



REPLY TO  
ATTENTION OF:

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**DEPARTMENT OF THE ARMY**  
Office of the Deputy Chief of Staff, G-3/5/7  
400 Army Pentagon  
Washington, DC 20310-0400

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12 MAY 2006

SUBJECT: Army Campaign Plan Change 3 (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, 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 within the 2005 Army Strategic Planning Guidance.
- c. (U) The National Military Strategy of the United States, dated 2004.
- d. (U) HQDA, Army Strategic Planning Guidance (ASPG), dated 14 January 2005.
- e. (U) Office of the Secretary of Defense (OSD), The National Defense Strategy of the United States of America, dated March 2005.
- f. (U) CJCSI 3170.01e. The Joint Capabilities Integration and Development System (JCIDS), dated 11 May 2005.
- g. (U) HQDA, Field Manual 1 (FM 1), The Army, dated 14 June 2005.
- h. (U) HQDA, Army Science and Technology Master Plan (ASTMP), dated 1 July 2005.
- i. (U) HQDA, Army Campaign Plan (ACP) Change 2, dated 30 September 2005.
- j. (U) OSD, Quadrennial Defense Review Report (QDR), dated 6 February 2006.
- k. (U) HQDA, Army Program Guidance Memorandum (FY 08-13), dated 17 February 2006.
- l. (U) National Security Strategy of the United States of America, dated March 2006.
- m. (U) HQDA, 2006 Army Modernization Plan (AMP), dated March 2006.
- n. (U) OSD, Strategic Planning Guidance, dated March 2006.

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Army Campaign Plan, Change 3, 12 MAY 06

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**1. (U) Situation.**

a. (U) General. Upon receipt, Army Campaign Plan Change 3 (ACP Change 3) supersedes Reference j. (ACP Change 2) and is Section IV (Execution) of Reference b. (TAP). The ACP directs planning, preparation, and execution of Army transformation within the context of ongoing strategic commitments and operations. Army strategic commitments and resource availability shape sequencing of Campaign Objectives. The ACP applies to Army Commands, Army Service Component Commands (ASCC), Direct Reporting Units (DRU), Headquarters, Department of the Army (HQDA) staff, and supporting agencies and activities.

b. (U) Summary of changes.

(1) (U) Revises ACP assumptions and intent.

(2) (U) Revises descriptions of Campaign Objectives and Major Objectives.

(3) (U) Adds Major Objectives **(2-11), (2-13), (2-14)** and **(3-6)**:

(4) (FOUO) Incorporates planned Base Realignment and Closure (BRAC), Integrated Global Presence and Basing Study (IGPBS), and Quadrennial Defense Review (QDR) actions for planning and execution.

(5) (FOUO) Rescinds sub-unit task to FORSCOM to activate one Infantry Brigade Combat Team (IBCT) at FORT KNOX.

(6) (U) Revises names for modular organization types and creates a taxonomy for cross walking organizational types to Joint Functional Concepts.

(7) (FOUO) Updates unit reflagging scheme.

(8) (U) Deletes Annex B (Lines of Operation) and terminates use of Lines of Operation within the Army Campaign Plan management framework.

(9) (U) Updates all remaining ACP annexes except Annex F (Army Force Generation), which will be updated in ACP Change 4.

(10) (U) Adds ACP Annex I (Stationing), Annex J (Terms of Reference), and Annex K (Battle Command Oversight) for planning and execution.

c. (U) Strategic Security Environment. See Annex D (The Security Environment) to Reference d. (ASPG).

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d. (U) Army Forces.

(1) (U) The Army is pursuing the most comprehensive transformation of its forces since World War II. Transformation is a process that shapes the changing nature of military competition and cooperation through new 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. Army transformation is an integral component of Defense transformation. Army transformation produces evolutionary and revolutionary changes intended to improve Army and Joint Force capabilities to meet current and future full-spectrum requirements. Army transformation to date has produced crucial decisions and created critical capabilities, to include:

(a) (U) Conversion of the Active Component (AC) and Reserve Component (RC) force into modular formations. Modular conversions and activations by Fiscal Year (FY) are depicted in the table below. See ACP Coordinating Instructions 4 and 5 and ACP Annex A (Army Organizations) for more detail.

		04	05	06	07	08	09	10	11+	Total
Activated BCTs	AC	3	6	9	9	9	9	9		
Converted BCTs	AC	10	15	26	29	31	32	33	33	<b>70</b>
	RC	0	7	16	25	28	28	28	28	
Divisions / Corps	AC	3	4	7	9	10	12	13	13	<b>21</b>
	RC	0	2	4	6	8	8	8	8	
Theater Armies	AC		1	2		4	5			<b>5</b>

Note: Numbers are cumulative. RC conversions reflect Army National Guard (ARNG) acceleration for design, manning and training; Equipping/modernization accomplished as programmed and IAW Army Resource Priority List (ARPL). See ACP Decision Point (DP) 39.

(b) (U) Design and implementation of the Army Force Generation Model (ARFORGEN) to enhance the Army's ability to provide combatant commanders more combat-ready units while increasing stability and reducing uncertainty for Soldiers and their families.

(c) (U) Continued execution of rebalancing decisions affecting over 100,000 AC and RC personnel spaces and execution of those decisions for approximately 55,000 Soldiers through FY 06.

(d) (U) Creation and sustainment of the Rapid Fielding Initiative and the Rapid Equipping Force that enhance Soldier effectiveness and improve force protection capabilities.

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(e) (U) Improved synchronization support for near-term warfighter requirements within Army resource processes.

(f) (U) Transition from concept and technology demonstration to System Development and Demonstration of the Future Combat Systems (FCS) Family of Systems.

(g) (U) Initiation of comprehensive business process transformation and institutional adaptation efforts to improve generating force effectiveness and free resources for operating forces.

(2) (U) Transformation from the current to future force encompasses change across the Army. Adaptive leadership, innovative concept development and experimentation, and lessons learned from recent operations produce important changes to Doctrine, Organizations, Training, Materiel, Leadership and Education, Personnel, and Facilities (DOTMLPF); A continuous cycle of innovation, experimentation, testing, and change enables 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. Adaptive, confident, and competent Soldiers, imbued with the Army's values and warrior ethos, fight wars and win the peace. In the near-term, the Army improves the rigor and relevance in initial military training with implementation of Warrior Tasks and battle drills. 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 prepare military and civilian leaders for key positions in the Army and within joint, interagency, and multinational organizations. The Army will develop future leaders with the right mix of staff and command experience and with the training and educational opportunities to meet current and future requirements of the Army and the Joint Force.

(4) (U) With publication of References j. (2006 QDR), k. (APGM) and ACP Change 3, the Army adjusts emphasis and prioritization of its near and mid-term focus and resourcing priorities. Achieving the objectives described in this plan will ensure the Army continues to provide combatant commanders with the requisite land power capabilities to achieve the National Defense Strategy's strategic objectives to assure allies and friends, dissuade potential adversaries, deter aggression and counter coercion, and defeat adversaries. Embedded within ACP objectives are Army capabilities that support achieving operational capabilities designated by The Department of Defense (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

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environments, denying enemies sanctuary, conducting network-centric operations, improving proficiency for irregular warfare, combating Weapons of Mass Destruction (WMD), and increasing capabilities of partners. Integration of Army Focus Area decisions will be conducted throughout execution of this plan.

(5) (U) Transformation is enabled through resources. Soldiers remain the centerpiece of our formations and resource processes must support providing world-class training, equipment, and installations to our Soldiers in order for the Army to continue to meet the needs of the Nation. Army resource processes must be flexible, dynamic, transparent, and responsive to Army-internal requirements and to the requirements of the Joint Force. Processes must be transformed to allow the Army to keep pace with changes brought on by the emerging operating environment. We must continue to streamline or eliminate redundant operations to free financial and human resources for core warfighting missions.

e. (U) Assumptions.

(1) (FOUO) The Army's level of strategic commitment will continue at current pace, but not necessarily in current dispositions.

(2) (FOUO) The Army adapts capabilities and makes available sufficient forces to meet combatant commander and defense strategy needs. ARFORGEN will generate the right mix of capabilities for a state of continuous operations.

(3) (FOUO) The Army will have assured predictable access to the RC to meet operational requirements IAW ARFORGEN.

(4) (FOUO) The National Defense Authorization Act 06 established end strength at 512.4K for FY 06 and beyond, with a minimum strength of 502.4K. By FY11, AC End Strength will stabilize at 482.4K with an Operating Force of 355K and an Institutional Force of 127.4K (including Trainees, Transients, Holdees, and Students (TTHS)). During the FY 06-11 timeframe, RC End Strength remains at 350K for the ARNG and 205K for the United States Army Reserve (USAR). However by FY 11, the RC will restructure and rebalance to eliminate overstructure and establish TTHS accounts within their Institutional Force (8K ARNG, 20.5K USAR).

(5) (FOUO) With sufficient resources, the Army can recruit and retain the right All-Volunteer Force. The Army is delegated authority for stop loss of necessary personnel through duration of emergency plus one year.

(6) (FOUO) The Army base budget will remain at current levels through the Future Years Defense Program (FYDP).

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(7) (FOUO) Army will program to make available 19 BCTs (14 AC and 4-5 ARNG), associated operational headquarters, and support brigades dictated by ARFORGEN Available Force Pool requirements and baseline security posture.

(8) (FOUO) Supplemental funding will continue through the end of emergency plus two fiscal years. Supplemental funding will be available for new and ongoing contingency operations, reset needs, and personnel funding above 482.4K AC strength.

(9) (FOUO) Sustained operations will gradually transition from supplemental funding to President's budget. Operation ENDURING FREEDOM (OEF) will transition to program funding sometime in the FY 08-13 program period.

(10) (FOUO) BRAC changes support the stationing of a campaign quality Army with joint and expeditionary capabilities. BRAC initiatives begin in FY 06. All realignment and senior mission commander closure actions completed NLT 15 SEP 11 IAW BRAC law.

(11) (FOUO) The Army has the capacity to station its capabilities IAW IGPBS.

(12) (FOUO) Army transformation produces enhanced capabilities that support combatant commanders' operational requirements, DoD and joint concepts, enablers, and interdependencies.

(13) (FOUO) The broad impact of the FCS program will help shape the future force. The Army will provide FCS program stability.

**2. (U) Mission.** Build a campaign-quality Army with joint and expeditionary capabilities now to provide relevant and ready land power 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 Secretary of the Army and Chief of Staff, Army.

(a) (U) The Nation has entrusted the Army to preserve its peace, maintain its freedom, and defend its democracy. We have performed this role for 230 years and today, because of the actions of our Soldiers and our record of accomplishment, the American people regard the Army as one of the Nation's most respected institutions. We will maintain this trust. To fulfill our solemn obligation to the Nation, the Army Vision is to remain the preeminent landpower on earth—the ultimate instrument of national

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resolve—that is both ready to meet and relevant to the challenges of the dangerous and complex 21st Century security environment. The four means to achieve this vision are: Soldiers, Leaders, Modular Forces, and the Institution.

(b) (U) The Army continues to leverage this period of increased operational activity and the BRAC process to build a campaign-quality Army with joint and expeditionary capabilities now, while sustaining operational support to combatant commanders and maintaining the quality of the All-Volunteer Force.

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

1. (U) Improve capabilities for combating weapons of mass destruction and Homeland Defense, to include supporting homeland air and cruise missile defense, and improving military assistance to civilian authorities.

2. (U) Enhance joint interdependence.

3. (U) Improve capability for stability operations.

4. (U) Increase strategic responsiveness.

5. (U) Achieve capabilities to dominate in complex environments.

6. (U) Implement transformation initiatives.

7. (U) Improve proficiencies against irregular challenges.

8. (U) Maintain the All-Volunteer Force.

9. (U) Enhance training.

10. (U) Initiate business transformation by streamlining or eliminating redundant operations and redirect savings to warfighting missions.

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

1. (U) Develop a campaign plan to direct, prioritize, and synchronize the DOTMLPF effort (G-3/5/7).

2. (U) Develop a programming and integration mechanism to resource programs across DOTMLPF to support the ARFORGEN process (G-8).

3. (U) Develop an integrated assessment and decision process to monitor progress and enable changes to planned spin-outs (DAS/TRADOC).

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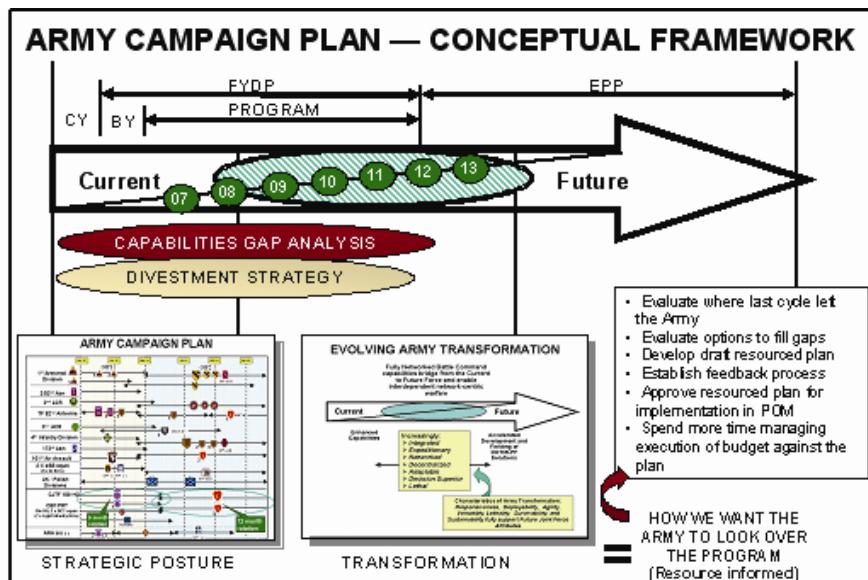
**4. (U)** Develop an active program to identify and divest capabilities and programs that are no longer relevant to a capabilities-based joint and expeditionary Army (G-3/5/7, ASA(FM&C), MILDEP/G-8).

**5. (U)** Adapt the Generating Force to better support current to future force transformation by reducing management layers wherever practicable and eliminating unnecessary duplication of functions. (G-3/5/7, DUSA (BT))

(e) (U) **End State.** Campaign-quality Army with joint and expeditionary capabilities.

(2) (U) **Decisive Operation.** The Army fulfills its strategic commitments while simultaneously transforming to the future force. Decisive operation and main effort is the modular conversion of all AC and RC BCTs including: activation of 9 additional AC BCTs; transition of AC and RC division base structures to modular headquarters; conversion of echelon above corps (EAC) structure to theater army and theater subordinate commands modular designs; and modular conversion of AC and RC combat, combat support, and combat service support structure to modular support brigades. See Annex A (Army Organizations). Simultaneous shaping operations include: initiation of ARFORGEN processes; force stabilization initiatives to include unit lifecycle management; AC/RC balance and restructuring actions; Army Pre Positioned Stocks (APS), Army Strategic Flotilla (ASF), and redeploying unit resets to complement modular conversion and increase Army capabilities; IGPBS and base realignment unit moves; and generating force adaptation.

(3) (U) **Operational Design.** Figure below depicts the Army transformation framework within the context of the ACP.



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(a) (U) The Army frames the constant change of transformation through the interaction of the continuously evolving capabilities of the current to future force. The current force is today's operational Army. The Army organizes, trains, and equips the current force to conduct operations as part of the Joint Force. It is designed to provide the requisite land power capabilities joint force commanders need across the range of military operations. The current force's ability to conduct major combat operations underscores its credibility and effectiveness for full-spectrum operations and fulfills the enduring obligation of Army forces to fight wars and win the peace.

(b) (U) The future force is the operational force the Army continuously seeks to become. To best support national security requirements and DoD needs, the future force is the strategically responsive, joint interdependent, precision maneuver force, dominant across the full range of military operations envisioned in the future global security environment. Optimized for strategic versatility, this more mobile, more lethal, and agile force will dominate land operations in any future conflict.

(c) (U) The Army refines capabilities to better enable the current force to conduct joint operations in the near term while simultaneously developing transformational capabilities for the future force. The two activities are symbiotic. While the Army develops the future force, it simultaneously accelerates select future force DOTMLPF capabilities into the current force. Similarly, the operational experience of the current force directly informs future force capabilities. The shaded area in the arrow, shown in the illustration above, depicts this continuum, and the upward sloping line depicts the forward progression of future force capabilities over time.

(d) (U) Transforming the nation's military capabilities while at war requires a careful balance between sustaining and enhancing the capabilities of the current force, while investing in capabilities for the future force. Joint concept development and experimentation, investments in science and technology, and future force designs that facilitate interdependent, network-enabled, joint operations will ensure the Army meets the requirements of tomorrow's joint force commander. Simultaneously, accelerated fielding of proven technologies and other high-payoff improvements across DOTMLPF enhances the capabilities of the current force in meeting ongoing commitments worldwide. The Army's transformation strategy provides the construct for achieving and maintaining this requisite balance.

(e) (U) These efforts also enable the Army to identify and close capabilities gaps identified in the current force. This provides the Army with immediate efficiencies as it diverts crucial resources to areas of need. In addition, processes are underway to help the Army identify and divest functions that are not relevant to the campaign-quality Army with joint and expeditionary capabilities.

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(4). (U) Risk. This plan is congruent with the OSD Risk Framework. Specific actions detailed in this plan to reduce operational risk and force management risk include:

(a) (U) Restructure the Army to a modular, brigade-based force to include activation of 9 AC BCTs and increase Total Army combat support and combat service support capabilities. Within its restructure, the Army increases AC operating force strength to 355K of its overall strength. Also, the Army builds TTHS accounts within the RC NLT FY 11 to improve readiness. Interdependent with these restructure efforts, the Army balances existing force structure between the AC and RC to meet more effectively expeditionary and homeland defense commitments while reducing the burden on high demand/low density (HD/LD) units. Increasing high demand capabilities and reorganization allow the Army to improve strategic flexibility, sustain a predictable rotation cycle, and improve Army support to the Joint Force.

(b) (U) Refine and improve ARFORGEN. Improve readiness and effectiveness of operating force units by transitioning to a cyclical readiness system. Under ARFORGEN, unit readiness improves as the unit moves closer to its available window to deploy. ARFORGEN will provide combatant commanders and civil authorities rapidly deployable and employable Army forces, task organized in force and capabilities packages tailored to specific joint mission requirements. The Army simultaneously transforms its generating force to more efficiently perform Service Title 10 and executive agent functions that support implementation of ARFORGEN.

(c) (U) Reset the force. Increase readiness of organizational equipment sets returning from operational deployments to standards equal to or higher than before their deployment. This includes resetting APS, ASF, Army War Reserve Stocks (AWRS), equipment maneuver, and ARFORGEN deployable equipment sets. In addition, rapidly return personnel to high states of training readiness after return from deployment.

(d) (U) Force stabilization. Implement Lifecycle Management (LM) and other measures to increase combat effectiveness of units by reducing unit turbulence and providing increased stability and predictability to Soldiers and their families.

(e) (U) Restructure the FCS program to adjudicate risk using the current to future force construct. Modular conversion and acceleration of FCS capabilities into the current force enable Army units to receive FCS and other technologies without reorganizing again. This enables Army units to more effectively transition into FCS-enabled methods of operation. Simultaneously, the Army accelerates fielding of select FCS capabilities (called Spin-Outs) to reduce operational risk to the current force. Just as the emerging FCS capabilities enhance the current force, the current force's operational experience informs the FCS program, further mitigating future challenges, force management, and institutional risks.

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(5) (U) Objectives.

(a) (U) General. The ACP has two levels of objectives, Campaign Objectives and Major Objectives. For the ACP, Campaign Objectives are clearly defined, measurable, decisive, and attainable goals which enable the Army to achieve the ten strategic imperatives identified within Reference d. (ASPG). These strategic imperatives enable the Army to transform through four overarching and interrelated strategies: (1) Providing relevant and ready land power for the 21<sup>st</sup> Century security environment; (2) Training and equipping Soldiers to serve as warriors and growing adaptive leaders; (3) Sustaining an All-Volunteer Force composed of highly competent Soldiers who are provided an equally high quality of life; and (4) Providing infrastructure and support to enable the force to fulfill its strategic roles and missions. Through Campaign Objectives, the ACP creates an active management system with senior Army leadership for synchronizing execution.

1. (U) (1-0) Support Global Operations. Organize, train, equip, deploy, and sustain a campaign-quality Army with joint and expeditionary capabilities to provide relevant and ready land power to combatant commanders or civil authorities as part of the Joint Force.

a. (U) (1-1) Reorganize AC and RC operating forces into modular theater armies, theater subordinate commands, divisions, corps, brigade combat teams, and multi-functional and functional support brigades. Supported: Army Service Component Command (ASCC) Commanders.

b. (U) (1-2) Develop plan to use AC strength increase to enable AC modular conversion. Supported: G-3/5/7.

c. (U) (1-3) Continue activation of 9 additional AC BCTs NLT 2006. Supported: CG FORSCOM and CG USARPAC.

d. (U) (1-4) Reorganize Army Aviation into modular theater army-level and combat aviation brigade units NLT 2009. Supported: ASCC Commanders.

e. (U) (1-5) Balance both AC and RC force structure to reduce or eliminate HD/LD unit disparities, including HLD/HLS requirements. Supported: G-3/5/7 for planning/prioritizing, G-8 for programming, ASA (FM&C) for budgeting.

f. (U) (1-6) Provide organized, trained, and equipped forces ISO combatant commander theater-strategic and operational requirements. Supported: ASCC Commanders.

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g. (U) **(1-7)** Provide organized, trained, and equipped forces ISO combatant commander forward presence and Homeland Defense requirements. Supported: ASCC Commanders.

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

i. (U) **(1-9)** Provide APS and ASF to increase responsiveness of Army Forces. Supported: CG AMC.

j. (U) **(1-10)** Sustain operational-level headquarters manning. Supported: G-3/5/7.

k. (U) **(1-11)** Sustain Rapid Fielding Initiative and Rapid Equipping Force in order to properly equip Soldiers for full spectrum operations. Supported: G-8.

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: G-2.

m. (U) **(1-13)** Develop and implement embedded theater-specific red team capabilities to support full spectrum operations. Supported: G-2.

n. (U) **(1-14)** Implement ARFORGEN in FY 06 to create a continuous flow of trained, ready, and cohesive units prepared for operational deployment in support of combatant commander (CC) and civil authority requirements. See Annex F (Army Force Generation). Supported: CG FORSCOM for implementation and G-3/5/7 for policy.

**2. (U) (2-0) Transform from the Current to Future Force.** Organize Army forces into modular, capabilities-based units centered on flexible, brigade-sized teams. Increase Army capabilities to operate as part of the Joint Force in both expeditionary and campaign settings which, when combined, enable adaptive Soldiers to perform in more versatile ways and to implement evolving operational concepts.

a. (U) **(2-1)** Resource modular conversion of AC and RC operating forces into modular theater armies, theater subordinate commands, divisions, corps, brigade combat teams, and multi-functional and functional support brigades. Supported: ASA (FM&C) for budgeting, G-8 for programming and equipping, G-1 for personnel.

b. (U) **(2-2)** Resource plan to use AC strength increase to enable AC modular conversion. Supported: G-8 for programming, ASA(FM&C) for budgeting, and G-1 for personnel.

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c. (U) (2-3) Resource activation of 9 AC BCTs NLT FY 06. Supported: ASA (FM&C) for budgeting, G-8 for programming and equipping, G-1 for personnel.

d. (U) (2-4) Complete fielding of Stryker Brigade Combat Teams (SBCT). IOCs SBCT 4 (FY 07), SBCT 5 (FY 07), SBCT 6 (FY 08), and SBCT 7(FY 09). Supported: CG FORSCOM and CG USARPAC.

e. (U) (2-5) Resource reorganization of Army Aviation into modular theater army-level and combat aviation brigade units NLT 2009. Supported: G-8 for programming and ASA(FM&C) for budgeting.

f. (U) (2-6) Implement Army Battle Command through the Network and Good Enough Battle Command solutions. See Annex K (Battle Command Oversight). Supported: ASCC Commanders.

g. (U) (2-7) Establish home station operating centers (HSOC) in order to provide reach and expanded expeditionary C2 capabilities. Supported: TRADOC for development of concept and architecture; ACSIM for facility planning; CIO/G-6 for planning, programming and integration; FORSCOM and USARPAC for implementation.

h. (U) (2-8) Reset, modularly convert, and sustain APS and ASF. Supported: CG AMC.

i. (U) (2-9) Accomplish National Environmental Policy Act (NEPA)-associated actions to support reorganization, modular conversion, IGPBS, and BRAC. Supported: OACSIM and IMA.

j. (U) (2-10) Execute Army implementation of the Joint Capability Integration and Development System (JCIDS). Supported: TRADOC for analysis and documentation; G-3/5/7 for Army and Joint validation/approval; and G-8 for presentation to the Joint Requirements Oversight Council.

k. (U) (2-11) Accelerate and anticipate solutions to requirements of operational forces including Interceptor Body Armor, Up Armor HMMWV, Aircraft Survivability Equipment, Rapid Fielding Initiative, and Rapid Equipping Force. Supported: G-8.

l. (U) (2-12) Synchronize campaign objective fiscal requirements within Planning, Programming, Budgeting, Execution process to execute ACP IAW established timelines. Supported G-8 for programming and ASA(FM&C) for budgeting.

m. (U) (2-13) Accelerate and anticipate solutions to requirements for Homeland Defense including ground-based air defense missions and network

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interoperability solutions in support of Military Assistance to Civilian Authorities.

Supported: G-8.

n. (U) **(2-14)** Establish reliable asset visibility and resource management systems IAW accountability standards established by the Chief Financial Officer's Act of 1990 in support of business transformation efforts. Supported: ASA(FM&C).

**3. (U) (3-0) Optimize Reserve Component Contributions.** Transform RC force structure and continuum of service paradigms in order to optimize RC capabilities, ensuring that the RC can provide relevant and ready forces and individuals to the combatant commander as part of the Joint Force.

a. (U) **(3-1)** Develop policies and procedures to streamline and reform readiness processes IAW ARFORGEN (including specific processes for reset/train, ready, and available force pools, mobilization and demobilization). Supported: G-3/5/7, DARNG, and Chief Army Reserve for policy; CG FORSCOM, CG USAREUR, and CG USARPAC for implementation.

b. (U) **(3-2)** Reengineer pre- and post-mobilization actions and supporting infrastructure to maximize RC mission time. Supported: G-3/5/7, DARNG, and CAR / CG USARC for policy; CG FORSCOM, CG USAREUR, and CG USARPAC for implementation.

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

d. (U) **(3-4)** Build ARNG TTHS account (8K Soldiers) by FY 11 in order to align structure, authorizations, and manning while enhancing unit readiness. Supported: DARNG.

e. (U) **(3-5)** Build USAR TTHS account (20.5K Soldiers) by 2006 in order to align structure, authorizations, and manning while enhancing unit readiness. Supported: CAR / CG USARC.

f. (U) **(3-6)** Source ARNG and USAR baseline equipment sets IAW G-3/5/7 priorities to improve support for HLD/HLS requirements. Supported: G-8.

**4. (U) (4-0) Sustain the 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.

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a. (U) **(4-1)** Fully man the force to authorized skill and grade and match outputs to ARFORGEN requirements. Supported: G-1.

b. (U) **(4-2)** Reduce personnel turbulence within the force through stabilization programs including unit-focused stability. Supported: G-1.

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 multi-component retention and well-being strategies to support the right All-Volunteer Force. Supported: G-1, DARNG, and OCAR.

e. (U) **(4-5)** Implement enterprise network-centric Human Resources (HR) system and revise supporting personnel policies to deliver responsive personnel and pay service support. Supported: G-1.

f. (U) **(4-6)** Implement National Security Personnel System (NSPS) and military-to-civilian conversions to transform the civilian component. Supported: G-1.

**5. (U) (5-0) Adjust Global Footprint.** Adjust Army stationing and support infrastructure in accordance with IGPBS to better execute the National Defense Strategy and support operational deployments and sustained operational rotations.

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 AMC; CG, CIDC; CAR / CG USARC; DARNG; CG FORSCOM; CG INSCOM; CG MEDCOM; CG NETCOM; CG SDDC; CG TRADOC; CG USASOC.

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

f. (U) **(5-6)** Synchronize operational rotations and theater support infrastructure to support IGPBS. Supported: G-3/5/7.

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g. (U) (5-7) Implement new APS and ASF positioning to support strategic responsiveness. Supported: G-3/5/7.

h. (U) (5-8) Develop and implement near-term and long-term facilities strategy for current and future force. Supported: ACSIM.

i. (U) (5-9) Plan and direct IGPBS return of forces and unit inactivations to create a regulated flow of personnel and equipment resources prioritized to support operational commitments and Army transformation. Supported: G-3/5/7.

**6. (U) (6-0) Shape the Future Force.** Develop future force capabilities to enable Soldiers and leaders, as part of the Joint Force, to dominate in any environment against current and emerging threats; continue to improve how the Army thinks, trains, organizes, and equips.

a. (U) (6-1) Enhance current force capabilities by taking advantage of technologies as they mature and expeditiously inserting them into the force. Incrementally increase capability through spin-outs as requirements are identified and technologies mature. Supported: CG TRADOC.

b. (U) (6-2) Generate FCS Evaluation BCT (FCS EBCT) commencing FY 07 and attain Initial Operational Capability (IOC) of first FCS-Equipped BCT in FY15. Supported relationships determined in Evaluation BCT EXORD TBP. See Terms of Reference for IOC definition. Supported: TBD.

c. (U) (6-3) Coordinate and synchronize Army Concept Development and Experimentation with parallel joint processes. Provide current and future force capability needs to HQDA and Science and Technology (S&T) developers as input to shape HQDA S&T investment guidance. Supported: CG TRADOC.

d. (U) (6-4) Continue to develop Joint Interdependence as a Joint integrating mechanism and focus initially on the following joint interdependent capabilities: Joint Fires, Joint Command and Control (including Joint Intelligence), Joint Force Projection, Joint Air and Missile Defense, and Joint Logistics. Supported: CG TRADOC.

e. (U) (6-5) Develop the concepts to guide force development from the current force to the future force. Supported: CG TRADOC.

f. (U) (6-6) 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, G-3/5/7 for prioritization, ASA (FM&C) for budgeting, and G-8 for programming and equipping.

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g. (U) **(6-7)** Develop operating force Integrated Network Architecture and resource plan for LandWarNet, the Army's contribution to the Global Information Grid (GIG). Supported: CG TRADOC for development, G-3/5/7 for prioritization, G-8 for programming, and ASA(FM&C) for budgeting.

h. (U) **(6-8)** Develop generating force Integrated Network Architecture and resource plan to link operating and generating forces, including the business enterprise architecture as part of LandWarNet. Supported: G-3/5/7 for planning and prioritization, G-6 for development, G-8 for programming, and ASA(FM&C) for budgeting.

i. (U) **(6-9)** Ensure special operations forces (SOF) and conventional force interoperability throughout all stages of transformation via adequate resourcing (personnel and equipment) and synchronized fielding and training of Army common systems to Army Special Operations Forces (ARSOF) 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, effective, and efficient health care system that support the full spectrum of care. Supported: CG USAMEDCOM for development, G-3/5/7 for prioritization, G-8 for programming and equipping, ASA (FM&C for budgeting).

k. (U) **(6-11)** Accelerate mature FCS capabilities directly into the current force. Supported: ASA(ALT).

l. (U) **(6-12)** Develop a capability strategy that builds a modular, full-spectrum, deployable integrated air and missile defense capability for global, homeland, regional, and theater defenses. Supported: CG SMDC.

7. (U) **(7-0) Adapt the Generating Force.** Transform the generating force and associated processes to responsively execute Title 10 responsibilities to sustain a joint and expeditionary Army with campaign qualities.

a. (U) **(7-1)** Adapt the generating force to resource and sustain the operating force in support of ARFORGEN beginning FY 05 to provide relevant and ready land power to the Joint Force. Supported: G-3/5/7.

b. (U) **(7-2)** Divest nonessential functions, remove unnecessary layering and duplication, and consolidate functions within the Army to improve efficiency and effectiveness of resource processes. Supported: MILDEP, ASA(FM&C).

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c. (U) (7-3) Provide Initial Military Training to develop expeditionary warriors with the full-spectrum competencies necessary to live the Soldier's Creed and contribute successfully to their first unit of assignment. Supported: CG TRADOC.

d. (U) (7-4) Reduce number of non-deployable Soldiers and AC TTHS account. Supported: G-1 for non-deployable Soldier reduction; G-3/5/7 for TTHS reduction.

e. (U) (7-5) Organize institutional training and leader development to support an Army at war and facilitate transformation to the future force. Supported: CG TRADOC.

f. (U) (7-6) Generate and project the force by identifying, resourcing, manning, and building joint power projection installations to support mobilization, demobilization, and rapid deployment of CONUS-based forces and OCONUS forces in CDRUSEUCOM AOR and CDRUSPACOM AOR. Supported: CG FORSCOM, CG USAREUR, CG USARPAC, CG USASOC, DARNG and CAR / CG USARC. See Annex I (Stationing).

g. (U) (7-7) Improve sustainment of the Joint Force by developing processes, procedures, and equipment to increase effectiveness and improve efficiencies at depots, arsenals, production facilities, labs, and engineering centers. Emphasis on RECAP, RESET, and National Maintenance Capability. Supported: CG AMC.

h. (U) (7-8) Accelerate requirements-to-solution processes to meet current requirements of deployed forces and anticipate requirements of operating forces. Supported: G-3/5/7 for prioritization, G-8 for programming, ASA (FM&C) for budgeting; and ASA (ALT) for acquisition.

i. (U) (7-9) Develop and implement strategic communication with internal and external audiences. Supported: OCPA.

j. (U) (7-10) Develop and implement Army Command and HQDA reorganization plan to match ARFORGEN process requirements. Supported: G-3/5/7 for planning, Army Command commanders for execution.

k. (U) (7-11) Develop output-based metrics for the PPBE process. Supported: ASA(FM&C).

**8. (U) (8-0) Develop Joint, Interdependent Logistics Structure.** Create an interdependent 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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**a. (U) (8-1)** Shape theater logistics structure IAW combatant commander organization. Supported: ASCC Commanders.

**b. (U) (8-2)** Develop expeditionary theater logistics capability embedded in joint processes. Supported: CG TRADOC.

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

**d. (U) (8-4)** Develop and implement the logistics enterprise architecture with necessary service and joint interdependence. Supported: G-4 for direction; CG AMC for implementation.

**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: G-4 for development, G-3/5/7 for prioritization, G-8 for programming, ASA(FM&C) for budgeting; and ASA (ALT for acquisition).

**f. (U) (8-6)** Develop and implement a strategy of purposeful reliance on global, joint capabilities to deploy and sustain the expeditionary force. Supported: G-4 for development, G-3/5/7 for prioritization, G-8 for programming, and ASA(FM&C) for budgeting.

**g. (U) (8-7)** Ensure functional integration and synchronization of business processes and schedules for implementation of Single Army Logistics Enterprise (SALE). Supported: CG AMC.

(b) (U) Lines of Operation (LO). Rescinded.

b. (U) Tasks.

(1) (U) Tasks to Army Commands:

(a) (U) **CG, U.S. Army Forces Command (FORSCOM)**.

**1.** (U) Supported commander for activation of 8 AC BCTs through FY 06, per ACP Change 3, Annex A (Army Organizations):

**2.** (U) Supported commander for modular conversion of CONUS-based conventional operating forces. See Annex A (Army Organizations).

**3.** (U) Supported commander for restationing and reflaging of CONUS-based FORSCOM units.

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4. (U) Supported commander for establishment of Modularity Coordination Centers (MCCs) to manage modular conversions.

5. (U) Supported commander to achieve FOC of United States Army North (Fifth Army / ARNORTH) IAW ACP Annex A (Army Organizations) NLT 16 OCT 06.

6. (FOUO) Supported commander to complete organization of First Army, FOC NLT 16 OCT 06, to execute pre-mobilization training and readiness oversight and post-mobilization operations for assigned RC forces for ARFORGEN force packages. Establish Training Support Divisions (TSD) East and West NLT 1 OCT 06.

7. (U) Supported commander for development and implementation of ARFORGEN process across AC and RC. Develop ARFORGEN implementation plan NLT 3QTR 06. ICW G-3/5/7 and CIO/G-6, codify requirements for integrated, multi-point distributed ARFORGEN automation system to facilitate seamless cross-component synchronization NLT 4QTR 06.

8. (U) ICW CG TRADOC and G-3/5/7, develop plan for generating FCS Evaluation BCT commencing in FY 07.

9. (FOUO) Supported commander to reset and restation SBCT 2 NLT JUN 06.

10. (U) Supported commander to enable the 20<sup>th</sup> Support Command (CBRNE) to serve as a JTF headquarters for WMD elimination and site exploitation missions.

11. (U) Determine AC and RC Combat Training Center (CTC) and Exportable Training Center (ETC) requirements for BCTs, divisions, and support brigades to execute ARFORGEN.

12. (U) Identify requirements for Mission Support Element (MSE) TDA to support execution of ADCON functions for FORSCOM-assigned units. This includes the disposition and composition of MSEs to execute Title 10 service responsibilities.

**(b) (U) CG, U.S. Army Materiel Command (AMC).**

1. (U) Supported commander to implement a Single Army Logistics Enterprise that is linked to the joint strategic logistic enterprise providing end-to-end sustainment support.

2. (U) Supported commander to develop and transition advanced technology to provide materiel solutions to the current and future forces.

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3. (U) Supported commander for Foreign Military Sales (FMS) program execution in order to facilitate interoperability with allied and coalition partners, support U.S. national interests, and support sustainment of the industrial base.

4. (U) Supported commander for maintaining approved and validated war reserve stocks at designated maintenance level.

a. (FOUO) Supported commander for maintaining approved and validated war reserve stocks in APS 2 (EUROPE). Validate APS 2 (Immediate Ready Force) requirement with CG USAREUR / Seventh Army NLT 3QTR06.

b. (FOUO) Convert ASF 1 to Heavy Brigade Combat Team (HBCT) configuration NLT FY 06; convert ASF 3 to HBCT configuration NLT FY 13; reconfigure ASF 4 to modular CSS units NLT FY 08; Supply Support Activity (SSA) ship to be added to ASF 4 NLT FY 09; and reconfigure ASF 5 to modular CSS units prior to upload in FY12. SSA ship to be added to ASF 5 NLT FY12.

c. (FOUO) Complete APS 4 (KOREA) conversion to HBCT configuration NLT FY 06 and establish Sustainment Brigade to include medical support elements NLT FY 07.

d. (FOUO) Establish one HBCT, one IBCT, and two modular infantry battalions in APS 5 NLT FY 06; Establish one Fires Brigade, two sustainment brigades, and Medical Support Units inAPS 5 NLT FY 09.

5. (FOUO) Supported Commander for Army Sustainment Command IOC NLT 30 SEP 06 to plan, prepare, deploy assigned forces, reset forces, and execute logistics from the National Sustainment Base.

6. (U) ICW ASA (ALT), establish the Life Cycle Management Commands, IAW Memorandum of Understanding between ASA(ALT) and CG AMC to increase integrated execution of development, acquisition, production, fielding, sustainment, and retirement of systems.

7 (U) Army Coordinator for reset maintenance activity and monitoring the status of reset maintenance efforts. AMC executes National Level Reset which includes recapitalization, rebuild, overhaul, and repairs conducted in depots, arsenals, and other partners capable of repair to the national level maintenance reset standard.

8. (U) Supported commander for management of Logistics Civilian Augmentation Program (LOGCAP).

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

1. (U) Complete force designs for the Army modular force and revise those designs as required based on lessons learned from operational experience.

2. (U) Transition assigned Focus Areas to Army implementation processes IAW the ACP.

3. (U) ICW CG FORSCOM and G-3/5/7, develop plan for generating the FCS Evaluation BCT commencing FY 07.

4. (U) Supported commander for development and synchronization of the Army Concept and Capability Development Plan (AC2DP).

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

6. (U) Supported commander for execution of Army Training Enterprise Integration (ATEI) systems integration required under Chief of Staff, Army (CSA) Army Knowledge Memorandum 5 to support ACP.

7. (U) Adapt TRADOC processes as required to support ARFORGEN and transition to the Army modular force.

8. (U) Reshape fundamental Army learning processes in response to current and future operating environments for Soldiers, leaders, and DA Civilians.

9. (U) ICW G-3/5/7, revise Army requirements process to improve flexibility and accelerate solutions for the Soldier.

10. (U) Supported commander to develop generating force concepts that integrate its capabilities to the operating force. Goal is to frame generating force capabilities similar to capabilities-based language of operating force.

11. (U) Supported commander for stationing and consolidation of TRADOC Centers of Excellence.

**(2) (U) Tasks to Army Service Component Commands:**

**(a) (U) CG, U.S. Army Central (USARCENT) / Third Army.** Supported commander for modular conversion of USCENTCOM forward elements, army, and selected theater subordinate organizations through FY 13 per ACP Change 3, Annex A (Army Organizations).

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(b) (U) **CG, U.S. Army North (USARNORTH) / Fifth Army.** ICW FORSCOM, achieve FOC of United States Army North (USARNORTH / Fifth Army) IAW ACP Annex A (Army Organizations) NLT 16 OCT 06.

(c) (U) **CG, U.S. Army South (USARSO) / Sixth Army.** ICW FORSCOM, supported commander for modular conversion of army headquarters and selected theater subordinate organizations through FY 13 per ACP Change 3, Annex A (Army Organizations).

(d) (U) **CG, U.S. Army Europe (USAREUR) / Seventh Army.**

1. (U) Supported commander for IGPBS-related actions within CDRUSEUCOM AOR, as defined in Annex A (Army Organizations), Annex H (IGPBS), and Annex I (Stationing).

2. (U) Supported commander for modular conversion of USEUCOM-stationed BCTs, multi-functional support brigades, functional support brigades, armies, and theater subordinate organizations through FY 13 per ACP Change 3, Annex A (Army Organizations).

3. (U) Supported commander for development of force stationing recommendations in CDRUSEUCOM AOR.

4. (FOUO) Supported commander to establish Eastern European Task Force command post and rotational presence in CDRUSEUCOM AOR.

5. (FOUO) Supported commander to convert Seventh Army Training Command to the Joint Multinational Training Command at GRAFENWOEHR, GE.

(e) (U) **CG, U.S. Army Pacific (USARPAC).**

1. (U) Supported commander for IGPBS-related actions within CDRUSPACOM AOR, as defined in Annex A (Army Organizations) and Annex H (IGPBS), and Annex I (Stationing).

2. (U) Supported commander for modular conversion of USPACOM-stationed AC and RC BCTs, support brigades, divisions, corps, theater armies, and theater subordinate organizations through FY 09 per ACP Change 3, Annex A (Army Organizations).

3. (U) Supported commander for activation of 4/25 IBCT(ABN), EDATE 16 SEP 05 (staggered-HHC, 16 JUL 05 / BSB, 16 AUG 05 / BTB, 16 OCT 05 / Recon SQDN, 16 OCT 05 / 1BN 16 MAY 05 / 2BN, 16 SEP 05 / FA BN, 16 NOV 05). See ACP Change 3, Annex A (Army Organizations).

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4. (U) Supported commander for development of force stationing recommendations in CDRUSPACOM AOR.

5. (FOUO) IAW Defense Policy Review Initiative (DPRI) establish transformed elements of Headquarters I Corps and United States Army Japan (USARJ) in CDRUSPACOM AOR. Support modular conversion of I Corps as required.

6. (FOUO) Supported Commander for Homeland Defense (HLD) in the Pacific Region.

**(f) (U) CG, Eighth U.S. Army, (EUSA).**

1. (U) Plan to transition to unit rotation sequence with endstate goal of eventual implementation of BCT rotation schedule.

2. (U) Support CG USARPAC for IGPBS-related actions regarding KOREA.

3. (FOUO) Supported commander for modular conversion of KOREA-based BCTs, support brigades, functional brigades, divisions, and theater subordinate commands through FY13 per ACP Change 3, Annex A (Army Organizations). Endstate for Army structure in KOREA is conditions-based.

**(g) (U) CG, U.S. Army Space and Missile Defense Command / U.S. Army Forces Strategic Command (USASMDC / ARSTRAT).**

1. (U) Supported commander and Army proponent for planning, integration, control, and coordination of Army forces and capabilities in support of CDRUSSTRATCOM mission areas: Space and Global Strike, ISR, Information Operations, Global Network Operations, Combating WMD, and Integrated Missile Defense.

2. (U) Supported commander and Army specified proponent for space, high altitude, and ground-based midcourse defense, and integrated air and missile defense.

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

4. (U) Support the Army with developing and transitioning advanced technology to provide materiel solutions to the current and future forces.

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

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

2. (U) Develop ARSOF concept for providing ARSOF integration with BCTs, divisions, corps, and theater armies.

3. (U) ICW CG FORSCOM, G-3/5/7, DARNG, and CAR / CG USARC, provide ARSOF input for integration of selected ARSOF in the ARFORGEN process.

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

5. (FOUO) Activate future force ARSOF to support SOF and modular conventional Army forces, FY 06: SF Group Band I; FY 08: Special Forces Group Band II redesign; FY 08-12 Special Forces Group Band III redesign.

6. (FOUO) In FY 06, provisionally organize 95<sup>th</sup> Civil Affairs (CA) Group. In FY 07, activate 95<sup>th</sup> CA BDE Headquarters and 2 battalions. In FY 08/FY 09 activate one additional AC CA battalion each year.

7. (U) ICW CG FORSCOM, CG TRADOC, CG USAREUR, CG USARCENT, CGUSARPAC, CG USARSOUTH, and ACSIM, develop facilities and installation support requirements for implementation of Future Army Special Operations Forces Transformation. Support base operations (BASEOPS) providers initiatives to attain funding needed to support facilities and installation requirements for future needs IAW USSOCOM and HQDA Memorandum of Agreement.

8. (FOUO) When directed, transfer USAR CA commands, CA brigades, and psychological operations (PSYOP) groups to USARC. Until specified by HQDA, CA and PSYOP units in USAR are considered conventional units with ARSOF capabilities. 95<sup>th</sup> CA BDE and 4<sup>th</sup> PSYOP Group are considered ARSOF.

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

**(3) (U) Tasks to Direct Reporting Units:**

**(a) (U) Director, Acquisition Support Center.** See ASA(ALT) sub-unit tasks.

**(b) (U) CG, Army Test and Evaluation Command (ATEC).**

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

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(d) (U) **Superintendent, United States Army Military Academy (USMA).**

(e) (U) **CG, U.S. Army Reserve Command (USARC).** See Chief, Army Reserve sub-unit tasks.

(f) (U) **CG, Military District of Washington (MDW).**

(g) (U) **U.S. Army Corps of Engineers (USACE).** See Chief of Engineers sub-unit tasks.

(h) (U) **CG, U.S. Army Medical Command (USAMEDCOM).** Support CG TRADOC with combat and materiel development of modular medical organizations and Medical Deployment Support Command designs.

(i) (U) **CG, U.S. Army Network Enterprise Technology Command / 9<sup>th</sup> U.S. Army Signal Command (NETCOM).** See CIO/G-6 sub-unit tasks.

(j) (U) **CG, U.S. Army Intelligence and Security Command (USAISCOM).**

1. (U) Develop regionally focused Army Red Team capabilities to support ASCCs.

2. (U) ICW ASCC Commanders, provide tactical overwatch for Army units operating with ASCC Areas of Operations.

(k) (U) **Director, U.S. Army Installation Management Agency (IMA).** See ACSCIM sub-unit instructions.

(4) (U) Tasks to HQDA Staff:

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

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

2. (U) Supported HQDA Staff principal to integrate life cycle management of weapons systems and equipment to enhance acquisition, fielding and sustainment capabilities.

3. (U) ICW AMC, establish the Life Cycle Management Commands, IAW Memorandum of Understanding between ASA(ALT) and CG AMC to increase integrated execution of development, acquisition, production, fielding, sustainment, and retirement of systems.

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(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 Military Deputy for Budget and through DCS, Programs/G8, design and direct resource strategy to execute ACP.

2. (U) Supported HQDA Staff principal for development of divestment strategies to free resources for operating forces.

3. (U) Supported HQDA Staff principal to implement the General Fund Enterprise Business System (GFEBS) to improve Army accountability and resource management processes. Achieve GFEBS full operational capability (FOC) NLT 2011.

4. (U) Supported HQDA Staff principal to establish policies and business processes to obtain full life cycle visibility and quality data for real property, general equipment, and military equipment assets IAW the Army CFO Strategic Plan to improve planning for maintenance and replacement resources NLT 2010.

5. (U) Supported HQDA Staff principal to establish business processes to identify universe of and correct values for environmental liabilities IAW the Army CFO Strategic Plan in support of planning, programming, and execution for environmental clean-up NLT 2010.

(d) (U) **Assistant Secretary of the Army for Installations and Environment (ASA (I&E)).**

(e) (U) **Assistant Secretary of the Army for Manpower and Reserve Affairs (ASA (M&RA)).**

(f) (U) **Office of the General Counsel.**

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

1. (U) ICW G-3/5/7, G-8, TRADOC, and ASA (ALT), develop and synchronize information and network operations, network and communications security, force structure, equipping and employment of signal forces to transform from the current to future force.

2. (U) Provide program direction to the 9<sup>th</sup> Signal Command / Network Enterprise Technology Command to support ACP objectives.

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3. (U) ICW G-3/5/7, TRADOC, ASA(ALT), and G-8, develop, coordinate, and implement Army Knowledge Management, the Army Information Technology Enterprise Architecture, the Integrated Network Architecture, the Total Army Enterprise Infrastructure, and the Army Enterprise portal.

4. (U) ICW G-3/5/7, 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.

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

6. (U) ICW G-2 and G-3/5/7, 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.

7. (U) ICW TRADOC and ASA (ALT), plan and execute actions that have a major impact on the Department of the Army's IT enterprise architectural efforts, to include Army Training Enterprise Information systems integration, to ensure effective and interoperable applications, infostructures, and standards in support of integrated joint warfighting capabilities. See Annex K (Battle Command Oversight).

8. (U) ICW FORSCOM and G-3/5/7, codify requirements for integrated, multi-point distributed ARFORGEN automation system to facilitate seamless cross-component synchronization and prioritization NLT 4QTR06.

(h) (U) **Deputy Under Secretary of the Army (DUSA).**

(i) (U) **Deputy Under Secretary of the Army (Business Transformation) (DUSA-BT).**

1. (U) Supported HQDA principal for business transformation.

2. (U) Provide oversight for development of a business transformation annex for ACP Change 4.

(j) (U) **Director, Army Staff (DAS).**

1. (U) Provide HQDA oversight for Adapt Generating Force campaign objective.

2. (U) Supported HQDA Staff principal to serve as Army's Oversight Proponent for Focus Areas. See Annex C (Army Focus Areas).

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

1. (U) Supported HQDA Staff principal for development and implementation of force stabilization for AC units and ARFORGEN manning initiatives and policies.

a. (U) ICW G-3/5/7, ACSIM, CG FORSCOM, and CG USARPAC, synchronize LM timelines with operational requirements, modular unit conversion, personnel resources, installation capabilities, regional assignment plans and ARFORGEN requirements.

b. (U) Publish updates to ACP Annex G (Lifecycle Management).

2. (U) Supported HQDA Staff principal for development of multi-compo human capital strategy to include continuum of service program.

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

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

1. (U) Develop and synchronize resource processes for the Army portions of the National Intelligence Program (NIP) and Military Intelligence Program (MIP) to implement ACP.

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

3. (U) Ensure tactical intelligence requirement coordination with plans, programs, and operations of national, theater, and joint intelligence agencies and synchronization of technology development and integration.

4. (U) Evaluate effects of modular conversion of AC and RC military intelligence force structure.

5. (U) ICW TRADOC, ASA(ALT), and CIO/G-6, develop integrated intelligence, surveillance, and reconnaissance architecture.

6. (U) Provide program direction to the Intelligence and Security Command to support ACP objectives.

**(m) (U) Deputy Chief of Staff, G-3/5/7.**

1. (U) Develop and synchronize ACP.

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2. (U) Prepare and publish modular MTOE documentation for Army future force designs.

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 G-8 and ACSIM, plan, synchronize, and direct all stationing actions for modular conversion, IGPBS, and BRAC.

7. (U) Align Army deployment objectives to DoD swiftness objectives. Current Army goals are: deploy and employ BCT capability in 4-7 days; deploy and employ 3 BCTs/division capability in 10 days; deploy 9 BCTs/multi-division capability in 20 days; and deploy 15 BCTs/multi-division capability in 30 days.

8. (U) Develop and prioritize APS and ASF modular configuration requirements.

9. (U) ICW CG TRADOC, develop integrated assessment and decision process to monitor ACP execution progress and enable spiral change. Incorporate ACP objectives and goals into development of Strategic Management System (SMS) balanced scorecard and SMS strategic objective assessments.

10. (U) ICW ACSIM, develop and integrate National Environmental Policy Act (NEPA) strategy that incorporates Army Transformation Programmatic Environmental Impact Statement.

11. (U) ICW CG FORSCOM, DARNG, and CAR / CG USARC, develop a Training and Readiness Strategy to support AC and RC units in ARFORGEN.

12. (U) ICW DARNG and CAR / CG USARC, ensure the RC full time manning ramp meets validated requirements.

13. (U) ICW CG FORSCOM and CG TRADOC, develop and publish plan for generating first FCS Evaluation BCT commencing FY 07.

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

15. (U) Supported HQDA Staff principal for Adapt Generating Force campaign objective. Actions include:

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a. (U) Examine Title 10 and executive agent functions that support Institutional Army support to the Operating Force.

b. (U) Plan and synchronize changes to the generating force for effectively supporting the Army's Force Generation concept.

16. (U) ICW FORSCOM, review unit status and readiness information reporting requirements and recommend changes to better support ARFORGEN; update AR 220-1 as appropriate.

17. (U) Provide HQDA oversight and develop implementation plan for the Defense Readiness Reporting System (DRRS) and Enhanced Status of Resources and Training System (ESORTS).

18. (U) ICW CG, FORSCOM, CAR / CG USARC, and DARNG develop priorities to support ARNG and USAR HLD/HLS mission in ARFORGEN.

19. (U) ICW FORSCOM and CIO/G-6, codify requirements for integrated, multi-point distributed ARFORGEN automation system to facilitate seamless cross-component synchronization NLT 4QTR06.

20. (FOUO) ICW CG USASMDC, CG FORSCOM, and CG TRADOC, define authorities and responsibilities for Army WMD elimination efforts.

21. (FOUO) ICW G-8, prioritize resources to complete Patriot PAC-3 pure-fleeting for entire Air Defense Force NLT FY 09 (Endstate is 13 PAC-3 Bns).

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

1. (U) Support CG TRADOC with development of Sustainment Brigade and Sustainment Command designs.

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

3. (U) Supported HQDA Staff principal to direct development and implementation of the logistics domain architecture required under Chief of Staff, Army Army Knowledge Management (CSA AKM) Memorandum 4.

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

1. (U) Develop and synchronize resource processes to implement ACP and ARFORGEN-based prioritization.

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2. (U) ICW G-3/5/7 and ACSIM, support stationing actions for modular conversion, IGPBS, and BRAC.

3. (U) Provide HQDA oversight for Transform from the Current to Future Force campaign objective.

4. (U) Provide HQDA oversight for Shape the Future Force campaign objective.

5. (U) Supported HQDA Staff principal to provide equipment return strategy to replenish stay behind equipment and theater provided equipment transferred from RC NLT 30 JUN 06.

(p) (U) **Director, Program Analysis and Evaluation (PA&E).** Develop programming strategy to implement ACP.

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

1. (U) ICW G-3/5/7 and G-8, support CG FORSCOM, CG USAREUR, and CG USARPAC in development of stationing options for BCT activations and unit stationing resulting from modular conversion, IGPBS, and BRAC decisions.

2. (U) ICW gaining Army Commands, ASCCs, and DRUs and Director, Installation Management Agency (IMA), determine investment strategies, resources, and integrated processes to ensure facilities and installation infrastructure and infostructure support stationing, basing, and deployment support decisions.

3. (U) Program requirements and direct IMA to provide sustainment, restoration and modernization, and other critical resources for installation support of stationing and basing of BCTs, support brigades, functional brigades, theater armies, and theater subordinate commands.

4. (U) ICW G-3/5/7, prepare programmatic NEPA documentation for ACP Change 3 directed actions to simplify the NEPA process for affected installations.

**(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 modular conversion.

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

1. (U) (FOUO) Support CG FORSCOM and CG USARPAC with modular conversion of 28 ARNG BCTs (out of a total of 106 Brigades) and 8 division headquarters. Conversions IAW ACP Change 3, Annex A (Army Organizations).

2. (FOUO) Inactivate 72/36 ID and 3/40 ID NLT FY 08.

3. (FOUO) O/O, convert 4 HBCTs and 2 IBCTs to support brigades or other force structure.

4. (U) Continue restructuring actions that enhance readiness IAW established timelines to include AC/RC rebalancing efforts, ARFORGEN, and establishment of TTHS account NLT 2011.

5. (U) ICW G-3/5/7, develop a stationing plan for ARNG forces.

6. (U) ICW CG FORSCOM and G-3/5/7, prioritize, synchronize, and implement modular conversion.

7. (U) ICW G-1 develop ARNG retention strategies.

8. (U) ICW G-3/5/7, develop a rotation plan that supports current operations and HLD/HLS response requirements.

9. (U) ICW CG FORSCOM, CG TRADOC, and G-3/5/7, develop ARFORGEN implementation plan IAW HQDA Planning Directive dated 14 March 2006.

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

11. (U) ICW CG FORSCOM reengineer ARNG mobilization process to implement ARFORGEN.

**(t) (U) Chief, Army Reserve and Commander, United States Army Reserve Command.**

1. (U) ICW CG FORSCOM, reengineer USAR mobilization processes to implement ARFORGEN process.

2. (U) ICW CG FORSCOM, CG USARPAC, CG USAREUR, CG USASOC, and G-3/5/7, implement modular conversion of USAR forces per ACP Change 3, Annex A (Army Organizations).

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3. (U) Continue restructuring actions that enhance readiness IAW established timelines to include AC/RC rebalancing efforts, ARFORGEN, HLD, and establishment of TTHS account NLT 2006.

4. (U) Transform Army Reserve command and control structure to meet anticipated mission requirements.

5. (U) Rebalance USAR generating force.

6. (U) ICW G-1 develop USAR retention strategies.

7. (U) ICW G-3/5/7, develop a stationing plan for USAR forces.

8. (U) ICW G-3/5/7, CG FORSCOM and DARNG, develop a Training and Readiness Strategy to support AC and RC units in ARFORGEN.

9. (U) Supported commander for IGPBS and BRAC-related actions for USAR-assigned forces, as defined in Annex A (Army Organizations), Annex H (IGPBS), and Annex I (Stationing).

**(u) (U) The Surgeon General.**

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

2. (U) ICW CG TRADOC, CG AMC, G-3/5/7, and G-6, 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, NEPA and Status of Forces Agreements (SOFA).

**(w) (U) Chief of Chaplains.**

1. (U) Develop and implement religious support plans and programs in order to develop and sustain Soldiers, family members, and authorized civilians.

2. (U) Supported HQDA staff for chaplain management.

**(x) (U) Chief, Legislative Liaison.**

1. (U) Develop legislative objectives in support of ACP.

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2. (U) Solicit, coordinate and submit legislative proposals from the organizations and activities in support of ACP.

3. (U) Coordinate, synchronize and integrate Congressional Engagements in support of ACP objectives.

(y) (U) **Chief, Public Affairs.**

1. (U) Plan, prepare, and execute a communication plan for internal and external audiences in support of the ACP.

2. (U) Maintain supporting strategic communication plan and information materials to support ACP planning, preparation, and execution. Publish additional information during plan execution.

3. (U) Coordinate, synchronize and integrate supporting strategic communication efforts across the Army.

