

~~FOUO~~

January 13, 2005

TO: Fran Harvey

CC: Gen Pete Schoomaker
Gen Dick Myets
Larry Di Rita

FROM: Donald Rumsfeld *DR*

SUBJECT: Army Modularity - Open Issues

320.4

We made some good progress in our discussion today - thanks.

You know the remaining open issues. I'd like you to come back and continue discussing them with me. Of particular note, I am interested in how we will end up balancing among the active, Reserve and Guard units.

Also, I redly think we should have a better name than "modularity." Perhaps it would be helpful to call the overall concept the Army's "Brigade Combat Plan," or something that more clearly connotes the improvements we're making.

Finally, let's get a first-class paper explaining this for the press and the public - Pete Face has some good ideas.

Thanks..

DHR:dh
011305-5

.....

Please respond by 1/27/05

13 JAN 2005

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January 2009
IAW EO 12958, as amended
Chief, RDD, ESD, WHS

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OSD 02348-05



SECRETARY OF THE ARMY
WASHINGTON

2005 FEB -3 AM 8:13

INFO MEMO

February 2, 2005, 8:00 a.m.

FOR: SECRETARY OF DEFENSE

FROM: Francis J. Harvey, Secretary of the Army

SUBJECT: Snowflake Response: Army Modularity – Open Issues

- Reference your Snowflake dated 13 January 2005 attached at Tab A.
- The Army will make full use of the Quadrennial Defense Review (QDR) 2005 process in order to address your concerns regarding how the Army will balance Active, Reserve and Guard units. It is the Army's intent during QDR 05, working closely with OSD and others, to carefully review our current and projected balance of capabilities and units across all components to provide the best portfolio of land force capabilities possible within projected resource levels. Additional information is provided at Tab B.
- Modularity is the Army's major force transformation initiative that involves the total redesign of the operational Army into a larger, more powerful, flexible and rapidly deployable force.
- The Army selected the term Modularity because it accurately describes the transformation process that restructures operational forces into more powerful, flexible and rapidly deployable combat formations. The dictionary defines "modular" as "designed with standardized units or dimensions, as for easy assembly and repair or flexible arrangement and use." The end result of the Army's modular transformation process is the Army Modular Force, based on common unit designs.
- The Army endorses the term "The Army Modular Force" since it correctly describes the ongoing transformational process, preserves the emphasis on the standardization of design, and enjoys broad recognition by OMB and Congress. Of note, Modularity is the transformation term of reference in the FY06 President's Budget.
- Our recommendation for a "first-class paper" explaining "The Army Modular Force" for the press and the public is at Tab C. This paper has been developed by the Army and reviewed by GEN Pace and Larry Di Rita. Their suggestions have been incorporated into the paper.



TAB

A



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January 13, 2005

TO: Fran Harvey

CC: Gen Pete Schoomaker
Gen Dick Myers
Larry Di Rita

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SUBJECT Army Modularity—Open Issues

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You know the remaining open issues. I'd like you to come back and continue **discussing** them with me. Of particular note, I **am interested in** how we will end up balancing **among** the active, Reserve and **Guard** units.

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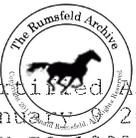
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Please respond by

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OSD 02348-05

TAB

B



Certified as Unclassified
January 2009
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Balancing Active, Guard and Reserve Units

Purpose:

- Optimal balance of capabilities, availability, usability and readiness across the force – Active, Guard, and Reserve -- is a central objective of the 2005 Quadrennial Defense Review (QDR 05). While much has already been accomplished in this regard, opportunities exist to further improve the Army's force posture to fulfill current and anticipated requirements across the range of military operations in support of the national defense strategy.
- It is the Army's intent during QDR 05, working closely with OSD and others, to carefully review our current and projected balance of capabilities and units across all components to provide the best portfolio of land force capabilities possible within projected resource levels.

Method:

- The requirement to provide land forces for prompt and sustained operations across the range of military operations is central to the Army's re-look of capability needs, mix, and balance.
- The QDR Terms of Reference provides sufficient focus and methodology to address this challenge. The output of the Capability Mix Issue Team will provide the necessary input to the Manning and Balancing the Force Issue Team to adequately develop options that optimize the balance between the Active, Guard, and Reserve units.
- A key aspect of our analysis will be creating an adequate rotation base of capabilities and forces, organized around Brigade Combat Teams (Units of Action), Army Expeditionary Force Packages, Units of Employment, and Support Brigades.
- Another key aspect is fully embracing joint interdependence. Joint interdependence of Army forces with those of other Services will address long-standing high-demand, low-density challenges, especially those exacerbated by the ongoing global war on terror and reduce redundant investment of like capability across the Services.

End State:

- The optimal mix of Active, Guard, and Reserve capabilities that minimizes operational risk across the full range of military operations and maximizes our return on investment.
- We anticipate that this optimal mix could result in a change in the number and types of units currently programmed.

TAB

C



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January 9, 2009
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Chief, RDD, ESD, WHS

The Army Modular Force

Modularity is the Army's major force transformation initiative, which involves the total redesign of the operational Army into a larger, more powerful, flexible and rapidly deployable force.

A Modular Army

- The Army will use its congressionally authorized increase in size to transition to the Army Modular Force design.
- The Army Modular Force contains three basic components:
 - **Units of Employment** above the brigade-level providing command and control;
 - **Brigade Combat Teams (Units of Action)** providing fighting forces. There are three types:
 - o Heavy Brigade organized around armored fighting vehicles
 - o Infantry Brigade organized around the infantry Soldier
 - o Stryker Brigade organized around Stryker fighting vehicles
 - **Support Brigades** providing enhanced capabilities.
- In keeping with the modularity concept, each organization will have a common design. For example, a Heavy Brigade Combat Team in the 3rd Infantry Division will be organized exactly the same as a Heavy Brigade Combat Team in the 4th Infantry Division.
- The Army will develop 77-82 Brigade Combat Teams using this modular concept:
 - 43-48 in the Active Component and 34 in the National Guard.
 - 13 Brigade Combat Teams have begun transforming into modular formations.
- Each Brigade Combat Team has about 3,300 to 3,900 Soldiers. Brigade Combat Teams:
 - Are a standardized tactical force;
 - Require less augmentation upon deployment;
 - Are organized the way they fight and contain embedded enablers such as communications, military police, chemical defense, artillery fires, intelligence, engineer and logistics.

Transition to The Army Modular Force Will:

- Result in at least a 30% increase in the combat power of the Active force;
- Reduce stress on the force by increasing the rotational pool of ready units by at least 50%;
- Make deployment cycles more predictable for Soldiers, their families and employers;
- Reduce the requirement for immediate mobilization of Reserve Component units;
- Enhance the Active Component's deployment capability and operational sustainability during first 30 days of a contingency;
- Provide lethal, agile and versatile forces capable of operating interchangeably within the Joint environment.

The Army Modular Force provides the Nation with a strategically responsive capability able to meet the challenges of the 21st Century security environment.

