AKE) provides the enabling backbone for this knowledge-based system through a global architecture that seamlessly connects all echelons -- "factory to foxhole" and "space to

mud." Soldiers have the requisite communications equipment and knowledge to send and receive the right information, at the right time, and the right place.

The future Army is strategically and operationally responsive. As an expeditionary force, it can deploy a brigade-sized Unit of Action (UA) in 96 hours, a division-size Unit of Employment (UE) in 120 hours, and 5 UEs in 30 days using a mix of air, sea, and land movement. With a reduced sustainment footprint, and pre-positioned equipment, this Future Force can arrive at multiple entry points as a coherent, integrated combined arms team capable of rapidly concentrating combat power. The UA is self-sustainable for 3-7 days of operations and maintains combat power with dramatically reduced theater stockpiles. Attributes enabling access to required supplies include: sustained velocity management; real-time tracking of materiel, equipment, and personnel (military, DoD civilian, and contractor); commonality of systems and components; and Interdependency (interoperability) with JIM forces.

Future Force systems support decisive dominant maneuver -- horizontal and vertical, day and night -- in all weather and terrain as a dismounted or mounted combined arms teams with unyielding unit integrity. The future Army provides the best combination of low-observable, ballistic protection, long-range acquisition and targeting, and first round hit-and-kill technologies. Its units are capable of destroying adversary formations at longer ranges with smaller calibers, greater precision, and more devastating effects.

The Army's Future Force is not just new systems. It is the completed and holistic revolution in doctrine, organizations, training, materiel, leadership, personnel, and facilities (DOTMLPF). This represents not only a change in our operational Army, but also a change to our institutional Army. *It will be Soldiers, not technology, that realize the campaign qualities of America's Army, the Future Force.*

## **II. The 2020 Future Force**

*Unlike any other time in history, the Army of 2020 is designed, and developed for Joint interdependency with varying degrees of interagency and multi-national interdependency and interoperability. It is a combined arms precision maneuver force that employs revolutionary multi-dimensional operational concepts enabled by technology. The Future Force brings a campaign quality and to the Joint fight, ensuring long term dominance over evolving, sophisticated, and adaptive adversaries with asymmetric capabilities in a non-contiguous battlespace.*

The Army in 2020 is capable of preemptive actions. — It can anticipate and intervene in potential crisis situations before events progress contrary to U.S. interests. It is dominant across the full range of operations, to include those that can only be achieved with Soldiers on the ground. The future Army also possesses the capability to synchronize and coordinate with federal state, and local agencies, facilitating effective Homeland Security operations.

Future Army units possess the hybrid capabilities required to dominate as a precision maneuver force in both preemptive and rapid reaction missions. These include FCS equipped UAs, Stryker Brigade Combat Teams (SBCTs), and a combination of heavy, light, and specialty forces brigades (airborne, air assault, Special Forces), USAR units and Multi-Functional ARNG organizations. This array of capabilities also provides the Future Force with traditional heavy-force campaign overmatch.

The Unit of Employment (UE) is a modular, highly tailorable, Joint interdependent, higher-level echelon command and control structure that integrates and synchronizes Army and Joint, Interagency and Multinational forces in concert with other elements of national power for full spectrum operations at the higher tactical and operational levels of war/conflict. UEs participate in all phases of Joint operations from initial entry to conflict termination. The UE focuses on battles, major operations, and decisive land operations in support of Joint operational and strategic objectives.

UEs are organized, designed, trained, and equipped to fulfill command and control (C2) functions as The Army Forces (ARFOR) Component, Joint Force Land Component Command (JFLCC), or the Joint Task Force (JTF). and have the inherent capability to interact effectively with multi-national forces, as well as, interagency, non-governmental and private volunteer organizations.

At the strategic level the Future Force deploys from either forward sanctuaries or the continental U.S. The force has both expeditionary and campaign qualities; is configured for rapid responsive deployment and ready at a moments notice for sustained operations. At the operational level the Future Force arrives at multiple austere points of entry via air and sealift. Tactically, the Future Force deploys and re-deploys in tactical aircraft capable of short field and unimproved runways.

### **III. The Future Force Design Considerations**

#### **A. Linked to National Objectives**

*The Future Force of 2020 is designed to fully support the national security and national military strategies and has realized the transformational capabilities outlined by the Department of Defense (DoD) (including the Quadrennial Defense Operational Goals, Transformation Pillars, and Joint Concepts) over time. The linkage is a continuous spiral process with Army personnel and operational maneuver supporting Joint full spectrum operations and Joint capability requirements driving Army DOTMLPF solutions.*

While there have been many policies, National Security Strategy (NSS), and National Military Strategy (NMS) documents since 2004, the common denominator in conflicts is the timely delivery of the right combat power to achieve the desired effect. Our national policies, such as *preemption*, demand mobile, deployable ground forces capable of rapid entry and decisive actions in hostile areas. Capabilities based strategies and effects based operations, such as, *rapid decisive operations* require the

entire Joint force to contain both the speed and power that contribute to decisive outcomes.