(z) (U) **Director of Army Safety.** Integrate Army Safety Campaign Plan into the ACP.

(aa) (U) **Chief, Center of Military History.**

1. (U) Document ACP planning, preparation, and execution IAW G-3/5/7 planning memorandum dated November 2005. Release white paper of Army transformation activities from 2001 through 2006 NLT AUG 2006. Publish concise history NLT AUG 2007.

2. (U) Sustain historical analysis of transformation actions.

c. (U) Coordinating Instructions.

(1) (U) Discontinue use of the terms Unit of Action (UA), Enhanced Separate Brigade (eSB), functional brigade, Unit of Employment (UEx and UEy), and Theater Sustainment Command Deployable Command Post (TSC DCP). Official terms for modular organization types follow:

(a) (U) Brigade Combat Teams: Heavy BCT (HBCT); Infantry BCT (IBCT) and IBCT (ABN); Stryker BCT (SBCT); and Armored Cavalry Regiment (ACR). Future Combat Systems Evaluation Brigade Combat Team (FCS EBCT) denotes a function provided by a tasked BCT.

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(b) (U) Support Brigades:

1. (U) Support Brigade (Multifunctional): Combat Aviation Brigade (CAB); Theater Aviation Brigade (TAB); Sustainment Brigade (SUS BDE); Fires Brigade; Battlefield Surveillance Brigade (BfSB); Combat Support Brigade (Maneuver Enhancement (CSB (ME)).

2. (U) Support Brigade (Functional): Air Defense Artillery Brigade (ADA BDE); Information Operations Group (IO GRP); USAR Civil Affairs Command (CACOM); USAR Psychological Operations Group (PSYOP GRP); Theater Tactical Signal Brigade (TTSB); Theater Strategic Signal Brigade (TSSB); Engineer Brigade (ENG BDE); Military Police Brigade (MP BDE); Chemical Brigade (CHEM BDE); Medical Brigade (MED BDE); National Missile Defense Brigade (NMD BDE); Space Brigade; Ordnance Group (Explosive Ordnance Disposal) (OD GRP (EOD)); Quartermaster Group (Petroleum) (QM GRP (Petroleum)); Theater Aviation Sustainment Maintenance Group (TASMG); Army Field Support Brigade (AFSB); Regional Support Group (RSG); Military Intelligence Brigade (MI BDE) or Group (MI GRP); Human Resources Support Center (HRSC); and Financial Management Center (FMC).

(c) (U) Operational headquarters:

1. (U) Theater army with operational command posts (OCPs).

2. (U) Corps and division with tactical command posts (TAC CPs).

3. (U) Theater subordinate commands: Aviation Command; Civil Affairs Command; Engineer Command; Information Operations Command; Military Police Command; Army Air and Missile Defense Command; Chemical, Biological, Radiological, Nuclear, and Explosive (CBRNE) Command; Sustainment Command (Theater); Sustainment Command (Expeditionary); Medical Deployment Support Command (MDSC); and Signal Command.

4. (U) Long-term standing task forces as annotated in ACP Change 3, Annex A (Army Organizations).

(d) (U) Army special operations forces (ARSOF): Special Forces Group (Airborne) (SFG(A)); Ranger Regiment (RGR RGT), AC Civil Affairs Brigade (CA BDE), AC Psychological Operations Group (PSYOP GRP), Special Operations Aviation Regiment (SOAR).

(2) (FOUO) IAW interim transformation guidance given to the Army by OSD Office of Force Transformation, this ACP maps Joint Functional Concepts with Army Warfighting Functions as defined in Army FMI 5-0.1 and the revised FM 3-0 (DRAFT).

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Intent of this alignment is to facilitate integration by functional capabilities IAW emerging joint and Army doctrine—for operating and generating forces.

(3) (FOUO) Modular conversion produces the following operating forces:

	AC	ARNG	USAR		AC	ARNG	USAR	
<b>Force Application</b>								
<b>BCTs (Total)</b>	<b>42</b>	<b>28</b>		Military Intelligence BDE	7	1		
Heavy BCT (HBCT)	18	6		Electronic Warfare Group	2			
Armored Cav Reg't (ACR)	1			Battlefield Surveillance BDE	3	2		
Stryker BCT (SBCT)	6	1		<b>Command and Control: Brigades</b>				
Infantry BCT (IBCT)	17	21		Signal Brigades	7	2	1	
Fires Brigade	6	7		Space Brigade	1			
<b>Combat AVN BDE (Total)</b>	<b>11</b>	<b>7 (8)</b>		<b>Command and Control HQs</b>				
CAB (Heavy)	5	2		ASCCs (Total)	9			
CAB (Medium)	4			Theater Army HQs	5			
CAB (Light)	2			Functional ASCCs	3			
CAB (Expeditionary)		5 (6)		Non-modular army HQs	1			
Theater Aviation BDE		4	1	Theater Subordinate CMDs	9	3	12	
TAOGs	1	1		AAMDC	2	1		
Information OPNs Groups	2	2		Aviation Command		1	1	
Special Forces Group (ABN)	5	2		CBRNE Command	1			
Civil Affairs Brigade	1		8	Civil Affairs Command			4	
PSYOP Group	1		2	Engineer Command			2	
Ranger Regiment	1			Expeditionary Sust. CMD	3	2	5	
Special OPNs AVN Regiment	1			MDSC	2		2	
<b>Protection</b>				Military Police Command		1	1	
Air Defense Artillery BDE	4	2		Signal Command			2	
GMD BDE		1		Theater Sustainment CMD	2	1	1	
CSB(ME)	3	14(10)	2	Information Operations	1			
Engineer BDE	4	8 (5)	4	Divisions and Corps HQs	13	8		
Military Police BDE	4	2		<b>Force Management</b>				
Internment/Resettlement BDE		1	3	Financial Management Center	2		4	
Criminal Investigation Det.	2			Regional Support Groups		17	25	
Chemical Brigade	1	1	1	HR Sustainment Cemter	2		2	
<b>Focused Logistics</b>				<b>Training</b>				
Sustainment Brigade	13	9	8	Generating force BDE/RGT/GRP	4			
Sustain BDE (Special OPNS)	1			Training Brigades (Schools)	7+			
Ordnance Group	2	1		Brigade (Training Support)			17	
Quartermaster Groups	1		3	Sim. Exercise GRP (BCST)			5	
TASMG		4		Note: As of publication of ACP Change 3 COORDINATING DRAFT, HQDA was still staffing unit mix. Final numbers by type will be published in ACP Change 3 (FINAL DRAFT).				
Medical Support Command	4		10					
Army Field Support Brigades	7	1	1					

\* Numbers in parenthesis ( ) are pre-QDR baseline, final structure TBD.

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(4) (FOUO) AC BCT activation and conversion sequence for planning:

	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	FY 09	FY 10	Total
HBCT		4	4	4	2	2	1	1	18
ACR				1					1
SBCT	2	1	1	1	1				6
IBCT		6	3	8					17
Total	2	11	8	14	3	2	1	1	42

(5) (FOUO) RC BCT conversion sequence for planning:

	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	FY 09	FY 10	Total
HBCT			3	3					6
SBCT			1						1
IBCT			3	6	9	3			21
Total			7	9	9	3			28

(6) (FOUO) 1/3 ID HBCT modular conversion to be completed to Army design, EDATE 16 JAN 06. 2/3 ID HBCT, 3/3 ID HBCT, 4/3 ID HBCT and 3ID headquarters modular conversion to be completed to Army design, EDATE 16 JUL 06.

(7) (FOUO) 3ACR remains in ACR configuration and modernizes in JUL 06. Include 3 ACR in the 42 AC BCT count.

(8) (FOUO) Activation of first FCS Evaluation BCT (FCS EBCT) established in FY 07, location FORT BLISS. Baseline is HBCT.

(9) (FOUO) IAW ACP decision point 39, ARNG BCT conversion sequence depicts personnel and training resources. ARNG is equipped IAW ARPL priorities. Projected rate is four BCTs/year (FY 05) and six BCTs/year (FY 06-10). For planning, assume ARNG equips to IOC NLT EDATE plus four years.

(10) (FOUO) Adjusted FCS program sequence for planning: Spin-Out One, FY 08, Spin-Out Two, FY 10, Spin-Out Three FY 12, Spin-Out Four FY 14. Spin-Out composition and fielding sequence TBD.

(11) (U) Planning time horizons: Near-term—remainder of Current Year (CY) FY 06 and Budget Year (BY) FY 07; Mid-term—Program Years FY 08-13; and Long-term—Extended Planning Period (EPP) FY 14-25.

(12) (U) Units provisionally reorganizing to modular designs in advance of established EDATEs rely on internal assets to execute reorganization. Neither HQDA

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nor Army Commands will divert personnel or equipment to support provisional reorganizations.

(13) (U) EDATE (E) is the date on which a new MTOE or TDA formally applies to one or more units. Requests for personnel and equipment are authorized in advance of EDATE. For lifecycle manned units, EDATE establishes the beginning of the unit's three year lifecycle (See Annex G (Lifecycle Management)).

(14) (U) Until development/implementation of ARFORGEN readiness objectives through FORSCOM-led ARFORGEN Synchronization Conference, the following objective readiness goals are in effect for AC force integration functions supporting a build or modular conversion. Units will be manned IAW HQDA Active Component Manning Guidance in order to mitigate personnel shortfalls in the near term.

(a) (FOUO) E-180 Days: NLT time to document modular conversion actions (AC only).

(b) (FOUO) E-120 Days: NET time for modular conversion actions to commence (AC only).

(c) (FOUO) E-Day: MTOE or TDA effective date. Overall readiness goal is C3 including personnel and equipment goals at or above P3 and S3 respectively.

(d) (FOUO) E+90 Days: Overall readiness goal is C2 including personnel and equipment ratings goals of 100% aggregate personnel fill and S1 respectively.

(e) (FOUO) E+180 Days: Overall readiness goal is C1 including personnel, equipment and training ratings goals of P1, S1, and T1 respectively.

(15) (U) Until development/implementation of ARFORGEN readiness objectives through FORSCOM-led ARFORGEN Synchronization Conference, the following objective readiness goals are in effect for RC force integration functions:

(a) (FOUO) NET E-12 Months: No earlier than (NET) time for modular conversion actions to commence (ARNG and USAR only).

(b) (FOUO) NLT E-Day: MTOE or TDA effective date. Overall personnel rating of P3.

(c) (FOUO) NLT E+24 Months: Overall readiness goal is C3 including personnel and equipment ratings goals of 100% aggregate personnel fill and S3 respectively.

(d) (FOUO) NLT E+36 Months: Goal for 100 percent DMOSQ.

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(e) (FOUO) NLT E+48 Months: Overall readiness goal is C1 including personnel, equipment and training ratings goals of P1, S1, and T2 respectively.

(16) (U) LM sequence and procedures discussed in Annex G (Lifecycle Management).

(17) (U) Within SMS, Army Command commanders and HQDA Staff principals develop supporting ACP metrics for inclusion in respective balanced scorecards.

(18) (U) ACP serves as base plan from which Army Focus Area Residual Proponent implementation orders are developed and published.

(19) (FOUO) Following unit designations apply. Use current designations for units until designation effective date. Unit status changes utilized are IAW AR 220-5 with addition of reflagging. Reflagging consists of a change to a unit's official designation, lineage, and all associated heraldic linkages, while keeping the unit's current unit identification code (UIC) unchanged.

Current Designation	Unit Modular Convert EDATE	Future Designation	Designation Effective Date
<b>Brigade Combat Teams</b>			
3/42 ID (NYARNG)	4 SEP 05	<b>27 IBCT</b>	Completed
49/36 AD (TXARNG)	1 SEP 08	<b>72/36 ID IBCT</b>	Completed
1/29 ID (VAARNG)	4 SEP 05	<b>116 IBCT</b>	Immediately
1/25 ID (AC)	Complete	<b>2CR (SBCT)</b>	1 JUN 06
2CR (AC)	16 APR 05	<b>4/2 ID (SBCT)</b>	1 JUN 06
3/29 ID (MDARNG)	1 SEP 06	<b>58 IBCT</b>	1 SEP 06
26/29 ID (MAARNG)	1 SEP 06	<b>26 IBCT</b>	1 SEP 06
66/35 ID (ILARNG)	1 SEP 06	<b>33 IBCT</b>	1 SEP 06
172 IN BDE (AC)	16 APR 05	<b>1/25 ID (SBCT)</b>	1 QTR 07
37/38 ID (OHARNG)	1 SEP 07	<b>37 IBCT</b>	1 SEP 07
2/40 ID (CAARNG)	1 SEP 07	<b>40 IBCT</b>	1 SEP 07
86/42 ID (VTARNG)	1 SEP 07	<b>86 IBCT</b>	1 SEP 07
3/1 AD (AC)	16 MAR 08	<b>2/1 ID HBCT</b>	16 MAR 08
2/1 ID (AC)	16 MAR 10	<b>3/1 AD HBCT</b>	16 MAR 08
4/1 CD (AC)	16 DEC 04	<b>4/1 AD HBCT</b>	3 QTR 08
4/4 ID (AC)	16 DEC 04	<b>4/1 CD HBCT</b>	3 QTR 08
2/2 ID (AC)	16 NOV 05	<b>3/1 ID IBCT</b>	3 QTR 08
5/2 ID (AC)	16 APR 07	<b>2/2 ID SBCT</b>	3 QTR 08
149/38 IN (KY ARNG)	1 SEP 08	<b>149 IBCT</b>	1 SEP 08
50/42 ID (NJARNG)	1 SEP 08	<b>50 IBCT</b>	1 SEP 08
<b>Other reflaggings</b>			
2ID Fires (AC)	16 SEP 07	<b>212 Fires BDE</b>	FY 10 TBD
1 Fires (UTARNG)	1 SEP 08	<b>65 Fires BDE</b>	1 SEP 08
4 Fires (AC)	16 APR 07	<b>41 Fires BDE</b>	16 APR 07

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(20) (U) The ACP directs integration of 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 BCTs pursuant to the ACP is the type of management or operational concept change that triggers a NEPA analysis, because it involves changes in troop organization, equipment, and training. Only reorganizations or reassessments that involve no change in force structure and are below the threshold for reportable actions prescribed 10 U.S.C. 2687 are excluded. POC for questions concerning NEPA issues is Mr. David Howlett, 703-696-1562, [david.howlett@us.army.mil](mailto:david.howlett@us.army.mil).

(21) (U) For planning, generating force adaptation for ARFORGEN begins NLT FY 06.

(22) (U) ACP serves as base plan from which implementation execution orders (EXORDs) are developed and published.

**4. (U) Administration and Logistics.** Omitted.

**5. (U) Command and Control.** HQDA executes the 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. Meetings are scheduled during the month following the TRADOC Quarterly Futures Review. ARC focuses on specific ACP Major Objectives. Supported Army Command 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, resolve an issue, or support decision-making process. ARC results are formally documented and provided to Battle Staff for implementation.

b. (U) Army Campaign Plan Weekly Battle Rhythm. Weekly meetings chaired by the Vice Chief of Staff, Army. Focus is on providing information to enable ARSTAF and Army Command synchronization. VCSA updates are not scheduled for weeks in which an ASM or ARC is scheduled.

(1) (U) Army Synchronization Meeting. Co-chaired by the Under Secretary of the Army and the Vice Chief of Staff, Army. Focuses on near-term synchronization of ACP execution by BCT, division, corps, theater army, and support brigade. Review by number, type, and force integration function.

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(2) (U) Decision Support Template and VCSA Directive Update. Focuses on detailed synchronization of ACP decision points by HQDA Staff proponent. HQDA Staff provides oversight on VCSA modular conversion directives to provide resolution or status, identify issues, and discuss significant actions since last update.

(3) (U) Generating Force Update. Focuses on The Army School System (TASS) review by training post, facilities updates, maintenance capability updates, recruiting and retention updates, and other actions necessary in support of Generating Force.

(4) (U) Strategic Readiness Update. Coordinates with supported Army Commands, ASCCs, DRUs and HQDA Staff Principals on critical readiness issues associated with current operations and modular conversion efforts.

c. (U) Army Requirements and Resourcing Board (AR2B). Focuses on validating, prioritizing, and resourcing requirements to accelerate solutions to the warfighter. Identifies solutions within the Year of Execution and Budget Year that require resource realignments. AR2B meets weekly and is chaired by the G-3/5/7.

d. (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 ACP Major Objectives and plans between HQDA Staff ICW supported and supporting Army Command 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 ACP Campaign Objectives and supporting ACP Major Objectives.

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

(2) (U) Supported Army Command commanders and HQDA Staff principals:

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

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

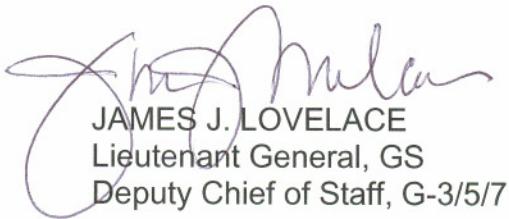
(c) (U) Identify synchronization issues that cannot be resolved through the Battle Staff to senior leaders for resolution or decision.

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

(3) (U) Supporting Army Command commanders and HQDA Staff principals:

(a) (U) Assist supported Army Command Commanders and HQDA Staff principals with developing plans to achieve objectives.

(b) (U) Execute appropriate essential tasks.



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Lieutenant General, GS  
Deputy Chief of Staff, G-3/5/7

Annexes:

- A – Army Organizations
- B – Lines of Operation – Rescinded
- C – Army Focus Areas
- D – Army Aviation Transformation
- E – ACP Decision Support Template
- F – Army Force Generation (ARFORGEN) – Omitted
- G – Lifecycle Management
- H – IGPBS
- I – Stationing
- J – Terms of Reference
- K – Battle Command Oversight

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Commanding General, United States Army Europe / Seventh Army

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Commanding General, United States Army Materiel Command

Commanding General, United States Army Training and Doctrine Command

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Commanding General, United States Army North / Fifth Army

Commanding General, United States Army South / Sixth Army

Commanding General, United States Army Pacific

Commanding General, Eighth United States Army

Commanding General, United States Army Space and Missile Defense Command

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Commanding General, United States Army Intelligence and Security Command

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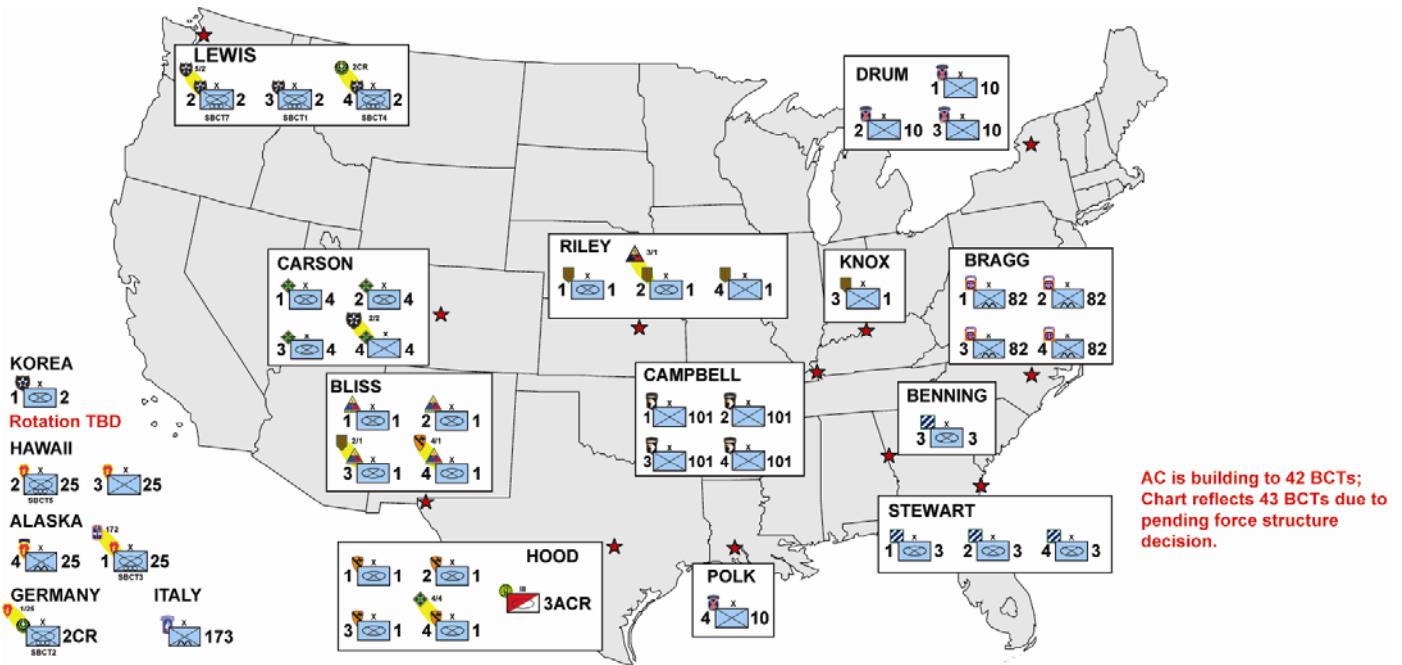
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**Annex A (Army Organizations) to Army Campaign Plan, Change 3**

1. (U) Purpose. This annex provides information associated with conversion to a modular, brigade-centric Army. Charts reflect planned posture of forces, unit designations, home-station command and control, and restationing data after completion of modular conversion across the force (approximately FY13).
2. (U) Authority. This annex describes endstate following modular conversion of select brigade-and-above units across the force. This annex provides authority for HQDA, DAMO-FMF planning orders and execution orders for modular conversion of selected Army units.
3. (FOUO). Pending Decisions. At the time of release of ACP Change 3, the details of Army adjustments in support of the 2006 Quadrennial Defense Review remained a work in progress and Total Army Analysis 08-13 recommendations did not fully reflect a final position. Army G-3/5/7, the National Guard Bureau, and the Army National Guard Force Structure Committee are collaborating to resolve this issue and decisions will be captured in subsequent changes to the ACP. For planning purposes, potential ARNG unit activations have been included in each annex page, but no ARNG inactivations associated with QDR requirements have been listed.
4. (U) Alignment with Joint Functional Concepts. IAW interim transformation guidance given to the Army by OSD Office of Force Transformation, the ACP maps Joint Functional Concepts with Army Warfighting Functions as defined in Army FM 5-0.1 and the staffing of the upcoming FM 3-0. Intent of this alignment is to facilitate integration by functional capabilities IAW emerging joint and Army doctrine.
5. (FOUO) Depicted Command and Control Relationships. All Army operational forces are assigned COCOM to a combatant commander. **The C2 relationships listed within Annex A depict Army Service Title 10 relationships only** and do not supersede C2 relationships established for unified action within the Unified Command Plan (UCP), Forces for Unified Commands Memorandum, joint doctrine, or joint operations plans and orders. Relationships depicted in Annex A were established in ACP Decision Points 35, 36, 49, 54, 58, 72 and 78. Army Regulation 10-87, currently in draft (13 APR 06) will provide Army regulatory guidance regarding these relationships. Army Force Generation Implementation Plan will define processes for establishing C2 relationships between force package units and commanders prior to deployment. See the Terms of Reference to explain command and control relationships as defined in this annex.
6. (U) Supported Commanders for Modular Conversion. Unless otherwise stated, supported commanders for modular conversion are FORSCOM for CONUS-based units and ASCC commanders for units within their combatant commander's area of responsibility.
7. (U) Terms of Reference. Within Annex A, EDATE refers to the date a unit converts to a modular design.

## 7. (FOUO) Force Application: AC Brigade Combat Teams

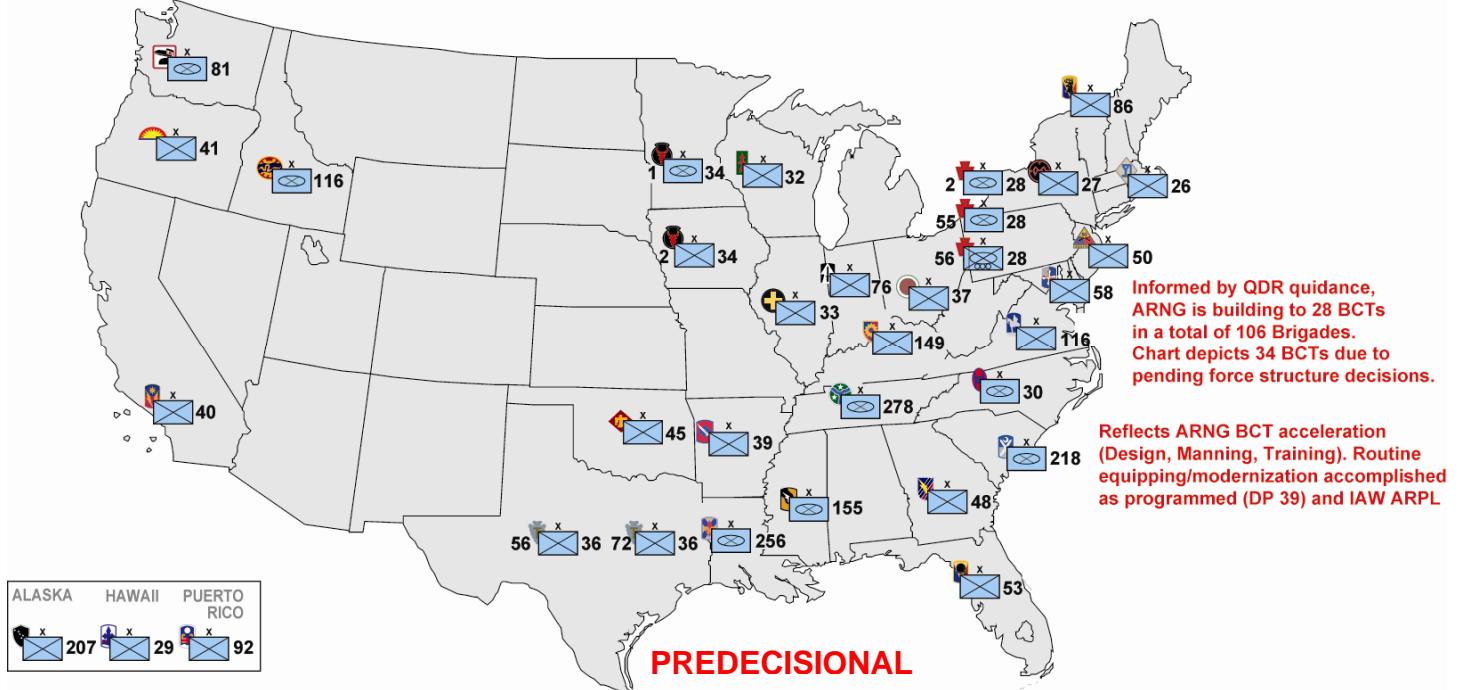


Organization	EDATE	Location	Service-Assigned*	Attached*	Comments
<b>Stryker Brigade Combat Teams (SBCT)</b>					
2/2 ID SBCT	16 APR 07	FT LEWIS, WA	FORSCOM	I Corps	(SBCT 7) Activates as 5/2ID, reflags NLT 1Q08
3/2 ID SBCT	16 SEP 00	FT LEWIS, WA	FORSCOM	I Corps	(SBCT 1)
4/2 ID SBCT	16 APR 05	FT LEWIS, WA	FORSCOM	I Corps	(SBCT 4) Reflags from 2 CR JUN 06
2 CR SBCT	16 MAY 02	VILSECK, GE	USAREUR	USAREUR	(SBCT 2) Reflags From 1/25 JUN 06; IGPBS from LEWIS, AUG 06
1/25 ID SBCT	16 OCT 03	FT WAINWRIGHT, AK	USARPAC	25 ID	(SBCT 3) Reflags from 172 IN BDE, NET JUN 06, NLT 2Q07
2/25 ID SBCT	16 OCT 05	SCHOFIELD BKS, HI	USARPAC	25 ID	(SBCT 5)
<b>Heavy and Infantry Brigade Combat Teams (HBCT/IBCT)</b>					
1/1 ID HBCT	See Comments	FT RILEY, KS	FORSCOM	1ID	EDATE dependent on Transition Team (TT) mission. Exception MTOE 16 SEP 06
2/1 ID HBCT	16 MAR 08	FT RILEY, KS	FORSCOM	1ID	Reflags from 3/1 AD 4Q07; Exception MTOE 16 SEP 06 in support of TT mission.
3/1 ID, IBCT	16 SEP 08	FT KNOX, KY	FORSCOM	1ID	Restations from GE FY06 (Cadre Status) IAW BRAC/IGPBS; Converts 16 SEP 08
4/1 ID, IBCT	16 JAN 06	FT RILEY, KS	FORSCOM	1ID	
1/1 AD HBCT	16 MAR 07	FT BLISS, TX (Perm Facilities Comp 4Q '09)	FORSCOM	1AD	IGPBS from GERMANY, 2Q07 Converts to HBCT(-), as Initial FCS EBCT (for planning) Build to full HBCT, 16 SEP 08
2/1 AD HBCT	16 SEP 09	FT BLISS, TX (Perm Facilities Comp 4Q '10)	FORSCOM	1AD	IGPBS from GERMANY, FY09
3/1 AD HBCT	16 MAR 10	FORT BLISS, TX (Perm Facilities Comp 4Q '11)	FORSCOM	1AD	Reflags from 2/1 ID 4Q07 IGPBS from GERMANY FY10.
4/1 AD HBCT	16 OCT 05	FT BLISS, TX	FORSCOM	1AD	Reflags from 4/1CD 1Q08
1,2,3/1 CD HBCT	16 OCT 05	FT HOOD, TX	FORSCOM	1CD	
4/1 CD HBCT	16 OCT 05	FT HOOD, TX	FORSCOM	1CD	Reflags from 4/4 ID 1Q08
1/2 ID HBCT	16 NOV 06	CP, CASEY, KOREA	EUSA	2 ID	Exception MTOE, 16 APR 05
1/3 ID HBCT	16 JAN 06	FT STEWART, GA	FORSCOM	3 ID	Complete modular conversion
2,4/3 ID HBCT	16 JUL 06	FT STEWART, GA	FORSCOM	3 ID	Complete modular conversion
3/3 ID HBCT	16 JUL 06	FT BENNING, GA	FORSCOM	3 ID	Complete modular conversion
3 ACR	16 JUL 06***	FT HOOD, TX	FORSCOM	1CD	Restations from CARSON 4Q06; See Aviation Annex for ACS. ***Equipment Modernization
1/4 ID HBCT	16 SEP 04	FT CARSON, CO	FORSCOM	4ID	Restations from HOOD to CARSON, FY09
2/4 ID HBCT	16 SEP 04	FT CARSON, CO	FORSCOM	4ID	Restations from HOOD to CARSON, FY07
3/4 ID HBCT	16 SEP 04	FT CARSON, CO	FORSCOM	4ID	
4/4 ID IBCT	16 OCT 05	FT CARSON, CO	FORSCOM	4ID	Reflags from 2/2 ID 1Q08; Pending Force Structure Allowance and HBCT/IBCT force mix review.
1,3/10 MD IBCT	16 SEP 04	FT DRUM, NY	FORSCOM	10 MD	
2/10 MD IBCT	16 SEP 05	FT DRUM, NY	FORSCOM	10 MD	
4/10 MD IBCT	16 JAN 05	FT POLK, LA	FORSCOM	10 MD	
3/25 ID IBCT	16 NOV 05	SCHOFIELD BKS, HI	USARPAC	25 ID	
4/25 ID IBCT (ABN)	16 SEP 05	FT RICHARDSON, AK	USARPAC	25 ID	
1,2,4/82 ABN IBCT	16 JUN 06	FT BRAGG, NC	FORSCOM	82 ABN	
3/82 ABN IBCT	16 JAN 06	FT BRAGG, NC	FORSCOM	82 ABN	Acceleration resourced IAW ARPL
1,2,3,4/101 ABN IBCT	16 SEP 04	FT CAMPBELL, KY	FORSCOM	101 ABN	
173 ABN IBCT	16 SEP 06	VICENZA, IT	USAREUR		Split-stationed (IT & GE) until FY11 (MILCON)

\*C2 Relationships Service Title 10 Only (See p. A-1)

A-2

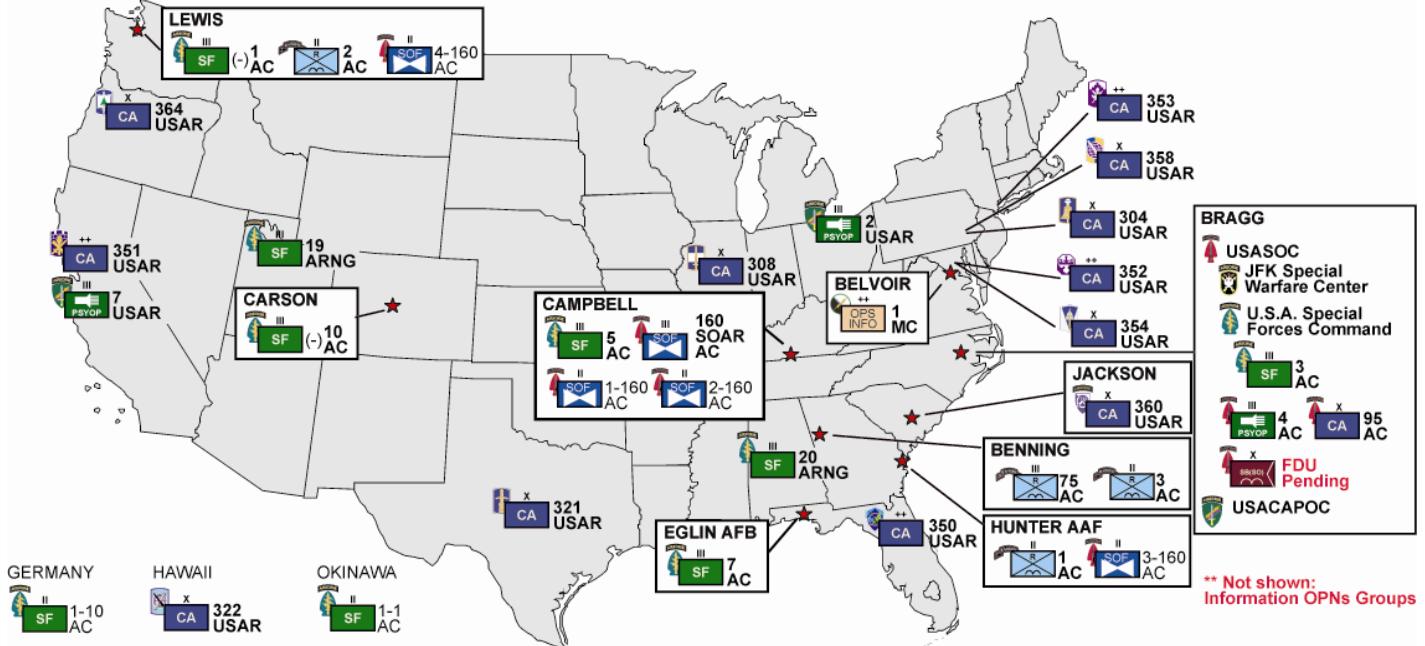
## 8. (FOUO) Force Application: ARNG Brigade Combat Teams



Organization	EDATE	Location	Service-Assigned*	Attached*	Comments
26 IBCT	1 SEP 06	SPRINGFIELD, MA	JFHQ-S	42 ID	Reflags from 26/29 ID IBCT 1 SEP 06
27 IBCT	4 SEP 05	SYRACUSE, NY	JFHQ-S	42 ID	Reflags from 3/42 ID, Heavy to IBCT conversion
2/28 ID HBCT	1 SEP 07	WASHINGTON, PA	JFHQ-S	28 ID	
55/28 ID HBCT	1 SEP 07	SCRANTON, PA	JFHQ-S	28 ID	
56/28 ID SBCT	14 OCT 04	PHILADELPHIA, PA	JFHQ-S	28 ID	(SBCT#6) IOC is FY08
29 IBCT	1 SEP 07	FT RUGER, HI	JFHQ-S	40 ID	
30 AR HBCT	4 SEP 05	CLINTON, NC	JFHQ-S	29 ID	
32 IBCT	1 SEP 08	WAUSAU, WI	JFHQ-S	34 ID	Heavy to IBCT conversion
33 IBCT	2 SEP 06	DECATUR, IL	JFHQ-S	35 ID	Reflags from 66/35 ID 2 SEP 06
1/34 ID HBCT	4 SEP 05	STILLWATER, MN	JFHQ-S	34 ID	
2/34 ID IBCT	1 SEP 06	BOONE, IA	JFHQ-S	34 ID	
56/36 ID IBCT	1 SEP 07	FORT WORTH, TX	JFHQ-S	36 ID	Heavy to IBCT conversion
72/36 ID IBCT	1 SEP 08	HOUSTON, TX	JFHQ-S	36 ID	Heavy to IBCT conversion
37 IBCT	1 SEP 07	COLUMBUS, OH	JFHQ-S	38 ID	Reflags from 37/38 ID 1 SEP 07; Heavy to IBCT conversion
39 IBCT	4 SEP 05	LITTLE ROCK, AR	JFHQ-S	35 ID	
40 IBCT	1 SEP 07	SAN DIEGO, CA	JFHQ-S	40 ID	Reflags from 2/40 ID 1 SEP 07; Heavy to IBCT conversion
41 IBCT	1 SEP 06	PORTLAND, OR	JFHQ-S	40 ID	
45 IBCT	1 SEP 08	OKLAHOMA CITY, OK	JFHQ-S	36 ID	
48 IBCT	1 SEP 07	MACON, GA	JFHQ-S	35 ID	Heavy to IBCT conversion
50 IBCT	1 SEP 08	FT DIX, NJ	JFHQ-S	42 ID	Reflags from 50/42 ID 1 SEP 08; Heavy to IBCT conversion
53 IBCT	1 SEP 07	TAMPA, FL	JFHQ-S	28 ID	
58 IBCT	1 SEP 06	PIKESVILLE, MD	JFHQ-S	29 ID	Reflags from 3/29 ID 1 SEP 06
76 IBCT	1 SEP 08	KOKOMO, IN	JFHQ-S	38 ID	
81 AR HBCT	4 SEP 05	SEATTLE, WA	JFHQ-S	40 ID	
86 IBCT	1 SEP 07	BERLIN, VT	JFHQ-S	42 ID	Reflags from 86/42 ID 1 SEP 07; Heavy to IBCT conversion
92 IBCT	1 SEP 08	SAN JUAN, PR	JFHQ-S	29 ID	
116 IBCT	4 SEP 05	STAUNTON, VA	JFHQ-S	29 ID	Reflags from 1/29 ID 4 SEP 06
116 CAV HBCT	1 SEP 06	BOISE, ID	JFHQ-S	34 ID	
149 IBCT	1 SEP 08	LOUISVILLE, KY	JFHQ-S	38 ID	Reflags from 149/38 ID 1 SEP 08 Heavy to IBCT conversion
155 AR HBCT	1 SEP 06	TUPELO, MS	JFHQ-S	36 ID	
207 IBCT	1 SEP 08	ANCHORAGE, AK	JFHQ-S	40 ID	Scout GRP to IBCT conversion
218 HBCT	1 SEP 08	NEWBERRY, SC	JFHQ-S	35 ID	
256 HBCT	1 SEP 06	LAFAYETTE, LA	JFHQ-S	36 ID	
278 CAV HBCT	1 SEP 06	KNOXVILLE, TN	JFHQ-S	38 ID	ACR to HBCT conversion

\* C2 Relationships Service Title 10 Only (See p. A-1) **PREDECISIONAL**

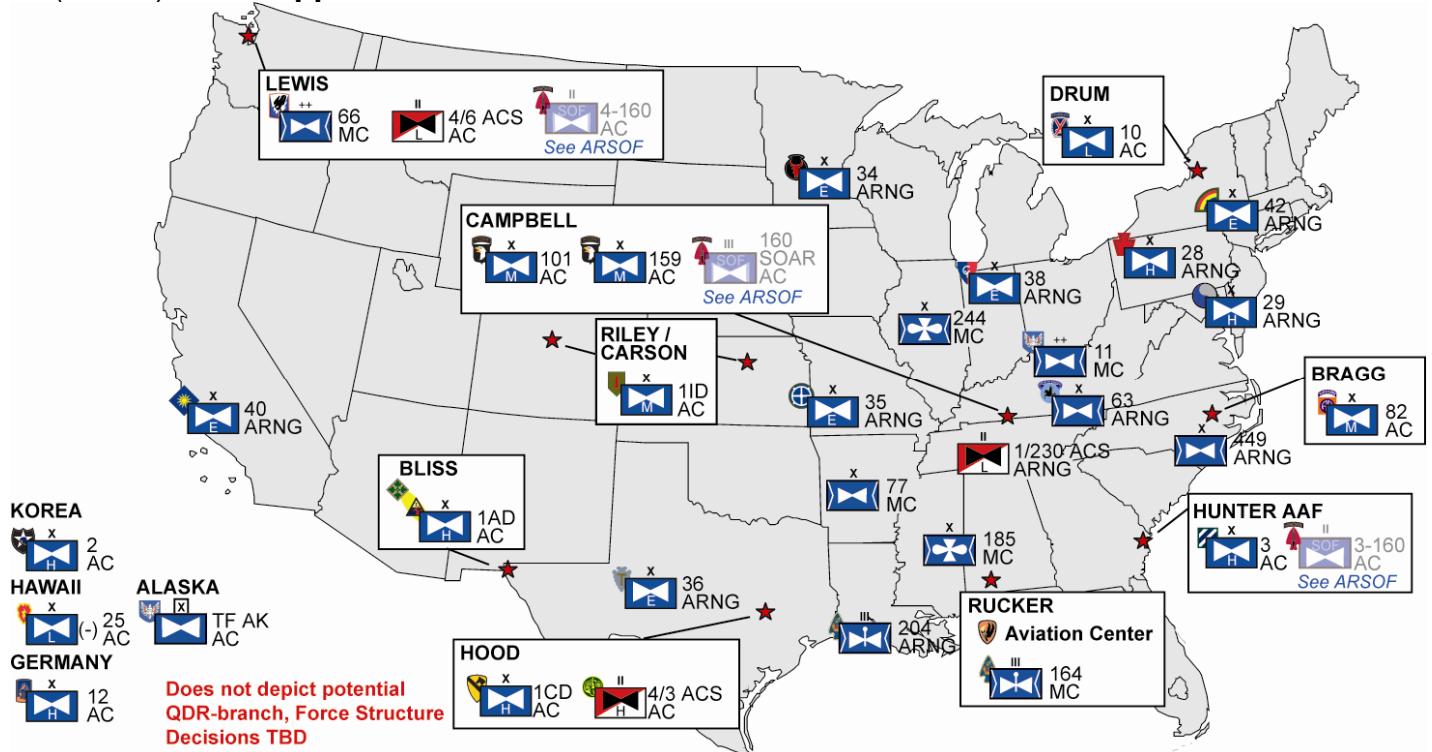
## 9. (FOUO) Force Application: ARSOF, RC CA and PSYOP, Information Operations



Organization	EDATE	Compo	Location	Service-Assigned*	Attached*	Comments
<b>Generating Force</b>						
USASOC	N/A	MC	FT BRAGG, NC	N/A		
USAJFKSWCS	N/A	AC	FT BRAGG, NC	USASOC		
USASFCS	N/A	MC	FT BRAGG, NC	USASOC		
USACAPOC	N/A	USAR	FT BRAGG, NC	USARC		(Predecisional)
1 <sup>st</sup> INFO OPS CMD	N/A	MC	FT BELVOIR, VA	INSCOM		
<b>Special Forces Group (Airborne), SFG(A)</b>						
1 SFG(A) 1-1SFG(A)	N/A	AC	FT LEWIS, WA OKINAWA, JAPAN	USASFC SOCPAC		Adds Bn FY10 ADCON 1SFG (A)
3 SFG(A)	N/A	AC	FT BRAGG, NC	USASFC		Adds Bn FY 09
5 SFG(A)	N/A	AC	FT CAMPBELL, KY	USASFC		Adds Bn FY 08
7 SFG(A)	N/A	AC	EGLIN AFB, FL	USASFC		BRAC from BRAGG FY10; Add Bn FY 11
10 SFG(A) 1-10SFG(A)	N/A	AC	FT CARSON, CO STUTTGART, GE	USASFC SOCEUR		Adds Bn FY 12 ADCON 10 SFG (A)
19 SFG(A)	N/A	ARNG	DRAPER, UT	JFHQ-S	USASFC	Attached for TRO
20 SFG(A)	N/A	ARNG	BIRMINGHAM, AL	JFHQ-S	USASFC	Attached for TRO
<b>Psychological Operations Group (Airborne (A))</b>						
2 PSYOP Group	N/A	USAR	CLEVELAND, OH	USARC		ADCON USACAPOC; (Predecisional)
4 PSYOP Group (A)	N/A	AC	FORT BRAGG, NC	USASOC		
7 PSYOP Group	N/A	USAR	MOFFETT FIELD, CA	USARC		ADCON USACAPOC; (Predecisional)
<b>Civil Affairs Commands (CACOM) and Civil Affairs Brigades (CA BDE)</b>						
350 CACOM	N/A	USAR	PENSACOLA, FL	USARC		ADCON USACAPOC; (Predecisional)
351 CACOM	N/A	USAR	MOUNTAIN VIEW, CA	USARC		ADCON USACAPOC; (Predecisional)
352 CACOM	N/A	USAR	RIVERDALE PARK, MD	USARC		ADCON USACAPOC; (Predecisional)
353 CACOM	N/A	USAR	STATEN ISLAND, NY	USARC		ADCON USACAPOC; (Predecisional)
95 CA BDE (A)	16 MAR 07	AC	FT BRAGG, NC	USASOC		IOC FY07; ARSOF
304 CA BDE	N/A	USAR	PHILADELPHIA, PA	USARC		ADCON 353 CA CMD; (Predecisional)
308 CA BDE	N/A	USAR	HOMEWOOD, IL	USARC		ADCON 353 CA CMD; (Predecisional)
321 CA BDE	N/A	USAR	SAN ANTONIO, TX	USARC		ADCON 351 CA CMD; (Predecisional)
322 CA BDE	N/A	USAR	HONOLULU, HI	USARC		(Predecisional)
354 CA BDE	N/A	USAR	RIVERDALE PARK, MD	USARC		ADCON 352 CA CMD; (Predecisional)
358 CA BDE	N/A	USAR	WILLOW GROVE, PA	USARC		ADCON 350 CA CMD; (Predecisional)
360 CA BDE	N/A	USAR	FT JACKSON, SC	USARC		ADCON 352 CA CMD; (Predecisional)
364 CA BDE	N/A	USAR	CAMP WITHECOMB, OR	USARC		ADCON 351 CA CMD; (Predecisional)
<b>Ranger Regiment; Ranger Battalions; Special Operations Aviation Regiment (SOAR); &amp; Sustainment Brigade (Special Operations) (SB(SO))</b>						
75 Ranger Regiment	N/A	AC	FT BENNING, GA	USASOC		Activate SPT BN FY08, BENNING
1 Ranger BN	N/A	AC	HUNTER AAF, GA	USASOC	75 RGR Reg	Adds CO, FY 08
2 Ranger BN	N/A	AC	FT LEWIS, WA	USASOC	75 RGR Reg	Adds CO, FY 08
3 Ranger BN	N/A	AC	FT BENNING, GA	USASOC	75 RGR Reg	Adds CO, FY 08
160 SOAR	16 JUN 06	AC	FT CAMPBELL, KY	USASOC		
1,2-160 SOAR	16 JUN 06	AC	FT CAMPBELL, KY	USASOC	160 SOAR	
3-160 SOAR	16 JUN 06	AC	HUNTER AAF, GA	USASOC	160 SOAR	
4-160 SOAR	16 JUN 06	AC	FORT LEWIS, WA	USASOC	160 SOAR	4-160 FOC SEP 06
SB(SO)	TBD	AC	FT BRAGG, NC	USASOC		TDA to MTOE conv. pending requirements determination
<b>Information Operations Groups</b>						
Four (4) Information Operations Groups at Endstate, Component, locations, and EDATES TBD						

\* C2 Relationships Service Title 10 Only (See p. A-1)

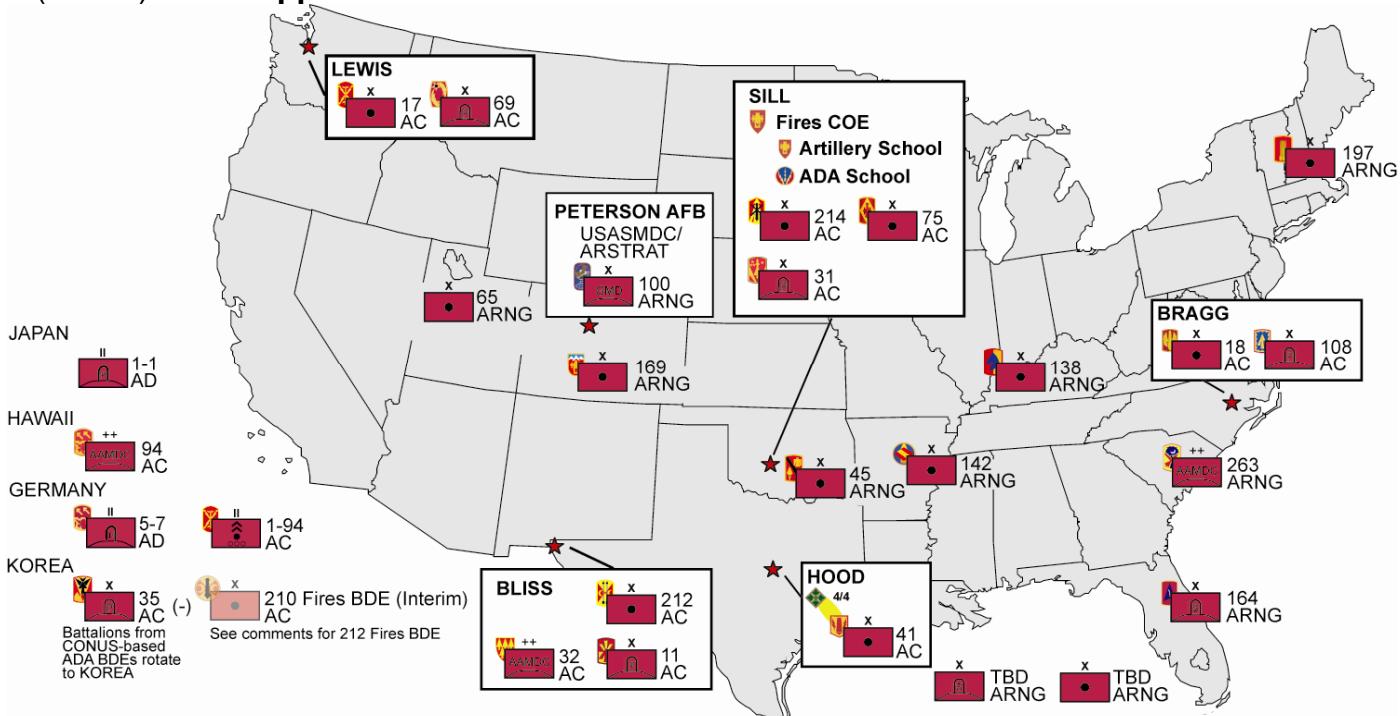
## 10. (FOUO) Force Application: Aviation



Organization	EDATE	COMPO	Location	Service-Assigned*	Attached*	Comments
<b>Operational Headquarters: Theater Aviation Command (TAC)</b>						
66 TAC	1 SEP 06	MC	FT LEWIS, WA	JFHQ-S	FORSCOM	FORSCOM provides TRO only
11 TAC	1 SEP 06	MC	FT KNOX, KY	USARC	FORSCOM	FORSCOM provides TRO only
<b>Multifunctional Support Brigades: Combat Aviation Brigade (CAB): H-Heavy, M-Medium, L-Light, E-Air Expeditionary Brigade</b>						
1 ID CAB (M)	16 OCT 06	AC	FT RILEY, KS	FORSCOM	1 ID	1-6 CAV & CO TM / 601 ASB stationed at CARSON
1 CD CAB (H)	16 OCT 05	AC	FT HOOD, TX	FORSCOM	1 CD	
1 AD CAB (H)	16 DEC 04	AC	FT BLISS, TX	FORSCOM	1 AD	4 ID CAB (H) BRAC move from HOOD begins 4Q09 then reflags
2 ID CAB (H)	16 NOV 06	AC	CP HUMPHREYS, KOREA	EUSA	2 ID	
3 ID CAB (H)	16 JUL 06	AC	HUNTER AAF, GA	FORSCOM	3 ID	
10 MD CAB (L)	16 SEP 05	AC	FT DRUM, NY	FORSCOM	10 MD	
12 CAB (H)	16 OCT 06	AC	KATTERBACH, GE	USAREUR	USAREUR	
25 ID CAB (L)	16 NOV 05	AC	SCHOFIELD BKS, HI	USARPAC	25 ID	6-17 CAV & CO TM / 209 ASB stationed at WAINWRIGHT
82 ABN CAB (M)	16 JUN 06	AC	FT BRAGG, NC	FORSCOM	82 ABN	
101 CAB (M)	16 SEP 04	AC	FT CAMPBELL, KY	FORSCOM	101 ABN	
159 CAB (M)	16 SEP 04	AC	FT CAMPBELL, KY	FORSCOM	101 ABN	
28 ID CAB (H)	1 OCT 05	ARNG	ANNVILLE, PA	JFHQ-S	28 ID	Window: 1 OCT 05 – 1 SEP 06
29 ID CAB (H)	1 OCT 05	ARNG	EDGEWOOD, MD	JFHQ-S	29 ID	Window: 1 JUN 05 – 1 SEP 06
34 ID CAB (E)	1 OCT 05	ARNG	ST. PAUL, MN	JFHQ-S	34 ID	Window: 1 JUN 05 – 1 JUN 06
35 ID CAB (E)	1 OCT 05	ARNG	SPRINGFIELD, MO	JFHQ-S	35 ID	Window: 1 OCT 05 – 1 SEP 06
36 ID CAB (E)	1 OCT 05	ARNG	AUSTIN, TX	JFHQ-S	36 ID	Window: 1 OCT 05 – 1 JUN 06
38 ID CAB (E)	1 OCT 05	ARNG	SHELBYVILLE, IN	JFHQ-S	38 ID	Window: 1 OCT 05 – 1 MAR 07
40 ID CAB (E)	1 OCT 05	ARNG	FRESNO, CA	JFHQ-S	40 ID	Window: 1 OCT 05 – 1 JUN 06
42 ID CAB (E)	1 APR 06	ARNG	PATCHOGUE, NY	JFHQ-S	42 ID	Window: 1 JUN 05 – 1 SEP 06
<b>Multi-Functional Support Brigades: Theater Aviation Brigades (TAB) and Theater Airfield Operations Group (TAOG)</b>						
TF Alaska	16 SEP 07	AC	FT WAINWRIGHT, AK	USARPAC	USARAK	
63 TAB	1 SEP 05	ARNG	FRANKFORT, KY	JFHQ-S	ARNORTH*	*TAB HQ only
77 TAB	1 SEP 06	MC	LITTLE ROCK, AR	JFHQ-S	11 TAC	
185 TAB	1 SEP 06	MC	JACKSON, MS	JFHQ-S	66 TAC	
244 TAB	1 SEP 06	MC	FT SHERIDAN, IL	USARC	11 TAC	
449 TAB	1 SEP 06	ARNG	KINSTON, NC	JFHQ-S	66 TAC	Attached for TRO
164 TAOG	16 JAN 07	MC	FT RUCKER, AL	FORSCOM	11 TAC	
204 TAOG	1 JUN 06	ARNG	NEW ORLEANS, LA	JFHQ-S	66 TAC	Attached for TRO
<b>Air Cavalry Squadrons (ACS)</b>						
4/6 ACS (L)	17 AUG 05	AC	FT LEWIS, WA	FORSCOM	I Corps	
4/3 ACS (H)	16 AUG 06	AC	FT HOOD, TX	FORSCOM		Organic to 3 ACR
1/230 ACS (L)	1 OCT 05	ARNG	SMYRNA, TN	JFHQ-S	38 ID	

\* C2 Relationships Service Title 10 Only (See p. A-1)

## **11. (FOUO) Force Application: Fires**



Current Organization	EDATE	COMPO	Location	Service-Assigned*	Attached*	Comments
<b>Multifunctional Support Brigades: Fires</b>						
17 Fires BDE	16 JUL 07	AC	FT LEWIS, WA	FORSCOM	I Corps	BRAC discretionary move to LEWIS 3Q07
18 Fires BDE	16 JUN 07	AC	FT BRAGG, NC	FORSCOM	82ABN	
41 Fires BDE	16 APR 07	AC	FT HOOD, TX	FORSCOM	1CD	Reflag from 4 Fires BDE 16 APR 07
75 Fires BDE	16 SEP 06	AC	FT SILL, OK	FORSCOM	III Corps	
212 Fires BDE	NLT FY10	AC	FT BLISS, TX	FORSCOM	1AD	Inactivate 212 FA BDE at SILL FY07; Activates 210 (Interim) Fires KOREA NOV 06. Event driven restation to BLISS & reflag to 212 Fires NLT FY10 (BRAC directed move)
214 Fires BDE	16 SEP 06	AC	FT SILL, OK	FORSCOM	III Corps	
65 Fires BDE	1 SEP 08	ARNG	CP. W.G. WILLIAMS, UT	JFHQ-S	40 ID	Attached for TRO only
45 Fires BDE	1 SEP 08	ARNG	ENID, OK	JFHQ-S	36 ID	Attached for TRO only
138 Fires BDE	1 SEP 08	ARNG	LEXINGTON, KY	JFHQ-S	38 ID	Attached for TRO only
142 Fires BDE	1 SEP 06	ARNG	FAYETTEVILLE, AR	JFHQ-S	35 ID	Attached for TRO only
169 Fires BDE	1 SEP 08	ARNG	AURORA, CO	JFHQ-S	34 ID	Attached for TRO only
197 Fires BDE	1 SEP 08	ARNG	MANCHESTER, NH	JFHQ-S	42 ID	Attached for TRO only
TBD Fires	1 SEP 08	ARNG	TBD	JFHQ-S	TBD	

