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LONG RANGE RDA PLANNING.(U)
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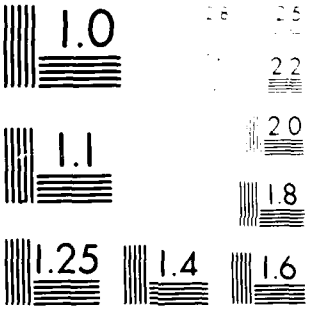
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LONG RANGE RDA PLANNING

12 April 1982

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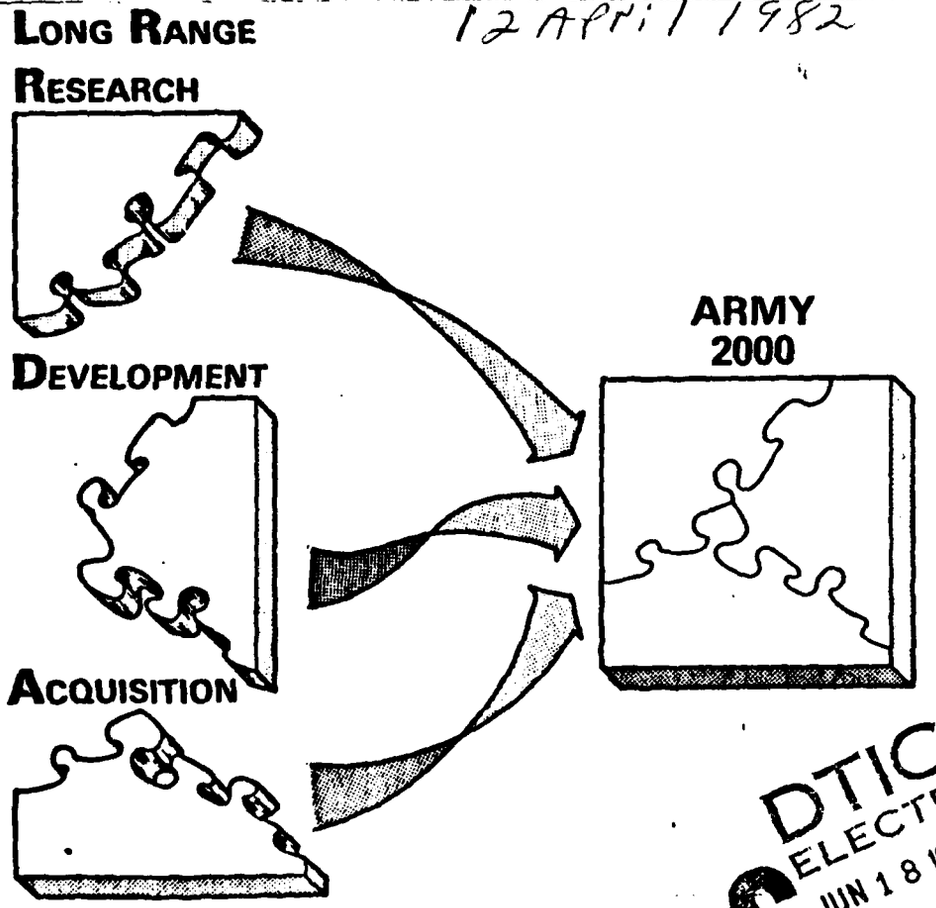

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LONG RANGE PLANNING

"…. Deals not with future decisions but with the future impacts of current decisions."

"….A process directed toward making today's decisions with tomorrow in mind and a means of preparing for future decisions so that they may be made rapidly, economically, and with as little disruption as possible."

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LONG RANGE RDA PLANNING

► Long range RDA planning is:

- A methodology to re-orient our thinking process
- A roadmap of how to get to the Army of the future
- A means of stabilizing the RDA process
- A means of estimating and considering the future implication of current decisions
- To assist in making decisions more rapidly, more economically, and with less disruption
- An integration of on-going planning efforts
- Coupled to the Army Program Objective Memorandum (POM) and its Extended Planning Annex (EPA)
- Mission Area-oriented
- A process, not a product

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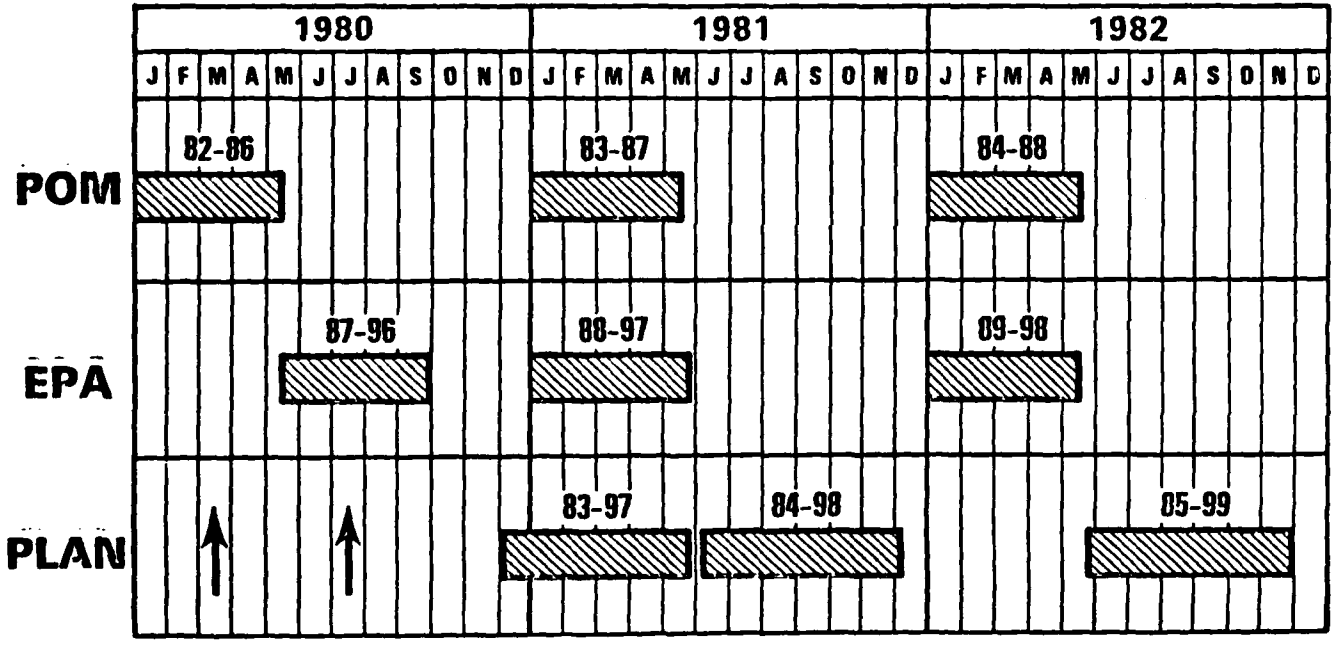
LONG RANGE RDA PLANNING
POM/EPA INTERFACE



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LONG RANGE PLANNING

"The following are Department of Defense acquisition management principles:

"1. To improve long-range planning to enhance acquisition program stability.

"....."

Frank C. Carlucci
Deputy Secretary of Defense
Memorandum to DoD Officials, Apr 81

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LONG RANGE RDA PLANNING

"A. Recommendations:

(1) Establishment of a long range systems planning team to design the architecture of the Army as a system."

1981 Army Science Board Meeting
Aug 81

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LONG RANGE RDA PLANNING

"The plan will provide a mechanism to develop a common denominator for comparison of dissimilar systems.

"Since no such mechanism currently exists, one which will optimize return on investment needs to be developed. This plan will be translated into a long range research, development and acquisition plan against which we can measure progress and weigh the value of making changes.

"....The acquisition plan must be consistent with sound tactical and logistical judgment."

E. C. Meyer
General, U.S. Army
Chief of Staff
Feb 80

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LONG RANGE RDA PLANNING

"The cornerstone of our efforts should be to stabilize the materiel acquisition process...."

"....Our highest priority task if we are to systematically and economically equip a modern Army to fight in the year 2000."

"Concerning the need for a long range plan -- "I don't need a briefing, I am sold." "Who isn't?"

Jay R. Sculley
Assistant Secretary of the Army
For Research, Development, and
Acquisition, Nov 81

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LONG RANGE RDA PLANNING

"LONG RANGE RDA PLANNING IS A MUST IF WE ARE TO INSURE THAT WE ARE HEADED IN THE RIGHT DIRECTION AND ARE SPENDING OUR DOLLARS ON THE RIGHT THINGS . . ."

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JAMES H. MERRYMAN
LIEUTENANT GENERAL, DCSRDA
JANUARY 1982

LONG RANGE RDA PLANNING

"I would particularly call your attention to Item 1... Long Range Planning: DSCRDA, in conjunction with DCSOPS and the rest of the ARSTAF, has initiated a detailed planning effort to improve this heretofore rather uncoordinated area."

Donald R. Keith
Lieutenant General, DCSRDA
Memorandum to the Chief
of Staff, Aug 80

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LONG RANGE RDA PLANNING

- Long range planning was:
  - Before 1974 – a function of
    - The Assistant Chief of Staff for Force Development (ACSFOR)
    - The Combat Developments Command (CDC)
  - After 1974 (ARSTAF reorganization)
    - Coordinated by the DCSOPS
    - Performed on a functional basis by ARSTAF offices
  - Not systematically attempted by the Army Staff before 1980

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LONG RANGE RDA PLANNING

- Roots of the problem
  - RDA focus on short-term Vietnam needs
  - Dissolution of OACSFCR and CDC
  - Procurement "catch-up"
  - Neglect of Combat Service Support
  - Failure to identify total cost of fielding new systems
  - Changing face of American industry
  - Aging fleet
  - Inflation
- Results in:
  - Procurement "bow wave"
  - Discontinuities in
    - Funding of programs (on-off, stretchouts)
    - FYDP and EPA
    - Cost and procurement quantities
    - Procurement quantities and force structure
    - RDTE and tech base
  - Neglect of war reserves
  - Deficiencies in industrial preparedness
  - Deterioration of both public and private industrial base

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LONG RANGE RDA PLANNING

► Goals:
- Design the process that will produce an effective modern army
  - Define implementing procedures
  - Institutionalize
  - Stabilize
- Provide better linkage of
  - FYDP and EPA
  - RDTE and procurement
  - LRRDAP process and the PPBS
- Provide a baseline for coordinated RDA actions
- Incorporate OSD, JCS, and Army planning guidance in RDA portion of PPBS
- Exact minimal additional burden or resources
- Participation by industry
- Active participation by ARSTAFF and subordinate commands

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LONG RANGE RDA PLANNING – THE ORGANIZATION

	TECHNOLOGY INTERFACE	COORDINATION AND APPLICATION
ACTION:	DIRECTOR OF ARMY RESEARCH (AR)	PROGRAM COORDINATION TEAM (PP)
Focus:	Interface with: Laboratories Academia Industry	Interface with: ARSTAF and MACOMS Non-Tech base commitments/needs POM/budget
Objective:	Identify emerging technology	Attain successful interface and produce plan
Medium:	(1) Army technology base (2) Overwatch advanced development	(1) All Army functional areas to equip force (2) Long range RDA plan (3) Extended planning annex (EPA)
LR concern:	(1) Army long range thrusts capture best technology opportunities (2) Army long range commitments are feasible and supported by tech base plan of execution	(1) Full coordination (2) Mechanics and organization to prepare plan (3) ADP assets to produce plan (4) Coordinated narrative statement of plan (5) Execution of EPA (6) Marketing of LR RDA planning process (7) Expeditors

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LONG RANGE RDA PLANNING

► Key dates and events

• Sep-Oct 79	Tasker from ASA (RDA) and DCSRDA
• Sep 80	Long range planning cell established in ODCSOPS
• Oct 80	Long range planning process approved by CSA
• Dec 80	ODCSRDA initiated process
• Jul 81	First long range RDA plan (FY 83-97) completed
• Jul 81	Baseline long range RDA plan (FY 84-98) distributed for review and comment
• Oct 81	Responses on FY 84-98 baseline plan received
• Dec 81	Final input preparation for long range RDA plan (FY 84-98) completed
• Jan 82	Review FY 84-98 LRRDAP
• 29 Jan 82	Publish FY 84-98 LRRDAP

