DEPARTMENT OF THE ARMY
Office of the Deputy Chief of Staff, G-3
400 Army Pentagon
Washington, DC 20310-0400

REPLY TO ATTENTION OF:

DAMO-ZA 31 March 2004

SUBJECT: Army Campaign Plan (U)

(U) References.

a. (U) HQDA, General Orders Number 3, Assignment of Functions and Responsibilities within Headquarters, Department of the Army, dated 9 July 2002.

b. (U) HQDA, Change 1, Army Transformation Campaign Plan (ATCP), dated 8 January 2003.

c. (U) CJCSI 3170.01c, The Joint Capabilities Integration and Development System (JCIDS), dated 24 June 2003.

d. (U) HQDA, United States Army Transformation Roadmap 2003, dated 1 November 2003.

e. (U) OSD Memo, Enhanced Planning Process Procedures for FY 2006-2011, dated 9 December 2003.

f. (U) HQDA, The Army Plan (TAP) FY 2006-2023, dated 4 February 2004. Reference includes descriptions of Army Focus Areas established 14 August 2003 and later expanded to include Actionable Intelligence and Logistics.

g. (U) HQDA, Planning Directive—Army Campaign Plan, dated 20 February 2004.

h. (U) HQDA Letter 220-04-1, SRS Implementing Instructions, dated 1 March 2004.

i. (U) OSD, Strategic Planning Guidance Fiscal Years 2006-2011, dated 16 March 2004.

j. (U) HQDA, Warning Order for FORSCOM (Modular Conversion of 101 ABN DIV (AASLT) and 10 MNT DIV (L)), dated 18 March 2004.

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1. (U) Situation.

a. (U) General. The Army Campaign Plan (ACP) supercedes Reference b. (ATCP), and is Section IV (Execution) of Reference f. (TAP). The ACP directs the planning, preparation, and execution of Army operations and Army transformation within the context of ongoing strategic commitments including the Global War On Terror (GWOT). The ACP provides direction for detailed planning, preparation, and execution of a full range of tasks necessary to create and sustain a campaign-capable joint and expeditionary Army. Army strategic commitments and resource availability dictate sequencing of campaign objectives. The ACP applies to Army Major Commands (MACOMs), the Headquarters, Department of the Army (HQDA) Staff, and supporting agencies and activities, and is updated throughout execution by the Army G3.

b. (U) Strategic Security Environment.

(1) (U) The future is uncertain and presents many challenges. The emerging challenges manifest themselves as new adaptive threats that employ a mix of new and old strategies and technologies. These adaptive threats necessitate changes to the ways in which the elements of US national power are applied. Future adversaries continue to adapt and discover niche conventional and unconventional capabilities, including terrorism, anti-access, and area denial capabilities, in order to counter US and coalition information and force application superiority. The current security and joint operational environments include a serious threat from dangerous anti-US and anti-Western terrorist groups seeking new ways to target US and allied interests worldwide. Many international terrorists, especially al-Qaeda, are striving to acquire weapons of mass destruction (WMD) including biological, chemical, or radiological weapons, for conducting attacks in the US and against US interests worldwide. The current limitations of international attempts to control proliferation of dangerous weapons and technologies increase the likelihood that terrorists, rogue states, and non-state actors will acquire these capabilities if they do not already have them.

(2) (U) The presence and growth of failed or failing states in various parts of the world provide safe haven opportunities for terrorists and criminal elements, narco-traffickers for example, to operate autonomously or under state sponsorship. Additionally, unfavorable demographic trends and poor governance in many states foster the spread of corruption, transnational criminal activity, and provide fertile ground for recruitment of new terrorists. Globalization and the rapid spread of information technology enable terrorist groups and non-state actors to network in new ways among themselves, international criminal organizations, and with proliferators of asymmetric weapons and WMD. Acquisition of information technology capabilities also provides potential adversaries with the tools and techniques to conduct effective computer network exploitation (CNE) and computer network attack (CNA) activities against DoD networks including the Army's LandWARNET.

(3) (U) Threats from potentially hostile regional powers remain. Many states are seeking asymmetric means to challenge US conventional superiority. Most dangerous of these threats are WMD, including nuclear capabilities and delivery systems, to offset US military advantage and guarantee their security against perceived US threats. Additionally, investments in anti-access and area denial capabilities are attractive in order to significantly reduce US capabilities and project force into a region. US forces can expect adversaries to rely more on asymmetric means, such as anti-access and area denial strategies, unrestricted warfare, cyber-attacks, and terrorism, to mitigate their relative disadvantage. In many cases, potential adversarial states are developing and proliferating WMD capabilities in conjunction with long-range missile systems. Therefore, the current and future security environments require that Army forces have capabilities to dominate the land dimension of conflict during joint, interagency, and multinational full spectrum operations.

c. (U) Risk. This plan is congruent with the OSD Risk Framework. Reference f., Section II (Army Planning Priorities Guidance FY 2006-2023) established Army Risk Guidance within the OSD Risk Framework. Specific actions detailed in this plan to reduce operational risk and force management risk follow:

(1) (U) Setting the Force. Increase readiness of forces returning from operational deployments to standards equal to or higher than before their deployment. Includes resetting Army Prepositioned Stocks (APS), Army Regional Flotilla (ARF), and Army War Reserve Stocks (AWRS).

(2) (U) Force stabilization. Measures to increase combat effectiveness of units by reducing unit turbulence and providing increased stability and predictability to Soldiers and their families. Stabilized units are more agile, deployable, and better able to support an expeditionary Army at war.

(3) (U) Balancing Active (AC) and Reserve (RC) Components. Realign existing force structure to better meet global commitments and reduce the burden on high demand/low density (HD/LD) units.

(4) (U) Increase the number of available Brigade Combat Team Units of Action (BCT(UA)s) through improved force management and modular reorganization. Increase allows the Army to improve strategic flexibility, sustain a predictable rotation cycle, and permit the Reserve Component to reset.

d. (U) Army Forces.

(1) (U) The Army is pursuing the most comprehensive transformation of its forces since the early years of World War II. Army Transformation produces evolutionary and revolutionary changes intended to improve Army and Joint Force

capabilities to meet current and future full-spectrum requirements. The pace of Army Transformation, particularly over the past several years, has produced important results including experimentation, fielding, and initial operational capability (IOC) of the first Stryker Brigade Combat Team (SBCT); successful transition from concept and technology demonstration to system development and demonstration of the Future Combat Systems (FCS); and the rapid fielding of digital battle command capabilities of Army forces and joint and coalition partners during Operation Iraqi Freedom (OIF).

(2) (U) As significant as these events are, Army Transformation encompasses more than materiel solutions. Adaptive and determined leadership, innovative concept development and experimentation, and lessons learned from recent operations produce corresponding changes to Doctrine, Organizations, Training, Materiel, Leadership and Education, Personnel, and Facilities (DOTMLPF). A continuous cycle of innovation, experimentation, experience, and change will enable the Army to improve capabilities to provide dominant land power to the Joint Force now and in the future.

(3) (U) The Soldier remains the centerpiece of our combat systems and formations and makes indispensable contributions to the Joint Force. Adaptive, confident, and competent Soldiers, infused with the Army's values and warrior culture, fight wars and win the peace. The Soldier is the Army's crucial link to both realizing Future Force capabilities and enhancing the effectiveness of the Current Force. Likewise, Army training and leader development systems are optimized to train and educate leaders capable of operating as part of a joint, interagency, and multinational team during full spectrum operations. Leader development systems are designed so that Army military and civilian leaders will be prepared for key positions in the Army and within joint, interagency, and multinational organizations. The Army will develop in its future leaders the right mix of unit staff, and command experience with the training and education opportunities to meet current and future requirements of the Army and the joint force.

(4) (U) With publication of Reference f. (TAP), the Army is undertaking a significant shift in emphasis and prioritization with respect to its near and mid-term focus and resourcing priorities. This shift is driven by a reassessment of the strategic and operational environments and the Army's responsibilities to provide relevant and ready land power capabilities to combatant commanders as part of the Joint Force now and in the future. Achieving the objectives described in this plan will ensure the Army continues to provide the combatant commanders with the requisite land power capabilities to achieve the National Defense Strategy's strategic objectives and to execute the key activities of assuring friends and allies, dissuading potential adversaries, deterring aggression and countering coercion, and defeating adversaries. Embedded within the ACP objectives are the Army capabilities that directly support achieving operational capabilities designated by DoD as the focus for transformation: strengthening intelligence, operating from the commons (space, international waters

and airspace, and cyberspace), projecting and sustaining US forces in distant and anti-access environments, denying enemies sanctuary, conducting network-centric operations, improving proficiency for irregular warfare, and increasing capabilities of partners. Integration of Army Focus Area decisions will be conducted throughout execution of this plan.

(5) (U) Army Center of Gravity. The Army's center of gravity is the resource process. Without the right people, the proper equipment, top-notch installations and adequate dollars to support all appropriately, the Army would not be able to fulfill the demands of the Nation. Army resource processes must be flexible, dynamic, transparent, and responsive to both Army-internal requirements and those of the Joint Force. Processes must be transformed to allow the Army to keep pace with changes brought on by the emerging operating environment. Processes must also be built to identify and divest ourselves of functions no longer relevant to the campaign-capable, joint and expeditionary Army we will become.

e. (U) Assumptions.

(1) (FOUO) The Army's level of strategic commitment, including the Global War on Terrorism (GWOT), will continue at current pace but not necessarily in current dispositions.

(2) (FOUO) The Army will retain sufficient forces to meet combatant commander and defense strategy needs.

(3) (FOUO) The Army base budget will remain at least at current levels through FY07. Supplemental funding will be available for new and ongoing contingency operations, and a portion of building up to 15 additional active component brigades.

(4) (FOUO) Supplemental funding will continue through the end of emergency plus two fiscal years.

(5) (FOUO) Sustained operations will gradually transition from supplemental to President's budget. OEF will transition sometime in this program period.

(6) (FOUO) Active component strength may be exceeded by up to 30K for 4 years to build up to 15 additional active component brigades. Reserve component strength will not change.

(7) (FOUO) OSD and Joint processes will impact how the Army transforms itself.

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(8) (FOUO) The Army will continuously adapt its force structure to meet the needs of a campaign-capable joint and expeditionary Army.

(9) (FOUO) The broad impact of the FCS program will shape our future. The Army will provide FCS program stability.

(10) (FOUO) With sufficient resources, the Army will recruit and retain the right All Volunteer Force.

(11) (FOUO) Base Realignment and Closure (BRAC) changes will support the stationing of a joint and expeditionary Army. BRAC-associated moves will not begin until FY06.

(12) (FOUO) Army National Guard (ARNG) and Army Reserve (USAR) change will keep pace with Army requirements.

(13) (FOUO) Requirements for RC capabilities in support of global security operations will remain elevated for the foreseeable future. The Army will continue to rely heavily on RC capabilities for strategic commitments including GWOT and HLD missions and mobilization support.

2. (U) Mission. Build a campaign-capable, joint and expeditionary Army in this decade to provide relevant and ready landpower to combatant commanders and the Joint Force while sustaining operational support to combatant commanders and maintaining the quality of the All-Volunteer Force.

