

Evolving Missions:

Force Development and Integration Center merges with Battle Lab

By Brian Hermes

The Future Warfare Center (FWC) is the new organization formed by the merger of the Space and Missile Defense Battle Lab and Force Development and Integration Center. This restructuring is designed to allow the work performed by the two organizations in different phases of force development to be consolidated and streamlined. FWC has five integrated sub-elements, and while the essential mission remains unchanged, it continues to evolve in the strategic direction provided by the Army Space Master Plan (ASMP).

The ASMP road map of 1999 established the goals of “normalizing,” “operationalizing” and “institutionalizing” Space throughout the force structure so that Space capabilities and services were more effectively integrated into military operations. The successful fielding and embedding of Space capabilities throughout all echelons of the Army have normalized Space. The focus now has necessarily turned to the goals of operationalizing and institutionalizing Space. The new FWC, in its role as Space combat and materiel developer, integrates and synchronizes solutions across the doctrine, organizations, training, materiel, leadership and education, personnel and facilities (DOTMLPF) domains in support of these goals. Operationalizing Space requires the proper design of Space organizations such as the Space Support Element (SSE) to successfully integrate Space into all phases of planning and operations. Institutionalizing Space to ensure that the Army moves along a clear path in its current and future uses of Space capabilities requires the updating of Space doctrine, the devising of a road map for the Army’s use of Space in the near to far terms, and the development of a cadre of Space professionals.

Space Support Elements

The Army SSE is designed to be the focal point for fully integrating and synchronizing Space assets into support of operations. With the Army’s reorganization of its 10 Active component divisions scheduled to continue through FY 2007, SSEs are planned to be introduced into each of these modular divisions (unit of employment [x] (UEX)).

An SSE at UEX level consists of four officers and two noncommissioned officers serving in the Force Applications Cell. The SSE will support UEX plans, orders and operations by:

- Ensuring that the Space portion of the battlespace is fully understood by commander and staff.
- Providing assured access to all available Space-based products and services.
- Ensuring full exploitation of military and civilian Space assets for intelligence, surveillance and reconnaissance; environmental monitoring; missile warning and battlefield characterization; blue force tracking, combat identification and precision engagement; and integrated tactical warning and attack.

The Army’s first SSE is supporting the 3rd Infantry Division in Iraq. An assessment team will follow the Space operations conducted by the 3ID’s SSE in OPERATION IRAQI FREEDOM (OIF). The assessment team will collaborate with SSE Soldiers to integrate emerging lessons, requirements and recommendations into all DOTMLPF domains. The assessment is critical to the development and refinement of Space doctrine/tactics, techniques and procedures (TTP), Space organizations such as the 1st Space Brigade and Army Space Support Team, equipment design of the Space Support Element Toolset and training and force development issues. It is envisioned that as lessons are validated they will be posted to the SSE Collaboration Site and integrated into SSE TTP to immediately benefit SSE Soldiers. In addition, the insights will be used to produce a new appendix to Field Manual (FM) 3-14, Space Support to Army Operations. The experiences of the 3ID’s SSE in OIF in a stability and support operational environment will prepare the way for follow-on SSEs.

Space Doctrine

The revision of the cornerstone of Army Space doctrine, FM 3-14, was completed in November with LTG Larry J. Dodgen, commanding general, U.S. Army Space and Missile Defense Command giving his approval to publish

this FM. The successful adjudication of Army-wide comments of this much-needed revision of the original publication (July 1995) is history. In addressing Space operations in Part I, FM 3-14 uses the mission-area foundation established in Joint Publication 3-14, Joint Doctrine for Space Operations. A direct connection is made between Space capabilities and Army operations in the four mission areas of Space control, force enhancement, Space support and force application.

TTP are addressed in Part II from the perspective of the G-3. As the conditions and requirements of the battlespace change and courses of action are considered, the G-3 uses the Army “plan, prepare, execute and assess” process to evaluate which Space capabilities can be employed. The process is designed to allow Army field commands to make maximum use of Space assets as they employ units to accomplish specific missions.

The seven appendices provide information on the Space contribution to the commander’s intelligence preparation of the battlespace; Army Space capabilities found at locations such as the Space and Missile Defense (SMDC) Operations Center, Satellite Communications (SATCOM) and SATCOM Support Centers and the Spectral Operations Resource Center; employment of ARSSTs and Space operation officer tasks when supporting an Army unit; Space support to the UEx (SSE); a diagram of Space operational organizations internal to SMDC; and normalizing, operationalizing and institutionalizing Space with detailed discussion of the ASMP.

Later this Winter, it is anticipated that FM 3-14 will be posted to both the SMDC Web site and the Reimer Digital Library maintained by the U.S. Army Training and Doctrine Command.

Army Space Master Plan

The ASMP is the road map for the Army’s use of Space. This follow-on to the original ASMP published in 1999 defines nine key Space functional areas and identifies what capabilities the Army must have in each specific area to perform required tasks in the near term (2006-2011), the mid-term (2012-2020), and the far term (2021-2030). The plan identifies the DOTMLPF solutions to Space mission needs and provides links between Army prioritized capability needs and proposed Space solutions.

The ASMP seeks to identify those Space capabilities that will affordably accomplish the five essential Space operation tasks detailed in the Army Space Policy (2003):

- Support situational understanding and joint battle command en route, “off the ramp” and on the move.
- Support precision maneuver, fires and sustainment.
- Contribute to continuous information and decision superiority.
- Support increased deployability and reduced in-theater footprint.
- Protect the force during all phases of the operation.