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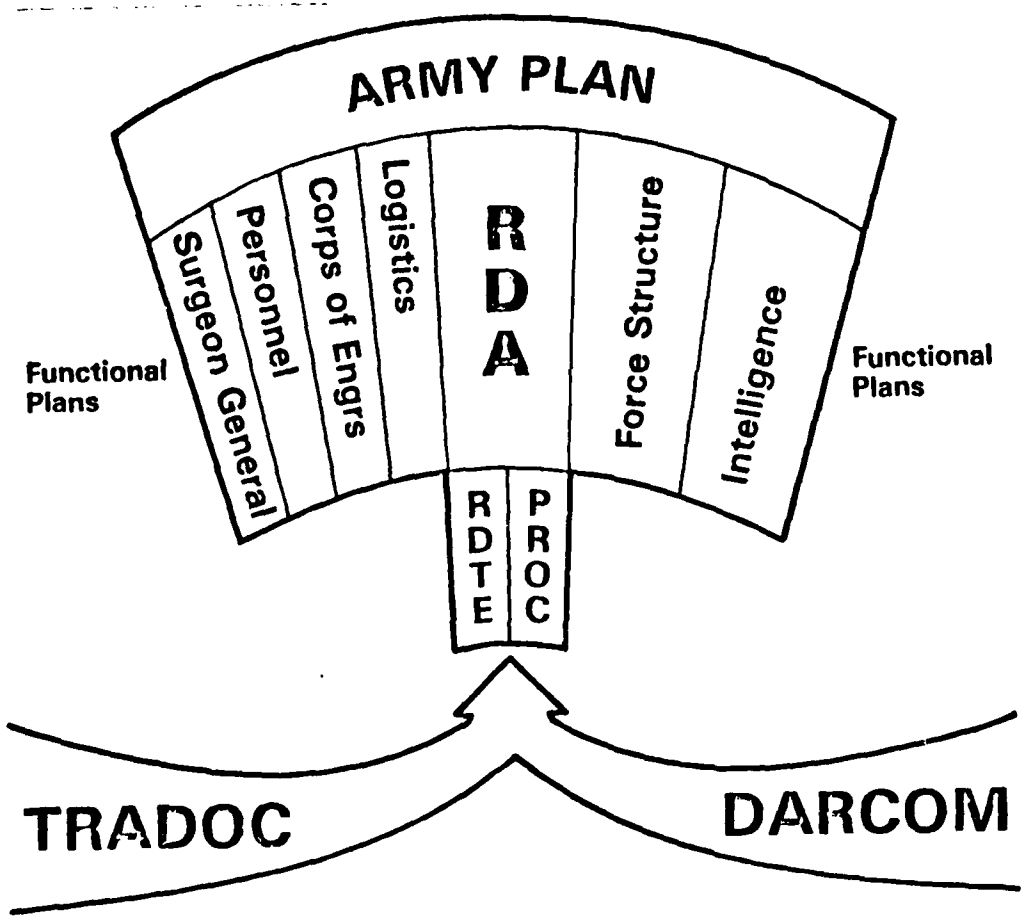
ARMY LONG RANGE PLANNING INTERFACES



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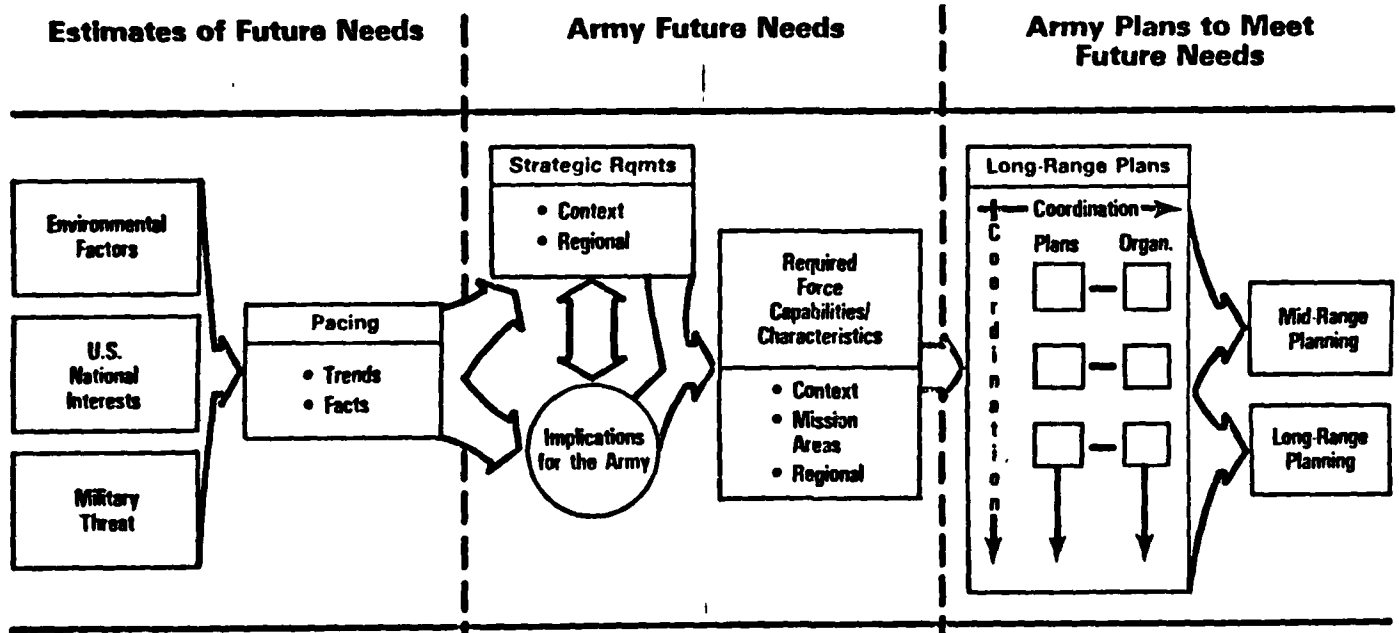
ARMY LONG RANGE PLANNING SYSTEM
MACRO OVERVIEW



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SELECTED IMPACT PRODUCTS

- Jt Long Range Strat Appraisal
- Army Long Range Appraisal
- Army Environments 85-95
- Strat Studies Institute Base Dynamics Document
- Army Environment – 2000
- Strat Rqmts for Army 2000
- Global 2000

- Jt Long Range Strat Appraisal
- Army Long Range Appraisal
- Mission Area Analysis (TRADOC)
- Strat Rqmts for Army – 2000
- Air-Land Battle – 2000
- Army Environment – 2000
- Force Capabilities – 2000

- Army Long Range Plan
- LR RDA Plan
- Science and Technology Objectives Guide
- Mission Area Analysis (HQ DA)
- Extended Planning Annex (EPA)
- Battlefield Development Plan

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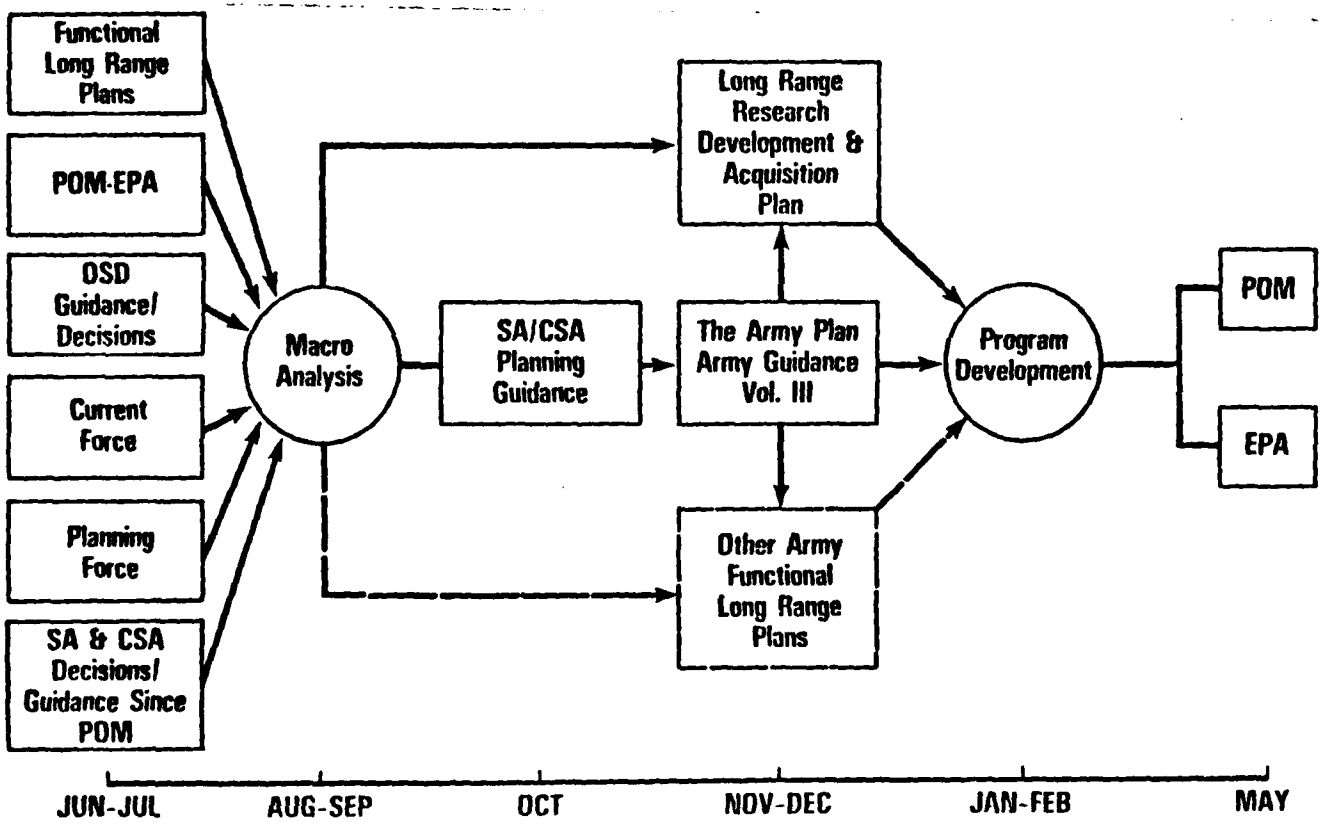
ARMY LONG RANGE PLANNING



