

DCN: 1794

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***A Campaign Quality Army with Joint and Expeditionary  
Capabilities***

**Army BRAC:  
*Implications of Current Initiatives***

As of 10 Jun 2004

Headquarters, Department of the Army  
Deputy Chief of Staff, G3  
Washington, DC

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## **EXECUTIVE SUMMARY**

The Army is undergoing its biggest restructuring effort in over fifty years to create a campaign quality force with joint and expeditionary capabilities. The 2001 Quadrennial Defense Review (QDR), the events of 9/11, and the ongoing Global War on Terrorism (GWOT) provoked the need for enormous change to restructure, rebalance, and stabilize Army force capabilities.

As a superpower with global interests, America has sought to maintain presence in critical regions while reducing its overseas footprint. The OSD-led Integrated Global Presence and Basing Strategy (IGPBS) signals a further transition from forward presence by deployed forces to forces projected from the continental United States on a rotational basis. It will also realign, reposition and shift forces to consolidate and/or eliminate overseas headquarters to maintain a capable presence and meet Regional Combatant Commander Theater Security Cooperation Program and contingency requirements.

The Army recognizes that it is still encumbered with facilities no longer needed. These facilities drain resources that could otherwise be spent on transformation, readiness, and needed infrastructure.

Base Realignment and Closure (BRAC) will be a critical component of Army Transformation. It will rationalize our force structure with defense strategy and will be the means by which we reconfigure our current infrastructure into one in which operational capacity maximizes both warfighting capability and efficiency.

Many of the Army's recent initiatives impact our requirements for facilities, training, leader development, mobilization, health care, and other key areas associated with stationing. Associated with these initiatives, *Army BRAC: Implications of Current Initiatives* outlines assumptions, imperatives, design constraints, and transformational options for the stationing of our forces necessary to successfully execute the Army's BRAC 2005 analysis. The considerations identified herein should be taken into account along with the mandatory requirements of the BRAC Selection Criteria.

Stationing Army capabilities is crucial to remaining strategically responsive and to projecting power on a rotational basis. The BRAC process provides an opportunity for the Army to reduce excess facilities and align capabilities at locations that enhance our ability to mobilize, project forces, and sustain combat power anywhere, at any time.

## **OVERARCHING ASSUMPTIONS**

- The Army's level of strategic commitment, including the GWOT, will continue at the current pace but not necessarily at current locations.
- The geo-political and geo-strategic environment (e.g., Europe, Korea) will require the Army to restation OCONUS forces.
- IGPBS decisions will be made in conjunction with BRAC.
- BRAC recommendations will support the stationing of a joint, expeditionary Army.
- OSD BRAC dollars will be used to implement decisions that are transformational in nature.
- Congressional approval of the BRAC list will require full funding of all BRAC actions.
- RC capabilities requirements in support of global security operations will remain elevated for the near future. The Army will continue to rely heavily on RC capabilities for strategic commitments including GWOT, homeland defense (HLD) missions and mobilization support.
- Army National Guard and USAR change will keep pace with Army requirements. RC end strength will not change.
- Army units can be stationed on other Service and Reserve Component installations.
- The Army will retain sufficient forces to meet combatant commander and defense strategy needs while transforming to modular formations.
- Active component authorized end strength will be exceeded through FY07 to build additional units of action (UAs) and additional combat support/combat service support units.
- The RC will transition from an "Alert-Train-Deploy" model to a "Train-Alert-Deploy" model.
- Current systems (e.g., M1 tanks, M2/M3 fighting vehicles, AH-64 helicopters, etc.) will remain in the inventory through 2025.
- The broad impact of the future combat systems (FCS) program will shape our future. The Army will provide FCS program stability.
- Current and Future Force Warriors will remain the centerpiece in the GWOT and other global commitments. The prosecution of the GWOT, execution of homeland defense missions, and achievement of Joint Force capabilities are all predicated on the individual Soldier, Marine and SOF operator's ability to achieve operational objectives via superior training, leadership and integrated technologies/systems.
- The Army will retain all existing Executive Agent (EA) responsibilities.
- The Army will support stationing requirements for the DoD and Federal government where the Army has Executive Agency responsibilities.

## **CHAPTER 1 MODULARITY**

### **Assumptions:**

- The Army will have 43 Active UAs and will set conditions for 48 pending future decisions.
- Army Units of Employment (UEX and UEY) will be joint capable (with augmentation) and can be stationed independent of UAs.
- The Army will have 18 UEX (10 AC, 8 RC) and 5 UEY headquarters.
- Congress and OSD will support UEX and UEY headquarters stationing requirements.
- Army stationing needs (training areas, ranges and facilities, barracks, administrative headquarters, maintenance facilities, family housing, medical/dental support, etc.) will increase through FY07 to accommodate the temporary increase of 30K in AC end strength and the addition of up to 15 UAs.

### **Imperatives:**

- Provide the capability to station 48 UAs, 10 UEX, 5 UEY, and a significant but undetermined number of Support UAs, Theater Command elements, and other supporting units in the United States.

### **Design Constraints:**

- Provide range complexes to support all UA (and UE, where appropriate) organic weapons in compliance with surface danger zone safety standards.
- Ensure the capability to conduct live combined arms training for a battalion task force based on current training strategies for Brigade Task Forces.
- Ensure installations supporting one or more UAs are capable of conducting unit live-fire training.
- Collocate subordinate units of a UA with the UA headquarters.

### **Transformational Options:**

- Locate UAs at installations DoD-wide capable of training modular formations, both mounted and dismounted, at home stations with sufficient land and facilities to test, simulate, or fire all organic weapons.
- Locate UEX and UEY on joint bases where practical to leverage capabilities of other services (i.e., strategic lift to enhance strategic responsiveness).

## **CHAPTER 2 HEADQUARTERS**

### **Assumptions:**

- The Army will reduce the number of service-level headquarters due to Unified Command Plan (UCP) revisions.
- The Army will consider other Service capabilities and other component installations in developing stationing alternatives.
- The Army will consider collocating and consolidating Battle Command and administrative functions onto other installations.
- ARNG State Headquarters will transition to a Joint Force Headquarters combining Army and Air National Guard as well as other Services.

### **Imperatives:**

- Provide the capability (or be capable of expanding) to station existing Continental United States Army (CONUSA) headquarters, major Army command (MACOM) headquarters, Army Service Component Commands (as designated), and United States Army Reserve Command (USARC) headquarters in the United States.
- Collocate HQDA elements with OSD, Air Force, Navy, and USMC headquarters elements in the Washington, DC area.
- Retain unique force protection facilities needed within the NCR.

### **Design Constraints:**

- Provide sufficient infrastructure to support US-based Battle Command facilities for regionally oriented Combatant Commander headquarters, Unified Commands, and the Special Operations Command.

### **Transformational Options:**

- Pursue Joint solutions for C4ISR and Battle Command while ensuring that Army retains responsibility for LandWarNet and sensors supporting ground combat.
- Create multi-functional, multi-component and multi-service installations that provide same or better level of service at a reduced cost.
- Reduce the number of USAR regional headquarters to reflect Federal Reserve Restructuring Initiative (FRRI).
- Collocate functions and headquarters in “Joint Campuses” to enhance interoperability and reduce costs.
- Consolidate multi-location headquarters at single locations when feasible to enhance efficiency and effectiveness.

