



*Soldiers training at Fort Drum, New York. Lethality must be embedded in every force and unit.*

division within 120 hours, and five divisions within 30 days. Within a theater of operations, Army forces must be able to reposition rapidly to create and exploit advantage. The Army must reduce the size of its systems to attain the desired level of strategic and intra-theater deployability.

Because of the broad range of missions that will be assigned to U.S. forces, often in highly volatile situations, Army forces must be able to shift intensity of operations without augmentation, a break in contact, or additional training. Today's forces possess the agility to shift seamlessly from offensive to defensive to offensive operations on the battlefield. The Objective Force must replicate that same *agility* in a much broader, full spectrum context within entire theaters of operation. These forces will frequently be called upon to transition from non-combat disaster relief to low-intensity contingencies to high-intensity

warfighting with little or no time to change mindset or organizational design. The agility to make these transitions without losing momentum is a function of our people. The Army will develop it through leadership and training.

*Versatility* is closely related to agility, but it is a function of force organization and equipment. The elements of the Objective Force must be adaptive to changing situations and must have utility across the spectrum. This will allow the Army to respond when needed and rotate forces in and out to relieve OPTEMPO and PERSTEMPO. The frequency and duration of SSC operations leave neither the time nor the forces for overly specialized units or extensive reorganization and preparation for specific missions. The Army cannot sustain the operational and personnel tempo of the broad range of crisis response SSC operations and sustained commitments with only part of its force. Therefore, the Army must have the

ability to commit all of the force in its turn, regardless of component, to meet operational demands, even if those demands are for distinct operations in different areas of the world. All Army forces must have the built-in organizational flexibility to respond.

An overwhelming ability to win through application of lethal force can frequently preclude conflict by making the adversary's potential losses disproportionate to his objectives. *Lethality* must be embedded in every force and unit. They must all have the ability to transition from peace to war and access joint capabilities easily without a break in momentum. Even in a seemingly benign environment, our forces cannot ignore the possibility of a chance encounter with hostile elements, whether because of a sudden, unforeseen change in the situation or from radical factions determined to undermine the peace. The consequences of the inability to apply appropriate lethal effects are not just unnecessary loss of life, but could include significant political and operational changes in the environment. Furthermore, lethality signals to our adversaries the potential consequences to them of their willingness to escalate the conflict.

As our forces continue to operate in ham's way, it is crucial to their confidence that we take all possible measures to protect the force and ensure its survival. *Survivability* also affects the perceptions of our adversaries about their ability to fight and win against U.S. forces. But the survivability of the Objective Force must extend beyond combat operations across the full spectrum of operations, and it must address current and emerging asymmetric capabilities. To meet these challenges, the Army must have modern equipment that incorporates new technologies to meet mission

requirements, counter emerging threat capabilities, and reduce the risks of fratricide.

Our forces must retain the capability to continue operations longer than any adversary we confront. This is a critical aspect of equipment superiority. *Sustainability* is directly linked to responsiveness and deployability. Careful planning and discipline is essential to deploy only those forces and systems needed to ensure dominance at every point on the spectrum of operations. Sustainment requirements will be reduced, where possible, by minimizing forces deployed into the area of operations through split basing and the use of technology to provide reach-back capability. Host nation and allied support for our forces can also reduce sustainment requirements, but the Army must be able to operate unilaterally if necessary. Consequently we must continue to find ways to exploit advanced technologies and reduce the logistics footprint and related costs of our support structure.

As it transforms itself into the Objective Force with the characteristics described above, the Army will remain a values-based force that derives its greatness from its people. We will continue to attract, train, motivate, and retain the most competent and dedicated people in the Nation to fuel our ability to be persuasive in peace and invincible in war. We will invest in training, educating, and equipping our soldiers while providing them and their families with the well being necessary to make the Army a rewarding and fulfilling profession. Providing our soldiers and leaders with a strong physical, mental, and moral foundation will enable them to act decisively while conducting full spectrum operations in the complex environments they will surely face.

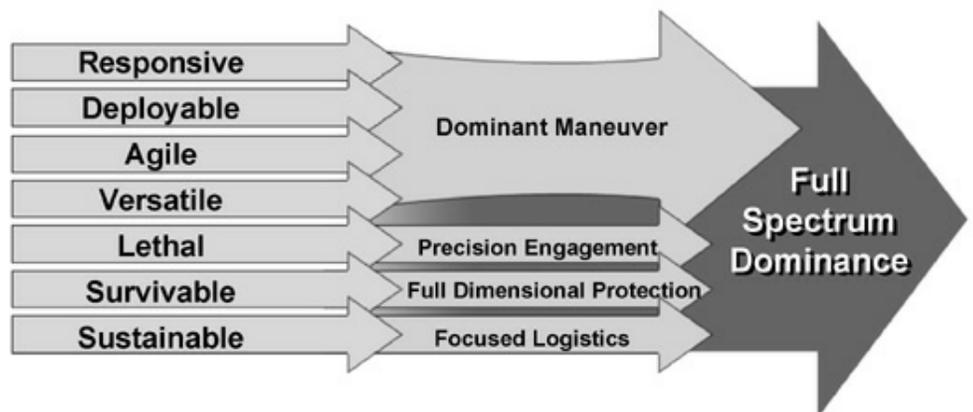
In sum, the Vision points to a

synergy that will revolutionize the effectiveness of the Army in order to match its capabilities with the Nation's strategic requirements. If technology permits, the Army intends to reduce or even eliminate the current distinctions between light and heavy units. Anticipated technological improvements will enable new organizational and operational concepts that optimize the employment of Army and joint capabilities across the full spectrum of operations. The versatility inherent in these organizations will be magnified through the training and leadership of our high quality men and women, who will be prepared to transition from disaster relief to low- intensity contingencies to high-intensity warfighting without pause. Applying the Objective Force design across the Army will improve our overall capability, helping alleviate OPTEMPO and PERSTEMPO challenges and enhance the Nation's capacity to sustain long-term commitments while responding to frequent contingencies.

