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Major Restructuring Initiative

The Cutting Edge

The Army, led by U.S. Training and Doctrine Command, is in the midst of assessing operational capabilities and working to determine its future organizational force structure. Transformation in technology, doctrine, tactics as well as ongoing operations have changed how the Army fights and operates; these changes inevitably raise questions about the Army's organizational structure. First, and foremost, does the Army's current structure meet its operational needs? Second, does the organizational structure meet future operational requirements? How should our combat organizations change; do we need additional maneuver units, or new information operation capabilities? Is our sustainment structure or command and control structure sufficient to meet current needs as well as future requirements? The Army is trying to answer these and other related questions now. U.S. Training and Doctrine Command has just completed an Army-wide review of Corps and Division headquarters structures and will soon embark on an Army Service Component Command review as well. The goal of the reviews is to ensure operational headquarters and units are able to command and control and employ forces effectively on future battlefields. These Army-wide changes will impact how Space and Missile Defense forces are structured and employed as well.

Over the past five months a group of people from across U.S. Army Space and Missile Defense Command/Army Forces Strategic Command have been meeting to examine and analyze 1st Space Brigade's organizational structure and determine if any changes should be made. In January, the Directorate of Combat Development began leading an extensive review of all Space force structure in an event named the Major Restructuring Initiative (MRI). This Initiative grew out of the realization of the need to conduct a comprehensive review of Space and missile defense force structure and make all necessary changes in totality, rather than continue to update portions of our structure incrementally. This is a command-wide effort and involves elements from the 1st Space Brigade, Battle Lab, Staff Elements as well as external support from Headquarters Department of Army G-3/5/7, Combined Arms Support Command and the Signal Center and School. The focus of the Major Restructuring Initiative this year is to determine the organizational design of the 1st Space Brigade in order to ensure it has the necessary units, personnel and structure to meet future operational requirements. The plan is to complete the Space Major Restructuring Initiative (Phase 1) by August and then present it to the Commanding General for his review and approval. Upon his authorization the results will be forwarded to U.S. Training and Doctrine Command for review and then on to Headquarters Department of Army G-3/5/7 for approval and implementation. Changes to the 1st Space Brigade's structure will then be recorded on its various Tables

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of Organization and Equipment. Later this year, following the completion of our assessment of Space capabilities and structure, the command will expand the scope of the Major Restructuring Initiative to assess Ground-based Midcourse Defense requirements and the adequacy of the 100th Missile Defense Brigade's force structure.

The 1st Space Brigade's structure was originally designed almost eight years ago. At that time the goal of the force developers was to move Space-based/enabled capabilities from the institutional Army into the operational Army. Army Space Forces were stood up for the first time as Tables of Organization and Equipment units. This was a watershed event in the development of Army Space capabilities. Army Space became operational and integrated into the tactical Army. This change brought expanded Space support to land component forces, as well as improved responsiveness. Since this transition Space forces have be an integral part of maneuver, sustainment, and stability operations in both Afghanistan and Iraq as well as the rest of the world. Today's high degree of integration of Space capabilities as well as their adaptiveness and responsiveness to operational demands is, in part, possible because Space Forces are Tables of Organization and Equipment units.

Since Army Space Forces were first put on Tables of Organization and Equipment earlier this decade, and the associated battalion and brigade headquarters were stood up, numerous events have occurred making these units' structures increasingly inadequate for current operations, not to mention future operational requirements as well. For example, changes in Army doctrine, weapons and systems, and sustainment concepts are affecting the 1st Space Brigade's operations and necessitate the need to assess its organizational design. Since the Global War on Terror began the Army has significantly changed the way it plans for and utilizes Space-based/enabled capabilities by standing up and assigning organic Space Elements to Army, Corps, and Division-level staffs. This change has further operationalized Space within the Army and has better integrated it into the full spectrum of operations. However, the stand up of these organic Space Elements has impacted the Army Space Support Team's operational employment. The Army Space Support Team mission, coordination requirements, and equipment are evolving with the stand up of the Space Element. In short the development and employment of the Space Element is forcing us to reexamine how Space-based/enabled capabilities are best provided and consequently reassess the Army Space Support Team's force structure. Additionally, materiel changes over the past six years are driving organizational changes as well. Changes to equipment design and procurement plans have impacted, or will impact, the 1st Space Brigade's operational capabilities. Joint Tactical Ground Station equipment has been modernized and will continue to be upgraded to include improving its communications systems, integrating Space Based Infrared Systems processing capabilities, and dismounting the system from the mobile shelter. These materiel changes affect operational capabilities which in turn have the potential to cause changes to the force design. Lastly, the Army is changing its concept of maintenance. The Army is moving from its current system of sustainment and support to a new "Two Level Maintenance" concept. Consequently the 1st Space Brigade's sustainment

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executive course. General officers from Alaska and California, Colorado's partners in the Ground-based Midcourse Defense mission, represented missile defense. The discussions were fruitful and the group reconvened in Fort Greely, Alaska in April. One outcome has been the creation of a General Officer Steering Committee from Alaska, California and Colorado General Officers to address Space and missile defense issues that concern the Army National Guard.

Outside Organizations: This past year, SMDC/ARSTRAT units on Peterson Air Force Base hosted civic leaders, recruiters, classes from military schools, and senior enlisted advisors and senior officers to educate them on the command's Space and missile defense missions. Without fail, we heard "I didn't know you did that!" Getting the word out helps build an educated and informed support base. And these are just a few of the ways the Army is filling its gaps in Space capabilities.

As I mentioned up front, one of my themes is that whatever capabilities or equipment we provide the warfighter must serve the Soldier, staff sergeant, lieutenant or battalion commander. During my tenure in SMDC/ARSTRAT, I have been impressed with its focus on Soldiers with boots on the ground. That is a driving force behind the majority of the command's operations, plans and supporting efforts. As I leave the command and my direct association with the Space operations field, I would like to applaud the officers, Soldiers, and Civilians throughout the Army who are providing enabling Space-based capability to warfighters. Well Done!

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concept must change also. Maintenance operations and overall capabilities remain unchanged; however, maintenance functions previously consolidated at brigade level must move to battalion level. Tables of Organization and Equipment will change. A portion of the brigade's maintenance related force structure will be cut while additional force structure in the battalions will be stood up.

As can be seen in the three examples above, the Army is dynamic and always evolving, which is driving changes to Space operations and causing SMDC/ARSTRAT to reassess and refine Space force structure. Army Space Forces must adapt to meet the operational needs of our ever changing Army and Joint forces. As the Space Proponent, SMDC/ARSTRAT must routinely assess and update equipment, doctrine, training, facilities, as well as organizational structures in order to ensure we continue to provide ready and relevant Space-based/enabled capabilities to the Army. The ongoing Major Restructuring Initiative provides us the mechanism to conduct this assessment and make necessary changes to our units' force structures.

SMDC/ARSTRAT has been on the cutting edge of innovation and technology for many years. The command has developed and fielded innovative Space capabilities, greatly enabling the combat effectiveness of the American Soldier. During the majority of this decade, SMDC/ARSTRAT has worked successfully to operationalize Space-based/enabled capabilities and push them down and forward to the tactical warfighter. The Space Major Restructuring Initiative carries this work forward and ensures that future Army forces will continue to be supported by relevant, responsive and capable Army Space Forces.