3. (U) Execution.

a. (U) Concept of Operations.

(1) (U) Intent of the Acting Secretary of the Army and Chief of Staff, Army.

(a) (U) Leverage this period of increased resources, operations, and the Base Realignment and Closure process to build a campaign-capable, joint and expeditionary Army in this decade, while sustaining operational support to combatant commanders and maintaining the quality of the All-Volunteer Force.

(b) (U) Over the next six years, the Army will:

1. (U) Provide trained and ready forces to combatant commanders to sustain global operations.

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2. (U) Adapt Army force structure and force management processes to:

-- (U) Build more ready, agile, and versatile formations and headquarters optimized for joint operations.

-- (U) Increase the density of high-demand units.

-- (U) Balance capabilities between active and reserve components.

3. (U) Modernize reserve component mobilization, deployment, and demobilization policies and procedures.

4. (U) Streamline the Army's overseas footprint.

5. (U) Remain focused on a vision of a Future Force embodied in Future Combat Systems-equipped units of action.

6. (U) Adapt the institutional Army to meet the needs of the Future Force.

7. (U) Develop a joint, interdependent end-to-end logistics structure that integrates a responsive civil-military sustaining base with a deployable capability to meet the operational requirements of a joint and expeditionary Army.

8. (U) Foster a culture of innovation that significantly increases Army institutional agility.

9. (U) Instill the warrior ethos in every Soldier and sustain the quality of the force.

(c) (U) To enable this effort, the Army will:

1. (U) Develop a campaign plan to direct, prioritize and synchronize the DOTMLPF effort (G-3).

2. (U) Develop an integration mechanism to resource programs across DOTMLPF (G-8).

3. (U) Develop an integrated assessment and decision process to monitor progress and enable spiral change (DAS/TRADOC).

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4. (U) Develop an active program to identify and divest programs that are no longer relevant to a joint and expeditionary Army (ASA(FM&C) MILDEP/G-8).

(d) (U) End State. Campaign-capable joint and expeditionary Army in this decade.

(2) (U) Campaign Objectives For the ACP, campaign objectives are clearly defined, measurable, decisive, and attainable goals which enable the Army to achieve its core competencies. These core competencies are: (1) Train and equip Soldiers and grow leaders; and (2) Provide relevant and ready land power capability to the combatant commander as part of the Joint Force. The associated major objectives are described in further detail in paragraph 3.a.(3)(b). The eight campaign objectives are:

(a) (U) Support Global Operations: Organize, train, equip, and sustain a campaign-capable joint and expeditionary Army to provide relevant and ready landpower to the combatant commander as part of the Joint Force.

(b) (U) Adapt and Improve Total Army Capabilities: Organize Army forces into modular, capabilities-based unit designs to enable rapid force packaging and deployment, and sustained land combat.

(c) (U) Optimize Reserve Component Contributions: Transform RC force structure and continuum of service paradigms in order to optimize RC capabilities and provide relevant and ready forces and individuals to the combatant commander as part of the Joint Force.

(d) (U) Sustain the Right All-Volunteer Force: Recruit and retain competent, adaptive, and confident Soldiers and civilians to meet immediate and long-range multi-component personnel and family readiness requirements.

(e) (U) Adjust Global Footprint: Adjust Army stationing and support infrastructure in accordance with Integrated Global Presence and Basing Strategy (IGPBS) to better execute the National Defense Strategy and support operational deployments and sustained operational rotations.

(f) (U) Build the Future Force: Develop Future Force capabilities to meet future landpower requirements of the combatant commanders.

(g) (U) Adapt the Institutional Army: Transform Institutional Army and associated processes to responsively execute Title 10 responsibilities to sustain a joint and expeditionary Army with campaign qualities.

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(h) (U) Develop Joint, Interdependent Logistics Structure: Create an integrated logistics capability that is singularly responsible, responsive, and adaptive for end-to-end sustainment to a joint force commander across the spectrum of conflict.

(3) (U) General. The Army fulfills its strategic commitments while simultaneously transforming to a modular, capabilities-based configuration beginning in FY 04. Decisive operation and main effort is modular conversion of all AC and RC BCT(Units of Action (UA))s including activation of up to additional 15 AC BCT(UA)s; transition of AC and RC division base structures to Unit of Employment (UEx) modular design; and conversion of AC and RC echelon above division (EAD) and echelon above corps (EAC) CS and CSS structure to modular support UAs(SUA). AC modular conversion sequence is 3 ID, 101 ABN DIV (AASLT), 4ID, 10 MTN DIV, 1CD, 25 ID, 82 ABN DIV, 2 ID, 1 ID, 1 AD. ARNG and USAR conversion sequences TBD. UEy modular conversions including UEy headquarters and SUAs TBD. Simultaneous shaping operations include initiation of force stabilization initiative including unit-focused stability; AC/RC balance and restructuring actions; APS, ARF, and redeploying unit resets to complement modular conversion and increase Army capabilities; and Current to Future Force transformation that includes actions to complete SBCT fielding and fielding of FCS-equipped BCT(UA)s.

(4) (U) Operational Design.

(a) (U) Campaign Framework (see Figure1). ACP framework has two complementary parts—Strategic Posture and Transformation. This framework

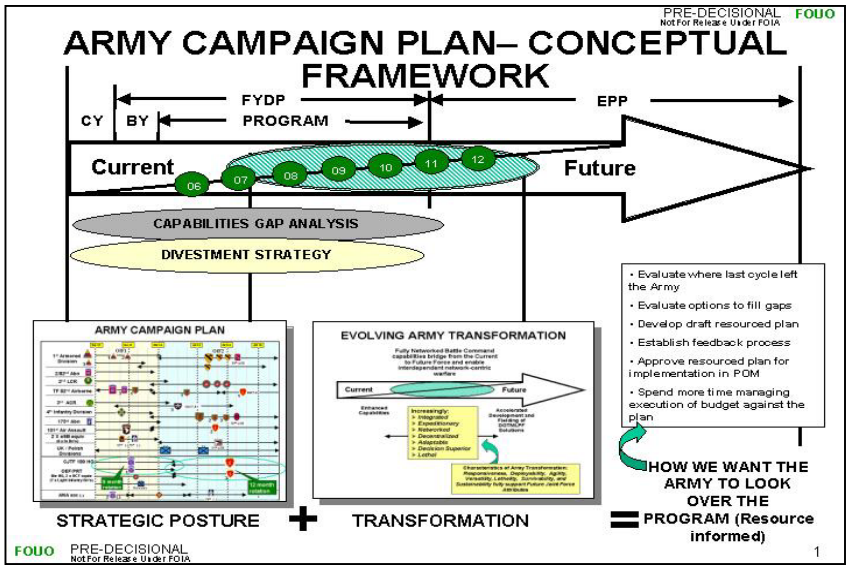

Figure 1. Army Campaign Plan – Conceptual Framework

synchronizes ACP planning, preparation, and execution, enables development of detailed, by-fiscal year views of Army capabilities to build the Army program, assesses progress, aligns resources to and manages budget execution against the plan. Further, the framework provides flexibility to adjust plan execution as required.

1. (U) Strategic Posture. The Army's level of strategic commitment, including GWOT, to meet combatant commander requirements dictates the sequencing of transformation actions to increase Army capabilities. The demands of ongoing operations coupled with revised forward presence commitments directly impact operating and generating forces and create windows of opportunity for focused change.

2. (U) Transformation. Transformation is a process that shapes the changing nature of military competition and cooperation through new combinations of concepts, capabilities, people, and organizations that exploit the Nation's advantages and protect against asymmetric vulnerabilities to sustain strategic position, which helps underpin peace and stability in the world. The Army will transform its culture, capabilities, and processes as an integral component of Defense Transformation. The Army frames transformation through the interaction of the continuously evolving capabilities of the Current to Future Force. The Current Force is today's operational Army. The Future Force is the operational force the Army continuously seeks to become. The Army possesses and refines capabilities to enable the Current Force to conduct joint, interagency, and multinational operations in the near term while it simultaneously develops transformational capabilities for the Future Force. Army Transformation leverages Current Force operational experience, the insights from innovative joint and Army concept development, experimentation processes, analysis, and science and technology to enhance the responsiveness, readiness and capabilities of the Future Force.

(b) (U) Objectives. The ACP has three levels of objectives; campaign and major objectives established in the ACP, and intermediate objectives established by the supported MACOM Commander or HQDA Staff principal for a specific major objective. Campaign objectives are defined and described in paragraph 3.a.(1)(b.). Major objectives are clearly defined, measurable, decisive, and quantifiable statements of task and purpose that collectively define achievement of a campaign objective. Each major objective is assigned to a supported MACOM commander or HQDA Staff principal who has responsibility for achieving the objective. Intermediate objectives are quantifiable statements of task and purpose, normally sequenced over time, that lead to achievement of a major objective. Major objectives follow. Numbering system for campaign and major objectives in parenthesis after classification marking for reference within the ACP Synchronization Matrix on Army Knowledge Online (AKO) Knowledge Collaboration Center (KCC).

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1. (U)**(1-0) Support Global Operations:**

a. (U)**(1-1)** Reorganize AC and RC operating forces into modular UEs, UAs and SUAs. Supported-Army Service Component Command (ASCC) Commanders.

b. (U)**(1-2)** Develop plan to use temporary 30K AC strength increase to enable AC modular conversion. Supported-G3.

c. (U)**(1-3)** Activate 10 additional AC BCT(UA)s NLT 2006. BPT activate up to 5 more additional AC BCT(UA)s NLT 2007. Supported-CG FORSCOM and CG USARPAC.

d. (U)**(1-4)** Reorganize Army Aviation into modular theater, UEy, and multi-functional AVN BDE UAs NLT 2008. Supported-ASCC Commanders.

e. (U)**(1-5)** Balance AC and RC force structure to reduce or eliminate high demand/low density (HD/LD) unit disparities. Supported-G3.

f. (U)**(1-6)** Provide organized, trained, and equipped forces ISO RCC theater-strategic and operational requirements (OIF, OEF, SFOR, KFOR, HLD, etc.). Supported-ASCC Commanders.

g. (U)**(1-7)** Provide organized, trained, and equipped forces ISO RCC forward presence requirements. Supported ASCC-Commanders.

h. (U)**(1-8)** Provide organized, trained, and equipped forces ISO RCC theater security cooperation requirements. Supported ASCC-Commanders.

i. (U)**(1-9)** Provide APS and ARF IOT increase responsiveness of Army forces. Supported-CG AMC.

j. (U)**(1-10)** Sustain operational-level headquarters manning. Supported-G3.

k. (U)**(1-11)** Sustain Rapid Fielding Initiative (RFI) IOT properly equip Soldiers for full spectrum operations. Supported-G8.

l. (U)**(1-12)** Establish intelligence overwatch for deploying units, and revise MOS and region-specific training and related programs in order to reduce intelligence preparation time. Supported-G2.

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m. (U)**(1-13)** Develop and implement embedded theater-specific red team capabilities to support full spectrum operations. Supported-G2.