## **CHAPTER 3 FORCE STABILIZATION**

### **Assumptions:**

- The Army will stabilize the CONUS-based force by the end of FY05.
- The Army will require installations that enable unit-focused stabilization.
- The Army will implement force stabilization from FY 05 through FY 07 and attain steady state after FY 08.
- The Army force stabilization policy will facilitate the professional development of Soldier leaders.

### **Imperatives:**

- Ensure accessible peacetime military and family medical care through a cost effective combination of military and private service.
- Provide an assortment of TOE and TDA units on installations to support soldier assignments that enhance career progression synchronized and unit stabilization.
- Provide for the Well-Being of the soldiers and civilians stationed at the installation, including housing, medical, child development services, spousal employment, MWR, education, soldier & family member in-state tuition, and facilities more directly in support of unit-focused stabilization.

### **Design Constraints:**

- Focus installation efforts to support lifecycle training, periodic assignments and training, and increased flow of equipment and training during reset periods.
- Support the capability to station people at specific installations for up to 7 years, including the ability to transition between operational and institutional assignments.

### **Transformational Options:**

- Locate Army forces to protect U.S. population, territory, and critical infrastructure and enhance support of potential NORTHCOM operations.
- Locate units and activities to enhance home station operations and force protection.
- Inter-mix institutional training, MTOE units, RDTE organizations and other TDA units in large numbers on single installations to support force stabilization and enhance training.

## **CHAPTER 4 INTEGRATED GLOBAL POSTURE AND BASING STRATEGY**

### **Assumptions:**

- The Army will realign or reduce its overseas posture to support new global security challenges, Unified Command Plan (UCP) revisions, a robust rotational strategy.
- The Army's forward footprint will become smaller and more dispersed.
- Battle Command nodes will remain important for OCONUS operations, and will re-position based on Combatant Commander requirements.
- The Army will forward station a network of main operating bases capable of supporting combat forces that conduct and sustain missions worldwide.

### **Imperatives:**

- Retain the capacity to absorb overseas forces to include equipment, families, facilities and training needs within the United States.
- Provide the capability to project power through attaining and sustaining a robust rotational strategy.
- Retain the capability to simultaneously project forces from the Atlantic, Pacific, and Gulf coasts.
- Ensure access to airfields, railheads, deep-water ports and "receiving end" deployment facilities to enable simultaneous deployments from multiple locations and sustainment of both military and civilian forces.
- Provide power projection platforms that have a robust information infrastructure that gives deployed commanders quick and efficient reach-back capabilities.
- Pre-position stocks using APS and ARF construct to enable an integrated supply chain that reaches across the breadth and depth of resources in a joint, interagency and multinational theater.
- Maintain the Army capability at designated locations in CONUS, Alaska, and Hawaii to respond to reachback requests from forward deployed forces and forces at overseas main operating bases engaged in or in support of contingency operations.
- Ensure Continuity of Operations (COOP) and secure communications.

### **Design Constraints:**

- Provide a sufficient number of power projection platforms (to include Army only and sister services) to support a robust rotational policy without impinging on the MACOM's ability to mobilize/demobilize RC forces and the Reserve Component's ability to conduct collective training.
- Provide the capacity to absorb all IGPBS identified forces within the United States (to include Alaska and Hawaii) without impinging on the Reserve Component's ability to conduct collective training.

### **Transformational Options:**

- Establish multiple power projection platforms capable of simultaneously deploying multiple units.
- Consider all AC, RC and sister service installations and major training centers as potential recipients of active component forces returning from OCONUS.
- Locate Army forces and materiel to enhance deployment/redeployment of the joint team.
- Establish a multi-service distribution and deployment network that enhances the strategic responsiveness of the joint team.
- Propose CONUS installations to site IGPBS unit moves.

## **CHAPTER 5 FUTURE COMBAT SYSTEMS**

### **Assumptions:**

- Army Future Force weapons systems will require significantly larger training areas and larger range fans than those of current systems.
- The Army will employ modern web-based communications and information systems to advance joint warfighting capabilities and service integration to a new form of interdependence.
- The Army will improve effectiveness, efficiency, and decision-making through a highly reliable, available, maintainable (RAM) global information grid (GIG).
- Future Force capable of shooting, moving, and communicating in any region of the world and adaptable to any environment it will operate in.

### **Imperatives:**

- Retain access to a mix of training lands, facilities, infrastructure, and training media for both the Current and the Future Forces.
- Provide training institutions with sufficient area and facilities to train soldiers and leaders in the skills and weapon systems of emerging technologies and doctrinal concepts.

### **Design Constraints:**

- Provide the capability to conduct technical and functional training on integrated systems for members of our sister services and our allies.
- Provide a robust IT backbone end-to-end to support the FCS.
- Provide installations capable of expanding and modernizing existing facilities and training lands to meet requirements of future combat systems.

### **Transformational Options:**

- Collocate FCS, Stryker, and Current Forces at the same installations.
- Collocate multiple FCS-equipped UAs at the same installation.

## **CHAPTER 6 UNIT TRAINING**

### **Assumptions:**

- The Army will maintain forcible entry and early entry capabilities.
- The Army must have the capability to conduct “joint logistics over the shore” (JLOTS) training and access to seaports that provide the necessary capabilities.
- The Army will expand roles of some training institutions to include collective training.
- The Army will use both sister service and RC facilities for unit training.
- The Army will maintain a training support infrastructure that: 1) enables units to achieve and sustain design capability; and 2) supports training of deploying units.
- The Army will maintain Centers of Excellence that responsively provide training support products, performance advice/feedback, and practice opportunities.
- The increase in the number of Army active and reserve UAs and the Army’s robust rotational strategy will increase the requirement for CTC capabilities.
- The Army will maintain the capability to conduct special operations across the spectrum of conflict.

### **Imperatives:**

- Provide trained and ready forces to satisfy combatant commanders’ capability requirements, while preserving service core competencies.
- Retain land for training and staging areas for Homeland Defense operations.
- Provide the ability to train combat formations for full spectrum operations, to include obscurant training and electro-magnetic operations.
- Provide major training areas in CONUS as alternate training sites for maneuver installations that are not suitable for greater than company-level training due to the training load or environmental concerns.
- Do not relinquish unique and essential training environment.
- Preserve the ability to conduct JLOTS training in CONUS.
- Retain sufficient training land and facilities to meet current and potential combined arms training requirements for both Active Army and Reserve Component force skills and organic weapons systems in accordance with emerging doctrine.
- Retain a wide variety of topography and climatic conditions (e.g., cold weather, swamps, mountains, desert, etc.) available for training soldiers and units and testing equipment and emerging operational doctrine.

### **Design Constraints:**

- Provide combat training centers in CONUS to enhance combat professional development for unit leaders of Current and Future Forces.
- Provide the training capability for all battlefield operating systems and systems integral to the effectiveness of TDA units.

