



U.S. ARMY



FORT HUACHUCA
EST. 1877
NATIONAL HISTORIC
LANDMARK

STRATEGIC PLAN
2014-2019



UNITED STATES ARMY
INTELLIGENCE CENTER OF EXCELLENCE
AND
FORT HUACHUCA



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USAICoE & FH Commander's Message

As the Department of Defense and the Army continue the transition from over a decade of warfare, Fort Huachuca must provide a united front for continued advancement and strategic posturing. The past few years have been incredibly turbulent in terms of fiscal austerity, and the foreseeable future promises more of the same. As these challenges vie for our collective attention, we must maintain our relevancy, precision, and legitimacy in future defense strategy. Our five-year Strategic Plan will guide Fort Huachuca as a team against the coming challenges. Our Strategic Plan is nested within current national, defense, and Army directives, guidance, and strategies. The goal of this plan is to continue to advance Fort Huachuca as a premier and unique Army installation. To achieve this, we must ensure our community is adaptive, innovative, agile, integrated, and synchronized. This plan is operationalized through the identification of major objectives, measurable tasks, and a governance process of continual assessments to inform future decisions.



Fort Huachuca is unique geographically, organizationally, and environmentally. Therefore, placing a premium on our partners, tenant units, and agencies on Fort Huachuca and projecting a strong unified strategic message are important to achieve a combined level of mutual support to accomplish our mutual goals.

As each fiscal year unfolds, we will continue to use guidance from our chains of command, recommendations of our partners, and your observations to guide this process. In our endeavor, I expect everyone to participate fully and provide honest assessments and realistic updates.

Lastly, I want to thank you all for your hard work and tremendous contribution; you are all vital to our mission. Your judgment, creativity, and fortitude will be keys to our success.

The best in all we do!

Robert P. Ashley
Robert P. Ashley

Major General, United States Army
Commanding



Mission, Vision, and Values

Mission

Fort Huachuca develops and tests Command, Control, Communications, Computers, Combat Systems, Intelligence, Surveillance, and Reconnaissance (**C5ISR**) capabilities; delivers **intelligence and Unmanned Aerial System (UAS) training and education**; designs, develops and integrates intelligence capabilities, concepts, and doctrine; and provides **world class quality support services** to the Huachuca Community to enable Mission Command in support of Army and Joint Operations and the continued **evolution of Fort Huachuca**.



Vision

An Army Installation with an innovative workforce of adaptive and responsive partners supporting the mutual goals of the community to be the best in all we do.



Values



USAICoE & Fort Huachuca is a value-based organization that embraces the Army values of loyalty, duty, respect, selfless-service, honor, integrity and personal courage.

We are committed to:

- **Accountability:** Stewardship of the natural and government resources committed to our care.
- **Integrity:** Adherence to the highest legal and ethical principles in our responsibilities.
- **Teamwork:** We value partnerships and teaming at all levels and across organizational boundaries to include Southern Arizona Joint Partners for mission accomplishment and the betterment of Fort Huachuca and the surrounding community.
- **Excellence:** We strive for excellence and quality in all we do.



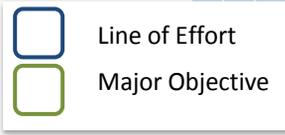
Endstate

Fort Huachuca is a premier installation in the United States Army for Soldiers, Civilians and Army Families. USAICoE & Fort Huachuca remain the world's premier center for implementing military intelligence doctrine through training, educating, and developing intelligence forces to meet the vision of Army/Intelligence 2020 and as the nation's preferred UAS and C5ISR development, testing, training, and operations center of excellence. Assignments to Fort Huachuca are both personally and professionally rewarding. Soldiers, Civilians, and Army Families grow to their full potential, forge life-long bonds of trust, and fight to return to Fort Huachuca.





Strategic Plan Overview



Key Enablers

- Knowledge Management
- Resourcing Human Capital; Funding
- Logistics
- Communication Engagement and Outreach
- Information Technology
- Installation Management & Support
- Environmental Scanning
- C5ISR Synergy
- Lessons Learned

DtCG LOE 1: Adapt and Advance USAICoE & Fort Huachuca

- MO1: Make Fort Huachuca More Valuable to the DoD and Our Strategic Partners in Future Defense Strategy (Lead: FH USAG)
- MO2: Advance Fort Huachuca as a Premiere Army Installation (Lead: FH USAG)
- MO3: Improve Strategic Messaging for Fort Huachuca (Lead: FH USAG and G35)
- MO4: Align Priorities to Evolving Budget, Fiscal and Manpower Constraints (Lead: DRM)
- MO5: Connect the Operational Force with USAICoE (Lead: USAICoE CoS)