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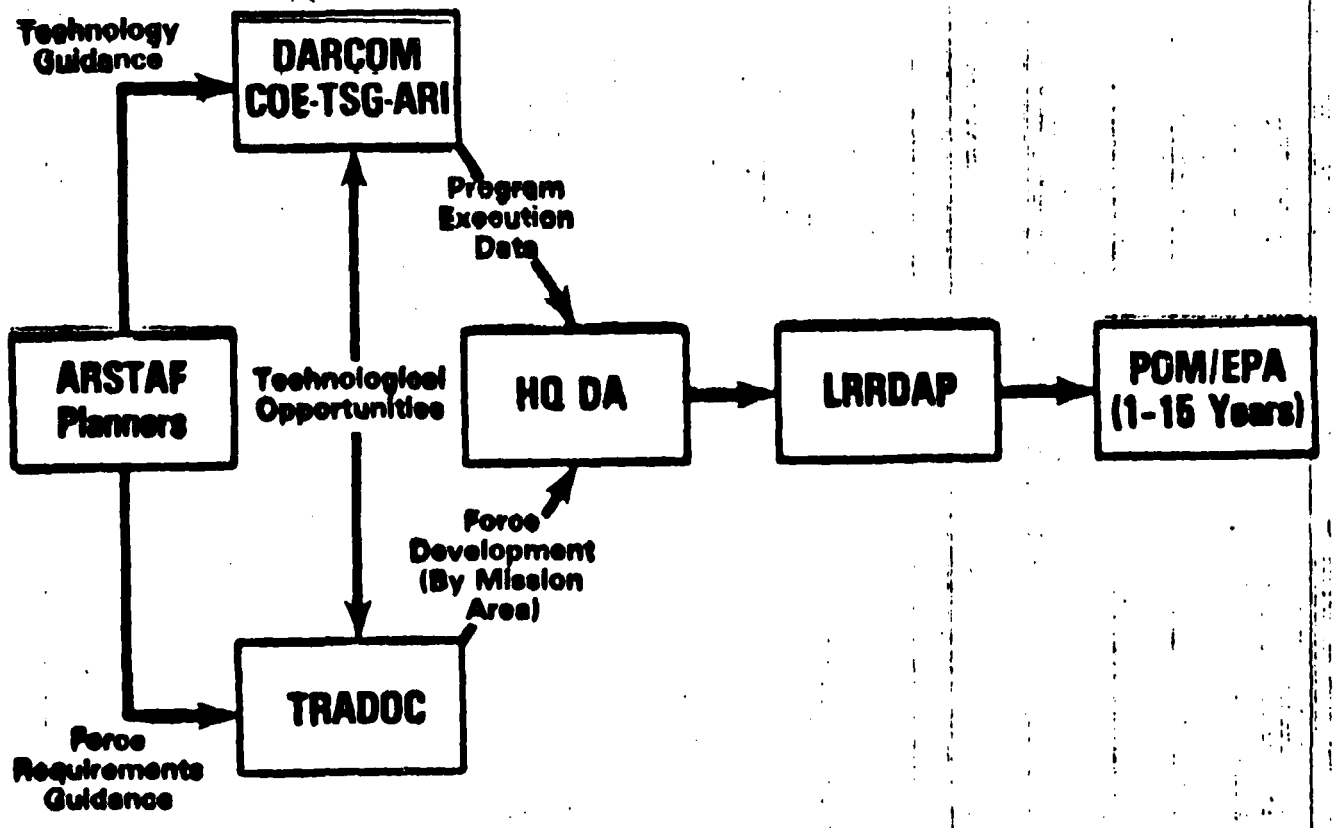
DA RDA PLANNING PROCESS



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LONG RANGE RDA PLANNING

- Mission and functional area analysis
  - Identify tasks to be performed
  - Determine present and projected capabilities
  - Identify deficiencies
  - Recommend solutions
  - Identify technology opportunities

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LONG RANGE RDA PLANNING

- Characteristics of plan
  - Kept simple to operate and maintain as a system
  - Executive summary - type briefing book (P&P)
    - Information for senior decision-makers
      - Background
      - Mission area format
      - Displays trends/changes
    - Basis for DCSRDA guidance
  - Detailed backup (directorates)
    - Long range RDA planning data base
    - RDTE and procurement worksheets
  - Flexible data base (ARDAISA and CRTs)
    - Rapid graphical/tabular display of selected portions
    - Portrays alternatives

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LONG RANGE RDA PLANNING

► ARSTAF/DASC RESPONSIBILITIES

- Extend range of thinking – 5 to 15 years
- Become familiar with MAA requirements in your area of interest
- Coordinate with OPS/TRADOC on prioritization of systems to respond to MAA deficiencies considering
  - Costs
  - Quantities
  - Feasibility
- Maintain overview of emerging technologies
  - Laboratories
  - Other military departments
  - Industry
  - Academia
- Valid procurement quantities/cost estimates for selected future systems for inclusion in RDA long range plan

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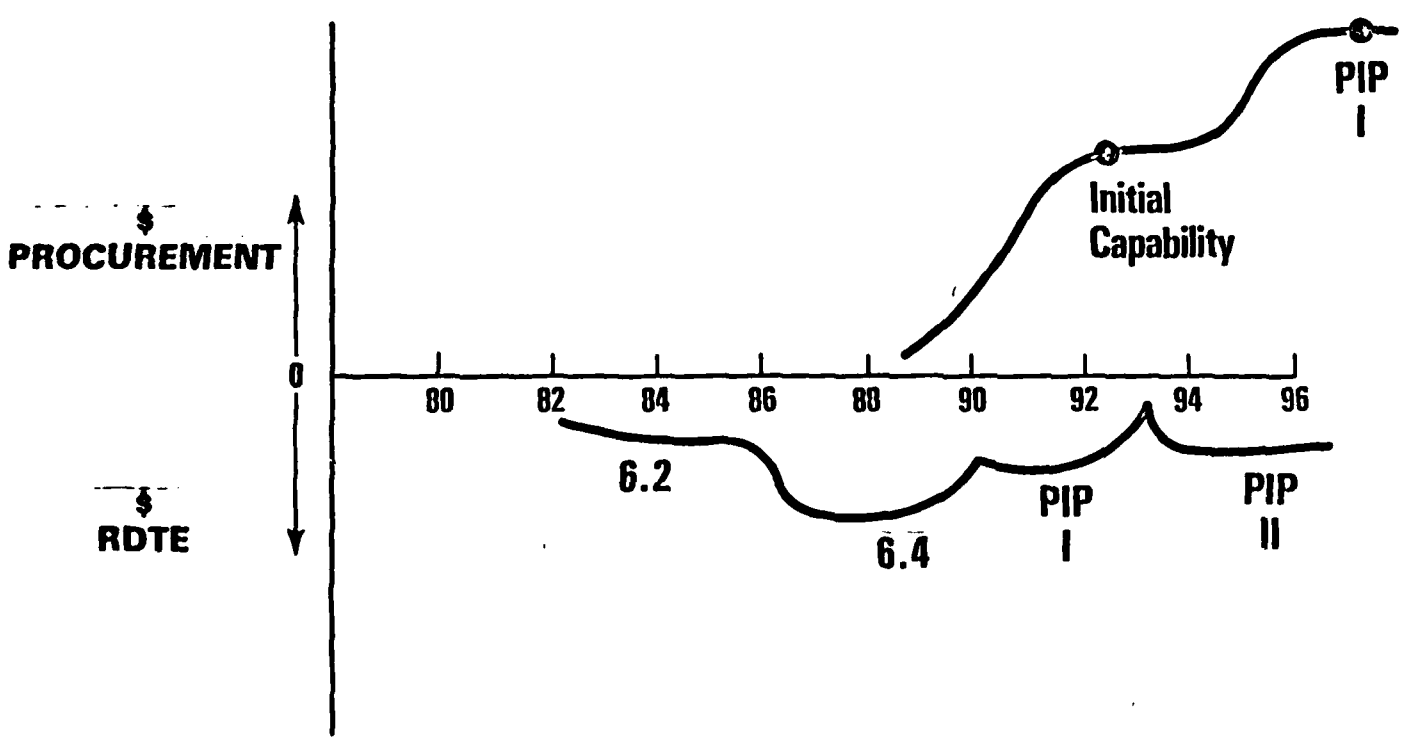
LONG RANGE RDA PLANNING
BACKWARD PLANNING



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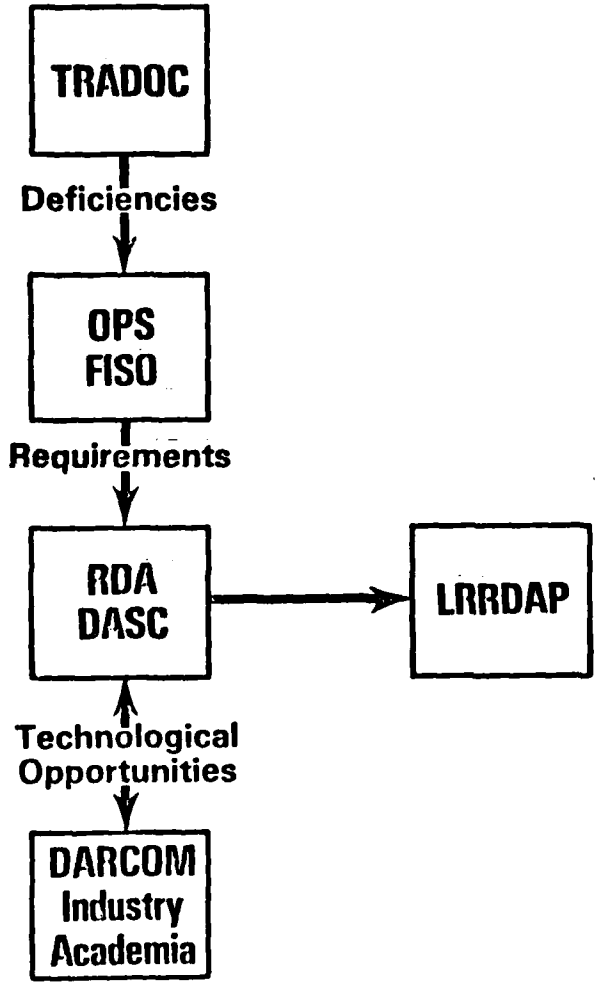
LONG RANGE RDA PLANNING



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TECHNOLOGY BASE PROJECTION

AREA OF EMPHASIS	85	90	95	00
Armor/Armor Penetration	(ADV LT-WT MTLS) (2D GENR KE PENT) (TANDEM CE MUN) (MULTI-MSN CE RD)			
Gun Propulsion	(CASELESS PROP) (LO-TEMP BURNING) (LO-VUL AMMO) (INTEGR BOOSTER/SUSTAINER) (LIQUID PROP) (ELECTRO-MAG GUN)			
Micro/Millimeter Wave	(BATTLEFIELD IFF) (MMW FIRE CTL) (ALL-WEA TERM GUID)			
Smoke/Aerosols	(FAR IR SCREEN) (OBSCURANT EFFECTS) (MULTISPECTRAL SCREEN)			
Fire Control	(LO COST THERM SIGHT) (INRT METRO DATA) (CHG INJECTION DEVICE)			
C^3I	(URBAN COMMO) (AUTO SOFTWARE DEV) (INRT MC&G XMSN) (TAC/STRAT INTERFACE) (SECURE VOICE XMSN) (LO COST NAV SYS) (PASSIVE STAND LOC)			
Energy	(CERAMIC TURBINE) (LONG-LIFE BTRY) (ALT FUEL CAP) (HEAT RECOV DEVICE) (MAG HYDRODYN PWR)			
Microelectronics	(LO COST VHSIC) (MULTI-OPTION FUZES) (CANNON HARDENED CIRCUITRY)			

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LONG RANGE RDA PLANNING

► Responsibilities

• TRADOC	Mission area analysis Interface with DARCOM
• DARCOM	Acquisition planning – S&T – Development – Procurement
• "Little Three" (COE-TSG-ARI)	Functional mission analysis
• ARSTAF	Guidance Integration/tailoring Plan preparation POM/EPA preparation Interface with PPBS

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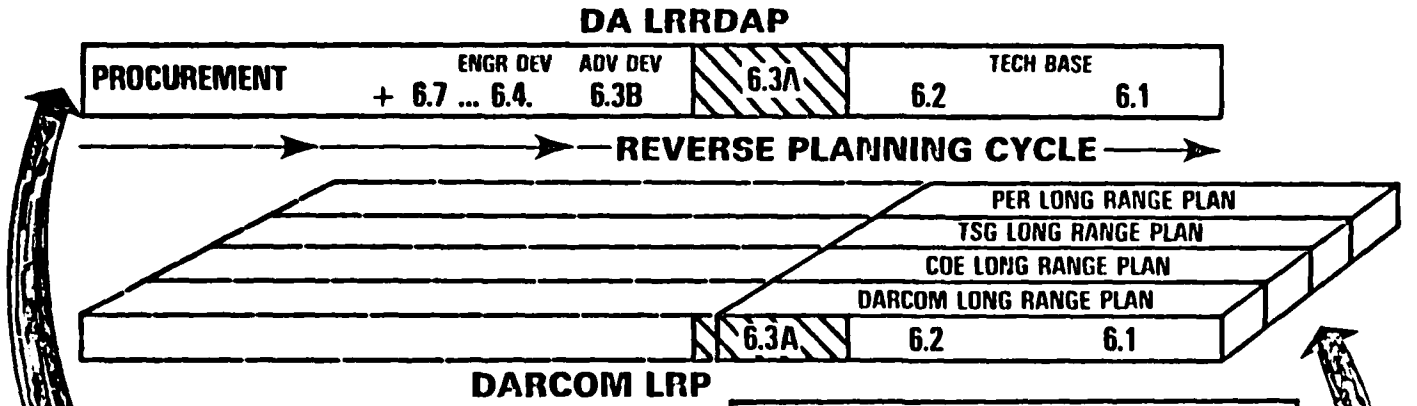
DA LRRDAP & DARCOM LRP INTERFACE