**Transformational Options:**

- Consolidate, collocate, and/or disperse training to enhance coordination, doctrine development, training effectiveness, and improve operational and functional efficiencies.
- Streamline training and test infrastructure and associated overhead (manpower, equipment, facilities, etc.) to achieve efficiencies.
- Locate UAs at training areas supporting both mounted and dismounted forces.
- Establish environments that support live, virtual, and constructive training areas to support combat readiness of Army forces.
- Maximize multi-functional training areas and minimize the number of single focus training areas for the Reserve Components where possible.
- Enhance, expand and buffer multi-purpose installations to reinforce and protect their ability to support a transforming Army.
- Identify joint and distributed training solutions to reduce TDA structure and minimize TTHS impact on operating strength.
- Locate Special Operations Forces (SOF) in locations that best support specialized training needs, training with other service SOF units and wartime alignment deployment requirements.
- Explore additional training opportunities through land acquisition, use of sister service lands, and use of other Federal properties.

## **CHAPTER 7 INDIVIDUAL TRAINING & EDUCATION**

### **Assumptions:**

- Army institutional training loads will be roughly equal to historical averages associated with the Army's authorized endstrength.
- The Army will consider branch school consolidation to promote integration of leader development, functional training, doctrine development and writing, combat development, and use of high capacity, modernized installations.
- The Army will consider school consolidation with sister services and other DoD organizations to maximize use of compatible facilities and reduce installation costs.
- The Army will continue to provide both MEL1 and MEL4 education and training.
- The Army will maintain EA responsibility for live agent training for the DoD and Federal Government.

### **Imperatives:**

- Provide training and leader development opportunities to produce competent and confident leaders capable of decisive action.
- Provide the capability to train leaders and test equipment and emerging doctrine under varying climatic conditions.
- Provide the capability to support a single Leader Development and Assessment Course and a single Leader's Training Course.
- Retain the capability to conduct both undergraduate and graduate pilot training.
- Provide practical clinical training and graduate medical/dental education.
- Provide the capability to conduct chemical live agent training to ensure soldiers are qualified to counter weapons of mass destruction.

### **Design Constraints:**

- Provide sufficient area and facilities to train AC and RC soldier and leader skills on organic weapons systems in accordance with emerging doctrine.
- Provide sufficient Combat Training Centers (CTCs) to enhance combat professional development for unit leaders.

### **Transformational Options:**

- Collocate or consolidate multiple branch schools and centers on single locations based on warfighting requirements, training strategy, and doctrine (preferably with MTOE units and RDTE facilities) to gain efficiencies from reducing overhead and sharing of POI resources.
- Combine AWC and CGSC at a single location.
- Collocate civilian and military training and leader development to support Senior Army Workforce (SAW) training and improve Army senior civilian leadership.

## **CHAPTER 8 ARMY AVIATION**

### **Assumptions:**

- The Army will have nine Aviation UAs and a Special Operations Aviation Regiment in CONUS and two Aviation UAs OCONUS.
- The Army will continue as the Executive Agent for all rotary wing pilot training.
- The USAF will continue to conduct undergraduate rotary wing training with the Army.
- The Army will continue increasing UAV requirements for situational awareness.

### **Imperatives:**

- Provide the capability to meet both peacetime and wartime aviation training requirements.

### **Design Constraints:**

- Provide sufficient airfield facilities (hangars, parking ramps, refuel points, runways, etc.) to aviation units to accommodate training and operational requirements.
- Provide sufficient airspace to train for Full Spectrum Operations; specifically, Special Use Airspace (Prohibited Areas, Warning Areas, Military Operation Areas, Alert Areas and Controlled Firing Areas).
- Provide sufficient ammunition supply point capacity to support training and wartime stockage requirements.
- Provide the capability to store, park and maintain all aircraft in the Army's inventory.
- Provide range capacity for laser training and operations, and air to ground ordnance (e.g., hellfire and rockets).
- Provide ready access to both impact areas and simulation centers for aviation UAs, range requirements for aerial gunnery initial qualification for simulator and Tables I & II.

### **Transformational Options:**

- Consolidate aviation rotary wing training with sister services for like-type aircraft to gain efficiencies.
- Consolidate UAV training with sister services for like-type aircraft to gain efficiencies.
- Consolidate fixed wing training with sister services for like-type aircraft to gain efficiencies.

## **CHAPTER 9 INSTALLATIONS AS FLAGSHIPS**

### **Assumptions:**

- The Army has infrastructure (including leased space) that does not support readiness requirements, power projection, and power sustainment standards nor enhance recruiting and retention.
- The Army will reduce excess facilities to free resources for essential facilities.
- The Army will continue privatizing utility systems and family housing operations, partnering with local communities and improving installation services through commercial competition.
- With limited exceptions, the Army cannot afford to sustain single focus installations.
- The Army will use an Operational Readiness Training Complex layout for RC training at major training areas and to support mobilization and contingency operations at Power Projection Platforms.
- The Army will have ready access to commercial ports located on the Atlantic, Pacific and Gulf coasts to facilitate power projection.

### **Imperatives:**

- In coordination with Navy and Air Force, maintain a sufficient disposition of installations to provide Homeland Defense coverage of critical United States infrastructure.
- Provide UAs with ready access to large port facilities and to local/national transportation assets (highways and railroad) to facilitate rapid movement of forces from installations to ports.
- Retain facilities and unique training environments designed to support unique Army capabilities (e.g., airborne, air assault, urban operations, and cold weather training).
- Provide surge capability to support Army mobilization requirements (organic and commercial), National Defense contingency situations, and other emergency requirements.

### **Design Constraints:**

- Provide installations near designated sea and aerial ports of embarkation to enhance strategic responsiveness.
- Provide safe, comfortable, quality, affordable family housing units (on or off post) for Army soldiers to raise their families.
- Provide adequate, modern single soldier barracks facilities.
- Provide a common baseline level of support that includes employment opportunities for family members, quality education (including in-state tuition benefits for soldiers and their families) and support services (e.g., affordable quality childcare, commissaries, chapels, recreational facilities, responsive, comprehensive professional medical/dental care and cultural facilities).

- Consider other Services' veterinary requirements in future stationing decisions (Army is DoD Executive Agent for veterinary services).
- Exercise caution in determining what is truly excess and/or surplus. Excess capacity at one installation does not readily translate into availability to meet shortfalls at another installation.

**Transformational Options:**

- Consolidate activities and functions onto multi-purpose installations (to include sister service and other DoD installations) to provide maximum flexibility for the Future Force.
- Move out of leased space when analysis indicates the opportunity to reduce costs and enhance force protection while still accomplishing the mission.
- Reduce the infrastructure footprint to enhance force protection and reduce costs.
- Provide force protection to reduce the vulnerability of Army personnel, facilities, and equipment to acts of terrorism.

## **CHAPTER 10 MAXIMIZING RESERVE COMPONENT CONTRIBUTIONS**

### **Assumptions:**

- The ARNG will have 8 UEx, 34 UAs and an undetermined number of Support UAs.
- The USAR will have an undetermined number of Support UAs.
- RC units and individuals will continue to train 39 days or more per year.
- RC units will continue to utilize active component installations for both weekend and annual training periods.
- ARNG and USAR training requirements will mirror those of the AC (i.e., no unique training requirements).

### **Imperatives:**

- Ensure sufficient infrastructure, maneuver space, and training ranges are available to provide timely responses to military contingencies and support RC mobilization, and collective and institutional training.
- Provide adequate installations, major training centers and RC Mobilization Centers that fully support the Train-Alert-Deploy construct for individuals, combat support/combat service support units, and brigade combat teams.

