

Homeland Defense

The Panel recommends:

- Develop integrated active and passive defense measures against the use of WMD.
- Develop and retain the option to deploy a missile defense system capable of defeating limited attacks.
- Incorporate all levels of government into managing the consequences of a WMD-type attack.
- Prepare reserve components to support consequence management activities.
- Support the recommendations of the President's Commission on Critical Infrastructure Protection.
- Use Department of Defense assets to advise and assist law enforcement in combating terrorist activities.

Regional Security

The Panel recommends:

- Restructure some units to deal with smaller scale contingencies such as stability operations.
- Substitute reserves for active units to alleviate PERSTEMPO pressures driven by regional security concerns.
- Develop greater interoperability with alliance partners in the areas of doctrine, training, operational techniques, and R&D efforts.
- Incorporate other government agencies, such as the Coast Guard, into CINC regional security planning.
- Involve all agencies of the national security apparatus as an integrated team.

Projecting Military Power

The Panel recommends:

- New approaches and thinking about power projection and our asymmetric capabilities.
- Smaller forces with greater lethality supported by leaner logistics.
- Widely dispersed ground units characterized by speed of execution and ability to concentrate at strategic points.
- Small units such as special operations forces and other ground teams specializing in deep reconnaissance.
- Distributed and networked battle fleets from which air, land, and sea attacks are launched.
- Air forces with greater emphasis on operating at extended ranges with tactical air and long-range aircraft and unmanned aerial systems.
- Both offensive and defensive measures to reduce WMD vulnerability of deployed forces.
- Expanded research and development focused on urban warfare issues.

Space Operations

The Panel recommends:

- Emphasize policies and strategies to coordinate civil, commercial, and national security sectors of space.
- Take steps to ensure the capability to deny enemies the use of space.
- Improve the capability to conduct surveillance of space objects.
- Develop the capability to protect space assets and related ground stations.
- Improve the capability of related ground stations
- Develop a robust space Science and Technology program.

Information Operations

The Panel recommends:

- Develop the ability to transform and exploit technology into military capability more rapidly.
- Exploit information technology to integrate forces and platforms more effectively.
- Develop effective defensive and offensive information capabilities.

Weapons of Mass Destruction

The Panel recommends:

- Develop appropriate defense measures organic to our deployed forces.
- Give highest priority to detection capability.
- Provide a conventional, non-nuclear deterrent capability against the use of weapons of mass destruction.

Near-Term Implications

Applying the above principles and in view of the services' future visions and concepts, the Panel does not follow the logic of several of the services' procurements.

- With regard to land forces, the Panel questions continuing the upgrade of the M1A1 tank and the continuing evolution of the main battle tank beyond its current capabilities, as well as the projected numbers of Crusader and Comanche. Although the Panel recognizes the potential capabilities of these systems and the valuable results of the Force XXI and Advanced Warfighting Experiment initiatives, it believes that future requirements would best be met if the Army consolidates and limits their applications. These capabilities should be deployed to III Corps and the forward-based forces—as a risk mitigation capability—while transitioning the balance of the Army (force structure and programs) to the *Army After Next* concept. These actions and others will require a redesign of the Army's force structure and concomitant acquisition programs, which may result in end strength savings.
- In regard to the Navy, the Panel disagrees with the decision to terminate the arsenal ship test bed. The value of a test bed to support a major warfighting transition was clear in the use of the NORTON SOUND to support the Navy's introduction of surface-to-air missiles. Given the characteristics the Panel believes necessary for future forces, a new hull form should be built for testing and to serve as a platform for a number of topside antenna configurations and weapons systems. The Panel also believes that the Navy should look closely at accelerating the transformation to the CVX class of carriers in lieu of procuring additional Nimitz class CVNs and converting one or more of the four Trident SSBNs coming out of strategic service to alternative missions.
- On the issue of tactical air, the Panel notes the cost over the lifetime of all three current programs and questions the total number of planned aircraft buys and the appropriate mix of systems in 2010–2020. With respect to the F/A–18E/Fs and Joint Strike Fighter, the Panel supports Secretary Cohen's plan to continue to evaluate the ultimate numbers and mix of F/A–18E/Fs procured dependent upon the ultimate capability, cost, and schedule successes of the Joint Strike Fighter. The Panel further believes that the services must demonstrate how these two systems, and the F–22, can operate effectively in the 2010–2020 environment, which will be characterized by new challenges to our power projection capability.
- The Panel remains concerned about the near-term ground surveillance capabilities and recent programmatic decisions (i.e., reducing the JSTARS buy).

Strategic Forces

The Panel recommends:

- Maintain support for Cooperative Threat Reduction programs.
- Move to START III as soon as possible.
- Couple defensive systems with arms control agreements.
- Sustain stockpile stewardship programs to support Comprehensive Test Ban Treaty.

Reserve Components

The Panel recommends:

- Expand reserve component roles for use in a variety of ongoing operations.
- Restructure to reduce current reserve component PERSTEMPO.
- Assign reserve units to selected homeland defense missions.
- Assign selected units of the National Guard at battalion and lower levels to active divisions and brigades.
- Maintain equipment interoperability among active and reserve component units.
- Assign consequence management responsibilities to National Guard units.
- Prepare reserve component officers for command positions in the proposed Americas Command.

A Broad National Security Approach

The Panel recommends:

- Adapt future alliances to a new security environment.
- Investigate new avenues for interoperability, including closer links between U.S. and overseas defense companies.
- Ensure timely dissemination of accurate and complete information to the warfighter.
- Revitalize human intelligence (HUMINT).
- Review the entire national security structure to better anticipate and shape changes in the international environment.
- Expand the statutory members of the NSC.
- Establish a cadre of interagency professionals.
- Establish a fully integrated, national crisis center.
- Develop a unified, multimedia, communications system.
- Streamline the transfer of funds within and among agencies.

Institutionalizing Change

The Panel recommends:

- Create a Joint Battle Lab for experimentation and joint exercises.
- Establish a Joint National Training Center.
- Establish a Joint Urban Warfare Center.
- Establish a Joint Concept Development Center.
- Integrate existing service battle labs and facilities.

Transforming the Unified Command Plan

The Panel recommends:

- Maintain Strategic Command and Special Operations Command.
- Create Joint Forces Command to provide combat ready forces for joint and combined operations.
- Eliminate U.S. Atlantic Command.
- Create Logistics Command to provide global logistics, transportation, and asset visibility operations.
- Add the information support mission to the responsibilities of Space Command.
- Create Americas Command; subordinate Southern Command.
- Realign European, Central, and Pacific Commands.

Transforming the Industrial Base

The Panel recommends:

- Achieve and maintain technological superiority through time-based competition.
- Pursue commercial-off-the-shelf opportunities.
- Exploit dual-use technologies.
- Identify and protect military-unique technologies.
- Encourage new enterprises (as well as established firms) to develop innovative ideas—and penalize pedestrian efforts.
- Develop new rules and procedures that emphasize technology development and de-emphasize large production quantities.
- Review mobilization policy for balance, timeliness, relevance, and synchronization.

Transforming Infrastructure

The Panel recommends:

- Support infrastructure proposals of the Defense Reform Initiative.
- Reduce or eliminate Cold War infrastructure without delay.
- Develop financial systems that give commanders cost visibility.
- Change the budgeting process to create incentives to foster savings initiatives.
- Pass legislation to allow flexibility in resource reallocation.
- Revamp PPBS to facilitate innovation and change.
- Compete all commercial-oriented activities.
- Consider the “New Base Concept.”
- Accelerate and expand the scope of BRAC 2001/2005.
- Develop a Department of Defense Installation Master Plan.