2. (U)**(2-0)Adapt and Improve Total Army Capabilities:**

a. (U)**(2-1)** Resource conversion of AC and RC operating forces into modular UEs, UAs and SUAs. Supported-G8.

b. (U)**(2-2)** Resource plan to use temporary 30K AC strength increase to enable AC modular conversion. Supported-G8.

c. (U)**(2-3)** Resource activation of 10 AC BCT(UA)s NLT 2006. BPT to activate up to 5 AC BCT (UA)s NLT 2007. Supported-G8.

d. (U)**(2-4)** Complete fielding of SBCTs. SBCT3 (FY05), SBCT4 (FY06), SBCT 5 (FY07), SBCT 6 (Stryker fielding: FY08, IOC FY10). Supported-CG FORSCOM and CG USARPAC.

e. (U)**(2-5)** Resource reorganization of Army Aviation into modular theater, UEy, and multi-functional AVN BDE UAs NLT 2008. Supported-G8.

f. (U)**(2-6)** Implement Army Battle Command through the Network and Good Enough Battle Command solutions. Supported-ASCC Commanders.

g. (U)**(2-7)** Establish home station operating centers (HSOC) in order to provide reach and expanded expeditionary C2 capabilities. Supported-ASCC Commanders.

h. (U)**(2-8)** Reset and sustain APS and ARF. Supported-CG AMC.

i. (U)**(2-9)** Accomplish NEPA-associated actions to support reorganization and modular conversion. Supported-IMA.

j. (U)**(2-10)** Implement Army Capabilities Integration and Development System that parallels and supports the Joint Capabilities Integration and Development System. Supported-G8.

k. (U)**(2-11)** Resource balancing of AC and RC force structure to reduce or eliminate high demand/low density (HD/LD) unit disparities. Supported-G8.

l. (U)**(2-12)** Accelerate and anticipate solutions to requirements of operational forces including IBA, UAH, ASE, RFI, etc. Supported-G8.

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3. (U) **3-0 Optimize Reserve Component Contributions:**

a. (U) **(3-1)** Develop polices and procedures to streamline and reform mobilization, deployment, and demobilization processes. Supported-CG FORSCOM.

b. (U) **(3-2)** Reengineer pre- and post-mobilization actions and supporting infrastructure to maximize RC mission time. Supported-CG FORSCOM.

c. (U) **(3-3)** Reform and establish RC personnel, administrative, and legislative policies to support a joint and expeditionary Army. Supported-DARNG and OCAR.

d. (U) **(3-4)** Build ARNG Trainee, Transients, Holdees, and Students (TTHS) account by 2008 in order to align structure, authorizations, and manning. Supported-DARNG.

e. (U) **(3-5)** Build USAR Trainee, Transients, Holdees, and Students (TTHS) account by 2006 in order to align structure, authorizations, and manning. Supported-OCAR.

4. (U) **4-0 Sustain the Right All-Volunteer Force:**

a. (U) **(4-1)** Fully man the force (UAs, UEs, and critical TDA units) to required skill and grade. Supported-G1.

b. (U) **(4-2)** Reduce the personnel turbulence of the force through stabilization programs including unit-focused stability. Supported-CG FORSCOM for execution, G1 for planning and preparation.

c. (U) **(4-3)** Ensure effective incentives, recruiter strength, and support tools are in place to access committed, flexible, and adaptive volunteers in the quantity required by the Army. Supported-CG TRADOC.

d. (U) **(4-4)** Develop and implement retention and well-being strategies to support the right all volunteer force. Supported-G1.

e. (U) **(4-5)** Implement enterprise network-centric Human Resources (HR) system and revise supporting personnel policies to deliver responsive personnel services support. Supported-G1.

f. (U) **(4-6)** Implement Senior Army Workforce (SAW), National Security Personnel System (NSPS), and military to civilian conversions to transform the civilian component. Supported-G1.

5. (U) **5-0 Adjust Global Footprint:**

a. (U) **(5-1)** Implement IGPBS in CDR USPACOM AOR. Supported-CG USARPAC.

b. (U) **(5-2)** Implement IGPBS in CDR USEUCOM AOR. Supported-CG-USAREUR.

c. (U) **(5-3)** Implement IGPBS in CDR USCENTCOM AOR. Supported-CG USARCENT.

d. (U) **(5-4)** Implement CONUS basing to support the IGPBS process and BRAC decisions. Supported-CG FORSCOM and CG USASOC.

e. (U) **(5-5)** Develop and implement near-term basing for new BCT(UA)s. Supported-CG FORSCOM and CG USARPAC.

f. (U) **(5-6)** Synchronize operational rotations and theater support infrastructure to support IGPBS. Supported-G3.

g. (U) **(5-7)** Implement new APS and ARF positioning to support strategic responsiveness. Supported-G3.

h. (U) **(5-8)** Develop and implement near-term and long-term facilities strategy for Current and Future Force. Supported-ACSIM.

6. (U) **6-0 Build the Future Force:**

a. (U) **(6-1)** Enhance Current Force capabilities by spiraling forward proven future capabilities with high payoff potential into the Current Force. Supported-CG TRADOC.

b. (U) **(6-2)** Generate First FCS-equipped UA commencing FY 06 and attaining IOC by CY 10 and FOC in CY12. Supported relationships determined in GFUA EXORD TBP.

c. (U) **(6-3)** Coordinate and synchronize Army Concept Development and Experimentation and Science and Technology development with parallel joint processes. Supported-CG TRADOC.

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d. (U) **(6-4)** Develop the following joint interdependent capabilities: Joint Fires, Joint Battle Command (including Joint Intelligence), Joint Force Projection, Joint Air and Missile Defense, and Joint Logistics. Supported-CG TRADOC.

e. (U) **(6-5)** Develop the concepts and doctrine to guide force development of the Future Force. Supported-CG TRADOC.

f. (U) **(6-6)** Achieve Army strategic mobility objectives and initiate solution strategies for intertheater and intratheater mobility requirements to support the combatant commander's land force mobility requirements and support DoD's joint swiftness goals and conflict separation objectives. Supported-CG TRADOC for development, G3 for prioritization, and G8 for resourcing.

g. (U) **(6-7)** Develop operating force Network Architecture and resource plan for the Army's portion of the Global Information Grid. Supported-CG TRADOC for development, G3 for prioritization, and G8 for resourcing.

h. (U) **(6-8)** Develop generating force Network Architecture and resource plan to link operating and generating forces including the business enterprise architecture as part of the Global Information Grid. Supported-G6 for development, G3 for prioritization, and G8 for resourcing.

i. (U) **(6-9)** Ensure SOF and conventional force interoperability throughout all stages of transformation via adequate resourcing and synchronized fielding and training of Army common systems to ARSOF units and training base. Supported-CG USASOC.

j. (U) **(6-10)** Develop an Army medical structure that is capabilities-based, flexible, modular, scalable, and net-centric to support expeditionary forces in a joint framework. This force will be capable of rapidly transitioning from expeditionary to campaign environments, providing an integrated health care system that is not only efficient but also effective. Supported-CG USAMEDCOM for development, G3 for prioritization, and G8 for resourcing.

7. (U) **7-0 Adapt the Institutional Army:**

a. (U) **(7-1)** Develop and organize the generating force infrastructure to support a joint, expeditionary, and modular Army with Campaign Qualities. Supported-G3.

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b. (U) **(7-2)** Divest nonessential functions, remove unnecessary layering and duplication and consolidate functions within Army. Supported-MILDEP, ASA(FM&C).

c. (U) **(7-3)** Recruit and train the right volunteer force to withstand the rigors associated with a joint and expeditionary Army engaged in sustained full spectrum operations. Supported-CG TRADOC.

d. (U) **(7-4)** Reduce TTHS account and number of non-deployable Soldiers. Supported-G3 for planning, G1 for execution.

e. (U) **(7-5)** Organize training and leader development to support an Army at War, and facilitate AC/RC balance and transformation. Supported-CG TRADOC.

f. (U) **(7-6)** Generate and project the force by identifying key locations, resourcing, manning, and building joint power projection installations to support mobilization, demobilization, and rapid deployment of CONUS-based forces and OCONUS forces in CDRUSPACOM AOR. Supported-CG FORSCOM, CG USARPAC, and CG USASOC.

g. (U) **(7-7)** Improve sustainment of the force by developing processes and procedures, coordinating across the Army, and consolidating within Army and DoD maintenance, depot, and material development facilities to increase effectiveness and improve efficiencies. Supported-CG AMC.

h. (U) **(7-8)** Accelerate requirements development and acquisition processes to meet current requirements of deployed forces and anticipate requirements of operating forces. Supported ASA(ALT).

i. (U) **(7-9)** Develop and implement strategic communications with internal and external audiences. Supported-DAS.

8. (U) **8-0 Develop Joint, Interdependent Logistics Structure:**

a. (U) **(8-1)** Shape theater logistics structure IAW RCC organization. Supported-ASCC Commanders.

b. (U) **(8-2)** Develop expeditionary theater logistics capability embedded in the joint, end-to-end distribution processes. Supported-CG TRADOC.

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c. (U) **(8-3)** Develop theater opening and sustainment modular capabilities that support joint and coalition operations in simultaneous JDES construct. Supported-CG TRADOC.

d. (U) **(8-4)** Develop and implement the logistics enterprise architecture with necessary service and joint interoperability. Supported-CG AMC.

e. (U) **(8-5)** Implement the necessary materiel solutions, to include a tactical wheeled vehicle strategy, leveraging future technology to modernize distribution in support of modular conversions. Supported-G4 for development, G3 for prioritization, G8 for resourcing.

f. (U) **(8-6)** Develop and implement a strategy of purposeful reliance on global, joint capabilities to deploy and sustain the modular expeditionary force. Supported-G4 for development, G3 for prioritization, G8 for resourcing.

(c) (U) Lines of Operation (LO) (Annex B—LO Descriptions). ACP lines of operation are functions that enable supported MACOM commanders or HQDA Staff principles to link multiple tasks with the logic of purpose (cause and effect) to achieve ACP objectives. ACP lines of operation are the framework to facilitate synchronization of tasks to achieve intermediate and major objectives, and to inform decisions. Designated lines of operation supported MACOM commanders or HQDA Staff principals have the authority to direct, coordinate, and synchronize execution of required actions within respective lines of operation. They also have responsibilities in supporting roles to provide required assistance to supported MACOM commanders or HQDA Staff principals assigned major or intermediate campaign objectives. The Army Secretariat provides policy oversight as directed in General Order 3.

1. (U) **LO 1 Strategy, Plans and Policies.** Supported: G-3.

2. (U) **LO 2 Concept Development and Experimentation.** Supported: CG TRADOC.

3. (U) **LO 3 Capabilities Development.** Supported: CG TRADOC.

4. (U) **LO 4 Requirements Integration.** Supported: G-3

5. (U) **LO 5 Doctrine.** Supported: CG TRADOC.

6. (U) **LO 6 Operating Force Design.** Supported: CG TRADOC.

7. (U) **LO 7 Generating Force Design.** Supported: G-3.

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8. (U) **LO 8 Force Management.** Supported: G-3.

9. (U) **LO 9 Unit Training.** Supported: G-3.

10. (U) **LO 10 Institutional Training and Leader Development .** Supported: CG TRADOC.

11. (U) **LO 11 Army Readiness Management.** Supported: G-3.