### **Design Constraints:**

- Provide adequate health care, casualty reception, and medical/dental force training.
- Provide capabilities and facilities to support mobilization and power projection requirements.

### **Transformational Options:**

- Explore inter-service and inter-component use of facilities (e.g., ARNG and USAR sharing facilities and/or ARNG and USAR sharing facilities with Navy, Air Force, Marine Corps units in the same geographic area).
- Reshape installations, RC facilities and RC major training centers to support home station mobilization and demobilization and implement the Train/Alert/Deploy model.
- Explore joint civil-military use of facilities/installations in support of homeland defense missions, response and coordination (e.g. Army National Guard and State Emergency Management/Fire/Police, or other Federal agencies (FEMA/FBI)).

## **CHAPTER 11 ENVIRONMENTAL CONSIDERATIONS**

### **Assumptions:**

- The Army will remain an ardent steward of the environment.
- The Army will consider encroachment issues when determining sustainability of an installation.
- Army will support stationing decisions with the appropriate National Environmental Policy Act (NEPA) analyses.

### **Imperatives:**

- Ensure future sizing and stationing actions must comply with environmental laws.

### **Design Constraints:**

- Consider the relative ability of an installation to sustain assigned force structures and training strategies (to include Reserve Component collective training) based on the estimated carrying capacity of the training lands.
- Provide adequate encroachment buffer zones to ensure that installations are expandable, and support readiness requirements of Future Forces.
- Ensure that pollution prevention provides a high return on investment.
- Consider encroachment on ranges, both internally and externally, and range sustainability to support training requirements in stationing decisions.

### **Transformational Options:**

- Locate Army units to reduce the impact of encroachment on joint team mission accomplishment.
- Locate Army units where available natural resources can sustain the force.
- Locate Army units to enable maximum training and flexibility within environmental limits.

**CHAPTER 12  
RESEARCH, DEVELOPMENT, TEST & EVALUATION**

**Assumptions:**

- The Army will retain the lead for research, development, test and evaluation for technologies and systems integral to the conduct of Joint expeditionary land warfare.
- The Army will preserve crucial laboratory and research, development and engineering, acquisition, and logistics management capabilities and capacity necessary to ensure current and future force readiness.
- The Army will provide the capability to conduct developmental and operational testing and experimentation and to test organizational and doctrinal concepts for future forces.
- The Army will collocate, consolidate, execute inter-service agreements with other Services/other DoD agencies, and/or partner with industry for laboratory and research, development and engineering, acquisition, and logistics management capabilities.
- The Army will need more in-house science and technology talent to achieve its unique mission needs due to accelerating technologies.
- Future Force weapon systems require significantly larger testing areas and range fans than those available for current systems.
- The Army will integrate and expand testing and training areas, ranges and assets to meet infrastructure requirements for the Future Force.
- The Army will avoid actions detrimental to supporting current war efforts when considering facilities, which are the unique or dominant provider of critical capabilities.
- The Army will provide, adapt and create new RDT&E facilities for future technologies required to research, develop, and/or test the materiel of the Army's Future Force, the Individual Warrior, and Joint operations.
- The Army will provide RDT&E capability to test the integrated suites of equipment and technologies necessary to enable network centric warfare.

**Imperatives:**

- Maintain critical Army RDT&E infrastructure and capacity required for technological capabilities and supporting technologies and systems integral to the conduct of Joint expeditionary land warfare.
- Maintain unity of command for Army developmental testing, operational testing, and evaluation, in support of the Army, DoD Transformation, and Joint operations.
- Provide RDT&E infrastructure that will attract world-class talent in emerging science and engineering fields.
- Retain state-of-the-art laboratory capabilities to attract, train, and retain talent.
- Retain sufficient large testing areas and test ranges to support the development of future systems.

- Retain and/or revitalize land, facilities and associated airspace suitable for testing or training throughout a diversity of climate (desert, cold, temperate, and tropic) and terrain areas (mountainous, flat, rugged, vegetation, and forest).

**Design Constraints:**

- Provide research and development support to the Army's Product Center business model for the life cycle management of materiel systems.
- Conduct Soldier-intensive testing located at installations with a large soldier population.
- Provide adequate land, ranges and facilities to support the Army's transformation testing program.
- Provide the capability to evaluate land warfare materiel over the full range of terrain and climatic conditions.

**Transformational Options:**

- Consolidate Army RDT&E organizations to capitalize on technical synergy across DoD, academia and industry.
- Establish an Army Network Science Technology and Experimentation Center to fully realize the transformational capabilities of interdependent joint Network Centric Warfare.
- Merge specific scientific and engineering disciplines to enable multidisciplinary efforts, both within the Army and with the other services to develop and institute ground warfare applications within Network Centric Warfare.
- Consolidate RDT&E functions on fewer installations through inter-service support agreements to increase efficiencies and reduce redundancy within the DoD.
- Examine opportunities to work side-by-side with the best academic and industrial partners on S&T projects.
- Optimize the use of training and testing lands for both the Current and Future Forces.

## **CHAPTER 13 SUSTAINMENT**

### **Assumptions:**

- The Army will retain the lead for life cycle materiel management of systems integral to the conduct of Joint expeditionary land warfare.
- The Army will consider a redundancy of capabilities to sustain joint expeditionary land forces to prevent single points of failure and reduce risk.
- The Army will retain critical production, maintenance, manufacturing, storage, staging, reconstitution and reutilization capabilities that are not commercially available, cannot be privatized with sufficiently low risk or cannot be readily rebuilt/expanded during mobilization and reconstitution.
- The Army will maintain a senior Army Major Command Headquarters to plan, direct, resource, and manage the provision of superior technology, acquisition support, and logistics for joint expeditionary land warfare systems.
- The Army will not shut down an organic manufacturing capability nor move the capability to the commercial industrial base without assessment of the long term risk of the lost of the capability

### **Imperative:**

- Retain facilities that will not complete planned chemical demilitarization before 2011.
- Retain the Army lead for life cycle materiel management of systems integral to the conduct of Joint expeditionary land warfare.
- Sustain critical production capabilities that cannot be readily rebuilt or expanded during mobilization and reconstitution or commercially duplicated, as well as capabilities to replenish stockpiles.
- Provide the capability to effectively flow unique cargo not allowed or ordinarily processed in commercial ports, such as large, containerized and non-containerized quantities of hazardous and/or sensitive cargos (e.g., ammunition).
- Maintain industrial capabilities not commercially available or privatizable at sufficiently low risk to meet production, sustainment, surge, and reconstitution requirements (e.g. ammunition).
- Provide modernized joint maintenance and manufacturing capabilities, to ensure the readiness of the Joint land warfare force and to provide redundancy as required.
- Create modernized joint munitions industrial base production, storage and distribution capabilities in support of Service requirements, operational surge and other Joint warfare power projection requirements.

### **Design Constraints:**

- Provide modern, well-equipped facilities with superior worldwide secure communications systems to ensure command, control, and integration of all functions related to materiel research and development, acquisition, and sustainment of land warfare equipment in support of the Joint Force.

- Provide a highly trained, skilled, knowledgeable workforce consisting of experienced people in research and development, acquisition management, logistics management, resource management, and policy development.