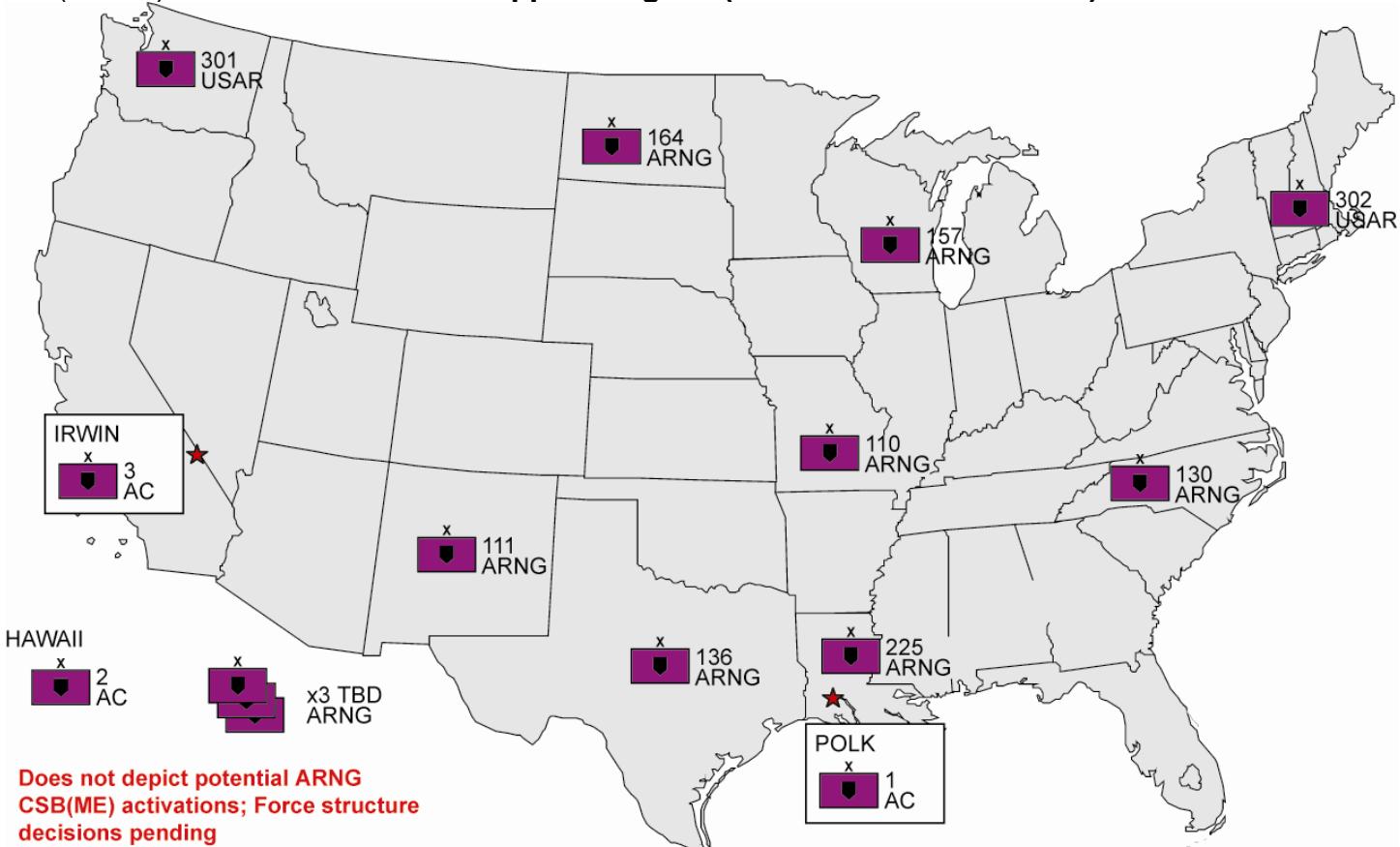
## **12. (FOUO) Protection: Air and Missile Defense**

Army Air and Missile Defense Command (AAMDC)						
32 AAMDC	N/A	AC	FT BLISS, TX	FORSCOM		O/O USARCENT
94 AAMDC	N/A	AC	FT SHAFTER, HI	USARPAC		
263 AAMDC	N/A	ARNG	ANDERSON, SC	JFHQ-S		O/O USARNORTH
<b>Functional Support Brigades: Air Defense</b>						
11 ADA BDE (Patriot)	N/A	AC	FT BLISS, TX	FORSCOM	1 AD	
31 ADA BDE (Patriot)	N/A	AC	FT SILL, OK	FORSCOM	III Corps	Move from BLISS to SILL, FY08
35 ADA BDE (Patriot)	N/A	AC	OSAN AFB, KOREA	EUSA	EUSA	Battalions rotational upon implementation of ARFORGEN (Predecisional)
69 ADA BDE (Patriot)	N/A	AC	FT LEWIS	FORSCOM	I Corps	(Predecisional)
108 ADA BDE (Patriot)	N/A	AC	FT BRAGG, NC	FORSCOM	XVIII Corps	Restation from BLISS to BRAGG, FY08
164 ADA BDE (SHORAD)	N/A	ARNG	ORLANDO, FL	JFHQ-S		
ADA BDE (SHORAD)	TBD	ARNG	TBD	JFHQ-S	TBD	ARNG developing activation plans
<b>Functional Support Brigades: National / Theater Missile Defense</b>						
100 GMD BDE	N/A	MC	PETERSON AFB, CO	JFHQ-S		Flagged RC
AMD-D(T) (incl. 5-7 ADA BN)	TBD	AC	WIESBADEN, GE	USAREUR		Pending EADTF organizational decision

\* C2 Relationships Service Title 10 Only (See p. A-1)

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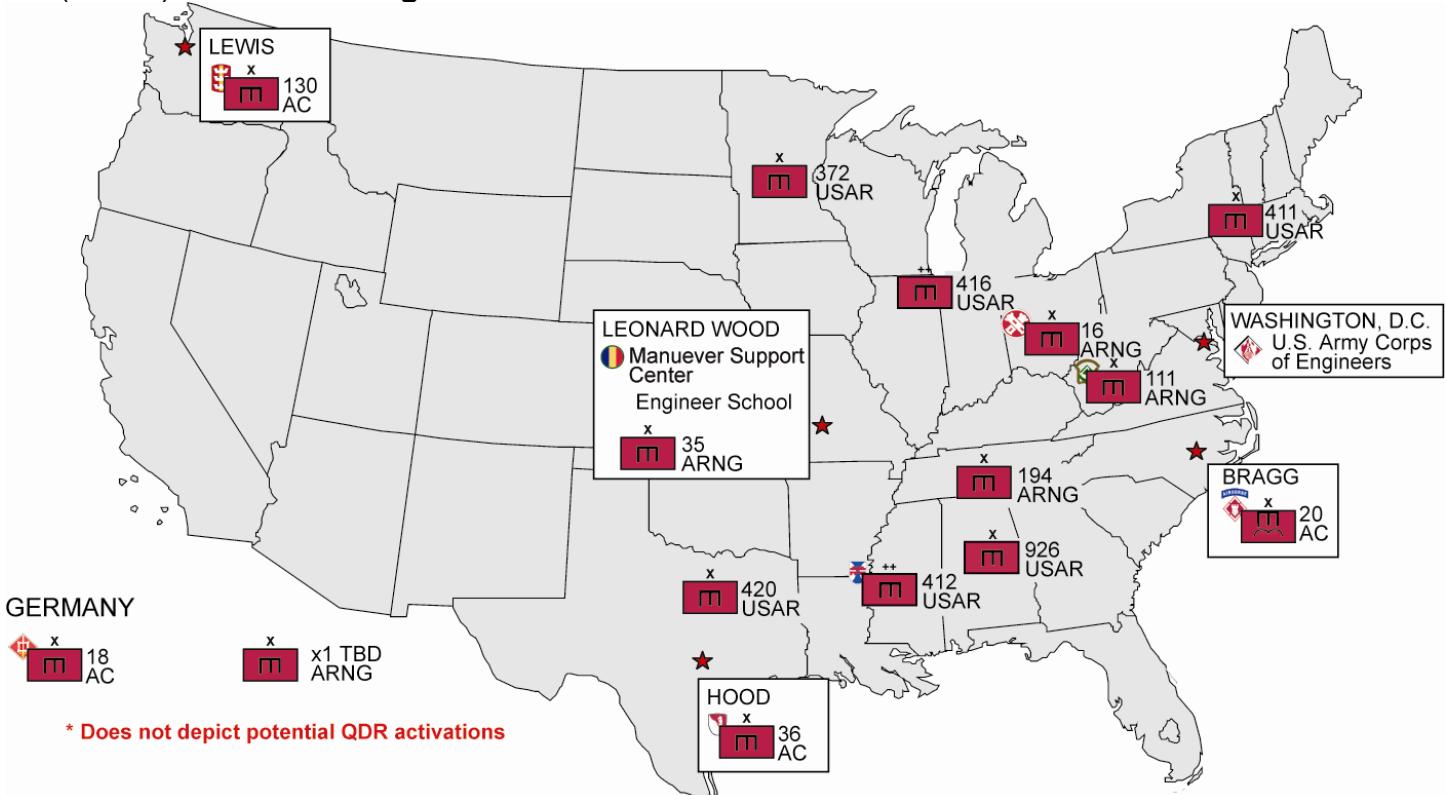
### 13. (FOUO) Protection: Combat Support Brigade (Maneuver Enhancement)



Organization	EDATE	COMPO	Location	Service-Assigned*	Attached*	Comments
<b>Multifunctional Support Brigades: Combat Support Brigade (Maneuver Enhancement) (CSB(ME))</b>						
1 CSB(ME)	16 AUG 07	AC	FT POLK, LA	FORSCOM	JRTC	
2 CSB(ME)	16 OCT 07	AC	SCHOFIELD BKS, HI	USARPAC		
3 CSB(ME)	16 SEP 08	AC	FT IRWIN, CA	FORSCOM	NTC	
110 CSB(ME)	1 SEP 06	ARNG	LEXINGTON, MO	JFHQ-S	35 ID	Attached for TRO only
111 CSB(ME)	1 SEP 06	ARNG	RIO RANCHO, NM	JFHQ-S	40 ID	Attached for TRO only
130 CSB(ME)	1 SEP 06	ARNG	CHARLOTTE, NC	JFHQ-S	29 ID	Attached for TRO only
136 CSB(ME)	1 SEP 08	ARNG	AUSTIN, TX	JFHQ-S	36 ID	Attached for TRO only
164 CSB(ME)	1 SEP 08	ARNG	DEVILS LAKE, ND	JFHQ-S	34 ID	Attached for TRO only
157 CSB(ME)	1 SEP 08	ARNG	ABBOTSFORD, WI	JFHQ-S	34 ID	Attached for TRO only
225 CSB(ME)	1 SEP 06	ARNG	PINEVILLE, LA	JFHQ-S	36 ID	Attached for TRO only
TBD CSB(ME)	1 SEP 11	ARNG	TBD	JFHQ-S		Pending ARNG stationing plans
TBD CSB(ME)	1 SEP 11	ARNG	TBD	JFHQ-S		Pending ARNG stationing plans
TBD CSB(ME)	1 SEP 11	ARNG	TBD	JFHQ-S		Pending ARNG stationing plans
301 CSB(ME)	16 SEP 08	USAR	TACOMA, WA	USARC		
302 CSB(ME)	16 SEP 08	USAR	WESTOVER, MA	USARC		

\* C2 Relationships Service Title 10 Only (See p. A-1)

## 14. (FOUO) Protection: Engineers

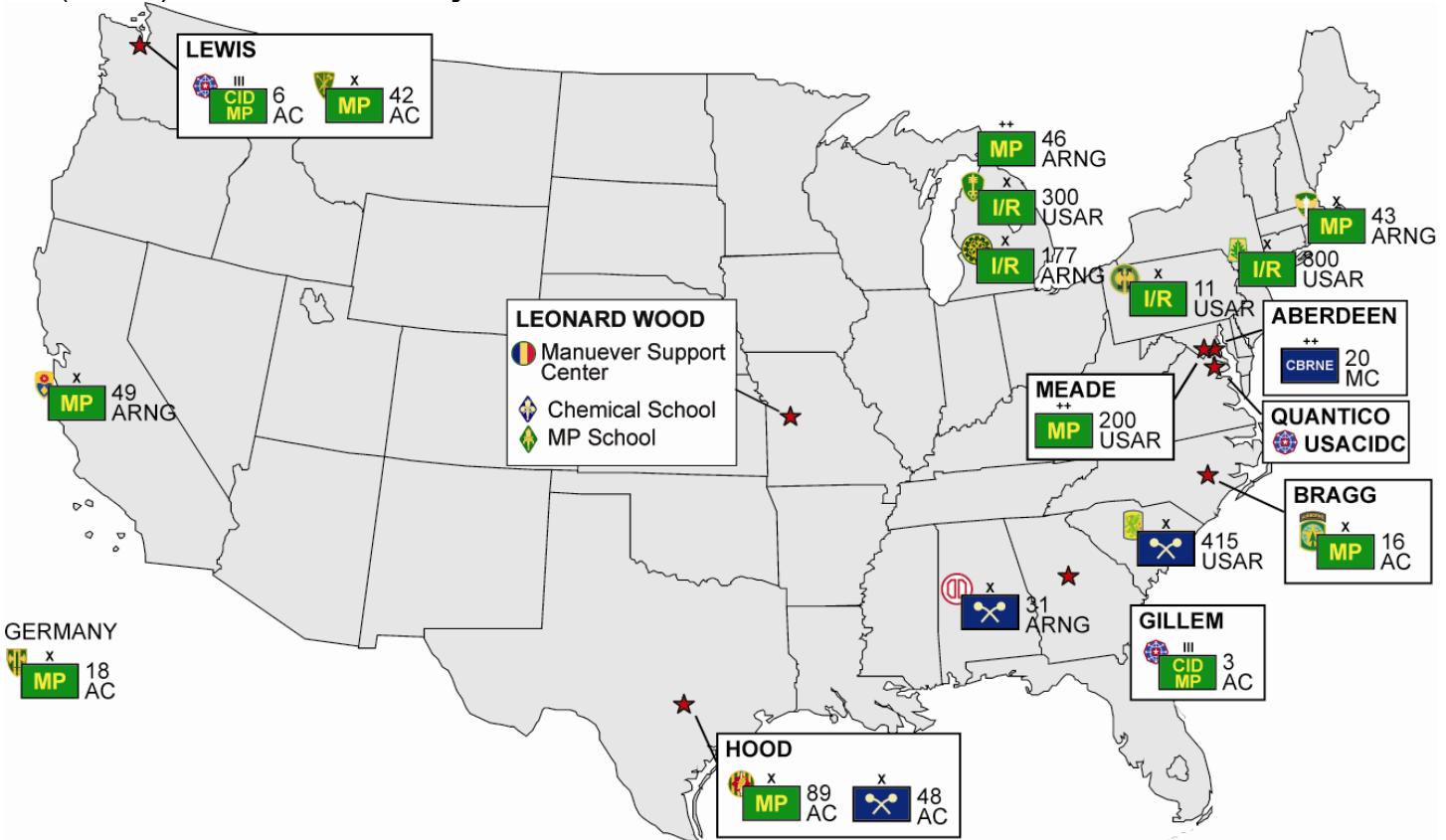


Organization	EDATE	Compo	Location	Service Assigned*	Attached*	Comments
<b>Operational Headquarters: Engineer Commands (ENCOM)</b>						
412 ENCOM	TBD	USAR	VICKSBURG, MS	USARC		OPCON to USACE per MOA
416 ENCOM	TBD	USAR	DARIEN, IL	USARC		OPCON to USACE per MOA
<b>Functional Support Brigades: Engineer Brigade (ENG BDE)</b>						
18 ENG BDE	16 AUG 07	AC	GRAFENWOEHR, GE	USAREUR		
20 ENG BDE (ABN)	16 MAR 09	AC	FT BRAGG, NC	FORSCOM	XVIII Corps	
36 ENG BDE	16 JUN 06	AC	FT HOOD, TX	FORSCOM	III Corps	Restations from BENNING to HOOD, FY06
130 ENG BDE	16 JUN 07	AC	FT LEWIS, WA	FORSCOM	I Corps	Cadre move from GERMANY to LEWIS, FY07
16 ENG BDE	1 SEP 07	ARNG	COLUMBUS, OH	JFHQ-S		
35 ENG BDE	2 SEP 06	ARNG	FT LEONARD WOOD, MO	JFHQ-S		
111 ENG BDE	2 SEP 06	ARNG	ST. ALBANS, WV	JFHQ-S		
194 ENG BDE	16 SEP 06	ARNG	JACKSON, TN	JFHQ-S		
TBD ENG BDE	22 SEP 11	ARNG	TBD	JFHQ-S		
372 ENG BDE	16 SEP 08	USAR	SNELLING, MN	USARC		
411 ENG BDE	16 OCT 08	USAR	NEW WINDSOR, NY	USARC		
420 ENG BDE	16 SEP 09	USAR	BRYAN, TX	USARC		
926 ENG BDE	16 OCT 07	USAR	MONTGOMERY, AL	USARC		

NOTE: EDATEs reflect the conversion of all Engineer Brigades to the Future Engineer Force (FEF) design.

\* C2 Relationships Service Title 10 Only (See p. A-1)

## 15. (FOUO) Protection: Military Police and Chemical

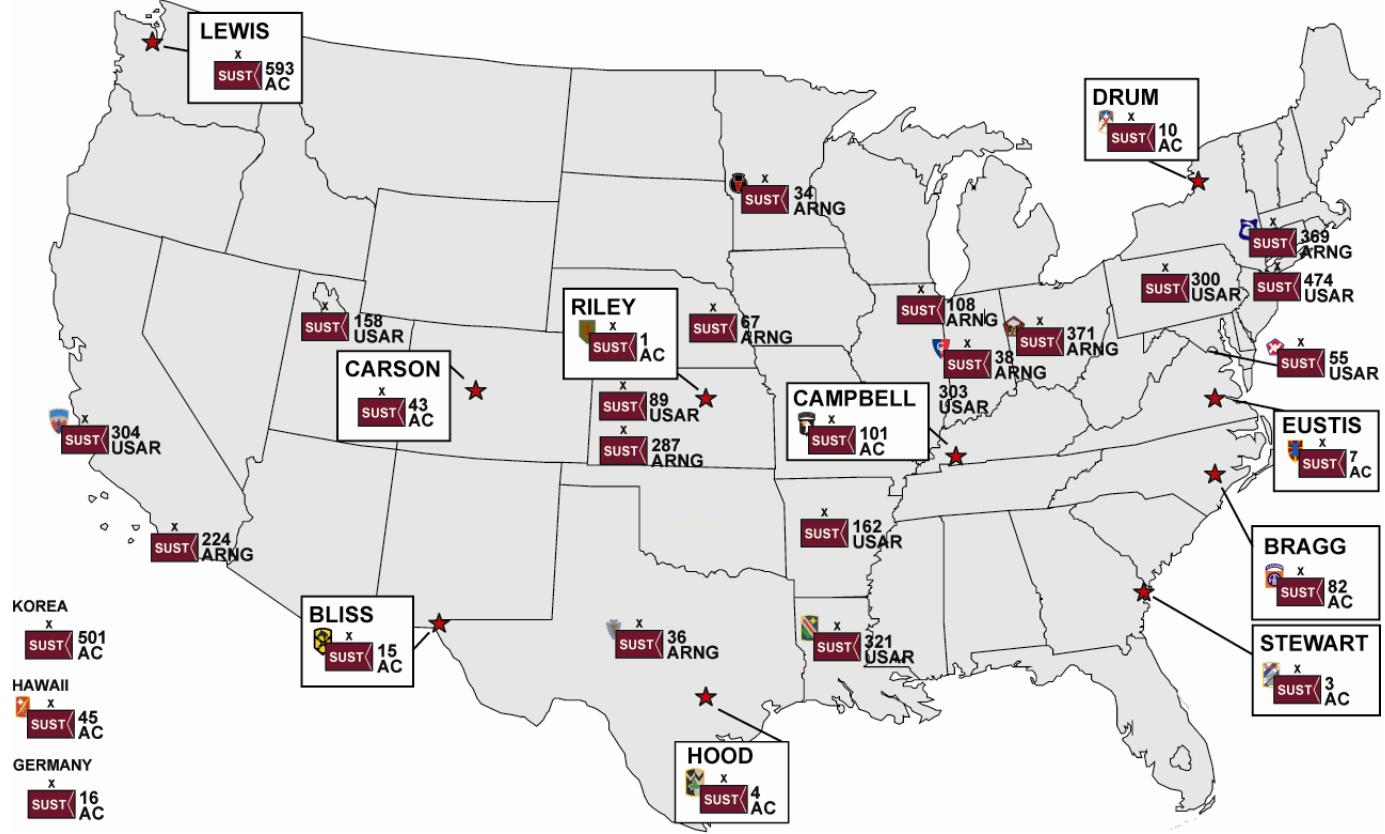


Organization	EDATE	Compo	Location	Service-Assigned*	Attached*	Comments
<b>Operational Headquarters: Military Police Command</b>						
46 MP CMD	1 SEP 07	ARNG	WYOMING, MI	JFHQ-S		
200 MP CMD	16 OCT 07	MC	FT MEADE, MD	USARC		Flagged USAR
<b>Functional Support Brigades: Military Police (MP) Brigades (Combat Support (CS) and Internment/Resettlement (I/R))</b>						
16 MP BDE (CS)	N/A	AC	FT BRAGG, NC	FORSCOM	XVIII Corps	
18 MP BDE (CS)	N/A	AC	GRAFENWOEHR, GE	USAREUR		
42 MP BDE (CS)	N/A	AC	FT LEWIS, WA	FORSCOM	I Corps	
89 MP BDE (CS)	N/A	AC	FT HOOD, TX	FORSCOM	III Corps	
43 MP BDE (CS)	N/A	ARNG	PROVIDENCE, RI	JFHQ-S		
49 MP BDE (CS)	N/A	ARNG	PITTSBURG, CA	JFHQ-S		
177 MP BDE (I/R)	N/A	ARNG	TAYLOR, MI	JFHQ-S		Converts from CS to I/R SEP 06
11 MP BDE (I/R)	N/A	USAR	ASHLEY, PA	USARC		
300 MP BDE (I/R)	N/A	USAR	INKSTER, MI	USARC		
800 MP BDE (I/R)	N/A	USAR	UNIONDALE, NY	USARC		
<b>Functional Support Brigades: Military Police Group (Criminal Investigation (CID))</b>						
3 MP GP (CID)	N/A	AC	TBD	USACIDC		Pending BRAC discretionary move
6 MP GP (CID)	N/A	AC	FT LEWIS, WA	USACIDC		
<b>Operational Headquarters: CBRNE</b>						
20 Support Command (CBRNE)	16 SEP 07	MC	ABERDEEN PG, MD	FORSCOM		- Global alignment - AC flagged multi-compo. - Modify to JTF-capable headquarters NLT 16 SEP 07 - WMD elimination and technical escort
<b>Functional Support Brigade: Chemical Brigade (CHEM BDE)</b>						
48 CHEM BDE	16 SEP 07	AC	FT HOOD, TX	FORSCOM	20 <sup>th</sup> SPT CMD (CBRNE)	
31 CHEM BDE	1 SEP 07	ARNG	SELMA, AL	JFHQ-S		
415 CHEM BDE	16 SEP 06	USAR	GREENVILLE, SC	USARC		

Note: All MP BDEs pending Force Design Update (FDU) decision on single MP BDE HQs with CS and I/R capabilities

\* C2 Relationships Service Title 10 Only (See p. A-1)

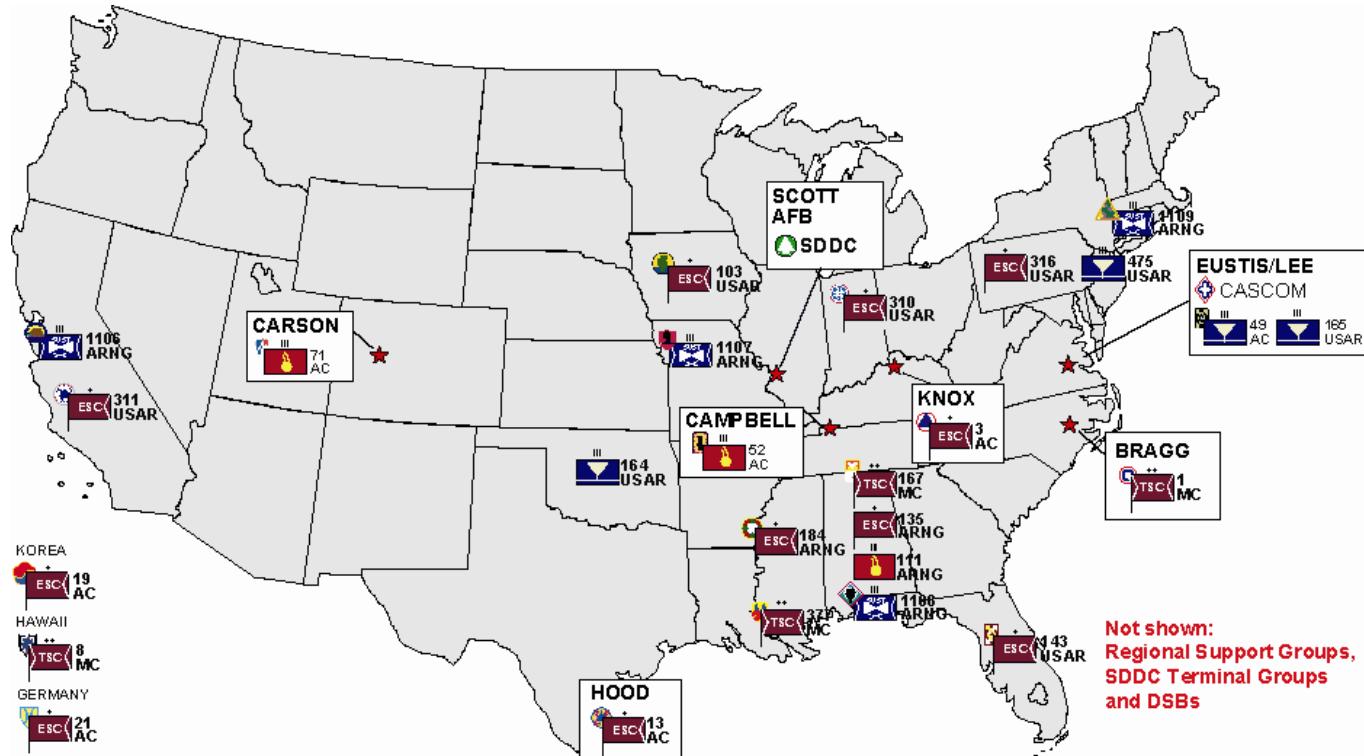
## 16. (FOUO) Focused Logistics: Sustainment Brigades



Organization	EDATE	Compo	Location	Service-Assigned*	Attached*	Comments
<b>Multifunctional Support Brigades: Sustainment Brigade (SUST BDE)</b>						
1 SUST BDE	16 JUL 07	AC	FT RILEY, KS	FORSCOM	1ID	IGPBS from GERMANY, FY06
3 SUST BDE	16 MAY 04	AC	FT STEWART, GA	FORSCOM	3ID	
4 SUST BDE	16 DEC 04	AC	FT HOOD, TX	FORSCOM	1CD	
7 SUST BDE	16 OCT 06	AC	FT EUSTIS, VA	FORSCOM		Reports directly to FORSCOM
10 SUST BDE	16 SEP 04	AC	FT DRUM, NY	FORSCOM	10MD	
15 SUST BDE	16 OCT 05	AC	FT BLISS, TX	FORSCOM	1AD	Moves from HOOD FY09
16 SUST BDE	16 JUL 07	AC	GRAFENWOEHR, GE	USAREUR	21 ESC	
43 SUST BDE	16 APR 08	AC	FT CARSON, CO	FORSCOM	4ID	FORSCOM Req 16 JUL 08 EDATE
45 SUST BDE	16 NOV 05	AC	SCHOFIELD BKS, HI	USARPAC		
82 SUST BDE	16 FEB 06	AC	FT BRAGG, NC	FORSCOM	82 ABN	
101 SUST BDE	16 SEP 04	AC	FT CAMPBELL, KY	FORSCOM	101 ABN	
501 SUST BDE	16 JUN 06	AC	DAEGU, KOREA	EUSA		
593 SUST BDE	16 APR 08	AC	FT LEWIS, WA	FORSCOM	I Corps	
34 SUST BDE	2 SEP 06	ARNG	BLOOMINGTON, MN	JFHQ-S	34 ID	
36 SUST BDE	1 SEP 08	ARNG	AUSTIN, TX	JFHQ-S	36 ID	
38 SUST BDE	1 SEP 08	ARNG	INDIANAPOLIS, IN	JFHQ-S	38 ID	
67 SUST BDE	1 SEP 08	ARNG	LINCOLN, NE	JFHQ-S	35 ID	
108 SUST BDE	2 SEP 06	ARNG	CHICAGO, IL	JFHQ-S	38 ID	Reflags from 33 TBD
224 SUST BDE	1 SEP 07	ARNG	LONG BEACH, CA	JFHQ-S	40 ID	Reflags from 40 TBD
287 SUST BDE	1 SEP 06	ARNG	WICHITA, KS	JFHQ-S	35 ID	
369 SUST BDE	2 SEP 06	ARNG	BRONX, NY	JFHQ-S	42 ID	
371 SUST BDE	1 SEP 07	ARNG	KETTERING, OH	JFHQ-S	28 ID	
55 SUST BDE	16 SEP 06	USAR	FT BELVOIR, VA	USARC		
89 SUST BDE	16 SEP 09	USAR	WICHITA, KS	USARC		
158 SUST BDE	16 SEP 08	USAR	SALT LAKE CITY, UT	USARC		Reflags to 96 TBD
162 SUST BDE	16 SEP 08	USAR	N. LITTLE ROCK, AR	USARC		Reflags to 90 TBD
300 SUST BDE	16 SEP 07	USAR	BUTLER, PA	USARC		
304 SUST BDE	16 SEP 06	USAR	MARCH AFB, CA	USARC		
321 SUST BDE	16 SEP 06	USAR	BATON ROUGE, LA	USARC		
474 SUST BDE	16 SEP 08	USAR	FT DIX, NJ	USARC		Reflags to 77 TBD

\* C2 Relationships Service Title 10 Only (See p. A-1)

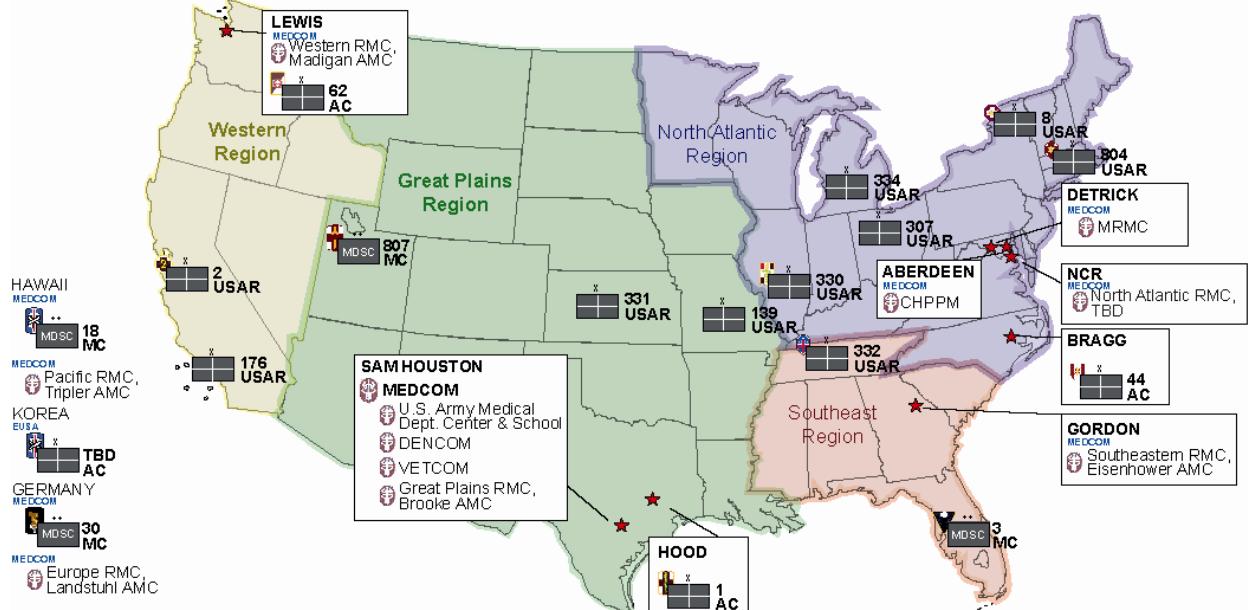
## **17. (FOUO) Focused Logistics: Sustainment Headquarters, Ordnance (EOD), Petroleum, and Aviation Maintenance**



Organization	EDATE	Compo	Location	Service-Assigned*	Attached*	Comments
<b>Theater-Level Headquarters: Sustainment Commands (Theater) (TSC)</b>						
1 Sustainment CMD	16 APR 06	MC	FT BRAGG, NC	USARCENT		FORSCOM PO 011-2, 11 JAN 06; flagged AC
8 Sustainment CMD	16 SEP 06	MC	FT SHAFTER, HI	USARPAC		Flagged AC
167 Sustainment CMD	16 SEP 06	MC	BIRMINGHAM, AL	JFHQ-S		Flagged ARNG; Supports USARNORTH & USARSO
377 Sustainment CMD	16 SEP 07	MC	NEW ORLEANS, LA	USARC		Flagged USAR; Supports USAREUR; HQDA awaiting USAREUR reorg plan
<b>Sustainment Commands (Expeditionary) (ESC)</b>						
3 ESC	16 SEP 07	AC	FT KNOX, KY	FORSCOM	XVIII Corps	IGPBS move from GE FY07; Pending recommendation to station at Campbell
13 ESC	16 FEB 06	AC	FT HOOD, TX	FORSCOM	III Corps	
19 ESC	16 DEC 05	AC	KOREA	EUSA		
21 ESC	16 JUL 07	AC	KAIERSLAUTERN, GE	USAREUR		HQDA awaiting USAREUR reorg plan
103 ESC	16 SEP 06	USAR	DES MOINES, IA	USARC	377TSC	
135 ESC	16 JUL 07	ARNG	BIRMINGHAM, AL	JFHQ-S		Supports USARNORTH
143 ESC	16 SEP 07	USAR	ORLANDO, FL	USARC	377TSC	
184 ESC	1 SEP 07	ARNG	LAUREL, MS	JFHQ-S		Supports USARSO
310 ESC	16 SEP 07	USAR	INDIANAPOLIS, IN	USARC	377 TSC	
311 ESC	17 SEP 06	USAR	LOS ANGELES, CA	USARC	377 TSC	
316 ESC	16 OCT 07	USAR	CORAOPOLIS, PA	USARC	377 TSC	
<b>Functional Support Brigades: Quartermaster Group (Petroleum) (QM GRP (Petroleum)) and Ordnance Group (Explosive Ordnance Disposal (OD GRP (EOD)))</b>						
49 QM GRP (Petroleum)		AC	FT LEE, VA	FORSCOM		
164 QM GRP (Petroleum)	16 SEP 06	USAR	BROKEN ARROW, OK	USARC	377 TSC	
165 QM GRP (Petroleum)	16 SEP 06	USAR	FT BELVOIR, VA	USARC	377 TSC	
475 QM GRP (Petroleum)		USAR	FARRELL, PA	USARC	377 TSC	
52 OD GRP (EOD)		AC	FT CAMPBELL, KY	FORSCOM	20 SUPCOM	BRAC move from GILLE, TBD
71 OD GRP (EOD)		AC	FT CARSON, CO	FORSCOM	20 SUPCOM	
111 OD GRP (EOD)	1 SEP 06	ARNG	OPELIKA, AL	JFHQ-S		
<b>Functional Support Brigades: Theater Aviation Sustainment Maintenance Group (TASMG)</b>						
1106 AVN GP (TASMG)	22 SEP 11	ARNG	FRESNO, CA	JFHQ-S		Pending design
1107 AVN GP (TASMG)	22 SEP 11	ARNG	SPRINGFIELD, MO	JFHQ-S		Pending design
1108 AVN GP (TASMG)	22 SEP 11	ARNG	GULFPORT, MS	JFHQ-S		Pending design
1109 AVN GP (TASMG)	22 SEP 11	ARNG	GROTON, CT	JFHQ-S		Pending design

\* C2 Relationships Service Title 10 Only (See p. A-1)

## 18. (FOUO) Focused Logistics: Medical Support



Organization	EDATE	Compo	Location	Service-Assigned*	Attached*	Comments
<b>Generating Force: MEDCOM and MEDCOM Major Subordinate Commands</b>						
MEDCOM	N/A	AC	FT SAM HOUSTON, TX	DRU, OTSG		
Army Medical Dept. Center & School	N/A	AC	FT SAM HOUSTON, TX	MEDCOM		
DENCOM	N/A	AC	FT SAM HOUSTON, TX	MEDCOM		
VETCOM	N/A	AC	FT SAM HOUSTON, TX	MEDCOM		
MRMC	N/A	AC	FT DETRICK, MD	MEDCOM		
CHPPM	N/A	AC	ABERDEEN PG, MD	MEDCOM		
<b>Generating Force: Regional Medical Center (RMC) / Army Medical Center (AMC)</b>						
Great Plains RMC, Brooke AMC	N/A	AC	FT SAM HOUSTON, TX	MEDCOM		
Southeastern RMC, Eisenhower AMC	N/A	AC	FT GORDON, GA	MEDCOM		
Europe RMC, Landstuhl AMC	N/A	AC	LANDSTUHL, GE	MEDCOM		
Western RMC, Madigan AMC	N/A	AC	FT LEWIS, WA	MEDCOM		
Pacific RMC, Tripler AMC	N/A	AC	HONOLULU, HI	MEDCOM		
North Atlantic RMC, Walter Reed AMC	N/A	AC	BETHESDA, MD	MEDCOM		WRAMC BRAC to BETHESDA, MD, FY11
<b>Theater Level Headquarters: Medical Deployment Support Command (MDSC)</b>						
3 MDSC	16 SEP 08	MC	PINELLAS PARK, FL	AC MEDCOM RC USARC		
18 MDSC	16 OCT 08	MC	HONOLULU, HI	AC MEDCOM RC USARC		
30 MDSC	16 OCT 08	MC	HEIDELBERG, GE	AC MEDCOM RC USARC		
807 MDSC	16 OCT 08	MC	SALT LAKE CITY, UT	AC MEDCOM RC USARC		
<b>Functional Support Brigades: Medical Brigade (MED BDE)</b>						
1 MED BDE	16 OCT 10	AC	FT HOOD, TX	FORSCOM	III Corps	
44 MED BDE	16 OCT 08	AC	FT BRAGG, NC	FORSCOM	XVIII Corps	
62 MED BDE	16 OCT 10	AC	FT LEWIS, WA	FORSCOM	I Corps	
2 MED BDE	16 SEP 11	USAR	SAN PABLO, CA	USARC		
8 MED BDE	16 SEP 11	USAR	FT WADSWORTH, NY	USARC		
139 MED BDE	16 SEP 11	USAR	INDEPENDENCE, MO	USARC		
176 MED BDE	16 SEP 11	USAR	GARDEN GROVE, CA	USARC		
307 MED BDE	16 SEP 11	USAR	BLACKLICK, OH	USARC		
330 MED BDE	16 SEP 11	USAR	FT SHERIDAN, IL	USARC		
331 MED BDE	16 SEP 11	USAR	WICHITA, KS	USARC		
332 MED BDE	16 SEP 11	USAR	NASHVILLE, TN	USARC		
334 MED BDE	16 SEP 11	USAR	GRAND RAPIDS, MI	USARC		
804 MED BDE	16 SEP 11	USAR	AYER, MA	USARC		
TBD MED BDE	16 OCT 08	AC	YONGSAN, KOREA	EUSA		

Medical CMDs (Deployment SPT) and Medical Brigades (MED BDE) pending FDU, EDATES established upon approval.

\* C2 Relationships Service Title 10 Only (See p. A-1)

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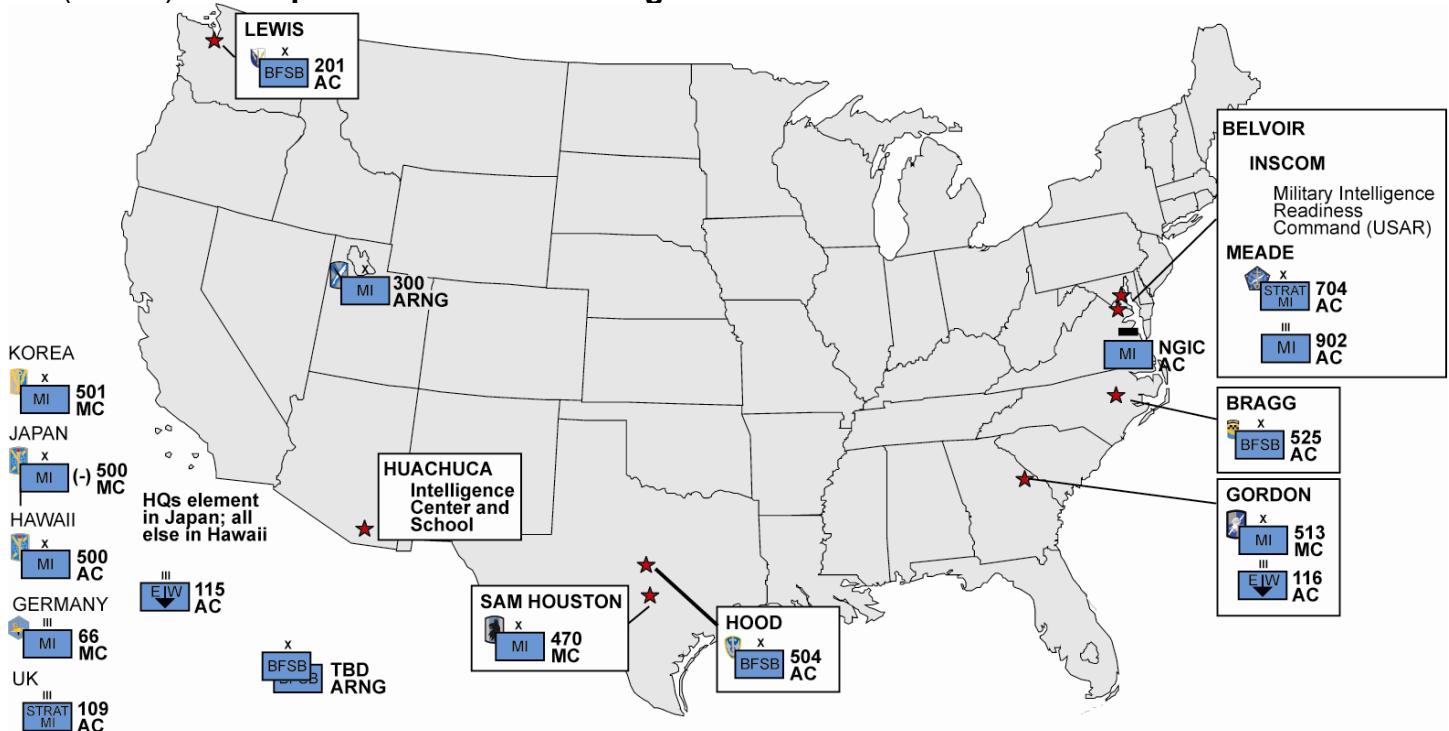
## 19. (FOUO) Focused Logistics: Generating Force Logistics Support (AMC)



Organization	EDATE	Location	Service-Assigned*	Attached*	Comments
<b>Generating Force: Army Materiel Command (AMC), AMC Major Subordinate Commands, Army/AMC-executive agent activities</b>					
AMC	N/A	REDSTONE ARS, AL			BRAC move from BELVOIR FY10
AMCOM LCMC	N/A	REDSTONE ARS, AL	AMC		
Army Sustainment Command	2 OCT 06	ROCK ISLAND, IL	AMC		
C-E LCMC	N/A	ABERDEEN PG, MD	AMC		BRAC move from MONMOUTH FY11
RDECOM	N/A	ABERDEEN PG, MD	AMC		
TACOM LCMC	N/A	WARREN, MI	AMC		
USASAC	N/A	REDSTONE ARS, AL	AMC		BRAC move from BELVOIR FY 10
Chemical Munitions Agency	N/A	ABERDEEN PG, MD	AMC		
Joint Munitions LCMC	N/A	ROCK ISLAND, IL	AMC		
<b>Army Ammunition Activity (AAA), Army Depot (AD), Army Ammunition Depot (AAD), Army Ammunition Plant (AAP), Chemical Depot (CD) &amp; Others</b>					
Crane AAA	N/A	BLOOMINGTON, IN	AMC	JM LCMC	
Hawthorne AD	N/A	HAWTHORNE, NV	AMC	JM LCMC	
Holston AAP	N/A	KINGSPORT, TN	AMC	JM LCMC	
Iowa AAP	N/A	MIDDLETOWN, IA	AMC	JM LCMC	
Lake City AAP	N/A	INDEPENDENCE, MO	AMC	JM LCMC	
McAlester AAP	N/A	MCALESTER, OK	AMC	JM LCMC	
Milan AAP	N/A	MILAN, TN	AMC	JM LCMC	
Radford AAP	N/A	RADFORD, VA	AMC	JM LCMC	
Rock Island Arsenal	N/A	ROCK ISLAND, IL	AMC	TACOM LCMC	
Scranton AAP	N/A	SCRANTON, PA	AMC	JM LCMC	
Tooele AAD	N/A	TOOELE, UT	AMC	JM LCMC	
Watervliet Arsenal	N/A	ALBANY, NY	AMC	TACOM LCMC	
Blue Grass AD	N/A	RICHMOND, KY	AMC	JMC-CMA	
Deseret CD	N/A	TOOELE, UT	AMC	CMA	
Newport AD	N/A	NEWPORT, IN	AMC	CMA	
Pine Bluff Arsenal	N/A	PINE BLUFF, AR	AMC	CMA	
Pueblo CD	N/A	PUEBLO, CO	AMC	CMA	
Seneca Enclave	N/A	SENECA, NY	AMC	CMA	
Umatilla CD	N/A	UMATILLA, OR	AMC	CMA	
Anniston AD	N/A	CALHOUN, AL	AMC	CMA-TACOM	
Lima Tank Plant	N/A	ALLEN, OH	AMC	TACOM LCMC	
Red River AD	N/A	TEXARKANA, TX	AMC	TACOM LCMC	
Sierra AD	N/A	HERLONG, CA	AMC	TACOM LCMC	
Corpus Christi Depot	N/A	CORPUS CHRISTI, TX	AMC	AMCOM	
Letterkenny AD	N/A	CHAMBERSBURG, PA	AMC	AMCOM	
Redstone Arsenal	N/A	REDSTONE ARS., AL	AMC	AMCOM	
CSLA	N/A	FORT HUACHUCA, AZ	AMC	C-E LCMC	
ISEC	N/A	FORT HUACHUCA, AZ	AMC	C-E LCMC	
Tobyhanna AD	N/A	TOBYHANNA, PA	AMC	C-E LCMC	
<b>Army Field Support Brigades (AFSB) and Army Prepositioned Stocks</b>					
401 AFSB	16 OCT 06	DOHA, QA	AMC	ASC	
402 AFSB	16 OCT 06	FORT SHAFTER, HI	AMC	ASC	Forward deployed – IRAQ
403 AFSB	16 OCT 08	DAEGU, KOREA	AMC	ASC	
404 AFSB	16 OCT 08	FORT LEWIS, WA	AMC	ASC	
405 AFSB	16 OCT 08	SECKENHEIM, GE	AMC	ASC	
406 AFSB	16 OCT 07	FORT BRAGG, NC	AMC	ASC	
407AFSB	16 OCT 07	FORT HOOD, TX	AMC	ASC	
ARNG AFSB	1 SEP 07	TBD	JFHQ-S		
USAR AFSB	16 SEP 07	TBD	USARC		
APS 1 (CONUS)		Various	AMC	ASC	War reserve stocks
APS 2 (Italy)		LIVORNO, IT	AMC	ASC	Upgrade plan pending, final disposition TBD
APS 3 (ASF I) (W. Pacific)	FY06	WEST PACIFIC	AMC	ASC	HBCT set; final disposition TBD
APS 3 (ASF III) (MED)	FY13	MEDITERRANEAN	AMC	ASC	HBCT set
APS 3 (ASF IV) (W. Pacific)	FY08	WEST PACIFIC	AMC	ASC	SSB TO
APS 3 (ASF V) (Indian Ocean)	FY12	INDIAN OCEAN	AMC	ASC	SSB TO
APS 4 (NE Asia)	Complete	NORTHEAST ASIA	AMC	ASC	HBCT/SSB Set
APS 5 (SW Asia)	FY06	SOUTHWEST ASIA	AMC	ASC	HBCT/IBCT/IN BN Set

\* C2 Relationships Service Title 10 Only (See p. A-1)

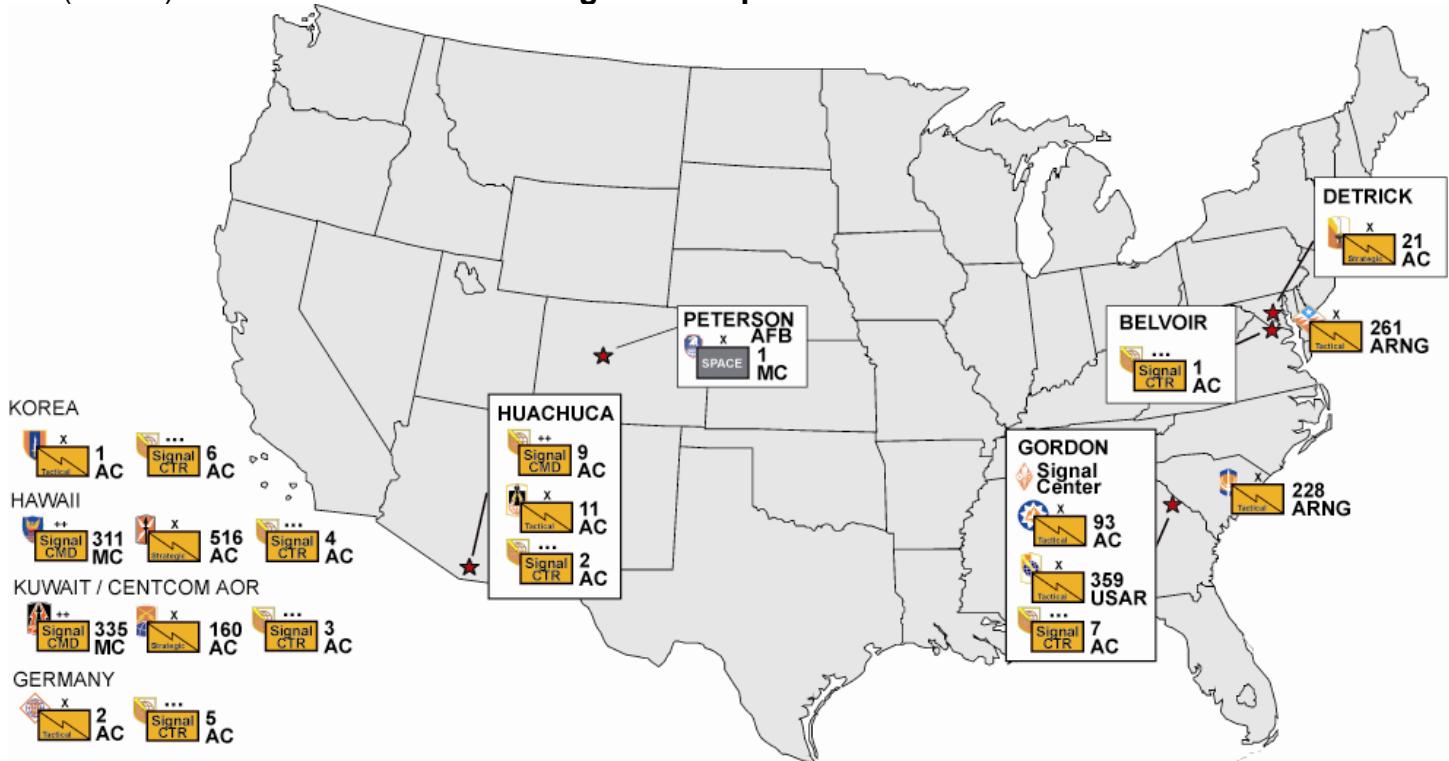
## 20. (FOUO) Battlespace Awareness: Intelligence



Organization	EDATE	Compo	Location	Service-Assigned*	Attached*	Comments
<b>Generating Force</b>						
INSCOM	N/A	MC	FT BELVOIR, VA	DRU, HQDA G-2		
MIRC	N/A	USAR	FT BELVOIR, VA	USAR		
2 MI Center (NGIC)	N/A	AC	CHARLOTTESVILLE, VA	INSCOM		
<b>Multifunctional Support Brigades: Battlefield Surveillance Brigade (BFSB)</b>						
201 BFSB	16 SEP 08	AC	FT LEWIS, WA	FORSCOM	SMC/LEWIS	
504 BFSB	16 SEP 07	AC	FT HOOD, TX	FORSCOM	1 CD	
525 BFSB	16 SEP 06	AC	FT BRAGG, NC	FORSCOM	82 ABN	
TBD BFSB	16 SEP 11	ARNG	TBD	JFHQ-S	TBD	
TBD BFSB	16 SEP 11	ARNG	TBD	JFHQ-S	TBD	
<b>Functional Support Brigades: Military Intelligence Brigade (MIB), Theater Intelligence Group (TIG)</b>						
66 MI GRP (TIG)	TBD	MC	WIESBADEN, GE	INSCOM		
109 MI GP (STRAT SIGINT)	N/A	AC	MENWITH HILL, UK	INSCOM		OPCON to NSA
115 MI GP (STRAT SIGINT)	N/A	AC	SCHOFIELD BKS, HI	INSCOM		OPCON to NSA
116 MI GP (STRAT SIGINT)	N/A	AC	FT GORDON, GA	INSCOM		OPCON to NSA
470 MI BDE (MIB)	16 OCT 08	MC	SAM HOUSTON, TX	INSCOM		
500 MI BDE (MIB)	16 OCT 09	MC	SCHOFIELD BKS, HI / CAMP ZAMA, JAPAN	INSCOM		
501 MI BDE (MIB)	16 JUL 07	MC	YONGSAN, KOREA	INSCOM		
513 MI BDE (MIB)	16 JUN 06	MC	FT GORDON, GA	INSCOM		
704 MI BDE (STRAT SIGINT)	N/A	AC	FT MEADE, MD	INSCOM		OPCON to NSA
902 MI GP (CI)	N/A	AC	FT MEADE, MD	INSCOM		OPCON to HQDA
300 MI BDE (TIB)+	TBD	ARNG	DRAPER, UT	JFHQ-S		

\* C2 Relationships Service Title 10 Only (See p. A-1)

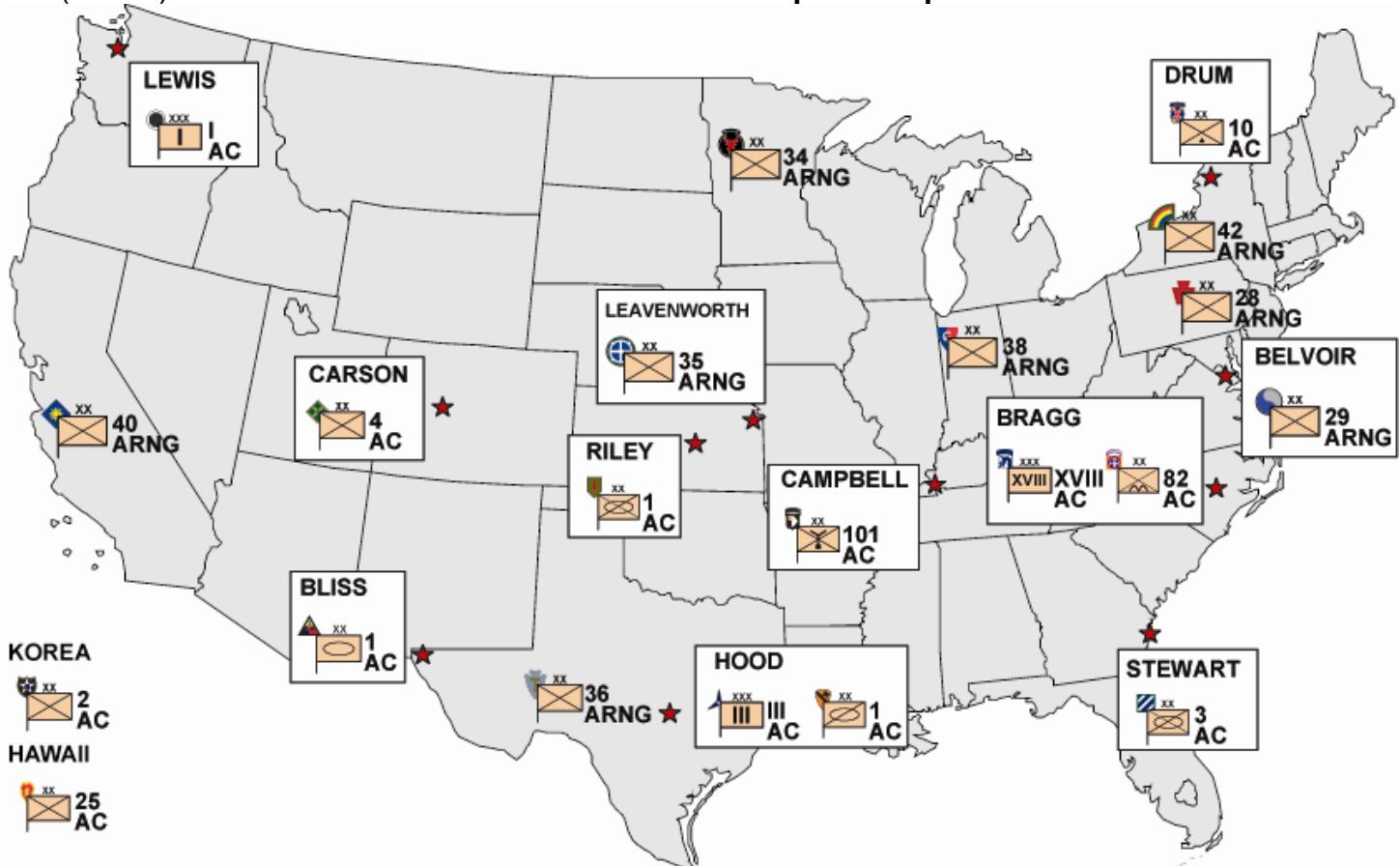
## 21. (FOUO) Command and Control: Signal and Space



Organization	EDATE	Compo	Location	Service-Assigned*	Attached*	Comments
<b>Generating Force</b>						
NETCOM/ 9th Signal Command	N/A	AC	FT HUACHUCA, AZ	DRU to CIO/G-6		
<b>Operational Headquarters: Signal Command (Theater)</b>						
311 SIG CMD (Theater)	16 SEP 06	MC	FT SHAFTER, HI	AC NETCOM RC USARC		Flagged USAR; CONUS Det;
335 SIG CMD (Theater)	16 JUN 06	MC	FT MCPHERSON, GA / KUWAIT	AC NETCOM RC USARC		Flagged USAR; Fwd KUWAIT;
<b>Functional Support Brigades: Theater Tactical Signal Brigade (TTSB), Theater Strategic Signal Brigade (TSSB)</b>						
1 SIG BDE (TTSB)	N/A	AC	YONGSAN, KOREA	NETCOM		
2 SIG BDE (TTSB) (TNC-M)	N/A	AC	WIESBADEN, GE	NETCOM		(TNC-M) FY09
11 SIG BDE (TTSB)	N/A	AC	FT HUACHUCA, AZ	NETCOM		
93 SIG BDE (TTSB) (TNC-M)	N/A	AC	FT GORDON, GA	NETCOM		
228 SIG BDE (TTSB)	N/A	ARNG	SPARTANSBURG, SC	JFHQ-S		
261 SIG BDE (TTSB)	N/A	ARNG	DOVER, DE	JFHQ-S		
359 SIG BDE (TTSB)	N/A	USAR	FT GORDON, GA	USARC		
21 SIG BDE (TSSB)	N/A	AC	FT DIETRICK, MD	NETCOM		
160 SIG BDE (TSSB)	N/A	AC	KUWAIT	NETCOM		
516 SIG BDE (TSSB)	N/A	AC	FT SHAFTER, HI	NETCOM		
<b>Signal Center (Theater) (SC(T))</b>						
1 SIG CEN (Army)	16 OCT 06	AC	FT BELVOIR, VA	NETCOM		ARMY NOSC
2 SIG CTR (Theater)	16 OCT 05	AC	FT HUACHUCA, AZ	NETCOM		CONUS TNOSC
3 SIG CTR (Theater)	16 OCT 05	AC	KUWAIT	NETCOM		
4 SIG CTR (Theater)	16 OCT 05	AC	FT SHAFTER, HI	NETCOM		
5 SIG CTR (Theater)	16 OCT 06	AC	WIESBADEN, GE	NETCOM		
6 SIG CTR (Theater)	16 OCT 06	AC	CP WALKER, KOREA	NETCOM		
7 SIG CTR (Theater)	16 OCT 07	AC	FT GORDON, GA	NETCOM		
<b>Functional Support Brigade: Space Brigade</b>						
1 Space Brigade	N/A	AC	PETERSON AFB, CO	SMDC		AC Flagged

\* C2 Relationships Service Title 10 Only (See p. A-1)