12. (U) **LO 12 Setting the Force, Modernization and Recapitalization.** Supported: G-8.

13. (U) **LO 13 Develop and Transition Advanced Technology.** Supported CG AMC.

14. (U) **LO 14 Force Manning, Stabilization, and Well-Being.** Supported: G1.

15. (U) **LO 15 Installations.** Supported: ACSIM.

16. (U) **LO 16 Battle Command.** Supported: CG TRADOC.

17. (U) **LO 17 Network Architecture Integration.** Supported: CIO/G6.

18. (U) **LO 18 Actionable Intelligence.** Supported: G-2.

19. (U) **LO 19 Power Projection.** Supported: G-3.

20. (U) **LO 20 Sustainment.** Supported: G-4.

21. (U) **LO 21 Resourcing.** Supported: G-8.

22. (U) **LO 22 Legislative Objectives, Proposals, and Engagements.** Supported: OCLL.

(d) (FOUO) Decision Points. Initial decision points listed in chronological order for planning. Additional decision points developed by supported MACOM commanders and HQDA Staff principals during plan development and execution:

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MAJOR DECISIONS AFFECTING POM 06-11			
TIMING	**DECISION POINT**	**DECISION**	**TRIGGER AND CONSIDERATIONS**
COMPLETE	1	**Increase AC strength to 512.4K**	**SECDEF-approved Army plan to increase AC strength. Required for AC UA (BCT) build 10-15 UA through 2007**
COMPLETE	2	**BCT(UA) Modular Design Decision**	**CSA approves AR and IN UA designs. Bring 3ID as close as possible to AR UA model before OIF 3 (CSA direction 4 FEB 04)**
COMPLETE	4	**Programs of Record options**	**EOH supported POM/BES 06-11 priorities of GWOT, Soldier, Modularity, Force Stabilization, and AC/RC Balance**
COMPLETE	5	**ABN and AASLT BCT mix**	**Common Design; FT BRAGG: 4 X ABN-capable BCT(UA)s; 1 X MFAB (Avn SUA); FT CAMPBELL: 4 X AASLT-capable BCT(UA)s; 2 X MFABs (Avn SUA);**
COMPLETE	6	**UEx and UEy Support UA Structure**	**CSA approved prototype SUA designs for documentation, implementation, and continued refinement.**
COMPLETE	7	**UEx Design**	**CSA approved prototype UEx design for documentation, implementation, and continued refinement.**
COMPLETE	9	**OIF 3 and OEF 6 Rotations**	**SECDEF-approved joint sourcing solution informed by ELABORATE CROSSBOW-IV**
1 APR 04	11	**Retention Strategies**	**Review current strategies to increase retention.**
12 APR 04	3	**BCT(UA) Mix—AR and IN BCT(UA)s**	**Decision focuses specifically on number of AC AR BCT(UA)s.**
12 APR 04	8	**BCT(UA) Basing Decision**	**Near-term basing decision for new BCT(UA)s (Confirm: 4/101, 3/10; Decide: 4/10, 4/4, 2/25, 4/1CD, 3/25, 4/25 [4/82 at Ft. Bragg])**

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19 APR 04	**10**	**ARNG and USAR Force Structure**	**Determine ARNG BCT(UA) mix and modular conversion sequence**
NLT APR 04	**12**	**Post-IGPBS basing**	**Decision on IGPBS. Result informs CONUS basing strategy, modular conversion sequence, SUA modularity, and unit rotations to Korea and Europe**
NLT APR 04	**13**	**Assess PPP and Mobilization bases**	**Decision on relocations IAW DP 12 driven by timing of BRAC decisions.**
NLT APR 04	**14**	**Divestment Mechanisms**	**Internal and external processes.**
NLT APR 04	**22**	**Generating First FCS-equipped UA**	
NLT APR 04	**26**	**Number of UEx and UEy**	
NLT MAY 04	**15**	**Korean Rotation Schedule**	**Refers to change from individual to unit rotations; Determine size and capabilities of rotational units (BN-BCT(UA) and support UAs.**
NLT MAY 04	**23**	**Support UA Structure (total number and stationing)**	
NLT MAY 05	**25**	**UEy Design and Structure**	**Complete coordination with COCOMs and ASCCs**
NLT JUN 04	**16**	**12-9-6 Month Rotation Policy**	**Modularity, and size and scope of strategic commitments. OIF 2=3=4? OEF 5=6=7?**
NLT JUN 04	**17**	**Final POM 06-11 Decision**	
NLT JUL 04	**18**	**Recruiting and retaining the right All Volunteer Force**	**Assess, train, and retain flexible and adaptive Soldiers and leaders possessing warrior ethos, joint and expeditionary mindset. Strategies.**

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NLT JAN 05	24	**OIF 4 and OEF 7 Rotations**	
NLT JAN 05	19	**FY 05 Resource Strategy**	**FY 05 Congressional Marks Strategy, FY 05 Supplemental Request, FY 06 President's Budget,**
NLT JAN 06	20	**10 or 15 UAs**	**Affordability analysis and updated assumptions on OIF and OEF rotations through FY 07**
NLT FY 07	21	**Reduce AC strength from 512.4K to 482.4K**	

(e) (U) Decisive Points. Decisive points are points of leverage: events, institutions, or organizations that must be influenced to achieve success. Supported MACOM commanders or HQDA Staff principals will determine the decisive points critical to accomplishment of campaign and major objectives. Lines of Operation synchronize actions within their respective functional areas to leverage decisive points identified for major objectives.

b. (U) Tasks.

(1) (U) Tasks to Major Commands:

(a) (U) CG, U.S. Army Europe (USAREUR)

1. (U) Supported commander for IGPBS-related actions within CDRUSEUCOM AOR.

2. (U) Provide TF 5 insights to inform CG TRADOC UEy concept.

3. (U) Supported commander for round out and modular conversion of 173 ABN BDE to IN BCT(UA)(ABN) NLT FY06.

4. (U) BPT be supported commander for modular conversion of SETAF HQ to a UEx-like modular configuration NLT FY07.

(b) (U) CG, U.S. Army Forces Command (FORSCOM).

1. (U) Supported commander for activation of up to 10 AC BCT(UA)s through FY 06. BPT to activate up to an additional 5 AC BCT(UA)s in FY 07.

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2. (U) Supported commander for modular conversion of CONUS-based divisions to UEx modular configuration through FY 06 and conversion of ARNG divisions to UEx modular configuration through FY 10.

3. (U) Supported commander for development of CONUS BCT(UA) stationing recommendations for decision.

4. (U) Supported commander for establishment of Modularity Control Center (MCC) to manage modular conversions.

5. (U) Supported commander for transformation of 2 CR(LT) to STRYKER CR NLT FY 05.

6. (U) Supported commander for transformation of 56/28 ID (PAARNG) to STRYKER BCT(UA) NLT FY 10.

7. (U)ICW CG TRADOC and G3, develop plan for generating first FCS-equipped UA commencing FY 06.

(c) (U) CG, U.S. Army Materiel Command (AMC).

1. (U) Supported commander for LO 13.

2. (U) Supported commander for establishing an integrated logistics enterprise that provides end-to-end sustainment support.

3. (U) Supported commander for Foreign Military Sales (FMS) program execution in order to facilitate interoperability with allied and coalition partners.

4. (U) Supported commander for maintaining approved and validated war reserve stocks and APS equipment sets afloat and ashore at designated maintenance level. Modernize and reconfigure APS equipment as directed.

5. (U) Support CG TRADOC with development of Focus Area 17, Logistics.

6. (U)Supported commander for establishing integrated logistics matrix in support of execution of acquisition, development, production, and fielding of weapon systems.

7. (U)Support TRADOC with development and implementation of LO16, Battle Command.

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8. (U)Support G6 with the development of LO17, Network Architecture Integration.

(d) (U)CG, U.S. Army Training and Doctrine Command (TRADOC).

1. (U)Develop force designs for functional organizations for command and control (C2), battlespace awareness (BA), force application (FA)(UA, UEx and UEy), protection, and logistics.

2. (U)Transition assigned focus areas to Army implementation processes IAW the ACP.

3. (U)ICW CG FORSCOM and G3, develop plan for generating first FCS-equipped UA commencing FY 06.

4. (U)Supported commander for conduct of FCS Preliminary Design Review. Preliminary Design Review completed NLT APR 05.

5. (U)Supported commander for LO 2, LO 3, LO 5, LO 6, LO 10, and LO 16.

6. (U)Supported commander for development and synchronization of the Army Concept Development and Experimentation Plan.

7. (U)Supported commander for ten assigned focus areas (see Annex C).

8. (U)Supported commander for accession and institutional training of soldiers and leaders required to implement modular conversions and AC/RC balance actions.

9. (U)ICW CG FORSCOM and G-3, develop recommendations informed by CDRUSJFCOM Forcible Entry Study for mix of airborne and airmobile BCT(UA)s.

10. (U) Develop integrated assessment and decision process to monitor ACP execution progress and enable spiral change. Use SRS as assessment tool to measure progress toward achieving ACP objectives.

(e) (U)CG, Eighth U.S. Army, Korea. Plan to transition to unit rotation sequence during FY 05. Goal is implementation of BCT(UA) rotation schedule. Plan initially for BN-level rotations at a minimum.

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(f) (U) CG, U.S. Army Corps of Engineers (USACE).

1. (U) Support LO 12 and LO 15 for facilities and infrastructure development.

2. (U) Support LO 11 and LO 19 as they apply to field force engineering support to deployed forces.

(g) (U) CG, U.S. Army Medical Command (USAMEDCOM).

1. (U) Support CG TRADOC with combat and material development of modular medical UEx and echelons above UEx support UA designs.

2. (U) Support LO 13 and LO 20.

(h) (U) CG, U.S. Army Pacific (USARPAC).

1. (U) Supported commander for modular conversion of 25 ID to UEx modular configuration NLT FY 06.

2. (U) Supported commander for transformation of 172D INF BDE (SEP) to STRYKER BCT(UA) 3 (Alaska) in FY 05.

3. (U) Supported commander for transformation of 2/25ID to STRYKER BCT(UA) 5 (Hawaii) in FY 07.

4. (U) Supported commander for IGPBS-related actions within CDRUSPACOM AOR.

5. (U) BPT be supported commander for activation of one BCT(UA) and SUAs (Hawaii) NLT FY 06.

6. (U) Supported commander for activation of a minimum of one BCT(UA) and modular support UAs (Alaska) NLT FY 07. BPT to activate as early as FY 06.

7. (U) Supported commander for development of BCT(UA) force stationing recommendations in CDRUSPACOM AOR.

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(i) (U) CG, U.S. Army Space and Missile Defense Command (USASMDC).

1. (U) Supported commander and Army proponent for planning, integration, control, and coordination of Army forces and capabilities in support of CDRUSSTRATCOM mission areas: global strike, global ballistic missile defense, C4ISR, information operations, and space operations and missions.

2. (U) Supported commander and Army proponent for space and ground-based midcourse defense.

3. (U) Supported commander as Army integrator for global missile defense.

4. (U) Support CG TRADOC with combat and material development of UEx and UEy efforts in LO 2, LO 3, LO 5, LO 6, LO 10, and LO 16.