USAICoE & Fort Huachuca adapts to change, provides flexibility to our Army and Strategic partners, sustains the current fight and evolves to be a premier Army installation

DCT LOE 2: Deliver Training and Education

- MO6: Develop Agile and Adaptive Soldiers and Leaders and Imbue the Army Profession (Lead: 111th MI BDE, MI NCOA)
- MO7: Design Training and Education (Lead: TDS)

MI Leaders and Soldiers are innovative, tactically and technically proficient, and prepared to successfully execute current and future Army mission requirements

CDID LOE 3: Design and Evolve the MI Force

- MO8: Develop and Validate Concepts to Shape the Future Intelligence Force (Lead: CDI)
- MO9: Evolve and Update Intelligence Doctrine (Lead: CDI)
- MO10: Develop Intelligence Capabilities and Affordable Modernization Strategies to Enable the Future Force (Lead: CDI)
- MO11: Provide Army Modernization Training in Support of Intelligence Capabilities (Lead: CDI)

The MI Corps of the Future is designed and integrated to execute future Army requirements and meet the vision of Army/Intelligence 2020

Endstate

Fort Huachuca is the premier installation in the United States Army for Soldiers, Civilians and Army Families. USAICoE & Fort Huachuca remain the world's premier center for implementing military intelligence doctrine through training, educating, and developing intelligence forces to meet the vision of Army/Intelligence 2020 and as the nation's preferred UAS and C5ISR development, testing, training, and operations center of excellence. Assignments to Fort Huachuca are both personally and professionally rewarding. Soldiers, Civilians, and Army Families grow to their full potential, forge life-long bonds of trust, and fight to return to Fort Huachuca.





Key Enablers

Integration of Key Enablers

Key Enablers are elements to assist in fortifying USAICoE&FH's ability to execute its STRATPLAN and are an integral component of the set of actions required to achieve outcomes across all Major Objectives. Those responsible for Sub-Tasks are responsible for consideration and incorporation of Key Enablers into each Sub-Task. They support the execution of the Major Objectives by integrating efforts and linking required capabilities.

Knowledge Management

The process of enabling knowledge flow to enhance shared understanding, learning, and decision making. It comprises a range of strategies and practices used in an organization to identify, create, represent, distribute, and enable adoption of insights and experiences.

Resourcing Human Capital; Funding Logistics

Ensuring quality skills, knowledge, and experience of our Soldiers and Civilians; and the good stewardship of infrastructure, services, and materiel necessary to execute the Commander's Mission.

Communication Engagement and Outreach

Synchronized messages and actions with overarching themes in operations to inform and influence audiences in their area of operations and area of interest. Audiences include groups, organizations, and individuals, both DoD and civilian.

Information Technology

Any equipment or interconnected system or subsystem of equipment that is used in the automatic acquisition, storage, manipulation, management, movement, control, display, switching, interchange, transmission, or reception of data or information

Installation Management & Support

The synchronization, integration, and delivery of installation services and the sustainment of facilities in order to support the Senior Commander's mission and provide Soldiers, Families, and Civilians a quality of life commensurate with the quality of their service.

Environmental Scanning

Careful, diligent monitoring of an organization's internal and external environments. Seeking to detect early signs of opportunities and threats that may influence the organization's current and future plans.

C5ISR Synergy

Command, Control, Communications, Computers, Combat Systems, Intelligence, Surveillance, and Reconnaissance working together to deliver accurate and on time information.

Lessons Learned

The deliberate and systematic process of collecting and analyzing field data and disseminating, integrating, and archiving lessons and best practices collected. Included with lessons learned are developing and maintaining a linked issue resolution process to ensure issues identified are addressed at the appropriate levels to support current and future force requirements.



Executive Review Group (ERG)



Membership:

- Primary:**
- LOE 1 Advisor – Mr. Proctor (DtCG)
 - LOE 2 Advisor – COL Price (DCT)
 - LOE 3 Advisor – Mr. Rose (CDID)

Additional Members:

- Chief of Staff
- G3
- JITC CDR
- USAICoE & FH CSM
- 111th MI BDE CDR
- EPG CDR
- 2-13th AVN CDR
- FH USAG CDR
- NETCOM CDR
- NETCOM CSM
- HT-JCOE CDR
- TDS DIR
- DENTAC CDR
- NCOA CSM
- RWBAHC CDR

Responsibilities:

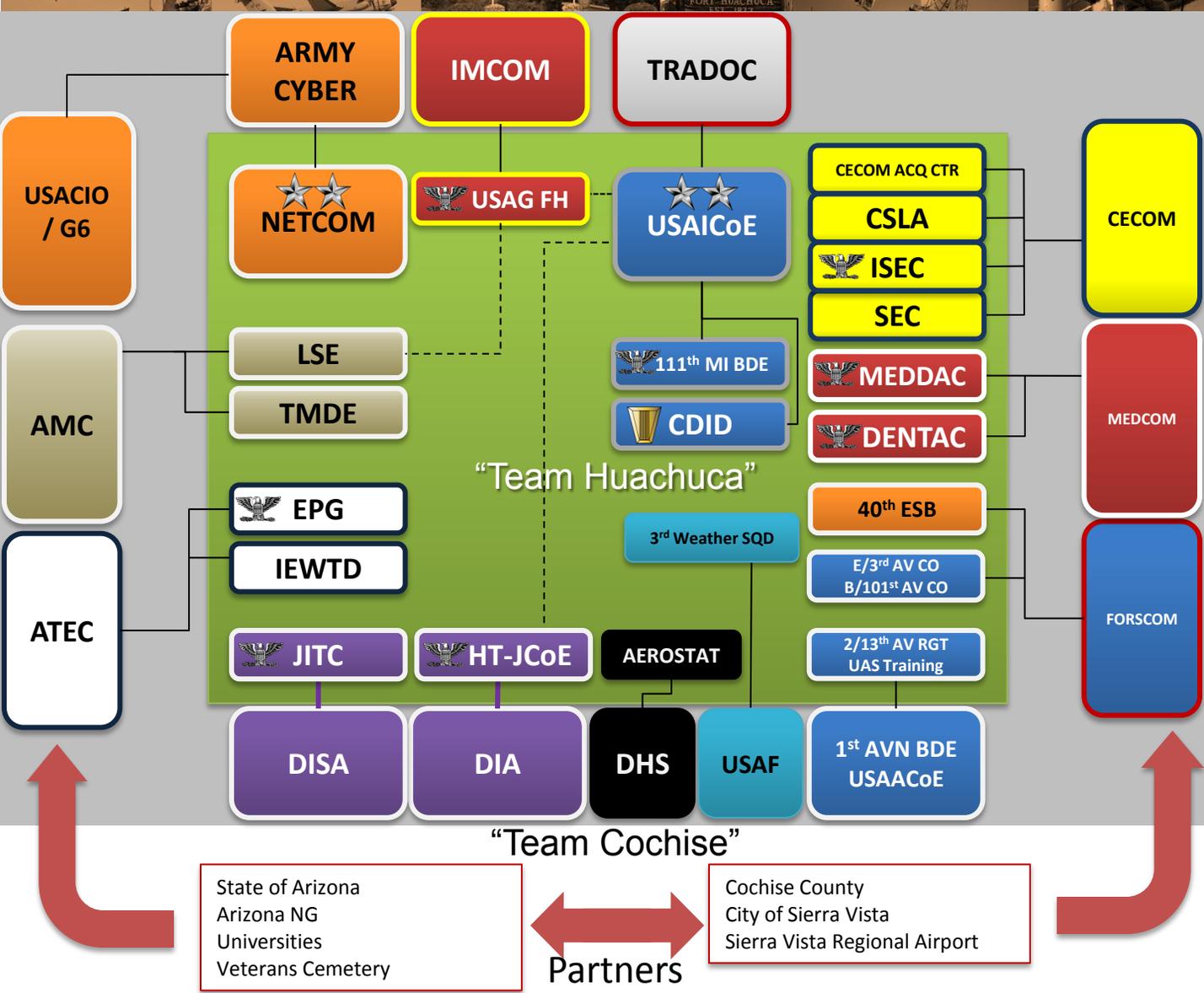
- Work with Major Objective leads to fully develop Sub-Tasks and Supporting Tasks with executable and measurable tasks
- Secure Senior Commander (SC) approval of Sub-Tasks and Supporting Tasks
- Conduct Line of Effort Program Reviews for Major Objectives aligned with the Line of Effort
- Advise SC as required on status of Major Objectives
- Recommend appropriate Major Objectives or specific Sub-Tasks/Supporting Tasks for SC review/intervention



Additional ERG Member	LOE	Major Objective Crosswalk
Chief of Staff	All	
USAICoE & FH CSM	All	
G3	All	
G35	All	
FH USAG CDR	LOE1	1,2,3,4,5
EPG CDR	LOE1	1,2,3
NETCOM CDR, CSM	LOE1	1,2,3
JITC CDR	LOE1	1,2,3
2-13 th AVN CDR	LOE2	1, 2,3
HT-JCOE CDR	LOE1,2	1,6
DENTAC CDR	LOE1	2
RWBAHC CDR	LOE1	2
111 th MI BDE CDR	LOE2	6,7
TDS DIR	LOE2	6,7
NCOA CSM	LOE2	6,7