- Volume I -- Executive summary
- Volume II -- Analysis
  - RDT&E & procurement
  - By mission area
- Volume III
  - RDTE & procurement
  - By mission area
- Selected item display
- 100% of POM TOA
- Army prioritization (OPS)
- Prioritization
  - 1-N
  - Requirements based
- Systems oriented
- Reflective of planned Army 2000

- Cover letter/executive summary
- Future thrusts
- 15 years
- Volume I
  - Mission area
  - Development plan
  - Acquisition plan
  - Interface w/LRRDAP
- Volume II
  - Mission area
  - Technology opportunities (MENU)
    - Available/emerging technologies
    - Supporting research plans
- Army prioritization
- Prioritization by bands
  - A-E
- Technology oriented

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LONG RANGE RDA PLANNING

- The LRRDAP is driven by:
  - Studies and analysis for Army planning consideration:
    - Army Science Board
    - Defense Science Board
    - Etc
  - Documentation approved for conceptual planning:
    - Army Environment 2000
    - Strategic Requirements 2000
    - Force Capabilities 2000
    - Air-land Battle 2000
  - Guidance for implementation:
    - Commanders' conference
    - Defense guidance
    - Army guidance
    - Chief of Staff Army guidance

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LONG RANGE RDA PLANNING

- Rules for plan-building
  - Consider identified goals and issues
  - Develop realistic acquisition cycles
    - IOCs and PIs/P^3Is
    - Use backward planning
  - Do not exceed
    - RDTE and procurement TOAs
    - Manpower end strengths
    - MCA TOA
  - Construct a realistic, accurate data base
    - AAOs
    - Costs
  - Take advantage of technology leverage and opportunities
  - Emphasize staff coordination
    - All tails (maintenance, depot, skills, training, MCA, force structure) must be in sync.

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LONG RANGE RDA PLANNING

- Apply technology leverage to:
  - Modernization
  - Readiness
  - Strategic deployability
  - Chemical/nuclear readiness
  - Survivable C^3
  - Sustainability and combat support
  - Battlefield mobility
  - Extended range
    - Target acquisition
    - Point target delivery
  - Improved capabilities in
    - Urban terrain
    - Unconventional warfare
    - Nuclear blackmail situations
  - Revitalization of industrial/mobilization base
  - Soldier-machine interface

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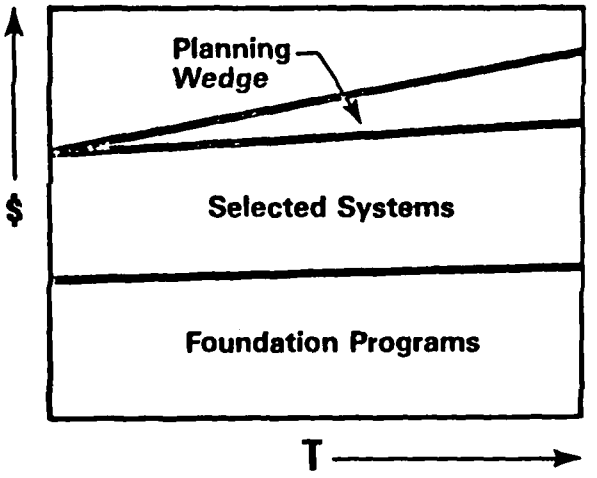
LONG RANGE RDA PLANNING
PRESENTATION

- ► Selected systems visible
  - Dollar threshold
  - Priority threshold
  - 6.3, 6.4, *procurement*
- ► Foundation programs
  - Under threshold
  - Functionally similar
  - Prioritized as group
- ► Planning wedges
  - Unplanned inflation
  - Cost growth
  - Unplanned contingencies



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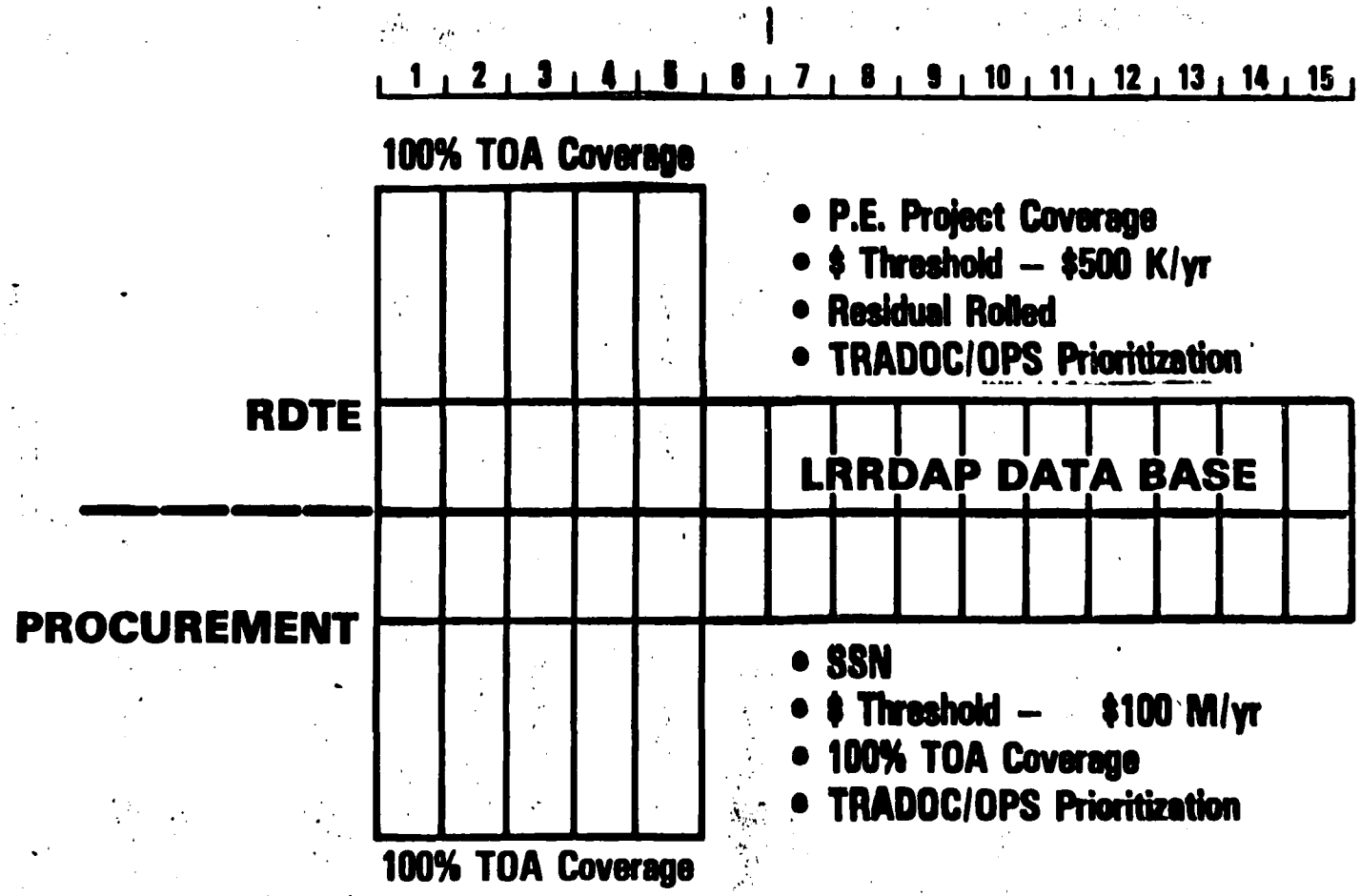
DATA BASE INTERFACE



- P.E. Project Coverage
- $ Threshold – $500 K/yr
- Residual Rolled
- TRADOC/OPS Prioritization

- SSN
- $ Threshold – $100 M/yr
- 100% TOA Coverage
- TRADOC/OPS Prioritization

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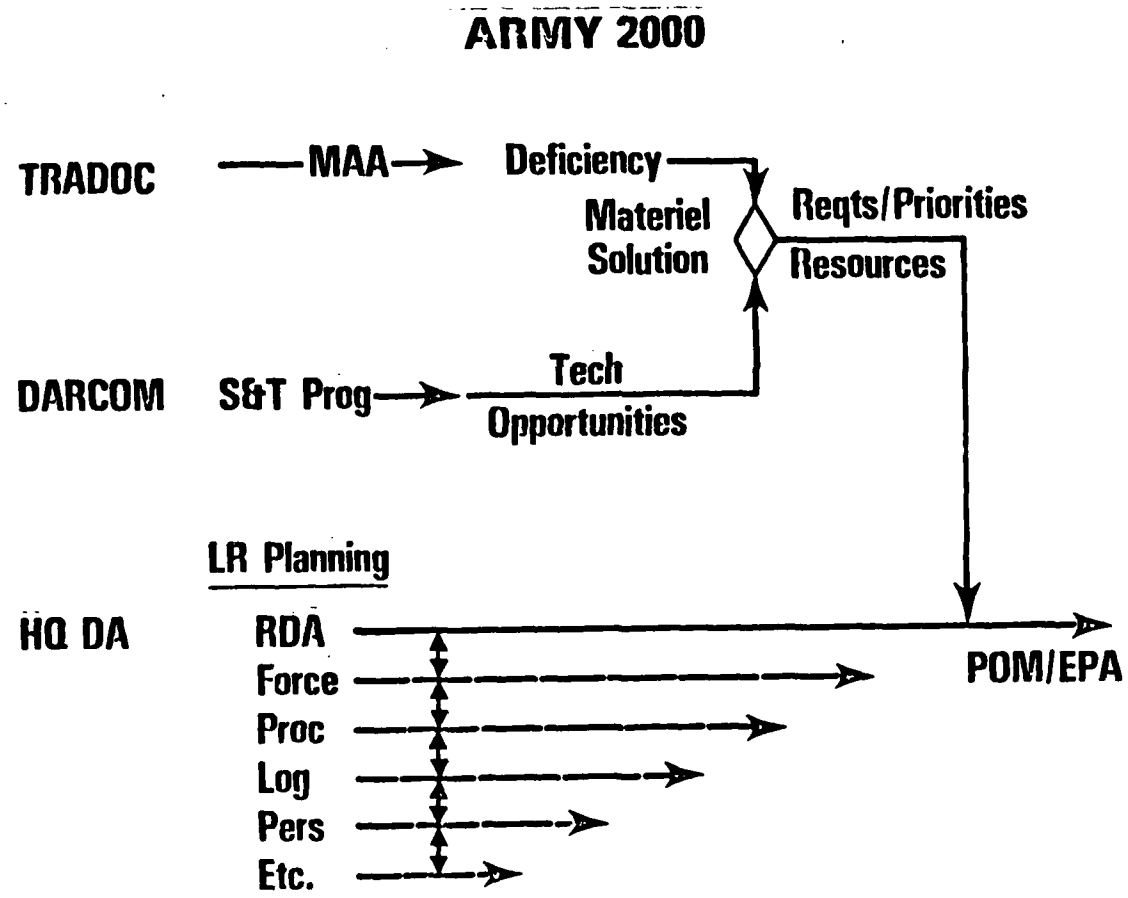
LONG RANGE RDA PLANNING