(j) (U) CG, U.S. Army Special Operations Command (USASOC).

1. (U) Coordinate with all LOs to ensure ARSOF requirements are fully integrated in ACP.

2. (U) ICW CG TRADOC, develop and validate operational concepts, organizations designs, and doctrine and TTP for ARSOF.

3. (U) Develop ARSOF concept for providing ARSOF integration with UEx, UEy, and BCT(UA)s.

4. (U) ICW G3 and Chief, Army Reserve, provide ARSOF input to development of AREP.

5. (U) ICW CG FORSCOM and CG TRADOC, develop plans and methods to educate and train conventional Army units on ARSOF capabilities.

6. (U) Examine feasibility of activating Future Force ARSOF as companion organizations to modular conventional Army forces prior to FY 2007.

7. (U) ICW CG FORSCOM, CG TRADOC, CG USAREUR, CG USARCENT, CG USARPAC, and CG USARSOUTH, develop facilities and installation support requirements for implementation of Future Army Special Operations Forces Transformation. Support BASEOPS providers initiatives to attain funding needed to support facilities and installation requirements for current and future needs.

(k) (U) CG, Surface Deployment and Distribution Command (SDDC).

(l) (U) CG, Military District of Washington (MDW).

(m) (U) CG, U.S. Army Intelligence and Security Command (USAINSCOM).

1. (U) Support LO 18 with development of concepts for analytic centers to provide regional expertise, overwatch, and technical training; and development of Army's Red Teaming capability.

2. (U) ICW CG FORSCOM, CG TRADOC, and G2, develop concept to provide regional expertise and technical training for intelligence personnel assigned to UEx, BCT(UA)s and support UAs.

(n) (U) CG, U.S. Army Criminal Investigation Command (USACIC).

(2) (U) Tasks to HQDA Staff:

(a) (U) Assistant Secretary of the Army for Acquisition, Logistics, and Technology (ASA(ALT)).

1. (U) Provide oversight for LO 12, 13, and 20.

2. (U) Supported HQDA Staff principal for planning, preparation, and execution of Army Science and Technology Strategy.

3. (U) Supported HQDA Staff principal for development of overarching test and evaluation (T&E) strategy to ensure material solutions meet user requirements.

(b) (U) Assistant Secretary of the Army for Civil Works. (ASA(CW)).

(c) (U) Assistant Secretary of the Army for Financial Management and Comptroller (ASA (FM&C)).

1. (U) Through the Military Deputies for Programs and Budget, design resource strategy to execute ACP.

2. (U) Supported HQDA Staff principal for development of divestment strategies.

3. (U) Provide oversight for LO 21.

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(d) (U) Assistant Secretary of the Army for Installations and Environment. (ASA (I&E)). Provide oversight for LO 15.

(e) (U) Assistant Secretary of the Army for Manpower and Reserve Affairs (ASA (M&RA)). Provide oversight for LO 5, LO 6, LO 7, LO 8, LO 9, LO 10, and LO 14.

(f) (U) Office of the General Counsel. Provide oversight for LO 22.

(g) (U) Chief Information Officer (CIO)/ Army G-6.

1. (U) Supported HQDA Staff principal for LO 17.

2. (U) ICW G-3, G-8, and ASA (ALT) develop and synchronize information and signal operations, network and communications security, force structure, equipping and employment of signal forces to build the future force.

3. (U) Provide program direction to the Network Enterprise Technology Command to support ACP objectives.

4. (U) ICW G3 and G-8 develop, coordinate, and implement Army Knowledge Management, the Army Enterprise Architecture, the total Army Enterprise Infostructure, and the Army Enterprise portal.

5. (U) ICW G3, G-8 and ASA (FM&C) develop, coordinate and implement a C4/IM capital planning and investment strategy for the planning, programming, budgeting and execution of all C4/IT resources.

6. (U) ICW ASA(ALT) advise and assist on all matters relating to the acquisition of C4/IT.

7. (U) ICW G-2 and G-3 provide assessment of National Security Systems and Information Technology Systems as defined in the Clinger-Cohen Act (CCA) and certification of CCA compliance for all major automated information systems.

8. (U) ICW TRADOC and ASA (ALT) plan and execute responsibilities that have a major impact on the Department of the Army's enterprise architectural efforts such that they ensure effective and interoperable capabilities, applications, infostructures, and standards for achieving an integrated joint warfighting force.

(h) (U) Deputy Under Secretary of The Army (DUSA).

(i) (U) Deputy Under Secretary of The Army for Operations Research (DUSA-OR). Support Analysis of Alternatives (AoA) for spiraling in proven technologies from the Current Force to Future Force and spiraling forward proven technologies from the Future Force to the Current Force.

(j) (U) Director, Army Staff.

1. (U) ICW CG TRADOC, develop integrated assessment and decision process to monitor ACP execution progress and enable spiral change. Use SRS as assessment tool to measure progress toward achieving ACP objectives.

2. (U) Provide HQDA oversight for Adapt Institutional Army campaign objective.

(k) (U) Deputy Chief of Staff, G-1.

1. (U) Supported HQDA Staff principal for development and implementation of force stabilization for BCT(UA)s and SUAs.

2. (U) Supported HQDA Staff principal for development of AC and RC retention strategies for decision.

3. (U) Supported HQDA Staff principal for LO 14.

4. (U) Provide HQDA oversight for Sustain Right All Volunteer Force campaign objective.

(l) (U) Deputy Chief of Staff, G-2.

1. (U) Supported HQDA Staff principal for LO 18.

2. (U) Develop and synchronize resource processes for the National Foreign Intelligence Program (NFIP) and the Joint Military Intelligence Program (JMIP) to implement ACP.

3. (U) Support CG TRADOC with development of intelligence training concepts, doctrine, and organization design.

4. (U) Ensure tactical intelligence requirement integration with plans, programs, and operations of national, theater, and joint intelligence agencies and activities.

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5. (U) Evaluate effects of modular conversion on reserve component military intelligence force structure.

(m) (U) Deputy Chief of Staff, G-3.

1. (U) Develop and synchronize ACP. Maintain collaborative synchronization matrix and decision support template.

2. (U) Prepare and publish modular UEx, BCT(UA), and SUA MTOE documentation.

3. (U) Provide HQDA oversight for Support Global Operations campaign objective.

4. (U) Provide HQDA oversight for Optimize Reserve Component Contributions campaign objective.

5. (U) Provide HQDA oversight for Adjust Global Footprint campaign objective.

6. (U) ICW G8 and ACSIM, support CG FORSCOM, CG USAREUR, and CG USARPAC in development of stationing options for up to 15 BCT(UA)s.

7. (U) ICW G-8 and ACSIM, support stationing actions for modular conversion, IGPBS, and BRAC.

8. (U) Align deployment objectives to DoD swiftness objectives.

9. (U) Develop and prioritize APS and ARF modular configuration requirements.

10. (U) Develop and implement Strategic Readiness System (SRS) as the tool to assess achievement of ACP objectives to support plan execution.

11. (U) Develop and integrate NEPA strategy that incorporates Army Transformation Programmatic Environmental Impact Statement.

12. (U) Prioritize, synchronize, and implement Army AVN SUA modular conversion.

13. (U) Supported HQDA Staff principal for LO 1, LO 4, LO 7, LO 8, LO 9, LO 11, and LO 19.

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14. (U) Vertical integrator for LO 16, LO 17, and LO 18.

15. (U) ICW CG FORSCOM, evaluate RC training support to enable transition to Train/Alert/Deploy concept.

16. (U) ICW DARNG and OCAR, ensure the RC full time manning ramp continues to meet 100 percent of requirements.

17. (U) ICW CG FORSCOM and CG TRADOC, develop and publish plan for generating first FCS-equipped UA commencing FY 06.

18. (U) ICW CMH, develop BCT(UA) designation options for decision.

(n) (U) Deputy Chief of Staff, G-4.

1. (U) Supported HQDA Staff principal for LO 20.

2. (U) Support CG TRADOC with development of Sustain SUA designs.

3. (U) Provide HQDA oversight for Develop Joint, Interdependent Logistics Structure campaign objective.

4. (U) Evaluate effects of modular conversion on RC infrastructure.

(o) (U) Deputy Chief of Staff, G-8.

1. (U) Develop and synchronize resource processes to implement ACP.

2. (U) ICW G3 and ACSIM, support CG FORSCOM, CG USAREUR, and CG USARPAC in development of stationing options for up to 15 BCT(UA)s.

3. (U) ICW G-3 and ACSIM, support stationing actions for modular conversion, IGPBS, and BRAC.

4. (U) Supported HQDA Staff principal for LO 12 and LO 21.

5, (U) Provide HQDA oversight for Adapt and Improve Total Army Capabilities campaign objective.

6. (U) Provide HQDA oversight for Build the Future Force campaign objective.

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(p) (U) Director, PA&E. Develop programming strategy to implement ACP.

(q) (U) Assistant Chief of Staff, Installation Management (ACSIM).

1. (U) ICW G3 and G8, support CG FORSCOM, CG USAREUR, and CG USARPAC in development of stationing options for new BCT(UA) activations and stationing of BCT(UA) and SUAs resulting from IGPBS decisions.

2. (U) Direct Installation Management Agency (IMA) to program requirements and provide sustainment, restoration and modernization, and other critical resources for installation support of stationing and basing of BCTs, UAs, and UEs. ICW with gaining MACOMs and Director, IMA, determine investment strategies, resources, and integrated processes to ensure facilities and installation infrastructure support stationing and basing decisions.

3. (U) Supported HQDA Staff principal for LO 15.

(r) (U) Chief of Engineers.

1. (U) Support G-2 with insertion of Geospatial Imagery and Information Technologies.

2. (U) Support CG TRADOC with development of engineer designs for BCT(UA)s, SUAs, and UEs.

(s) (U) Director, Army National Guard.

1. (U) ICW CG FORSCOM, CG TRADOC, CAR, G-3, and G8 develop BCT(UA) conversion sequence for up to 34 ARNG BCT(UA)s and 8 UEx headquarters NLT 15 APR 04. ARNG modular conversion produces 10 Heavy BCT(UA)s, 22 IN BCT(UA)s, 1 SBCT, and 1 Scout BCT(UA).

2. (U) Continue restructuring actions that enhance readiness IAW established timelines to include AC/RC rebalancing efforts and establishment of TTHS account.

3. (U) ICW G3, develop a stationing plan for BCT(UA)s.

4. (U) ICW G3, prioritize, synchronize, and implement ARNG AVN SUA modular conversion.

5. (U) ICW G3 and G8, develop ARNG aviation fielding plan.

6. (U) ICW the G1and OCAR, develop ARNG retention strategies.

7. (U) ICW G3, develop a rotation plan that supports current operations.

8. (U) ICW G3, CG FORSCOM, and CG TRADOC, develop a concept plan to transition to Train/Alert/Deploy sequence.

9. (U) ICW CG FORSCOM, develop concept plan for Home Station Mobilization (HMS) to include the identification of units that can implement HSM.

10. (U) ICW G3, G8, CG FORSCOM, and CG TRADOC, develop SUA conversion plan.

(t) (U) Chief, Army Reserve.