**Transformational Options:**

- Develop, implement, and sustain an integrated logistics enterprise capable of managing the global logistics/supply chain.
- Collocate multiple functions, activities, or workload at a single installation.
- Increase partnerships with industry to create modernized Joint maintenance and manufacturing capabilities.
- Realign and consolidate the Army organic industrial base, in partnership with industry, to provide Joint, responsive, flexible, world-wide logistics support from factory to foxhole.
- Reshape and integrate critical munitions and armaments capability to sustain peacetime and wartime Joint operational requirements in the most effective and efficient manner.
- Reshape and integrate Army maintenance and materiel management capabilities to sustain peacetime and wartime joint operational requirements in the most effective and efficient manner.
- Structure a multi-service distribution and deployment network to enhance the strategic responsiveness of the Joint team.

## **ARMY CAMPAIGN PLAN CAMPAIGN OBJECTIVES**

- **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.
- **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.
- **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.
- **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.
- **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.
- **Build the Future Force:** Develop Future Force capabilities to meet future landpower requirements of the combatant commanders.
- **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.
- **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.

## **ARMY CAMPAIGN PLAN MAJOR OBJECTIVES**

### **Support Global Operations:**

- Reorganize AC and RC operating forces into modular UEs, UAs and SUAs. Supported-Army Service Component Command (ASCC) Commanders.
- Develop plan to use temporary 30K AC strength increase to enable AC modular conversion. Supported-G3.
- 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.
- Reorganize Army Aviation into modular theater, UEy, and multi-functional AVN BDE UAs NLT 2008. Supported-ASCC Commanders.
- Balance AC and RC force structure to reduce or eliminate high demand/low density (HD/LD) unit disparities. Supported-G3.
- Provide organized, trained, and equipped forces ISO RCC theater-strategic and operational requirements (OIF, OEF, SFOR, KFOR, HLD, etc.). Supported-ASCC Commanders.
- Provide organized, trained, and equipped forces ISO RCC forward presence requirements. Supported ASCC-Commanders.

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- Provide organized, trained, and equipped forces ISO RCC theater security cooperation requirements. Supported-ASCC-Commanders.
- Provide APS and ARF IOT increase responsiveness of Army forces. Supported-CG AMC.
- Sustain operational-level headquarters manning. Supported-G3.
- Sustain Rapid Fielding Initiative (RFI) IOT properly equip Soldiers for full spectrum operations. Supported-G8.
- 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.
- Develop and implement embedded theater-specific red team capabilities to support full spectrum operations. Supported-G2.

**Adapt and Improve Total Army Capabilities:**

- Resource conversion of AC and RC operating forces into modular UEs, UAs and SUAs. Supported-G8.
- Resource plan to use temporary 30K AC strength increase to enable AC modular conversion. Supported-G8.
- Resource activation of 10 AC BCT(UA)s NLT 2006. BPT to activate up to 5 AC BCT (UA)s NLT 2007. Supported-G8.
- Complete fielding of SBCTs. SBCT3 (FY05), SBCT4 (FY06), SBCT 5 (FY07), SBCT 6 (Stryker fielding: FY08, IOC FY10). Supported-CG FORSCOM and CG USARPAC.
- Resource reorganization of Army Aviation into modular theater, UEy, and multi-functional AVN BDE UAs NLT 2008. Supported-G8.
- Implement Army Battle Command through the Network and Good Enough Battle Command solutions. Supported-ASCC Commanders.
- Establish home station operating centers (HSOC) in order to provide reach and expanded expeditionary BATTLE COMMAND capabilities. Supported-ASCC Commanders.
- Reset and sustain APS and ARF. Supported-CG AMC.
- Accomplish NEPA-associated actions to support reorganization and modular conversion. Supported-IMA.
- Implement Army Capabilities Integration and Development System that parallels and supports the Joint Capabilities Integration and Development System. Supported-G8.
- Resource balancing of AC and RC force structure to reduce or eliminate high demand/low density (HD/LD) unit disparities. Supported-G8.
- Accelerate and anticipate solutions to requirements of operational forces including IBA, UAH, ASE, RFI, etc. Supported-G8.

**Optimize Reserve Component Contributions:**

- Develop policies and procedures to streamline and reform mobilization, deployment, and demobilization processes. Supported-CG FORSCOM.
- Reengineer pre- and post-mobilization actions and supporting infrastructure to maximize RC mission time. Supported-CG FORSCOM.
- Reform and establish RC personnel, administrative, and legislative policies to support a joint and expeditionary Army. Supported-DARNG and OCAR.
- Build ARNG Trainee, Transients, Holders, and Students (TTHS) account by 2008 in order to align structure, authorizations, and manning. Supported-DARNG.
- Build USAR Trainee, Transients, Holders, and Students (TTHS) account by 2006 in order to align structure, authorizations, and manning. Supported-OCAR.

**Sustain the Right All-Volunteer Force:**

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

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- Reduce the personnel turbulence of the force through stabilization programs including unit-focused stability. Supported-CG FORSCOM for execution, G1 for planning and preparation.
- 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.
- Develop and implement retention and well-being strategies to support the right all volunteer force. Supported-G1.
- Implement enterprise network-centric Human Resources (HR) system and revise supporting personnel policies to deliver responsive personnel services support. Supported-G1.
- Implement Senior Army Workforce (SAW), National Security Personnel System (NSPS), and military to civilian conversions to transform the civilian component. Supported-G1.

**Adjust Global Footprint:**

- Implement IGPBS in CDR USPACOM AOR. Supported-CG USARPAC.
- Implement IGPBS in CDR USEUCOM AOR. Supported-CG-USAREUR.
- Implement IGPBS in CDR USCENCOM AOR. Supported-CG USARCEN.
- Implement CONUS basing to support the IGPBS process and BRAC decisions. Supported-CG FORSCOM and CG USASOC.
- Develop and implement near-term basing for new BCT(UA)s. Supported-CG FORSCOM and CG USARPAC.
- Synchronize operational rotations and theater support infrastructure to support IGPBS. Supported-G3.
- Implement new APS and ARF positioning to support strategic responsiveness. Supported-G3.
- Develop and implement near-term and long-term facilities strategy for Current and Future Force. Supported-ACSIM.

**Build the Future Force:**

- Enhance Current Force capabilities by spiraling forward proven future capabilities with high payoff potential into the Current Force. Supported- CG TRADOC.
- 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.
- Coordinate and synchronize Army Concept Development, Experimentation, Science and Technology development with parallel joint processes. Supported-CG TRADOC.
- 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.
- Develop the concepts and doctrine to guide force development of the Future Force. Supported-CG TRADOC.
- Achieve Army strategic mobility objectives and initiate solution strategies for inter-theater and intra-theater 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.
- 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.
- 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.
- 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.
- 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.

**Adapt the Institutional Army:**

- Develop and organize the generating force infrastructure to support a joint, expeditionary, and modular Army with Campaign Qualities. Supported-G3.
- Divest nonessential functions, remove unnecessary layering and duplication and consolidate functions within Army. Supported-MILDEP, ASA(FM&C).
- 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.
- Reduce TTHS account and number of non-deployable Soldiers. Supported-G3 for planning, G1 for execution.
- Organize training and leader development to support an Army at War, and facilitate AC/RC balance and transformation. Supported-CG TRADOC.
- 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.
- 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.
- Accelerate requirements development and acquisition processes to meet current requirements of deployed forces and anticipate requirements of operating forces. Supported ASA(ALT).
- Develop and implement strategic communications with internal and external audiences. Supported-DAS.