## 22. (FOUO) Command and Control: Divisions and Corps Headquarters

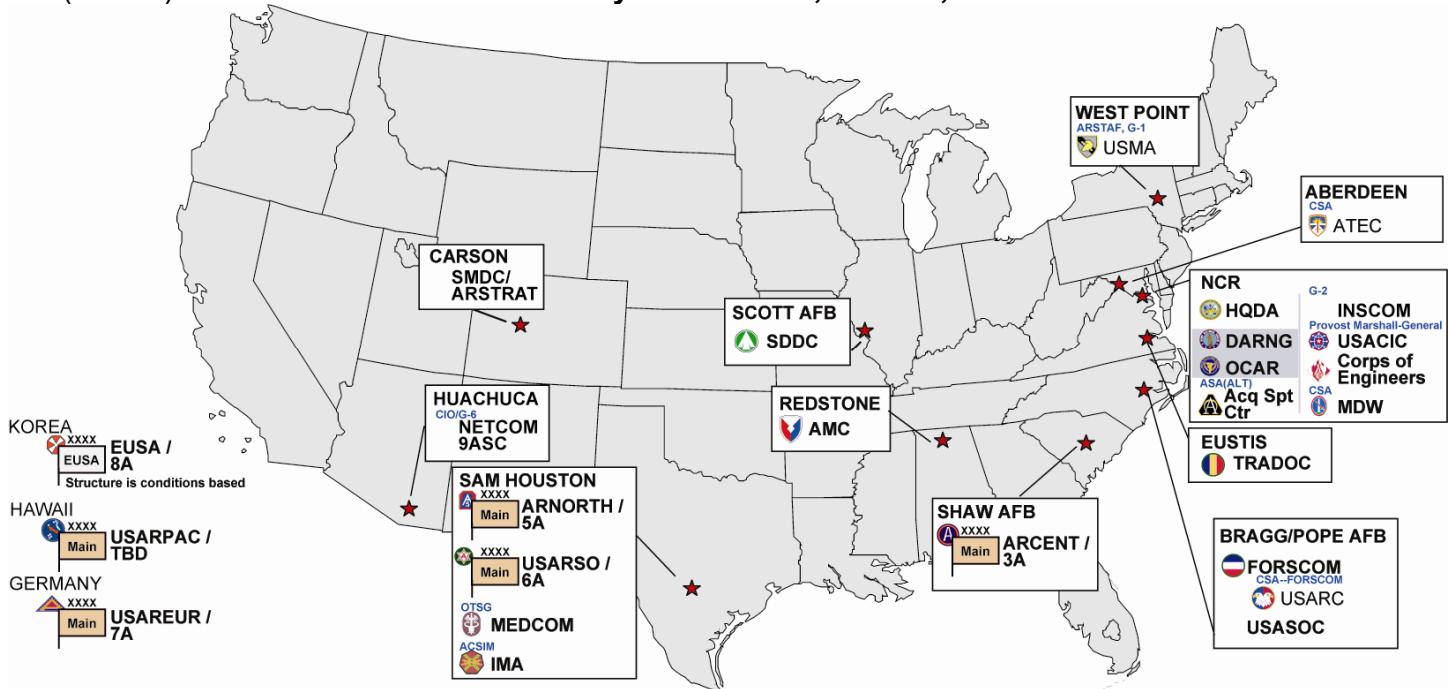


Organization	EDATE	Location	Service-Assigned*	Attached*	Comments
<b>Operational Headquarters: Active Component Corps Headquarters</b>					
I Corps (Main) FWD (MCG)	1Q FY10	FT. LEWIS, WA CAMP ZAMA, JP	USARPAC		
III Corps	2Q FY08	FT HOOD, TX	FORSCOM		
XVIII Corps	2Q FY09	FT BRAGG, NC	FORSCOM		
<b>Operational Headquarters: Active Component Division Headquarters</b>					
1 ID	16 SEP 08	FT RILEY, KS	FORSCOM		IGPBS move from GERMANY to RILEY, 3QTR06.
1 AD	FY09 TBD	FT BLISS, TX	FORSCOM		IGPBS move from GERMANY to BLISS, NLT 4QTR09
1 CD	16 OCT 05	FT HOOD, TX	FORSCOM		
2 ID	16 NOV 06	CRC, KOREA	EUSA		Exception MTOE, 16 APR 05
3 ID	16 MAY 04	FT STEWART, GA	FORSCOM		Convert to objective design FY06
4 ID	16 DEC 04	FT CARSON, CO	FORSCOM		Unit move from HOOD to CARSON, FY07
10 MD	16 SEP 04	FT DRUM, NY	FORSCOM		
25 ID	16 NOV 05	SCHOFIELD BKS, HI	USARPAC		
82 ABN DIV	16 JUN 06	FT BRAGG, NC	FORSCOM		
101 ABN DIV (AASLT)	16 SEP 04	FT CAMPBELL, KY	FORSCOM		
<b>Operational Headquarters: Army National Guard Division Headquarters</b>					
28 ID	1 SEP 07	HARRISBURG, PA	JFHQ-S		
29 ID	2 SEP 06	FT BELVOIR, VA	JFHQ-S		
34 ID	4 SEP 05	CAMP RIPLEY, MN	JFHQ-S		
35 ID	4 SEP 05	FT LEAVENWORTH, KS	JFHQ-S		
36 ID	1 SEP 08	AUSTIN, TX	JFHQ-S		
38 ID	1 SEP 08	INDIANAPOLIS, IN	JFHQ-S		
40 ID	1 SEP 07	LOS ALAMITOS, CA	JFHQ-S		
42 ID	2 SEP 06	TROY, NY	JFHQ-S		

Note: V Corps inactivates 15 JUL 09

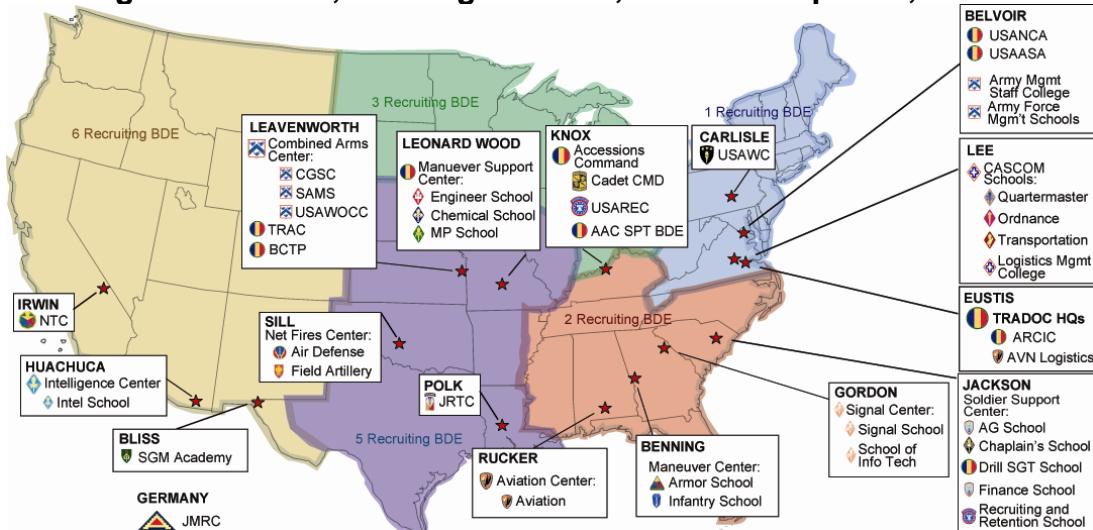
\* C2 Relationships Service Title 10 Only (See p. A-1)

## 23. (FOUO) Command and Control: Army Commands, ASCCs, and DRUs



Organization	EDATE	Location	Comments
HQDA	N/A	PENTAGON, VA	
<b>Army Command</b>			
FORSCOM	N/A	FT BRAGG, NC	FORSCOM moves from MCPHERSON, FY11
TRADOC	N/A	FT EUSTIS, VA	TRADOC moves from MONROE FY11
AMC	N/A	REDSTONE ARS., AL	AMC moves from NCR FY10
<b>Army Service Component Command / Theater Armies</b>			
USARCENT / Third Army OCP	16 JUN 06 16 JUL 06	SHAW AFB Forward	ASCC to USCENTCOM; USARCENT moves from MCPHERSON FY10
USARNORTH/ Fifth Army OCP1 (-) OCP2 (-)	16 SEP 05	FT SAM HOUSTON, TX	ASCC to USNORTHCOM; Both OCPs are battle-rostered from Fifth Army Main
USARSO / Sixth Army OCP	16 JUL 08 16 JUL 08	FT SAM HOUSTON, TX	ASCC to USSOUTHCOM
USAREUR / Seventh Army OCP CP (SETAF) CP (EETAF)	16 JUL 09	WIESBADEN, GE WIESBADEN, GE VICENZA, IT TBP	ASCC to USEUCOM; Final structure per HQDA Army design; provisional reorganization authorized
USARPAC STB / OCP(-) Main OCP(-)(EECP)	16 JUN 07 16 JUN 08 16 JUN 07	FT SHAFTER, HI FT SHAFTER, HI FT RICHARDSON, AK	ASCC to USPACOM
Eighth Army	N/A	YONGSAN, KOREA	ASCC to CDR USFK; Will not modularly convert; inactivation is conditions based
USASOC	N/A	FT BRAGG, NC	ASCC to USSOCOM
SMDC/ARSTRAT	TBD	PETERSEN AFB	ASCC to USSTRATCOM
SDDC	N/A	SCOTT AFB, IL	ASCC to USTRANSCOM; BRAC move from EUSTIS FY11 (Acceleration to FY 08 pending)
<b>Direct Reporting Units</b>			
Organization	EDATE	Location	DRU to HQDA
Acquisition Support Center	N/A	FT BELVOIR, VA	ASA(ALT)
ATEC	N/A	ABERDEEN PG, MD	CSA
USACIDC	N/A	QUANTICO, VA	PMG
USMA	N/A	WEST POINT, NY	G-1
USARC	N/A	FT BRAGG, NC	CSA
MDW	N/A	FT MYER, VA	CSA
USACE	N/A	FT BELVOIR, VA	COE
MEDCOM	N/A	SAM HOUSTON, TX	OTSG
NETCOM / 9 ASC	N/A	FT HUACHUCA, AZ	CIO/G-6
INSCOM	N/A	FT BELVOIR, VA	G-2
IMA	N/A	SAM HOUSTON, TX	ACSIM

## 24. (FOUO) Training: Accessions, Training/Doctrine, LDR Development, Education

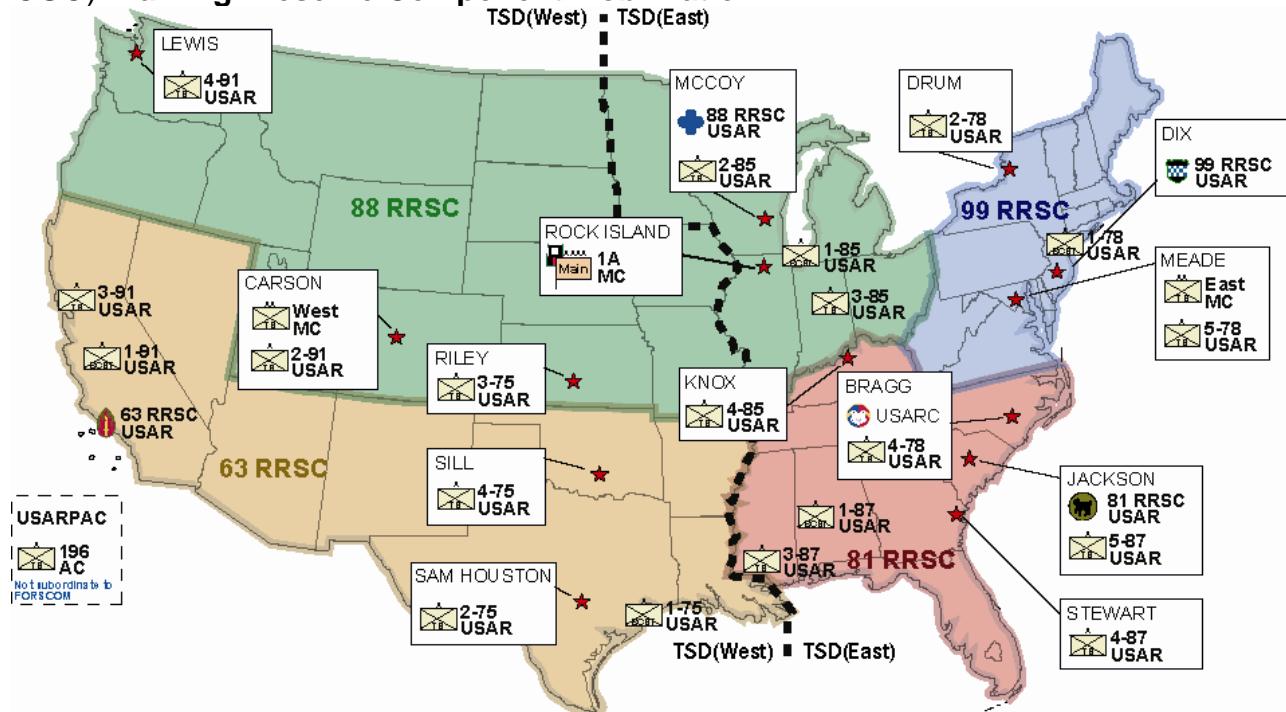


Organization	EDATE	Location	Service-Assigned*	Attached*	Comments
<b>Generating Force: Army Commands, Subordinate Commands, Centers and Schools</b>					
TRADOC	N/A	FT EUSTIS, VA			
Army War College	N/A	CARLISLE BKS, PA	TRADOC		Special Activity to CG TRADOC
TRADOC Analysis Center (TRAC)	N/A	FT LEAVENWORTH, KS	TRADOC		
Army Aeronautical Services Agency	N/A	FT BELVOIR, VA	TRADOC		Activity
<b>Accessions Command (USAAC)</b>	FY10	FT KNOX, KY	TRADOC		BRAC move from MONROE FY 10
Accessions Support Brigade	N/A	FT KNOX, KY	TRADOC	USAAC	
Cadet Command	N/A	FT KNOX, KY	TRADOC	USAAC	BRAC consolidation at KNOX FY10
Army Recruiting Command		FT KNOX, KY	TRADOC	USAAC	
Drill Sergeant School	FY08	FT JACKSON, SC	TRADOC	USAAC	BRAC consolidation at JACKSON FY08
Recruiting & Retention School	N/A	FT JACKSON, SC	TRADOC	USAAC	
<b>Combined Arms Center (CAC)</b>	N/A	FT LEAVENWORTH, KS	TRADOC		
CGSC	N/A	FT LEAVENWORTH, KS	TRADOC	CAC	
CALL	N/A	FT LEAVENWORTH, KS	TRADOC	CAC	
DLIFLC	N/A	MONTEREY, CA	TRADOC	CAC	
Sergeants Major Academy	N/A	FT BLISS, TX	TRADOC	CAC	
WHINSEC	N/A	FT BENNING, GA	TRADOC	CAC	
Warrant Office Career Center	N/A	LEAVENWORTH, KS	TRADOC	CAC	
<b>AVN Center</b>	N/A	FT RUCKER, AL	TRADOC	CAC	
Aviation School	N/A	FT RUCKER, AL	TRADOC	AVN CTR	
Aviation Logistics School	N/A	FT EUSTIS, VA	TRADOC	AVN CTR	
<b>Fires Center of Excellence</b>	FY09	FT SILL, OK	TRADOC	CAC	Combines AD and FA Centers. Concept TBD
Air Defense Artillery School	FY09	FT SILL, OK	TRADOC	Fires CTR	BRAC move from BLISS FY09
Field Artillery School	FY09	FT SILL, OK	TRADOC	Fires CTR	
<b>Intelligence Center</b>	N/A	FT HUACHUCA, AZ	TRADOC	CAC	
Intelligence School	N/A	FT HUACHUCA, AZ	TRADOC	Intel. Center	
<b>Maneuver Center</b>	FY09-11	FT BENNING, GA	TRADOC	CAC	Combines AR and IN Centers. Concept TBD
Armor School	FY09-11	FT BENNING, GA	TRADOC	Maneuver CTR	BRAC from KNOX FY09-10
Infantry School	FY09-11	FT BENNING, GA	TRADOC	Maneuver CTR	
<b>Maneuver SPT CTR (MANSCEN)</b>	N/A	FT LEONARD WOOD, MO	TRADOC	CAC	
Chemical School	FY09-11	FT LEONARD WOOD, MO	TRADOC	MANSCEN	
Engineer School	N/A	FT LEONARD WOOD, MO	TRADOC	MANSCEN	
Military Police School	FY09-11	FT LEONARD WOOD, MO	TRADOC	MANSCEN	
<b>Signal Center</b>	N/A	FT GORDON, GA	TRADOC	CAC	
School of Info. Technology	N/A	FT GORDON, GA	TRADOC	Signal Center	
<b>Combined Arms Support Command (CASCOM)</b>	FY11	FT LEE, VA	TRADOC		Combines QM, OD, TC centers FY11.
Ordnance Mech. Maint. School	FY11	FT LEE, VA	TRADOC	CASCOM	BRAC from ABERDEEN, FY09
Ordnance Munitions & Electronics Maintenance School	N/A	FT LEE, VA	TRADOC	CASCOM	BRAC from REDSTONE FY
Quartermaster School	FY11	FT LEE, VA	TRADOC	CASCOM	
Transportation School	FY11	FT LEE, VA	TRADOC	CASCOM	BRAC from EUSTIS FY09
Chaplain School	N/A	FT JACKSON, SC	TRADOC	CASCOM	
<b>Soldier Support Institute</b>	N/A	FT JACKSON, SC	TRADOC	CASCOM	
Adjutant General School	N/A	FT JACKSON, SC	TRADOC	Soldier SPT Institute	
Finance School	N/A	FT JACKSON, SC	TRADOC	Soldier SPT Institute	
<b>Combat Training Centers (CTC)</b>					
Joint Multinational Training Center	N/A	HOHENFELS, GE	USAREUR		
Joint Readiness Training Center	N/A	FT POLK, LA	FORSOM		
National Training Center	N/A	FT IRWIN, CA	FORSOM		
Battle Command Training Program	N/A	FT LEAVENWORTH, KS	TRADOC	CAC	

\* C2 Relationships Service Title 10 Only (See p. A-1)

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## 25. (FOUO) Training: Reserve Component Mobilization

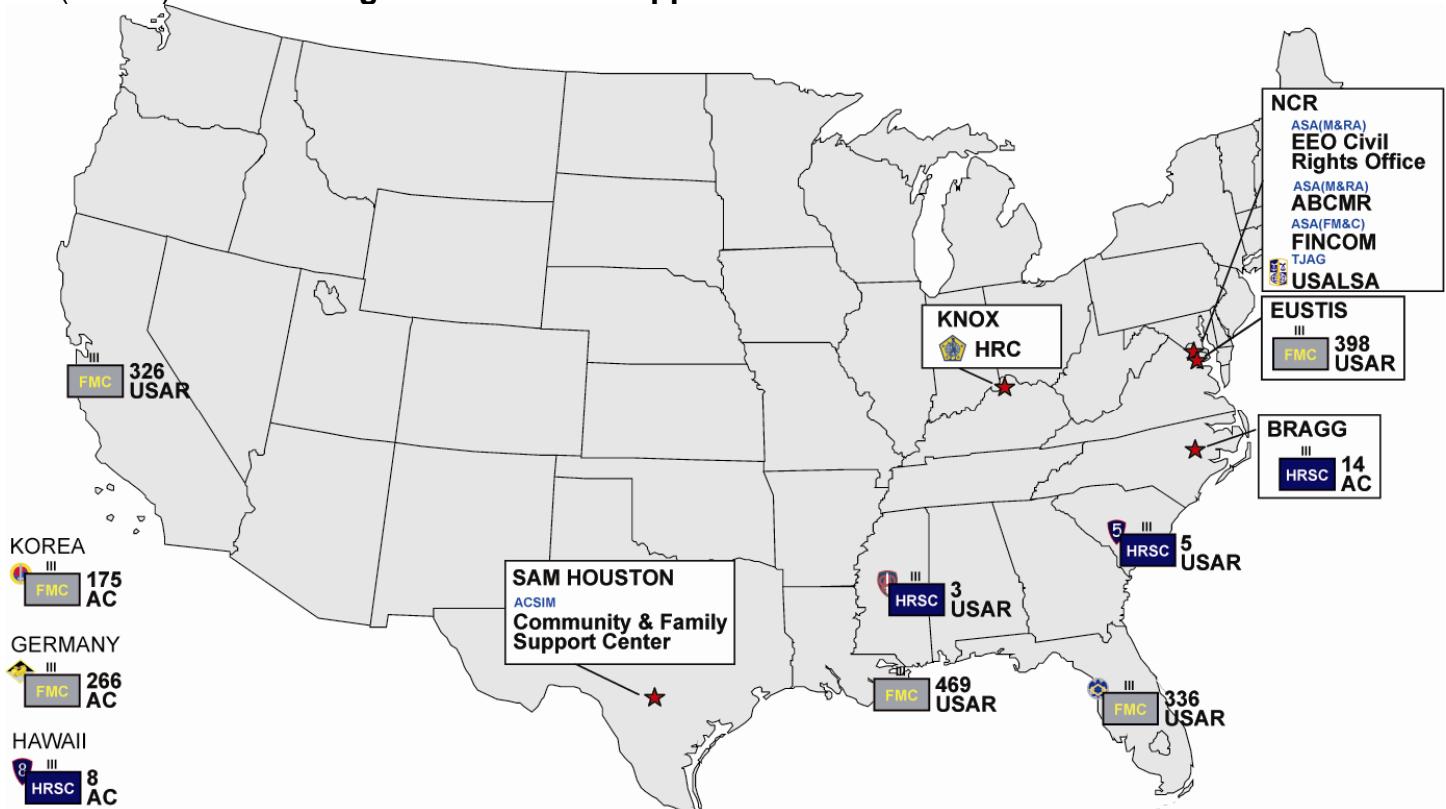


Organization	EDATE	Location	Re-flags to, Date	Service-Assigned*	Comments
<b>Generating Force: RC Mobilization and Readiness Headquarters</b>					
First Army (Training SPT Divisions)	16 DEC 06	ROCK ISLAND, IL	First Army, 1QTR07	FORSCOM	BRAC move from GILLEM FY09; FORSCOM sub-unit instruction 6.
TSD West	16 SEP 06	FT CARSON, CO	West, 4QTR06	First Army	
TSD East	16 SEP 06	FT MEADE, MD	East, 4QTR06	First Army	
USARC	N/A	FT BRAGG, NC		CSA	BRAC move from GILLEM to POPE AFB, TBD; OPCON to FORSCOM.
63 RRSC	TBD	MOFFETT FIELD, CA		USARC	
81 RRSC	TBD	FT JACKSON, SC		USARC	
88 RRSC	TBD	FT MCCOY, WI		USARC	
99 RRSC	TBD	FT DIX, NJ		USARC	
<b>Generating Force: Training Support Brigade, BDE(TS), Note: Division designations to be retained until reflag dates. Designations TBD.</b>					
2-75 BDE(TS)	TBD	FT SAM HOUSTON, TX	TBD	TSD-West	
3-75 BDE(TS)	TBD	FT RILEY, KS	TBD	TSD-West	
4-75 BDE(TS)	TBD	FT SILL, OK	TBD	TSD-West	
2-78 BDE(TS)	TBD	FT DRUM, NY	TBD	TSD-East	
4-78 BDE(TS)	TBD	FT BRAGG, NC	TBD	TSD-East	
5-78 BDE(TS)	TBD	FT MEADE, MD	TBD	TSD-East	
2-85 BDE(TS)	TBD	FT MCCOY, WI	TBD	TSD-East	
3-85 BDE(TS)	TBD	FT HARRISON, IN	TBD	TSD-East	
4-85 BDE(TS)	TBD	FT KNOX, KY	TBD	TSD-East	
2-87 BDE(TS)	TBD	PATRICK, FL	TBD	TSD-East	
3-87 BDE(TS)	TBD	CAMP SHELBY, MS	TBD	TSD-East	
4-87 BDE(TS)	TBD	FT STEWART, GA	TBD	TSD-East	
5-87 BDE(TS)	TBD	FT JACKSON, SC	TBD	TSD-East	
2-91 BDE(TS)	TBD	FT CARSON, CO	TBD	TSD-West	
3-91 BDE(TS)	TBD	HUNTER LIGGETT, CA	TBD	TSD-West	
4-91 BDE(TS)	TBD	FT LEWIS, WA	TBD	TSD-West	
196 BDE(TS)	TBD	FT SHAFTER, HI		USARPAC	
<b>Generating Force: Battle Command Staff Training Brigade, BCST, Note: Division designations to be retained until reflag dates.</b>					
1-75 BCST	TBD	HOUSTON, TX	TBD	TSD-West	
1-78 BCST	TBD	EDISON, NJ	TBD	TSD-East	
1-85 BCST	TBD	FT SHERIDAN, IL	TBD	TSD-East	
1-87 BCST	TBD	BIRMINGHAM, AL	TBD	TSD-East	
1-91 BCST	TBD	CAMP PARKS, CA	TBD	TSD-West	

\* C2 Relationships Service Title 10 Only (See p. A-1)

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## 26. (FOUO) Force Management: Soldier Support Functions



Organization	EDATE	Comp o	Location	Service Assigned*	Attached*	Comments
<b>Field Operating Agencies</b>						
EEO Civil Rights Office	TBD		WASHINGTON, D.C.	ASA(M&RA)		
Finance Command	TBD		ARLINGTON, VA	ASA(FM&C)		
Human Resources Command	TBD		FT KNOX, KY	G-1		BRAC move from INDIANAPOLIS and ALEXANDRIA to KNOX, FY09.
Community and Family Support Center	TBD		FT SAM HOUSTON	ACSIM		Moves from ALEXANDRIA, VA to SAM HOUSTON, FY08
U.S. Army Legal Agency	FY 11		FT BELVOIR , VA	OTJAG		BRAC Directed move from Arlington, VA
Military Review Board			WASHINGTON, D.C.	ASA(M&RA)		
<b>Human Resources Support Center (HRSC)</b>						
<b>3 PERS CTR (HR)</b>	FY08	USAR	JACKSON, MS	USARC	377 TSC	
<b>5 PERS CTR (HR)</b>	FY08	USAR	COLUMBIA, SC	USARC	167 TSC	
<b>8 PERS CTR (HR)</b>	30 SEP 06	AC	FT SHAFTER, HI	USARPAC	8 TSC	
<b>14 PERS CTR (HR)</b>	16 SEP 06	AC	FT BRAGG, NC	USARCENT	1 TSC	
<b>Functional Support Brigades: Finance Center (Management) (FMC)</b>						
<b>175 FMC</b>	Complete	AC	YONGSAN, KOREA	EUSA	19 ESC	
<b>266 FMC</b>	16 AUG 08	AC	KAISERSLAUTERN, GE	USAREUR	21 ESC	
<b>336 FMC</b>	FY08	USAR	LAKE CHARLES, LA	USARC	TBD	
<b>326 FMC</b>	FY08	USAR	GARDEN GROVE, CA	USARC	TBD	
<b>398 FMC</b>	FY08	USAR	FT BELVOIR, VA	USARC	TBD	
<b>469 FMC</b>	FY08	USAR	NEW ORLEAN, LA	USARC	TBD	

\* C2 Relationships Service Title 10 Only (See p. A-1)

## 27. (FOUO) Force Management: Technology, Acquisition, Testing, and Evaluation

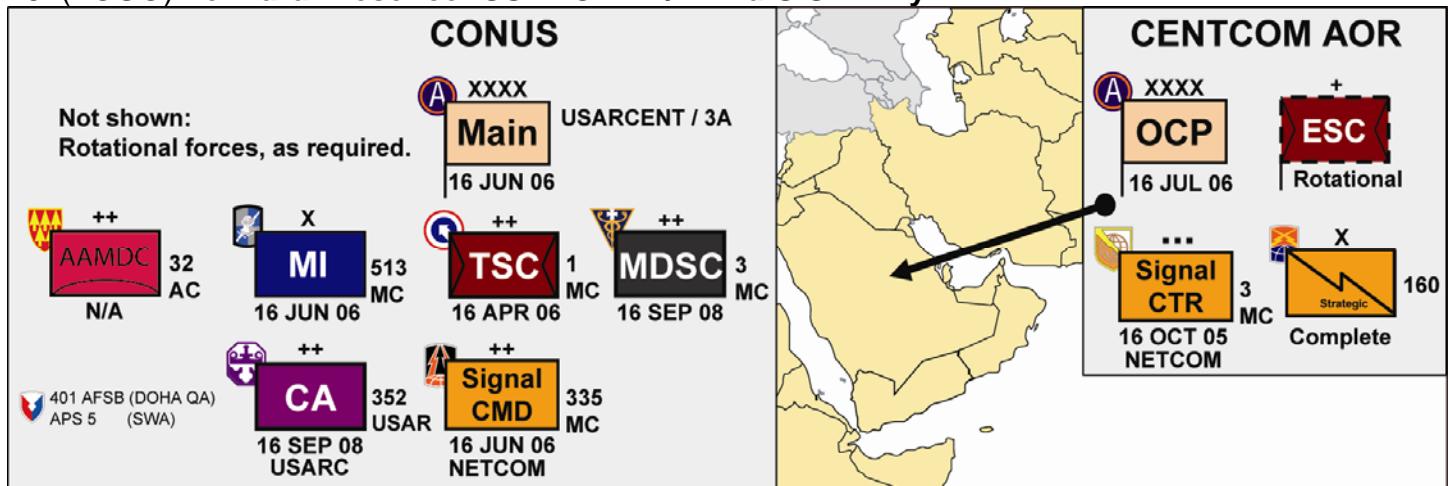


Organization	EDATE	Location	Service-Assigned*	Attached*	Comments
<b>Generating Force: AMC and ASA(ALT)</b>					
Acquisition Support Center		NCR	DRU, ASA(ALT)		
Army Test & Evaluation Command		ABERDEEN PG, MD	DRU, CSA		Element BRAC move from ALEXANDRIA FY10
<b>Army Materiel Command RDECOM and Subordinate Centers</b>					
RDECOM		ABERDEEN PG, MD	AMC		
AMRDEC		REDSTONE ARS., AL	AMC	RDECOM	
ARDEC		PICATINNY ARS., NJ	AMC	RDECOM	
Army Research Laboratory		ADELPHI, MD	AMC	RDECOM	
CERDEC		ABERDEEN PG, MD	AMC	RDECOM	BRAC move from MONMOUTH NLT FY11
ECBC		ABERDEEN PG, MD	AMC	RDECOM	
Natick Soldier Center		NATICK, MA	AMC	RDECOM	
TARDEC		WARREN, MI	AMC	RDECOM	
<b>Army Test and Evaluation Command Subordinate Organizations</b>					
Developmental Test Command		ABERDEEN PG, MD	ATEC		
Aberdeen Test Center		ABERDEEN PG, MD	ATEC	DTC	
Cold Regions Test Center		FT GREENLY, AK	ATEC	DTC	
Electronic Proving Ground		FT HUACHUCA, AZ	ATEC	DTC	
Redstone Tech. Test Center		REDSTONE ARSENAL, AL	ATEC	DTC	BRAC consolidation w/AVN Tech Test CTR FY10
Tropic Regions Test Center		YUMA PG, AZ		DTC	Testing in Hawaii and Panama.
West Desert Test Center		DUGWAY PG, UT	ATEC	DTC	
Yuma Test Center		YUMA PG, UT	ATEC	DTC	
White Sands Missile Range		WHITE SANDS, NM	ATEC	DTC	
Operational Test Command		FT HOOD, TX	ATEC		
ABN & Special Ops Test Dir.		FT BRAGG, NC	ATEC	OTC	
ADA Test Directorate (-)		WHITE SANDS, NM	ATEC	OTC	
Aviation Test Directorate		FT HOOD, TX	ATEC	OTC	
C4 Test Directorate		FT HOOD, TX	ATEC	OTC	
Close Combat Test Dir.		FT HOOD, TX	ATEC	OTC	
Engineer and CS Test Dir.		FT HOOD, TX	ATEC	OTC	
Fires Test Directorate		FT SILL, OK	ATEC	OTC	BRAC consolidation w/ADA Test Dir. FY08-09
Intel and EW Test Dir.		FT HUACHUCA, AZ	ATEC	OTC	
Future Force Test Dir.		FT HOOD, TX	ATEC	OTC	
GMD Test Directorate		HUNTSVILLE, AL	ATEC	OTC	
Army Evaluation Center		ABERDEEN PG, MD	ATEC		BRAC move from Alexandria, VA FY10
<b>Program Executive Officers (PEO)</b>					
PEO, Ammunition		PICATINNY ARSENAL, NJ	ASA(ALT)		
PEO, Aviation		HUNTSVILLE, AL	ASA(ALT)		
PEO, C3 (Tactical)		ABERDEEN PG, MD	ASA(ALT)		BRAC move from MONMOUTH NLT FY11
PEO, Chem & Bio Defense		FT BELVOIR, VA	ASA(ALT)		
PEO, CS and CSS		WARREN, MI	ASA(ALT)		
PEO, Enterprise Info. Systems		FT BELVOIR, VA	ASA(ALT)		CIO/G-6 is acquisition executive for PEO, EIS
PEO, Ground Combat Systems		DETROIT ARSENAL, MI	ASA(ALT)		
PEO, Intel, EW, & Sensors		ABERDEEN PG, MD	ASA(ALT)		BRAC move from BELVOIR NLT FY11
PEO, Soldier		FT BELVOIR, VA	ASA(ALT)		
PEO, STRI		ORLANDO, FL	ASA(ALT)		
<b>Battle Laboratories</b>					
Air & Missile Defense Battle Lab		WHITE SANDS, NM	TRADOC	CAC	
Battle Command Battle Laboratory		FT. LEAVENWORTH, KS	TRADOC	CAC	
Combat Service Support Battle Lab		FT LEE, VA	TRADOC	CASCOM	
Depth & Simul. Attack Battle Lab		FT SILL, OK	TRADOC	CAC	
Maneuver Battle Lab		FT BENNING, GA	TRADOC	CAC	Combine Labs – BRAC move from KNOX FY08
Maneuver Support Battle Lab		FT. LEONARD WOOD, MO	TRADOC	CAC	

\* C2 Relationships Service Title 10 Only (See p. A-1)

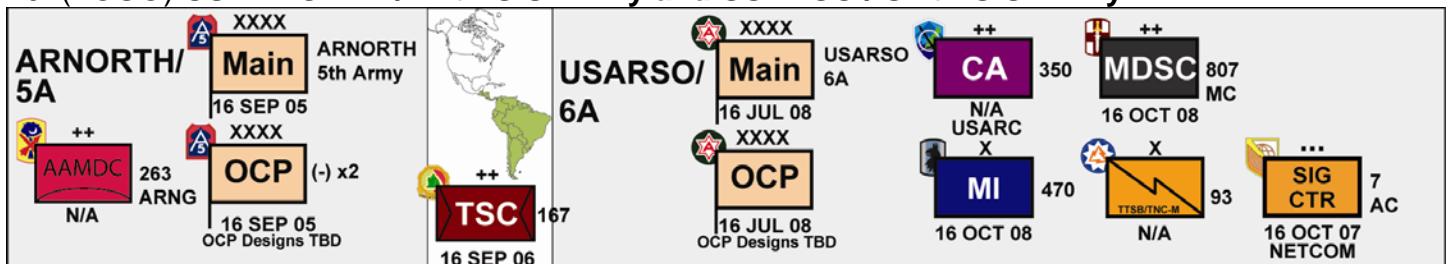
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## 28. (FOUO) Forward Presence: USARCENT / Third U.S. Army



Organization	EDATE	Compo	Location	Service-Assigned*	Attached*	Comments
<b>Generating Force</b>						
APS 5	FY06	N/A	SOUTHWEST ASIA	AMC	ASC	HBCT, IBCT+ FY06; Fires, 2 x SUST BDE FY09
401 AFSB	16 OCT 06	N/A	DOHA, QA	AMC	ASC	
<b>Operational Headquarters: Theater Army; OCPs; TSC; ESC; MDSC; and CA</b>						
USARCENT OCP	16 JUL 06	AC	Forward	USARCENT		
<b>CONUS-based operational headquarters associated with USARCENT / Third Army</b>						
USARCENT / 3A	16 JUN 06	AC	SHAW AFB, SC			BRAC move from MCPHERSON, FY10
32 AAMD	N/A	AC	FT BLISS, TX	FORSCOM		O/O USARCENT
1 TSC	16 APR 06	MC	FT BRAGG, NC	USARCENT		
3 MDSC	16 SEP 08	MC	PINELLAS PARK, FL	AC-MEDCOM RC-USARC		Flagged USAR
335 SIG CMD (Theater)	16 JUL 06	MC	FT MCPHERSON, GA	AC-NETCOM RC-USARC		
352 CACOM	16 SEP 08	USAR	RIVERDALE PK, MD	USARC	USACAPOC	USACAPOC
<b>Support Brigades / Miscellaneous</b>						
160 SIG BDE (TSSB)	N/A	AC	CAMP ARIFJAN, KUWAIT	NETCOM		
3 SIG CTR (Theater)	16 OCT 05	AC	KUWAIT	NETCOM		
513 MI BDE (MIB)	16 JUN 06	MC	FT GORDON, GA	INSCOM		
14 HRSC	SEP 06	AC	FT BRAGG, NC	USARCENT		

## 29. (FOUO) USARNORTH / Fifth U.S. Army and USARSO / Sixth U.S. Army

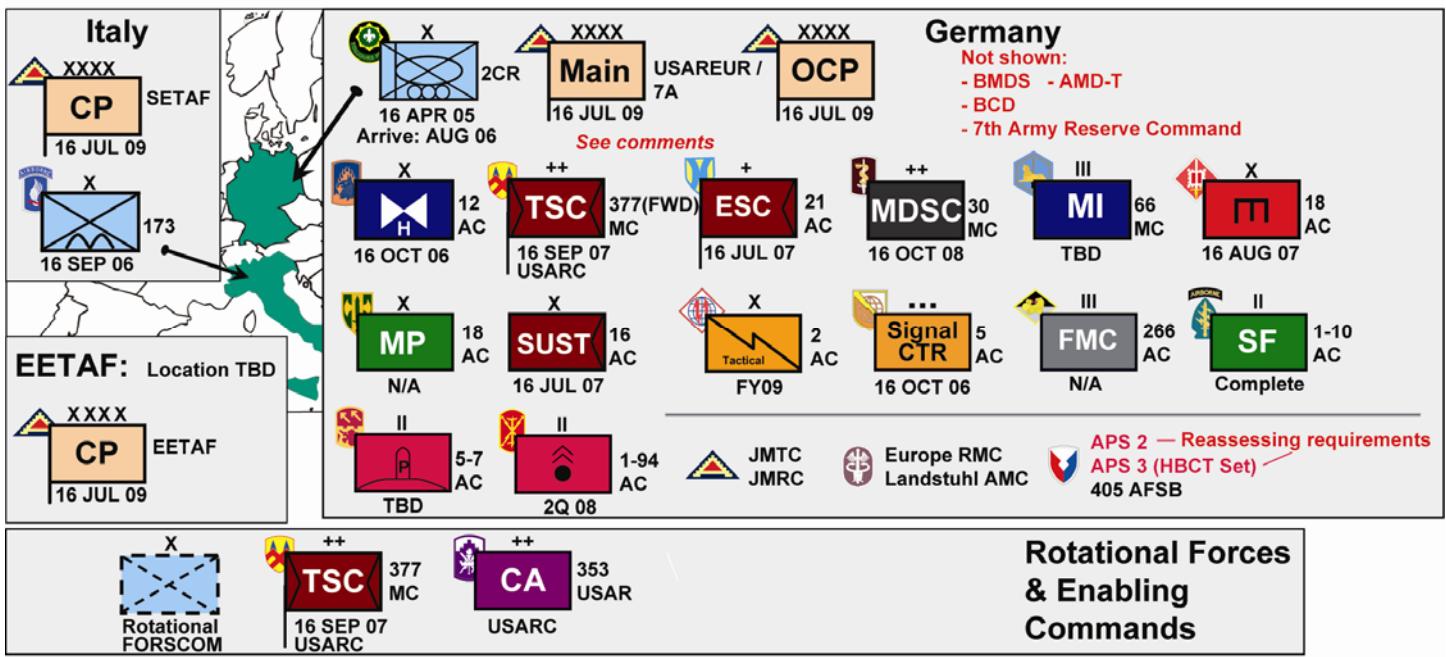


Organization	EDATE	Compo	Location	Service-Assigned*	Attached*	Comments
<b>Generating Force - TBD</b>						
<b>Operational Headquarters: Theater Army; OCPs; TSC; Other capabilities pooled by FORSCOM</b>						
USARNORTH / 5A OCP1 and OCP2	16 SEP 05	MC	FT SAM HOUSTON, TX	USARNORTH		OCPs Battle Rostered from Main
USARSO / 6A OCP	16 JUL 08	MC	FT SAM HOUSTON, TX	USARSO		
167 TSC	16 SEP 06	MC	ALABAMA	JFHQ-S		Aligned USARNORTH & USARSO
263 AAMD	N/A	ARNG	ANDERSON, SC	JFHQ-S		O/O USARNORTH
807 MDSC	16 OCT 08	MC	SALT LAKE CITY, UT	AC-MEDCOM RC-USARC		Flagged RC; Aligned USARSO
350 CACOM	16 SEP 10	USAR	PENSACOLA, FL	USARC	USACAPOC	Aligned USARSO
<b>Support Brigades / Miscellaneous</b>						
470 MI BDE (MIB)	16 OCT 08	MC	FT SAM HOUSTON, TX	INSCOM		Aligned USARSO
93 SIG BDE (TTSB) (TNC-M)	N/A	AC	FT GORDON, GA	NETCOM		Aligned USARSO
7 SIG CTR (Theater)	16 OCT 07	AC	FT GORDON, GA	NETCOM		Aligned USARSO

\* C2 Relationships Service Title 10 Only (See p. A-1)

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### 30. (FOUO) Forward Presence: USAREUR / Seventh U.S. Army

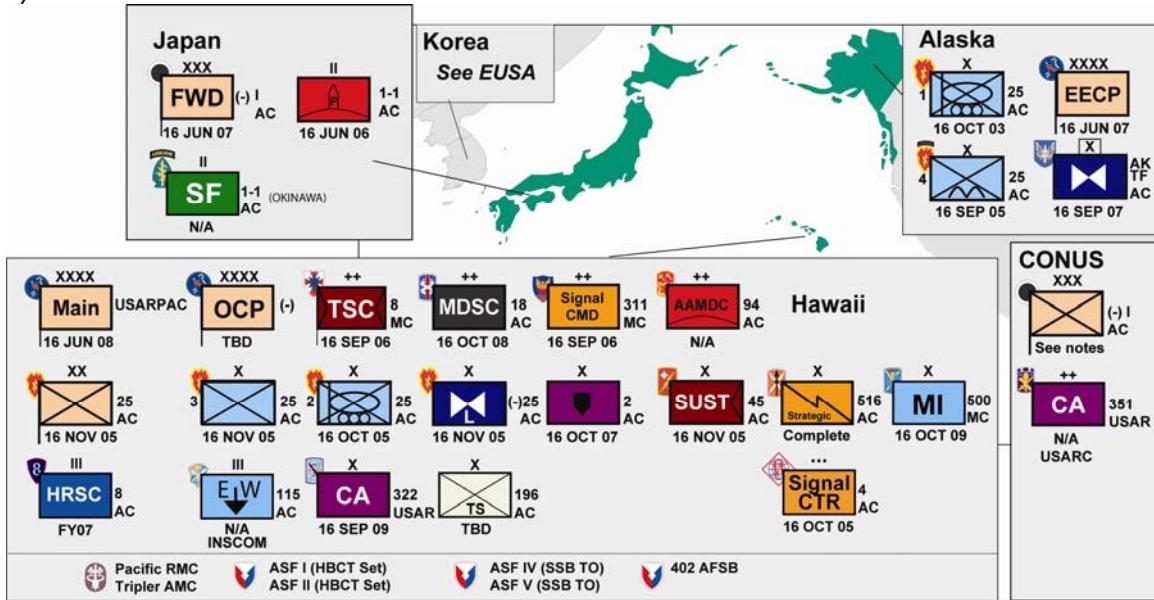


Organization	EDATE	Compo	Location	Service-Assigned*	Attached*	Comments
<b>Generating Force</b>						
Europe RMC, Landstuhl AMC	N/A	AC	LANDSTUHL, GE	MEDCOM		
Joint Multinational Training Command	N/A	AC	GRAFENWOEHR, GE	USAREUR		Includes JMRC at HOHENFELS, GE.
APS 2 (Italy)	TBD	N/A	LIVORNO, IT	AMC	ASC	Reassessing requirements
APS 3, ASF III	FY13	N/A	MEDITERRANEAN	AMC	ASC	HBCT set;
405 AFSB	16 OCT 08	N/A	KAIERSLAUTERN, GE	AMC	ASC	OPCON to Seventh Army
7 Army Reserve CMD	TBD	USAR	TBD	USAREUR		.
<b>Operational Headquarters: Theater Army; OCPs; TSC; ESC; MDSC; and CA</b>						
USAREUR/7A (MCP / STB)	16 JUL 09	AC	WIESBADEN, GE			
USAREUR / 7A OCP	16 JUL 09	AC	WIESBADEN, GE	USAREUR		
CP TBD (SETAF)	16 JUL 09	AC	VICENZA, IT	USAREUR		Provisional organization authorized; Resourcing TBD; Designations TBD
CP TBD (EETAF)	16 JUL 09	AC	TBP	USAREUR		
30 MDSC	16 OCT 08	MC	KAIERSLAUTERN, GE	AC MEDCOM RC USARC		Flagged AC
377 TSC (FWD)	16 SEP 07	MC	KAIERSLAUTERN, GE	USAREUR		HQDA awaiting USAREUR reorg plan
21 ESC	16 JUL 07	AC	KAIERSLAUTERN, GE	USAREUR		HQDA awaiting USAREUR reorg plan
<b>CONUS-based operational headquarters associated with USAREUR / Seventh U.S. Army</b>						
377 TSC	16 SEP 07	MC	NEW ORLEANS, LA	USARC		USAR-flagged, MC
353 CACOM	N/A	USAR	STATEN ISLAND, NY	USARC	USACAPOC	
<b>Brigade Combat Teams</b>						
2CR SBCT (SBCT2) (1/25ID to 2CR)	16 MAY 02	AC	VILSECK, GE	USAREUR		(SBCT 2) Reflgs from 1/25 JUN 06 IGPBS from LEWIS AUG 06
173 ABN IBCT	16 SEP 06	AC	VICENZA, IT	USAREUR		
<b>Support Brigades and ARSOF</b>						
2 SIG BDE (TTSB) (TNC-M)	N/A	AC	WIESBADEN, GE	NETCOM		
12 CAB(H)	16 OCT 06	AC	KATTERBACH, GE	USAREUR		
16 Sustain BDE	16 JUL 07	AC	GRAFENWOEHR, GE	USAREUR		
18 ENG BDE	16 AUG 07	AC	GRAFENWOEHR, GE	USAREUR		
18 MP BDE	N/A	AC	GRAFENWOEHR, GE	USAREUR		
66 MI GRP (TIG)	TBD	MC	WIESBADEN, GE	INSCOM		IGPBS from DARMSTADT, GE
266 FMC	16 AUG 08	AC	KAIERSLAUTERN, GE	USAREUR	21 ESC	
<b>Miscellaneous (list captures select capabilities)</b>						
5 SIG CTR (Theater)	16 OCT 06	AC	WIESBADEN, GE	NETCOM		
1-10SFG(A)	N/A	AC	STUTTGART, GE	SOCEUR		
1-94 FA	2Q 08	AC	GRAFENWOEHR, GE	USAREUR		HIMARS
5-7 ADA (Patriot)	N/A	AC	TBD	USAREUR		TECHCON to SMDC
BCD	N/A	AC	RAMSTEIN, GE	USAREUR		
BMDS	TBD	AC	TBD	TBD		
AMD-T	TBD	AC	TBD	TBD		TECHCON to SMDC

\* C2 Relationships Service Title 10 Only (See p. A-1)

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### 31. (FOUO) Forward Presence: USARPAC

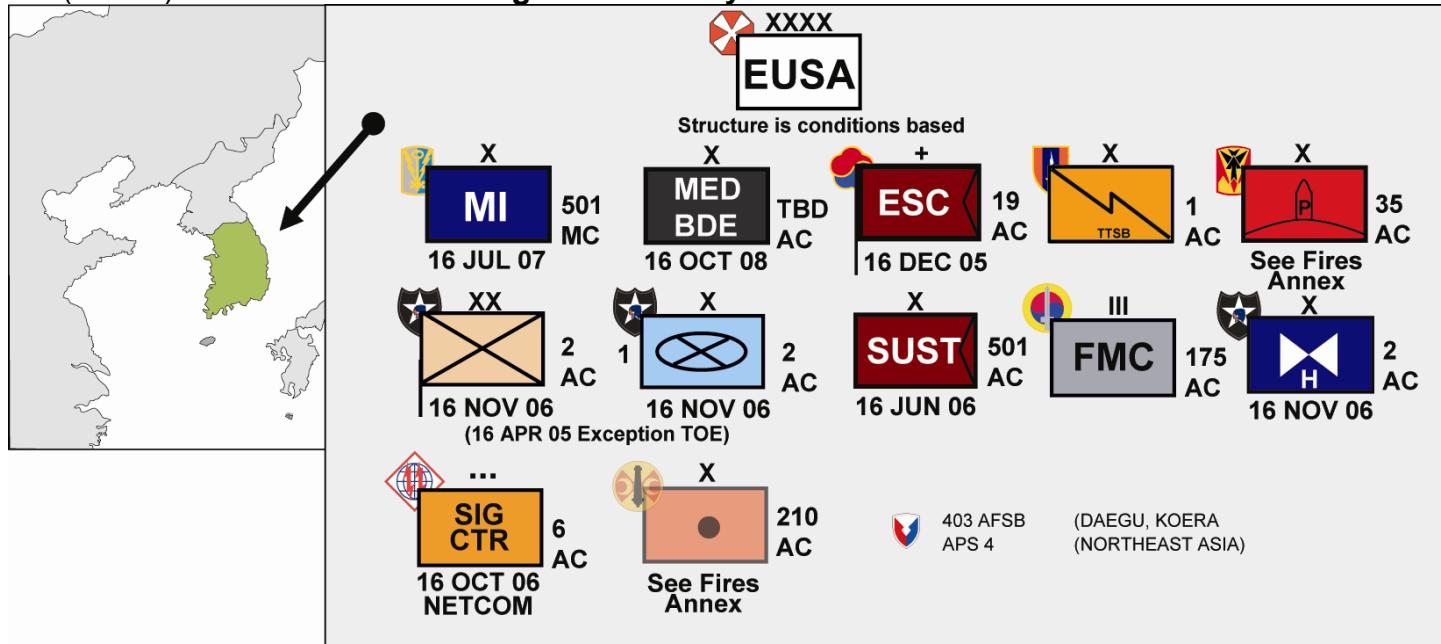


Organization	EDATE	Compo	Location	Service-Assigned*	Attached*	Comments
<b>Generating Force</b>						
Pacific RMC, Tripler AMC	N/A	AC	HONOLULU, HI	MEDCOM		
APS 3, ASF I	FY06	N/A	WEST PACIFIC	AMC	ASC	HBCT Set
APS 3, ASF IV	FY08	N/A	WEST PACIFIC			SSB TO
APS 3, ASF V	FY12	N/A	INDIAN OCEAN			SSB TO
402 AFSB	16 OCT 06	AC	FT SHAFTER, HI	AMC	ASC	
<b>Operational Headquarters: Theater Army; OCPs; TSC; ESC; MDSC; SIG CMD; AAMDC; CA; Army Division</b>						
USARPAC (MCP)	16 JUN 08	AC	SHAFTER, HI			
USARPAC (STB)	16 JUN 07	AC	SHAFTER, HI	USARPAC		
USARPAC (OCP) (-) EECP	16 JUN 07 16 JUN 07	AC	SHAFTER, HI FT RICHARDSON, AK	USARPAC		
8 TSC	16 SEP 06	MC	SHAFTER, HI	USARPAC		
18 MDSC	16 OCT 08	MC	HONOLULU, HI	AC MEDCOM RC USARC		Flagged AC
311 SIG CMD (Theater)	16 SEP 06	MC	SHAFTER, HI	AC NETCOM RC USARC		CONUS DET
94 AAMDC	N/A	AC	SHAFTER, HI	USARPAC		
I Corps FWD	TBD	AC	CAMP ZAMA, JP	USARPAC		Includes USARJ
25 ID	16 NOV 05	AC	SCHOFIELD, HI	USARPAC		
<b>CONUS-based operational headquarters associated with USARPAC</b>						
351 CACOM	N/A	USAR	MOUNTAINVIEW, CA	USARC	USACAPOC	(Predecisional)
I Corps	16 JAN 08	AC	FT LEWIS, WA	USARPAC		
<b>Brigade Combat Teams</b>						
1/25 ID SBCT	16 OCT 03	AC	WAINWRIGHT, AK	USARPAC	25 ID	(SBCT 3) Reflags from 172 SBCT NET JUN 06, NLT 2Q07
2/25 ID SBCT	16 OCT 05	AC	SCHOFIELD, HI	USARPAC	25 ID	(SBCT5)
3/25 ID IBCT	16 NOV 05	AC	SCHOFIELD, HI	USARPAC	25 ID	
4/25 ID IBCT (ABN)	16 SEP 05	AC	RICHARDSON, AK	USARPAC	25 ID	
<b>Support Brigades and ARSOF</b>						
2 CSB(ME)	16 OCT 07	AC	SCHOFIELD, HI	USARPAC	TBD	
8 HRSC	30 SEP 06	AC	FT SHAFTER, HI	USARPAC	8 TSC	
25 ID CAB (L)	16 NOV 05	AC	SCHOFIELD, HI	USARPAC	25 ID	6-17 CAV & CO TM / 209 ASB stationed at WAINWRIGHT
TF ALASKA	16 SEP 07	AC	WAINWRIGHT, AK	USARPAC	USARAK	
45 Sustain Brigade	16 NOV 05	AC	SCHOFIELD, HI	USARPAC	8 TSC	
115 MI GP (STRAT SIGINT)	N/A	AC	SCHOFIELD BKS, HI	INSCOM		OPCON to NSA
196 TS BDE	TBD	USAR	SHAFTER, HI	USARPAC	TBD	
322 CA BDE	N/A	USAR	HONOLULU, HI	USARPAC		
500 MI BDE (MIB)	16 OCT 09	MC	SCHOFIELD BKS, HI CAMP ZAMA, JAPAN	INSCOM		
516 TSSB	N/A	AC	FORT SHAFTER, HI	NETCOM		
<b>Miscellaneous (list captures select capabilities)</b>						
1-1 AD	16 JUN 06	AC	JAPAN, TBP	USARPAC		To JAPAN FY06; (PAC-3); FOC NLT 2Q'07
1-1 SFG (A)	N/A	AC	OKINAWA, JAPAN	SOCPAC	1SFG(A)	
4 SIG CTR (Theater)	16 OCT 05	AC	FT SHAFTER, HI	NETCOM		

\* C2 Relationships Service Title 10 Only (See p. A-1)

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### 32. (FOUO) Forward Presence: Eighth U.S. Army



Organization	EDATE	Compo	Location	Service-Assigned*	Attached*	Comments
<b>Generating Force</b>						
403 AFSB	16 OCT 08	AC	DAEGU, KOREA	AMC	ASC	
APS 4	N/A	N/A	NORTHEAST, ASIA	AMC	ASC	HBCT Set FY06; SUST BDE FY07
<b>Operational Headquarters: Theater Army; OCPs; TSC; ESC; MDSC; SIG CMD; AAMDC; CA; Army Division</b>						
EUSA	N/A	AC	YONGSAN, KOREA			ASCC to USFK; Non-modular design
2 ID HQs	16 NOV 06	AC	CRC, KOREA	EUSA		ETOE: 16 APR 05
19 ESC	16 DEC 05	AC	KOREA	EUSA		
TBD MED BDE	16 OCT 08	AC	YONGSAN, KOREA	EUSA		
<b>Brigade Combat Teams</b>						
1/2 ID HBCT	16 NOV 06	AC	CRC, KOREA	EUSA	2ID	ETOE: 16 APR 05
<b>Support Brigades</b>						
1 SIG BDE (TTSB)	N/A	AC	YONGSAN, KOREA	NETCOM		
2 ID CAB(H)	16 NOV 06	AC	CAMP CASEY, KOREA	EUSA	2ID	
35 ADA BDE (Patriot)		AC	OSAN AFB, KOREA	EUSA		Battalions rotational upon implementation of ARFORGEN (Predecisional)
175 Finance Center (MGMT)	Complete	AC	YONGSAN, KOREA	EUSA	19 ESC	
210 Fires BDE (Interim)	16 NOV 06	AC	CAMP CASEY, KOREA	EUSA	2ID	Activates as 210 (Interim) Fires NOV 06; Event driven, restations to BLISS & Reflags to 212 Fires
501 MI BDE (MIB)	16 JUL 07	MC	YONGSAN, KOREA	INSCOM		
501 SUST BDE	16 JUN 06	AC	DAEGU, KOREA	EUSA		
<b>Miscellaneous (list captures select capabilities)</b>						
6 SIG CTR (Theater)	16 OCT 06	AC	CP. WALKER, KOREA	NETCOM		

Note: Future rotational forces TBD.

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**Annex A (Army Organizations)** to Army Campaign Plan, Change 3

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**Annex B (Lines of Operation) to Army Campaign Plan, Change 3**

1. (U) ACP lines of operation are rescinded.
2. (U) Decisions pursuant to Army Campaign Plan Council of Colonels and staff actions occurring in December, 2005.

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**Annex B (Lines of Operation) to Army Campaign Plan, Change 3**

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## Annex C (Army Focus Areas) to Army Campaign Plan, Change 3

1. (U) **Army Focus Areas.** Army Focus Areas refine and augment the Army's plan to create a campaign quality Army with joint and expeditionary capabilities. Focus Areas are transformation initiatives requiring central HQDA management or oversight. Many approved programs or processes from the Focus Areas have been effectively integrated into all four sections of The Army Plan (TAP), including the Army Campaign Plan, to drive change across the force. Army Commands and HQDA are actively working towards incorporating all Focus Areas into Army processes and other appropriate proponency areas to increase jointness and to enhance expeditionary and campaign qualities across the force.
2. (U) **Oversight Proponent.** The Oversight Proponent is a Headquarters, Department of the Army (HQDA) Staff Principal or designated office responsible to monitor and report on Army-wide progress in achieving the objectives for Focus Areas. The Oversight Proponent is charged to distribute reports to the members of the Executive Office of the Headquarters (EOH) and to senior leaders across the Army to ensure situational awareness and to further the intent and objectives described in paragraph 1. The Oversight Proponent will perform a coordinating – *not a directive* – role to help senior Army leaders maintain a current status of this initiative. The Oversight Proponent is the Director of the Army Staff (DAS), with specific responsibility for this function assigned to the Director, EOH Staff Group.
3. (U) **Focus Area Lead.** A Focus Area Lead is responsible to organize, coordinate, and conduct a formal analysis of a specified issue; propose new programs and processes and improvements to existing programs and processes; and plan the transition to a designated Residual Proponent. Focus Area Leads may be an Army Command Commander or a Staff Principal at the HQDA Staff level. Focus Area Leads are assigned by the Secretary of the Army; Under Secretary of the Army; Chief of Staff, Army (CSA); or Vice Chief of Staff, Army (VCSA). Focus Area Leads submit required reports and remain in charge of the Focus Area until responsibility is transferred to a Residual Proponent.
4. (U) **Residual Proponent.** A Residual Proponent, approved by the Director of the Army Staff (DAS), is responsible to ensure that approved programs and processes are institutionalized; that performance objectives are achieved; and that the strategy for accomplishing these objectives is appropriately resourced, sustained, and updated as required. When directed, Residual Proponents may be assigned as supported commanders or staff principals responsible to achieve ACP objectives or tasks. A Residual Proponent may be an Army Command Commander, HQDA Staff Principal, designated office, or designated individual. Residual Proponents will be appropriately resourced, and granted access and authority over processes intended to implement the intent and oversee progress with respect to their assigned Focus Areas.
5. (U) **Focus Area Status.** Focus Areas are assigned one of three statuses for management and oversight:

## Annex C (Army Focus Areas) to Army Campaign Plan, Change 3

a. (U) **Plan.** *An open status.* A period of analysis in which problems are being analyzed and possible solutions are being identified. During this period, the Focus Area Lead will coordinate and integrate with other relevant Focus Areas and Army processes, in a resource unconstrained planning environment.

b. (U) **Prepare.** *An open status.* A period in which solutions to the problems are proposed and a Residual Proponency is recommended and approved by the senior Army leadership. During this period, the Focus Area Lead will develop performance objectives, ensure that resources are budgeted and programmed, and prepare to transfer responsibility to a Residual Proponent. Once a Residual Proponent is approved and the transfer of Focus Area actions is completed, the initiative is no longer considered an open Focus Area.

c. (U) **Execution.** *A closed status.* This initiative is no longer considered an open Focus Area. A period in which the Residual Proponent is actively solving problems and implementing the approved course of action for the Focus Area. During this period, the Residual Proponent will take action, monitor, and report on the progress of the Focus Area. A "closed" status does not mean that Focus Area work is complete.