1. (U) ICW CG FORSCOM, CG TRADOC, DANG, G-3, and G8 develop USAR modular support UA conversion sequence NLT 15 APR 04.

2. (U) Supported HQDA Staff principal for modular SUA design of Army Reserve. ICW CG TRADOC, design and organize SUAs for a campaign-capable joint and expeditionary Army.

3. (U) ICW G-3, develop force rotation plans to support current operations. Continue development of Army Reserve Expeditionary Packages (AREP) IAW Army modular support UA designs.

4. (U) Continue restructuring actions IAW established timelines to include establishment of TTHS account.

(u) (U) The Surgeon General.

1. (U) Exercise oversight as to the sufficiency of medical DOTMLPF solutions developed by CG TRADOC and CG USAMEDCOM.

2. (U) ICW CG TRADOC, G3, AMC, and G6, ensure requisite interface and integration of DoD theater medical information systems within Army operational, system, and technical architectures.

(v) (U) The Judge Advocate General. Provide assistance to meet legal requirements associated with execution of this plan to include, but not limited to,

National Environmental Protection Act (NEPA) and Status of Forces Agreements (SOFA).

(w) (U) Chief of Chaplains. Develop and implement a religious support plans and programs in order to develop and sustain soldiers, family members, and authorized civilians.

(x) (U) Chief, Legislative Liaison.

1. (U) Supported HQDA Staff principal for LO 22.

2. (U) Develop ACP legislative objectives.

3. (U) Prepare, coordinate and submit legislative proposals from the organizations and activities on proposed legislation, executive orders, enrolled bills, and proclamations ISO the ACP.

4. (U) Coordinate, synchronize and integrate Congressional Engagements.

(y) (U) Chief, Public Affairs. ICW Strategic Communications, plan, prepare, and execute a public affairs communications plan for internal and external audiences.

(z) (U) Director, Strategic Communications.

1. (U) Develop supporting strategic communications plan and information materials to support ACP planning, preparation, and execution. Publish initial plan NLT 31 MAR 04. Publish additional information during plan execution.

2. (U) Coordinate, synchronize and integrate supporting strategic communications efforts across the Army.

(aa) (U) Director, Army Safety. Integrate Army Safety Campaign Plan into the ACP.

(bb) (U) Chief, Center of Military History. Document ACP planning, preparation, and execution. Continue to provide historical analysis of transformation actions.

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c. (U) Coordinating Instructions.

(1) (U) For planning, the ACP details an AC BCT(UA) activation sequence for up to 15 additional BCT(UA)s. The SECDEF-approved Army plan has two parts. First, ramp up from 33 to 43 transformed BCT(UA)s. Second, at the appropriate time, decide whether or not to continue to build an additional 5 BCT(UA)s (43 to 48 AC BCT(UA)s). IAW the SECDEF-approved Army plan, DP 20 described in paragraph 3 a.(3)(d) establishes the requirement for this decision.

(2) (U) For planning, BCT (UA) activation sequence in priority for up to 15 additional active component UAs:

(a) (U) FY 04: BCT(UA)/3 ID, BCT(UA)/101 ABN DIV (AASLT), BCT(UA)/10 MTN DIV.

(b) (U) FY 05:BCT(UA)/4 ID, BCT(UA)/10 MTN DIV, BCT/25 ID.

(c) (U) FY 06: BCT/1CD, BCT/25 ID, BCT/25 ID, BCT/82 ABN DIV.

(d) (U) FY 07: On approval of SECDEF, BCT(UA)/2 ID, BCT(UA)/2 ID, BCT(UA)1ID, BCT(UA)/1AD, BCT(UA) ABN BCT(UA).

(3) (U) For planning, ARNG BCT(UA) modular conversion produces 10 BCT(UA) AR modular design, 22 BCT(UA) IN modular design, 1 SBCT, and 1 Scout BCT. Discontinue use of Enhanced Separate Brigade (eSB) designation. For planning, ARNG BCT(UA) and UEx conversion sequence is 3 BCT(UA)s in FY05, 6 BCT(UA) in FY 06, 6 BCT(UA) in FY 07, 6 BCT(UA) in FY 08, 6 BCT(UA) in FY 09, and 5 BCT(UA) in FY10. This modulari conversion sequence does not included SBCT 6 or 207 Scout. Plan on converting BCT(UA)s during post-deployment setting the force to extent possible.

(4) (U) New BCT(UA)s established in modular configuration and force stabilized. 101 ABN DIV (AASLT) and 10 MTN DIV BCT(UA)s activated in FY 04 use the CSA-approved 2 BN BCT(UA) design. E-date is 16 SEP 04.

(5) (U) 3ID FY 04 modular conversation as close to 2 BN BCT(UA) design as possible prior to OIF 3 rotation.

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(6) (U) AC BCT(UA) E-dates for planning.

		UA Modular Conversion			
DIV	UEx	1st UA	2nd UA	3rd UA	4th UA
3rd ID	Mar 04	Mar 04	Mar 04	Mar 04	Mar 04
10th ID	Sep 04	Sep 04	Sep 04	Sep 04	Mar 05
101st ID	Sep 04	Sep 04	Sep 04	Sep 04	Sep 04
4th ID	Dec 04	Dec 04	Dec 04	Dec 04	Dec 04
173rd UA		UA (-) Aug 04	N/A	N/A	RSTA Jul 05
25th ID	Nov 05	Nov 05	Jul 05	Nov 05	Mar 06
1st CAV	Oct 05	Oct 05	Oct 05	Oct 05	Oct 05
82nd ID	June 06	June 06	June 06	June 07	Apr 06
2nd ID	Nov 06	Nov 06	Nov 06	Jan 07	Apr 07
1st ID	Feb 07	Feb 07	Feb 07	Apr 07	Jul 07
1st AD	Jul 07	Jul 07	Jul 07	Jul 07	Jul 07
AK UA		Aug 07			
3rd ACR		Aug 06 (Organizational Design TBD)			

(7) (U) Use of 30K additional strength not restricted to BCT(UA) generation.

(8) (U) No change to SBCT IOC and FOC sequences.

(9) (U) For planning, no change to established FCS-equipped BCT(UA) sequence. Plan to generate first FCS-equipped UA commencing FY 06. FCS major action timeline:

(a) (U) Design Concept Review (DCR) - May 04 (3 QTR FY 04).

(b) (U) Initial Baseline Review (IBR) II - 3QTR FY 04.

(c) (U) System Function Review - Sep 04 (4 QTR FY 04).

(d) (U) Overarching Integrated Process Team (OIPT) - 1QTR FY 05.

(e) (U) Prototype Build - FY 05-FY07.

(f) (U) Milestone B (MS B) Update - 1QTR FY 05.

(g) (U) Preliminary Design Review (PDR) - April 2005 (3 QTR FY 05).

(h) (U) Design Readiness Review DRR (formerly CDR) - 4QTR FY 06.

(i) (U) LRIP Long Lead Production Decision - 1QTR FY 08.

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(j) (U) Network Maturity Milestone Decision Review (NMMDR) - 11 Jul 2008 (4 QTR FY 08).

(k) (U) Initial Production Decision (IPD) 1 - 14 Nov 2008 (1 QTR FY 09).

(l) (U) Initial Production Decision (IPD) 2 - 14 Aug 2009. (4 QTR FY 09).

(m)(U) Limited User Test/Operational Evaluation (LUT/OE) - Oct 2011 (1 QTR FY 12).

(n) (U) Initial Operating Capability (IOC) - Dec 2010 (1 QTR FY 11).

(o) (U) Initial Operational Test and Evaluation (IOTE) - Dec 2012 (1 QTR FY 13).

(p) (U) Full Rate Production (FRP) - 3Q FY 13.

(10) (U) Planning Time Horizons: Near-term—remainder of Current Year (CY) FY 04 and Budget Year (BY) FY 05; Mid-term—Program Years FY 06-11; and Long-term—Extended Planning Period (EPP) FY 12-23.

(11) (U) Commander's Critical Information Requirements (CCIR): Initial CCIR for planning. CCIR further refined and linked to Decision Support Template (DST) during plan development. CCIR reporting standards TBA:

(a) (U) Change(s) to Army strategic commitments that require ACP implementation adjustments.

(b) (U) Status of BCT(UA) manning, equipping, and training.

(c) (U) Conditions or actions with potential for accelerating or delaying activation of BCT(UA)s.

(d) (U) BRAC and IGPBS decisions affecting global posture of Army forces.

(e) (U) Status of recruiting and retaining the right All-Volunteer Force.

(f) (U) Status of Army transformation programs.

(g) (U) Status of supplemental funding.

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(h) (U) Ability or inability to resource current UFR affecting ACP execution.

(i) (U) Status of generating force including training base to support modular conversion and AC/RC balance.

(12) (U) Army Focus Area 17 is Logistics. CG TRADOC is supported commander.

(13) (U) Within SRS, MACOM commanders and HQDA Staff principals develop supporting ACP metrics for inclusion in respective balanced scorecards.

(14) (U) ACP Development Timeline.

ACP Development Timeline	
Event	**Dates**
Synchronize ACP	01 APR-31 MAY 04
Army Review Council	12 APR 04
Army Synchronization Meeting (ARC)	19 APR 04

(15) (U) Plan development does not replace ongoing Army immediate focus area work. Focus area decisions integrated and synchronized during ACP execution as required.

(16) (U) The ACP directs integration of National Environmental Policy Act (NEPA) requirements into plan execution. 32 Code of Federal Regulations (C.F.R.) Part 651, Environmental Analysis of Army Action, governs the application of NEPA to Army activities. Pursuant to 32 C.F.R. 651.10(b), new management and operational concepts and programs will require NEPA analysis, unless categorically excluded. The creation of BCT(UA)s pursuant to the ACP is the type of management or operational concepts change that triggers a NEPA analysis, because it involves changes in troop organization, equipment, and training. Only reorganizations or reassignments that involve no change in force structure or unit re-designations and are below the threshold for reportable actions prescribed 10 U.S.C. 2687 are excluded. POC for questions concerning NEPA issues is CPT Erin Curran, 703-696-1593, erin.curran@hqda.army.mil.

(17) (U) Provide name, DSN phone, and NIPR and SIPR email addresses of POC to Army G-3, DAMO-ZT, DSN 214-8334 NLT 30 APR 04.

(18) (U) Supported MACOM commanders and HQDA Staff principals identified within this plan. MACOM commanders and HQDA Staff principals supporting unless specified as supported.

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(19)(U) DIRLAUTH ALCON for planning and coordination. Keep Army G-3 informed.

(20)(U) Supporting synchronization matrix database will have secure and non-secure components. Database migrates to secure only NLT 1 OCT 2004. Access restricted to MACOMs and HQDA Staff. For access, contact G-3, DAMO-ZT, DSN 614-8334.

(21)(U) UEx is the largest tactically focused Army warfighting headquarters but can serve as ARFOR(operational tasks only) without augmentation, JFLCC with USMC augmentation, or JTF with standing joint force headquarters (SJFHQ) or JMD. UEx executes offensive, defensive, and stability operations in an assigned AO or JOA; plans and executes decisive, shaping, and sustaining operations through mission command; and controls up to 6 maneuver BCT(UA)s (or joint or multination equivalents) and supporting units in an MCO. UEx sequences, supports, and reinforces subordinate UAs and has full joint connectivity with robust LNO capability for joint and multinational HQ. UEx does not do ADCON/ASOS, even when ARFOR in JOA.