**Develop Joint, Interdependent Logistics Structure:**

- Shape theater logistics structure IAW RCC organization. Supported-ASCC Commanders.
- Develop expeditionary theater logistics capability embedded in the joint, end-to-end distribution processes. Supported-CG TRADOC.
- Develop theater opening and sustainment modular capabilities that support joint and coalition operations in simultaneous JDES construct. Supported-CG TRADOC.
- Develop and implement the logistics enterprise architecture with necessary service and joint interoperability. Supported-CG AMC.
- 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.
- 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.

## **ARMY CAMPAIGN PLAN LINES OF OPERATION**

**LO 1 Strategy, Plans and Policies.** Integrate 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).

**LO 2 Concept Development and Experimentation.** 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.

**LO 3 Capabilities Development.** Lead the development of capabilities to transform Current to Future Force within the framework of Joint transformation. Conduct analysis of concepts and current operational needs to determine capability gaps, inform identification of solutions, direct development of capabilities documentation for required new start materiel solutions, and direct development of DOTMLPF capabilities. Employ insights on capability gaps to inform and validate Army Science and Technology effort.

**LO 4 Requirements Integration.** Coordinate doctrine, organizations, training, materiel, leadership and education, personnel and facilities solutions that support both current operational needs and successful fielding of future capabilities.

**LO 5 Doctrine.** Manage 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. Change 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. Ensure joint, multinational, and Army doctrine is properly integrated and current to provide combatant commanders interdependent, adaptable, and ready Army forces.

**LO 6 Operating Force Design.** Develop the operational force designs for combat forces, Battle Command, 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.

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

**LO 8 Force Management.** Integrate doctrine, organizations, training, materiel, leadership and education, personnel and facilities (DOTMLPF) requirement solutions into Army organizations. Document and

account for requirements and authorizations to accomplish G-3 prioritized Army missions and functions. Orchestrates special force structure projects.

**LO 9 Unit Training.** Integrate and synchronize 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.

**LO 10 Institutional Training and Leader Development.** Ensure 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. Ensure implementation of leadership and education actions required to maintain and produce military and civilian leaders capable of executing joint, interagency and multinational operations. Create a learning environment that is responsive to emerging technologies and continuously improves processes, procedures and products that support the force.

**LO 11 Army Readiness Management.** Develop and implement required readiness programs, measure, analyze and assess 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.

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

**LO 13 Develop and Transition Advanced Technology.** Execute Army research and technology functions including scientific and technical information, domestic development, and integration of emerging commercial hardware and information technology. Develop and transition advanced technology to provide materiel solutions to the Current and Future Forces.

**LO 14 Force Manning, Stabilization, and Well-Being.** Develop, integrate, direct, and execute 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. Manage 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.

**LO 15 Installations.** Manage, modernize, and refine 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.

**LO 16 Battle Command.** Develop and field battle command capabilities that support all echelons of command and provide interoperability with Joint, Interagency, and Multinational coalition forces' battle command systems. Ensure training sustainment capabilities are fielded and resourced. Ensures technology advancements and experimentation results are incorporated into the battle command development process.

**LO 17 Network Architecture Integration.** Integrate, manage, and defend 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. Enable both the Army Battle Command Architecture and Business Enterprise Architecture to interoperate with joint integrating, functional domain, and emerging future force architectures.

**LO 18 Actionable Intelligence.** Identify, synchronize, and track Intelligence, Surveillance, and Reconnaissance (ISR) actions by integrating critical and complementary ISR capabilities across multiple proponents to meet Current and Future Force requirements. Synchronize Army efforts to create an Army culture that actively fights for intelligence.

**LO 19 Power Projection.** 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 Swiftiness Objectives (10-20-30-30) construct.

**LO 20 Sustainment.** 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.

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

**LO 22 Legislative Objectives, Proposals, and Engagements.** Develop the Army's legislative objectives. Prepare, coordinate, and submit legislative proposals from the Army's organizations and activities on proposed legislation, executive orders, enrolled bills, and proclamations. Coordinate, synchronize, and integrate Congressional engagements.

## **ARMY FOCUS AREAS**

**The Soldier.** Develop Flexible, adaptable and competent Soldiers with a Warrior Ethos.

**The Bench.** Prepare future generation of senior leaders. Identify and prepare select Army leaders for key positions within joint, interagency, multinational, and service organizations.

**The Network.** Leverage and enable interdependent, network centric warfare.

**Joint and Expeditionary Mindset.** Retain our campaign qualities while developing and embedding a mindset into a capabilities-based Army prepared to provide support to the Combatant Commander.

**Active Component/ Reserve Component Balance.** Redesign the force to optimize the Active and Reserve Component (AC/RC) mix across the Defense Strategy.

**Modularity.** Create modular, capabilities based unit designs.

**Force Stabilization.** Ensure unit stability and continuity, and provide predictability to Soldiers and their families.

**Combat Training Centers/ Battle Command Training Program.** 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.

**Leader Development and Education.** Train and Educate Army members of the joint team.

**Army Aviation.** Conduct a holistic review of Army Aviation and its role on the joint battlefield.

**Installations as Flagships.** Enhance our installations ability to project power and support families.

**Current to Future Force.** Accelerate fielding of selected Future Force capabilities to enhance effectiveness of the Current Force.

**Resource Processes.** Redesign resource processes to be flexible, responsive and accelerated to support an Army at war.

**Strategic Communications.** Tell the Army story so that the Army's relevance and direction are clearly understood and supported.

**Authorities, Responsibilities and Accountability.** Clarify roles and divide authority in effective ways to remain agile and flexible while ensuring accountability for results.

**Actionable Intelligence.** 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

**Logistics.** 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.

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**APPENDIX A  
CONUS ARMY INSTALLATIONS**

Army installations are described in a multitude of ways (e.g., Fort Bragg, Home of the 82<sup>nd</sup> Airborne Division, Fort Benning, Home of the Infantry School, National Training Center, Fort Irwin). The Army has, therefore, grown accustomed to describing its installations based on the primary function that is performed at the installation. The following paragraphs describe the categories on Army installations. It is by no means *the way* to describe installations, but a way to collectively look at Army installations. In addition to the primary function performed at the installation, the Army has designated certain installations as Power Projection Platforms and Power Support Platforms. These installations are spread across several categories and are important to ensuring that the Army can meet DoD swiftness objectives.

- The Army currently has 15 **Power Projection Platforms (PPP)** that deploy priority Active Army brigades and above and mobilize and deploy high priority Reserve component units. Power projection platforms are resourced to perform power projection functions with both aerial and seaports.
- **Power Support Platforms (PSP)** are Active Army or Federally activated state operated installations that deploy individuals from all services, the civilian work force, and mobilize the Reserve components. Power support platforms are the mobilization location for training base expansion units, support power projection platforms, and provide training facilities for Reserve Component combat units. Currently, the Army has designated 12 installations as power support platforms.

