



SECRETARY OF THE ARMY
WASHINGTON

16 NOV 2020

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Army Directive 2020-15 (Achieving Persistent Modernization)

1. References. For references, see the enclosure.
2. Purpose. The Army took a bold step when it established Army Futures Command (AFC) in 2018 to achieve a coherent approach toward modernization. This directive reinforces that step by clarifying the relationships of the major organizations within the Army Modernization Enterprise to enable unity of effort. It also directs the rapid revision and update of applicable policies and processes to reflect AFC's role. These additional actions will enable the Army to create irreversible momentum and achieve the persistent modernization required to meet the nation's needs.
3. Applicability. The provisions of this directive apply to the Regular Army, Army National Guard/Army National Guard of the United States, and U.S. Army Reserve.
4. Background. The Army established AFC in 2018 to address several challenges to modernization, including a dispersion of effort, lack of unity of command, lack of accountability, and inability to modernize at speed or scale. Most command and support relationships, policies, and processes for the Army Modernization Enterprise have not yet evolved to account for AFC's role.
5. Policy. The Army must establish clear command and support relationships across the force modernization time horizons of Force Design, Force Development, and Force Employment. The Army also must address the functions of sustainment and divestiture in these relationships and codify in policy the relationship between AFC and the Assistant Secretary of the Army for Acquisition, Logistics, and Technology (ASA (ALT)). Finally, the Army must approach these time horizons recognizing that there is one force that is constantly modernizing. To enable unity of effort, the Army establishes the following support relationships among the organizations within the Army Modernization Enterprise:
 - a. Force Design. Force Design is the design of operational and functional concepts that address the conditions of a future operational environment and its anticipated threats, and generally focuses 5–15 years into the future. AFC is the supported command for Force Design, to include the design of the AimPoint Force of 2035.
 - b. Force Development. Force Development is the maturation of operational and functional concepts into Force Design Updates that fully integrate doctrine,

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organization, training, materiel, leadership and education, personnel, facilities, and policy (DOTMLPF-P) and generally focuses 2–7 years into the future. AFC, with Direct Support from the Combined Arms Center (CAC) and its subordinate Centers of Excellence (CoEs), is the supported command for Force Development, to include the development of the Waypoint Force of 2028 and, eventually, the development of the AimPoint Force of 2035. Direct Support is defined as “a mission requiring a force to support another specific force and authorizing it to answer directly to the supported force’s request for assistance” (reference 1a). CAC and its CoEs will remain assigned to the U.S. Army Training and Doctrine Command (TRADOC) while providing Direct Support to AFC for the function of Force Development.

c. Force Employment. Force Employment is the generation of ready forces to meet the needs of the Joint Force, and generally focuses 0–3 years into the future. The U.S. Army Forces Command (FORSCOM) is the supported command for Force Employment.

d. Force Sustainment. Force Sustainment is the management and care of materiel equipment after a capability Transitions to Sustainment and before the Army divests the capability. It includes the maintenance, targeted modernization, and recapitalization of enduring platform capabilities the Army must retain to enable a Multi-Domain Operations capable force. The U.S. Army Materiel Command (AMC) is the supported command for Force Sustainment.

e. Strategic Divestiture. Strategic Divestiture is the elimination of legacy platform capabilities the Army no longer requires to accomplish its mission through a variety of programs (such as Foreign Military Sales or destruction). AMC is the supported command for Strategic Divestiture.

f. Acquisition. As defined in law and existing policy, the Office of the ASA (ALT) is the supported organization for materiel acquisition. While executing this function, the ASA (ALT) will ensure that AFC receives the support it requires to succeed in its mission to lead and integrate the Army Modernization Enterprise. ASA (ALT) support to AFC will include—

(1) With AFC, jointly establish a level of acquisition personnel support to the Cross Functional Teams (CFTs).

(2) With AFC, jointly establish in writing a Science and Technology (S&T) plan.