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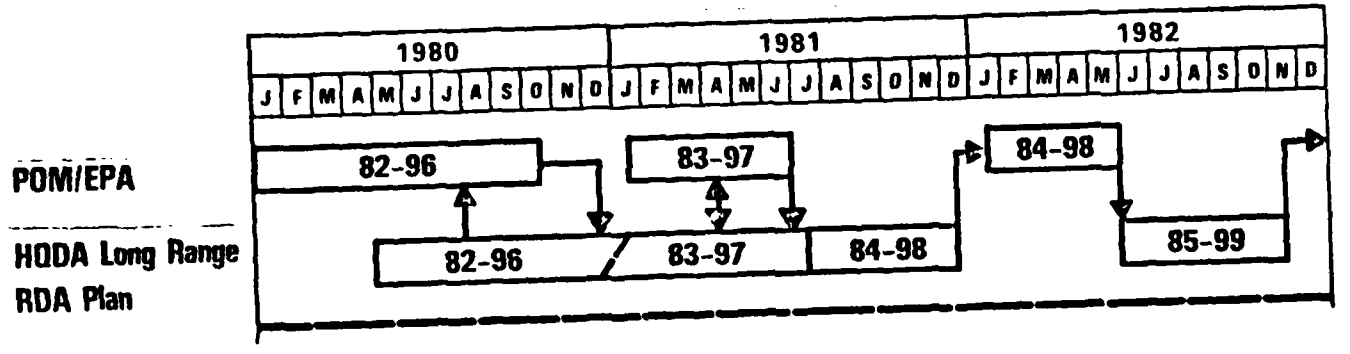
LONG RANGE RDA PLANNING INTERFACES



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LONG RANGE RDA PLANNING

- Decentralization to Services
- Realistic long range RDA planning
- Comprehensive long range RDA data base lead to –

  STABILITY OF PROGRAMS
  CONSISTENCY OF POLICY/PRIORITIES

- Evolutionary, not revolutionary planning changes
- Reduced annual rejustification/data requirements
- Common HQ DA/MACOM program data
- Improved communication/coordination
  - HQ DA internal
  - HQ DA – MACOMs
  - TRADOC – DARCOM

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LONG RANGE RDA PLANNING

- Decentralization to Services
- Realistic long range RDA planning
- Comprehensive long range RDA data base lead to –

  STABILITY OF PROGRAMS
  CONSISTENCY OF POLICY/PRIORITIES

- Continuity of funding
- Predictability of requirements
  – and of technological opportunities
- Visibility to industrial and mobilization base
- Enhance opportunity for Army – industry partnership

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LONG RANGE RDA PLANNING

- Reemphasizes:
  - RDA-OPS coordination
  - The Army as a system of systems
  - Integration of
    - Existing plans
    - RDTE and procurement
    - FYDP and EPA
  - The P in PPBES

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LONG RANGE RDA PLANNING

- Management objectives for 1981-82
  - Focus on process not product
    - Stabilize
    - Evaluate
  - Mature the process
  - Market the concept
  - Educate users and managers

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LONG RANGE RDA PLANNING

- Institutionalization
  - Chief of Staff
    - Approval of process
    - Chief of staff regulation 11-15
  - DCSRDA
    - Steering group
    - Guidance
    - Responsibility
      - Plans and Programs
      - Director of Army Research
      - Materiel Directorates
    - Program Coordination Team
  - Completion of 1st cycle
  - FY 84-98 update under way
  - Evaluation of process

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LONG RANGE RDA PLANNING

- Where do we stand now?
  - Army planning process emerging
  - LRRDAP in third iteration
  - Emphasis on process, not on product
  - Quality of plan totally dependent on validity of inputs
  - Need continuous support at all levels

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LONG RANGE RDA DATA BASE
USERS' MANUAL
PROGRAM OBJECTIVE MEMORANDUM/EXTENDED PLANNING ANNEX
FY83-98

1 NOVEMBER 1981

UNITED STATES ARMY
RESEARCH DEVELOPMENT AND ACQUISITION
INFORMATION SYSTEMS AGENCY

252-11-11-81-66

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LONG RANGE RDA DATA BASE USERS' MANUAL

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LRRDAP

CHART 1 (INTRODUCTION)

THIS PRESENTATION IS DESIGNED TO ACQUAINT THE USER WITH THE LONG RANGE RESEARCH, DEVELOPMENT AND ACQUISITION PLAN, IT'S ORGANIZATION, AND UTILITY. LONG RANGE RESEARCH, DEVELOPMENT AND ACQUISITION PLANNING (LRRDAP) IS IN IT'S THIRD ITERATION AND COMPLIES WITH CHIEF OF STAFF ARMY REGULATION 11-15 DIRECTING ARMY LONG RANGE PLANNING. IT REPRESENTS THE FIRST COMPREHENSIVE PLAN TO PORTRAY A 20 YEAR THREAT HORIZON, A 15 YEAR DISCREET RDTE & PROCUREMENT DISPLAY BY SYSTEM, COST AND QUANTITIES DISPLAYED BY YEAR AND IS REFLECTIVE OF AN ARMY PRIORITIZATION, ONE TO N, BY YEAR. THIS PLAN HAS BEEN BRIEFED THROUGHOUT THE ARMY AND WITHIN OSD. IT HAS BEEN WELL RECEIVED AND IS CONSIDERED A COMPREHENSIVE AND COMPLETE DOCUMENT BY KEY ARMY LEADERSHIP. IT IS A PLAN, NOT A "PRE-PROGRAMING" DOCUMENT AND IS SETTING THE STANDARD NOT ONLY IN THE ARMY, BUT IN THE DEPARTMENT OF DEFENSE.

CHART 2

METHODOLOGY DEVELOPMENT BEGAN WITH AN ACADEMIC DEFINITION AS SHOWN. OUR FOCUS IS ON THE PROCESS OF MAKING ENLIGHTENED DECISIONS TODAY THAT WILL LEAD TO MORE TIMELY AND ECONOMICAL MATERIEL PROCUREMENTS WITH MINIMUM SYSTEMIC DISRUPTION. STABILITY IN DECISIONMAKING IS THE KEY TO MINIMIZING PERTURBATIONS IN THE MATERIEL ACQUISITION PROCESS.

CHART 3

THIS IS THE APPROVED DEFINITION OF LONG RANGE RESEARCH, DEVELOPMENT AND ACQUISITION PLANNING. IT IS A METHODOLOGLY TO REORIENT OUR THINKING PROCESS. IN THE PAST MOST ACTION LEVEL PERSONNEL AND TOP LEADERSHIP HAVE BEEN ORIENTED ON A FIVE YEAR HORIZON COMPATIBLE WITH THE FIVE YEARS OF THE POM. THE THIRD BULLET IS THE KEY: STABILIZING THE RDA PROCESS. WE MUST CONVEY TO THE USER THAT WHAT THE LONG RANGE RESEARCH, DEVELOPMENT AND ACQUISITION PLAN REPRESENTS IS A PROCESS, NOT JUST A PRODUCT LIKE SO MANY OTHERS THAT ULTIMATELY FINDS ITS WAY TO THE BOTTOM OF A SAFE. IT IS A LIVING DOCUMENT AND ONE THAT ACTION LEVEL PERSONNEL NEED TO UTILIZE ON A DAILY BASIS.

CHART 4

THIS CHART DISPLAYS GRAPHICALLY WHAT THE LONG RANGE RDA PLAN DOES. SHOWN ON THE TOP LEFT IS POM 82-86 ASSEMBLED DURING CALENDAR YEAR 1980. WHEN THIS POM WAS CONSTRUCTED IT WAS IN AN ATMOSPHERE WITHOUT THE BENEFIT OF PLANNING. NOT ONLY WERE THERE INDISCRIMINATE REPRIORITIZATIONS BUT MANY NEW PROGRAMS INSERTED AT RANDOM AND A NUMBER OF EXISTING PROGRAMS CANCELLED OR REDUCED THUS INDUCING PROGRAMMATIC INSTABILITY. DURING CALENDAR YEAR 1980 THE FIRST EXTENDED PLANNING ANNEX WAS DEVELOPED AS SHOWN ON THE LEFT OF THE CHART. THE EXTENDED PLANNING ANNEX WAS A STRAIGHT LINE PROJECTION OF THE POM AND WAS NOT A CONCEPT BASED, REQUIREMENTS DRIVEN, PLANNING DOCUMENT. SHOWN IN THE MIDDLE OF THE CHART WAS THE EFFORT DURING CALENDAR YEAR 1981 TO ASSEMBLE THE FY 83-87 POM; THE FY 88-97 EXTENDED PLANNING ANNEX, AND THE FIRST LONG RANGE RESEARCH, DEVELOPMENT AND ACQUISITION PLAN FOR FY 83-97 AS SHOWN ON THE BOTTOM OF THE CHART. THIS PLANNING

EFFORT WAS COMPLETED IN JULY 1981. THE PLAN WAS THEN SENT BACK TO THE ARMY STAFF, THE DARCOM, AND THE TRADOC FOR UPDATE REFLECTING FY 84-98. THE PRIMARY PURPOSE: STABILIZE THE INVESTMENT ACCOUNTS AND HAVE A POM START POINT FOR FY 84-88. THE FY 84-98 LONG RANGE PLAN WAS PUBLISHED ON THE 29th OF JANUARY 1982 AND SERVED AS THE START POINT POM 84-88. FOLLOWING THE COMPLETION OF POM BUILDING THE NEXT STEP WILL BE TO ACCOMPLISH THE EXTENDED PLANNING ANNEX. SUBSEQUENT TO THE BUILDING OF THE POM AND THE EXTENDED PLANNING ANNEX, THE PLAN WILL BE TURNED BACK TO THE FIELD FOR UPDATE AND PREPERATION OF THE FY 85-99 LONG RANGE RESEARCH, DEVELOPMENT AND ACQUISITION PLAN SO IT CAN SERVE AS THE START POINT FOR POM 85-89. IN SUMMARY, THE LONG RANGE PLAN IS INDICATIVE OF CONCEPT BASED REQUIREMENTS, LOOKS TO THE FUTURE, DETERMINES WHAT EQUIPMENT WE NEED TO FIGHT THE BATTLE OF THE YEAR 2000, AND THEN REVERSE PLANS TO DEVELOP SUPPORTING TECHNOLOGIES AND PRODUCTION FACILITIZATION LEADING TO REQUIRED PROCUREMENTS. THE INITIAL BUILDING OF POM 84-88 UTILIZED IN EXCESS OF 80% OF THE SYSTEMS DISPLAYED IN THE LONG RANGE RDA PLAN FOR FY 84-98.

CHART 5

IN ORDER TO ACCOMPLISH A PROGRAM OF THIS MAGNITUDE SUPPORT IS NEEDED FROM A WIDE SEGMENT OF BOTH ARMY AND OSD LEADERSHIP. CHART 5 IS A STATEMENT BY DEPUTY SECRETARY OF DEFENSE, MR. FRANK CARLUCCI.

CHART 6

THE RECOMMENDATION OF THE 1981 ARMY SCIENCE BOARD MEETING.

CHART 7

THE CHIEF OF STAFF OF THE ARMY CLEARLY ARTICULATED A NEED FOR LONG RANGE RDA PLANNING. HE ALSO DIRECTED THE DEVELOPMENT OF A COMMON DENOMINATOR FOR THE COMPARISON OF DISSIMILAR SYSTEMS. THIS TASKING IS EXPLORED LATER DURING THIS PRESENTATION.

CHART 8

ONE OF OUR STRONGEST SUPPORTERS, DR. SCULLEY, THE ASSISTANT SECRETARY OF THE ARMY FOR RESEARCH, DEVELOPMENT AND ACQUISITION.

CHART 9

LTG MERRYMAN, DEPUTY CHIEF OF STAFF FOR RESEARCH, DEVELOPMENT AND ACQUISITION.

CHART 10

GENERAL KEITH, FORMER DEPUTY CHIEF OF STAFF FOR RESEARCH, DEVELOPMENT AND ACQUISITION, AND PRESENTLY THE COMMANDER OF THE DEVELOPMENT AND RESEARCH COMMAND. THE DEVELOPMENT AND RESEARCH COMMAND ALSO HAS THEIR OWN LONG RANGE PLANNING PROCESS AND IS FULLY COMPATIBLE WITH THE HQ, DEPARTMENT OF THE ARMY LONG RANGE RESEARCH, DEVELOPMENT AND ACQUISITION PLAN.