**Acquisition, Logistics, and Technology Oriented Facilities** include integrated centers for research, development, test and evaluation, and engineering; fielding and sustainment of weapon systems; laboratories; National Inventory Control Points; and acquisition that accomplish the integrated Product Center business model of life cycle support for systems. Organizations on these installations perform extensive research and engineering development, integrated materiel management, acquisition, technical assistance, security assistance and matrix support for Program Executive Officers. These functions are key to a successful Army Transformation effort. At the installation level, commodity-oriented engineering and logistics functions are largely the melding of the private and public industrial base where support is provided to Army and the DoD Program Managers and equipment is placed in the hands of soldiers.

Aberdeen Proving Ground (PSP)	Fort Monmouth
USA Research Laboratory, Adelphi	Picatinny Arsenal
Cold Regions Research & Engineering Laboratory	Redstone Arsenal
Construction Engineering Research Laboratory	Fort Detrick
Detroit Arsenal	US Army Soldier Systems Center -- Natick
Picatinny Research, Development & Engineering Center	Fort Greely*

Research & Development Center (Vicksburg, MS)  
Ronald Reagan Ballistic Missile Defense  
Test Sites and Kiernan Reentry  
Measurement Site (Kwajalein Atoll)

\* Realigning

**Munitions Centers** - Manufacture, receive, issue, store, renovate, test and demilitarize conventional and chemical ammunition; provide quality assurance for special ammunition; and depot storage for ammunition and strategic materials. They receive, store, maintain, and outload conventional and special ammunition, forming the wholesale base for the Army as well as other services in its role as the Single Manager for Conventional ammunition. This includes other commodities such as missiles, including the Army's and other services support through inter-service support agreements (ISSAs).

*Crane Army Ammunition Activity*  
Holston Army Ammunition Plant  
Iowa Army Ammunition Plant  
Lake City Army Ammunition Plant  
Lone Star Army Ammunition Plant  
Louisiana Army Ammunition Plant  
Kansas Army Ammunition Plant  
Blue Grass Army Depot  
*Deseret Chemical Depot\**  
Hawthorne Army Depot  
*Newport Chemical Depot\**

Milan Army Ammunition Plant  
Mississippi Army Ammunition Plant  
Radford Army Ammunition Plant  
Riverbank Army Ammunition Plant  
Scranton Army Ammunition Plant  
*McAlester Army Ammunition Plant*

*Pueblo Chemical Depot\**  
Tooele Army Depot  
*Umatilla Chemical Depot\**

\* Facilities close at the end of the Chemical Demilitarization mission.

*Italicized units are Government owned and operated; all others are government owned/contractor operated*  
(NOTE: Crane is a tenant on a Navy installation; Mississippi is on NASA land)

**Collective Training** provides the facilities to conduct large-scale unit training for active and Reserve Components but vary in terms of characteristics, capabilities, and organization. Generally, major training areas do not have active tactical units assigned to the installation.

Fort A.P. Hill	Yakima Training Center
Fort Dix	Fort Irwin
Fort Polk (PPP)	

The following are the major Reserve Component Training Sites. State locations are in parenthesis after the installation name.

Camp Atterbury (IN) (PSP)	Parks Reserve Forces Training Area (CA)
Camp Blanding (FL)	Fort Indiantown Gap (PA)
Devens Reserve Forces	Fort McCoy (WI) (PPP)

Training Area (MA)	Fort Pickett (VA)
Camp Edwards (MA)	Camp Rilea (OR)
Gowen Field (ID) (PSP)	Camp Ripley (MN)
Camp Grayling (MI)	Camp Roberts (CA) (PSP)
Camp Gruber (OK)	Camp Robinson (AR)
Camp Guernsey (WY)	Camp Santiago (PR)
Fort Chaffee (AR)	Camp Shelby (MS) (PSP)
Fort Dix (NJ) (PPP)	Camp Swift (TX)
Fort Hunter Liggett (CA)	Camp Williams (UT)
Camp Beauregard (LA)	Camp Perry (OH)
Camp Dodge (IA)	Camp Grafton (ND)
Fort McClellan (AL)	Camp Ethan Allen (VT)

**Command & Control and Administrative Support Facilities** provide facilities through which the Army exercises command, control and management of the organizations that generate and sustain forces. Additionally, many installations in this category provide housing and other quality of life services for soldiers and their families. This category includes, among others, major Army command (MACOM) headquarters, Continental United States Army (CONUSA) Headquarters, and Army Force (ARFOR) Battale Command headquarters.

Fort Belvoir	Fort Monroe	Fort Meade
Fort Buchanan	Fort Myer	Fort Sam Houston
Fort Gillem	Fort Shafter	
Fort Hamilton	US Army Garrison -- Selfridge	
Kelly Support Center	Fort McPherson	

**Individual Training Locations** are the home for the institutional component of the Army training system. These installations house the schools for each Army branch where doctrine is written; functional training occurs for officers, noncommissioned officers and enlisted personnel; leader development is accomplished, a necessary ingredient for a transforming Army; new organizations (e.g., Division XXI and Army Transformation Stryker and Objective Forces) are designed; and modernization requirements are developed. These installations also include facilities for initial entry training, where civilians begin the process of learning to become Army soldiers – a values-based institution where loyalty, duty, respect, selfless service, honor, integrity and personal courage are the cornerstone. Training locations also provide specialized training, such as language training, and the capability to conduct developmental and operational testing and experimentation and to test organizational and doctrinal concepts for future forces.

Fort Benning (PSP)	Fort Knox (PSP)
Fort Bliss (PPP)	Fort Lee (PSP)
Fort Eustis (PPP)/Story	Fort Leonard Wood (PSP)
Fort Gordon	Fort Rucker (PSP)
Fort Huachuca (PSP)	Fort Sill (PPP)

Fort Jackson (PSP)

**Maintenance and Manufacturing Centers** perform a variety of missions – maintenance, supply, and storage. They overhaul, rebuild, modify, convert, repair and fabricate Army equipment; support the sustainability of the force by replenishing Army equipment stocks; and provide on-site technical assistance to field units. They receive, store, and incorporate raw materials and sub-components into the manufacturing process for end items of equipment and components. These installations also perform quality assurance and conduct acceptance testing of their respective products.

Anniston Army Depot  
Corpus Christi Army Depot\*  
Letterkenny Army Depot  
Red River Army Depot  
Sierra Army Depot  
Tobyhanna Army Depot  
Lima Tank Plant  
Pine Bluff Arsenal  
Rock Island Arsenal  
Watervliet Arsenal

\* Corpus Christi is a tenant on a Navy Air Station installation

**Maneuver Installations** are Army power projection platforms that provide the facilities and resources to house, sustain, maintain, train and deploy major combat forces to meet the demands of the DPG. Regionally, these installations support both Active Army and Reserve Component forces that do not have ready access to required services or training areas. Additionally, maneuver installations are used as training and mobilization stations for the Reserve Components. Selected maneuver installations also serve as post mobilization training sites for the Reserve Component in the event of mobilization. Maneuver installations also provide the capability to conduct developmental and operational testing and experimentation and to test organizational and doctrinal concepts for future forces.