6. (U) **Current Focus Areas in a Plan Status or a Prepare Status.** No Focus Areas are currently in a Plan Status. The following Army Focus Areas are in a Prepare Status and are managed by a Focus Area Lead within the Focus Area management process:

Prepare Status as of 01 MAR 06 (Open)			
Title	Lead	Approved Restated Mission	Residual Proponent
Flagships of Readiness	ACSIM	Create power projection platforms with robust reach-back capabilities; Installations support well-being of deployed Soldiers and their families.	
Resource Processes	G-8	Commit the "right" resources into the stewardship of Commanders when needed, seek ways to increase corporate resourcing flexibility and increase near-term resourcing responsiveness for current operational requirements as part of a process aligned and nested with the DoD PPBE process, to support Combatant Commanders and an Army at war – today and in the future.	
Strategic Communication	OCPA	Create a process to convey Army Strategic themes and messages to internal and external audiences, engage decision makers and opinion leaders, and assess and adjust themes, messages, and methods as required in order to have the Army's relevance and direction clearly understood and supported.	

**Annex C (Army Focus Areas) to Army Campaign Plan, Change 3**

<b>Prepare Status as of 01 MAR 06 (Open)</b>			
<b>Title</b>	<b>Lead</b>	<b>Approved Restated Mission</b>	<b>Residual Proponent</b>
Authorities, Responsibilities, and Accountability	DAS	Develop authorities, responsibilities and clarify accountability for transformation command and control, requirements and acquisition processes, and organizational relationships.	
Improve Capabilities for Homeland Defense	G-3	Identify current Army contributions to Homeland Defense, any possible gaps or shortfalls in current Army capabilities and contributions to the Joint force in order to improve Army contributions to Homeland Defense.	
Improve Proficiencies Against Irregular Challenges	TRADOC	Determine required changes and additions to U.S. Army capacities, and identify emerging issues and policy alternatives that address irregular challenges.	

**7. (U) Current Focus Areas in an Execute Status.** The following Army Focus Areas are in the Execution Status and are managed by Residual Proponents:

<b>Execute Status (Transitioned to Residual Proponency) as of 01 MAR 06 (Closed)</b>			
<b>Title</b>	<b>Lead</b>	<b>Approved Restated Mission</b>	<b>Residual Proponent</b>
The Soldier	TRADOC	Conduct holistic review and analysis of individual Soldier, institutional, and unit training, equipping, and readiness needs. Make recommendations on Warrior Spirit implementation, support of SaaS, individual equipment and training needs.	USAIC
The Bench	TRADOC	Identify, prepare, and assign select Army leaders for key positions within joint, interagency, multinational, and service organizations. Institutionalize systems required to sustain assignments.	USAWC
The Network	TRADOC	TF Network will analyze the current network from the top down perspective, and develop recommendations to increase Battle Command capability for the current and future force in Joint, Interagency, Multinational full spectrum operations. Will also recommend a single Army lead for network development, and re-prioritization of network developments that will accelerate fielding improved capabilities to the current force.	CIO/G-6

**Annex C (Army Focus Areas) to Army Campaign Plan, Change 3**

Execute Status (Transitioned to Residual Proponency) as of 01 MAR 06 (Closed)			
Title	Lead	Approved Restated Mission	Residual Proponent
Joint and Expeditionary Capabilities	TRADOC	Develop an action plan to cultivate a Campaign quality Army with Joint and Expeditionary Mindset that embraces requirements for modular, capabilities-based army forces to achieve joint interdependence in support of Combatant Commander requirements.	TRADOC
AC and RC Balance	G-3	Restructure the force to achieve greater flexibility to respond to contingencies, decreasing the number of involuntary and repeated mobilizations. Focus on "early responder" (first 30 days of a rapid response operation) and high demand units.	G-3
Army Modular Forces	TRADOC	Create modular, capabilities-based unit designs that enable greater capacity for rapid packaging and responsive, sustained employment to provide relevant and ready forces to support Combatant Commanders.	TRADOC
Force Stabilization	G-1	Provide increased levels of stability and predictability to Soldiers and families by implementing an array of turbulence-reducing manning initiatives that increase unit cohesion, readiness and deployability for an Army at war, reduce moves, stabilize Soldiers and families, and provide the basis for synchronizing the Soldier's lifecycle management to the unit's operational cycle in ARFORGEN.	G-1
CTC / BCTP	TRADOC	Develop a strategy to refocus the roles and missions of the CTCs under conditions of a realistic Joint Interagency Multinational (JIM) / Joint Operational Environment (JOE) in order to produce decisive, self-aware, and adaptive units and leaders.	TRADOC
Leader Development and Education	TRADOC	Propose a strategy and implementation plan to develop leaders with the right mix of unit experience, training, education, and self-development to meet current and future leadership requirements.	TRADOC
Army Aviation	TRADOC	Army Aviation as capabilities-based maneuver arm optimized for the joint fight; logistics tail shortened.	G-3
Current to Future Force	TRADOC	Frame Army Transformation within the context of constant change. Provide for the accelerated fielding of select future force capabilities to enable the enhancement of the current force.	TRADOC

**Annex C (Army Focus Areas) to Army Campaign Plan, Change 3**

Execute Status (Transitioned to Residual Proponency) as of 01 MAR 06 (Closed)			
Title	Lead	Approved Restated Mission	Residual Proponent
Actionable Intelligence	G-2	Redefine intelligence, instilling an Army-wide culture and mindset that every Soldier is a sensor while rapidly implementing a virtual enterprise system which provides intelligence to Commanders and Soldiers with the speed, accuracy and confidence to impact current and future operations.	
Logistics	G-4	Develop a joint logistics concept and implementation strategy, nested with interdependent joint logistics structures that support the full range of military operations at all levels (strategic, operational, and tactical) consistent with the JOpsC. This includes a responsive logistics infrastructure with simultaneous Deployment, Employment and Sustainment (DES) capabilities at the strategic and operational levels, complemented by a single integrated and responsive end-to-end distribution system.	G-4
Improve Capabilities for Stability Operations	TRADOC	Determine requirements for Army Stability and Reconstruction Operations capabilities and identify gaps in current capabilities in order to identify initiatives to increase the Army's capability and capacity to plan and conduct Stability and Reconstruction Operations in a Joint, Interagency, and Multinational environment.	G-3

**7. (U) Focus Area Coordination Framework.** Focus Area efforts are managed through the following framework:

- a. (U) Oversight Proponent, with approval of the DAS, will announce the requirement and associated suspense dates for information and decision briefs through the Executive Communications and Control (ECC) Office.
- b. (U) All Focus Area Leads for initiatives in a Plan or Prepare status will provide an information paper to the DAS, ATTN: DACS-ZDV-ESG (EOH Staff Group) on a quarterly basis, IAW approved format. This paper describes the mission analysis, recent key accomplishments, ongoing activities or events, tasks remaining, and the plan for transitioning implementation and oversight to a Residual Proponent. These documents are normally submitted 1 March, 1 June, 1 September, and 1 December.
- c. (U) All Residual Proponents for initiatives in an Execution status provide an information paper to the DAS, ATTN: DACS-ZDV-ESG on an annual basis to support the development of the Army Posture Statement. This paper describes the status of institutionalizing recommendations, recent key accomplishments,

## Annex C (Army Focus Areas) to Army Campaign Plan, Change 3

ongoing activities or events, deviations from approved processes, suggested adjustments to approved processes and programs, and any resource constraints or challenges. This document is normally required on 1 December.

d. (U) The Oversight Proponent will consolidate information and provide reports to the senior Army leadership prior to ARCs, Four Star Conferences, and other events, as directed. The information will consist of a one-page summary that identifies the status of each Focus Area; a consolidated report that includes a summary overview, recent key accomplishments, ongoing activities, and issues reported by the Focus Area Leads and Residual Proponents; and all of the individual Focus Area reports. The Focus Area Oversight Proponent will also distribute the consolidated input to all Focus Area Leads and Residual Proponents to ensure consistent understanding of the Focus Areas, to enhance integration and coordination, and to assist senior leader efforts to lead change.

e. (U) The Focus Area Lead, with assistance from the ECC, will schedule all update briefings or decision briefings to the senior Army leadership as per the suspense established in the Directives, or as per direction from senior Army leaders. The Focus Area Lead must ensure that the Oversight Proponent is included on all correspondence concerning scheduling of the meetings and that the Oversight Proponent is included in meetings and briefings to senior Army leaders within the EOH.

f. (U) Immediately following all briefings to the senior leadership, Focus Area Leads submit an information paper to the Oversight Proponent that outlines the decisions that were made or guidance that was issued. Additionally, the information paper will include a way ahead, in the form of milestones, including target date for completion of each milestone.

g. (U) The Oversight Proponent will disseminate the information paper that details the decisions and guidance provided by senior Army leadership to:

(1) (U) The ECC: for tasking Army Commands or HQDA Staff Principals, and for tracking associated actions.

(2) (U) The G3: to support integration of major programs and processes into the TAP and the Army Transformation Roadmap (ATR); and to task the supported Army Commands or HQDA Staff Principals in the ACP.

(3) (U) Focus Area Leads and Residual Proponents: to enhance integration and coordination.

(4) (U) Senior Army leadership and across the Army: to enable senior leaders efforts to lead change.

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**Annex C (Army Focus Areas) to Army Campaign Plan, Change 3**

8. (U) **Contact Information.** The EOH Staff Group is the Oversight Proponent. The lead for this action within the EOH SG is LTC Randy Copeland, (703) 695-4185, or email [george.copeland@hqda.army.mil](mailto:george.copeland@hqda.army.mil). The alternate point of contact is COL John Buckley, (703) 614-3145, or email [john.buckley@hqda.army.mil](mailto:john.buckley@hqda.army.mil). This annex will be updated at least annually, or as required, to accommodate changes in responsibilities, requirements, or organizations.

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**Annex C (Army Focus Areas) to Army Campaign Plan, Change 3**

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## Annex D (Aviation Transformation) to Army Campaign Plan Change 3

(U) References. Appendix 1 (References) to Annex D (Aviation Transformation).

### 1. (U) Situation.

a. (U) General. Change 3 to Annex D (Aviation Transformation), Army Campaign Plan (ACP), which supersedes previous documents, is a Planning Order (PLANORD) directing Army Commands, Army Service Component Commands (ASCC), Direct Reporting Units (DRU), the Army Staff (ARSTAFF), and supporting agencies to plan, prepare, and execute Aviation transformation. Army Commands and Army Service Component Commands are responsible for publishing the Execution Orders (EXORD) in coordination with (ICW) HQDA, to accomplish the tasks outlined in this annex.

### b. (U) Summary of Annex D, Change 3

(1) (U) Deletions: Appendix 3 (Unit Conversion Table); Appendix 4 (Transfer Standards), but published in a HQDA message; Appendix 5 (Manning); Appendix 7 (ARNG Transformation Actions); Appendix 11 (RC Mobilization); “tasks to subordinates” and “coordinating instructions”, already covered in regulations, SOPs, MOAs, and assigned functions.

(2) (U) Additions: Appendix 4 (Army Aviation within ARFORGEN)

(3) (U) To Be Published: Appendix (Future Cargo Aircraft); Appendix 3 (Stationing); Appendix (Special Electronic Mission Aircraft).

### c. (U) Significant Activities and HQDA Senior Leader Decisions made since ACP Change 2, July 2005.

(1) (U) Approved Army Special Operations Aviation (ARSOA) Force Design Update (FDU), adding personnel, aircraft, and structure into the 160<sup>th</sup> Special Operations Aviation Regiment (Airborne). Further analysis continues on personnel resourcing.

(2) (U) Restructured Aviation Cavalry Squadrons by selecting one mission/design/series for their attack reconnaissance aircraft. MTOEs are in final review.

(3) (U) Activated Air Operations Group, Military District of Washington (AOG, MDW).

(4) (U) Clarified with HQDA Senior Leadership that Light Utility Helicopter (LUH) is deployable to permissive environments.

**Annex D (Aviation Transformation) to Army Campaign Plan Change 3**

(5) (U) 4ID CAB (H) directed to move to Ft Bliss, TX and reflag as 1AD CAB (H) beginning FY10 in coordination with current GWOT sourcing strategies and availability of facilities at Ft Bliss.

(6) (U) 1AD Avn Bde moves to Fort Riley and reflags as 1ID CAB. 1ID CAB converts from a “heavy” to a “medium” CAB design. Upon converting from 4/3 ACS into an attack/recon squadron at Fort Carson, 1-6 CAV is assigned to 1ID CAB(M). As a result, 127 ASB reflags as 601 ASB and converts to a “medium” ASB design. Effective date of all conversions to be published in separate EXORDs.

(7) (U) 1-6 CAV remains at Ft Carson, CO, split-stationed from 1ID CAB (M) at Ft Riley, KS until further notice. At endstate (TBD but not expected earlier than FY09), 1-6 CAV will join 1ID CAB (M) at Ft Riley.

(8) (U) Effective immediately, ARNORTH, in coordination with FORSCOM, assumes TRO responsibilities of 63<sup>d</sup> Theater Aviation Brigade headquarters. 63 TAB HQ establishes liaison with ARNORTH and participates in exercises in order to build operational support capabilities.

d. (U) On-going Significant Activities.

(1) (U) Reorganize and restation forces currently assigned in Europe in order to produce 12<sup>th</sup> Combat Aviation Brigade (Heavy) in Katterbach and Illesheim, Germany, and 1<sup>st</sup> Infantry Division Combat Aviation Brigade (Medium) in Fort Riley, Kansas, as well as required Theater Aviation and Army Service Component Command forces in Europe.

(2) (U) Apply the ARFORGEN model to Army Aviation force structure by aligning all units (all components) into appropriate readiness cycles.

(3) (U) Refine the missions, structure and alignment of Theater Aviation units.

e. (U) Terms of Reference.

(1) (U) The US Army Aviation Center (USAAVNC) is renamed the “US Army Aviation Warfighting Center (USAAWC)”, Fort Rucker, Alabama.

(2) (U) The Aviation Task Force, G-3/5/7, HQDA is renamed the “Directorate of Army Aviation, G-3/5/7, HQDA”, with the office symbol DAMO-AV.

(3) (U) The Multi-Functional Aviation Brigade (MFAB) is renamed the “Combat Aviation Brigade (CAB)”.

## Annex D (Aviation Transformation) to Army Campaign Plan Change 3

(4) (U) "Unmanned Aerial Vehicle System (UAVS)" is renamed "Unmanned Aircraft System (UAS)" in order to reflect the transition/integration of UAS with Army aviation, system design, and operational employment as part of the modular force and its readiness reporting, manpower, and logistics systems.

(5) (U) Standardized Army Aviation Unit Naming Conventions. See Tab A (Naming Convention) to Appendix 1 (References).

2. (U) MISSION. Transform Army Aviation now through Fiscal Year 2013 into a modular, campaign-quality maneuver arm, optimized to provide relevant and ready capabilities to combatant commanders and the Joint Force while transitioning Aviation Logistics to Condition Based Maintenance Plus (CBM+) environment by FY15.

### 3. (U) EXECUTION.

#### a. (U) Concept of Operations.

(1) (U) CSA Intent. Purpose is to become a capabilities based maneuver arm optimized for the joint fight with a shortened logistics tail. Key tasks are to: (1) source the GWOT; (2) reorganize into modular formations; (3) posture Army Aviation to train, prepare and deploy as combined arms teams; (4) effectively sustain personnel, aircraft and equipment; (5) transition to CBM+. Endstate is Aviation units in modular configuration that are agile, flexible, deployable, and sustainable.

#### (2) (U) HQDA-directed Campaign Objectives.

(a) (U) (1-4) "Support Global Operations": Reorganize Army Aviation into modular theater army-level and combat aviation brigade units NLT 2009.

(b) (U) (2-5) "Transform from the Current to Future Force": Resource reorganization of Army Aviation into modular theater-level and combat aviation brigades NLT 2009.

#### (3) (U) Force Structure

(a) (U) Appendix 2 (Force Structure) to Annex D (Aviation Transformation). Detailed unit charts are available at : *Website TBP*.

#### (b) (U) Force Design Updates (FDU) and other force structure analysis.

- (U) ARSOA FDU. Improves 160<sup>th</sup> SOAR(A)'s ability to plan, coordinate and execute GWOT missions by: activating 4<sup>th</sup> Battalion; inactivating 4 separate companies; adding 685 Active Component

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spaces, 6 MH/AH-6 and 12 MH-60 aircraft. FDU is approved. Documentation near completion.

- (U) Theater Aviation Command FDU “Junior” (less extensive staffing process). Final approval pending resolution of structure bill-payer for a Manpower Allocations Requirements Criteria (MARC) exception: CABs, ACSs, and Assault Bns reflect Division MARC and remaining TAC units reflect Corps MARC, instead of all at theater level. Exception requires a 547-space increase (105 AC, 393 ARNG, 49 USAR). MTOEs for shortly activating Theater Aviation elements awaiting FDU resolution.
- (U) Air Traffic Services (ATS) FDU. Transforms Air Traffic Services units into their modular configuration. The bridging strategy for the leadership (150A Warrant Officer) of the new ATS Companies assigned to GSABs is in final staffing. Initial implementation planned for FY08.
- (U) Theater Aviation Sustainment Maintenance Group (TASM-G) FDU. Converts the four Aviation Classification Repair Activity Depot (AVCRAD) TDAs to MTOE units in order to provide a rotational support base designed to provide aviation sustainment in a deployed theater. FDU in staffing.
- (U) Air Ambulance Analysis. Analyze MEDEVAC structure across all components, including USAR exception MTOE (five congressionally-mandated HH-60 aircraft) and Generating Force MEDEVAC units, in order to reduce operational tempo stress on the MEDEVAC community as a result of the demanding GWOT rotation schedule.
- (U) Aviation Support Battalion (ASB) Analysis. Analyze structure to ensure optimal modularity between CAB designs (Heavy, Medium, Light, Expeditionary).

(c) (U) Combat Aviation Brigades (CAB). The CAB is the primary modular aviation component that supports Divisions and Brigade Combat Teams, as well as the Joint or Combined Task Force operating in support of the Geographic Combatant Commanders. CABs normally contain a headquarters element/staff, up to four aviation battalions (configured to meet contingency requirements), and an aviation support battalion. Based upon the size and composition of task-organized CABs, augmentation (staff, logistics or maintenance elements) may be required.

**Annex D (Aviation Transformation) to Army Campaign Plan Change 3**

(d) (U) Theater Aviation Command (TAC). TACs are the primary command and control elements for theater-wide aviation deployments for the Joint or Combined Task Force operating in support of the Geographic Combatant Commanders. Force providers deploy TACs when the geographic dispersion of aviation forces or the complexity of the mission requires additional oversight of aviation forces, including theater-wide air traffic control services. TACs normally contain only a headquarters element/staff but can be deployed to provide command and control of up to three brigades (traditionally two Theater Aviation Brigades (TAB) and a Theater Airfield Operations Group (TAOG)). The TAC span of control normally does not exceed three aviation brigades but can be augmented with additional staff to support larger augmentation.

(e) (U) Theater Aviation Brigades (TAB). TABs are multi-component theater-reinforcing aviation brigades tailored primarily for lift, general support, and medical evacuation aviation support. These TABs may be deployed separate from the TAC or augmented with additional capabilities as directed.

(f) (U) Theater Airfield Operations Groups (TAOG). Theater level Airfield and Air Traffic elements will form Theater Airfield Operation Groups (TAOGs) with subordinate Airfield Operations Detachments (AODs). Subordinate to each TAOG are five AODs designed to support airfield and heliport operations at the theater level. The AOD satisfies mission airfield responsibilities at a designated location identified by the Army Service Component Command. See Appendix 9 (Airfield/Heliport Operations & Air Traffic Services Strategy).

(g) (U) Army Service Component Command (ASCC) Aviation. ASCC aviation units are tailored to the geographic region and Combatant Command area of operations in which they are stationed or to which they are dedicated. ASCC aviation units are generally non-rotational units that consist of rotary and fixed wing general support aircraft that support the day-to-day needs of the GCC.

(h) (U) Army Special Operations Aviation (ARSOA). ARSOA's "Forward Presence-Expeditionary" concept calls for CONUS basing and rapidly deploying forces forward into theater on a rotational basis or as required for specific missions and training. The approved FDU transforms 160<sup>th</sup> SOAR (A) into four battalions (one national mission; three global mission) and a training company. Total strength at endstate in FY13: 3122 personnel and 186 aircraft.

(4) (U) Stationing\_. Appendix 3 (Aviation Stationing) – TBP. Annex A (Army Organization) depicts locations of brigade-size formations.

(5) (U) Army Force Generation (ARFORGEN). Appendix 4 (Army Aviation within ARFORGEN) and Tab A (Brigade Alignment) to Appendix 4.

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(6) (U) Manning. Human Resources Command, IAW HQDA G1 policy, man Compo 1 (Active Duty) and Compo 3 (US Army Reserves) aviation units using individual replacement manning procedures. State Adjutants General, IAW National Guard Bureau policy, man Compo 2 (Army National Guard) aviation units. All personnel (regardless of MOS) assigned to Army Aviation units are exempt from life-cycle manning requirements.

(7) (U) Equipping.

(a) (U) Appendix 6 (Aircraft Cascade Plan)

(b) (U) Appendix 7 (Unmanned Aircraft Systems)

(8) (U) Training

(a) (U) The Combined Arms Training Strategy (CATS) defines training events and associated resources necessary to achieve directed readiness levels.

(b) (U) Flying Hour Programs (FHP) will be resourced consistent with current FHP rates per crew per month during all ARFORGEN Readiness Cycles in order to support sustained aviator training, proficiency, and readiness progression.

(c) (U) Appendix 8 (Training Aids, Devices, Simulations and Simulators (TADSS) Strategy)

(9) (U) Modernization. Appendix 5 (Extract, Army Modernization Plan) and Tab A (Modernization Strategy Chart).

b. (U) Tasks to Subordinates – Section deleted; tasks are redundant with normal agency functions.

c. (U) Coordinating Instructions. – Section deleted; tasks are redundant with normal agency functions.

4. (U) Service and Support.

a. (U) Equipment Transfer Guidance. HQDA Message Dated (TBP), Subject: Aircraft and Aviation-Specific Equipment Transfer Guidance in support of Army Aviation Transformation outlines the details of aircraft and aviation-specific equipment transfer previously found in Annex D of the ACP.

**Annex D (Aviation Transformation) to Army Campaign Plan Change 3**

b. (U) Two-Level Maintenance (2LM). “Field” and “Sustainment” levels of maintenance have replaced the previous three levels of AVUM (battalion), AVIM (division/corps/theater), and Depot (national).

(1) (U) Field-level maintenance. Under the Aviation Brigade’s command structure, the Aviation Maintenance Company (AMC) in flight battalions and the Aviation Support Company (ASC) in the Aviation Support Battalion (ASB) perform field-level maintenance. Both organizations are capable of split based operations in the same Area of Operations (AO) in a Theater. The Aviation Maintenance Company is capable of modularized maintenance with three platoons that are manned, tooled and equipped to support Line Company deployments on the battlefield. The ASC is capable of modularized maintenance in two different locations during its deployment across a battlefield.

(2) (U) “Sustainment level maintenance”. ARNG Theater Aviation Sustainment Maintenance Groups (TASMG), AMC Depots at the National Level, and the Original Equipment Manufacturers (OEMs) form the sustainment level of maintenance.

(3) (U) Under 2LM, split-based operations support is designed to be two flight companies at two different locations within the same area of operations and the parent unit being the third location. This same concept is applied to support flight companies that become tasked to another aviation organization as part of a Task Force. The Aviation Maintenance Company in the General Support Aviation Battalion is designed to provide general mechanic support to two locations for the Command and Control Company, three locations for the CH-47 Company, and four locations for the MEDEVAC Company. However, it will only be able to provide back shop support to three locations including the parent unit location in the theater of deployment. The ASC is capable of split operations in two locations to support the CAB in the same theater with a less capable capacity at one of the locations.

c (U) Theater Aviation Sustainment Maintenance Group (TASMG). TASMG transforms the four Aviation Classification Repair Activity Depot (AVCRAD) TDAs into MTOE units in order to provide a rotational support base of aviation sustainment in a deployed theater. TASMGs are ARNG. Capabilities include: Army Oil Analysis Lab; Quartermaster SSA platoon; an AMC; Theater Aviation Single Manager (TASM) to provide Class IX (Air) repair/spare parts management; a Forward Support Company; and Civilian Augmentation Contracting / Special Services capabilities.

d. (U) Theater Aviation Sustainment Maintenance Capability (TASMC) concept deploys a TASMG via ship or aircraft and operate either afloat or ashore. TASMC consists of two identical Theater Equipment Packages (TEP), modular and containerized to allow a TASMG to deploy without taking equipment away from the AVCRAD National Guard regions. One TEP has been partially fielded in Kuwait ISO OIF/OEF, while the

**Annex D (Aviation Transformation) to Army Campaign Plan Change 3**

complete TASMS-C concept is approved and funded. The goal is to get the TASMS-C concept through the ICD / JCID process to compete in the FY08-13 POM build. TRADOC has submitted the TASMS-C Initial Capability Document (ICD) for approval.

e. (U) OCONUS Theater Aviation Sustainment Maintenance programs. Army Materiel Command (AMC) forms two TDA organizations in Europe and Korea in order to provide sustainment-level repairs overseas. Theater Aviation Sustainment Maintenance – Europe (TASMS-E) and Theater Aviation Sustainment Maintenance – Korea (TASMS-K) replace the MTOE theater-level AVIM units in Europe and Korea, respectively. Army Material Command will develop, staff and publish the concept plans for both organizations.

f. (U) Standard Tactical Automated Management Information System (STAMIS). The PM Logistics Information Systems (LIS) ICW the G-4 fields active and reserve component Aviation units with ULLS-A, SCP-6, a reengineered, web-based enhanced logbook and logistics management system, which serves as a bridge pending GCSS-A fielding. This standardized system enables better requirements visibility across all logistics echelons and provide near-real-time aircraft readiness status.

g. (U) Condition Based Maintenance Plus (CBM+). CBM+ is the DOD-directed enhanced maintenance and logistics support of weapon systems, including maintenance-related processes, procedures, technological capabilities, information systems, and other logistics concepts that apply to both legacy systems and new acquisition programs. CBM+ enables anticipatory, reliability-centered maintenance to increase operational availability and reduce maintenance burden on the soldier through embedded and off-board sensors, data collection, Maintenance Information Systems networks and tools. All future aircraft designs will include CBM+ capable diagnostics for improve proactive supply actions, readiness information distribution, and data fusion into the Aviation Enterprise Warehouse database for readiness information.

5. (U) Command and Signal.

a. (U) Battle Rhythm

(1) (U) Aviation Transformation Implementation Conferences, hosted quarterly by the Director Army Aviation, HQDA G-3/5/7 identify and resolve or frame for decision current and proposed transformation issues.

(2) (U) Aviation Council of Colonels, Senior Leader VTC and General Officer Steering Committee, hosted monthly by the Director Army Aviation and chaired by the VCSA, review nominated Army Aviation issues.

**Annex D (Aviation Transformation) to Army Campaign Plan Change 3**

(3) (U) Aviation Synchronization Meeting, chaired twice a month by the Director Army Aviation, coordinates aviation issues between senior leaders and the staff of HQDA, OCAR, and NGB.

b. (U) Aviation Transformation point of contact. LTC David R. Moore, DAMO-AV, DSN 223-3590, COM (703) 693-3590, david.moore1@hqda.army.mil.

Appendices / Tabs

- 1 -- References.
  - A -- Naming Conventions
- 2 -- Aviation Force Structure
- 3 -- Aviation Stationing (*TBP*)
- 4 -- Aviation within ARFORGEN
- 5 -- Aviation Extract from Army Modernization Plan
  - A -- Aviation Modernization Strategy Chart
- 6 -- Aircraft Cascade Plan.
- 7 -- Army Unmanned Aerial Systems Strategy
  - A -- UAVS Modernization
- 8 -- Training Aids, Devices, Simulations and Simulators Strategy
  - A -- Flight Simulator Distribution
  - B -- TADSS Relocation and Retirement Plan
  - C -- AVCATT Distribution Plan
- 9 -- Airfield/Heliport Operations & Air Traffic Services Strategy
  - A -- ATS Structure Alignment

**Deleted Appendices:** Equipment and Aircraft Transfer Standards; Manning Strategy; Army National Guard Aviation Transformation; Reserve Component Mobilization

**Future Appendices:** Army Fixed Wing; Special Electronic Mission Aircraft (SEMA)

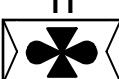
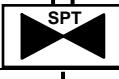
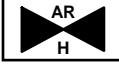
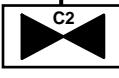
**Appendix 1 (References) to Annex D (Aviation Transformation) to ACP, Change 3**

1. HQDA OPORD 2002-01 dtd 281100Z JAN 02 (Interim Aviation Transformation).
2. Memorandum, HQDA, CSA, Subject: Aviation Modernization Plan, 5 SEP 01.
3. Memorandum, HQDA, CSA, Subject: Aviation Transformation Implementation, 20 SEP 01.
4. Memorandum, HQDA, VCSA DIRECTIVE, 1 OCT 01.
5. Memorandum, HQDA, DCSPRO (G-8) and DCSOPS (G-3), Subject: Redistribution of Funds Resulting from the Decision to Terminate the Comanche Program, 11 MAR 04.
6. Memorandum, Subject: Interim Report, HQDA, DCSOPS, 15 OCT 01.
7. Technical Guidance Memorandum, POM FY 2006-2011 (DRAFT), Version 020800 APR 04.
8. TM 1-1500-328-23, Aeronautical Equipment Maintenance Management Policies and Procedures, 30 JUL 99.
9. Longbow Induction Memorandum of Agreement (MOA) for Processing of AH-64A for Entry into the AH-64 Longbow Apache Program, Revision, 7 SEP 00.
10. Army Aviation Task Force Study Report, 1 NOV 03.
11. Annex D, Aviation Transformation, Army Campaign Plan dated 12 APR 04 and ACP Change 1 dated 27 OCT 04.
12. HQDA G-3 Message, Subject: 3<sup>rd</sup> QTR FY 05 Threshold Aircraft Mission Equipment Package (MEP) Requirement for OIF/OEF, dated 102325Z JUN 05
13. HQDA G-4 Message, Subject: Aviation Reset-Setting the Force, dated 151321Z OCT 05.
14. ACP Change 2, dated 1 Aug 05, Annex D, Aviation Transformation, Army Campaign Plan.
15. HQDA VCSA Message, 020117ZFEB06, Subject: VCSA Aviation Structure and Stationing Update, 31 Jan 06.
16. HQDA VCSA Message, (DTG: TBP), Subject: Aircraft and Aviation-Specific Equipment Transfer Guidance in support of Army Aviation Transformation

**Tab A (Naming Convention) to Appendix 1 (References) to Annex D (Aviation Transformation) to ACP Change 3**

TOE Title or Unit Type, (Acronym), "Jargon" <i>Official Designation Example: (Abbreviations)</i>	Aircraft # & Type	Symbol
<b>Theater Aviation Command, (TAC)</b> <i>11<sup>th</sup> Aviation Command (Theater), (11 TAC)</i>		
<b>Theater Aviation Brigade, (TAB)</b> <i>449<sup>th</sup> Aviation Brigade (Theater), (449 TAB)</i>	93 UH60 5 EUH60 12 CH47 12 HH60	
<b>Theater Aviation Brigade, Composite (TAB)</b> <i>185<sup>th</sup> Aviation Brigade (Theater), (185 TAB)</i>	40 FW 24 UH60 36 CH47 36 HH60	
<b>Combat Aviation Brigade (Heavy), (CAB(H))</b> <i>Combat Aviation Brigade (Heavy), 28<sup>th</sup> Infantry Division. (CAB(H) 28ID)</i>	48 AH64 38 UH60 12 CH47 12 HH60 12 UAS (AC)	
<b>Combat Aviation Brigade (Medium), (CAB(M))</b> <i>159<sup>th</sup> Combat Aviation Brigade (Medium) 101<sup>st</sup> Airborne Division, (159 CAB(M), 101 Abn Div)</i>	24 AH64 30 OH/ARH 38 UH60 12 CH47 12 HH60 12 UAS	
<b>Combat Aviation Brigade (Light), (CAB(L))</b> <i>Combat Aviation Brigade (Light), 25<sup>th</sup> Infantry Division, (CAB(L) 25ID)</i>	60 OH/ARH 38 UH60 12 CH47 12 HH60 12 UAS	
<b>Combat Aviation Brigade (Expeditionary), (CAB(E))</b> <i>Combat Aviation Brigade (Expeditionary), 42<sup>d</sup> Infantry Division, (CAB(E) 42ID)</i>	24 AH64 (or) 30 OH/ARH 24 LUH 38 UH60 12 CH47 12 HH60	
<b>Special Operations Aviation Regiment, (SOAR)</b> <i>160<sup>th</sup> Aviation Regiment (Special Operations), (160 SOAR)</i>	51 AH/MH6 72 MH60 61 MH47	
<b>Theater Airfield Operations Group, (TAOG)</b> <i>164<sup>th</sup> Aviation Group (Theater Airfield Operations), (164 TAOG)</i>		
<b>Theater Avn Sustainment Maintenance Group, (TASMG)</b> <i>1106<sup>th</sup> Aviation Group (Sustainment Maintenance), (1106 TASMG)</i>		
<b>Attack Reconnaissance Battalion, (ARB), "ATK"</b> <i>1st Battalion, 3d Aviation Regiment (1-3 AVN or 1-3 ARB or 1-3 ATK)</i>	24 AH64	
<b>Attack Reconnaissance Squadron, (ARS), "CAV"</b> <i>6th Squadron, 17th Cavalry Regiment (6-17 ARS or 6-17 CAV)</i>	30 OH/ARH	

**Tab A (Naming Convention) to Appendix 1 (References) to Annex D (Aviation Transformation) to ACP Change 3**

TOE Title or Unit Type, (Acronym), "Jargon"	Aircraft # & Type	Symbol
<i>Official Designation Example: (Abbreviations)</i>		
<b>Assault Battalion, (none), "ASLT"</b> <i>1<sup>st</sup> Battalion, 150<sup>th</sup> Aviation Regiment (1-150 AVN or 1-150 ASLT)</i>	30 UH60	
<b>General Support Aviation Battalion, (GSAB)</b> <i>7<sup>th</sup> Battalion, 158<sup>th</sup> Aviation Regiment, (7-158 AVN or 7-158 GSAB)</i>	8 UH60 12 CH47 12 HH60	
<b>Air Cavalry Squadron (Heavy), (ACS(H)), "CAV"</b> <i>4<sup>th</sup> Squadron, 3<sup>d</sup> Armored Cavalry Regiment (4/3 ACS(H) or 4/3 ACR or 4/3 CAV)</i>	24 AH64 10 UH60	
<b>Air Cavalry Squadron (Light), (ACS(L)), "CAV"</b> <i>4<sup>th</sup> Squadron, 6<sup>th</sup> Cavalry Regiment, (4-6 ACS(L) or 4-6 CAV)</i>	30 OH/ARH 10 UH60	
<b>Security and Support Battalion, (SSB), "S&amp;S"</b> <i>1<sup>st</sup> Battalion, 112<sup>th</sup> Aviation Regiment, (1-112 AVN or 1-112 SSB or 1-112 S&amp;S)</i>	24 LUH	
<b>Theater Aviation Battalion, (none)</b> <i>2<sup>d</sup> Battalion, 228<sup>th</sup> Aviation Regiment (2-228 AVN)</i>	Fixed Wing	
<b>Theater Aviation Battalion, Composite (none)</b> <i>6<sup>th</sup> Battalion, 52<sup>d</sup> Aviation Regiment (6-52 AVN)</i>	Fixed Wing & Rotary Wing	
<b>Special Operations Aviation Battalion, (SOAB)</b> <i>1st Battalion, 160<sup>th</sup> Avn Regt (Special Operations), (1/160 SOAR)</i>	MH Acft	
<b>Aviation Support Battalion, (ASB)</b> <i>615<sup>th</sup> Support Battalion, (615 ASB)</i>		
<b>Attack Reconnaissance Company, (ARC)</b> <i>Company B, 1<sup>st</sup> Battalion, 2<sup>d</sup> Aviation Regiment, (B/1-2 AVN or B(ARC)/1-2 ATK)</i>	8 AH64	
<b>Attack Reconnaissance Troop, (ART)</b> <i>Troop C, 2d Squadron, 17th Cavalry Regiment, (C/2-17 CAV)</i>	10 OH/ARH	
<b>Assault Company, (none)</b> <i>Company A, 1<sup>st</sup> Battalion, 137<sup>th</sup> Aviation Regiment, (A/1-137 AVN or A/1-137 ASLT)</i>	10 UH60	
<b>Command Aviation Company, GSAB, (CAC)</b> <i>Company A, 1<sup>st</sup> Battalion, 168<sup>th</sup> Aviation Regiment, (A/1-168 AVN or A(CAC)/1-168 GSAB)</i>	8 UH60	

**Tab A (Naming Convention) to Appendix 1 (References) to Annex D (Aviation Transformation) to ACP Change 3**

<b>TOE Title or Unit Type, (Acronym), "Jargon"</b> <i>Official Designation Example: (Abbreviations)</i>	<b>Aircraft # &amp; Type</b>	<b>Symbol</b>
<b>Cargo Helicopter Company, GSAB, (CHC)</b> <i>Company B, 1<sup>st</sup> Battalion, 168<sup>th</sup> Aviation Regiment, (B/1-168 AVN or B(CHC)/1-168 GSAB</i>	12 CH47	
<b>Medical Company (Air Ambulance), GSAB, (AAMC)</b> <i>Company C, 3<sup>d</sup> Battalion, 126<sup>th</sup> Aviation Regiment, (C/3-126 AVN or C(AAMC)/3-126 GSAB</i>	12 HH60	
<b>Special Operations Aviation Company, (SOAC)</b> <i>Company A, 2<sup>d</sup> Battalion, 160<sup>th</sup> Avn Regt (Special Operations), (A/1/160 SOAR)</i>	MH Acft	
<b>Air Traffic Services Company, (ATSC)</b> <i>Company F, 3<sup>d</sup> Battalion, 2<sup>d</sup> Aviation Regiment (F/3-2 AVN or F(ATS)/3-2 GSAB)</i>		
<b>Unmanned Aircraft Systems Company, (UASC)</b> <i>Company E, 159<sup>th</sup> Aviation Regiment, (E/159 AVN or E(UAS)/159 AVN)</i>	12 Warrior UAS (ERMP)	
<b>Aviation Support Company, (ASC)</b> <i>Aviation Support Company, 277<sup>th</sup> Support Battalion, (ASC/ 277 ASB or A/277 ASB)</i>		
<b>Aviation Support Troop, (AST)</b> <i>Troop S, 4<sup>th</sup> Squadron, 3<sup>d</sup> Armored Cavalry Regiment, (S/4/3 ACS(H) or S/4/3 ACR or S(ASC)/4/3 CAV)</i>		
<b>Aviation Maintenance Company, (AMC)</b> <i>Company D, 1<sup>st</sup> Battalion 171<sup>st</sup> Aviation Regiment, (D/1-171 AVN or D(AMC)/1-171 GSAB</i>		
<b>Aviation Maintenance Troop, all ACSs, (AMT)</b> <i>Troop D, 1<sup>st</sup> Squadron, 230<sup>th</sup> Cavalry Regiment, (D/1-230 CAV, or D(AMT)/1-230 CAV)</i>		
<b>Forward Support Company, (FSC)</b> <i>Company E, 3d Battalion, 1<sup>st</sup> Aviation Regiment; (E/3-1 AVN or E(FSC)/3-1 ASLT</i>		
<b>Forward Support Troop, (FST)</b> <i>Troop G, 4<sup>th</sup> Squadron, 6<sup>th</sup> Cavalry Regiment, (G/4-6 CAV or G(FST)/4-6 CAV)</i>		
<b>Distribution Company (none), "Distro"</b> <i>Company B, 404<sup>th</sup> Support Battalion; (B/404 AVN or B(Distro)/404 ASB</i>		

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**Tab A (Naming Convention) to Appendix 1 (References) to Annex D (Aviation Transformation) to ACP Change 3**

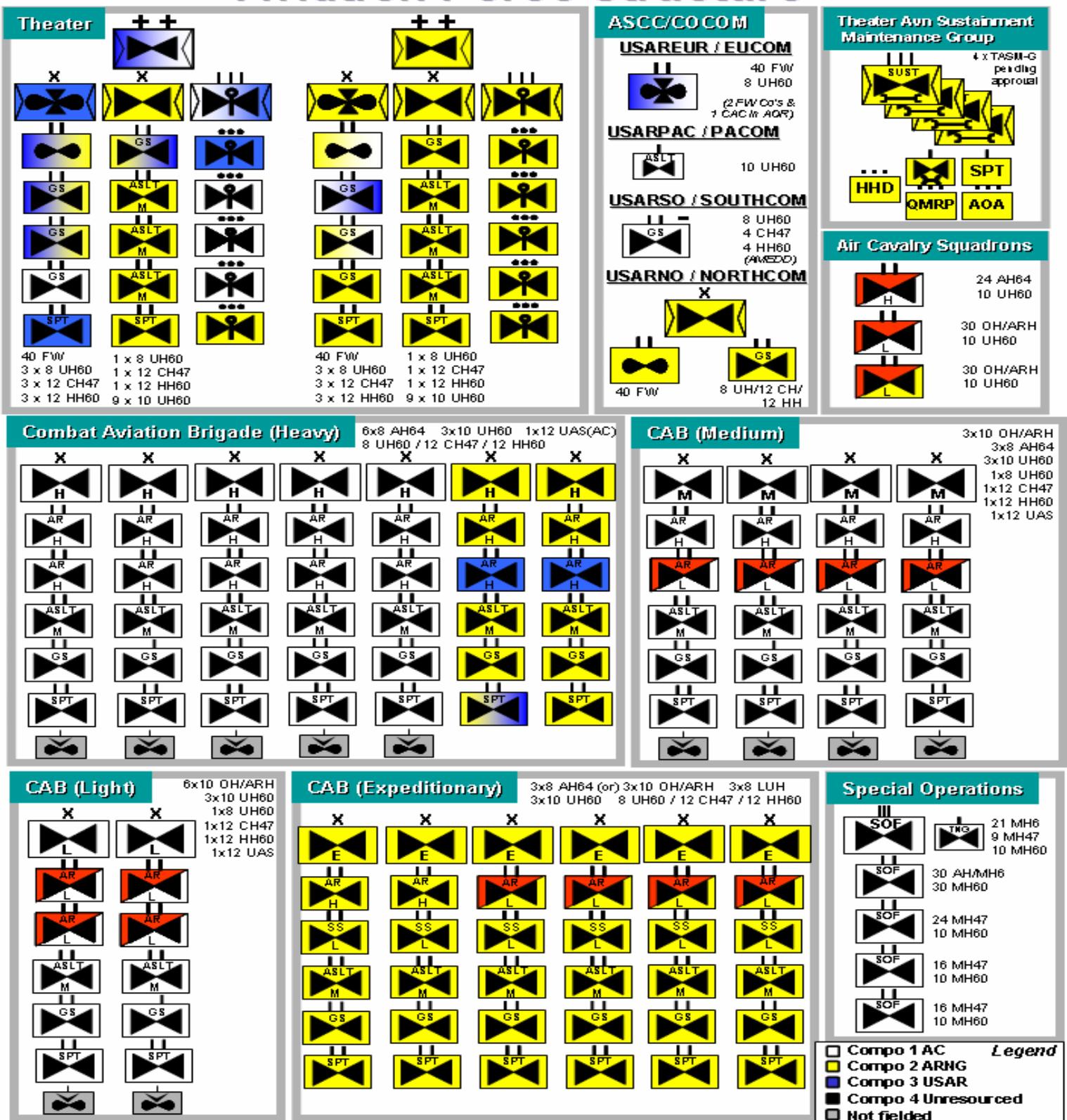
TOE Title or Unit Type, (Acronym), "Jargon" <i>Official Designation Example: (Abbreviations)</i>	Aircraft # & Type	Symbol
<b>Signal Network Support Company, (none)</b> <i>Company C, 615<sup>th</sup> Support Battalion; (C/615 AVN or C(Sig)/615 ASB)</i>		
<b>Airfield Operations Detachment, (AOD)</b> <i>TBD</i>		

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**Appendix 2 (Aviation Force Structure) to Annex D (Aviation Transformation) to ACP Chg 3**

## **Aviation Force Structure**

As of 4 May 06



**FOR OFFICIAL USE ONLY**  
**Army Campaign Plan, Change 3, 10 MAY 06**  
**D-2-1**

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**Appendix 3 (Aviation Stationing) to Annex D (Aviation Transformation) to ACP  
Change 3**

To Be Published.

**Appendix 4 (Army Aviation within ARFORGEN)** to Annex D (Aviation Transformation) to ACP Change 3

1. (U) General.

a. Annex F (Army Force Generation) to ACP Change 3 provides terms of reference and a conceptual overview. This appendix is Army-Aviation specific.

b. All Army Aviation units (except Special Operations Aviation Forces, non-rotational Commanders' Critical Daily Operational Requirements aviation units, Theater Aviation Command headquarters, and Theater Airfield Operations Group headquarters) will conform to the Army Force Generation model in order to properly source current and future operational requirements. By effectively establishing priorities in training, equipping, manning and readiness, commanders can better prepare and resource their units for their assigned or anticipated missions. Units may advance more rapid or more slowly through the ARFORGEN process based on mission requirements, resourcing or command directives. Additionally, certain types of units may advance through the ARGORGEN process more rapidly than their parent units (MEDEVAC, Fixed Wing, etc.) based on operational requirements.

2. (U) Operational Readiness Cycles. HQDA, in coordination with FORSCOM, NGB and OCAR will align all Aviation units into component-specific ARFORGEN operational readiness cycles to efficiently resource warfighting requirements. Below are the distinctive force pools and associated activities by functional area.

Cycle Areas	RESET/TRAIN	READY	AVAILABLE
EXPEDITIONARY FORCE (EF)	NA	<u>Deployment (DEF)</u> sourced to deploy. <u>Ready (REF)</u> , not sourced; can surge.	<u>DEF</u> deployed. <u>Contingency(CEF)</u> not deployed; avail
DEPLOYMENT / MOBILIZATION	<u>Prior to R-Day</u> : redeploy;demobilize <u>After R-day</u> ;pre-mob	<u>DEF</u> : alerted, then mobilized <u>REF</u> : not alerted	<u>DEF</u> : deployed <u>CEF</u> : alerted, not mobilized
TIMEFRAME	<u>Begins</u> : upon redeploying and demobilizing. <u>"R-Day"</u> : Reset complete; collective training begins. <u>Ends</u> : gates met; approval received. <u>Estimate length</u> : AC (1 Year) RC (4 Years)	<u>Begins</u> : as directed. <u>Ends</u> : DEF certified and deploying; REF designated as CEF.  <u>Estimate length</u> : 1 Year	<u>Begins</u> : DEF deployed. CEF status assumed. <u>Ends</u> 1 year window or less, as directed.  <u>Estimated length</u> : 1 Year

**Appendix 4 (Army Aviation within ARFORGEN)** to Annex D (Aviation Transformation) to ACP Change 3

Cycle Goals	RESET/TRAIN	READY	AVAILABLE
TRAINING	<u>ALL</u> : METL focus. <u>Scope</u> : Individual, crew, Table VIII gunnery, collective (Co & staff) <u>Gates</u> : Bn FTX; Co EXEVAL; SBCE Ph1	<u>DEF</u> : Theater focus. <u>REF</u> : METL focus. <u>Scope</u> : Collective (Bde & Bn), combined-arms team w/ supported BCT, Division or Corps. <u>Gates</u> : SBCE Ph 2 (DEF); EXEVAL(REF)	<u>DEF</u> : Sustainment training, time avail. <u>CEF</u> : METL-focus; training exercises
EQUIPPING.	<u>ALL</u> : Reset/Preset acft / equip; 85% MTOE	<u>DEF</u> : 100% MTOE (less TPE/SBE) <u>REF</u> : 100% MTOE	<u>DEF</u> : 100% MTOE w/ TPE/SBE <u>CEF</u> : 100% MTOE
MANNING.	Release stop-loss personnel; change leadership; receive new personnel; form new unit.	<u>DEF</u> : 100 % ASGN at LAD minus 90 days or at mobilization (RC); initiate stabilization <u>REF</u> : continue to build percentages	<u>DEF</u> : 100% ASGN and stabilized; full strength <u>CEF</u> : continue to build percentages
READINESS LEVEL GOAL AT END OF CYCLE	<u>ALL</u> : Co Proficient (EXEVAL'd); Bn-Level Training (FTX); Bn Staff Proficient (Eval'd); State Msn Proficient (Crew level). <u>RC 4-year Path</u> : Yr #1: Plt Training Yr #2: Plt Proficient Yr #3: Co Training Yr #4: Co Proficient	<u>DEF</u> : Theater/Msn requirements certified; available for full-spectrum operations. <u>REF</u> : Bde/Bn training (FTX). If mobilized, Bde/Bn proficient (EXEVAL'd)	<u>DEF</u> : Theater/Msn requirements certified; executing full-spectrum operations. <u>CEF</u> : Bde/Bn training (FTX). If mobilized, Bde/Bn proficient (EXEVAL'd)
MODERNIZING	New equipment fielding & training	Integrate new equipment into collective training	No new fielding.
ORGANIZATION/STRUCTURE	<u>ALL</u> : Restructure, realign if required; train w/ organic unit	<u>DEF</u> : Task organized if directed.	<u>DEF</u> : Theater Task organized

3. (U) Unit Cycle Alignment. To the extent possible, brigades and their subordinates will follow the same readiness cycles. Units will be aligned with a particular ARFORGEN cycle during the annual FORSCOM/HQDA Sourcing Conference. At this conference, units will be assigned against anticipated

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**Appendix 4 (Army Aviation within ARFORGEN) to Annex D (Aviation Transformation) to ACP Change 3**

deployment requirements (DEF, CEF) or identified exercise/training requirements (REF) to make these units ready to advance to a DEF or CEF status in the future. R-Day is also designated for units during this conference. Following the annual Sourcing Conference, FORSCOM will host a training synchronization conference with the purpose of aligning and allocating Army training resources (e.g. combat training center rotations, priority for training aids and simulations, and ranges) against ARFORGEN units. These conferences will be used to lock in resources and validate previously allocated resources from previous conferences.

**Appendix 5 (Aviation Extract to Army Modernization Plan) to Annex D (Aviation Transformation) to ACP Change 3**

1. (U) General. Army aviation's modernization efforts are focused on fixing warfighting deficiencies (particularly those uncovered during recent operations), aligning the aviation force with the Army's Future Combat Force concept, and fielding aircraft/subsystems required to achieve full-spectrum operational capability. Aviation modernization is being achieved through force structure changes, training initiatives, and materiel modernization (AH-64D, UH-60M/HH-60M, ARH, LUH, FCA, Apache Block III, CH-47F, UAS (Warrior, SUAVS, Raven, Shadow, Hunter, I-GNAT), Aerial Common Sensor (ACS) and other subsystem programs). Aviation is supported by S&T programs designed to provide the technology base required to upgrade existing aircraft and meet the challenges of new aircraft/weapon system developments. The Army's commitment to divesting currently obsolete aircraft and ensuring balanced modernization across both AC and RC is being realized. The Army continues to review near-term aviation funding issues to best align programs, create more executable strategies and identify acceptable risks that allow tailoring of program requirements.

2. (U) Systems.

a. (U) AH-64 Apache. The remanufacture of 597 AH-64As to the AH-64D Longbow configuration will be complete in FY10. Multi-year I delivered 232 AH-64Ds through FY02. A second multi-year contract was signed in Oct 00 for an additional 269 AH-64Ds with deliveries through FY06. In Sep 05, a contract was signed providing 13 wartime replacement aircraft in the lot 10 configuration. Deliveries of these aircraft begin in the summer of 2007. An additional 96 AH-64A model Apache conversions to the D model Longbow configuration will occur with inductions beginning in Jan 07 and deliveries in FY08 through FY10. Following this conversion, the Apache modernization plan continues in 3QFY10 with the initiation of the Block III Apache Longbow program. The intended endstate for the Apache fleet is a pure fleet of 634 AH-64D Longbows. The Block III Longbow will provide a net-ready capability that integrates the Apache into the future combat force as well as provides platform weight reduction, open systems architecture and reduced pilot workload via cognitive decision aiding technologies. Fielding of the M-TADS to the total fleet began with First Unit Equipped (FUE) in FY05 and will be completed by the end of FY11.

b. (U) Armed Reconnaissance Helicopter (ARH). As a result of analysis identifying existing capability gaps and subsequent Chief of Staff, Army (CSA) Aviation Focus Group decisions, in Feb 04 the CSA identified the need for 368 ARH aircraft. After further analysis to rebalance and fully resource active and reserve armed reconnaissance force structure, in March 2006 the Army chose selected ARNG AH-64A equipped units to receive the ARH. The ARH program was established to correct deficiencies in the OH-58D currently fulfilling the reconnaissance role. The mission of the ARH is to provide a robust reconnaissance and security capability for the joint combined arms air-ground maneuver team. The ARH will be fielded to support the

**Appendix 5 (Aviation Extract to Army Modernization Plan) to Annex D (Aviation Transformation) to ACP Change 3**

current force in the global war on terrorism and will possess the growth potential to bridge the capabilities gaps to the evolving future combat force. On 29 Jul 05, Bell Helicopter Textron, Inc., of Fort Worth, Texas, was awarded, a cost-plus-incentive-fee contract for the System Development and Demonstration (SDD) of the Armed Reconnaissance Helicopter, including sub-system integration and testing as well as training-device development. Work will be performed at Fort Worth, Texas, and is estimated to be completed on 30 Sep 08. The SDD planned efforts include integration of non-developmental item (NDI) subsystems onto an existing helicopter platform, developmental/operational testing and qualification to support the Milestone C low-rate initial production (LRIP) decision. A FRP decision review will be held in FY09. FUE is 4<sup>th</sup> Quarter, FY08.

c. (U) Light Utility Helicopter (LUH). LUH will conduct light utility missions in support of homeland security support operations, general support operations, generating force medical evacuation (MEDEVAC) operations, and Army training centers and test activities. The LUH acquisition facilitates a rapid retirement of the remaining UH-1s and OH-58A/C as well as cascades twenty-three Active Component TDA UH-60s to the ARNG operational fleet. The LUH will be a Commercial Off The Shelf/Non Developmental Item (COTS/NDI) aircraft that is less costly to procure and operate than the UH-60. It is being procured as a FAA certified aircraft with both full CLS (for TDA units) and partial CLS (for MTOE units) for the various operational, training, and maintenance activities. LUH is worldwide deployable to non-combat, permissive environments, will be instrument flight rule (IFR) capable, and can operate in all geographical environments and conditions. The aircraft will be found in both Active Component TDA and ARNG MTOE units. The Initial Capabilities Document (ICD) was JROC-approved in Dec 04, and the CDD was JROC-approved in Jun 05. The Acquisition Strategy Report was approved in Jul 05, and OSD has delegated the program to the Army as an ACAT-IC. The LUH program is now undergoing source selection activities and is scheduled for Milestone C/LRIP decision in May 06 with FUE in FY 07. The Army will procure 322 aircraft beginning in FY 06. The ARNG will establish an LUH Institutional training capability for pilot and enlisted qualifications NLT 1st QTR FY 08 to sustain LUH aircrews after initial fielding and crew qualification.

d. (U) UH60 Blackhawk. The Army will procure new UH-60M/HH-60M (MEDEVAC variant) in order to extend the fleet's lift/range capabilities, reduce O&S costs, improve transportability, enhance survivability, integrate Air Warrior, digitize avionics and flight management systems that incorporate GATM requirements, and extend aircraft life. The UH-60M and HH-60M are expected to meet utility and MEDEVAC mission requirements through 2025. The UH-60M and HH-60M programs have received Milestone C LRIP approval and expect FRP decision in May FY07. The Army will have procured the first 22 LRIP aircraft by FY06. The FUE for the UH-60M will be in FY08. The accelerated development of new technologies has resulted in an upgrade program for the UH-60M that will include Fly-By-Wire, Common Avionics

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**Appendix 5 (Aviation Extract to Army Modernization Plan) to Annex D (Aviation Transformation) to ACP Change 3**

Architecture System and Full-Authority Digital Engine Control. The Milestone C LRIP decision will be in FY08.

e. (U) CH47 Chinook. The CH-47F is expected to remain the Army's heavy lift helicopter until at least the 2020-25 timeframe. The CH-47F recapitalization program will provide a more reliable, less costly to operate aircraft compatible with joint digital connectivity requirements of the future combat force with an extended life of approximately 20 years. Key modifications integrate a new machined airframe, an upgraded T55-GA-714A engine to restore performance capability, digital avionics, Air Warrior, Common Missile Warning System, emerging GATM requirements, enhanced air transportability, Digital Automatic Flight Control System, and an Extended Range Fuel System II for self-deployment missions. It will also incorporate reliability and maintainability improvements to include airframe tuning for vibration reduction, corrosion protection, digital source collector, and an automated maintenance program with a 400-hour phase interval. The recapitalization program rebuilds and upgrades all CH-47Ds and 61 special operations aviation MH-47s to the CH-47F/MH-47G configuration. In addition to recapitalization, a new build program will add new Chinooks to the inventory starting in FY06. The CH-47F program received FRP approval on 22 Nov 04. Currently on contract for 27 CH-47F aircraft, with first delivery scheduled for Sep 06. Initial fielding is to the 160th SOAR (MH-47G) and the 101st AA Division (CH-47F). FUE is FY07.

f. (U) Fixed Wing. The fixed wing modernization strategy addresses an aging fleet of 297 aircraft of 12 different models by procuring an Aerial Common Sensor, Joint Cargo Aircraft (75 aircraft), and a Future Utility Aircraft. Decisions on the movement, retirement and reorganization of the Fixed Wing fleet will be based on the Fixed Wing O&O Plan. The approved FW O&O Plan addresses TDA to MTOE reorganization; composition of the Fixed Wing fleet; and required capabilities for Fixed Wing aircraft in the Future Force. Given recent agreements with the Air Force on the Joint Cargo Aircraft, and in anticipation of the outcome of the PDM II OSA Study, and the PDM III FCA/LCA Study and the Joint JCA Analysis of Alternatives, the Army plans to retain existing FW Force Structure pending the study outcomes and Army Senior Leader determination of the FW fleet mix. Acquisition of JCA and FUA will be executed in accordance with the Acquisition Decision Memorandums (ADM). Based on the termination of the contract for the Airborne Common Sensor (ACS) aircraft platform, SEMA transformation will be delayed by at least 24-months. Appendix (Fixed Wing Strategy) to be published in future versions of the ACP.