(22)(U) UEy is a theater level command—plans and executes ADCON/ASOS in an AOR. UEy controls operational-level theater commands; controls force pool in theater; and tailors UEx employed in theater.

(23)(U) ASA(ALT), G3, G6, and G8 provide HQDA oversight for software blocking processes and ensure systems and upgrades are developed IAW AR 70-1 in order to provide and maintain interoperability.

(24)(U) HQDA points of contact are: COL Robin Swan, robin.swan@hqda.army.mil 614-8292, and LTC Douglas Hersh, douglas.hersh@hqda.army.mil 614-6845.

(25)(U) ACP will serve as base plan from which implementation execution orders (EXORD) developed and published. Additional annexes to this plan published as required and directed.

(26)(U) Acting Secretary of the Army delegation authorities TBD.

4. (U) Administration and Logistics. Omitted.

5. (U) Command and Control. HQDA executes following to manage plan execution and synchronization:

a. (U) Army Review Council (ARC). Quarterly meeting co-chaired by Secretary of the Army and Chief of Staff, Army. Focus is on major decisions required to adjust

ACP. Frequency is quarterly and scheduled during the month following the TRADOC Quarterly Futures Review. ARC focuses on specific major and intermediate Objectives. Supported MACOM commanders and HQDA Staff principals present and review status of achieving assigned objectives, highlighting issues or challenges with appropriate recommendations to resolve issues or challenges and presenting decision points as applicable. Supporting commanders and HQDA Staff principals provide amplifying information as necessary to clarify an essential task, clarify an issue or challenge, reach issue resolution or inform a decision. ARC results are formally documented and provided to Battle Staff for implementation.

b. (U) Army Synchronization Meetings (ASM). Monthly meeting co-chaired by the Under Secretary of the Army and the Vice Chief of Staff, Army. Focus is on ensuring execution and synchronization of range of actions required to achieve campaign objectives including the range of actions accomplished along ACP lines of operation. ASM focuses on specific major and intermediate objectives. Supported MACOM commanders and HQDA Staff principals present and review status of achieving assigned objectives, highlighting issues or challenges with appropriate recommendations to resolve issue/challenge and presenting decision points as applicable; supporting commanders and HQDA Staff including lines of operation provide amplifying information as necessary to clarify an essential task, clarify an issue or challenge, reach issue resolution or inform a decision. Results from ASM are formally documented and provided to Battle Staff for implementation.

c. (U) Battle Staff Updates. Bi-weekly meetings of the HQDA battle staff chaired by the G-3. Focus is on routine synchronization of essential tasks relative to specific major and intermediate objectives and lines of operation. Supported commands and HQDA Staff present and review status of achieving objectives and supporting actions along lines of operation, highlighting integration and synchronization issues and decision points as appropriate. Battle Staff members work to resolve issues, including adjustments or additions to essential tasks as appropriate. Battle Staff Update Meetings can be used to prep for upcoming ASM and verify implementation of ARC and ASM decisions.

d. (U) General Officer Steering Committee (GOSC) and Council of Colonels (CoC) as required.

e. (U) Responsibilities for Oversight, Supported, and Supporting, as follows:

(1) (U) Oversight (Designated HQDA Staff principals):

(a) (U) Nominate major objectives for VCSA approval and integration into ACP.

(b) (U) Ensure integration and synchronization of major objective plans between HQDA Staff ICW supported and supported MACOM commanders.

(c) (U) Identify synchronization issues that cannot be resolved at Oversight level to senior leaders for resolution or decision.

(d) (U) Keep VCSA informed on status of campaign objective and supporting major objectives.

(e) (U) Notify supported MACOM commanders and HQDA Staff principals of decisions, changes to objectives, and guidance from senior leaders.

(2) (U) Supported MACOM commanders and HQDA Staff Principals:

(a) (U) Develop plans to achieve assigned objectives. Identify and synchronize over time, intermediate objectives, essential tasks, decision points, and decisive points.

(b) (U) Integrate and synchronize essential tasks executed by supporting MACOM commanders and HQDA Staff principals.

(c) (U) Identify synchronization issues that cannot be resolved through the Battle Staff to senior leaders for resolution or decision.

(d) (U) Notify supporting MACOM commanders and HQDA Staff principals of decisions, changes to objectives or essential tasks, and guidance from senior leaders that impact ACP execution.

(e) (U) Maintain accuracy of Army Synchronization Matrix.

(3) (U) Supporting MACOM commanders and HQDA Staff Principals including Lines of Operation:

(a) (U) Assist supported MACOM commanders and HQDA Staff principals with developing plans to achieve objectives.

(b) (U) Execute appropriate essential tasks.

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(c) (U) Integrate and synchronize activities within area of responsibility required to execute essential tasks.

(d) (U) Identify synchronization issues that cannot be resolved to the supported MACOM commander or HQDA Staff principal.

(e) (U) Notify supported MACOM commanders and HQDA Staff principals of changes and revisions to essential tasks.

(f) (U) Enter essential tasks into The Matrix and maintain accuracy of same.

PETER J. SCHOOMAKER
General, United States Army
Chief of Staff

R. L. Brownlee
Acting Secretary of the Army

Annexes:
A – Army Macro Synchronization Matrix
B – Lines of Operation Descriptions
C – Immediate Focus Areas
D – Army Aviation (TBP)

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Commanding General, United States Army Materiel Command
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Commanding General, United States Army Pacific
Commanding General, Eighth United States Army
Commanding General, United States Army Space and Missile Defense Command
Commanding General, United States Army Special Operations Command
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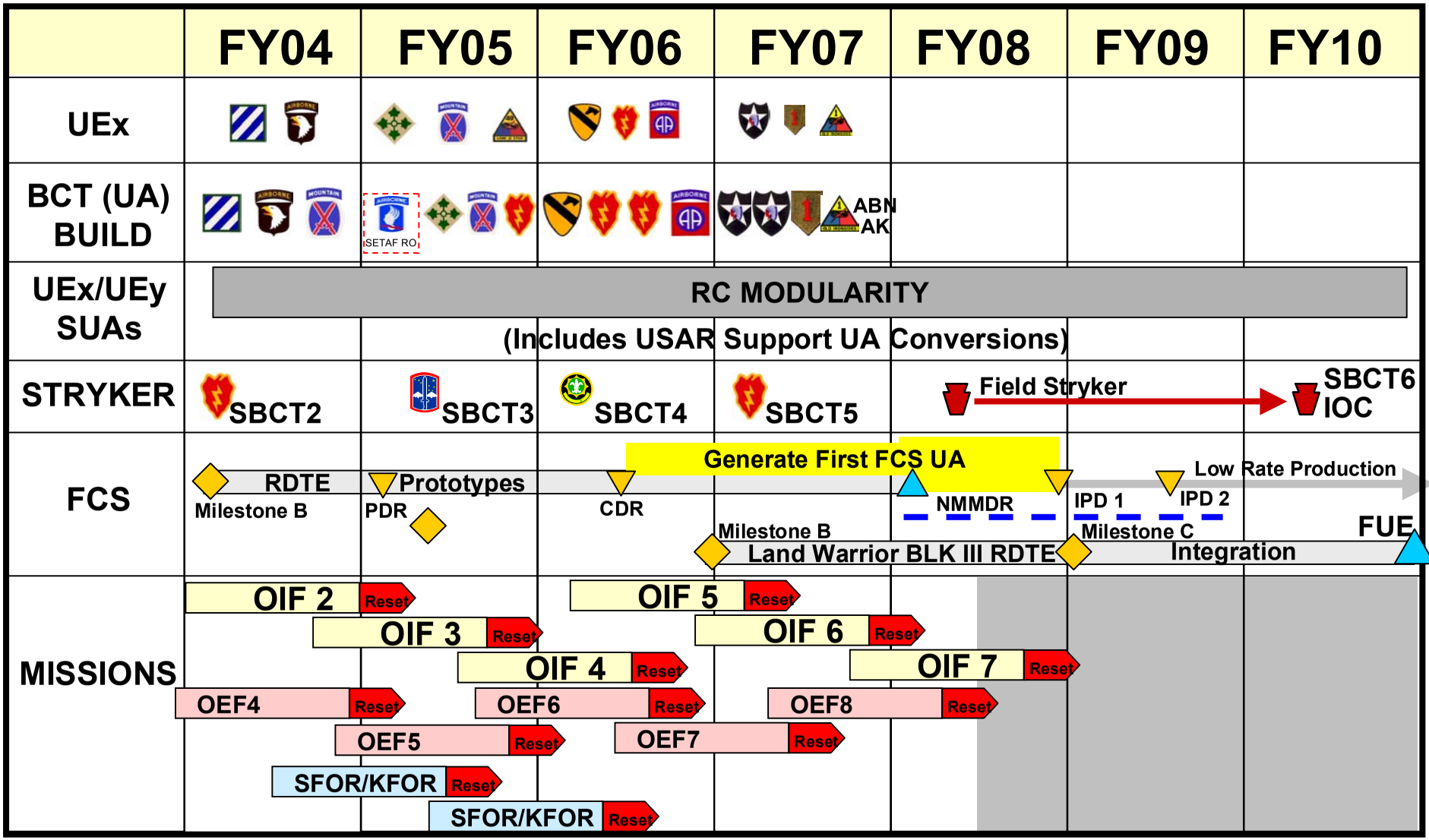
Chief, United States Army Center for Military History
Superintendent, United States Military Academy
Commandant, United States Army War College
Director, Program Analysis and Evaluation
Military Assistant to the Assistant Secretary of the Army (Acquisition, Logistics, and Technology)

ARMY MACRO SYNCHRONIZATION MATRIX



PDR: Preliminary Design Review
DRR: Design Readiness Review (formerly Critical Design Review)

IPD 1: Initial Production Decision 1 (Milestone C)
NMMDR: Network Maturity Milestone Decision Review

Annex B (Lines of Operation) to Army Campaign Plan

1. (U) Lines of Operation (LO). ACP lines of operation are functions that enable supported MACOM commanders or HQDA staff principles to link multiple tasks with the logic of purpose (cause and effect) to achieve ACP objectives. ACP lines of operation are the framework to facilitate synchronization of tasks to achieve intermediate and major objectives, and to inform decisions. Designated lines of operation supported MACOM commanders or HQDA Staff principals have the authority to direct, coordinate, and synchronize execution of required actions within respective lines of operation. They also have responsibilities in supporting roles to provide required assistance to supported MACOM commanders or HQDA Staff principals assigned major or intermediate campaign objectives. The Army Secretariat provides policy oversight as directed in General Order 3.

a. (U) **LO 1 Strategy, Plans and Policies.** Supported: G3. Integrates strategic and Combatant Commanders' operational requirements for full spectrum, dominant land power capabilities into National, DoD, and Joint policies, strategies and guidance, providing the strategic foundation for adequate and timely resourcing for the Army. This LO operates within the domains of National and Department of Defense policy, strategy and guidance, and within the Joint Strategic Planning System (JSPS).