Fort Bragg (PPP)	Fort Lewis (PPP)	Fort Wainwright
Fort Campbell (PPP)	Fort Richardson	
Fort Carson (PPP)	Fort Riley (PPP)	
Fort Drum (PPP)	Schofield Barracks (PPP)	
Fort Hood (PPP)	Fort Stewart/Hunter Army Airfield (PPP)	

**Military Medical/Dental Treatment Facilities** provide patient care, graduate medical/dental education, practical clinical training, and medical/dental research for the Army and for the DoD. Patient care ranges from simple outpatient treatment to sophisticated specialty care, to include referrals from other facilities. Graduate medical/dental training is essential to the recruitment and retention of military physicians. In addition to the eight major facilities listed below, the Army provides health care through 20 Army hospitals located in CONUS and Overseas.

Brooke Army Medical Center (Fort Sam Houston, TX)  
Dwight David Eisenhower Army Medical Center (Fort Gordon, GA)  
Madigan Army Medical Center (Fort Lewis, WA)  
Tripler Army Medical Center (HI)  
Walter Reed Army Medical Center, Washington, DC  
William Beaumont Army Medical Center (Fort Bliss, TX)  
Womack Army Medical Center (Fort Bragg, NC)

**Professional Development Facilities** provide professional military education that emphasizes flexibility and adaptability for officers, both Active Army and Reserve Component, Department of the Army civilian employees, members of sister services/other DoD agencies, and our allies. This education is essential to a transforming Army and is the combat multiplier that separates the United States Army from all others. Each installation provides an educational environment geared toward a specific level of professional development training – tactical, operational and strategic.

Carlisle Barracks, PA  
Fort Leavenworth, KS  
Fort McNair, Washington, DC  
Presidio of Monterey, CA  
West Point, NY

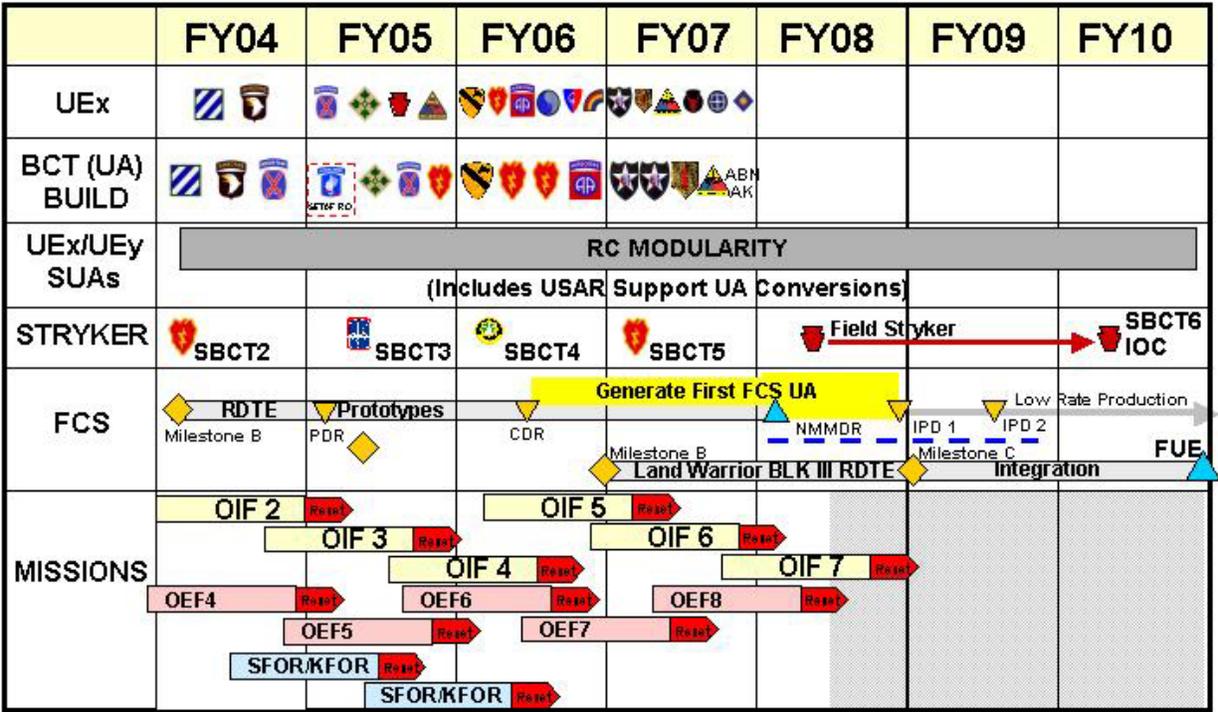
**Ports** are a special category of industrial facilities that includes ocean terminals and ammunition terminals that support deployment of CONUS-based forces. Port terminal facilities provide areas necessary for efficient receipt, staging/processing, and out loading of forces and equipment.

Sunny Point Military Ocean Terminal  
Concord Military Ocean Terminal (Navy owned, Army operated)

**Proving Grounds** support developmental tests to evaluate the battlefield application of new technologies over a wide range of terrain and climatic conditions. Testing includes all types of equipment and munitions, including specialized weapon systems.

Dugway Proving Ground, UT  
White Sands Missile Range, NM  
Yuma Proving Ground, AZ

**APPENDIX B  
DRAFT MACRO ARMY SYNCHRONIZATION MATRIX\***



\* DRAFT PRE-DECISIONAL

Decisions concerning number/mix of BCTs (UA), RC modularity, system fieldings, and future sourcing of rotational missions are not final.

**GLOSSARY**

<b>AC</b>	active component
<b>ARF</b>	Army Regional Flotilla
<b>ARNG</b>	Army National Guard
<b>APS</b>	Army pre-positioned stocks
<b>BRAC</b>	base realignment and closure
<b>CONUS</b>	continental United States
<b>DoD</b>	Department of Defense
<b>EA</b>	executive agent
<b>FCS</b>	future combat system
<b>GWOT</b>	global war on terrorism
<b>HLD</b>	homeland defense
<b>HSOC</b>	home station operations center
<b>IGPBS</b>	integrated global posture and Basing Strategy
<b>MTA</b>	major training area
<b>NEPA</b>	National Environmental Policy Act
<b>NORTHCOM</b>	Northern Command
<b>OCONUS</b>	outside the continental United States
<b>OSD</b>	Office of the Secretary of Defense
<b>RC</b>	reserve component
<b>SECDEF</b>	Secretary of Defense
<b>SOF</b>	special operations forces
<b>TDA</b>	table of distribution and allowances

<b>TOE</b>	table of organization and equipment
<b>UA</b>	unit of action
<b>UCP</b>	unified command plan
<b>UE</b>	unit of employment
<b>USAR</b>	United States Army Reserve

### **DEFINITIONS**

Assumption – A statement that can be taken to be true and from which a conclusion can be drawn.

Design Constraints – Physical assets providing the footprint needed to support capabilities like maneuver/range space, building space, etc.

Encroachment – An externally driven restriction that impacts the ability of military forces to train to doctrinal standards or to perform the assigned mission.

Imperative – A necessity, essential for the Army.

Implication – Logical relationship (if a, then b), involvement or concern, something that can be inferred.

Principle – Top level strategic concepts that foster transformation, embrace change, and avoid capacity reductions that reduce essential military capabilities.

Requirement – Items of importance that support or enhance capability, herein expressed in terms of required levels.

Transformational Options – Represent specific courses of action that SecDef or Army senior leaders want developed and analyzed.