The future Army's contributions to Joint speed and power requirements are the capabilities of prompt and sustained operations. The Future Force contributes to prompt operations (preemptive attacks, Joint raids, or other forcible/early entry operations) by increasing the force flow through multiple, simultaneous deployments thereby closing the gap between deployment and employment. The Future Force provides sustained forces not only for campaigns that require more time, but also allows for transition to post combat and stability operations that are critical in meeting national security objectives.

### **Future Force Organizational Constructs**

In 2020, the UE is the foundation of the Joint, Interagency and Multinational force's coherent and decisive, combined arms, air-ground capability. It is designed and organized to be modular, scalable, and highly tailored for joint, interagency and multinational operations, specific missions and contingencies. The UE also possesses inherent capabilities to interact effectively with interagency and multi-national forces. It plugs into and/or receives assets from organic elements, higher-level Army echelons, and Joint organizations. As a result, the UE adapts to a wide variety of potential operations and maintains a honed readiness through continuous, habitual relationships.

UEs are designed with a multifunctional headquarters nucleus and are scaleable and highly tailorable. These features allow them to draw from a pool of modular units with specific functional capabilities such as aviation or fire support, and units with enabling capabilities such as engineer and sustainment. A UE is created when operations approach the high end of combat or demand a campaign quality or when control of multiple organizations or JIM organizations is desired.

UEs are the Joint, interdependent elements that perform command and control (C2) functions as the Army Forces (ARFOR) Component, Joint Force Land Component

Command (JFLCC), Joint Task Force (JTF) or other expeditionary, task-oriented headquarters. At the operational-campaign level, they integrate all elements of the joint force with other elements of national power including the diplomatic, information, military and economic (DIME) instruments.

UEs also integrate and synchronize Army forces for full spectrum operations at the higher tactical and operational levels of conflict. For example, they plan and execute major land operations. UEs also integrate complementary and reinforcing capabilities across an area of operations with individual tactical engagements to achieve overmatching and rapidly decisive military conditions. Additionally, they orchestrate joint, multinational and interagency operations. As the Army Service Component Commands (ASCC), they provide Regional Combatant Commands theater engagement plans that involve: joint planning, coalition building, nation building, infrastructure development, and sustainment operations – including Army Support to Other Services.

The UA is the decisive, tactical warfighting element within the 2020 Army. By design, UAs fight and win on the offensive, across the spectrum of conflict, against any expected adversary as a part of the UE or JTF. Combatant Commanders employ modular, scalable and tailorable UAs as the fundamental land force building block for Joint organizations. The UA is capable of self-sustainment for 3-7 days of operations and maintains combat power with dramatically reduced theater stockpiles and footprint.

UAs are organized as a combined arms solution to the METT-TC problem, providing Combatant Commanders with the overmatching combat power required to prevail in close tactical engagements. It possesses sufficient agility to conduct hasty attacks with the precision of a deliberate attack. Nevertheless, the UA also possesses the flexibility to employ its robust capabilities across the full spectrum of operations, remaining dominant against any level of threat, in any environment.

The UA is not a fixed organization. Its networked Battle Command system has the capability to command and control up to six FCS combined arms battalions –

including one Aviation Squadron, one Non-Line of Sight (NLOS) Battalion, and one Forward Support Battalion. The tailorable UA can also employ enablers from higher headquarters. It is able to employ a range of supporting capabilities from a UE or a JTF and can integrate additional capabilities for specific missions across the full spectrum of military operations. It has an embedded and networked Battle Command (C4ISR) system that enables interdependency (interoperability). The Battle Command system architecture is the key feature enabling the UA to increase its span of control to cover additional assets.

#### **D. Special Purpose Forces**

In 2020, UEs may also contain several types of special purpose forces. Those that fulfill specific functions such as airborne and air assault comprise part of the UE force pool. SOF, also considered special purpose forces have unique statutory responsibilities. US Special Operations Command (USSOCOM) provides SOF assets to the Regional Combatant Commander who may then direct them to operate under the control of the UE.

In 2020, SOF continue critical operational missions such as unconventional warfare, foreign internal defense, and unilateral operations. SOF provide the Future Force with core competencies in unconventional warfare, including: guerilla warfare, subversion, sabotage, intelligence, evasion and recovery; counter-proliferation, anti/counter terrorism, special reconnaissance, direct action, PSYOPs, civil affairs and information operations. They also continue to conduct Joint multi-national training exercises, security assistance, civil military, and peacekeeping operations as collateral activities.

Future Force SOF will engage and train foreign indigenous forces, counter subversive elements, and generally promote U.S. interests. As culturally competent subject matter experts already in place, SOF act as the vital link for follow-on forces. They provide the key information that helps create or refine the COP for the JIM force. The future Army will rely on SOF to identify an adversary's intent or other changes in

the operational environment. SOF organizations contain the civil affairs proponents that can provide full spectrum advanced civil military operations with interagency integration needed for stability, demobilization and to bring about conflict resolution.