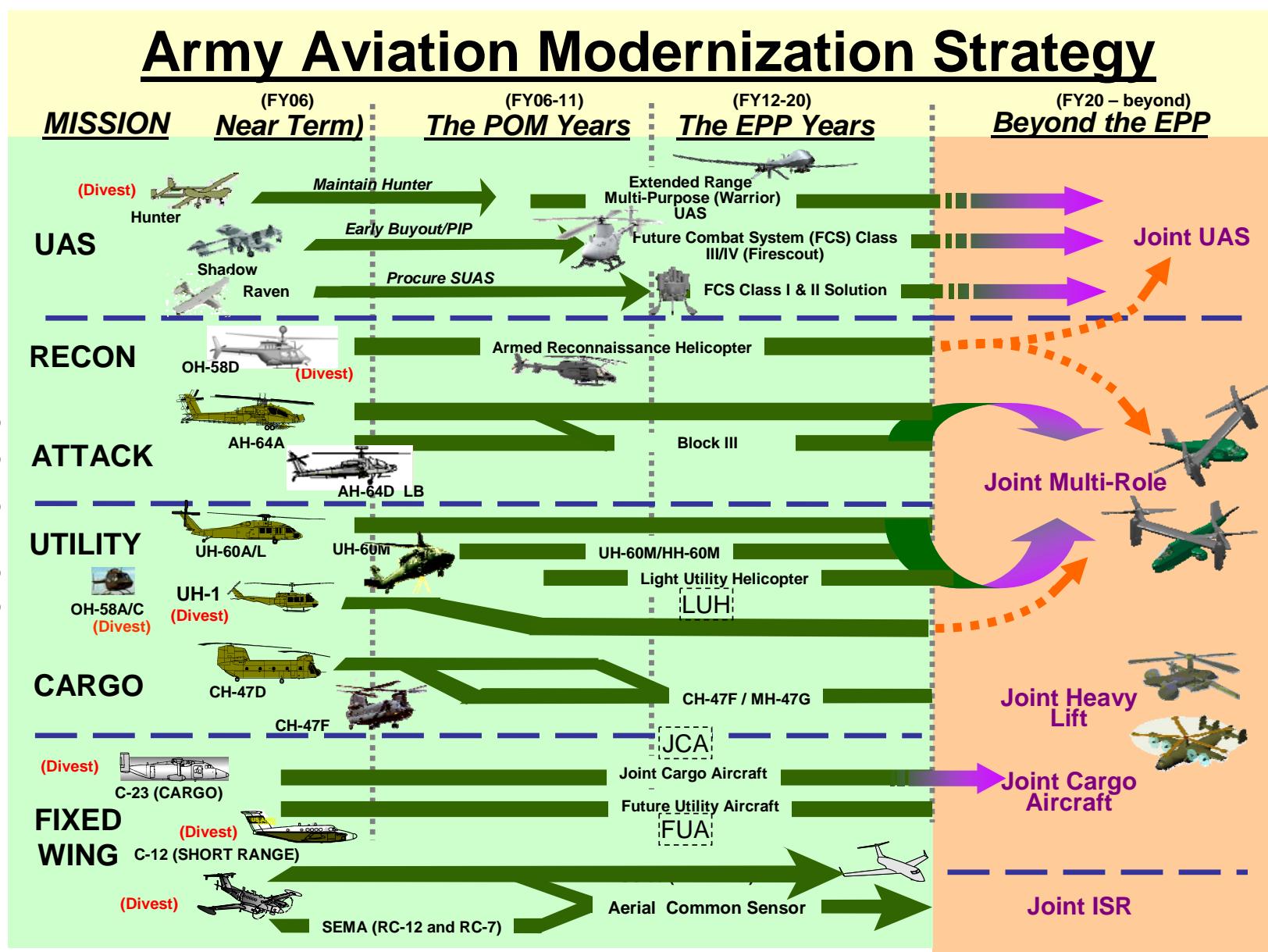
g. (U) Unmanned Aircraft Systems. Appendix 7 (UAS Strategy), Annex D (Aviation Transformation).

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Tab A (Modernization Strategy Chart) to Appendix 5 (Modernization Strategy) to Annex D-Aviation Transformation to Army Campaign Plan, Change 3



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**Appendix 6 (Aircraft Cascade Schedules) to Annex D (Aviation Transformation) to Army Campaign Plan Change 3**

**AH-64D UNIT FIELDING SCHEDULE**  
**(As of 4 May 06)**

Qty	Unit	Location	Start AH-64A Turn-In	Start AH-64D Issue	Arrival Date at Fort Hood (T-120 Date)	100% Equip & Personnel (E-Date)	Collective Training (T-Date)	Graduation (IOC Date)
24	1-1 ATK (4/3 ACS)	Hood	Mar 05		17 Nov 05	16 Jul 06	7 Aug 06	Nov 06
24	1-285 AVN	AZNG	Jul 02	Oct 02	15 May 06	16 Jul 06	11 Sep 06	Dec 06
24	8-229 ATK	USAR (KY)	Feb 07	Jul 07	N/A	16 Jun 08	21 Jul 08	Aug 10
24	ARNG	TBD	Sep 07	Mar 08	N/A	16 Apr 09	18 May 09	Aug 11
24	7-6 CAV	USAR (TX)	Jun 08	Nov 08	N/A	16 Sep 09	19 Oct 09	Aug 12
24	ARNG	TBD	TBD	TBD	N/A	TBD	TBD	TBD
24	ARNG	TBD	TBD	TBD	N/A	TBD	TBD	TBD

**AH-64D REDISTRIBUTION PLAN**  
**(As of 4 May 06)**

FY	E Date	Qty	From	Date	Qty	To
FY06	Mar 06	8	4/3 ACS - Carson (WG2KAA)	Mar 06	8	1-3 AVN - Hunter (WAQLAA)
	Jun-Jul 06	9	21 CAV - Hood (W1HDAA)	Jun-Jul 06	9	1-285 AVN - AZNG (WYDHAA)
	Jul-Sep 06	16	DCMA - Mesa (W1WW15)	Jul-Sep 06	16	USAACW - Rucker (W0U9AA)
FY07	Oct 06	3	USAACW - Rucker (W0U9AA)	Oct 06	3	6-6 CAV - USAREUR (WJB2AA)
	Oct 06	3	USAACW - Rucker (W0U9AA)	Oct 06	3	3-159 AVN - USAREUR (WDU1AA)
	Oct 06	3	USAACW - Rucker (W0U9AA)	Oct 06	3	3-6 CAV - EUSA (WG2WAA)
	Oct 06	6	USAACW - Rucker (W0U9AA)	Oct 06	6	1-2 AVN - EUSA (WHZZAA)
	Jun 07	3	DCMA - Mesa (W1WW15)	Jun 07	3	Attrition Replacement / ORF
	Jul-Sep 07	9	DCMA - Mesa (W1WW15)	Jul-Sep 07	9	1-101 AVN - Campbell (WGG1AA)
	Jul-Sep 07	9	1-101 AVN - Campbell (WGG1AA)	Jul-Sep 07	9	8-229 AVN - KYAR (WYPVAA)
	Sep 07	1	DCMA - Mesa (W1WW15)	Sep 07	1	Attrition Replacement / ORF
FY08	Oct 06-Feb 08	15	DCMA - Mesa (W1WW15)	Oct 06-Feb 08	15	1-101 AVN - Campbell (WGG1AA)
	Oct 06-Feb 08	15	1-101 AVN - Campbell (WGG1AA)	Oct 06-Feb 08	15	8-229 AVN - KYAR (WYPVAA)
	Mar-Sep 08	21	DCMA - Mesa (W1WW15)	Mar-Sep 08	21	3-101 AVN - Campbell (WJKTAA)
	Mar-Sep 08	21	3-101 AVN - Campbell (WJKTAA)	Mar-Sep 08	21	1-151 AVN - SCNG (WYHVAA)
FY09	Oct-Nov 08	3	DCMA - Mesa (W1WW15)	Oct-Nov 08	3	3-101 AVN - Campbell (WJKTAA)
	Oct-Nov 08	3	3-101 AVN - Campbell (WJKTAA)	Oct-Nov 08	3	1-151 AVN - SCNG (WYHVAA)
	Nov 08-Jul 09	24	DCMA - Mesa (W1WW15)	Nov 08-Jul 09	24	3-3 AVN - Hunter (WAX1AA)
	Nov 08-Jul 09	24	3-3 AVN - Hunter (WAX1AA)	Nov 08-Jul 09	24	7-6 CAV - TXAR (WYC9AA)
	Jul-Sep 09	9	DCMA - Mesa (W1WW15)	Jul-Sep 09	9	Attrition Replacement / ORF
FY10	Oct 09-May 10	24	DCMA - Mesa (W1WW15)	Oct 09-May 10	24	Attrition Replacement / ORF

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**Appendix 6 (Aircraft Cascade Schedules)** to Annex D (Aviation Transformation) to Army Campaign Plan Change 3

**OH-58D REDISTRIBUTION PLAN**  
**(As of 4 May 06)**

Action Date	Issue Qty	From	To	Endstate Qty
Jun 05-Mar 06	22	SEP Production Line	4-6 CAV - Lewis (WC12AA)	30
May 06-Oct 06	8	SEP Production Line	7-17 CAV - Campbell ( WAA5AA)	30
Oct 06-Nov 07	21	SEP Production Line	6-17 CAV - Alaska (WFBGAA)	30
Dec 07-Apr 08	7	SEP Production Line	1-6 CAV- Carson (WG2KAA)	30
May 08-Feb 09	13	SEP Production Line	4-278 ACS (1-230 AVN) - TNNG (WV7PAA)	13

**ARH FIELDING SCHEDULE**  
**(As of 4 May 06)**

Qty	Unit	Location	Start OH-58D Turn-In	Start ARH Issue	100% Equip & Personnel (E-Date)	Collective Training (T-Date)	C-1 Date
30	1-17 CAV (WAA5AA)	Bragg	FY07	FY08	FY08	FY08	FY08
50	USAAWC	Rucker	TBD	FY08	N/A	N/A	N/A
30	3-17 CAV (WAAMAA)	Drum	FY09	FY10	FY10	FY10	FY10
30	1-230 AVN (WV7PAA)	TNNG	FY10	FY10	FY10	FY10	FY10
30	6-6 CAV (WJB2AA)	Drum	FY10	FY11	FY11	FY11	FY11
30	7-17 CAV (WAZNAA)	Campbell	FY11	FY11	FY11	FY11	FY11
30	2-17 CAV (WAB0AA)	Campbell	FY11	FY12	FY12	FY12	FY12
30	2-6 CAV (WG2VAA)	Hawaii	FY12	FY12	FY12	FY12	FY12
30	6-17 CAV (WFBGAA)	Alaska	FY12	FY13	FY13	FY13	FY13
30	4-6 ACS (WC12AA)	Lewis	FY13	FY13	FY13	FY13	FY13
30	1-6 CAV (WG2KAA)	Carson	FY13	FY14	FY14	FY14	FY14
30	ARNG	TBD	N/A	FY14	FY14	FY14	FY14
30	ARNG	TBD	N/A	FY15	FY15	FY15	FY15
30	ARNG	TBD	N/A	FY15	FY15	FY15	FY15
30	ARNG	TBD	N/A	FY14	FY14	FY14	FY14

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**Appendix 6 (Aircraft Cascade Schedules) to Annex D (Aviation Transformation) to Army Campaign Plan Change 3**

**LUH FIELDING SCHEDULE \*\***  
**(As of 9 May 06)**

Qty	Unit	Location	Start Acft Turn-In	Start LUH Issue
6	NTC MEDEVAC	Ft Irwin	FY07	FY07
10	NTC GS	Ft Irwin	FY07	FY07
5	JRTC GS	Ft Polk	FY07	FY07
2	TRADOC	Ft Monroe	FY08	FY08
8	USAACW MEDEVAC	Ft Rucker	FY08	FY08
8	JRTC MEDEVAC	Ft Polk	FY08	FY08
3	Yakima MEDEVAC	Ft Lewis	FY07	FY07
3	Installation MEDEVAC	Ft Carson	FY07	FY07
7	NTC GS	Ft Irwin	FY08	FY08
5	JRTC GS	Ft Polk	FY08	FY08
29	ATEC	ATTC	FY08	FY08
4	SMDC	Kwajelan	FY08	FY08
2	21st CAV	Ft Hood	FY08	FY08
2	USMA	West Point	FY08	FY08
10	NTC Observer Controllers	Ft Irwin	FY09	FY09
8	JRTC Observer Controllers	Ft Polk	FY09	FY09
144	ARNG AEB	Varies	FY09	FY09
48	Generating Force	Varies	FY12	FY13
18	ATTs	EAATS	FY13	FY13

\*\* Note: Updated distribution and prioritization TBP upon contract award (T: 4QFY06)

**UH-60M FIELDING SCHEDULE**  
**(As of 4 May 06)**

Qty	Unit	Location	Start Issue	Complete Fielding
30	4ID CAB (to be 1AD)	Hood	FY08	FY08
60	ARSOA	Campbell	FY10	TBD
30	25ID CAB	Hawaii	FY08	TBD
12	25ID CAB (HH)	Hawaii	FY09	
38	82ABN CAB	Bragg	FY09	FY10
12	82ABN CAB (HH)	Bragg	FY10	
38	10ID CAB	Drum	FY10	FY11
12	10ID CAB (HH)	Drum	FY11	
38	101 CAB	Campbell	FY11	FY12
12	101 CAB (HH)	Campbell	FY12	
38	159 CAB	Campbell	FY12	FY13
12	159 CAB (HH)	Campbell	FY12	
50	3ID CAB	Stewart	FY13	FY13
50	11D CAB	Riley	FY14	FY14
50	12 CAB	Germany	FY15	FY15
50	1CAV CAB	Hood	FY16	FY16
8	1AD CAC (was 4ID CAC)	Bliss	FY16	FY16
50	2ID CAB	Korea	FY17	FY17
8	25ID CAB CAC	Hawaii	FY17	FY17
50	42ID CAB ARNG	MD/NY	FY18	FY18
50	36ID CAB ARNG	TX/OK	FY19	FY19
50	34ID CAB ARNG	NV/MT	FY20	FY20
50	38ID CAB ARNG	OH/MI	FY21	FY21
50	40ID CAB ARNG	WA/OR	FY22	FY22
50	35ID CAB ARNG	IA/MI	FY23	FY23
50	28ID CAB ARNG	CT/PA	FY24	FY24
50	29ID CAB ARNG	MS/FL	FY25	FY25
50	ASCC	Varies	FY26	
340	TAB	Varies	FY27	

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**Appendix 6 (Aircraft Cascade Schedules) to Annex D (Aviation Transformation) to Army Campaign Plan Change 3**

**UH-60 REDISTRIBUTION PLAN**  
**(As of 4 May 06)**

Turn-In Date	Issue Qty	FROM	Rec Qty	TO
<b>FY06</b>				
New Build	28	UH-60L, HH-60L, UH-60M		
			10	3-227 ASLT, 1 CAV <b>UH-60L</b> [Apr-Jun]
			1	AATD, SOA Testing, <b>UH-60L</b> [Jul]
			6	3ID CAB, <b>UH-60L</b> [Jun - Aug]
			2	Baseline OT, <b>UH-60M</b> [Aug/Sept]
			9	DD 250'd aircraft (8 L, 1 M)
			1	V Corps <b>UH-60A</b> [88-26083]
			1	4ID CAB <b>UH-60L</b> [98-26827]
			1	10ID CAB <b>UH-60L</b> [90-26273]
Apr / Sep 06	19	A-A RECAP ( <b>UH-60A</b> )		3 Attrition
Apr / Sep 06	11	ARNG ( <b>UH-60A</b> )		12 ARNG
	2	USAAVNC		7 USAAVNC
Apr 06	4	68th MED		13 A-A RECAP
Jul 06	3	571st MED ( <b>UH-60A</b> )		
Sep 06	3	82 MED ( <b>UH-60A</b> )		
Apr 06	30	3-158 ASLT ( <b>UH-60L</b> )		10 ARNG MED
Apr 06	16	5-158 GSAB ( <b>UH-60A</b> )		30 12 CAB
				8 12 CAB
				8 1ID CAB
Apr 06	29	2-1 GSAB and 2-501 GSAB ( <b>UH-60L</b> )		29 1ID CAB
Apr 06	8	1-159 AV ( <b>UH-60L</b> )		8 82ABN CAB (CAC)
Apr/Jun 06	8	82 ABN ( <b>UH-60L</b> )		7 3ID CAB ( <b>OPBAT</b> )
				1 4-6 ACS
Jun 06	7	3ID CAB ( <b>UH-60L</b> )		7 82ABN CAB
May 06	1	CCAD (96-26695)		1 25ID CAB
May 06	6	4-3 ACS ( <b>UH-60L</b> )		10 1CAV CAB (CAC)
Jun 06	4	XVIII Corp ( <b>UH-60L</b> )		
Jun 06	1	UH PM (IVHMS)		1 82ABN CAB
Sept 06	2	B/1-158 AV ( <b>UH-60A</b> )		2 ARNG

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**Appendix 6 (Aircraft Cascade Schedules) to Annex D (Aviation Transformation) to Army Campaign Plan Change 3**

**UH-60 REDISTRIBUTION PLAN (continued)**  
**(As of 4 May 06)**

Turn-In Date	Issue Qty	FROM	Rec Qty	TO
<b>FY07</b>				
New Build	71 UH-60L, HH-60L, UH-60M			
			1	1 ID (UH-60L) [Oct 06]
			1	FL ARNG (UH-60L) [Oct 06]
			1	NY ARNG (UH-60L) [Oct 06]
			1	WI ARNG (UH-60L) [Oct 06]
			1	CA ARNG (UH-60L) [Nov 06]
			1	DE ARNG (UH-60L) [Nov 06]
			1	LA ARNG (UH-60L) [Dec 06]
			1	4-6 RAS (UH-60L) [Dec 06]
			4	XVIII CORP (UH-60L) [Dec 06 / Jan 07]
			8	2 ID (UH-60L) [Feb/Mar 07]
			5	FSXXI (UH-60L)
			3	C Co 2-4 GSAB (HH-60L)
			1	UH PO (HH-60L)
			4	101 BDE (UH-60L)
			3	USAR (UH-60L)
			4	USAR MED (HH-60L)
			23	FSXXI (UH-60M)
			1	CINC Hawk Integration (UH-60M)
			2	UH-60M Upgrade DT
			5	DD 250'd Aircraft (3 UH-60M, 1 UH-60L, 1 HH-60L)
Sep 06 - Sep 07	20 ARNG/Ft. Rucker (UH-60A)		20	A-A RECAP
Sep 06 - Sep 07	20 A-A RECAP (UH-60A)		20	ARNG / Ft. Rucker
Dec 06	3 B 1-158TH (UH-60A)		3	ARNG
Feb / Mar 07	8 2 ID (UH-60A)		8	ARNG
	4 101 BDE (UH-60A)		4	ARNG
Apr 07	3 542 MED (UH-60A)		12	ARNG MED
	6 57 MED (UH-60A)			
	3 C Co 2-4 GSAB (UH-60A)			
Dec 06 - Mar 07	6 57 MED, Alaska (UH-60A)		6	68 MED (C(Med))/1-52 GSAB
Apr 07	14 Ft. Rucker		14	ARNG
<b>FY08</b>				
New Build	47 UH60L, UH-60M, HH-60M			
			1	USAR MED (HH-60L)
			1	UH PO (UH-60L)
			11	FS XXI (UH-60M)
			18	4 ID (FOC) (UH-60M) [Dec-Apr]
			4	25ID CAB (UH-60M) [Aug/Sep]
			6	25ID CAB MED (HH-60M) [Apr-Sep]
			2	SOA (UH-60M)
			4	DD 250'd (3 Ms, 1 HH-Ms)
Sep 05 - Sep 06	20 ARNG (UH-60A)		20	A-A RECAP
Sep 05 - Sep 06	20 A-A RECAP (UH-60A)		20	ARNG
Dec/Jan	12 FSXXI (UH-60M)		12	4 ID CAB
Mar - Aug 08	20 4 ID CAB (UH-60L)		8	10ID CAB
			8	B 1-158
			4	159 CAB
Sep 08	1 CINC Integration (UH-60M)		1	MDW
Jan 08	10 4 ID CAB (UH-60A)		30	Replace older A's
Apr - Jun 08	8 10ID CAB (UH-60A)			
	8 B 1-158 (UH-60A)			
	4 159 CAB (UH-60A)			
	6 25ID CAB MED (UH-60A)		6	ARNG MED
	5 25 ID CAB Loaned (UH-60L)		3	NY ARNG
			1	Alaska ARNG
			1	GA ARNG

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**Appendix 6 (Aircraft Cascade Schedules) to Annex D (Aviation Transformation) to Army Campaign Plan Change 3**

**CH-47F FIELDING SCHEDULE  
(As of 4 May 06)**

Qty	Unit	Location	Start CH-47D Turn-In	Start CH-47F Issue
1	ATTC	Rucker	FY07	FY07
13	101 CAB	Campbell	FY07	FY07
12	159 CAB	Campbell	FY07	FY07
2	USAACWC	Rucker	FY07*	FY07
13	1CAV CAB	Hood	FY08	FY08
12	USAACWC	Rucker	FY08	FY08
12	82ABN CAB	Bragg	FY09	FY09
1	USAACWC	Rucker	FY09	FY09
1	USAALS	Eustis	FY09	FY09
12	12 CAB	Germany	FY09	FY09
13	USAACAK	Alaska	FY10	FY10
13	3ID CAB	Hunter	FY10	FY10
1	USAALS	Eustis	FY10	FY10
12	10MTN CAB	Drum	FY11	FY11
13	25ID CAB	Hawaii	FY11	FY11
3	USAACWC	Rucker	FY11	FY11
13	2ID CAB	Korea	FY12	FY12
13	1ID CAB	Riley	FY12	FY12
13	1AD CAB	Bliss	FY12	FY12
1	USAACWC	Rucker	FY12	FY12
1	ATTC	Rucker	FY12	FY12
5	1-228 GSAB	Honduras	FY13	FY13
1	USAACWC	Rucker	FY13	FY13
2	USAALS	Eustis	FY13	FY13
12	1-171 GSAB ARNG	HI	FY13	FY13
3	EAATS ARNG	PA	FY13	FY13
12	1-169 GSAB ARNG	AL/GA	FY13	FY13
5	USAACWC	Rucker	FY14	FY14
12	42 CAB ARNG	MD/NY	FY14	FY14
12	36 CAB ARNG	TX/OK	FY14	FY14
12	40 CAB ARNG	WA/OR	FY15	FY15
12	1-126 GSAB ARNG	CA NG	FY15	FY15
2	USAACWC	Rucker	FY15	FY15
3	USAALS	Eustis	FY15	FY15
12	5-159 GSAB USAR	Lewis	FY15	FY15
3	USAACWC	Rucker	FY16	FY16
2	USAALS	Eustis	FY16	FY16
12	38 CAB ARNG	OH/MI	FY16	FY16
12	7-158 GSAB USAR	KS/CO	FY16	FY16
12	1-214 GSAB USAR	Eustis	FY16	FY16
4	USAACWC	Rucker	FY17	FY17
1	ATTC	Rucker	FY17	FY17
12	29 CAB ARNG	MS/FL	FY17	FY17
12	2-238 GSAB ARNG	IL/SC	FY17	FY17
12	2-135 GSAB ARNG	NE/CO	FY17	FY17
2	USAACWC	Rucker	FY18	FY18
1	ATTC	Rucker	FY18	FY18
12	34 CAB ARNG	NV/MT	FY18	FY18
12	35 CAB ARNG	IA/MI	FY18	FY18
12	28 CAB ARNG	CT/PA	FY18	FY18

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**Appendix 6 (Aircraft Cascade Schedules)** to Annex D (Aviation Transformation) to  
Army Campaign Plan Change 3

**CH-47G FIELDING SCHEDULE (ARSOA): FY 04-10**

**UH-1 RETIREMENT SCHEDULE**  
(As of 4 May 06)

Command	Qty	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14
FORSCOM										
FT DRUM MED	6			6						
FT POLK MED	7					6	1			
JRTC	5			5						
NTC	7					7				
APG	1							1		
21 CAV	2				2					
TRADOC						6				
Flat Iron	6									
ARNG										
GF	105	25	8	30	42					
USAREUR	10				10					
AMC	10							10		
ATEC	19			2				2	15	
USMA	2					2				
KWAJALEIN	4						4			
FLEET TOTAL	184	159	151	108	54	33	28	15	0	0

**OH-58 A/C RETIREMENT SCHEDULE**  
(As of 10 May 06)

Command	Qty	FY06*	FY07	FY08	FY09	FY10	FY11	FY12	FY13
FORSCOM									
JRTC	8				8				
NTC	10				10				
TRADOC									
USAACWC	97	68	29						
ARNG	278	80	32	24	24	24	24	24	46
AFDD	1	1							
AMC	3			3					
ATEC	3	3							
FLEET TOTAL	400	248	187	160	118	94	70	46	0

\*USAACWC COMPLETED FY06: 8

ARNG COMPLETED FY06: 2

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**Appendix 7 (Unmanned Aircraft Systems (UAS) Strategy) to Annex D (Aviation Transformation) to ACP Change 3**

1. (U) Strategy. UAS implementation strategy is to bridge the gap between current and future UAS requirements, set the conditions for prioritized funding, procurement, distribution, utilization/operation, life-cycle support, and force structure for the Modular Army Forces and Future Combat Force maneuver and support Brigade Combat Teams (BCT) while ensuring a synchronized approach to training. Aviation UAS include small systems organic to parent Army organizations such as Infantry/Armor Companies and Battalions and UAS units designed around larger systems that are organic or assigned to parent organizations, such as the Shadow TUAS organic to the Infantry/Heavy/Stryker Brigades, the Warrior UAS organic to the CAB, and the Hunter UAS organic to Theater Intelligence Brigades.

2. (U) Current Systems.

a. (U) Hunter (RQ-5A/B). Short Range, multi-mission (EO/IR, laser designator, Viper Strike munition). UAS to meet division and corps requirements. Although full rate production was canceled in 1996, seven low rate initial production (LRIP) systems of eight air vehicles (AV) each were acquired.

b. (U) Shadow Tactical Unmanned Aircraft System (TUAS). Level 4 interoperable, Modular Mission Payloads supports legacy force brigades, and Armored Cavalry Regiments (ACR) as well as Modular Army Forces Armored, Infantry, Stryker, and Division level Fires and RSTA Brigades. DOD UAS program of record. Future capabilities (FY07) include laser designation (LD) and tactical common data link (TCDL).

c. (U) Raven A/B Man-portable Unmanned Aircraft System (UAS) DoD Program of Record. Back-packable, day/night, limited adverse weather, remotely-operated multi-sensor system in support of combat battalions and selected combat support units. Capable of being programmed, launched, flown, retrieved, and maintained by MOS non-specific personnel.

3. (U) New Acquisitions.

a. (U) Warrior UAS (formerly “Extended Range Multi-Purpose (ERMP)”). Warrior UAS, organic to the Combat Aviation Brigade (CAB) supports divisions with Level 4 interoperable, Modular Mission Payloads and ammunitions (Hellfire, Stinger, Advanced Precision Kill Weapon System (APKWS), and Viper Strike). UAS Training center is Fort Huachuca, AZ. First Unit Equipped (FUE) is FY 09. Current procurement and fielding supports Warrior companies. Battalion capability to be determined. 11 Warrior systems of 12 air vehicles per system (132 air vehicles) will complete fielding by FY 15.

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**Appendix 7 (Unmanned Aircraft Systems (UAS) Strategy) to Annex D (Aviation Transformation) to ACP Change 3**

b. (U) Small Unmanned Aircraft Systems (SUAV). Small UAS supports small unit leaders with hand-launched, non-specific MOS operated, day/night imagery, and laser illuminator.

4. (U) Future Systems. Future Combat Systems (FCS) equipped units have organic UAS at platoon (Class I, Raven-like), company (Class II (w/ laser-designator), battalion (Class III), and Brigade Combat Teams (Class IV, Fire-Scout).

5. (U) UAS Way-Ahead.

(a) (U) Develop bill-payer strategy for Aviation force structure growth.

(b) (U) Tab A (Unmanned Aircraft Systems (UAS) Modernization)

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# Army UAVS Current /Modular/Future Force

	NOW	2015-2025
	MODULAR FORCE	FUTURE FORCE
PLATOON	Raven B Small UAV (SUAV)	Class I Future Combat System (FCS) SUAV
COMPANY	Raven B Small UAV (SUAV)	Class II (FCS)
BATTALION	Raven B Small UAV (SUAV)	Class III (FCS)
BRIGADE	SHADOW Product Improvement Program (PIP)	FIRE SCOUT (FCS) SHADOW PIP
DIVISION	HUNTER → Warrior (ER/MP) Extended Range, Multipurpose UAS (ER/MP)	Warrior (ER/MP)

TAB A (UAS Modernization) to Appendix 7 (Unmanned Aircraft System Strategy) to  
 Annex D (Aviation Transformation) to ACCP Change 3  
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**Appendix 8 (Training Aids, Devices, Simulations and Simulators [TADSS] Strategy) to Annex D-Aviation Transformation to Army Campaign Plan, Change 3**

1. (U) Situation:

- a. (U) Enemy Forces: Per Annex D.
- b. (U) Friendly Forces: Per Annex D.

2. (U) Mission: Provide directives and guidance on requirements, procurement, stationing, sustainment, life cycle and training management for Aviation Training Aids, Devices, Simulators and Simulations (TADSS) to meet overarching Army Campaign Plan and Army Aviation Transformation Plan objectives.

3. (U) Execution:

a. (U) Concept of the Operation:

(1) (U) The intent of the Aviation TADSS Transformation strategy is to bridge the gap between current and future Aviation TADSS, set the conditions for prioritized funding, procurement, distribution, utilization/operation and life-cycle support of TADSS for the future force Combat Aviation Brigades while ensuring a synchronized approach to training the Aviation force. Training devices will be developed to support operator, maintainer and collective unit training requirements to include institutional training environment requirements. Aviation Transformation core training support requirements will ensure prioritization of training resources and appropriate allocation of those resources to meet Live, Virtual and Constructive (LVC) training needs.

(2) (U) Future Aviation forces, to include Air Traffic Services (ATS) and Unmanned Aerial Systems (UAS) units, will require up-to-date, compatible, transportable, and, in some cases, deployable simulation devices (both individual and collective). These devices must be made available to both Active and Reserve component units with a priority given to units deploying, or preparing to deploy, in support of contingency or wartime operations. Each type of aircraft fielded will have a compatible simulation device or devices which support not only individual/aircrew training on hard to replicate skills (e.g. emergency procedures, threat defensive maneuvers, instrument flight, environmental conditions) but also collective training for pre-deployment, mission rehearsal and sustainment of unit combat skills. Additionally, future aviation forces will require advanced instrumentation and threat simulations to support live training events and After Action Reviews (AARs). Air Traffic Services (ATS) units require embedded and stand-alone Air Traffic Control (ATC) Tactical Airspace Integration System (TAIS), radar and tower simulators at the unit level for individual training and at the Warfighting Simulation Center for collective training. Institutional ATC simulators are required to remain concurrent with the new generation of ATC equipment. UAS and ATS simulation, as with all aviation simulation, should be

**Appendix 8 (Training Aids, Devices, Simulations and Simulators [TADSS] Strategy) to Annex D-Aviation Transformation to Army Campaign Plan, Change 3**

assigned, built and integrated with other aviation simulation capability with priority initially to AVCATT.

(3) (U) Current, transformational and future force Aviation TADSS fielding will continue to be characterized by either dedicated support to units or regional support to specified units depending on density/utilization requirements and TADSS procurement objectives. Operator TADSS which cannot be utilized efficiently by a single unit or consolidated under a Combat Aviation Brigade TADSS allocation will be designated for regional support to maximize utilization. Priority for utilization will be determined annually during the Army Force Generation (ARFORGEN) Training Synchronization Conference.

(4) (U) Maintenance training, in support of Military Operational Skills (MOS) producing courses of instruction, will also require up-to-date and compatible training aids and devices. These devices must be made available to support both Active and Reserve component training. It is vital that these devices, like their operator/aircrew counterpart devices, remain concurrent with the aircraft they support.

(5) (U) Responsibilities for decisions related to procurement, funding, distribution/redistribution, utilization and disposal (TADSS life cycle management) are discussed below.

b. (U) Tasks

(1) (U) Tasks to Army Commands:

(a) (U) CG, U.S. Army Forces Command (FORSCOM):

1. (U) Responsible for coordinating, reporting and scheduling TADSS for all Active and Reserve Component unit training requirements within CONUS IAW FORSCOM Regulation 350-1, Annex H and the annual ARFORGEN Training and Synchronization Conference. Coordinate with PACOM and SOUTHCOM to facilitate training requirements for their units that are not co-located with training devices. Coordinate with National Guard Bureau and United States Army Reserve Command on their TADSS requirements and ensure device and operator funding has been planned in advance based on known or projected requirements.

2. (U) FORSCOM is responsible for producing the CONUS Regional Support Plan (Annex H to FORSCOM Reg. 350-1) ICW TRADOC, NGB, IMA/ACSIM and other affected commands. This document will be updated every two years, not later than the start of the fiscal year, beginning in FY05.

**Appendix 8 (Training Aids, Devices, Simulations and Simulators [TADSS] Strategy) to Annex D-Aviation Transformation to Army Campaign Plan, Change 3**

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

1. (U) Responsible for coordinating the documentation of new Aviation TADSS distribution and stationing plans with DA G-3 (Director of Army Aviation), Army Commands and PEOs, as emerging requirements are identified.

2. (U) Coordinate TRADOC TADSS redistribution with other Army Commands and Director of Army Aviation, including redistribution of displaced assets due to FSXXI. Support regional training requirements relative to FC Reg 350-1, Annex H, that must be supported by devices residing at FT Rucker.

3. (U) Develop holistic Future Aviation Simulation Strategy for all aviation systems that standardizes training device capabilities within L-V-C environment, emphasizes interoperability, deployability, air-ground integration, commonality and a fiscally viable sustainment plan. Planned systems must provide the fidelity to support not only ATM minimums, but also a realistic, demanding training environment that supports gunnery, environmental training and unit pre/post-deployment training requirements.

(c) (U) CG, Aviation and Missile Command (AMCOM), Aviation Life Cycle Management Command (LCMC) and PEO Aviation:

1. (U) Synchronize the efforts of Aviation Program Managers for fielding of system and non-system TADSS. This includes ensuring Aviation, ATS and UAS individual, aircrew and collective training needs are being fully met by newly fielded systems and remain relevant with proper concurrency upgrades ICW aviation modernization and recapitalization programs.

2. (U) Ensure funding, development, procurement and fielding (total Life Cycle Management) of TADSS to meet Aviation individual, aircrew and collective LVC training requirements for all Army rotary and fixed wing, manned and unmanned aircraft IAW Director of Army Aviation priorities.

3. (U) Plan, fund, procure and field TADSS upgrades, and develop obsolescence solutions to ensure fielded TADSS remain concurrent with aircraft upgrades. Coordinate with Program Executive Office – Simulations, Training and Instrumentation (PEO-STRI) for application of necessary upgrades to TADSS under their management in addition to coordinating upgrade schedules with affected Army Commands to ensure minimum impact to training during the upgrade process.

**Appendix 8 (Training Aids, Devices, Simulations and Simulators [TADSS] Strategy) to Annex D-Aviation Transformation to Army Campaign Plan, Change 3**

(d) (U) Program Executive Office, Simulation, Training and Instrumentation (PEO-STRI) shall do the following:

1. (U) Ensure Life Cycle Support of all PEO-STRI managed Aviation, ATS and UAS related (mission and customer) TADSS in support of Army Aviation priorities, as directed by Director of Army Aviation.

2. (U) Responsible for all TADSS maintenance, transfer of devices between Army Commands, and disposal of all fielded Aviation TADSS IAW directives from Director of Army Aviation/DA G-3.

(2) (U) Tasks to HQDA Staff:

(a) (U) Deputy Chief of Staff, G-3:

1. (U) DAMO-AV is responsible for validating requirements and maintaining oversight of sustainment, concurrency, obsolescence, and allocation of existing and future Aviation TADSS to meet Army Aviation, ATS and UAS training needs. This includes prioritizing available training devices between Army Commands, Numbered Armies and Components, synchronizing and coordinating development of funding issues for training devices, coordinating the restationing of OCONUS TADSS devices and synchronization of funding requirements for Life Cycle Management of TADSS, as reported and validated by Army Commands, to meet Aviation Transformation requirements.

2. (U) Review Aviation TRADOC System Managers (TSMs) and PM ATC plans for, support and execution of Aviation TADSS priorities.

3. (U) Synchronize MCA and local construction requirements with IMA, Army Commands and NGB to meet fielding, transfer and disposal of TADSS.

(c) (U) Assistant Chief of Staff for Installation Management (ACSIM)

1. (U) Responsible for planning coordination and execution of all MCA and local construction to meet TADSS fielding, maintenance support, and transfer requirements as validated by Army Commands and funded by DA.

2. (U) Ensure proper execution of DA G-3/G-8 funding directives in support of Aviation TADSS requirements for TADSS fielded to installations.

**Appendix 8 (Training Aids, Devices, Simulations and Simulators [TADSS] Strategy) to Annex D-Aviation Transformation to Army Campaign Plan, Change 3**

3. (U) Responsible for funding execution of all installation-specific support requirements for operation of TADSS devices (e.g. basic utilities, security, instructor/operators, etc.) to include maintenance of facilities housing TADSS devices.

4. (U) Coordinate with PEOSTRI and the Army Commands, to resolve issues related to sustainment and operation of TADSS facilities.

(e) (U) Director, Army National Guard

1. (U) Coordinate through DAMO-AV with FORSCOM, TRADOC and PEO-STRI, as applicable, for Army National Guard Aviation, ATS and UAS TADSS training requirements, including revised regional training support needs or unit location changes that impact current TADSS distribution/fielding plans and instructor/operator requirements.

2. (U) Responsible for planning, funding and executing all MCA and local construction projects on State-owned installations/facilities to meet TADSS fielding and transfer requirements IAW Army Aviation Transformation and/or directed by Director of Army Aviation. Coordinate actions and requirements with Aviation PMs and PEO-STRI.

3. (U) Responsible for supporting implementation and resourcing ARNG requirements related to FORSCOM Regulation 350-1, Annex H for both crew and collective training devices within the regions specified.

(f) (U) Chief, Army Reserve

1. (U) Responsible for coordinating with FORSCOM for all TADSS training requirements, including regional training support changes or unit location changes that impact current TADSS distribution/fielding plans.

2. (U) Responsible for supporting implementation and resourcing USAR requirements related to FORSCOM Regulation 350-1, Annex H for both crew and collective training devices within the regions specified.

c. (U) Army Commands Coordinating Instructions.

(1) (U) Responsible for scheduling, reporting utilization and allocating TADSS within respective MACOM area of responsibility. This includes coordinating funding for facilities, transfers and retirements of simulation devices, and program development for operations and sustainment costs with DAMO-TR WCLS Manager.

**Appendix 8 (Training Aids, Devices, Simulations and Simulators [TADSS] Strategy) to Annex D-Aviation Transformation to Army Campaign Plan, Change 3**

(2) (U) Develop Command simulator regionalization programs to ensure all supported components are being properly supported. NGB regionalization will be approved by DAMO-A and provided to FORSCOM for integration into FORSCOM Reg 350-1, Annex H.

(3) (U) Submit requirements for instructor/operators to DAMO-AV to fully support Command regionalization program execution.

(4) (U) Coordinate simulator retirements/disposals with DAMO-AV for potential cross-leveling between Army Commands to meet simulation requirements of all components.

4. (U) Service Support: N/A

5. (U) Command and Signal: Director of Army Aviation is overall responsible for approval of all TADSS planning and execution.

Encls

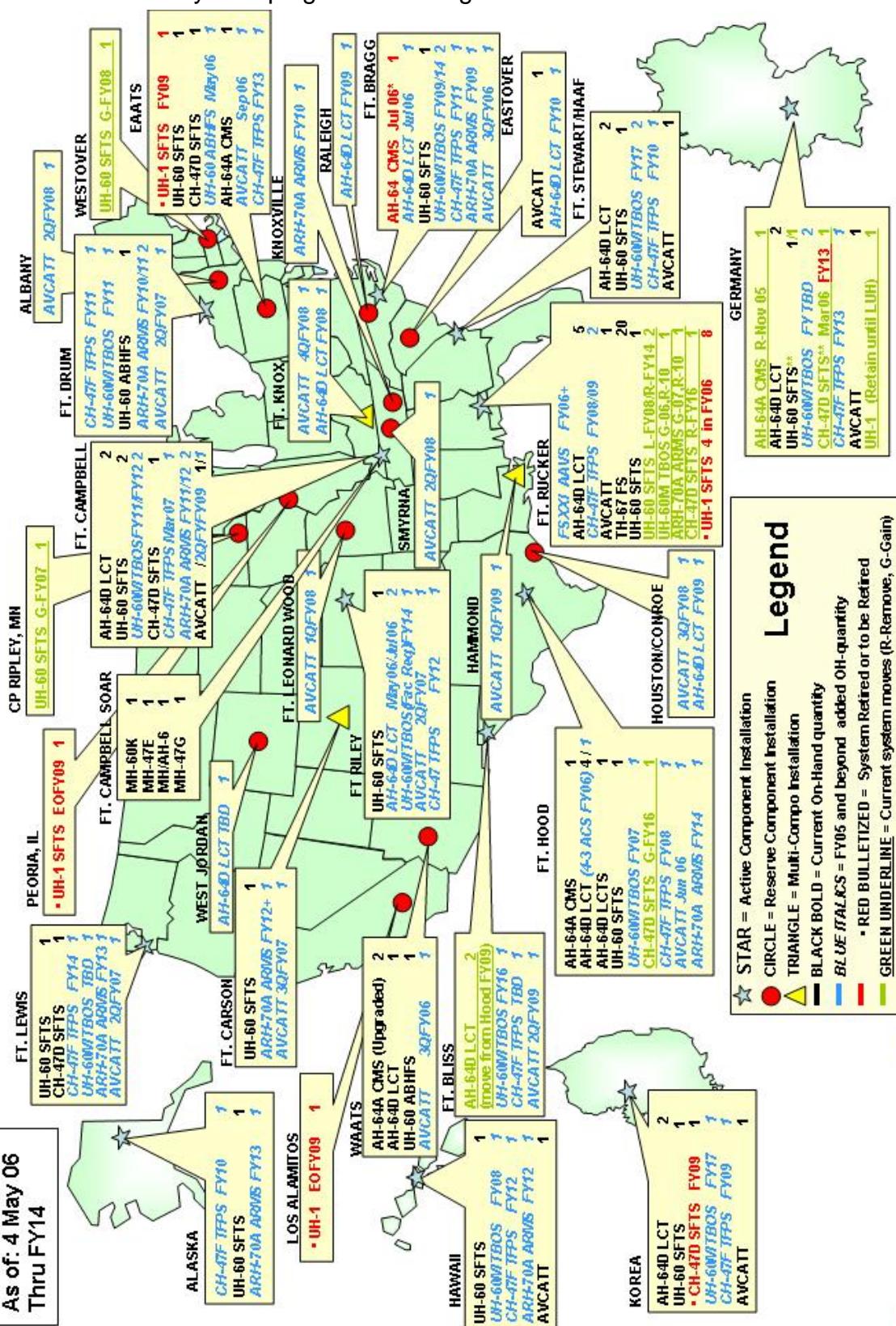
Tab A – Flight Simulator Distribution

Tab B – Aviation TADSS Relocation and Retirement Plan

Tab C – AVCATT Distribution Plan

# Flight Simulator Distribution in Support of the Aviation Warfighter

**As of: 4 May 06  
Thru FY14**



## Legend

- ★ STAR = Active Component Installation
- CIRCLE = Reserve Component Installation
- ▲ TRIANGLE = Multi-Compo Installation
- BLACK BOLD = Current On-Hand quantity
- BLUE ITALICS = FY06 and beyond added OH-quantity
- RED BULLETIZED = System Retired or to be Retired
- GREEN UNDERLINE = Current system moves (R-Retire, G-Gain)

\* Dependent on Hanau move: <sup>\*\*\*</sup> From Mannheim/Hanau to Triesheim

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**Tab B (TADDS Relocation and Retirement Plan) to Appendix 8 (TADSS Strategy) to Annex D (Aviation Transformation) to ACP Change 3**

	Current Location	Disposition/Date	New Location	Comments
UH-1 SFTS (1)	Camp Ripley, MN	Retire/Jan 05	N/A	Completed
UH-1 SFTS (1)	Ft. Riley, KS	Retire/Jan 05	N/A	Completed
UH-1 SFTS (1)	Westover, MA	Retire/Jan 05	N/A	Completed
UH-1 SFTS (4)	Ft. Rucker, AL	Retire/Sep 06	N/A	
UH-1 SFTS (1)	Peoria, IL	Retire/Sep 09	N/A	
UH-1 SFTS (1)	Ft. Indiantown Gap (EAATS)	Retire/Sep 09	N/A	
UH-1 SFTS (1)	Los Alamitos, CA	Retire/Sep 09	N/A	
AH-64A CMS (1)	Ft. Campbell, KY	Retire/Jan 05	N/A	Completed
AH-64A CMS (1)	Ft. Rucker, AL	Relocate/Sep 05	Marana, AZ (WAATS)	Completed
AH-64A CMS (1)	Ft. Hood, TX	Retire/Jun 05	N/A	Completed
AH-64A CMS (1)	Illesheim, GE	Retire/Jun 05	N/A	Completed
AH-64A CMS (1)	Hanau, GE	Relocate/Nov 05	EAATS/Jul 06	Completed
AH-64D LCT (1)	Ft. Campbell, KY	Relocate/Sep 06	Ft. Riley, KS	
AH-64D LCT (2)	Ft. Hood, TX	Relocate/FY08	Ft. Bliss, TX	
CH-47D SFTS (1)	Mannheim, GE	Relocate/Mar 06	Illesheim, GE	
CH-47D SFTS (1)	Korea	Retire/FY09	N/A	
CH-47D SFTS (1)	Illesheim, GE	Retire/FY13	N/A	
CH-47D SFTS (1)	Ft. Rucker, AL	Relocate/FY16	Ft Hood, TX	
UH-60 SFTS (1)	Ft. Rucker, AL	Relocate/Sep 08	Westover, MA	
UH-60 SFTS (1)	Ft. Rucker, AL	Disp TBD/FY14	TBD	
UH-60 SFTS (1)	Germany	Relocate/FY08	Camp Ripley, MN	

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**Tab C (AVCATT Distribution Plan)** to Appendix 8 (TADSS) to Annex D (Aviation Transformation) to ACP Change 3

Dvc #	Location	Delivery Date	Dvc #	Location	Delivery Date
1	FT Rucker	Fielded	13	FT Drum	2QTR07
2	FT Campbell	Fielded	14	FT Lewis	2QTR07
3	Eastover, SC*	Fielded	15	FT Carson	3QTR07
4	Giebelstadt, GE	Fielded	16	FT Leonardwood	1QTR08
5	CP Humphries	Fielded	17	Smyrna, TN	2QTR08
6	FT Stewart	Fielded	18	Albany, NY	2QTR08
7	WAATS	Fielded	19	Houston, TX	3QTR08
8	Wheeler AB, HI	Fielded	20	FT Knox	4QTR08
9	FT Bragg	3QTR06	21	Hammond, LA	1QTR09
10	FT Hood	3QTR06	22	FT Bliss	2QTR09
11	EAATS*	4QTR06	23	FT Campbell	2QTR09
12	FT Riley	1QTR07			

BLACK = FIELDED DEVICES  
RED = REMAIN TO BE FIELDED

RC Suite, Regional Support

AC Suite

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**Appendix 9 (Airfield/Heliport Operations and ATS Strategy) to Annex D (Aviation Transformation) to ACP Change 3**

1. (U) Purpose. Provides airfield/heliport (AAF/AHP) support operations and Air Traffic Services (ATS) support to the Army's mission.
2. (U) Strategy. The intent of this appendix is to provide safe, efficient and effective airfield / heliport infrastructures and ATS in support of joint objectives and the Army's mission. Additionally, it establishes conditions for prioritized funding, staffing, sustainment, renovation and modernization (SRM) projects, procurement / acquisition, distribution, utilization/operation and life cycle support of all aspects at AAF/AHPs. This appendix is intended to bridge the gap between current and future AAF/AHP operations and ATS unit structures.

a. (U) Concept of the Operation.

(1) (U) ATS Mission Sets: ATS operations support a wide range of users and a variety of missions at ARMY COMMANDS, installations and tactical units throughout the Army. Installation / garrison's AAF/AHPs internal requirements include, but are not limited to, Civil Reserve Aircraft Fleet (CRAF) and joint-use operations, power projection, power support and administrative support operations. Transformed General Support Aviation Battalion (GSAB) ATS Companies and Theater level Airfield Operations Detachments (AOD) will support simultaneous, distributed and continuous, joint, interagency and multinational (JIM) combined arms air-ground day and night missions.

(2) (U) Installation Management Agency

(a) (U) Standard Levels of Service. Organizations (NGB, ATEC, IMA, USAR, etc.) currently responsible for AAF/AHP operations will coordinate efforts to ensure each AAF/AHP provides a standard level of service to tenants and transient aircraft or units.

(b) (U) Standard Airfield Management Organization. A standard baseline organization for airfield management and ATS will be created by IMA, and coordinated with the NGB, to provide the standard levels of service. All agencies responsible for airfield management will be required to coordinate on the proposal to identify and coordinate necessary resources. Approval of the developed structure remains with the ARSTAF, DCS G3/5/7. IMA will ensure the organizational structure at the HQ and each Region HQ has sufficient personnel resources to manage AAF/AHPs.

(c) (U) The standard airfield management organization will be established to provide equitable levels of service at all AAF/AHP. Following approval of the standard baseline organization, IMA and ARMY COMMANDs that retain responsibility for AAF/AHP, will develop a modified organization to account for differences in requirements at each AAF/AHP.

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**Appendix 9 (Airfield/Heliport Operations and ATS Strategy) to Annex D (Aviation Transformation) to ACP Change 3**

(d) (U) IMA and NGB will ensure the organizational structure at the respective HQ and each Region, as applicable, has sufficient personnel resources to manage AAF/AHPs.

(e) (U) Within U.S. Army Europe and 8<sup>th</sup> U.S. Army command and support relationships will be established in order to support combatant commander daily requirements. Establishing clear command and support relationship will enhance the support provided in airfield operations and ATS at mission airfields. Airfield Operations Detachments assigned to U.S. Army Europe and 8<sup>th</sup> U.S. Army shall be operationally controlled (OPCON) by the ARMY COMMAND.

(3) (U) Tactical Air Traffic Operations: To meet Army modularity initiatives, ATS units will be formed at CABs and TACs throughout the active and RC force structure. Under transformation, the current force divisional ATS Companies will be reorganized as ATS companies assigned to the GSAB. At every echelon, A2C2 elements will transfer to A2C2 staff elements within designated Division, Corps and Theater level structures.

(a) (U) Transformed CAB ATS units will have the following characteristics:

1 (U) Modular organizational design is tailored based on METT-TC.

2 (U) Provide terminal operations (tower, radar, airspace information) upon arrival in area of operations.

3 (U) Interoperable ATS to Joint, interagency and multinational forces).

4 (U) Capable of integrating with joint assets and conducting ATS operations across the full spectrum of war and/or homeland security.

(b) (U) Transformed Theater level Airfield and Air Traffic elements will form two Theater Airfield Operation Groups (TAOGs) with five subordinate Airfield Operations Detachments (AODs) each. The two TAOGs will be formed within the Army and Army National Guard (ARNG). AODs are designed to support airfield and heliport operations at the theater level. The AOD satisfies mission airfield responsibilities at a designated location identified by the ARMY COMMAND. The two forward deployed AODs remain under the operational control of USAREUR and 8<sup>th</sup> USA for daily Combatant Commanders requirements. A MOA between 8<sup>th</sup> Army and IMA shall be prepared to delineate responsibilities and Command relationships of the AOD at the RSOI airfield. IMA provides support for designated airfield and air traffic operational locations

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**Appendix 9 (Airfield/Heliport Operations and ATS Strategy) to Annex D (Aviation Transformation) to ACP Change 3**

throughout the theater. Transformed Theater level units will be organized with the following characteristics:

1 (U) Modular organizational design is tailored based on METT-TC.

2 (U) Provide terminal operations and airfield management (tower, radar, airspace information, base operations) upon arrival in area of operations.

3 (U) Aligned and located with the Theater Aviation Command or theater level headquarters.

4 (U) Serve as the Senior Airspace and Air Traffic Management (TAOG Commander) technical and tactical advisor to combatant commander

5 (U) Capable of simultaneous installation, operation, and maintenance of 5 air traffic terminal airfield/heliports per TAOG.

6 (U) Exercise responsibilities for the oversight of theater Airfields as designated.

7 (U) Responsible for the integration of joint assets and conducting ATS operations across the full spectrum of war and/or homeland security.

(4) (U) Transformation Timelines: (Refer to TAB A of this annex)

b. (U) Tasks.

(1) (U) Major Commands.

(a) (U) CG, U.S. Army Europe (USAREUR) - Identify and coordinate all Theater level AAF/AHP and ATS mission requirements in Europe. Transfer designated AAF/AHPs to IMA-Europe with no disruption in current AAF/AHP capabilities or tactical training base.

(b) (U) CG, U.S. Army Forces Command (FORSCOM). (VIA Air Traffic Services Command)

1 (U) Support and assist TRADOC to develop administrative and operational policies, procedures and standards for ATC facilities and services.

2 (U) Implement regulatory guidance IAW AR 95-2.

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**Appendix 9 (Airfield/Heliport Operations and ATS Strategy) to Annex D (Aviation Transformation) to ACP Change 3**

3 (U) Publish the FORSCOM Aviation Transformation Execution Order IAW Annex D and this Appendix in coordination with HQDA.

4 (U) Identify specific FORSCOM units receiving cascaded ATS equipment NLT 75 days before movement.

5 (U) Transform current FORSCOM Divisional support ATS companies into the ATS Company for the General Support Aviation Battalion in the Combat Aviation Brigades (CAB) and Division A2C2 structure IAW current transformation timeline.

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

1 (U) Determine requirements for a program of instruction to train AAF/AHP commanders and managers.

2 (U) Update Doctrine and Tactics, Techniques, and Procedures (TTP) to support new force design within one year of FDU approval.

3 (U) Develop an equipment transfer plan in coordination with G-3, G-4, G-8 and PM-ATC and publish within one year of FDU approval.

4 (U) Develop Career Development strategy and training program for MOS 150A, Air Traffic Warrant Officer requirements.

5 (U) Assist the CAC in the development of the A2C2 Way Ahead Plan.

6 (U) Conduct a comprehensive DOTML-PF review of airfield and air traffic operations annually and include in the Functional Area Analysis.

(d) (U) CG, Eighth U.S. Army, Korea - Identify and coordinate all AAF/AHP and ATS mission requirements in Korea. Transfer all resources (personnel, funding and equipment) supporting designated AAF/AHPs to IMA-KORO with no disruption in current AAF/AHP capabilities or tactical training base.

(2) (U) HQDA

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

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**Appendix 9 (Airfield/Heliport Operations and ATS Strategy) to Annex D (Aviation Transformation) to ACP Change 3**

1 (U) Accelerate acquisition process for new ATS programs in order to meet the Acquisition Decision Memorandum (ADM) timeline.

2 (U) Approve Acquisition Program Baselines (APBs), schedule required Overarching Integrated Product Team (OIPTs), and Army System Acquisition Review Councils (ASARCs).

(b) (U) PEO Aviation

1 (U) Coordinate Integrated Logistics Support (ILS) maintenance and supply supportability plans with Army G-4.

2 (U) On an annual basis, to coincide with the budget process, provide an over-arching Aviation Investment Strategy that reflects the AIPL and Department funding guidance and decisions. This document will be provided in draft form NLT January each year with a final product NLT June each year. Identify and coordinate with other PEO's any cross-PEO requirements.

3 (U) Coordinate with the Army G-8 to establish and schedule Integrated Process Teams (IPTs) for the fielding of new units as required.

4 (U) Execute Total Package Fielding (TPF) for ATS equipment going to new units, as required.

5 (U) Develop an equipment transfer plan in coordination with G-3, G-4, and TRADOC.

(c) (U) Deputy Chief of Staff, G-1. Once the standard AAF/AHP organization and TOE's are approved:

1 (U) Continue resourcing personnel requirements IAW approved TDAs to ensure AAF/AHPs remain capable of providing the base line services to tenant and transient units. Program funding requirements in the appropriate PEG and identify unfunded requirements to the Director of Army Aviation.

2 (U) ICW TRADOC and G-3 AV, develop the career path for the MOS 150A, Air Traffic Warrant Officer and integrate it into the Life Cycle manning process.

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

1. (U) Via Aviation Directorate (DAMO-AV)

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**Appendix 9 (Airfield/Heliport Operations and ATS Strategy) to Annex D (Aviation Transformation) to ACP Change 3**

a. (U) Provide oversight and synchronization of the execution of the AAF/AHP and ATS transformation plans IAW this annex.

b. (U) ICW DAMO-OD, evaluate and adjust, with ARMY COMMANDs, NGB, and IMA the impact of implementing the ATS Transformed force structure on operational rotation schedules and war plans.

c. (U) Conduct a TRAP analysis in conjunction with the Army G-1 upon publication of MTOEs and redistribute training seats as required.

d. (U) Develop an equipment transfer plan in coordination with G-8, G-4, TRADOC and PM-ATC.

2. (U) DAMO-TR, ICW DAMO-AV and TRADOC, provide oversight for Training Aids, Devices, Simulators, and Simulations (TADSS) to support ATS Transformation.

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

1 (U) Provide oversight of implementation of AAF/AHPs Transformation and the Army Program Guidance Memorandum.

2 (U) Program and budget EE PEG funding requirements to execute ATS Transformation. DAPR-FDV will identify unfunded requirements to the Aviation Directorate.

(f) (U) Assistant Chief of Staff for Installation Management (ACSIM) and Installation Management Agency (IMA).

1 (U) Coordinate with FORSCOM (ATSCOM), TRADOC (USAACWC) and NGB to collectively develop administrative procedures, policies, standards and standard facility training and controller certification rating procedures.

2 (U) Within IMA's capabilities at the facility level, provide tactical air traffic controllers the opportunity for training pursuant to an air traffic facility rating.

(g) (U) Director, Army National Guard (ARNG)

1 (U) Initiate the base line services and standard organization for all ARNG AAF/AHP airfields and heliports.

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**Appendix 9 (Airfield/Heliport Operations and ATS Strategy) to Annex D (Aviation Transformation) to ACP Change 3**

2 (U) Coordinate with IMA regarding all AAF/AHP actions

3 (U) Program and budget for all ARNG airfields and heliports.

4 (U) Identify specific ARNG units receiving cascaded ATS equipment NLT 75 days before movement.

c. (U) Coordinating Instructions – All ARMY COMMANDs will:

(1) (U) Submit request for modifications to this Appendix to DA DCS G3/5/7, Aviation Directorate. Modifications to this appendix are authorized only with formal approval of Director of Army Aviation.