(3) Work collaboratively with the Commanding General (CG) of AFC on resourcing decisions to support the Army modernization priorities. The ASA (ALT) and CG, AFC will establish of a joint Technology Maturation Board at the 3-star and

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4-star/ASA levels to govern this support and establish formal transition agreements for maturing materiel capabilities. The board will elevate any issues the joint stakeholders are unable to resolve to the Under Secretary of the Army (USA) and Vice Chief of Staff of the Army (VCSA) for review and decision.

g. Integration and Synchronization. Various processes manage force modernization across the time horizons outlined above. The Army must integrate the efforts working within these processes to enable a holistic approach to modernization. The Army also must synchronize these activities over time to enable the Army to build readiness. The Deputy Chief of Staff (DCS), G-3/5/7 is the Army's lead Integrator and Synchronizer, and will capture these activities and decisions in the Army Campaign Plan (ACP) and track these activities and decisions in execution through the Army Synchronization Meeting (ASM).

h. The Director of the Army Staff (DAS), in conjunction with the Administrative Assistant to the Secretary of the Army, will coordinate and complete the rapid revision and update of Army policies and processes to reflect the support relationships established in this directive not later than 18 December 2020. Specific policies to update include—

- (1) Headquarters, Department of the Army General Orders 2020-01
- (2) Army Regulation (AR) 10-87 (DCS, G-3/5/7 proponent)
- (3) AR 5-22 (DCS, G-3/5/7 proponent)

6. Other policy and process updates.

a. Army Acquisition Policy (reference 1j). By 15 January 2021, the ASA (ALT) will conduct a comprehensive revision of AR 70-1 to incorporate the changes outlined in this directive, including a description of AFC's role in assessing and integrating future operational environment, emerging threats, and technologies to develop and deliver concepts, requirements, force designs, and other support for modernization solutions. The revised regulation will describe that CG, AFC:

(1) In accordance with Title 10, U.S. Code, sections 7014 (d)(1) and 7014 (b)(8), the CG, AFC is designated as the Chief Futures Modernization Investment Officer, acting on behalf of the Secretary of the Army (SECARMY), reporting through the Chief of Staff of the Army (CSA) and in coordination with the ASA (ALT), on all matters pertaining to Research and Development. Additionally, the CG, AFC will, in consultation with the ASA (ALT), prioritize, direct, integrate, and synchronize the execution of Science and Technology efforts, operations, and organizations across the Army.

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(2) Lead and integrate the Army Modernization Enterprise.

(3) Serve as the Co-Chair of the Equipping Program Evaluation Group (PEG), as outlined in Army Directive (AD) 2018-25 and as the Army's Chief Futures Modernization Investment Officer, as outlined in AD 2019-35.

(4) With the ASA (ALT), establish in writing the level of Program Executive Officer, Program Manager, and other acquisition personnel support to the CFTs not later than 90 days after the issue of this directive and review that support plan annually, in conjunction with AFC's annual update to the Army Modernization Strategy.

(5) With the ASA (ALT), establish in writing an S&T plan to jointly ensure the alignment of the S&T portfolio within the Army's modernization priorities. The CG, AFC and the ASA (ALT) will issue this plan not later than 90 days after the issue of this directive and to review the plan annually, in conjunction with the publication of the annual Army Programming Guidance Memorandum. This plan will describe how basic scientific research will be nested within the Army's modernization priorities, will support CFT modernization efforts, and will support experimentation working groups that assist in the development of the future operational environment and explore new warfighting concepts. It also will describe how the CG, AFC will nest Army laboratory efforts within the Army's modernization priorities to support ASA (ALT) scientific research efforts and other research efforts throughout the Army Modernization Enterprise.

(6) The Army Systems Acquisition Review Council (ASARC) and subordinate meetings will include all key stakeholders; at a minimum, to include appropriate representation from ASA (ALT), the Office of the Assistant Secretary of the Army for Financial Management and Comptroller (ASA (FM&C)), TRADOC (CAC), AMC, AFC, G-3/5/7, and G-8. Additionally, the ASA (ALT) will provide periodic updates into the ACP and the ASM to assist in the integration and synchronization of Army modernization.

b. Warfighting Capabilities Determination (reference 1k). By 15 January 2021, the DCS, G-8 will update AR 71-9 to—

(1) Codify the Abbreviated Capabilities Development Document (A-CDD) as the Army's method to initiate prototyping and Soldier touch points on the path to a formal requirements document. The A-CDD provides system desired characteristics for the development of a Request for Proposal to initiate the Mid-Tier Acquisition pathway. The prototype systems and the A-CDD are matured through feedback obtained during Soldier touch points and, when sufficiently mature, transition the A-CDD to a formal requirements document for entry into the formal acquisitions process, as required.