## Supporting the Joint Vision

The Joint Vision is a conceptual template that provides the basis for the evolution of U.S. forces by prescribing how those forces will fight in the early 21st century. It analyzes America's enduring goals and interests in a likely future security environment consisting of a wider range of threats that feature varying combinations of technology and create challenges at varying levels of intensity. The Joint Vision asserts that power projection, enabled by overseas presence, will likely remain the fundamental strategic concept of our future force. It concludes that U.S. forces must remain capable of deterring conflict and, should deterrence fail, fighting and winning our Nation's wars. It prescribes full spectrum dominance as the key characteristic of this joint force.

To achieve full spectrum dominance, the Joint Vision provides a conceptual framework for operations based on the improved command, control, and intelligence that can be assured by



**Each characteristic is important but their interaction and synergy within the Objective Force will achieve the Army's Vision.**

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## The Objective Force will meet the challenges of the 21st century by providing the Nation with an Army that is responsive, deployable, agile, versatile, lethal, survivable, and sustainable.

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information superiority. The four operational concepts that comprise this framework are dominant maneuver, precision engagement, full dimensional protection, and focused logistics. The Army Vision and modernization strategy are rooted in providing the land component capabilities to support these concepts.

Dominant maneuver is the application of information, engagement, and mobility capabilities to position and employ joint forces to accomplish assigned tasks. Improving the responsiveness and deployability of Army forces will enable rapid positioning and employment of those forces. This essential capability complements other Service capabilities by giving the joint force commander the flexibility to rapidly position overwhelming land component capabilities. The improved agility and versatility of the Objective Force will enhance the utility of Army forces

across the full spectrum of operations.

Precision engagement consists of a system of systems that enables our forces to locate the objective or target, provide responsive command and control, generate the desired effect, assess the level of success, and reengage when required. Objective Force units will feature netted command, control, communications, computers intelligence, surveillance, and reconnaissance (C4ISR) capabilities essential for precision engagement. They will also feature weapons systems capable of accurate, long-range fires and the ability to employ joint fires to enhance their lethality. Better connectivity with national and joint assets, along with improvements to organic C4ISR and weapons systems, will enhance the Objective Force's ability to conduct and support precision engagement.

Full dimensional protection, the Joint Vision's third operational concept, requires control of the area of operations to ensure friendly forces maintain freedom of action during deployment, maneuver, and engagement. The Objective Force will support full dimensional protection by greatly reducing the vulnerability associated with deployment and maneuver. Objective Force survivability, a product of integrated information technology, increased weapons systems' effectiveness, and the increased dispersion of Army systems, will also contribute to full dimensional protection.

Focused logistics is the fusion of information, logistics, and transportation technologies to provide rapid crisis response, to track and shift assets even while enroute, and to deliver tailored logistics packages and sustainment directly at all levels of operations. The Objective Force will support this concept by increasing the sustainability

of Army forces. Lighter, common-chassis systems, more accurate fires, and increased connectivity with joint capabilities will reduce fuel, ammunition, and maintenance requirements. These improvements to Army sustainability will reduce the demand on joint lift assets, contributing to more rapid logistical response and distribution for all Services. In conjunction with the ongoing integration of information technology to better manage logistics supply and demand across the force, the Objective Force will contribute to the precise application of logistics described in the Joint Vision.

The Army's new Vision clearly supports the Joint Vision. Based on parallel analyses of the future international security environment and the role of U.S. military forces, these visions arrive at similar depictions of how military forces should operate. The characteristics of the Objective Force will give it the necessary capabilities to fulfill its role on the joint team by carrying out the operational concepts of the Joint Vision.

## Army Transformation

By taking steps to increase the manning levels of our warfighting organizations and to acquire off-the-shelf equipment for the initial brigades, the Army has already begun its transformation to a more capable force. Since the Army is a large and complex organization that must maintain a ready posture throughout this transformation, implementing the profound changes called for in the Vision will require careful planning, sustained support, and periodic reassessments and adjustments. To do this, the Army will pursue a conditions-based strategy that will ensure appropriate conditions are met

before implementing subsequent decisions. Changes to the operational forces will be the most visible aspects of transformation; however, the simultaneous transformation of the Institutional Army, along with the preservation of a core of trained and ready forces able to address CINC requirements, is an integral part of the strategy. The major elements of the strategy are shown in the force transformation diagram below. Transformation will occur in three major phases: the Initial phase, the Interim Capability phase, and the Objective Force phase.

The Initial phase began with the announcement of the Vision in October

1999. During this phase, the Army will field initial Brigade Combat Teams that will validate an organizational and operational model for Interim brigades and generate insights for further transformation of the force. These brigades are shown in the bottom axis of the force transformation diagram. At the same time, the Army will maintain the decisive capabilities of today's warfighting organizations by modernizing legacy forces through recapitalization and fielding of new, already-programmed equipment during the transformation.

Also in this first phase, the Army will begin an integrated revision of key concepts, doctrine, and strategic plans—

its conceptual framework—to address full spectrum operations in a complex environment that includes other Services, agencies, and nations. Throughout the transformation, the Army's conceptual framework will lead its changing force structure and institutional base. It will address issues of interoperability between all the distinct types of units and equipment that will comprise the transforming Army (including both AC and RC), as well as with other Services and the forces of other nations. Ultimately, this framework will become a coherent body, nested in joint doctrine, that facilitates the responsive, dominant employment of Army units at every point on the