b. (U) **LO 2 Concept Development and Experimentation.** Supported: CG TRADOC. Develop coherently joint Army operational concepts to lead the process of change in the Army. Capture and develop ideas to concepts through deliberate studies, wargaming, and experiments to identify capabilities and actionable recommendations in support of the Joint Capabilities Integration and Development System (CIDS). Integrate DoD, joint, and Army efforts to build future joint land force concepts and capabilities. Use studies, games, and experiments to learn, inform, and engage communities of interest. Adapt the Army Concepts Development and Experimentation Campaign Plan as necessary to capture near-term prototype opportunities. Transfer analytically sound concepts to the capabilities development process.

c. (U) **LO 3 Capabilities Development.** Supported: CG TRADOC. Leads the development of capabilities to transform Current to Future Force within the framework of Joint transformation. Conducts analysis of concepts and current operational needs to determine capability gaps, informs identification of solutions, directs development of capabilities documentation for required new start materiel solutions, and directs development of DOTMLPF capabilities. Employs insights on capability gaps to inform and validate Army Science and Technology effort.

d. (U) **LO 4 Requirements Integration.** Supported: G3. Coordinates doctrine, organizations, training, materiel, leadership and education, personnel

and facilities solutions that support both current operational needs and successful fielding of future capabilities.

e. (U) **LO 5 Doctrine.** Supported: CG TRADOC. Manages the doctrine processes to ensure operating principles, validated concepts, lessons learned, extant capabilities, and standards used in doctrine publications are relevant and organized in a format Soldiers and leaders will use to guide them in joint training and operations. Changes the Army's doctrine to incorporate a joint and expeditionary mindset by establishing principles and terms used in leader development and education and by adapting the tactics, techniques, and procedures commanders use to train units to standard. Ensures joint, multinational, and Army doctrine is properly integrated and current to provide combatant commanders interdependent, adaptable, and ready Army forces.

f. (U) **LO 6 Operating Force Design.** Supported: CG TRADOC. Develops the operational force designs for combat forces, command and control, and support elements. This is accomplished by developing new organizational designs for future forces based upon demonstrated need and approved concepts and architectures or through adjustments to the Current Force through the Force Design Update process. The end products are designs that are based upon joint requirements and that are strategically responsive and dominant at every point on the spectrum of operations.

g. (U) **LO 7 Generating Force Design.** Supported: G3. Manages development of the Army's Institutional and Industrial Operations Base spread across HQDA, MACOMS, Field Operating Agencies and Staff Support Agencies. Serves as HQDA proponent for all Table of Distribution and Allowances (TDA), Army force structure related policies, processes, and actions. Documents and accounts for TDA requirements to accomplish G-3 prioritized Army missions and functions.

h. (U) **LO 8 Force Management.** Supported: G3. Integrates doctrine, organizations, training, materiel, leadership and education, personnel and facilities (DOTMLPF) requirement solutions into Army organizations. Documents and accounts for requirements and authorizations to accomplish G-3 prioritized Army missions and functions. Orchestrates special force structure projects.

i. (U) **LO 9 Unit Training.** Supported: G3. Integrates and synchronizes Army training, ensuring the Current and Future Force are enabled to execute the full spectrum of operations in Joint, Interagency, and Multinational environments through the Training Transformation capabilities.

j. (U) **LO 10 Institutional Training and Leader Development.** Supported: CG TRADOC. Ensures the development and execution of institutional training

(resident and non-resident) is designed to provide relevant and ready Soldiers to Army operational units in support of the combatant commander. Ensures implementation of leadership and education actions required to maintain and produce military and civilian leaders capable of executing joint, interagency and multinational operations. Creates a learning environment that is responsive to emerging technologies and continuously improves processes, procedures and products that support the force.

k. (U) **LO 11 Army Readiness Management.** Supported: G-3. Develops and implements required readiness programs, measures, analyzes and assesses effects of Army forces to meet Combatant Commander requirements, and recommends solutions to maximize readiness. Implement the Strategic Readiness System Army-wide as a management and assessment tool in addition to changes to AR 220-1 across the Current and Future Forces.

l. (U) **LO 12 Setting the Force, Modernization, and Recapitalization.** Supported: G8. Ensures modernization and recapitalization of Army forces. Conducts force development for Army forces, which includes fielding and integration of new and upgraded interoperable equipment into force designs. Ensures investment plans support overall force development. Synchronizes Army positions on Joint and other service's requirements within Joint Capabilities Integration and Development System (JCIDS).

m. (U) **LO 13 Develop and Transition Advanced Technology.** Supported: CG AMC. Executes Army research and technology functions including scientific and technical information, domestic development, and integration of emerging commercial hardware and information technology. Develops and transitions advanced technology to provide materiel solutions to the Current and Future Forces.

n. (U) **LO 14 Force Manning, Stabilization, and Well-Being.** Supported: G1. Develops, integrates, directs, and executes effective human resources programs, policies, and systems to effectively man and stabilize the force, improve the Army's operational readiness, and its contribution to the Joint fight. Manages the development of human capital and ensures the Well-Being of its members (Active Component, USAR, National Guard, DA Civilians, veterans, retirees, family members, and select contractors) to meet immediate and long-range personnel readiness requirements and to meet Army and Joint objectives.

o. (U) **LO 15 Installations.** Supported: ACSIM. Manages, modernizes, and refines installations as strategic assets throughout the Army to ensure installations support a Joint and Expeditionary Force where soldiers, families and civilians live, work, train, mobilize, and deploy to fight and are sustained as they reach back for support.

Annex B (Lines of Operation) to Army Campaign Plan

p. (U) **LO 16 Battle Command.** Supported: CG TRADOC. Develops and fields battle command capabilities that support all echelons of command and provide interoperability with Joint, Interagency, and Multinational coalition forces' battle command systems. Ensures training sustainment capabilities are fielded and resourced. Ensures technology advancements and experimentation results are incorporated into the battle command development process

q. (U) **LO 17 Network Architecture Integration.** Supported: CIO/G6. Integrates, manages, and defends LandWarNet, the Army's portion of the Global Information Grid (GIG) architecture contribution as an enterprise across the operating and generating forces to ensure interoperability and supportability of information technology and national security systems within joint, interagency, and multi-national environments. Enables both the Army Battle Command Architecture and Business Enterprise Architecture to interoperate with joint integrating, functional domain, and emerging future force architectures.

r. (U) **LO 18 Actionable Intelligence.** Supported: G2. Identifies, synchronizes, and tracks Intelligence, Surveillance, and Reconnaissance (ISR) actions by integrating critical and complementary ISR capabilities across multiple proponents to meet Current and Future Force requirements. Synchronizes Army efforts to create an Army culture that actively fights for intelligence.

s. (U) **LO 19 Power Projection.** Supported: G3. Manage and synchronize Army Power Projection (AP3) and coordinate joint integration of DoD force projection programs, to achieve Army strategic mobility objectives and Regional Combatant Commander's Army force requirements, nested within the Joint Swiftness Objectives (10-20-30-30) construct .

t. (U) **LO 20 Sustainment.** Supported: G4. Synchronize actions to deliver materiel readiness to the Army as the land-power component of the Joint Force. Synchronize logistics transformation for sustainment of the Future Force in a Joint environment

u. (U) **LO 21 Resourcing.** Supported: G8. Integrate Army requirements with the Planning, Programming, Budgeting and Execution (PPBE) process and ensure adequate funding for Army objectives.

v. (U) **LO 22 Legislative Objectives, Proposals, and Engagements.** Supported OCLL. Develops the Army's legislative objectives. Prepares, coordinates, and submits legislative proposals from the Army's organizations and activities on proposed legislation, executive orders, enrolled bills, and proclamations. Coordinates, synchronizes, and integrates Congressional engagements.

Annex C (Army Focus Areas) to Army Campaign Plan

1. (U) **Army Focus Areas**. In late 2003, the senior Army leadership established the Army Focus Areas to refine and augment the Army's plan to create a campaign capable joint and expeditionary Army in this decade. The Focus Areas are functional, and examine a range of actions necessary to enhance Army capabilities for joint, interagency, and multinational full spectrum operations. Focus Area descriptions and supported MACOM commander or HQDA Staff principal designations follow:

a. (U) **The Soldier.** Supported: CG TRADOC (US Army Infantry School). Develop Flexible, adaptable and competent Soldiers with a Warrior Ethos.

b. (U) **The Bench.** Supported: CG TRADOC (US Army War College). Prepare future generation of senior leaders. Identify and prepare select Army leaders for key positions within joint, interagency and multinational and service organizations

c. (U) **The Network.** Supported: CG TRADOC (US Army Signal Center). Leverage and enable interdependent, network centric warfare.

d. (U) **Joint and Expeditionary Mindset.** Supported: CG TRADOC. Retain our campaign qualities while developing and embedding a mindset into a capabilities-based Army prepared to provide support to the Combatant Commander.

e. (U) **Active Component/ Reserve Component Balance.** Supported: G-3. Redesign the force to optimize the Active and Reserve Component (AC/RC) mix across the Defense Strategy.

f. (U) **Modularity.** Supported: CG TRADOC. Create modular, capabilities-based unit designs.

g. (U) **Force Stabilization.** Supported: G1. Ensure unit stability and continuity, and provide predictability to Soldiers and their families.

h. (U) **Combat Training Centers/ Battle Command Training Program.** Supported: CG TRADOC. Refocus the roles and missions of the CTCs under conditions of realistic joint, interagency and multinational (JIM) environment/joint operational environment (JOE) in order to produce decisive, self-aware, and adaptive units and leader.

i. (U) **Leader Development and Education.** Supported: CG TRADOC. Train and Educate Army members of the joint team.

j. (U) **Army Aviation.** Supported: G3. Conduct a holistic review of Army Aviation and its role on the joint battlefield

Annex C (Army Focus Areas) to Army Campaign Plan

k. (U) **Installations as Flagships.** Supported: ASA (I& E) and ACSIM. Enhance our installations ability to project power and support families

l. (U) **Current to Future Force.** Supported: CG TRADOC. Accelerate fielding of selected Future Force capabilities to enhance effectives of the Current Force.

m. (U) **Resource Processes.** Supported: Director, Army Staff. Redesign resource processes to be flexible, responsive and accelerated to support an Army at war.

n. (U) **Strategic Communications.** Supported: EOH Strategic Communications. Tell the Army story so that the Army's relevance and direction are clearly understood and supported.

o. (U) **Authorities, Responsibilities and Accountability.** Supported: Director, Army Staff. Clarify roles and divide authority in effective ways to remain agile and flexible while ensuring accountability for results.

p. (U) **Actionable Intelligence.** Supported: G-2. Provide commanders and Soldiers with a high level of shared situational understanding, delivered with the speed, accuracy, and timeliness necessary to operate at their highest potential and conduct successful operations

q. (U) **Logistics.** Supported: CG TRADOC. Create an integrated logistics capability that is singularly responsible, responsive, and adaptive for end-to-end sustainment to a joint force commander across the spectrum of conflict.

2. Results of Focus Area decisions are integrated into the ACP throughout execution. G3 will publish changes to the ACP as required to ensure synchronization.