(2) (U) Develop and provide a plan for organization and stationing of ATS Units to DA DCS G3/5/7 NLT 90 days after completion of final Army structure and basing plan's release to the ARMY COMMANDs.

(3) (U) Program and budget funding requirement to execute this transformation. Identify unfunded requirements to ABO.

(4) (U) Provide plan for organization and stationing of ATS Units to Army G-3 NLT 90 days after completion of final Army structure and basing plan's release to the ARMY COMMANDs.

4. (U) Service Support: ATS field-level maintenance is done at ATS Companies and Forward Support Companies within the GSAB. Theater maintenance support will be supported by F-58<sup>th</sup> through a mix of Special Repair Activity (SRAs) and Mobile Maintenance Contact Team (MMCT).

Tab A (ATS Structure Alignment)

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**Tab A (ATS Structure Realignment) to Appendix 9 (Airfield/Heliport Operations and ATS Strategy) to Annex D (Aviation Transformation), Army Campaign Plan, Change 3**

**AC GSAB ATS COMPANIES**

FY	From	To	E Date
FY06	B/1-58 ATS (WNDNX3)	F(ATS)/3-82 GSAB (WDDRF0)	Jun 06
	D/1-58 ATS (WNDNX5)	F(ATS)/2-3 GSAB (WDX9F0)	Jul 06
	F/1-58 ATS (WNDNX6)	F(ATS)/2-227 GSAB (WH6BF0)	Jul 06
FY07	A/3-58 ATS (WHN8A0)	F(ATS)/2-1 GSAB (WDYFF0)	Oct 06
	B/3-58 ATS (WHN8B0)	F(ATS)/5-158 GSAB (WFAKF0)	Oct 06
	C/1-58 ATS (WNDNX4)	F(ATS)/7-101 GSAB (WFJ5F0)	Apr 07
	D/3-58 ATS (WHN8D0)	F(ATS)/2-4 GSAB (WAX8F0)	Mar 07
	A/1-58 ATS (WNDNX2/G1)	F(ATS)/6-101 GSAB (WGLEF0)	Apr 07
	E/1-58 ATS (WNCZAA)	F(ATS)/3-10 GSAB (WHNRF0)	Apr 07
FY08	B/58 ATS (WHN7AA)	F(ATS)/3-2 GSAB (WHQAF0)	Dec 07
	G/58 ATS (WJEUAA)	F(ATS)/3-25 GSAB (WCLMF0)	Feb 08

**ARNG GSAB ATS COMPANIES**

FY	From	To	E Date
FY06	G/147 ATS (WPNYAA)	F(ATS)/1-189 GSAB (WYQSF0)	TBD
	E/245 ATS (WVHAAA)	F(ATS)/2-211 GSAB (WP7TF0)	TBD
	G/224 ATS (WVHCAA)	F(ATS)/1-126 GSAB (WYDGF0)	TBD
	E/126 ATS (WVG7AA)	F(ATS)/3-126 GSAB (WPNVF0)	TBD
	H/149 ATS (WVG3AA)	F(ATS)/2-149 GSAB (WQRYF0)	TBD
	H/104 ATS (WVG8AA)	F(ATS)/2-104 GSAB (WUASF0)	TBD
	G/238 ATS (WVG1AA)	F(ATS)/3-238 GSAB (WTQVF0)	TBD
	G-285 ATS (WVR4AA)	F(ATS)/1-168 GSAB (WPFEF0)	TBD

**AIRFIELD OPERATIONS DETACHMENTS**

FY	From	To	E Date
FY06	K/185 ATS (WVGZAA)	C(AOD)/204 TAOG, ARNG (TBD)	TBD
	E/107 ATS (WVG9AA)	B(AOD)/204 TAOG, ARNG (TBD)	TBD
	E/111 ATS (WQREAA)	E(AOD)/204 TAOG, ARNG (TBD)	TBD
	DET 1/E/111 ATS (WQREA1)	A(AOD)/204 TAOG, ARNG (TBD)	TBD
	2-114 ATS (WYEXAA)	D(AOD)/204 TAOG, ARNG (TBD)	TBD
	D/114 ATS (WVGOAA)		
FY07	New Unit	D(AOD)/164 TAOG, USAR (TBD)	Jan 07
	Det 1/A/1-58 ATS (WVG0AA)	E(AOD)/164 TAOG, ARNG (TBD)	TBD
	1-58 ATS (WNDNAAS)	B(AOD)/164 TAOG, FORSCOM (TBD)	Apr 07
	D/3-58 ATS (WHN8D0)		
FY08	164 ATS GP (WG3ZAA)	C(AOD)/164 TAOG, EUSA (TBD)	Dec 07
	D/58 ATS (WHN6AA)		
	C/3-58 ATS (WHN8C0)	A(AOD)/164 TAOG, USAREUR (TBD)	Mar 07
	3-58 ATS (WHN8AA)		

**THEATER AIRFIELD OPERATIONS GROUPS**

FY	From	To	E Date
FY06	204 ATS GP (WPPEAA)	204 TAOG (WPPEAA)	TBD
FY07	164 ATS GP (WG3ZAA)	164 TAOG (WG3ZAA)	Jan 07
	1-58 ATS (WNDNAAS)		
	3-58 ATS (WHN8AA)		

**Annex E (Decision Support Template) to Army Campaign Plan, Change 3**

1. (U) **Decision Support Template.** The Army Campaign Plan's Decision Support Template captures the major decisions that affect the Army's program and the ACP.

2. (U) **Current Version.** The Army Campaign Plan's Decision Support Template is updated continually. An on line version will be available in the near future via Secret Internet Protocol Router Network (SIPRNET), however until the online version becomes available, individuals may contact the Army Transformation Office (703-614-8066) to obtain a current Decision Support Template.

<b>ARMY CAMPAIGN PLAN DECISION SUPPORT TEMPLATE</b>			
<b>TIMING</b>	<b>DECISION POINT</b>	<b>DECISION</b>	<b>NARRATIVE</b>
COMPLETE		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		BCT(UA) Modular Design Decision	CSA approves AR UA designs. Bring 3ID as close as possible to AR UA model before OIF 3 (CSA direction 4 FEB 04)
COMPLETE		BCT(UA) Mix—AR and IN BCT(UA)s	Initial mix: 20 HVY BCT(UA)/ 18 infantry UA/5 SBCTs for AC; will be reexamined ICW DP#20.
COMPLETE		Programs of Record options	CSA approved priority (17 MAR 04): GWOT, Soldier, Modularity, Force Stabilization, and AC/RC Balance. Plan to use supplemental funding for modularity in FY 05/06/07.
COMPLETE		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); (19 MAR 04)
COMPLETE		UEx Support UA Structure	CSA approved prototype SUA designs for documentation, implementation, and continued refinement. (19 MAR 04)
COMPLETE		UEx Design	CSA approved prototype UEx design for documentation, implementation, and continued refinement. (19 MAR 04)

**Annex E (Decision Support Template) to Army Campaign Plan, Change 3**

COMPLETE		BCT(UA) Basing Decision	Near-term basing decision through FY06 completed. See Annex A for basing locations. All decisions temporary, dependent on BRAC
COMPLETE		OIF 3 and OEF 6 Rotations	SECDEF-approved joint sourcing solution informed by ELABORATE CROSSBOW-IV
COMPLETE		ARNG and USAR Force Structure	Approved for planning and preparation.
COMPLETE		Retention Strategies	Review current strategies to increase retention. (2 APR 04)
COMPLETE		Global Force Management	Strategy-based global management of Army forces
COMPLETE		Assess PPP and Mobilization bases	Decision on relocations IAW DP 12 driven by timing of BRAC decisions. Improve select P2 bases now
COMPLETE		Divestment Mechanisms	Internal and external processes. Reviewed at 30 APR 04 SRG.
DELETED		Korean Rotation Policy	Develop Army policy for unit type, echelon, and time interval for unit rotation of Army forward-presence forces in Korea
COMPLETE		Final POM 06-11 Decision	
DELETED		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. Incentives.
COMPLETE		FY 05/06 Resource Strategy	Congressional Marks Strategy, FY 05 Supplemental Request, FY 06 President's Budget

**Annex E (Decision Support Template) to Army Campaign Plan, Change 3**

<b>DELETED</b>		10 or 15 BCTs	Affordability analysis and updated assumptions on OIF and OEF rotations through FY 07
<b>COMPLETE</b>		Determine AC End Strength	Determine required AC endstrength based on strategic requirements and acceptable risk levels in support forces and institutional Army/Generating Force
<b>COMPLETE</b>		Generating FCS Evaluation Unit	FCS Evaluation Unit to be established commencing FY07
<b>COMPLETE</b>		Support Brigade Structure	CSA guidance received; working refinements
<b>COMPLETE</b>		OIF/OEF 05-07 Rotations	SECDEF signed EXORD 18 NOV 04
<b>COMPLETE</b>		UEy Headquarters Design	ARCENT and ARPAC get UEy with Main and OCP. USAREUR gets UEy with three small OCPs. ARNORTH and ARSOUTH get small UEy Mains
<b>COMPLETE</b>		Number of UEx and UEy	UEx: 10 AC 2-Star; 8 ARNG 2-Star UEy: 5 UEy
<b>COMPLETE</b>		Naming Conventions, BCT Designations	Pending HQDA release. BCT designations released w/ ACP Ch.2.
<b>COMPLETE</b>		Conversion of 2CR to an Infantry-based SBCT	2CR to convert to SBCT4 at Fort Lewis. See Annex A.
<b>COMPLETE</b>		Accelerate SBCT 6 to FY08	Acceleration approved. SBCT 6 to be available in FY08 for deployment.
<b>COMPLETE</b>		Accelerate AK Airborne-capable BCT(UA)	Builds 4/25 in Alaska in FY05. See BCT(UA) synchronization matrix in Annex A

**Annex E (Decision Support Template) to Army Campaign Plan, Change 3**

COMPLETE		BCT Mix Review HBCT & IBCT	Determine balance of AC and ARNG maneuver BCTs and establish Heavy, Infantr, Stryker BCT mix for POM 08-13
COMPLETE		BCT Soldier Assignment Policy	Policies to include combat exclusion rules to be revisited w/ 3ID lessons learned
COMPLETE		UEy Theater Command Design	Designs approved, undergoing refinement
COMPLETE		UEy HQ structure and distribution ISO RCCs	Structure by HQ to support RCCs and global force management
COMPLETE		UEy Theater CS and CSS Command Structure	Number and composition by COMPO. Phased readiness and force capability pools
COMPLETE		UEy Conversion Sequence	ARNORTH-FY05; ARCENT-FY06; USARPAC-FY07, USARSO-FY08; USAREUR-FY09. See Annex A for EDATES
COMPLETE		SBCT 7	Army will field SBCT 7. Contingent upon successful completion of litigation for SBCT2. 3/1ID converts to SBCT7 in FLWA, FY07; SBCT2 moves to Vilsek, GE, FY06
COMPLETE		ARNG Modular Conversion Acceleration	Presented in Council of Colonels 7 APR, Prebriefed FORSCOM, AR2B Council of Colonels 26 APR
COMPLETE		2ID Modular Conversion Acceleration	VCSA approved creating Modular Exception MTOEs for 2ID HQs and 1st BDE/ 2ID with no acceleration of people/equip from HQDA. 7 FEB 05, VCSA approved creating Modular Exception MTOES for Korea MFAB with no additional structure changes to original HQDA plan

**Annex E (Decision Support Template) to Army Campaign Plan, Change 3**

COMPLETE		Equipment Maneuver Plan & ARNG Equipping	Plan to move equipment sets ISO modular conversion
COMPLETE		UAV at UEx Level	Standardized unit designs
COMPLETE		UAV Strategy and Structure	UAV strategy approved by VCSA w/ two actions pending: - Relook SUAV force structure in Fires/AVN/ME brigades. - Relook concept for echelonment of ER/MP GCS in BfSB and Fires Brigades
COMPLETE		PBD 753 Strategy	Dep SecDef Brief 30 MAR 05; SRG mid-APR for allocation of funding wedge and review of strategies for obtaining goals
COMPLETE		ARFORGEN Implementation Strategy	- Concept and Definitions - Responsibilities - Relationship to Institutional Army Adaptation
DELETED		Combined with DP41	
COMPLETE		ARFORGEN Readiness Objectives	- AR 220-1 required changes - Approval of FORSCOM plan
COMPLETE		IGPBS Implementation	Phase II: 1-USARPAC acceleration 2-USAREUR modular conversion
COMPLETE		Basing of Support Bdes and Theater-level Force Structure	A-AVN B-SUST C-MI D-SIG E-MED F-Theater Roll-up

**Annex E (Decision Support Template) to Army Campaign Plan, Change 3**

COMPLETE		OIF/OEF 06-08 Sourcing	- G3 Planners' Synch. Conf 9-11 AUG - GFMB, 16 AUG 05
COMPLETE		4/1 CD to FTBTX	New DP, new protest. Feasibility of building 4/1CD at FTBTX
DELETED		3ACR Design Decision	Combined with DP 31
COMPLETE		Consolidate Army Contracting Agency with AMC	Decision to formally assign control of contingency and all other contracting to AMC. Pending SECARMY guidance
COMPLETE		Designate AMC responsible for Installation Supply and Maintenance Operations	AMC draft MOA with IMA to transfer appropriate responsibilities assigned for sustainment-level maintenance.
COMPLETE		MACOM Organization	Recommend if and how current MACOMs should adapt to future strategic environment for more effective and efficient Institutional Army C2 structure ISO the Army Modular Force
DELETED		Collocate Regional Headquarters of Admin Organizations	Develop plans for shared services concept consistent w/DP58 structures
COMPLETE		Conduct AIT in selected units	- Develop a Warrior Basic concept for enlisted personnel. - Identify MOS for Skill Level 1 training in units. - Analyze training capacity and feasibility of one-site training for Warrior Basic
DELETED		FCS Conversion Sequence	Combined with DP 38

**Annex E (Decision Support Template) to Army Campaign Plan, Change 3**

COMPLETE		FCS Evaluation BCT Implementation Plan	Plan for implementing FCS Evaluation BCT at FORT BLISS
COMPLETE		5A/ARNORTH & 1A/TRMCOM Activation	Synch or 5A/ARNORTH as the ASCC to COMNORTHCOM (DP 36) and re-mission/relocation of 1A
COMPLETE		Institutional Training Support	Modify Army Reserve DIV (IT) structure to ensure units are trained to standard individually and collectively for ARFORGEN
DELETED (Special Topic)		Bridge Manning Strategy in support of ARFORGEN	Develop Bridging Manning Strategy ISO ARFORGEN Phase II and validate long term manning strategy ISO ARFORGEN Phase III
RECURS		Rotation Policy (12-9-6 Month)	Determine appropriate deployment dwell in light of strategic commitments and modular conversion requirements
AUG 07		FCS Conversion Sequence	Identification and sequencing of BCTs for FCS conversion
JUL 06		Stryker Training	Determine feasibility of conducting a portion of IET at Ft Lewis for Stryker-specific training
PH1: COMP PH2: APR 06		Theater Sustainment Command C2 Relationships	DEC 05 – Log C2 Brf presented to Senior Exec-level leaders AMC submitted Concept Plan for Army Sustainment Command - Awaiting ARSTAF staffing/approval
COMPLETE		Rebalance Generating Force resourced by USAR	DP 57.1 – GSU Requirement (ACSIM) DP 57.2 – Deployable FOB (TRADOC) DP 57.3 – Med Support Units (MEDCOM) DP 57.4 – IMA Requirements (G37FMP) DP 57.9 – AH-64 ATK Bn (G3 AVN TF)

## Annex E (Decision Support Template) to Army Campaign Plan, Change 3

JAN 06 – APR 06		Standardize Institutional Army TDA Organizations	59.1: NCO Academy – APR 06 59.2: IET BDE, BN, Cos – APR 06 59.3: DOIM Info Assurance Div – MAY 06 59.4: Recruiting – APR 06 59.5: Safety Offices – JUL 06 59.6: Augmentation TDA – MAR 06 59.7: Public Affairs Offices – MAR 06 59.8: Installation Chaplain Ofc – JUL 06
DELETED (Special Topic)		Implement Total Army Personnel Lifecycle Management	Determine if efficiencies can be gained by restructure/realignment of the 8 Army Personnel Lifecycle Management Functions
JUL 06		Implement military leader development strategy ISO ARFORGEN	Develop strategy and implementation plans for military leader development in support of ARFORGEN (Informed by TRADOC TAI effort)
COMPLETE		Measuring Model for ARFORGEN Readiness	Identify model to measure readiness ISO ARFORGEN and generation of forces
JUN 06		Centers of Excellence	Define concept and construct of a center of excellence
JUL 06		Adapt and improve Mob and Demob System ISO ARFORGEN	DP 66.1 – Determine installation requirements roles and responsibilities for Mob and revise FORMDEPS DP 66.2 – Evaluate current Mob laws and policies and recommend changes required for ARFORGEN DP 66.3 – Revise AMOPES ISO ARFORGEN DP 66.4 – Determine requirements and develop implementation plan for associated automation systems
JUN 06		ARFORGEN Implementation	Develop ARFORGEN implementation plan IAW approved ARFORGEN concept

**Annex E (Decision Support Template) to Army Campaign Plan, Change 3**

<b>COMPLETE</b>		<b>Transition Team (TT) Sourcing Strategy</b>	Transition from short term strategy (Individual tasking) to long term strategy TDA manning/1ID manguements & execution set for summer '06
MAY 06		<b>Army Training Strategy</b>	Develop a Total Army training strategy, to include appropriate training base design, ISO ARFORGEN
<b>COMPLETE</b>		<b>FCS EBCT Implementation Plan</b>	Develop implementation concept for the Evaluation BCT
MAY 06		<b>ARFORGEN Equipping Strategy</b>	Develop comprehensive equipping strategy ISO ARFORGEN
PH I: MAY 06 PH II: DEC 06		<b>CTSF Future Concept and Mission</b>	Develop implementation plan to establish the CTSF as the Integration and Interoperability Center for the Army
APR 06		<b>Functional Brigade Posture and C2 Framework</b>	Determine location, peacetime TRO, deployed C2, and rotational capabilities for functional brigades (MP, EN, CM, AD, OD, QM, SC, AG, FI)
TBD		<b>Army Experimentation Program</b>	Establish a formal construct and unifying approach to Army Experimentation to optimize effectiveness and value added
TBD		<b>Force Mix Execution</b>	Develop implementation plan for execution of Force Nix defined by DP 31
TBD		<b>FCS Spin-Out Fielding Concept</b>	Determine concepts to field FCS Spin-out (SO) capabilities to the Army Modular Force

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**Annex E (Decision Support Template) to Army Campaign Plan, Change 3**

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**Annex F (Army Force Generation) to Army Campaign Plan, Change 3**

1. Annex F, (Army Force Generation), to Army Campaign Plan Change 2 remains in effect.
2. Upon Publication, ACP Change 4 Annex F (Army Force Generation Implementation Plan) will supersede Annex F, Army Campaign Plan Change 2. The Implementation Plan will be published following ACP DP 68 brief to CSA.

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**Annex F (Army Force Generation) to Army Campaign Plan, Change 3**

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**Annex G (Lifecycle Management) to Army Campaign Plan, Change 3**

(U) References. See ACP References.

1. (U) Situation.

a. (U) General. Annex G (Lifecycle Management) describes the Army's intent to synchronize assignments of large groups of Soldiers to a unit's operational cycle (lifecycle) for Lifecycle Management (LM) of units identified in this annex. This initiative provides increased levels of unit readiness, cohesion, and combat effectiveness, while reducing training and operating inefficiencies experienced in Individual Replacement System (IRS) manned units. LM units also provide increased stability and reduced uncertainty for Soldiers and their families. LM complements Army transformation actions including modular force transformation and Army Force Generation (ARFORGEN). LM, which began with the 172<sup>nd</sup> Infantry Brigade in October 2003, expands to include all AC BCTs not stationed in EUROPE and KOREA over the next five years. This annex lists key events associated with Active Component brigades (HBCT/ACR/SBCT/IBCT) identified as LM units and applies to all Army Active Component BCTs, Army Commands, the Headquarters, Department of the Army Staff, and supporting agencies and activities.

b. (U) Strategic Security Environment. See ACP.

c. (U) Risk. See ACP.

d. (U) Army Forces.

(1) (U) Over the past several years the Army has conducted various studies to identify solutions to facilitate increased levels of readiness and combat effectiveness for Active Component units by implementing an array of turbulence-reducing manning methods. Learning from earlier efforts, these studies culminated in the conclusion that turbulence and lack of cohesion could be reduced through a system of force stabilization. LM, one of several recently developed stabilization initiatives, provides the basis for synchronizing Soldier assignments to a unit's ARFORGEN operational cycle. The operational cycle for Active Component units is approximately 36 months. LM is aimed at improving the responsiveness of the overall force to achieve National Security Strategy goals, improve the readiness and deployability of units, and contribute to the process of building predictable deployment cycles for Army forces.

(2) (U) As LM is implemented, BCTs will be manned with Soldiers and officers who train and remain together so that they can be deployed to meet operational requirements with little added preparation. To achieve LM, the Active Army must: (1) synchronize the assignments of large numbers of Soldiers with required training and employment of units consistent with that units ARFORGEN cycle; (2) manage personnel gains and losses to reduce personnel turnover stemming from IRS; and (3) manage force modernization and force structure changes within LM units.

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(3) (U) The IRS has and will continue to serve the Army well; it is flexible and efficient. It eases management and places Soldiers where the Army needs them, quickly and equitably. However, total reliance upon the IRS to maintain the manning levels required by today's changing operational requirements does not facilitate the Active Army's return on investment regarding personnel management. The steady flow of personnel into and out of units limits the AC's ability to foster cohesion and group solidarity in combat units in which the objective is to have a 100% deployable force. The constant turbulence, caused by continual movement of individual Soldiers, prevents combat units from fully developing cohesion and esprit and from attaining maximum training effectiveness and combat readiness required by ARFORGEN.

2. (U) Mission. The Army revamped the manning system to implement a LM program which began in 2003 for the AC to complement a rotation-based system of global engagement consistent with ARFORGEN, reduce personnel turbulence, and provide combatant commanders more combat-ready units while increasing stability and reducing uncertainty for Soldiers and their families.

3. (U) Execution.

a. (U) Concept of Operations.

(1) (U) Intent.

(a) (U) Intent. The Army will implement LM within all AC BCTs not stationed in EUROPE and KOREA over the next five years. Soldiers arrive, train, deploy, and depart together. As LM is implemented, it is critical that transformed maneuver units be manned with Soldiers and officers who train and remain together so that they can be deployed and meet operational requirements with little added preparation. Personnel turbulence in LM units is limited to scheduled intervals that differ from Cyclic Management (CM) units.

(b) (U) Endstate. The Army fulfills its strategic commitments while it transforms its manning, equipping, training, sourcing, resourcing, and deployment processes to support continuous operations consistent with Army Force Generation (ARFORGEN) requirements. Development and synchronization of a LM process will enhance the Army's ability to provide relevant and ready expeditionary land power.

(2) (U) General. While the Army seeks to stabilize as many Soldiers as possible through LM, it recognizes that the existing IRS will still be required for the institutional Army, some low-density specialties and some unique units. Also, units that have a mission to provide continuous command and control or support to multiple units—such as headquarters above BCT level and support brigades—will undergo CM, as opposed to LM described above. When implemented, CM will replace leaders and Soldiers in

## Annex G (Lifecycle Management) to Army Campaign Plan, Change 3

blocks of approximately 25 percent of a unit's total strength over a one to two-month period.

(3) (U) Operational Design. Figure 1 depicts Army LM—a unit focused stability method that manages both the unit and its assigned Soldiers through three force pools: Reset/Train, Ready, and Available—as applied to an Active Component BCT. ARNG units are community based units and the AC LM model does not apply. ARNG units will progress through the force pools in the same manner as AC units while meeting the readiness goals determined in 3.c.(14)(a-e). The duration and policies that govern each force pool may vary by unit and mission. Units will be designated to begin LM by HQDA order, Appendix 2 of this Annex details LM time lines. Initiation of LM across the Active Component BCT force is synchronized around operational requirements.

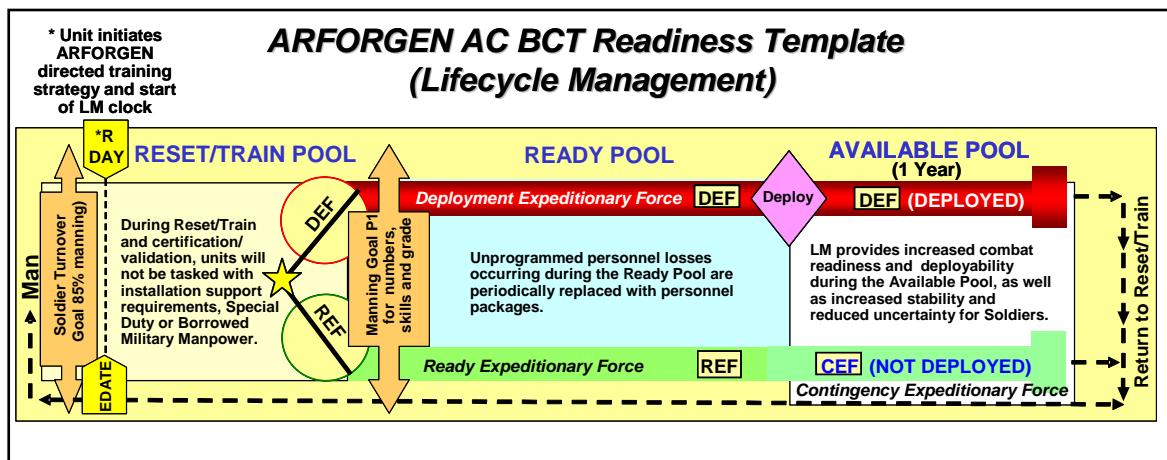


Figure 1. Army Lifecycle Management

### (a) (U) Lifecycle Management Concept.

#### 1. (U) Lifecycle Management across ARFORGEN Force Pools.

a. (U) Reset/Train Force Pool. Reset/Train normally begins with a change of command, unit reconstitution to authorized unit strength levels and conduct of new/displaced equipment fielding. This includes all actions that result in Soldiers and leaders being collectively assigned to the unit with the correct skills and grades, and at the minimum manning levels prescribed by the ARFORGEN Training Strategy. Personnel focused actions allow the current iteration to release Soldiers and reassigns those remaining for the next cycle, thus providing an orderly transition of command and control for incoming Soldiers and leaders. Outgoing personnel depart, the unit is manned at ARFORGEN minimum required levels, property accountability actions are completed, and unit change of command takes place. During this time the LM unit is authorized to report C-5 IAW the applicable provisions for AR 220-1. R-Day—the date on which the manning, equipment, funding and training resources are in place to begin effective collective training to achieve designated mission or force pool

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capability—marks the beginning of the unit lifecycle. Typically this R-Day will coincide with the E-DATE of the current iteration culminating personnel, equipment, and modernization impacts to support the training to be conducted. The difference is E-DATE is a fixed date while R-Day may precede or succeed the E-DATE based on the commander's evaluation but the Lifecycle timeline continues. From this point the unit conducts focused training to achieve the Ready Force pool gate. Reset/Train concludes with the successful completion of a capstone-training event that advances the unit to the Ready force pool. At the same time an analysis of critical skills/MOS is conducted to identify unit critical shortages for the first personnel replacement package targeted for 12 months following the E-DATE. All units move through Reset/Train as rapidly as possible into the Ready force pool. During Reset/Train units will not be tasked with installation support requirements, Special Duty, or Borrowed Military Manpower or Individual Augmentee requirement.

b. (U) Ready Force Pool. Consists of units assessed as "Ready" at designated capability levels (from training and readiness "gates") to conduct mission preparation and higher level collective training with other operational headquarters. They are eligible for sourcing, may be mobilized if required, and can be trained, equipped, resourced, and committed, if necessary, to meet operational (surge) requirements. While in the Ready force pool the unit attains BCT proficiency and is mission capable as required by higher headquarters. The time a unit spends in the Ready force pool is not time driven but will vary by unit, mission, and installation capabilities. Additionally, this time may be accelerated based on operational requirements and sourcing decisions. Unprogrammed personnel losses occurring during the Ready Pool (estimated at approximately 5 percent of the unit's total authorized strength) are periodically replaced with tailored personnel replacement packages approximately 12 months after the preceding package. Integration of new personnel occurs immediately following each personnel replacement package and is solidified in the concurrent training conducted during the force pool. Ready force pool concludes with a capstone-training event that certifies/validates the unit "Ready" for advancement to the Available force pool.

c. (U) Available Force Pool. Consists of units assessed as "Available" at designated capability levels (from training and readiness "gates") to conduct mission execution under any RCC. As with all Army units (AC and RC) LM units pass through the Available force pool window of time (one year). The unit is deployed against an operational requirement or available for immediate deployment against a contingency requirement. LM supports a rotational-based Army. Soldiers in a LM unit train together and are completely deployable throughout the entire Ready and Available force pools. Because PCS and ETS distracters are minimized, a LM unit does not require additional augmentation from other units on the installation to reach deployable strength. The Available force pool concludes when the unit is released from mission status, and begins the Reset/Train Phase at approximately 36 months from the previous R-Day.

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(b) (U) Schedule of critical personnel events for initiating unit Lifecycle Management.

Note: R-day date is recommended by FORSCOM, approved by HQDA, with date established by official order.

1. (U) Time frame: (R-Day minus 17-19 months)

Event: Build the Bench

Personnel planning begins. The unit, installation and Human Resources Command (HRC) will begin to identify personnel in the unit who want to remain for an additional cycle subject to the authorized positions, while other personnel are identified as candidates to move into the unit (either across the Army or from other units/organizations on post). A Web based assignment and reenlistment system using screening criteria to ensure Soldier/unit match will facilitate this process when fully implemented. HRC addresses specific individual and unit inquiries. G-3/FORSCOM identifies unit. Unit formation date confirmed (document E-DATE). Rotation/deployment date established (if applicable). Expected date unit released from mission status and Available force pool.

2. (U) Time frame: (R-Day minus 17 months)

Event: Build the Unit

Automated system using business rules to assign volunteers and identify additional Soldiers to fill remaining personnel requirements. Assignments for enlisted Soldiers are based on projected grade by end of lifecycle. Officers can expect to serve in 1 or 2 positions during the Lifecycle, based on Commander's determination of unit mission and officer professional development.

3. (U) Time frame: (R-Day minus 14 months)

Event: Notify Unit/Conduct Initial Coordination.

Personnel Management Assistance Team visits unit's location and briefs the LM Initiative.

4. (U) Time frame: (R-Day minus 12 months)

Event: Further Identification of Personnel Requirements

Installations submit first Personnel Disposition Roster (PDR) to HRC. HRC identifies accession requirements for initial term Soldiers. Requirements loaded on "REQUEST." USAREC begins recruiting efforts to fill LM unit initial term requirements.

5. (U) Time frame: (R-Day minus 10 months)

Event: Submission of Final PDR

The LM unit submits a final PDR.

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6. (U) Time frame: (R-Day minus 9 months)

Event: Approval of Final PDR

HRC approves PDR. Commanders inform Soldiers of their disposition.

7. (U) Time frame: (R-Day minus 8 months)

Event: Publish, Monitor and Adjust Personnel Orders

HRC places incoming and outgoing Soldiers on orders. Professional Development and/or assignment oriented training to be attended in route will be dictated on orders. Skill level 1 Soldiers and Lieutenants in the training base and Soldiers requiring training en-route must be monitored to ensure training requirements are met prior to arriving to new unit.

8. (U) Time frame: (R-Day minus 5 1/2 months)

Event: Initial term package begins training

Initial term package begins training.

9. (U) Time frame: R-Day minus 2 months)

Event: Reset portion of Reset/Train force pool starts

LM IET package arrives in unit. In-processing of Officers/NCOs/ enlisted Soldiers takes place. Property assigned and accounted for. Officers/NCOs synchronize lifecycle to the operational cycle of the unit. Unit change of command takes place. Unit may conduct training (emphasis on mandatory requirements).

10. (U) Time frame: R-Day

Event: Unit initiates ARFORGEN directed training

All assigned personnel have arrived and the LM unit is ready to begin collective training to meet Reset/Train force pool level capabilities.

**(c) (U) Lifecycle Management transitional considerations.**

1. (U) As the Army transitions units manned under the IRS to LM units, it is necessary, in the near term, to deviate from the LM model described above. Impacts from operational requirements and modular force conversion/growth will require adjustments in both the length of unit lifecycles and in personnel readiness levels within a lifecycle.

2. (U) Operational requirements and near term personnel inventory constraints do not currently support an ~85% fill of NCOs at the start of a unit lifecycle. Units should expect NCO strengths at the start of a unit's lifecycle to range from 70% to 80% of authorizations. Units should also expect skill level 1 Soldiers to be filled above 100% initially to allow for the promotion of skill level one Soldiers to fill the NCO ranks.

3. (U) Initial unit lifecycles conform to both ACP modular force transformation timelines and operational deployment timelines. This synchronization may require the Army to alter lifecycles so that they deviate from 36 months.

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4. (U) As unit lifecycles are dispersed across the Army by unit type and across installations, these lifecycles may also deviate from 36 months until the Army reaches a “steady state” for all LM units.

(d) (U) Sequencing Lifecycle Management Units. HQDA G-1 is responsible for developing and implementing LM for AC units. ICW the ARFORGEN Synchronization Conference, IGPBS, Modularity, G-3, ACSIM, Army Commands, and HRC, the G-1 develops LM timelines supporting multiple criteria:

1. (U) New BCTs created IAW the ACP will be activated as LM units.

2. (U) The Goal is to transition all AC BCTs (except those stationed in KOREA or EUROPE) to LM by the end of FY10.

3. (U) Force Pools for BCTs on the same installation will be separated by as much time as possible.

4. (U) Units returning from operational deployments and scheduled for LM will initiate ARFORGEN directed training strategy on the R-Day designated by official order. Additional administrative requirements, timelines, and personnel policies governing LM and Force Stabilization are TBP in AR 600-XX and currently available in the interim FS Playbook, published on the G-1 website <http://www.armyg1.army.mil/MilitaryPersonnel/ForceStabilizationPlaybook.pdf>.

5. (U) On any single installation, Reset/Train of multiple LM BCTs in the same quarter will be minimized when possible, to allow the installation infrastructure to be focused on Reset/Train of each LM BCT, minimizing the time necessary to train the unit.

4. (U) Administration and Logistics. Additional administrative requirements, timelines, and personnel policies governing LM and Force Stabilization are TBP in AR 600-XX, and interim Force Stabilization playbook

5. (U) Command and Control. A summary table of current timelines for LM units is at Appendix 1. A detailed table of the same information is at Appendix 2 (TBP ACP Change 3 (FINAL DRAFT)). These timelines will be updated as required based on operational requirements.

Appendices

1 – Lifecycle Management Timelines

2 – Dates for Lifecycle Management Implementation

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**Annex G (Lifecycle Management) to Army Campaign Plan, Change 3**

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**Appendix 1 (Lifecycle Management Sequence) to Annex G (Lifecycle Management)**  
**To Army Campaign Plan, Change 3**

		FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11
1st QTR	OCT	SBCT3		SBCT5	3ACR	SBCT1	3ACR	SBCT1	SBCT4
	NOV				SBCT3	SBCT5	SBCT1	SBCT3	SBCT1
	DEC		3ACR SBCT3	3ACR SBCT5	SBCT3	SBCT5	SBCT3	SBCT1	SBCT4
2nd QTR	JAN		SBCT1 3ACR SBCT4	SBCT1 3ACR SBCT4	SBCT3	SBCT5	SBCT1 3ACR SBCT4	SBCT3	SBCT1 3ACR SBCT4
	FEB					SBCT4	SBCT3	SBCT1 3ACR SBCT4	SBCT4
	MAR				SBCT3 SBCT5	SBCT4	SBCT1	SBCT3 SBCT5	SBCT4
3rd QTR	APR		SBCT4		SBCT7		SBCT5	SBCT1	
	MAY				SBCT3	SBCT4	SBCT5	SBCT7 SBCT1	SBCT4
	JUN				SBCT4		SBCT3	SBCT5	SBCT4
4th QTR	JUL					SBCT4	SBCT1 3ACR		SBCT4
	AUG				SBCT4	SBCT1 3ACR	SBCT3	SBCT4	SBCT1
	SEP	SBCT3 SBCT5	SBCT4		SBCT3	SBCT5	SBCT3 SBCT5	SBCT4	SBCT1 3ACR
<b>TOTAL</b>		<b>3</b>	<b>9</b>	<b>13</b>	<b>19</b>	<b>25</b>	<b>33</b>	<b>37</b>	<b>38</b>

Color patches = first lifecycle of a unit  
Greyscale patches = subsequent lifecycles  
Overlay patches = reflagging units

Non-Lifecycle Managed



LM Date TBD

**Appendix 2 (Dates for Lifecycle Management Implementation) to Annex G (Lifecycle Management To Army Campaign Plan, Change 3**

BCT	INITIAL ARRIVALS	START OF INITIAL UNIT LIFECYCLE	1 <sup>ST</sup> PKG REPLACEMENT	2 <sup>ND</sup> PKG REPLACEMENT	NEXT LIFECYCLE ARRIVALS	START OF NEXT UNIT LIFECYCLE
172nd - 1/25th (SBCT#3)	AUG 03	OCT 03	OCT 04	OCT 05	OCT 06	DEC 06
3/10th IN DIV	JUL 04	SEP 04	SEP 05	SEP 06	MAR 07	MAY 07
4/101st AA	JUL 04	SEP 04	SEP 05	SEP 06	JUL 07	SEP 07
3/4th IN DIV	OCT 04	DEC 04	DEC 05	JAN 07	NOV 08	JAN 09
4/4th ID - 4/1st CAV	OCT 04	DEC 04	DEC 05	DEC 06	APR 07	JUN 07
4/10th IN DIV	NOV 04	JAN 05	JAN 06	JAN 07	DEC 07	FEB 08
3/2nd ID (SBCT#1)	NOV 04	JAN 05	JAN 06	JAN 07	AUG 08	OCT 07
2nd ACR - 4/2nd (SBCT#4)	FEB 05	APR 05	APR 06	APR 07	JUN 08	AUG 08
4/25th ABN	JUL 05	SEP 05	SEP 06	SEP 07	JUL 08	SEP 08
2/25th (SBCT#5)	AUG 05	OCT 05	OCT 06	OCT 07	OCT 08	DEC 08
4/1st CAV - 4/1st AD	NOV 05	JAN 06	JAN 07	JAN 08	MAY 08	JUL 08
4/1st IN DIV	NOV 05	JAN 06	JAN 07	JAN 08	NOV 08	JAN 09
1/82nd ABN	JUN 06	AUG 06	AUG 07	AUG 08	SEP 07	NOV 08
3rd ACR	AUG 06	OCT 06	OCT 07	OCT 08	AUG 09	OCT 09
4/3rd IN DIV	SEP 06	NOV 06	NOV 07	NOV 08	SEP 09	NOV 09
1/10th IN DIV	NOV 06	JAN 07	JAN 08	JAN 09	JAN 09	MAR 09
2/4th IN DIV	JAN 07	MAR 07	MAR 08	MAR 09	JAN 10	MAR 10
2/101st AA	JAN 07	MAR 07	SEP 08	SEP 09	DEC 09	FEB 10
5/2nd - 2/2nd ID (SBCT#7)	FEB 07	APR 07	APR 08	APR 09	MAR 10	MAY 10
2/10th IN DIV	SEP 07	NOV 07	NOV 08	NOV 09	NOV 10	JAN 11
3/25th IN DIV	OCT 07	DEC 07	DEC 08	DEC 09	OCT 10	DEC 10
3/1st CAV	NOV 07	JAN 08	JAN 09	JAN 10	NOV 10	JAN 11
1/3rd IN DIV	JAN 08	MAR 08	MAR 09	MAR 10	JAN 11	MAR 11
3/1st AD - 2/1st ID	MAR 08	MAY 08	MAY 09	MAY 10	MAR 11	MAY 11
1/1st CAV	JUN 08	AUG 08	AUG 09	AUG 10	JUN 11	AUG 11
3/3rd IN DIV	AUG 08	OCT 08	OCT 09	OCT 10	AUG 11	OCT 11
3/101st AA	OCT 08	DEC 08	DEC 09	DEC 10	OCT 11	DEC 11
2/3rd IN DIV	DEC 08	FEB 09	FEB 10	FEB 11	DEC 11	FEB 12
2/1st CAV	FEB 09	APR 09	APR 10	APR 11	FEB 12	APR 12
2/1st AD	MAR 09	MAY 09	MAY 10	MAY 11	MAR 12	MAY 12
1/101st AA	APR 09	JUN 09	JUN 10	JUN 11	APR 12	JUN 12
2/82nd ABN	MAY 09	JUL 09	JUL 10	JUL 11	MAY 12	JUL 12
1/4th IN DIV	JUN 09	AUG 09	AUG 10	AUG 11	JUN 12	AUG 12
2/1st IN DIV - 3/1st IN DIV	NOV 09	JAN 10	JAN 11	JAN 12	NOV 12	JAN 13
3/82nd ABN	DEC 09	FEB 10	FEB 11	FEB 12	DEC 12	FEB 13
1/1st IN DIV	FEB 10	APR 10	APR 11	APR 12	FEB 13	APR 13
1/1st AR DIV	JUN 10	AUG 10	AUG 11	AUG 12	JUN 13	AUG 13
4/82nd ABN	AUG 10	OCT 10	OCT 11	OCT 12	AUG 13	OCT 13

Indicates significantly adjusted lifecycle length due to ARFORGEN/operational requirements

**Annex H (IGPBS Implementation) to Army Campaign Plan, Change 3**

1. (U) Purpose. This annex lists processes and coordinating instructions for the synchronized implementation of all future Integrated Global Presence and Basing Strategy (IGPBS) stationing actions. Document supersedes all instructions and regulations published for the specifics of implementing these re-stationing actions.
2. (U) Situation. Current operations, transformation, and BRAC create a complex planning environment. This environment requires a holistic, synchronized approach to all force re-posturing actions (IGPBS).
3. (U) Process.
  - a. HQDA G3 SS develops resource informed plans and initiates execution of all IGPBS re-stationing actions with a published PLANORD for FY 06/07 and subsequent PLANORDs to posture endstate. Specific unit EXORDs follow with additional coordinating instructions across all functional areas. Units identified in IGPBS PLANORDs and subsequent EXORDs are managed for execution coordination and synchronization by G-3 FMI, with G-3 SSW assist. Subsequent PLANORDs/EXORDs will follow as conditions allow for directive re-posturing actions FY 08-13. The ACP with all annexes and associated IGPBS PLANORDs are coordinated at the Joint Staff and OSD.
  - b. HQDA is the approval authority for any change of unit location for an IGPBS re-stationing action, regardless of the size. Due to the significant planning and programming requirements which effect stationing at this time, it is recommended requests for change of stationing location are not submitted unless there is compelling, critical rationale.

4. (U) Coordinating Instructions to Army Commands.

G-3 directed:

- a. AR 5-10 packages are not required for IGPBS restationing actions.
- b. EDATE for re-stationing is the date for official relocation of the unit to the new location. Affected unit personnel and equipment will move prior to and following this EDATE. Army Commands will publish a Transfer Order upon receipt of the PLANORD.
- c. HQDA will identify the type of move (either a “cadre move-individual PCS” or “standard unit move”) for each unit in the PLANORD and EXORD. Any unit undergoing a standard unit move will receive an EXORD 9 months prior to unit restationing effective date. The unit’s EXORD identifies readiness objective of the unit at the new location on EDATE. HQDA will supplement AR 220-1 C-5 reporting instructions as required in the unit EXORD.

**Annex H (IGPBS Implementation) to Army Campaign Plan, Change 3**

(1) Cadre moves. Cadre level strength is identified at no more than 10% of a re-stationing unit's current authorized strength.

(2) Unit moves. Subject to unit-specific exceptions in the EXORD, unit moves will be conducted with at least 50% of the unit's current assigned strength.

d. Units identified on the PLANORD will be added to the Pending Unit Actions List and managed by G-3.

e. The AR2B serves as the Army prioritizer for all equipment associated with IGPBS returning or inactivating units. This includes all units identified in the PLANORD/EXORD.

f. To facilitate transportation planning, scheduling and maintain in-transit visibility (ITV), use of JOPES is directed. Use GCCS newsgroup for coordination and verification of instructions. This Annex (ACP Annex H- IGPBS Implementation) and the IGPBS PLANORDs will be posted to GCCS newsgroup. JOPES PID(s) and newsgroup information for IGPBS movement will also be identified in the PLANORDs/EXORDs. Any exception to the use of JOPES must be approved by HQDA. The following PIDS have been established for IGPBS use:

**Fiscal Year 2006 movement thru 30 Sep 06:**

06406- EUCOM/USAREUR IGPBS Army Forces

06506- PACOM/USARPAC IGPBS Army Forces

06586- USFK/EUSA IGPBS Army Forces

(1) JOPES Procedures:

(a) Losing Command validates ULNs/TPFDD directly to gaining Command as the supported Componant and to DA as the CINC validator.

(b) JOPES Functional Manager will validate for HQDA (as the CINC validator) and post message to TRANSCOM to schedule movement. Mr. Clarence Hill (703-614-3733) is the HQDA JOPES Functional Manager.

(2) EXAMPLE: USAREUR (losing Command/Supporting Component for units returning to CONUS) will send message to FORSCOM (gaining Command/Supported Component) and cc HQDA JOPES Functional Manager.

g. Gaining Army Command will establish Required Delivery Date (RDD) for equipment in coordination with HQDA and losing Army Command based on the operational requirement for the equipment and availability of transportation. To minimize overall cost, maximize use of opportune lift.

**Annex H (IGPBS Implementation) to Army Campaign Plan, Change 3**

h. The Host Nation Notification (HNN) process must be initiated upon the receipt of the PLANORD and coordinated as prescribed in CJCSI 2300.02C. This is separate requirement from PA announcements.

G-1 directed:

a. Personnel moves will follow established PCS procedures and be coordinated through HRC. Specific personnel actions associated with cadre or unit moves will be outlined in the corresponding PLANORD/EXORD. In general (subject to operational and transformation requirements):

(1) Move Soldiers with school age children during summer months to the maximum extent possible.

(2) Maintain maximum feasible unit integrity based on the type of move and specified fill.

b. Personnel actions occur in two phases for inactivating and restationing units. Specific timelines for these phases are outlined in the corresponding PLANORD/EXORD. In general:

(1) Personnel replacements to inactivating and restationing units will be discontinued on the date specified in the PLANORD/EXORD, and unit strength will gradually reduce through normal attrition (Soldier DEROS, ETS & retirements).

(2) Remaining personnel will be re-assigned based on the needs of the Army and according to current PCS policies where possible. Departure dates for Soldiers will coincide with PLANORD/EXORD inactivation dates, and will be distributed to account for installation limitations.

(3) Units moving currently assigned personnel as part of a HQDA designated unit move will relocate these personnel under a separate movement designator code (MDC) per AR 600-8-105. The status of these individuals will be confirmed HQDA G1 and HRC. Additional guidance will be published separately in unit movement execution orders.

G-4 directed:

a. Second Destination Costs: Transportation Account Code (TAC) is a four-digit alpha-numeric code by which the Service, agency, or contractor identifies the account to be charged for transportation of unit equipment moves. TAC(s) are used in the shipping and transportation process to link movement authority, funding approval, and accounting data for shipments of unit equipment. *TAC(s) are to be used for transportation movements of unit TOE/TDA equipment only.*

**Annex H (IGPBS Implementation) to Army Campaign Plan, Change 3**

(1) Resource Services Indianapolis (0A22) provides HQDA G-4, DALO-FPT (TAC Code POC), a line of accounting for movement of freight (unit equipment) for HQDA G-3 directed IGPBS actions. The G-4 POC establishes four (4) new TAC(s) for each IGPBS directed moves. Each TAC will designate the movement mode:

(a) MILAIR

(b) Over ocean movement arranged by Surface Deployment and Distribution Command (SDDC)

(c) Military Sealift Command (MSC) chartered vessel

(d) Commercial truck or rail.

(2) G-4 POC provides TAC(s) to the Installation Management Agency, who forwards established TAC(s) to the appropriate Installation Transportation Offices (ITO). Concurrently, TAC(s) are provided to Surface Deployment and Distribution Command (SDDC) to support development of a port call message informing IGPBS designated units when their equipment can arrive at the SPOE. ITO(s) will then make the actual movement arrangements for unit TOE/TDA equipment.

(3) Contact HQDA TAC administrator at DSN: 224 – 4016/0109 or commercial (703) 614- 4016/0109, or e-mail: tac.coordinator@hqda.army.mil for additional TAC related assistance.

b. AMC and DLA may provide assistance with preparation of equipment for transfer and shipping.

c. DODAAC changes and deletions. Army Commands will ensure inactivating, redeploying, and relocating organizations with an active DODAAC will comply with procedures prescribed in AR 725-50, Chapter 9, and local DODAAC policies and procedures.

ACSIM (IMA) directed:

a. Ensure the one-time facility costs as identified, deconflicted with other stationing actions, and requirements are submitted and programmed (ICW ABO and G8) in: MDEP EIGP for IGPBS and EAMF for AMF.

b. Program OMA Restoration and Modernization funds and/or MILCON projects, as applicable, to effect the permanent facilities, sized to full Army Standard, needed for the stationing.

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c. Program OMA Restoration and Modernization funds for Interim Facilities as needed to meet the EDATE when permanent facilities mandate MILCON but MILCON programming/construction cycle will not support the EDATE.

d. Program Base Support and SRM resources to sustain the interim Force and Facilities post stationing.

ASA(FM&C)/G8 directed:

a. Base Realignment and Closure – See BRAC Implementation Guidance located on ASCIM BRAC-D web page.

b. Civilian Authorizations:

(1) All civilian authorizations associated with AUG TDAs which are identified to inactivate will return to HQDA.

(2) All civilian authorizations associated with AUG TDAs identified to relocate will move with the TDA.

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**Annex H (IGPBS Implementation) to Army Campaign Plan, Change 3**

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## Annex I (Stationing) to Army Campaign Plan, Change 3

1. (U) Purpose. The Army is repositioning units and transforming posts in one of the greatest structural and basing changes in its long and distinguished history. This effort called “stationing” has created a requirement for over 1,800 individual unit actions through the end of Fiscal Year 2013. The goal of this effort is to posture our forces, logistics activities, and power projection infrastructure to respond to current and future demands as efficiently and effectively as possible. This Annex sets conditions to ensure the alignment of the planning, coordination, prioritization and execution of stationing actions. This enables the Army to more effectively develop, resource, and direct Army Modular Force (AMF), IGPBS, and BRAC actions and increases the ability of impacted units to continue to fulfill strategic operational commitments.

2. (U) Strategic Stationing Guidance. The synchronization of activities and functions across the Army Staff (ARSTAF) and field necessary to execute stationing requires the forming of an Integrated Process Team (IPT). This Team lead by the G-3/5/7, comprising representatives from across the ARSTAF and field will ensure the integration of Stationing with all Army initiatives and facilitate the planning, coordination, prioritization, and execution of stationing actions. Included in this integration effort is the coordination of information presented in HQDA decision and information forums. One of the Stationing IPT’s primary functions will be to identify requirements necessary to station the force, and in doing so, meet current and future demands, emerging strategic requirements, and any rotational demands that may be needed. To do so the Army must wisely prioritize its resources. This annex provides guidance for requirements determination and resource prioritization.

(a) (U) Requirements Determination. Army stationing requirements in the years 2006 to 2013 are generated by four major drivers, ongoing strategic requirements, BRAC, Adaptation of the Institutional Army, and Business Transformation. Ongoing strategic requirements and BRAC can be further broken down to specific activities: AMF, IGPBS, and BRAC 2005.

### (1) (U) Ongoing Strategic Requirements.

a. (U) IGPBS and CONUS to CONUS re-stationing. To continue the transition to an expeditionary force, The Army will reposition forces to meet emerging challenges and adjust permanent overseas presence to accommodate a unit-rotation model that is synchronized with force generation initiatives. Requirements related to a unit executing an IGPBS re-stationing or CONUS to CONUS re-stationing are generated by these actions.

b. (U) Army Modular Force (AMF). Army Modular Force affects stationing. Activations, Inactivations and Changes in the composition of the force both personnel and equipment will affect installations. These changes in force structure generate stationing requirements.

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c. (U) Base Realignment and Closure (BRAC) 2005 including BRAC discretionary. As the Army implements BRAC 2005, it must simultaneously maintain its ability to conduct, support, and sustain ongoing strategic requirements. BRAC stationing actions involve a wide range of customers and stakeholders, including Congress, other federal agencies, state, local communities and conservation groups.

d. (U) Institutional Army Adaptation. To meet the needs of the Future Force and to improve both effectiveness and efficiency, the Institutional Army is adapting. This adaptation generates stationing requirements related to personnel or equipment changes.

e. (U) Business Transformation. Transformation of our business practices, resourcing and acquisition processes promotes the long-term health of the Army. It will free human and financial resources that can be better applied towards our core warfighting missions. This transformation generates stationing requirements related to personnel or equipment changes.

(b) (U) Stationing Prioritization. Through the end of Fiscal Year 2008 the Army must continue to prioritize the execution of the carefully synchronized plan to achieve a new global basing posture while fulfilling the ongoing operational requirements. Starting in fiscal year 2009 the Army must shift its priorities to completion of BRAC 2005 in compliance with the law. Categories follow in order of initial precedence and IAW ARFORGEN requirements, prioritization changes as indicated above in FY09.

1. (U) Units executing an IGPBS or OCONUS re-stationing and scheduled for deployment.

2. (U) Units executing CONUS to CONUS re-stationing not scheduled for deployment.

3. (U) Units executing Army Modular Force activations, inactivations, and conversions prioritized by EDATE.

4. (U) Army Initiatives.

a. (U) Base Realignment and Closure (BRAC) 2005 including BRAC discretionary.

b. (U) Institutional Army Adaptation.

c. (U) Business Transformation.

d. (U) Other Requirements. TBD.

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**5. (U) Tasks.**

a. (U) Tasks to Army Commands, Army Service Component Commands (ASCC) and Direct Reporting Units.

(1) (U) CG, U.S. Army Europe (USAREUR) / Seventh Army.

a. (U) Supported commander for development of force and installation stationing recommendations in CDRUSEUCOM AOR that supports the ACP and ARFORGEN. The time period considered will be from the present through 2013 with an intermediate objective of 2010 for IGPBS.

b. (U) Supported commander for stationing actions with CDRUSEUCOM for organizations assigned, or as directed by HQDA (See Annex A (Army Organizations) and Annex H (IGPBS)).

c. (U) Supported commander to station SBCT2 at VILSECK, GE NLT AUG 06 ICW actions required to activate 3/1 ID as IBCT at FORT KNOX NLT 16 SEP 06. See Coordinating Instruction (4).

d. (U) In coordination with AMC, HQDA, G-8, and HQDA, G-4, determine disposition instructions for all equipment affected by re-stationing.

e. (U) In coordination with HQDA G-3/5/7, OCLL and OCPA, develop Public Affairs Guidance to announce re-stationing.

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

a. (U) Supported commander for development of force and installation stationing recommendations that supports the ACP and ARFORGEN. The time period considered will be from the present through 2013 with an intermediate objective of 2010 for IGPBS.

b. (U) Supported commander for stationing actions for organizations assigned, or as directed by HQDA (See Annex A (Army Organizations) and Annex H (IGPBS)).

c. (U) In coordination with HQDA G-3/5/7, OCLL and OCPA, develop Public Affairs Guidance to announce re-stationing.

d. (U) In coordination with AMC, HQDA, G-8, and HQDA, G-4, determine disposition instructions for all equipment affected by re-stationing.

e. (U) As required, coordinate with AMC, SDDC, and DLA to assist in preparing equipment for transfer, shipment, and disposal necessary due to re-stationing.

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

a. (U) Supported commander for development of force and installation stationing plan that supports ARFORGEN. The time period considered will be from the present through 2013 with an intermediate objective of 2010 for IGPBS.

b. (U) Supported commander for stationing actions for organizations assigned, or as directed by HQDA (See Annex A (Army Organizations) and Annex H (IGPBS)).

c. (U) Provide assistance as required to support re-stationing units with equipment maintenance and repair in preparation for movement.

d. (U) In coordination with FORSCOM, HQDA, G-4, and HQDA, G-8, prepare and send equipment disposition instructions to FORSCOM for all equipment being re-stationed.

e. (U) Actively monitor the transfer of demand histories for units redeploying to US installations to ensure that installation level or supporting tactical DSU Class IX stocks are adequate to support newly arrived units.

f. (U) As required, coordinate with FORSCOM, SDDC, and DLA to assist in preparing equipment for transfer, shipment, and disposal necessary due to re-stationing.

g. (U) In coordination with HQDA G-3/5/7, OCLL and OCPA, develop Public Affairs Guidance to announce re-stationing.

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

a. (U) Supported commander for development of force and installation stationing plan that supports the ACP and ARFORGEN. The time period considered will be from the present through 2013 with an intermediate objective of 2010 for IGPBS.

b. (U) Supported commander for stationing actions for organizations assigned, or as directed by HQDA (See Annex A (Army Organizations) and Annex H (IGPBS)).

c. (U) Supported commander to station and consolidate the Air Defense Artillery Center and School with the Field Artillery Center and School to establish a Net Fire Center of Excellence at FORT SILL.

d. (U) Supported commander to station and consolidate the Armor Center and School with the Infantry Center and School to establish a Maneuver Center of Excellence at FORT BENNING.

**Annex I (Stationing) to Army Campaign Plan, Change 3**

e. (U) Supported commander to station and consolidate the Transportation Center and School and the Ordnance Center and School with the Quartermaster Center and School, the Army Logistic Management College, and Combined Arms Support Command to establish a Combat Service Support Center of Excellence at FORT LEE.

f. (U) In coordination with HQDA G-3/5/7, OCLL and OCPA, develop Public Affairs Guidance to announce re-stationing.

(5) (U) U.S. Army Corps of Engineers (USACE).

a. (U) Supported commander for development of force and installation stationing plan that supports the ACP and ARFORGEN. The time period considered will be from the present through 2013 with an intermediate objective of 2010 for IGPBS.

b. (U) Supported commander for stationing actions for organizations assigned, or as directed by HQDA (See Annex A (Army Organizations) and Annex H (IGPBS)).

c. (U) In coordination with HQDA G-3/5/7, OCLL and OCPA, develop Public Affairs Guidance to announce re-stationing.

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

a. (U) Supported commander for development of force and installation stationing recommendations in CDRUSPACOM AOR that supports the ACP and ARFORGEN. The time period considered will be from the present through 2013 with an intermediate objective of 2010 for IGPBS.

b. (U) Supported commander for stationing actions with CDRUSPACOM for organizations assigned, or as directed by HQDA (See Annex A (Army Organizations) and Annex H (IGPBS)).

c. (FOUO) (FOUO) IAW Defense Policy Review Initiative (DPRI) establish transformed elements of Headquarters I Corps and United States Army Japan (USARJ) in CDRUSPACOM AOR. Support modular conversion of I Corps as required.

d. (U) In coordination with AMC, HQDA, G-8, and HQDA, G-4, determine disposition instructions for all equipment affected by re-stationing.

e. (U) In coordination with HQDA G-3/5/7, OCLL and OCPA, develop Public Affairs Guidance to announce re-stationing.

f. (U) As required, coordinate with AMC, SDDC, and DLA to assist in preparing equipment for transfer, shipment, and disposal necessary due to re-stationing.

(7) (U) CG, Eighth U.S. Army, Korea.