The Space planning process used to develop the latest draft ASMP proved to be a lengthy one. Mission teams in each of the key functional areas took a full year to reach their conclusions and to complete worldwide staffing. The ASMP is scheduled for publication at the end of calendar year 2005. The plan for subsequent ASMPs

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Merger strengthens proponent efforts

The Space and Missile Defense Battle Lab and the Force Development and Integration Center merged to form the new Space and Missile Defense Future Warfare Center on Nov. 28, 2004. The two organizations, both within U.S. Army Space and Missile Defense Command, merged to become the single organization that will execute Space and ground-based missile defense proponenty.

The merger was announced in September 2004 by Michael Schexnayder, deputy to the commander for Research, Development and Acquisition, and was pending final negotiations with the American Federation of Government Employees at Redstone Arsenal, Huntsville, Ala. According to Larry Burger, director of the new Future Warfare Center, negotiations are complete.

“We had two organizations working different phases of force development. We worked well as separate organizations, but as a single organization we can work better,” said Burger.

Schexnayder stated, “We will achieve a structural alignment to our mission and business base. The reason is to make us more successful as an organization and make us more valuable.”

The combination of the two organizations will allow a more efficient relationship with the Army’s Training and Doctrine Command’s (TRADOC) Futures Center, a new organization in itself that was stood up this past year.

“By merging the Battle Lab and FDIC along with aligning the resulting Future Warfare Center with the operational arm of the command, we hope to build synergy which will ultimately help the warfighter,” said Col. Jeffrey Horne, SMDC deputy commander for operations.

The structure for the Future Warfare Center consists of five sub-elements: the Innovative Ventures Office; Operations Division; the SMD Battle Lab, which provides a strong name recognition; Directorate for Combat Development, formerly FDIC, the new name is known and recognized within TRADOC; and Simulations and Analysis Directorate.

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A second aspect of this command's NCOOP is found in the emphasis on making our Space Warriors effective Land Warriors. Let us remember that it was leadership ability, field savvy and high standards of SSG Gregory Singer of ARSST 5, attached to Headquarters 1st Marine Expeditionary Force (1MEF) which led to his being selected as "field first" for a 100-person Marine Corps Headquarters during Operation Iraqi Freedom. Our Soldiers must be able to take lives, save lives and sustain a maneuver warfare pace to succeed on the battlefield.

Our command training guidance has six operational priorities through fiscal year 2006: 1) supporting the

warfighter in the global war on terrorism, 2) achieving Initial Operations Capabilities for the Ground-based Midcourse Defense, 3) defining and activating USSTRATCOM's Joint Functional Component Command-Integrated Missile Defense, 4) continued definition of our role as the Army Service Component Command to USSTRATCOM, 5) continued development of the SSE and the redesign of the ARSSTs and 6) continued support to the Missile Defense Agency.

None of these missions will be easy, but all will be accomplished. Our enlisted Soldiers will be part of each of these missions, and our enlisted Soldiers are a key concern as the Army's Space

cadre FORMAL (Force Management Analysis) expands the Army Space cadre to include SMDC/ARSTRAT Soldiers and enlisted Soldiers serving in Space-enabling duties in other commands, while developing better processes to access, train, utilize and retain Space-experienced enlisted personnel.

The force of Army Space professionals will only increase in usefulness and effectiveness as we develop a larger and stronger team of commissioned and enlisted Soldiers to secure the high ground for the nation.

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is to publish it biennially and to more fully establish the Army Campaign Plan and joint operating concepts as the plan's foundation.

Force Management Analysis (FORMAL)

The 2001 Space Commission's recommendation to develop a Space cadre was followed by the endorsements of Department of Defense directive and Congressional mandate. To comply with these requirements, the Army G-3 determined that the FORMAL process was the best method to comply with these requirements and designated the SMDC to take the lead in conducting this process. The FORMAL process is a forum that allows for horizontal and vertical integration of all Army stakeholders in defining, identifying, developing and managing the Army's Space cadre.

The FORMAL process has four phases. The objective in Phase I is to establish a definition for the Army Space cadre that can be used in the remaining phases to identify the potential cadre pool. Phase II requires all Army stakeholders to use a vertical analysis to identify the personnel, organizations, roles, missions and functions that fall within the cadre definition. The Army G-1 will

conduct a functional review in Phase III to develop comprehensive courses of action (COAs) that support the management of the eight life cycle functions (structure, acquisition, individual training and education, distribution, deployment, sustainment, professional development and separation) of a Space cadre. In Phase IV, a comprehensive analysis of DOTMLPF domains to build the recommended Army Space cadre strategy will occur. The Army Space Cadre FORMAL (ASCF) concludes with a briefing to the Vice Chief of Staff, Army in August 2005 that will present the recommended strategy and COAs for implementation.

The initial meeting of the ASCF was held on July 23, 2004, in Arlington, Va., with representatives from the Office of the Department of Defense Executive Agent, Air Force and Navy in attendance. The other services discussed their efforts to define Space cadre and to develop training and educational programs. The Headquarters, Department of the Army proponent addressed the "way ahead" for the ASCF process and requirements for Phase I. During the Phase I Council of Colonels (Sept. 8, 2004), the council reached consensus concerning the initial definition and determined the disposition of issues/concerns presented by

various stakeholders.

Phase II began with an action officer meeting in September. This meeting organized a pool of Space professionals for use in further defining the Space cadre and developing management policies and strategy.

Conclusion

The continuing effort to design SSEs will help Space operations deliver maximum support to Army missions. Providing education and training to Space professionals based on the lessons of operational experience is also essential in operationalizing Space. To institutionalize Space activities, they must become part of the way the Army thinks and fights. The timely development of doctrine, the more frequent analysis of Army Space mission needs and priorities and the development of a Space cadre that promotes the career field more firmly place Space in Army institutions and operations.

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