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(2) Direct key stakeholder participation in the Army Requirements Oversight Council (AROC) and subordinate meetings, at a minimum to include appropriate representation from ASA (ALT), ASA (FM&C), FORSCOM, TRADOC (CAC), AMC, AFC, G-3/5/7, and G-8. Additionally, stakeholders will ensure that requirements mature into fully integrated capabilities that address all aspects of DOTMLPF-P. The G-8 will provide periodic updates on the AROC into the ACP and the ASM, elevating decisions into the ASM as necessary, to assist in the integration and synchronization of Army modernization.

(3) Direct key stakeholder participation in the Strategic Portfolio Analysis Review (SPAR), at a minimum to include appropriate representation from ASA (ALT), ASA (FM&C), FORSCOM, TRADOC (CAC), AMC, AFC, G-3/5/7, and G-8. Stakeholders will ensure that the (SPAR) considers cross-PEG implications in its resourcing decisions. G-8 will provide periodic updates on the SPAR into the ACP and the ASM, elevating decisions into the ASM as necessary, to assist in the integration and synchronization of Army modernization.

c. Research, Development, Testing, and Evaluation (RDT&E) Funding Flow (reference 1m). As stated in paragraph 5f(3) of this directive, the ASA (ALT) and the CG, AFC will establish a Technology Maturation Board. That governance board will implement the following additional procedures for RDT&E funding management and control:

(1) The USA and VCSA, on behalf of SECARMY and the CSA, will adjudicate any dispute of Budget Activity (BA) 6.1 and BA 6.4 fund prioritization, programming, or execution.

(2) The CG, AFC and the ASA (ALT) are jointly responsible for prioritizing and programming BA 6.1 (Basic Research). The CG, AFC has the authority to review and prioritize BA 6.1 execution of modernization efforts and for scientific research conducted through Army laboratories. The CG, AFC, through the Combat Capabilities Development Command, will supervise the management and execution of BA 6.1 funds. The USA and VCSA will adjudicate any disagreement over BA 6.1 funding, as outlined immediately above.

(3) The CG, AFC and the ASA (ALT) are jointly responsible for prioritizing and programming BA 6.4 (Advanced Component Development and Prototypes) and for establishing written transition agreements for maturing materiel capabilities. The CG, AFC has the authority to review and prioritize BA 6.4 execution of modernization programs, with the concurrence of the ASA (ALT), to support AFC prototyping for the CFTs. The ASA (ALT) will supervise the management and execution of BA 6.4 funds by

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Program Executive Officers. The USA and VCSA will adjudicate any disagreement over BA 6.4 funding, as outlined immediately above.

(4) The Army Budget Office (ABO) will distribute all BA 6.1–6.4 funding to the offices responsible for execution in accordance with the joint prioritization and programming guidance of the CG, AFC and the ASA (ALT). Once distributed by ABO, any reallocation or re-prioritization of these funds that deviates from the aforementioned joint programming guidance requires the prior joint approval of the CG, AFC and the ASA (ALT), or their designees. If the CG, AFC and ASA (ALT) do not concur, they will jointly submit the issue to the USA and VCSA for review and decision.

(5) AMC and the Army Test and Evaluation Command will be stakeholders in this governance process. This is to ensure their assured access to RDT&E funding for force sustainment, strategic divestment, and for operational testing and evaluation, within Army modernization priorities.

(6) The Army General Counsel, in coordination with the ASA (FM&C) will revise AD 2019-35 to incorporate these changes to RDT&E funding flow not later than 18 December 2020.

(7) By 15 January 2021, the ASA (FM&C) will incorporate these changes into a rapid update of Army Regulation 1–1 (reference 1g).

(8) ASA (ALT) will incorporate these changes into the revision of AR 70–1.

d. The Army Modernization Strategy (reference 1m). Not later than 90 days after the publication of this directive, AFC will update the Army Modernization Strategy to more clearly include targeted modernization of enduring, non-CFT efforts essential to the execution of Multi-Domain Operations. Examples include, but are not limited to, sustainment; intelligence, surveillance, and reconnaissance (ISR) capabilities; and enduring capabilities not divested with the fielding of CFT efforts.

e. The DCS, G-3/5/7 will continue to revise and update the ACP and ASM to enable integration and synchronization throughout the Army and across all force modernization time horizons and functions.

(1) Specifically, the ACP will integrate its strategic objectives and decision points from the Army's major force modernization processes: AROC, ASARC, SPAR, Total Army Analysis, the Regionally Aligned Readiness and Modernization Model, and building the annual Program Objective Memorandum (POM).