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a. (U) Supported commander for development of force and installation stationing recommendations in CDRUSFORCESKOREA and CDRUSPACOM AOR that supports the ACP and ARFORGEN. The time period considered will be from the present through 2013 with an intermediate objective of 2010 for IGPBS.

b. (U) Supported commander for stationing actions with CDRUSPACOM for organizations assigned, or as directed by HQDA (See Annex A (Army Organizations) and Annex H (IGPBS)).

c. (U) In coordination with HQDA G-3/5/7, OCLL and OCPA, develop Public Affairs Guidance to announce re-stationing.

d. (U) As required, coordinate with AMC, SDDC, and DLA to assist in preparing equipment for transfer, shipment, and disposal necessary due to re-stationing.

(8) (U) CG, U.S. Army Space and Missile Defense Command (USASMD).

a. (U) Supported commander for development of force and installation stationing plan that supports the ACP and ARFORGEN. The time period considered will be from the present through 2013 with an intermediate objective of 2010 for IGPBS.

b. (U) Supported commander for stationing actions for organizations assigned, or as directed by HQDA (See Annex A (Army Organizations) and Annex H (IGPBS)).

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

a. (U) Supported commander for development of force and installation stationing plan that supports the ACP and ARFORGEN. The time period considered will be from the present through 2013 with an intermediate objective of 2010 for IGPBS.

b. (U) Supported commander for stationing actions for organizations assigned, to USASOC or as directed by HQDA (See Annex A (Army Organizations) and Annex H (IGPBS)).

(10) (U) CG, U.S. Army Medical Command (USMEDCOM).

a. (U) Supported commander for development of force and installation stationing plan that supports the ACP and ARFORGEN. The time period considered will be from the present through 2013 with an intermediate objective of 2010 for IGPBS.

b. (U) Supported commander for stationing actions for organizations assigned, or as directed by HQDA (See Annex A (Army Organizations) and Annex H (IGPBS)).

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

a. (U) Initiate planning and coordination for unit re-stationing.

b. (U) Assist re-stationing units with equipment preparation for movement, and personal property transportation and/or storage.

c. (U) Ensure 100% accountability of unit equipment in transit to the endstate location.

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

a. (U) Supported commander for development of force and installation stationing plan that supports the ACP and ARFORGEN. The time period considered will be from the present through 2013 with an intermediate objective of 2010 for IGPBS.

b. (U) Supported commander for stationing actions for organizations assigned, or as directed by HQDA (See Annex A (Army Organizations) and Annex H (IGPBS)).

(13) (U) CG, U.S. Army Intelligence and Security Command (USAINTSCOM).

a. (U) Supported commander for development of force and installation stationing plan that supports the ACP and ARFORGEN. The time period considered will be from the present through 2013 with an intermediate objective of 2010 for IGPBS.

b. (U) Supported commander for stationing actions for organizations assigned, or as directed by HQDA (See Annex A (Army Organizations) and Annex H (IGPBS)).

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

a. (U) Supported commander for development of force and installation stationing plan that supports ARFORGEN. The time period considered will be from the present through 2013 with an intermediate objective of 2010 for IGPBS.

b. (U) Supported commander for stationing actions for organizations assigned, or as directed by HQDA (See Annex A (Army Organizations) and Annex H (IGPBS)).

(15) (U) CG, Army Test and Evaluation Command (ATEC). Supported commander for stationing actions for organizations assigned, or as directed by HQDA (See Annex A (Army Organizations) and Annex H (IGPBS)).

b. (U) Tasks to HQDA Staff.

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

a. (U) Supported HQDA Staff principal to establish policy and issue directives related to Research, Development, Testing, and Evaluation (RDTE)-related actions.

b. (U) Supported HQDA Staff principal to review all RDTE-related actions concerning the re-stationing or realignment of Research and Development (R&D) Laboratories and functions, including distribution of functional elements and workload, requirements for new or renovation of existing facilities, and any proposed changes in the major areas of concentration for the gaining laboratories.

c. (U) Supported HQDA Staff principal to ensure applicable Program Executive Officers (PEOs) and Program Managers (PMs) modify acquisition plans affected by all stationing actions including BRAC actions.

(2) (U) Assistant Secretary of the Army for Civil Works [ASA(CW)].

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

a. (U) Supported HQDA Staff principal to prescribe POM and budget formulation requirements in Resource Formulation Guidance (RFG) in coordination with the Program Analysis and Evaluation Directorate (PAED).

b. (U) Supported HQDA Staff principal to establish financial policies for all aspects of stationing efforts

(4) (U) Assistant Secretary of the Army for Installations and Environment [ASA(I&E)].

a. (U) Supported HQDA Staff principal to establish overall Army BRAC 2005 policy, direction, and oversight.

b. (U) Supported HQDA Staff principal to ensure Army compliance with BRAC 2005 program mandates and other BRAC policies.

(5) (U) Assistant Secretary of the Army for Manpower and Reserve Affairs [ASA(M&RA)].

**Annex I (Stationing) to Army Campaign Plan, Change 3**

a. (U) Supported HQDA Staff principal to establish policy and issue directives related to stationing from a manpower and personnel issues perspective.

b. (U) Supported HQDA Staff principal to ensure that policies are in place that minimize adverse impact to Soldiers and their families in executing stationing actions.

c. (U) Supported HQDA Staff principal to ensure that the needs of the Army Reserve and Army National Guard are documented, considered, and included in stationing planning.

(6) (U) Chief Information Officer / G-6 [CIO/G-6].

a. (U) In coordination with FORSCOM, HQDA, G-3/5/7, HQDA, G-4, and G-8 identify the appropriate level of Operation and Systems Architecture and coordinate the integration of those systems.

b. (U) In coordination with FORSCOM, HQDA G-3/5/7, CIO/G-6, G-8, and AMC provide oversight as appropriate of information systems requirements consistent with approved designs.

(7) (U) Director of the Army Staff [DAS].

(8) (U) HQDA G-1.

a. (U) Supported HQDA Staff principal for development and implementation of force stabilization for AC units and ARFORGEN manning initiatives and policies related to stationing.

b. (U) Supported HQDA Staff principal for development of multi-compo human capital strategy to include continuum of service program and its effects on stationing.

c. (U) In coordination with FORSCOM and HRC, provide policy and procedural guidance for personnel re-stationing.

d. (U) Update personnel authorization, personnel management and personnel service support systems to reflect re-stationing.

(9) (U) HQDA, G-2. Evaluate effects of modular conversion of AC and RC military intelligence, surveillance, and reconnaissance architecture on stationing planning.

(10) (U) HQDA G-3.

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a. (U) Prioritize operational requirements and associated unit moves of BRAC 2005.

b. (U) Receive and process MACOM-initiated AR 5-10, Stationing, packages for BRAC discretionary actions, and issue policy and directives necessary to oversee such actions.

c. (U) Review all closure and realignment plans of BRAC 2005 to determine impacts from strategic, readiness unit training, operations, and mobilization standpoints on stationing planning, including considerations for both Active and Reserve Components missions and support.

d. (U) Adjust appropriate operations, training, and mobilization plans and documentation to accommodate unit relocations and adjustments of BRAC 2005.

e. (U) In coordination with FORSCOM, direct changes to approved unit status and sequence change actions to Army Commands and Army Service Component Commands resulting from re-stationing.

f. (U) Update SAMAS database reflecting unit status changes resulting from re-stationing.

g. (U) Assist FORSCOM during development of their execution orders for re-stationing to ensure synchronization with operational requirements, ACP, IGPBS, AMF, and ARFORGEN.

(11) (U) HQDA G-4.

a. (U) In coordination with HQDA, G-3 and ASA (ALT), assess realignment and closure actions of BRAC 2005 pertaining to readiness, mobilization requirements, and industrial base impacts to include supply, maintenance, transportation, and materiel storage requirements for stationing planning.

b. (U) As functional proponent, coordinate with OACSIM to validate the construction requirements for depots, warehouses, motor pools, maintenance facilities, and other logistical facilities affecting stationing.

c. (U) In coordination with FORSCOM, HQDA, G-8, and AMC prepare and send equipment disposition instructions to FORSCOM for all equipment being re-stationed.

(12) (U) HQDA G-8.

a. (U) In coordination with HQDA, G-3, and OACSIM, support stationing actions for modular conversion, IGPBS and BRAC.

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b. (U) In coordination with FORSCOM, HQDA, G-4, and AMC prepare and send equipment disposition instructions to FORSCOM for all equipment being re-stationed.

(13) (U) Chief of Engineers.

(14) (U) Assistant Chief of Staff, Installation Management [ACSIM].

a. (U) In coordination with HQDA, G-3, and HQDA, G-8, support CG FORSCOM, CG USAREUR, and CG USARPAC in development of stationing options for BCT activations and unit stationing resulting from IGPBS decisions.

b. (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, support brigades, functional brigades, theater armies, and theater subordinate commands.

c. (U) In coordination with gaining Army Commands, and Director, IMA, determine investment strategies, resources, and integrated processes to ensure facilities and installation infrastructure support stationing, basing, and deployment support decisions.

d. (U) The OACSIM will integrate, coordinate, and manage execution of all BRAC actions throughout the Army.

e. (U) Expedite and monitor NEPA documentation as required for re-stationing.

(15) (U) HQDA, Office of the Chief Public Affairs.

a. (U) In coordination with FORSCOM, develop Public Affairs Guidance to announce re-stationing.

b. (U) In coordination with FORSCOM, HQDA OCLL, G-3/5/7 and ACSIM, OCPA will ensure PAG is coordinated and synchronized with Congressional notifications and engagement strategy.

c. (U) HQDA OCPA will develop Strategic Communications Plan unit re-stationing.

(16) (U) HQDA, Office of the Chief of Legislative Affairs.

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a. (U) In coordination with FORSCOM, HQDA OCPA, G-3/5/7 and ACSIM, OCLL will ensure directed stationing actions are coordinated and synchronized with Congressional notifications and engagement strategy.

b. (U) In coordination with FORSCOM, HQDA OCPA, G-3/5/7 and ACSIM, OCLL will notify Congressional delegations, as required.

(17) (U) Center of Military History (CMH).

a. (U) CMH will provide historical support to units undergoing unit status changes.

b. (U) In coordination with HQDA G-3/5/7 FM, CMH will issue memos for assignment as appropriate.

**Annex J (ACP Terms of Reference) to Army Campaign Plan, Change 3**

1. (U) ACP Terms of Reference. The Army Campaign Plan and subordinate orders shall be based on the terms of reference contained in this annex. These terms of reference do not supersede definitions approved in Army or joint doctrine; however, they provide a common lexicon in support of ACP development.

2. (U) These terms of reference may be amended, as required:

Active Component Operational Deployment Cycle. For planning, an Active Component (AC) unit is available for one operational deployment every three years.

Administrative Control (ADCON). Direction or exercise of authority over subordinate or other organizations with respect to administration and support, including organization of Service forces, control of resources and equipment, personnel management, unit logistics, individual unit training, readiness, mobilization, demobilization, discipline, and other matters not included in the operational mission of the subordinate or other organizations.

Agility. The physical and mental ability to move and adjust quickly and easily.

ARFORGEN Synchronization Conference. The semi-annual conference series that aligns all validated Army requirements to force pools, task organizes modular formations for training and mission preparation, and applies resources to them. These resources include numbers and types of units, personnel, equipment, training assets and funds. Consists of three segments: Requirements Integration and Sourcing Conference, Training Support and Resourcing Conference, and the ARFORGEN Synchronization Conference General Officer Steering Committee (GOSC).

Army Command. An Army force, designated by the Secretary of the Army, composed primarily of institutional organizations with Army lead for two or more of the Secretary of the Army's Service Title 10 functions (3013b). Command responsibilities are those established by the Secretary and normally associated with administrative control (ADCON).

Army Focus Areas. Army Focus Areas refine and augment the Army's plan to create a campaign quality Army with joint and expeditionary capabilities in this decade. Focus Areas are transformation initiatives requiring central HQDA management or oversight. Upon receiving an approved execution strategy and being assigned to a Residual Proponent, Army Focus Area execution is captured within standard HQDA and Army Command institutional processes.

Army Force Generation (ARFORGEN). The structured progression of increased unit readiness over time, resulting in recurring periods of availability of trained, ready and cohesive units prepared for operational deployment in support of civil authorities and combatant commander requirements. ARFORGEN is a managed force generation process, driven by operational requirements, that focuses all Army Active and Reserve

## Annex J (ACP Terms of Reference) to Army Campaign Plan, Change 3

conventional forces toward future missions as early as possible, task organizes these forces into expeditionary force packages, manages them to progressively higher levels of capability and readiness through sequential force pools to corresponding “ready for what/resourced for what” metrics, and then provides them as tailored force capabilities to meet worldwide Army requirements.

Army Prepositioned Stock (APS). Materiel amassed in peacetime to meet the increase in military requirements at the outbreak of war and tailored to provide key strategic capabilities essential to the Army’s ability to execute its Force Projection Strategy. APS remains set at the minimum level of stocks to sustain and equip the approved forces as outlined in the Defense Planning Guidance. APS consists of Army Prepositioned Sets (APS), and Prepositioned materiel (End Items, secondary Items, and Supplies) stored in unit sets to reduce force deployment time, as well as Army Prepositioned Operational Projects (APSOP), that provide materiel above normal TO&E, TDA, and CTA authorizations.

Army Special Operations Forces (ARSOF). For the ACP, all Special Forces Groups (Airborne); Army Rangers; Army Special Operations Aviation; Civil Affairs; Psychological Operations; and Special Operations Support organizations.

Army Service Component Command (ASCC). An Army force, designated by the Secretary of the Army, composed primarily of operational organizations serving as the Army component for a combatant commander. If designated by the combatant commander, serves as Joint Forces Land Component Command (JFLCC), or Joint Task Force (JTF). Command responsibilities are those established by the Secretary and normally associated with operational control (OPCON) and (ADCON).

Assigned. Units or personnel placed in an organization where such placement is relatively permanent, and/or where such organization controls and administers the units or personnel for the primary function (or greater portions of the functions) of the unit or personnel.

Assured Access. The ability to source, mobilize and deploy cohesive Reserve Component (RC) units within the ARFORGEN process. Assured access is based upon approved and in-place legislative authority, policy guidance, and DOD procedures which allow and guarantee access to the RC units in the Available Force Pool for rapid mobilization in support of national military requirements.

Attached. Units or personnel placed in an organization where such placement is relatively temporary, and/or the detailing of individuals to specific functions where such functions are secondary or relatively temporary, e.g., attached for quarters and rations.

Augmentation Table of Distribution and Allowances. The AUGTDA augments a Modified Table of Organization and Equipment (MTOE) unit during peacetime and war. The AUGTDA records and documents the HQDA validated missions, organizational structure, personnel, and equipment required for the unit to execute administrative and

## Annex J (ACP Terms of Reference) to Army Campaign Plan, Change 3

operational functions unique to that unit and beyond the capabilities of the MTOE or are TYPE B MTOE requirements and authorizations for civilian positions that cannot be documented on an MTOE. The AUGTDA can include military, civilian, and contract personnel. It can also include military and/or commercial equipment. Soldiers, civilians, and equipment may be deployable.

Available Force Pool. The third force pool in the ARFORGEN process, comprised of units that have been assessed as fully capable (based on achieving required training and readiness “gates”) and immediately available to conduct designated mission execution. All AC and RC units (CBT/CS/CSS) pass through a one year long Available Force Pool window of availability. They will deploy against an operational requirement or remain focused on a contingency requirement without deploying. Active Component units are available for immediate deployment and Reserve Component units are available for alert/mobilization/required post-mobilization training and validation/deployment. At the end of their respective Available Force Pool time, all units return to the Reset/Train Force Pool to initiate their subsequent operational readiness cycle.

Baseline Equipment Set. The unit’s permanent on hand MTOE equipment. The standard for Phase 2 (ARFORGEN Bridging State) is the baseline equipment set supports unit home-station training requirements and provides the necessary capabilities to support civil authorities and conduct HLD-HLS operations. The standard for ARFORGEN Phase 3 (Objective State) is full MTOE.

Battle Command. The art and science of applying leadership and decision-making to achieve mission success. Future Force battle command will enable other advances in the Future Force, such as improvements in responsiveness, lethality, survivability, and mobility to achieve a new way of operating, based on knowledge superior to that of our adversaries.

Brigade Combat Team (BCT). Primary Army combined arms organization for fighting tactical engagements and battles. For the ACP, the following organizations are treated as modular BCTs: Heavy Brigade Combat Team (HBCT), Armored Cavalry Regiment (ACR), Stryker Brigade Combat Team (SBCT), and Infantry Brigade Combat Team (IBCT).

Budget Year (BY). The fiscal year covered by the budget estimate and President’s Budget Request.

Business Process Adaptation. Redesigning business processes or mission functions for optimum effectiveness and efficiency. Business Process Adaptation is used to redesign the way work is done to improve performance in meeting the organization's mission while reducing costs.

## Annex J (ACP Terms of Reference) to Army Campaign Plan, Change 3

Campaign Objectives. For the ACP, clearly defined, measurable, decisive, and attainable goals which enable the Army to achieve the strategic imperatives identified within the Army Strategic Planning Guidance, to provide: (1) Trained and Equipped Soldiers and Developed Leaders; and (2) Relevant and Ready Land Power for the combatant commander as part of the Joint Force.

Center of Excellence. Designated by HQDA, a center of excellence is a premier organization that creates the highest standards of achievement in an assigned sphere of expertise by generating synergy through effective and efficient combination and integration of functions while reinforcing unique requirements and capabilities.

Closure. In transportation, the process of a unit arriving at a specified location. It begins when the first element arrives at a designated location and ends when the last element does likewise. For ACP decision forums, a unit is considered closed after 95% of its movement requirements for personnel and equipment are completed.

Combat Training Center. A “dirt” training center such as the National Training Center or Joint Readiness Training Center where units may conduct an MRE in preparation for deployment, or are scheduled for unit maneuver exercises as part of a certification of training to enter the Ready Force Pool.

Contingency Expeditionary Force (CEF) Package. Remaining (not in a DEF) Available Force Pool units, task organized to meet operational plans and contingency requirements. These forces are capable of rapid deployment but are not yet alerted to deploy (Active Component) or alerted for mobilization (Reserve Component). All REFs are redesignated CEFs upon entrance into the Available Force Pool; CEF forces are redesignated DEF(s) if alerted. A CEF not required for deployment during its Available Force Pool window moves to the Reset/Train Force Pool upon completion of its operational readiness cycle and resets in preparation for a new mission.

Current Force. Today's operational Army.

Current Year (CY). The year in which resources in the budget are currently being executed.

Deployability. The inherent capability of a unit or system for force projection operations.

Deployment Equipment. Mission specific equipment a unit is issued on a temporary basis for operational missions. This equipment gives the unit full operational capability for its assigned mission. The unit may receive all or some of the equipment prior to deployment or once deployed. This equipment is returned to the Army upon mission completion.

Deployment Expeditionary Force (DEF) Package. Task organized units designed to execute planned operational requirements and those currently executing deployed

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missions to include Homeland Defense or Homeland Security. (Note: Reserve Component units in a DEF have been sourced against a future requirement, alerted for mobilization, or are currently mobilized).

Direct Reporting Unit. An Army organization composed of one or more units with Secretary of the Army-designated institutional or operations functions, that provides broad general support to the Army in a normally single, unique discipline not otherwise available elsewhere in the Army. Direct Reporting Units report directly to a Headquarters, Department of the Army principal and/or Army Command, and operate under authorities established by the Secretary of the Army.

Dwell Time. The time a soldier or unit spends at home station between combat deployments, operational deployments (non-combat), or dependent restricted tours.

Effective Date (EDATE). The date on which a new MTOE or TDA authorization document formally applies to one or more units. Within Annex A, EDATE indicated the date of conversion to a modular design.

Emergency (National). Condition declared by the President or Congress by virtue of powers previously vested in them that authorize certain emergency actions to be undertaken in the national interest. Actions may include partial, full, or total mobilization of national resources. For the ACP, the emergency discussed in the campaign assumptions includes, but is not limited to, ongoing operations in support of the Long War.

Exception Table of Organization and Equipment (ETOE). An HQDA-approved exception to an HQDA-approved unit MTOE that deviates from the elements in a base TOE. The approval only excepts the unit for that specific approved element and in no way exempts the unit from compliance with all other regulations and requirements.

Expeditionary. The qualities of a force that suit it for near-simultaneous deployment and employment as part of a joint force.

Expeditionary Force Package. The task organization of Army units into mission-tailored packages, providing better predictability and targeted resourcing for units based on mission requirements. Within each expeditionary force package a cross section of Active and Reserve Component units, together with applicable command and control headquarters, are integrated to provide mission-tailored force capabilities. There are three types of expeditionary force packages: Deployment - DEF, Ready - REF, and Contingency – CEF.

Exportable Training Capability (ETC). A combat training center mobile team capable of deploying to a unit's home station or to a specified power generation (or power generation support) platform to provide a CTC-like experience to a unit(s) when CTC scheduling cannot accommodate the unit. The ETC is CTC-like, but not an equal substitute for a CTC experience. Commanders may use an ETC event with an

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embedded command and staff exercise to form the basis of the Commander's Assessment for moving a unit between ARFORGEN force pools.

**Fiscal Year (FY).** A Fiscal year spans two calendar years and for US Government operations begins on 1 October of calendar year one and ends on 30 September of the following calendar year. The Federal Government uses the Fiscal Year for budget and accounting purposes.

**Focus Area Lead.** The Focus Area Lead is an Army Command commander or HQDA Staff principal assigned by the Secretary of the Army, the Under Secretary of the Army, CSA, or VCSA to analyze a specified issue, propose solutions, and plan the transition to a Residual Proponent.

**Force Management Risk.** Events or conditions which may damage or endanger that Army's ability to provide a trained and ready force. Army planners seek to mitigate force management risks to Army personnel programs – Man the Force, Well-Being, Lifecycle Manning, Stabilization, and Leader Development.

**Force Pool.** ARFORGEN forces (AC and RC) are grouped into three Force Pools (Reset/Train, Ready, and Available) with corresponding "ready for what/resourced for what" metrics. Units transition through the three Force Pools based on the assessment by the appropriate commander that the unit is trained, equipped and manned to meet force level capabilities designated by the FORSCOM Commander.

**Force Tailoring.** The process of determining the right mix and deployment sequence of units to execute a given mission.

**Full Operational Capability.** A unit is fully manned, equipped, and trained, and possesses full capabilities required for Joint Strategic Capabilities Plan Major Theater War (JSCP MTW) requirements.

**Full Spectrum Operations.** The range of operations that Army forces conduct in war and operations other than war.

**Functional Component Command.** A command normally, but not necessarily, composed of forces of two or more Military Departments which may be established across the range of military operations to perform particular operational missions that may be of short duration or may extend over a period of time.

**Functional Coordination.** A coordination relationship, usually technical in nature, between organizations providing specialized or professional guidance to Theater- level support units of the ASCCs for the implementation or execution of policies and procedures. Functional coordination is not command authority.

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Future Challenges Risk. Anticipating future threats and adjusting capabilities to maintain a military advantage against them. This is the Army transformation to the future force.

Future Force. The operational force the Army continuously seeks to become.

Future Years Defense Plan (FYDP). The official DoD financial database that displays the funded years of the defense program. All Services use and provide input to the FYDP, which is owned and operated by OSD and is updated at the end of every major budget exercise. Each year of the FYDP contains program content.

Garrison Commander (GC). The GC is a military officer, lieutenant colonel or colonel, selected by the Department of the Army. The GC commands the garrison, is responsible for day-to-day operations to maintain living and working conditions for all personnel on the installation, and is the lead for base support operations management for the senior mission commander. The GC also provides continuity of installation command during mission activity deployments. The GC is rated by the IMA Region Director and senior rated by the next senior commander – either the IC or the SMC. The GC provides installation management services and obtains resources through IMA channels. The GC may be appointed as Summary Courts Martial Convening Authority or the Special Courts-Martial convening authority for the installation and its support area; in some cases, the GC may be appointed as GCMCA. In some cases, the senior IMA official on an installation may be a civilian, the garrison manager. A garrison manager (the civilian equivalent of a garrison commander) has the same responsibility and authority as the military counterpart with the exception of Uniform Code of Military Justice and command authority. Garrison commander's responsibilities include:

1. Commanding the U.S. Army garrison.
2. Providing IMA services in accordance with respective common levels of service.
3. Coordinating and integrating the delivery of support activity service.
4. Prioritizing requirements and support operations.

Generating Force. Under Title 10, United States Code, the Army's generating force has the responsibility for providing management, development, readiness, deployment and sustainment of the operating force. The generating force consists of the Army's institutional base, industrial base and infrastructure spread across Headquarters, Department of the Army, the major Army commands, field operating agencies, and staff support agencies.

Global Information Grid (GIG). The globally interconnected, end-to-end set of information capabilities, associated processes, and personnel for collecting, processing, storing, and disseminating and managing information on demand to the warfighters, policy makers, and support personnel. The GIG includes all owned and leased

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communications and computing systems and services, software, data, security services, and other associated services necessary to achieve Information Superiority.

Home Station Operations Center (HSOC). A home-station-based, scalable, 24-hour operation supporting deployed units that is linked to the national sustainment base, national assets, and other agencies for information and support, and is critical to reducing the deployed and sustainment footprint. Through these links, the HSOC collates and disseminates information critical to the deployed commander.

Initial Operating Capability (IOC). The first attainment of the capability to employ effectively a weapon, item of equipment, or system of approved specific characteristics that is manned or operated by an adequately trained, equipped, and supported military unit or force. May have some In-Lieu-Of (ILO) equipment and is deployable for JSCP Small Scale Contingency requirements and MTW with augmentation.

Installation Commander. Senior Army leadership designates the IC. The IC is usually the senior commander residing on the installation or in the surrounding community. The IC is responsible for mission activity services. The IC may be appointed as General Courts-Martial Convening Authority (GCMCA) for the installation and its support area (just as the Garrison Commander may be in certain areas). The IC's installation management responsibilities are to—

1. Senior rate the GC.
2. Act as principal customer advocate to the GC.
3. Serve as the senior Army spokesperson to the surrounding community.
4. Determine priority for installation resourcing and services.
5. Provide installation management services that are the responsibility of the senior mission activity.
6. Oversee the implementation of force protection.
7. Determine priorities for training and training support services, mission support, MCA projects, well-being programs, and force protection.
8. Approve installation-level policies for Soldiers in accordance with respective Army Regulations.
9. Approve the installation master plan.

Institutional Risk. Events or conditions which may damage or endanger that Army's ability to use resources efficiently and promote the effective operations of the defense establishment. Army planners seek to mitigate institutional risk through improved management practices and controls that enhance efficiency and effectiveness of the Army's business and resource processes, as well as its installations and infrastructure programs.

Interoperable. Ability of two or more differing systems or organizations to function without degradation of individual functions.

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Joint Functional Concepts. Department of Defense approved concepts that articulate how the future joint commander will integrate a set of related military tasks to attain capabilities across the range of military operations. For the ACP, the eight defined JFCs are: Force Application, Protection, Focused Logistics, Battlespace Awareness, Command and Control, Network Centric Operations, Force Management, and Training. For the ACP, Army capabilities are mapped to JFCs using following the Warfighting Functions defined in FM 5-01.01.

Joint Interdependence. The purposeful reliance on other service and joint capabilities to maximize their complementary and reinforcing effects while minimizing service vulnerabilities.

LandWarNet. The Army's component of the Global Information Grid.

Latest Arrival Date (LAD). A day, relative to closure day, that is specified by a supported combatant commander planner as the latest date when a unit, a resupply shipment, or replacement personnel can arrive and complete unloading at a port of debarkation and can then support operations.

Lead. A Focus Area Lead is an Army Command commander or HQDA Staff principal assigned by the Secretary of the Army, the Under Secretary of the Army, CSA, or VCSA to analyze a specified issue, propose solutions, and plan the transition to a Residual Proponent.

Left Behind Equipment. MTOE equipment that a deploying unit leaves behind at their home station.

L lethality. Killing the enemy and destroying his war fighting capability.

Lifecycle Manning. Synchronization of the assignments of large numbers of Soldiers with an Active Component BCT's required training and employment schedules consistent with ARFORGEN operational readiness and rotation cycles. Lifecycle manning provides increased levels of unit readiness, fosters cohesion, and enables maximum training effectiveness and combat readiness required by ARFORGEN. Over the next five years the Army will implement Lifecycle Manning within all active component brigade combat teams not stationed in Europe and Korea. Soldiers in these units arrive, train, deploy, and depart together. Lifecycle Manning also provides increased stability and predictability for Soldiers and families.

Major Objectives. For the ACP, 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 Army Command commander or HQDA Staff principal who has responsibility for achieving the objective.

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**Major Subordinate Command (Army).** A command established by authority of and directly subordinate to an Army Command, which has been assigned direct line responsibility and authority for a prescribed Army mission, and which has been designated by the parent Army Command as a major subordinate command.

**Mission Readiness Exercise (MRE).** A staff-level exercise conducted as a culminating training event for deploying AC and RC Divisions. Units selected to perform a Joint HQ mission will receive Joint personnel, equipment augmentation, and specialized training prior to deploying. The MRE can be embedded in an MRX when the operational HQ provides C2 for the BCT(s) readiness exercise.

**Mission Rehearsal Exercise (MRX).** A mission-tailored training and rehearsal exercise for deploying units, conducted to reinforce a commander's vision and intent, and expose the unit to conditions approximating those in the theater of employment. The MRX is conducted at a CTC and may include an MRE for the higher headquarters staff (i.e. Division or Corps). Units with short deployment timelines that cannot access a CTC will receive an MRE at an alternate training site.

**Mission Support Element (MSE).** A TDA organization (TYPCO 3) that provides direct support to the senior mission commander in the execution of his executive type functions and his USC Title 10 responsibilities. This unit does not deploy, but personnel and/or equipment may do so. MSE provides area support to all assigned, attached, and tenant units as required in the senior mission commander's area of responsibility. The MSE TDA records and documents the HQDA validated mission, functions, organizational structure, personnel, and equipment required in the execution of this mission. The MSE TDA can include military, civilian, and contract personnel, as well as military and/or commercial equipment.

**Mobility.** Enables a force to move personnel and equipment on the battlefield without delays due to terrain or obstacles.

**Mobilization Site.** The designated location where an RC unit reports to accomplish its CONUS mission, or to which a unit moves after mobilization for further processing and subsequent deployment. A Mobilization Site differs from a Mobilization Station in that it is not necessarily a military installation.

**Mobilization Station.** The designated military location (active, semi-active, or state-operated) to which a RC unit moves for further processing, organizing, equipping, training and employment, and from which the unit may move to a SPOE/APOE.

**Modification Table of Organization and Equipment (MTOE).**

A modified version of a TOE authorization document prescribing the unit organization, personnel and equipment necessary to perform a mission in a specific geographical or operational environment. The MTOE reflects the organizational option selected from the TOE.

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**Modular.** For the ACP, a unit is modular upon the effective date (EDATE) of its modular Army MTOE. Army units at the brigade-and-above level are considered modular if they are already in their endstate design IAW the ACP. The term "modularly converted" includes all units that have reached the EDATE of their modular MTOE or their endstate design.

**New Equipment Training (NET).** The initial transfer of knowledge concerning the operation and maintenance of new equipment to testers, trainers, users, and support personnel during the development, production, and fielding of new, modified, or improved equipment and related training devices.

**New Equipment Training Set.** New equipment that facilitates New Equipment Training.

**Objective Table of Organization and Equipment (OTOE).** A fully modernized, doctrinally sound organizational design achieved by applying all DA-approved Incremental Change Packages (ICPs). The OTOE sets the goal for planning and programming of the Army's force structure and supporting acquisition systems, primarily in the last year of the POM and the extended planning annex.

**Operating Force.** Those forces whose primary missions are to participate in combat and the integral supporting elements thereof.

**Operational Control (OPCON).** Transferable command authority that may be exercised by commanders at any echelon at or below the level of combatant command. Operational control is inherent in combatant command (command authority). Operational control may be delegated and is the authority to perform those functions of command over subordinate forces involving organizing and employing commands and forces, assigning tasks, designating objectives, and giving authoritative direction over all aspects of military operations and joint training necessary to accomplish missions assigned to the command. Operational control should be exercised through the commanders of subordinate organizations. Normally this authority is exercised through subordinate joint force commanders and Service and/or functional component commanders. Operational control normally provides full authority to organize commands and forces and to employ those forces as the commander in operational control considers necessary to accomplish assigned missions. Operational control does not, in and of itself, include authoritative direction for logistics or matters of administration, discipline, internal organization, or unit training.

**Operational Headquarters.** For the ACP, operational headquarters consist of the following categories:

**Army (Theater Army).** Army Service Component Command of a combatant commander or a joint major command and that will be referred to geographically. Army headquarters will be capable of assuming the duties of a Joint Task Force

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(JTF) or a Joint Force Land Component Command (JFLCC) – with augmentation from other Services – and controlling operations. These commands will perpetuate the lineage and honors of a traditional numbered army and assigned soldiers will wear the numbered army's patch.

Corps and Division. The Army's primary tactical and operational level warfighting headquarters. Divisions and corps are designed as self-contained modular C2 headquarters for full spectrum operations. Three-star and two-star headquarters of about 800 and 1,000 Soldiers each that are capable of functioning as a JTF and a JFLCC. The modular corps headquarters have greater capabilities than current corps, and will perpetuate the lineage and honors of an historical corps. Each modular corps will activate one tactical command post. The modular division headquarters will have greater capabilities than our current division, and will perpetuate the lineage and honors of an historical division. Each modular division headquarters will activate two tactical command posts.

Theater Subordinate Commands. Theater subordinate commands provide critical command and control functions to Army Service Component Command or major joint task force headquarters. The theater subordinate command types are: Aviation Command; Civil Affairs Command; Engineer Command; Information Operations Command; Military Police Command; Army Air and Missile Defense Command; Chemical, Biological, Radiological, Nuclear, and Explosive (CBRNE) Command; Theater Sustainment Command; Expeditionary Support Command; and Medical Deployment Support Command; Signal Command. Included within this category are also long-term standing task force headquarters that support selected theater armies.

Operational Readiness Cycle. The recurring structured progression of increasing unit readiness through Reset/Train, Ready and Available Force Pools culminating in full mission readiness and availability for deployment. The specific date that begins a unit's operational readiness cycle is designated R-Day. Individual unit progress through its operational readiness cycle is dependent on achievement of specified readiness measures but is not linked to specific periods of time.

Operational Risk. Events or conditions which may damage or endanger that Army's ability to ensure U.S. military and civilian personnel are ready at all times to accomplish the range of missions assigned them in the Defense Strategy. Army planners seek to mitigate operational risk to Army readiness, which is maintained through unit training, current force modernization, recapitalization, and reset.

Oversight. An execution procedure where a higher headquarters or subject matter expert oversees concept development, transition strategies, implementation guidance, and strategic communication support to an ACP-defined supported Army Command commander or HQDA Staff principal in order to achieve an ACP major objective.

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Oversight Proponent (Army Focus Areas). The Army Focus Areas Oversight Proponent is the Office of the Director of the Army Staff (ODAS), Executive Office of the Headquarters (EOH), Staff Group, which has a coordinating – not directive – role to assist senior Army leaders in maintaining a current status of associated vital transformational initiatives.

Power Generation Platform (PGP). Installations providing AC/RC power projection, combat preparation and sustainment capabilities. PGPs can provide the life support, training, maintenance and deployment infrastructure to support an additive BCT (Combat Arms) force and its training set(s) of equipment. PGPs can support deployment/redeployment operations with proximate rail and air facilities that meet throughput requirements. The PGP is capable of hosting CTC Exportable Training Capabilities (ETC) with associated infrastructure.

Power Generation Support Platform (PGSP). Installations that also provide power projection, mission preparation and sustainment capabilities like PGPs, but are focused on CS and CSS units. PGSP capacity is up to, and includes, Support Brigade size with corresponding training equipment sets. PGSPs are capable of hosting BDE level collective training for specific CS or CSS Support Brigades.

Power Projection Platform (PPP). An Army installation that strategically deploys one or more high-priority AC brigade and/or mobilizes high-priority RC units.

Power Support Platform (PSP). Active Army or federally-activated state-operated installations that strategically deploy individuals from all services, the civilian force, and mobilized reserve components. PSPs house training facilities and heavy equipment for RC combat units.

President's Budget. A financial plan for the coming fiscal year that sets forth requested funding in terms of amounts (budget authority, obligation and budget outlays), objectives, programs, and staffing, and provides the basis for financing operations of the Federal Government.

### "Ready for What/Resourced for What" Metrics:

"Ready for What" Metrics. Refer to the progressive unit readiness level required in each of the ARFORGEN force pools based on type structure (SRC) and alignment to designated expeditionary force packages (DEF, REF, CEF). "Ready for What" requirements are established within the ARFORGEN Training and Readiness Strategy.

"Resourced for What" Metrics. Refer to the specified unit mission capabilities required in each of the ARFORGEN force pools, and to which resources (manning, equipping, training) are applied, based on type structure (SRC) and alignment to designated expeditionary force packages (DEF, REF, CEF).

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“Resourced for What” requirements are established within the ARFORGEN Training and Readiness Strategy.

Ready-to-Load Date (RLD). The date when a unit will be ready to move from origin (or mobilization station for RC).

Ready Expeditionary Force (REF) Package. Task organized units, under a designated senior package commander (HICON), designed to train/prepare for potential future operational requirements or task organized to best execute full spectrum training. As required for a surge capability, REF forces are redesignated DEFs to meet regional combatant commander request for forces. The capability to transition from REF to DEF designation within force pools highlights the adaptability of the ARFORGEN process to changing Army strategic commitments.

Ready Force Pool. The second ARFORGEN force pool, comprised of units that have been assessed by the unit commander as capable to perform at Ready Force Pool floor unit capability levels, conduct mission preparation, and are able to execute higher level collective training with other horizontal and vertical operational headquarters. While in the Ready Force Pool, units continue to develop increasing levels of capability. They are eligible for sourcing, may be mobilized if required, and can be committed, if necessary, to meet operational (surge) requirements.

Rebalancing (AC/RC). Retraining Soldiers and converting organizations in all Army components to produce more Soldiers and units with high-demand skills. The objective is to prepare the Active Component to be able to execute the first 30 days of an operation without augmentation from the Reserve Components. This is increasing Army capabilities available for the first 30 days of an operation. Ultimately, rebalancing the force will realign the specialties of more than 100,000 Soldiers. Restructuring and rebalancing efforts are interdependent.

Reflagging. Actions to change to a unit's official designation, lineage, and all associated heraldic linkages, while keeping the unit's current unit identification code (UIC) unchanged.

Required Delivery Date (RDD). The date that a force must arrive at the destination and complete unloading.

Reserve Component Operational Deployment Cycle. For planning, an RC unit is available for one operational deployment every six years and available for non-federalized commitments for every year not deployed.

R-Day. The specific date established by HQDA order in which the manning, equipment, funding and training resources are in place to effectively begin collective training to achieve designated mission or force pool capability. Unit R-Day occurs during the Reset/Train Force Pool and marks the transition from completion of the unit's reset

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activities to a collective training focus. Unit R-Day is recommended by FORSCOM and approved by HQDA with the date established by official order. This definition applies to both Active and Reserve Component forces.

Reset/Train Force Pool. The initial ARFORGEN force pool, Reset/Train is comprised of units just redeployed from long-term operations or upon their completion of a planned period of availability without deploying (Available Force Pool). Units are linked with manning, equipment, funding and training resources to achieve designated Reset/Train Force Pool unit capability levels. They are capable to immediately perform HLD/HLS missions and other less than full spectrum missions. During "Reset" units focus on core mission essential task list (METL) events, conduct activities that include, but are not limited to, recovery, reconstitution, equipment reset, assignment of new personnel, stabilization of assigned personnel, reception of new/displaced equipment. During "Train" units conduct individual and low level collective training to achieve designated Reset/Train Force Pool unit capability levels. All units move through Reset/Train as rapidly as possible into the Ready Force Pool.

Residual Proponent. An Army Command commander, HQDA Staff principal, designated office, or designated individual tasked, appropriately resourced, and granted access and authority over implementing processes by the SECARMY, Under SA, CSA, or VCSA to institutionalize approved solutions, ensure performance measures are achieved, and ensure that the strategy is sustained, resourced or continually updated and modernized. When directed by senior leadership, Residual Proponents are assigned as supported commanders or staff principals for ACP major objectives or sub-unit tasks.

Restructuring. Efforts associated with converting to a brigade-based Army. Goal is to increase the size of the Army's overall pool available brigade-based forces that will enable the Army to generate forces in a predictable rotation. Restructuring and rebalancing efforts are interdependent.

Rotational Units. Those units available to deploy within the ARFORGEN process. Rotational units consists of Division headquarters, brigade combat teams (BCT), Support Brigades, Functional Organizations TBD, select Corps-level Deployable Command Posts, and select TDA organizations TBD. Non-rotational units consist of Corps and their subordinate commands, select Theater-level functional units to include SOF, forward functional brigade headquarters, some regional battalion capabilities modules, select TDA organizations TBD, and TTHS.

Scalability. The ability to vary the size and capabilities of any force according to METT-TC.

Senior Mission Commander. The SMC is a general officer designated by senior Army leadership. The SMC is responsible for the primary mission activity on the installations for which he/she is designated as SMC. The SMC provides executive level oversight of

## Annex J (ACP Terms of Reference) to Army Campaign Plan, Change 3

installation management services to the mission activities and other customers. The SMC need not reside or work on the installation. The SMC's installation management responsibilities are to:

1. Advocate priority mission needs for BASOPS support both for obtaining resources and executing resources received.
2. Act as the principal customer advocate to the IC and GC.
3. Approve the prioritization for mission support, military construction-Army (MCA), well-being, and force protection requirements.
4. Provide overall force protection guidance.
5. Senior rate the GC when the IC and GC are the same individual.

Senior mission commander is a title invoked in those situations where installations do not have a general officer assigned as installation commander. The senior mission commander is a general officer (GO) with command oversight of one or more non-go installation commanders. The senior mission commander conveys Army Command mission priorities to the installation commander, and provides executive oversight and communicates installation management priorities to the installation commander and garrison commander. Senior mission commanders' orders from the General Officer Management Office (GOMO) will specify the installations for which they will serve as SMC.

Service Assigned. An internal Army relationship referring to the placement of units or personnel for a relatively permanent duration; designed to specify the administrative authorities necessary for an Army Headquarters to execute Title 10 functions. For forces other than those required for carrying out of the functions of the Secretary of the Army, Service Assigned authorities will normally reside with Service organization through which the combatant commander exercises Combatant Command Authority (COCOM). Service Assigned shall not alter or infringe on COCOM authorities vested in law with combatant commanders or the relationships established in the Forces For Combatant Commanders Memorandum.

Stabilization. For the ACP, the concept that began implementation of the Army's Lifecycle Management (LM) policy with the goal of improving unit cohesion and readiness, while reducing both turbulence in units and uncertainty for families. Under the lifecycle management concept, the Army stabilizes active component Soldiers inside an Active Component BCT for approximately 36 months and synchronizes Soldier assignments with unit operational cycles under the ARFORGEN model. A Soldier will remain in the same BCT throughout the Reset/Train, Ready, and Available phases of the ARFORGEN process.

Stay Behind Equipment (SBE). Organizational equipment which one unit is directed by HQDA to temporarily transfer to another unit for a specified period of time in order to meet mission requirements. The Army is currently phasing out this category of equipment.

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Strategic Commitment. For the ACP, operational forces deployed in support of combatant commander requirements.

Strategic Posture. For the ACP, the Army's level of commitment to meet combatant commander requirements: includes forward presence, partner training, Homeland Defense/Homeland Security, and expeditionary operations.

Supplemental Funding. Supplemental appropriations that provide incremental funding to a government program for the fiscal year already in progress, over and above the funding provided in regular appropriation laws.

Support Brigade. Combined arms or single branch modular units intended to support BCTs and carry out specific tasks in support of echelons at, or above, BCT. Support brigades are designed around a base of organic elements to which a mix of additional capabilities is added, based on the campaign or major operation. Two categories of support brigades denote capabilities:

Support Brigade (Functional). Single branch units that normally operate directly under the ASCC and require external support. Support brigades (functional) can support division and corps headquarters with staff augmentation, network, and sustainment support. Support brigades (functional) consist of the following unit types: Air Defense Artillery Brigade; Information Operations Group; Theater Tactical Signal Brigade; Theater Strategic Signal Brigade; Engineer Brigade; Military Police Brigade; Chemical Brigade; Medical Support Brigade; National Missile Defense Brigade; Space Brigade; Ordnance Group; Quartermaster Group; Theater Aviation Sustainment Maintenance Group; Army Field Support Brigade; Regional Support Group; Military Intelligence Brigade or Group; Electronic Warfare Group; Human Resources Support Center; and Financial Management Center.

Support Brigade (Multifunctional). Brigades designed to operate under an operational headquarters or independently under another service or joint headquarters. Support brigades (multifunctional) can exercise C2 over other operating force capabilities as mission require without significant augmentation. Support brigades (functional) consist of the following unit types: Combat Aviation Brigade (CAB); Theater Aviation Brigade; Sustainment Brigade; Fires Brigade; Battlefield Surveillance Brigade (BFSB); Combat Support Brigade (Maneuver Enhancement (ME)).

Supported Commander. For the ACP, the Army Command commander or HQDA Staff principal having primary responsibility for all aspects of a task assigned in the ACP or ACP-subordinate orders (focus area residual proponent EXORDs, force management PLANORDs and EXORDs, supported commander or HQDA Staff principal planning

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directives and implementation plans). The supported commander is responsible for ensuring that all supporting commanders understand the assistance required.

**Supporting Commander.** A commander who provides augmentation forces or other support to a supported commander, or who develops a supporting plan. Includes the designated combatant commands and Defense agencies as appropriate. In the context of a support command relationship, the supporting commander aids, protects, complements, or sustains another commander's force, and is responsible for providing the assistance required by the supported commander.

**Surge.** The accelerated alert, mobilization, post-mobilization training and deployment of RC units, and the accelerated alert and deployment of AC units in the Ready Force Pool to meet increased operational requirements.

**Survivability.** Not be acquired; if acquired, not be engaged; if engaged, the ability to survive the attack without loss of personnel.

**Synchronization Horizons.** The ARFORGEN Synchronization Conference identifies four distinct periods (synchronization horizons) that effectively pull the ARFORGEN process and its training and readiness strategy together in a cohesive effort. The Synchronization Horizon periods are:

**Orient Period** = 4-6 years out. The time when sourcing and resource planning are the most flexible and tentative. AC units receive their next mission assignment and R-Day while they are in their current mission cycle. RC units receive their mission assignment between Reset/Train and Ready.

**Objective Period** = 3 years out. The main effort for planning, the time when the unit applies its resources and training toward meeting the capability requirements of its mission assignment. The objective period starts with R-Day for AC units and upon mission assignment for RC units. The objective period resolves tension between detailed management and uncertainty of requirements.

**Verify Period** = 2 years out. The time when a unit is assessed and verified as to capability to meet requirements of its mission assignment. The verify period starts with a commander's assessment of capability as a Ready Force Pool unit. Units in verify have priority for CTC and CTC-like exercises.

**Execution Period** = 1 year out (current year). The time units are available to execute their mission assignments.

**Tactical Control (TACON).** Command authority over assigned or attached forces or commands, military capability, or forces made available for tasking, that is limited to the detailed and, usually, local direction and control of movements or maneuvers necessary to accomplish missions or tasks assigned. Tactical control is inherent in operational

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control. Tactical control may be delegated to, and exercised at any level at or below the level of combatant command.

**Technical Control.** The authority for one organization or command to issue and enforce policy and authoritative direction concerning the use of techniques, procedures, standards, configurations, designs, devices and systems to another specified organization to accomplish a specific mission. It does not include command authority or admin control for logistics or matters or admin, discipline, internal organization or unit training.

**Theater Provided Equipment (TPE).** Equipment which stays in theater and which HQDA has delegated authority to USARCENT to manage.

**Theater Subordinate Headquarters.** See Operational Headquarters.

**Training Equipment.** Equipment which is loaned to the unit to supplement unit equipment on hand (EOH) to permit training to required mission capability levels that are not possible with current EOH levels.

**Transformation.** The Army's process to shape the changing nature of military competition and cooperation through new 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. Army transformation is an integral component of Defense transformation and produces evolutionary and revolutionary changes intended to improve Army and Joint Force capabilities to meet current and future full spectrum requirements.

**Unit Activation.** Once an unit is constituted on the official rolls of the Army by the Chief of Military History, it is eligible for activation. It is activated when transferred from the inactive to the active rolls of the Army. An activated unit is organized (brought into physical existence) by assigning to it personnel and equipment. A unit may be active but unfilled (that is, without personnel and/or equipment).

**Unit Conversion.** See Modular Conversion.

**Unit Inactivation.** An MTOE unit is inactivated when it is no longer required in the active force structure. The unit designation reverts to the inactive rolls until the unit is reactivated or disbanded. The Center of Military History will disband inactive MTOE units when their retention on the rolls no longer serves the needs of the Army.

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(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) CJCSI 6212.01b, Interoperability and Supportability of National Security Systems, and Information Technology Systems, dated 20 November 2003.
- c. (U) Memorandum, Vice Chief of Staff of the Army, Subject: Army Architecture Development and Governance, dated 8 October 2004.
- d. (U) CJCSI 3170.01e, The Joint Capabilities Integration and Development System (JCIDS), dated 11 May 2005.
- e. (U) TRADOC Pamphlet 525-66, Force Operating Capabilities, dated 1 July 2005.
- f. (U) Memorandum, Secretary of the Army and Chief of Staff of the Army, Subject: Army Knowledge Management (AKM) Guidance Memorandum, Capabilities-Based Information Technology (IT) Portfolio Governance, dated 20 July 2005.
- g. (U) HQDA, Battle Command Information System Integration and Migration Plan, Version 1.7.2, dated 21 November 2005.
- h. (U) Memorandum, Secretary of the Army and Chief of Staff of the Army, Subject: Army Battle Command Domain, dated 30 November 2005.

1. (U) Situation.

- a. (U) General. Networked Battle Command (BC) is a critical component of a campaign quality Army with joint and expeditionary capabilities. Achieving fully integrated, synchronized BC capabilities across the Army requires overarching direction in order to resolve challenges regarding technical architecture, interoperability, fiscal constraints, and technology shifts. This annex defines the battle command oversight function that defines, prioritizes, synchronizes, integrates, and enables the fielding of battle command capabilities over time. It provides direction for the detailed planning, preparation, and execution of the range of tasks necessary to develop networked battle command capabilities. This annex applies to all Army Commands, Army Service Component Commands, Direct Reporting Units, HQDA Staff, and supporting agencies and activities.

- b. (U) Strategic Security Environment. See ACP Change 3.

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c. (U) Risk. See ACP Change 3.

d. (U) Army Forces. (U) The Army fields networked battle command capabilities throughout the force in order to achieve knowledge and decision-making superiority over potential adversaries. Network-enabled battle command capabilities are an integral component of a campaign quality, joint and expeditionary force capable of meeting the requirements of the National Security Strategy, National Military Strategy, the long War on Terrorism, and The Army Campaign Plan.

e. (FOUO) Assumptions. See ACP Change 3, paragraph 1.f.

2. (U) Mission. Generate fully-networked and joint interoperable battle command capabilities in support of a campaign-quality Army with joint and expeditionary capabilities.

3. (U) Execution.

a. (U) Concept of Operations.

(1) (U) Intent.

(a) (U) Intent. Rapidly develop and field networked battle command capabilities in support of all echelons of command by establishing and employing a centrally governed, unified, synchronized oversight process capable of leveraging all capabilities development resources. Capabilities must be fully joint interoperable and capable of enhancing joint, interagency, and combined command and control.

(b) (U) Endstate. Fully fielded networked battle command capabilities that are synchronized and aligned with joint, Army, warfighter, and interagency/multinational requirements and an associated systemic process to continuously update and develop/modify such capabilities over time.

(2) (U) General.

(a) (U) The Army improves networked battle command capabilities by increasing network quality and speed; decreasing support requirements; standardizing BC architecture; developing near-real time database builds (to reduce complexity); and minimizing vulnerabilities. It manages these tasks through the Battle Command Oversight Process.

(b) (U) Battle Command Oversight Process applies to all networked battle command capabilities at all echelons of Army organizations. The oversight function ensures that all capabilities, to include training and sustainment capabilities, are fielded and resourced in a timely and standardized fashion,

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within budget constraints, and are synchronized with Army Campaign Plan major objectives (See ACP Objectives 2-6, 2-7 and 6-7).

(c) (U) Battle Command capabilities require authoritative validation and approval regardless of Acquisition Category (ACAT) level. This includes Warfighting and non-Warfighting requirements across the Business, Warfighting, Enterprise Information Environment and Intelligence Mission Areas (MAs) (and their associated domains) for the tactical and institutional Army to include all Information Technology systems and special Joint Requirements Oversight Council (JROC) special interest items:

(1) (U) The Warfighter Mission Area and Domain Mission Area portfolio management processes and oversight will be vehicles for facilitating and supporting the development and integration of capabilities-to-solutions needed by the Warfighter.

(2) (U) The Warfighting Mission is responsible for cross Domain and cross Mission Area capability coordination and collaboration within and across the Warfighting, Business, Enterprise Information Environment, and Intelligence MAs and Domains.

(3) (U) Operational Design.

(a) (U) The Army will synchronize and manage all networked battle command capabilities through the Battle Command Oversight Process. This BC oversight process includes but is not limited to, capabilities described in Operational Needs Statements (ONS); Initial Capability Documents (ICDs); Joint Capabilities Documents (JCDs); Capability Development Documents (CDDs); Capability Production Documents (CPDs) as described in reference b. (CJCSI 6212) and reference d. (CJCSI 3710), DOD guidance, and all Mission Area and Domain Information Technology needs for validation and approval.

(b) (U) Battle Command capabilities include warfighting and non-warfighting capabilities for operating forces and generating forces that support and enable battle command. In this context, oversight includes review of joint and other-service requirements and capabilities development linked to Army networked battle command systems.

(c) (U) The Army Battle Command Oversight Process will ensure:

1. (U) Integration of current systems.
2. (U) Consolidation of common capabilities.
3. (U) Establishment and enforcement of common standards.

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4. (U) Consistent use of common software and hardware.

5. (U) Logical progression of current capabilities and supporting architectures to the objective capabilities and architecture envisioned for Net Centric Command and Control (NEC2) and Future Combat Systems (FCS).

(d) (U) Development and fielding of major capability improvements will be managed using a spiral, iterative approach as identified in the Battle Command Information System Integration and Migration Plan, Version 1.7.2, dated 21 November 2005. Capability improvements will be binned into Battle Command Capability Blocks and fielded to the force in coordination with the Army Force Generation Model processes. All capability block development and migration (See Appendix, 1 to Annex K (to be published at a later date), Battle Command Oversight) will support the following:

1. (U) Migration from a Server Centric Environment to a Net-centric Environment.

2. (U) Shift to a Net-centric Enterprise Service Environment.

3. (U) Migration to Joint Systems.

4. (U) Functionality and Interoperability enhancement to ABCS 6.4

5. (U) Automation data loads

6. (U) Standardization of collaboration.

7. (U) Support Army modularity.

b. (U) Tasks.

(1) (U) Tasks to Army Commands.

(a) (U) CG, Training and Doctrine Command (TRADOC)

1. (U) Develop operational architectures to support implementation and enable battle command capabilities.

2. (U) Develop the battle command concepts, capabilities and operational requirements.

3. (U) Support battle command by coordinating and shaping Joint Concepts and Capabilities as they are developed.

4. (U) Identify and support the battle command coordination and integration elements to execute the capabilities system engineering approach.

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(2) (U) Tasks to HQDA Staff.

(a) (U) Deputy Chief of Staff, G-2. Recommend, as appropriate, linkage of BC capabilities to the National Intelligence Mission Area capabilities, Intelligence, Surveillance, Ops/Intel, and Reconnaissance (ISR) efforts.

(b) (U) Deputy Chief of Staff, G-3/5/7.

1. (U) Lead, coordinates, implement, and execute the BC oversight process.

2. (U) Act as the functional coordination point for alignment and prioritization of BC capabilities, including integration with Joint capabilities.

3. (U) Prioritize BC capabilities across the Army to facilitate programming and budgeting.

4. (U) Maintain and execute the BC Annex to the ACP.

5. (U) In accordance with the Warfighter Mission Area lead responsibilities, serve as the cross MA principal to address and adjudicate MA and Domain issues impacting Battle Command Capabilities.

6. (U) Provide strategic level focus and advocacy for the Army Modeling and Simulation workforce to synchronize Army efforts to manage Modeling and Simulation resources to develop, sustain, and fully utilize Modeling and Simulation efforts to support Battle Command Capabilities.

(c) (U) Chief Information Officer/Deputy Chief of Staff, G-6.

1. (U) Establish and implement the processes to integrate operational, technical, and system architectures required to support Army capabilities and priorities.

2. (U) Develop, coordinate, and implement a plan for the interoperability testing and certification of established technical baselines that support BC. Supported: Army Testing and Evaluation Command.

(d) (U) Deputy Chief of Staff, G-8. Support the prioritization and programming of battle command capabilities over time.

c. (U) Coordinating Instructions.

(1) (U) All fielding's IAW ARPL priorities.

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- (2) (FOUO) Goal for completing fielding's or upgrades to units' network battle command capabilities at R+ 60 days.
- (3) (U) Identify roles, missions, and objectives, by organization, to accomplish analysis, planning, execution, and support of battle command capability issues.
- (4) (U) Develop and Implement processes to improve and/or refine battle command capabilities in order to synchronize and integrate current Battle Command competing requirements

4. (U) Administration and Logistics. Omitted.

5. (U) Command and Control.

a. (U) Deputy Chief of Staff of the Army (DCS), G-3/5/7 is the Chief Architect, (responsible for overall Army Architecture development and governance, Executive Architect coordination and collaboration/alingment of the architecture consuming processes), Warfighting Mission Area lead (responsible for Domain management, collaboration and coordination within the Warfighting Mission Area and across all other enabling and supporting MAs), and Battle Command Oversight authority for all Army Battle Command Capabilities.

b. (U) As a component of overall ACP execution, DCS G-3/5/7, DAMO-BC, will execute the following management and synchronization functions specific to the Battle Command Oversight Process:

(1) (U) Battle Command Oversight Process will be managed by the Battle Command General Officers Steering Committees (GOSCs) chaired by DCS G-3/5/7 and managed by DAMO-BC. GOSC membership consists of the following: DCG FORSCOM; DCG TRADOC; MILDEP ASA(FM&C); MILDEP ASA(ALT); CG AMC, PEO C3T, DCS G-1; DCS G-2; DCS G-3/5/7; DCS G-4; CIO/G-6; DCS G-8; CG ATEC.

(2) (U) DAMO-BC will manage the Battle Command Oversight Process on a day-to-day basis and Director, DAMO-BC will chair a Battle Command Council of Colonels. Membership of the Council of Colonels will be comprised of O6-level representatives from CG FORSCOM; CG TRADOC; CG AMC, ASA(FM&C); ASA(ALT); PEO C3T, DCS G-1; DCS G-2; DCS G-3/5/7; DCS G-4; CIO/G-6; DCS G-8; CG ATEC.

(3) (U) DAMO-BC acts as the executive secretariat in support of the Battle Command Oversight Process. Duties include: establishing, organizing, leading, collaborating, and implementing a battle rhythm for decision bodies that support networked battle command capabilities development. DAMO-BC integrates development efforts by:

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(a) (U) Tracking integration issues that influence networked battle command supporting efforts. Supported: DCS G-3/5/7, DAMO-SBB and DAMO CI for planning and programming.

(b) (U) Maintaining a synchronized calendar of all battle command capability items of interest and coordinating with relevant proponents to schedule decision events, user panels and Communities of Interest. Supported: DCS G-3/5/7, DAMO-SBB.

(c) (U) Synchronizing and aligning Battle Command ACP decision points, ACP Update special topics, and other decision processes that support battle command capabilities development. Supported: DCS G-3/5/7, DAMO-SBB

6. (U) Appendix 1, Battle Command Capabilities integration over time (To be published separately)

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