CHART 11

HOW HAS PLANNING BEEN DONE IN THE PAST? BEFORE 1974 IT WAS THE RESPONSIBILITY OF THE ASSISTANT CHIEF OF STAFF FOR FORCE DEVELOPMENT AND THE COMBAT DEVELOPMENTS COMMAND. AFTER THE REORGANIZATION IN 1974 THERE IS LITTLE EVIDENCE THAT COMPREHENSIVE LONG RANGE ARMY PLANNING WAS ACCOMPLISHED. EVIDENCE OF A SYSTEMATIC ATTEMPT BY THE ARMY STAFF TO DO COMPREHENSIVE LONG RANGE PLANNING OR LONG RANGE RDA PLANNING BEFORE CALENDAR YEAR 1980 CANNOT BE FOUND.

CHART 12

THE ROOT CAUSES OF THE NEED FOR LONG RANGE RDA PLANNING ARE SHOWN ON THIS CHART. THEY RESULTED IN A PROCUREMENT BOWWAVE. THE VIETNAM CONFLICT CAUSED A TRANSFERRENCE OF FUNDS FROM THE INVESTMENT ACCOUNTS TO SUPPORT WARTIME REQUIREMENTS. THIS RESULTED IN A PROCUREMENT CATCH UP REQUIREMENT, A SIGNIFICANT INCREASE IN THE AGE OF OUR FLEET, AND THE UNPROGRAMED INFLATION OF THE 80's KNOWN TO ALL ALSO HAD A SIGNIFICANT EFFECT ON THE ARMY'S ABILITY TO PROCURE NEEDED EQUIPMENTS TO MAINTAIN GLOBAL THREAT EQUIVALENCE. THESE PROBLEMS RESULTED IN A SIGNIFICANT PROCUREMENT BOW WAVE OF PRODUCIBLE AND REQUIRED EQUIPMENT; BUT NOT AFFORDABLE BECAUSE OF CONSTRAINED TOTAL OBLIGATION AUTHORITY. THIS RESULTED IN PROGRAMMATIC DISCONTINUITIES AS SHOWN, A DRAMATIC DEGRAGATION IN INDUSTRIAL PREPAREDNESS AS A NATION, AND A SIGNIFICANT DETERIORATION IN BOTH THE PUBLIC AND PRIVATE INDUSTRIAL BASE.

CHART 13

CHART 13 REFLECTS THE RDA GOALS FOR LONG RANGE RESEARCH, DEVELOPMENT AND ACQUISITION PLANNING AS APPROVED BY THE DEPUTY CHIEF OF STAFF FOR RESEARCH, DEVELOPMENT AND ACQUISITION AND THE ASSISTANT SECRETARY OF THE ARMY (RESEARCH, DEVELOPMENT AND ACQUISITON). LONG RANGE PLANNING IS COMPATIBLE WITH THE PPBES SYSTEM. IT DOES EXACT THE MINIMUM AMOUNT OF ADDITIONAL BURDEN ON PERSONNEL. FOR EXAMPLE THERE ARE ONLY TWO PEOPLE WHO WORK FULL TIME ON LONG RANGE RESEARCH, DEVELOPMENT AND ACQUISITION PLANNING IN THE ENTIRE OFFICE OF THE DEPUTY CHIEF OF STAFF FOR RESEARCH, DEVELOPMENT AND ACQUISITION. INDUSTRY HAS BEEN ACTIVE IN THE DEVELOPMENT OF THIS PLAN AND IT HAS BEEN PRESENTED TO A NUMBER OF INDUSTRIAL GROUPS. THE ARMY MUST ALSO CONVINCE INDUSTRY THAT THE ARMY IS DOING COMPREHENSIVE PLANNING AND STABILIZING THE INVESTMENT ACCOUNTS. EVERYTHING WE DO INVOLVES TECHNOLOGY IN THE ULTIMATE PROCUREMENT OF EQUIPMENT. LOGICALLY, THEREFORE, THE QUESTION OF PLANNING INTERFACE WITH THE OFFICE OF THE DIRECTOR OF ARMY RESEARCH IS ANSWERED ON THE NEXT CHART.

CHART 14

CHART 14 EXPLAINS THAT INTERFACE. DR. LASSER, THE DIRECTOR OF ARMY RESEARCH HAS AS A PRIMARY ACTIVITY, THE INTERFACE WITH THE LABORATORIES, ACADEMIA AND INDUSTRY TO IDENTIFY MERGING TECHNOLOGIES THAT CAN BE IDENTIFIED TO SUPPORT PROCUREMENT REQUIREMENTS AND IN DEVELOPING PARAMETERS FOR THOSE PROCUREMENTS. SHOWN ON THE RIGHT IS THE FUNCTION OF THE PROGRAM COORDINATION TEAM. THEY ARE THE ASSEMBLERS OF DATA, COORDINATORS, EXPIDITORS, AND MARKETEERS TO INSURE THAT THE LONG RANGE PLANNING PROCESS IS UNDERSTOOD AND USED THROUGHOUT THE ARMY, DOD, AND INDUSTRY.

CHART 15

THIS CHART SUMMARIZES THE RATHER FAST TRACK THAT THE DEPARTMENT OF THE ARMY STAFF AS WELL AS THE SUBORDINATE COMMANDS HAVE BEEN ON IN DEVELOPING THE FY 84-98 LONG RANGE RDA PLAN, PUBLISHED ON 29 JANUARY 1982.

CHART 16

LET'S SHIFT OUR FOCUS FOR A MOMENT AND TALK ABOUT ARMY LONG RANGE PLANNING AS REQUIRED BY CHIEF OF STAFF REGULATION 11-15. SHOWN ON THIS UMBRELLA CHART THE ARMY PLAN PROVIDES DIRECTION THROUGH VOLUME III OF THE ARMY GUIDANCE. THE REGULATION REQUIRES EACH ARMY STAFF FUNCTIONAL AREA TO DEVELOP THEIR OWN LONG RANGE PLAN. ARMY GUIDANCE IS TOP DOWN AND PROVIDES A FUTURE FORCE STRUCTURE, PARAMETRICALLY MACRO COSTED, THAT DEVELOPS HOW THE FORCE WILL FIGHT THE WAR IN THE YEAR 2000. IT IS ALSO A BOTTOM UP DOCUMENT; THE PRODUCT OF THE TRADOC AND THE DARCOM: OTHER STAFF FUNCTIONAL PLANS ARE EMBRYONIC BUT ARE UNDER DEVELOPMENT AT THIS TIME.

CHART 17

THE ARMY LONG RANGE PLANNING SYSTEM STARTS FIRST WITH AN ESTIMATE OF FUTURE NEEDS AS SHOWN ON THE LEFT BASED ON A THREAT FORCE REQUIREMENT POINT OF VIEW. SHOWN ON THE BOTTOM LEFT ARE A NUMBER OF DOCUMENTS UTILIZED BY ANALYSTS TO DETERMINE TRENDS AND FACTS NECESSARY TO DEVELOP A LONG RANGE ARMY PLAN. IN THE MIDDLE OF THE CHART ARE ESTIMATES OF FUTURE ARMY NEEDS IDENTIFIED AS REQUIRED FORCE CAPABILITIES AND CHARACTERISTICS. SHOWN ON THE BOTTOM IN THE MIDDLE ARE

DOCUMENTS UTILIZED BY PLANNERS TO DEVELOP ESTIMATES OF FUTURE NEEDS. SHOWN ON THE RIGHT ARE THE RESULTANT DOCUMENTS IF THIS ANALYSIS. SHOWN ON THE BOTTOM, IN THE SECOND BULLET, IS THE LONG RANGE RESEARCH, DEVELOPMENT AND ACQUISITION PLAN AMONG MANY OTHER RESULTANT DOCUMENTS.

CHART 18

THE LOGICAL EXTENSION OF THE PROCESS SHOWN ON THE PREVIOUS CHART IS CALLED LONG RANGE ARMY PLANNING MACRO ANALYSIS AS SHOWN ON THE LEFT. IT USES THE DOCUMENTS SHOWN. MACRO ANALYSIS IS ACCOMPLISHED UNDER THE AUSPICES OF THE DEPUTY CHIEF OF STAFF FOR OPERATIONS AND WAR PLANS. ITS ACTIVE MEMBERS INCLUDE A WIDE SPECTRUM OF OFFICERS FROM ACROSS THE ARMY STAFF INCLUDING A MEMBER FROM THE PLANS AND PROGRAMS OFFICE WITHIN THE DEPUTY CHIEF OF STAFF FOR RESEARCH, DEVELOPMENT AND ACQUISITION WHO IS A VOTING MEMBER IN THE MACRO ANALYSIS PROCESS. THIS ANALYSIS, AS PREVIOUSLY DISCUSSED, IS A PARAMETRIC ESTIMATE OF WHAT THE ARMY 2000 WILL COST FROM A MACRO OVERVIEW. THIS OUTPUT AS SHOWN BY THE TOP ARROW FEEDS THE LONG RANGE RESEARCH, DEVELOPMENT AND ACQUISITION PLAN. THE MACRO ANALYSIS IS PRESENTED TO THE CHIEF OF STAFF OF THE ARMY AS MACRO FORCE COSTING ALTERNATIVES. THE CHIEF OF STAFF SELECTS HIS ALTERNATIVE WHICH IS THEN PUBLISHED IN THE ANNUAL ARMY GUIDANCE, VOLUME III. THIS GUIDANCE IS USED FOR PROGRAM DEVELOPMENT WHICH SERVES AS THE BASIS TO BUILD THE POM AND EXTENDED PLANNING ANNEX. SHOWN ON THE BOTTOM PART OF THE CHART BY DASHED LINE ARE THE OTHER ARMY STAFF FUNCTIONAL LONG RANGE PLANS IN DEVLOPMENT.

CHART 19

HOW THEN DOES THIS ARMY PLANNING PROCESS INTERFACE WITH THE HEADQUARTERS, DEPARTMENT OF THE ARMY RESEARCH, DEVELOPMENT AND ACQUISITION PLANNING PROCESS? AS SHOWN ON THIS CHART THE GUIDANCE THAT EMANATES FROM THE MACRO ANALYSIS IS PROVIDED TO THE DARCOM IN THE FORM OF TECHNOLOGY GUIDANCE AND THE TRADOC AS FORCE REQUIREMENTS GUIDANCE. THE DARCOM AND THE TRADOC THEN INTERFACE THRU THE MISSION AREA ANALYSIS PROCESS TO DECIDE WHICH TECHNOLOGICAL OPPORTUNITIES BEST RESOLVE THE FORCE REQUIREMENTS GUIDANCE RECEIVED BY THE TRADOC. THESE RESULTS ARE PROVIDED BY TRADOC TO THE DEPUTY CHIEF OF STAFF FOR OPERATIONS AND PLANS. THE DARCOM PROVIDES THE DEPUTY CHIEF OF STAFF FOR RESEARCH, DEVELOPMENT AND ACQUISITION WITH TECHNOLOGY PROGRAM EXECUTION DATA. REQUIREMENTS AND TECHNOLOGY ARE THEN WELDED TOGETHER BY THE DA STAFF WHICH ULTIMATELY BECOMES THE LONG RANGE RESEARCH, DEVELOPMENT AND ACQUISITION PLAN, AND THE START POINT FOR POM BUILDING.

CHART 20

THE TERMS MISSION AREA ANALYSIS AND FUNCTIONAL AREA ANALYSIS WERE MENTIONED EARLIER. SHOWN HERE ARE THE TASKS THAT BOTH MISSION AREA AND FUNCTIONAL AREA ANALYSIS ACCOMPLISH. SIMPLY STATED IT IS THE IDENTIFICATION OF TECHNOLOGICAL SOLUTIONS TO RESOLVE MATERIEL DEFICIENCIES IDENTIFIED BY THE TRADOC.