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(2) The DAS and the DCS, G-3/5/7 will conduct an ASM weekly at the Principal Official level to integrate and synchronize the Army, to execute decisions, or to review decisions for Army Senior Leader (ASL) consideration.

(3) The ASM will review modernization efforts weekly and take a monthly look at long-range modernization efforts (such as Army Modernization Strategy updates, future operational environment changes, and POM build guidance). During these modernization-focused ASMs, at a minimum, the following senior officials will be present to steer efforts, make decisions, or shape decisions for subsequent ASL review and decision: the DCS, G-3/5/7, the DCS, G-8, AFC Deputy Commanding General (DCG), AFC Futures and Concepts DCG, TRAODC/CAC CG, AMC DCG, FORSCOM DCG, ASA (ALT) Military Deputy (MILDEP), and ASA (FM&C) MILDEP.

(4) Additionally, the DCS, G-3/5/7 will—

(a) Establish three ASM decision thresholds: Decision Threshold I for the SECARMY and CSA; Decision Threshold II for the USA and VCSA; and Decision Threshold III for the DAS and the DCS, G-3/5/7. The DAS and the DCS, G-3/5/7, in consultation with the ASLs, will manage ASM decisions within these thresholds.

(b) Produce a weekly executive summary and appropriate orders for execution. Additionally, it will produce a biweekly update to the ASLs on actions taken in the ASM and on upcoming ASM topics of note.

(c) Conduct periodic ASL Decision Boards for decisions in Thresholds I and II, to be scheduled through the DAS as required.

7. The CG, AFC and the ASA (ALT) will rescind or modify any current memoranda or directives that are not consistent with the tone and tenor of this directive. Any subsequent memoranda or directives issued by these organizations will be coordinated with each other and with the other stakeholders in the Army Modernization Enterprise for concurrence before issuance. Any lack of concurrence will be elevated to the USA and VCSA for review and decision through the ASM.

8. Acknowledgement.

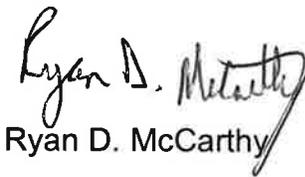
a. Confirmation brief. The Principal Officials and Commanders identified with execution tasks in this directive will conduct a confirmation brief to the USA and VCSA to confirm their understanding of the intent and concept of this directive. The DAS will schedule the confirmation brief for execution not later than 20 November 2020.

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b. Backbrief. The Principal Officials and Commanders identified with execution tasks in this directive will conduct a backbrief to the USA and VCSA to review how they intend to accomplish their assigned missions. The DAS will schedule the backbrief for execution not later than 10 December 2020.

9. Proponent. The Army General Counsel, Administrative Assistant to the Secretary of the Army, and DAS will collaborate with the policy proponents articulated in this directive to enable a rapid policy revision, to be completed on timelines as directed in paragraphs 5h, 6a, 6b, 6c(6), 6c(7), and 6c(8) of this directive.

10. Duration. This directive is rescinded on publication of revised regulations, directives, and general orders named in this directive.



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REFERENCES

- a. *Department of Defense Dictionary of Military and Associated Terms*, June 2020
- b. Headquarters, Department of the Army (HQDA), General Orders 2018–10 (Establishment of United States Army Futures Command), 4 June 2018
- c. HQDA General Orders 2020–01 (Assignment of Functions and Responsibilities Within Headquarters, Department of the Army), 6 March 2020
- d. Army Directive (AD) 2018-15 (U.S. Army Futures Command Relationship with the Office of the Assistant Secretary of the Army (Acquisition, Logistics, and Technology)), 27 August 2018
- e. AD 2018-25 (Change of Program Objective Memorandum Program Evaluation Group Co-Chairs), 7 December 2018
- f. AD 2019-35 (Funding Flow for Future Force Modernization Enterprise), 20 November 2019
- g. Army Regulation (AR) 1–1 (Planning, Programming, Budgeting, and Execution), 23 May 2016
- h. AR 5–22 (The Army Force Modernization Proponent System), 28 October 2015
- i. AR 10–87 (Army Commands, Army Service Component Commands, and Direct Reporting Units), 11 December 2017
- j. AR 70–1 (Army Acquisition Policy), 10 August 2018
- k. AR 71–9 (Warfighting Capabilities Determination), 15 August 2019
- l. HQDA EXORD 176-18 (Establishment of United States Army Futures Command), 6 September 2018
- m. *The Army Modernization Strategy: Investing in the Future*, 2019