CHART 21

SELF EXPLANATORY BUT EXPLICIT. THE LONG RANGE RESEARCH, DEVELOPMENT AND ACQUISITION PLAN HAS BY DESIGN BEEN KEPT SIMPLE AND REALISTIC TO INSURE ITS UTILIZATION BY STAFF PERSONNEL AS A REFERENCE DOCUMENT, ON A DAILY BASIS. THE DATA BASE IS VERY FLEXIBLE AND UTILIZES THE RESEARCH, DEVELOPMENT AND ACQUISITION INFORMATION SYSTEMS AGENCY (RDAISA) CAPABILITY LOCATED AT RADFORD, VIRGINIA. IN THE NEAR FUTURE CRT GRAPHICAL DISPLAYS WILL BE USED BY PERSONNEL IN BOTH THE OFFICE OF THE DEPUTY CHIEF OF STAFF FOR RESEARCH, DEVLEOPMENT AND ACQUISITION AND THE OFFICE OF THE ASSISTANT SECRETARY OF THE ARMY FOR RESEARCH, DEVELOPMENT AND ACQUISITION.

CHART 22

THE PRIMARY POINT OF CONTACT FOR PLANNING WITHIN THE OFFICE OF THE DEPUTY CHIEF OF STAFF FOR RESEARCH, DEVELOPMENT AND ACQUISITION IS THE DEPARTMENT OF ARMY SYSTEM COORDINATOR (DASC). EXTENDING THEIR HORIZON BEYOND THE FIVE YEARS OF THE POM AND STIMULATING THIS INDIVIDUAL TO BECOME FAMILIAR WITH MISSION AREA ANALYSIS REQUIREMENTS IN HIS/HER AREA OF INTEREST BEYOND THE FIVE YEARS OF THE POM, TO A FIFTEEN YEAR HORIZON IS A DEMANDING AND CHALLENGING REQUIREMENT. CONVINCING THE DEPARTMENT OF THE ARMY SYSTEM COORDINATOR (DASC) OF THE NEED TO BECOME FAMILIAR WITH THE DCSOPS/TRADOC PRIORITIZATION OF SYSTEMS, COSTING OF POTENTIAL SYSTEMS FOR INSERTION INTO THE PROGRAM BY DETERMINING THE REQUIRED QUANTITIES, THEIR FEASIBILITY, MAINTAINABILITY, AND PRODUCIBILITY IS A SIGNIFICANT CHANGE IN HORIZON AS THEY EXECUTE DAILY REQUIREMENTS. COST AND QUANTITY ESTIMATES FOR SYSTEMS PLANNED FOR THE BATTLEFIELD 2000, AND THEIR VALIDITY IS THE SOLE RESPONSIBILITY OF THE DEPARTMENT OF THE ARMY SYSTEM COORDINATOR.

CHART 23

THE PLAN IS CONCEPT REQUIREMENTS DRIVEN FOR THE BATTLEFIELD 2000. FROM INITIAL OPERATING CAPABILITY, NEEDED PROCUREMENTS ARE IDENTIFIED AND REVERSED PLANNED, AS SHOWN, INTO THE TECH BASE TO INITIATE NECESSARY ACTIONS TO SUPPORT SPECIFIED FUTURE PROCUREMENTS. ADDITIONALLY, THE USE OF PRODUCT IMPROVEMENTS AS WELL AS PREPLANNED PRODUCT IMPROVEMENTS MUST BE CONSIDERED IN THE BACKWARD PLANNING PROCESS. IT IS NECESSARY TO LOOK AT THE BASIC DESIGN OF EQUIPMENT TO BE PROCURED AND ASSURE THE ABILITY TO EFFICIENTLY ADOPT PREPLANNED PRODUCT IMPROVEMENTS WITHOUT PERTURBATING INITIAL FUNDING AND THE FINAL COST OF THAT PARTICULAR SYSTEM.

CHART 24

THIS CHART SUMMARIZES THE PROCESS. TRADOC IDENTIFIES OPERATIONAL DEFICIENCIES AND REQUIREMENTS. THE TRADOC FEEDS THAT INFORMATION TO THE DCSOPS WHO THEN REVIEWS IT FOR REQUIREMENT VALIDITY. THE DARCOM IDENTIFIES THOSE TECHNOLOGICAL OPPORTUNITIES AND FEEDS THEM TO THE DEPARTMENT OF THE ARMY SYSTEM COORDINATOR WITHIN THE OFFICE OF THE DEPUTY CHIEF OF STAFF FOR RESEARCH, DEVELOPMENT AND ACQUISITION AFTER COORDINATING WITH THE TRADOC. THE REQUIREMENT AND THE TECHNOLOGICAL OPPORTUNITIY ARE THEN PROGRAMMATICALLY INSERTED INTO THE LONG RANGE RDA PLAN THROUGH THE DIRECTORATE OF MATERIEL PLANS AND PROGRAMS.

CHART 25

MENTIONED EARLIER WAS THE NEED TO MENTALLY EXPAND OUR THINKING BEYOND THE POM. SHOWN ON THE LEFT ARE A FEW AREAS OF EMPHASIS AND TECHNOLOGY BASE WORK ONGOING IN THE DARCOM LABORATORIES OR IN THE PRIVATE SECTOR THAT POTENTIALLY COULD BE UTILIZED TO SUPPORT THAT AREA OF EMPHASIS. AWARENESS OF THESE OPPORTUNITIES BY STAFF PERSONNEL EXPANDS THEIR HORIZON AND HELPS GAIN A FULL UNDERSTANDING OF TECHNOLOGIES EMERGING TO SUPPORT THEIR AREA OF INTEREST AND RESPONSIBILITY.

CHART 26

THIS CHART SHOWS LONG RANGE RESEARCH, DEVELOPMENT AND ACQUISITION PLANNING RESPONSIBILITIES FOR THE TRADOC, THE DARCOM, AND THE SO CALLED LITTLE THREE, (THE CORPS OF ENGINEERS, THE SURGEON GENERAL, AND DEPUTY CHIEF OF STAFF FOR PERSONNEL) BECAUSE THEY ALSO HAVE RDTE DOLLARS, AND ULTIMATELY THE ARMY STAFF ITSELF.

CHART 27

THIS CHART ADDRESSES THE INTERFACE BETWEEN THE DEPARTMENT OF THE ARMY LONG RANGE RESEARCH, DEVELOPMENT AND ACQUISITION PLAN AND THE DARCOM LONG RANGE PLAN. EARLIER IN THIS PRESENTATION IT WAS EXPLAINED THAT LONG RANGE RESEARCH, DEVELOPMENT AND ACQUISITION PLANNING REQUIREMENTS ARE CONCEPT BASED AND REVERSED PLANNED TO DETERMINE EQUIPMENT NEEDED ON THE BATTLEFIELD IN THE YEAR 2000. STARTING AT THE TOP LEFT OF THIS CHART, PLANNERS FIRST LOOK AT THE PROCUREMENT REQUIREMENT FOR THE YEAR 2000 AND THEN FOLLOW A REVERSE PLANNING CYCLE TO PROGRAM INTO THE

TECHNOLOGY BASE THOSE SUPPORTING TECHNOLOGIES TO ULTIMATELY SUPPORT THAT SPECIFIC PROCUREMENT. SHOWN IN THE LOWER LEFT CORNER ARE THE ACTUAL DOCUMENTS THAT MAKE UP THE DEPARTMENT OF THE ARMY LONG RANGE RESEARCH, DEVELOPMENT AND ACQUISITION PLAN. FIRST, THE EXECUTIVE SUMMARY WITH GRAPHIC DISPLAYS AND SUMMARIES. SECOND, A VOLUME II ANALYSIS THAT GIVES A SYNOPSIS OF HOW WELL ACTUAL GOALS WERE ACCOMPLISHED IN PROGRAMING SYSTEMS TO FULFILL IDENTIFIED MISSION AREA DEFICIENCIES. VOLUME II ALSO SERVES AS THE BASIS FOR GUIDANCE TO THE FIELD FOR THE UPDATE OF THE NEXT LONG RANGE PLAN: FY 85-99. VOLUME III IS THE DETAILED BACK UP PROCUREMENT AND RDTE SHEETS. THE HEADQUARTERS, DEPARTMENT OF THE ARMY LONG RANGE RESEARCH, DEVELOPMENT AND ACQUISITION PLAN IS A FIFTEEN YEAR PLAN BY MISSION AREA, BY SELECTED ITEM, (SOME ARE NEEDED BECAUSE OF THE LARGE NUMBER OF INDIVIDUAL LINES IN AMMUNITION AND TRUCKS FOR EXAMPLE), IT DOES, HOWEVER COVER 100% OF TOA. IT IS PRIORITIZED BY THE DEPUTY CHIEF OF STAFF FOR OPERATIONS AND PLANS AND PROVIDES A DISCREET, BY YEAR, 1 TO N PRIORITIZATION FOR THE ENTIRE PERIOD OF THE PLAN. IT IS REQUIREMENTS BASED, SYSTEMS ORIENTED, AND IS REFLECTIVE OF THE PLANNED ARMY OF THE YEAR 2000. SHOWN ON THE SECOND SERIES OF LINES IS THE DARCOM LONG RANGE PLAN. AT THE PRESENT TIME IT HAS A TECHNOLOGY BASE FOCUS. THE HEADQUARTERS DA LONG RANGE RESEARCH, DEVELOPMENT AND ACQUISITION PLAN COVERS BOTH PROCUREMENT AND RDTE. IT DOES NOT, HOWEVER, DWELL IN DETAIL ON THE TECHNOLOGY BASE OR COVER EVERY ITEM CONTAINED THEREIN. RATHER, FINITE TECHNOLOGY BASE PLANNING DETAILS ARE THE RESPONSIBILITY OF THE DARCOM AND ARE COVERED IN THEIR LONG RANGE PLAN. THE DARCOM LONG RANGE PLAN CONSISTS OF A COVER LETTER AND AN EXECUTIVE SUMMARY. IT ALSO HAS A SECTION SET ASIDE FOR "FUTURE THRUSTS." BASICALLY FUTURE THRUSTS ARE THOSE CONCEPTS EMERGING BUT THAT HAVE NOT YET MANIFESTED THEMSELVES IN THE FORM OF GUIDANCE. THEY ARE ITEMS TO ALERT THE FIELD TO CONCEPTS BEING CONSIDERED.

IN OTHER WORDS, ITEMS TO THINK ABOUT BUT THAT DO NOT HAVE GUIDANCE AUTHORITY. THE DARCOM PLAN COVERS A FIFTEEN YEAR HORIZON. VOLUME I IS THE BASIC INTERFACE DOCUMENT WITH THE HEADQUARTERS DA PLAN AND SHOWS HOW TECHNOLOGIES CAN BEST BE APPLIED TO SUPPORT EMERGING PROCUREMENT REQUIREMENTS. VOLUME II OF THE DARCOM PLAN IS BASICALLY A MENU OF TECHNOLOGICAL OPPORTUNITIES FROM WHICH THE TRADOC, INTERFACING WITH THE DARCOM, DETERMINES THE BEST SUPPORTING TECHNOLOGIES TO SUPPORT PROCUREMENTS FOR THE ARMY 2000. NOTE THAT THE DARCOM PLAN IS ALSO REFLECTIVE OF AN ARMY PRIORITIZATION. IT IS PRIORITIZED BY BAND. "A" BEING MUST FUND; "B" MUST FUND BUT SOME ROOM TO TALK ABOUT IT; "C" CLEARLY AT THE MARGIN; BAND "D" HAVING JOINT SERVICE IMPLICATION AND THEREFORE A PROBABLE MUST FUND, AND BAND "E" UNFUND OR KILL. OF THE NEARLY 900 ITEMS IN THE DARCOM TECHNOLOGY BASE IN THE FALL OF 1981 IN EXCESS OF 200 FELL IN BAND E AS A RESULT OF THE ARMY PRIORITIZATION. THE PRIMARY AREA OF INTERFACE BETWEEN THESE PLANS TAKES PLACE IN 6.3A, THE TRANSITION AREA, IN THE REVERSE PLANNING CYCLE. IN RECENT MONTHS A NEW OFFICE HAS BEEN CREATED WITHIN HEADQUARTERS, DARCOM CALLED PLANS, ANALYSIS AND EVALUATION (PA&E) FOR THE PURPOSE OF EXPANDING THE HORIZON OF THE DARCOM LONG RANGE PLAN TO INCLUDE NOT ONLY RDTE BUT FULL PROCUREMENT, MCA, OMA, AND OTHER INTEREST AREAS WITHIN THE DARCOM.

CHART 28

THIS CHART SHOWS SOME OF THE BASIC DOCUMENTS UTILIZED BY THE TRADOC, DARCOM, DCSOPS FORCE INTEGRATION STAFF OFFICER (FISO), AND BY THE DCSRDA DEPARTMENT OF ARMY SYSTEM COORDINATOR (DASC) IN DEVELOPING THOSE ITEMS TO BE INSERTED INTO THE LONG RANGE RESEARCH, DEVELOPMENT AND ACQUISITION PLAN.

CHART 29

SHOWN HERE ARE THE BASIC RULES FOR BUILDING THE FY 84-98 LONG RANGE RESEARCH, DEVELOPMENT AND ACQUISITION PLAN. CONCERN CONTINUES TO FOCUS ON THE "TAILS" AS SHOWN IN THE LAST BULLET. THESE COSTS WILL ULTIMATELY BE EXPOSED IN THE OTHER FUNCTIONAL STAFF PLANS REQUIRED UNDER CSA REGULATION 11-15.

CHART 30

THESE ARE EXAMPLES OF SOME EMPHASIS AREAS THAT WERE PASSED ALONG TO THE PLANNERS ON THE ARMY STAFF, THE DARCOM, AND THE TRADOC AS THEY BEGAN TO WORK ON LONG RANGE RDA PLAN FY 84-98. SHOWN IN THE THIRD BULLET FROM THE BOTTOM ARE THREE ITEMS THAT WERE CONTIANED IN THEN EMERGING DEFENSE GUIDANCE FOR FY 84-98 AS WELL AS IN THE ARMY GUIDANCE AND REFLECTS THE ABILITY TO RAPIDLY DISSEMINATE TO PLANNERS, THOSE EMPHASIS AREAS TO BE ACCOMMODATED IN THE ACTUAL LONG RANGE RESEARCH, DEVELOPMENT AND ACQUISITION PLAN.

CHART 31

HOW IS THE DATA BASE BUILT? FIRST, WITH FOUNDATION PROGRAMS AS SHOWN. SECOND WITH SELECTED SYSTEMS TO BE DISCUSSED ON THE NEXT CHART, AND A PLANNING WEDGE BY MISSION AREA TO ACCOUNT FOR UNPROGRAMED INFLATION, COST GROWTH, AND TOTALLY UNPLANNED AND UNKNOWN CONTINGENCIES.

CHART 32

SHOWN ON CHART 32 IS THE DATA BASE INTERFACE AND DATA BASE COVERAGE. IN THE FIRST FIVE YEARS, 100% PERCENT OF THE TOA AND ALL OF THE ITEMS WITHIN BOTH RDTE AND PROCUREMENT ARE AVAILABLE AS CONTAINED IN THE POM PROGRAM. INITIALLY THE METHODOLOGY TO DEVELOP A LONG RANGE RESEARCH, DEVELOPMENT AND ACQUISITION CALLED FOR A PROJECTION OVER THE FIFTEEN YEAR PLANNING PERIOD OF 100% OF THE TOA AND 100% SYSTEM VISIBILITY. EARLY ON, HOWEVER, DUE TO THE VAST NUMBER OF LINES IN AMMUNITION AND IN THE OTHER PROCUREMENT ARMY ACCOUNT (OPA), SOME ITEMS WERE ROLLED. THIS CHART ALSO SHOWS THE CRITERIA NECESSARY TO ENTER THE RDTE AND THE PROCUREMENT DATA BASE. AGAIN, THE DATA BASES FOR RDTE AND PROCUREMENT POM BUILDING ARE IDENTICAL IN EVERY WAY WITH THE DATA BASE FOR THE LONG RANGE RESEARCH, DEVELOPMENT AND ACQUISITION PLAN AND FULLY INTERFACE. GREATER THAN 90% OF ALL SYSTEMS ARE DISPLAYED IN THE LONG RANGE RESEARCH, DEVELOPMENT AND ACQUISITION PLAN.

CHART 33

RECAPPING HOW WE ARE TO ACHIEVE ARMY 2000 IS SHOWN ON CHART 33. THE TRADOC THROUGH THE MISSION AREA ANALYSIS PROCESS DEVELOPS THOSE DEFICIENCIES AS SHOWN. THE DARCOM THROUGH THEIR SCIENCE AND TECHNOLOGY PROGRAM IDENTIFIES TECHNOLOGICAL OPPORTUNITIES. THEY ARE WELDED TOGETHER AS MATERIEL SOLUTIONS TO CONCEPT BASED REQUIREMENT DEFICIENCIES. THESE ARE FED INTO THE HEADQUARTERS, DEPARTMENT OF THE ARMY RESEARCH, DEVELOPMENT AND ACQUISITION PLAN. SHOWN BELOW ARE THOSE OTHER FUNCTIONAL PLANS, THAT WILL ULTIMATELY BE DEVELOPED.

CHART 34

SHOWN ON THIS CHART IS A BUILDING BLOCK FROM THE BOTTOM UP INDICATING THE DOCUMENTS THAT FEED THE LONG RANGE RDA PLANNING PROCESSES AND THEIR INTERFACE. REMEMBER THE OBJECTIVE OF THIS EFFORT IS TO GET A LONG RANGE PLAN IN FRONT OF POM BUILDING THAT WILL STABILIZE THE ACTUAL PROGRAMING PROCESS AND INDUCE STABILITY IN THE OVERALL ARMY MATERIEL ACQUISITION PROCESS.

CHART 35

BASICALLY THE ARMY IS ATTEMPTING TO INSTILL STABILITY IN PROGRAMING AS SHOWN IN THE MIDDLE OF THIS CHART AND BECOME CONSISTENT IN THE DETERMINATION OF BOTH POLICIES AND PRIORITIES. THIS IS AN EVOLUTIONARY NOT A REVOLUTIONARY PLANNING PROCESS. THE FIRST LONG RANGE RESEARCH, DEVELOPMENT AND ACQUISITION PLAN, FY 82-96, WAS BASICALLY A PILOT. FY 83-97 WAS A TREMENDOUS START BUT IT WAS DEFICIENT IN NOT ONLY DETAILED SYSTEM DESCRIPTIONS BUT ALSO IN THE EXECUTIVE SUMMARY. MANY OF THE SUMMARY CHARTS SIMPLY WENT NEGATIVE IN THE OUT YEARS REFLECTING THAT TENDENCY ON THE PART OF WORKERS IN THE PLANNING PROCESS TO THINK ONLY FIVE POM YEARS INTO THE FUTURE. THE FY 84-98 PLAN IS A SIGNIFICANT IMPROVEMENT AND BETTER REFLECTS THE ACTUAL REQUIREMENTS OF THE ARMY 2000. IMPROVING COMMUNICATION ON THE DA STAFF BOTH INTERNALLY BETWEEN THE DA STAFF AND THE MAJOR COMMANDS AND BETWEEN THE DARCOM AND THE TRADOC IS ONE OF THE MOST SIGNIFICANT ACCOMPLISHMENTS OF THE PLANNING PROCESS. THE DCSPER, THE DCSLOG, THE SURGEON GENERAL, THE CORPS OF ENGINEERS, DCSOPS, AND DCSRDA WORKING JOINTLY TOGETHER HAVE PRODUCED THE FY 84-98 LONG RANGE RESEARCH, DEVELOPMENT AND ACQUISITION PLAN.

CHART 36

CHART 36 HAS THE SAME INFORMATION ON THE TOP PART, THE BOTTOM PART APPLIES GENERALLY TO INDUSTRY. GOING BACK TO AN EARLIER CHART, WE NEED TO CONVINCE INDUSTRY OF FUTURE CONTINUITY OF FUNDING, THE PREDICTABILITY OF REQUIREMENTS, IDENTIFICATION OF SOUND TECHNOLOGICAL OPPORTUNITIES TO SUPPORT THOSE REQUIREMENTS AND, LASTLY, MAKING THE LONG RANGE PLAN VISIBLE TO INDUSTRY SO THAT WE MAY ENHANCE THE OPPORTUNITY FOR THE ARMY TO ACTUALLY BECOME PARTNERS WITH INDUSTRY. THE DARCOM LONG RANGE PLAN HAS BEEN RELEASED TO INDUSTRY THROUGH THE TECHNICHAL INDUSTRIAL LIAISON OFFICE LOCATED AT THE HEADQUARTERS DEVELOPMENT AND RESEARCH COMMAND AND SUBORDINATE LOCATIONS. VOLUME I OF THE HEADQUARTERS DA LONG RANGE PLAN HAS ALSO BEEN RELEASED TO INDUSTRY. VOLUME III OF THE HEADQUARTERS DA LONG RANGE RESEARCH, DEVELOPMENT AND ACQUISITION PLAN IS NOT RELEASABLE TO INDUSTRY BECAUSE THE FIRST FIVE YEARS OF THE PLAN ARE REFLECTIVE OF THE POM.

CHART 37

FOR THE FIRST TIME WE ARE BONAFIDELY PUTTING P IN THE PPBES SYSTEM.

CHART 38

WE ARE IN THE PROCESS OF STABILIZIN[illegible] PRODUCT. MENTIONED EARLIER WAS THE DEVELOPMENT OF VOLUME II TO EVALUATE THE QUALITY OF THE PRODUCT SO THAT COMPREHENSIVE GUIDANCE TO THE FIELD CAN BE PROVIDED IN THE FALL OF 1982 AS THE ARMY PREPARES FOR LONG RANGE RDA PLAN FY 85-99. LASTLY, A TREMENDOUS REQUIREMENT

TO EDUCATE USERS AND TO MARKET THE LONG RANGE RESEARCH, DEVELOPMENT AND ACQUISITION PLAN EXISTS. WE MUST CONVINCE INDUSTRY THAT THE ARMY IS FINALLY DOING AND FOLLOWING COMPREHENSIVE PLANNING.

CHART 39

REFLECTS PRESENT STATUS.

CHART 40

IN SUMMARY, THE LONG RANGE RESEARCH, DEVELOPMENT AND ACQUISITION PLAN IS IN ITS THIRD ITERATION. WE MUST FOCUS ON THE PROCESS, NOT ON THE PRODUCT. THE QUALITY OF THE PLAN IS TOTALLY DEPENDENT UPON THE VALIDITY OF THE INPUT FROM THE TRADOC AND THE DARCOM. LASTLY AND MOST IMPORTANTLY, THE PLAN NEEDS CONTINUOUS SUPPORT AT ALL LEVELS TO INSURE ITS VALIDITY AND SURVIVAL AS A TOOL TO STABILIZE THE MATERIEL ACQUISITION PROCESS FOR ARMY SYSTEMS.

CHART 41

COMPLIMENTING THIS PLAN IS A USER MANUAL, THE COVER WHICH IS SHOWN ON THIS CHART. IT IS AVAILABLE, UNCLASSIFIED, AND IS THE DOCUMENT TO UTILIZE IN DETERMINING HOW TO USE BOTH VOLUME I AND VOLUME III OF THE LONG RANGE RESEARCH, DEVELOPMENT AND ACQUISITION PLAN. IN ADDITION TO THIS USERS MANUAL, ANOTHER DOCUMENT AVAILABLE DISPLAYS ALL OF THE COMPUTER GENERATED ANALYSIS PRODUCTS AVAILABLE TO ANALYSTS ON THE DA STAFF AND OUTSIDE THE DEPARTMENT OF THE ARMY. THIS BRIEFING SUMMARIZES THE PROGRESS MADE IN THE RECENT PAST AND ONGOING EFFORTS IN THE LONG RANGE

DEVELOPMENT AND ACQUISITION PLANNING. LONG RANGE RESEARCH, DEVELOPMENT AND ACQUISITION PLANNING, THE ARMY BELIEVES, IS THE KEY TO DETERMINING IF ARE HEADED IN THE RIGHT DIRECTION, THAT WE ARE SPENDING OUR DOLLARS ON THE RIGHT THINGS, AND MAKING ENLIGHTENED ECONOMIC PROCUREMENTS OF SYSTEMS THAT WILL LEAD TO A SUPERIOR ARMY IN THE YEAR 2000.

FILMED

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