USAICoE & FH Organizational Chart



Fort Huachuca
 Local Partners
 Other Partners

Dept of the Army
-DAG2
-INSCOM
-USARC
-ARNG
-CoEs

U.S. Department & Agencies
-DHS
-CBP
-USFS
-FBI

Intelligence Community
-DIA
-NSA
-NGA

Defense Contractors

Joint Enablers	USN/USMC
USAF	-MCAS
-DMAFB	-Recon
-Luke AFB	-F18 TNG
-Predator, A10, F16	SOF Training
-Missouri ARNG	-E/160 th (SOAR)



Line of Effort 1

Adapt and Advance USAICoE and Fort Huachuca

Adapt and Advance USAICoE and Fort Huachuca

This LOE consists of those internal and external actions, tasks and processes required to support and transform the installation and make USAICoE and Fort Huachuca more efficient, effective, adaptable, and responsive. USAICoE&FH will continue the integration of key organizations and processes to provide education, concepts and adaptation to the future force. USAICoE&FH will lead the Army through a continuing process of change required to meet the realities of the future operating environment.



Advisor: USAICoE Deputy to the Commanding General



Strategic Objective: USAICoE&FH is transformed and leads the Army in Institutional Adaptability

Major Objectives:

1. Make Fort Huachuca More Valuable to the DOD and Our Strategic Partners in Future Defense Strategy
Lead: US Army Garrison
2. Advance Fort Huachuca as a Premiere Army Installation
Lead: US Army Garrison
3. Improve Strategic Messaging for Fort Huachuca
Lead: US Army Garrison PAO & USAICoE Strategic Plans
4. Align Priorities to Evolving Budget , Fiscal and Manpower Constraints
Lead: USAICoE DRM & USAG DRM
5. Connect the Operational Force with USAICoE
Lead: USAICoE Chief of Staff



Line of Effort 1 – Major Objective 1

Adapt and Advance USAICoE and Fort Huachuca



MO1: Make Fort Huachuca More Valuable to the DOD and Our Strategic Partners in Future Defense Strategy

Definition: This MO focuses on efforts to expand on opportunities in C5ISR testing and operations, maximize usage of the Electronic Proving Grounds as well as collaborate with NETCOM in cyber, increase UAS activity and establish Fort Huachuca as a C5ISR Targeting and Testing Center of Excellence as well as sharing the Fort Huachuca Story.



Lead: FH USAG



Endstate: Fort Huachuca becomes the center for Army C5ISR testing, is utilized as a Joint SIGINT training center and cyber range, establishes a UAS corridor between Libby Army Airfield and Barry Goldwater Range, and Fort Huachuca successes are advertised to the rest of the DoD.

Sub-Task 1a: Capitalize on opportunities to improve C5ISR testing and operations.

The Command, Control, Communications, Computers, Combat systems and Intelligence, Surveillance and Reconnaissance (C5ISR) Test Bed (TB) provides a relevant environment to assess legacy, current force and future technologies. The C5ISR TB plans, conducts, analyzes and provides a venue for technical test of systems, including C5ISR systems, System of Systems (SOS) and cyber range.

Sub-Task 1b: Tell the Fort Huachuca story.

An understanding of Fort Huachuca and USAICoE and its missions is an integral part of our community's relationship. We want to ensure we provide everyone with information on the advancements of Fort Huachuca and USAICoE.





Line of Effort 1 – Major Objective 2

Adapt and Advance USAICoE and Fort Huachuca

MO2: Advance Fort Huachuca as a Premiere Army Installation

Definition: This MO focuses on increasing the quality of Fort Huachuca's infrastructure, improving the installation's environmental stewardship, strengthening personnel readiness and well-being, and providing a safe, healthy living and working environment.



Lead: FH USAG



Endstate: Fort Huachuca advances a reputation across the Army and DOD as the model for modernized facilities and services, optimal environmental management, and the ideal work environment. Fort Huachuca's best practices are marketed to and adopted by the rest of the Army.

Sub-Task 2a: Lead DOD as a model of environmental stewardship

Ensure compliance with federal and state environmental regulations, innovate new ways to improve efficiency and reduce waste, and nurture ecosystems unique to the Huachuca Mountain Region.

Sub-Task 2b: Continually modernize high quality, compliant, and sustainable facilities and infrastructure

Replace old/inefficient infrastructure items and facilities with items and facilities which both increase energy efficiency and harness renewable energy sources while maintaining cost-effectiveness. Seek out cutting edge energy

production, consumption, and storage technologies. Utilize high-efficiency building materials and techniques during renovations and new building projects.

Sub-Task 2c: Strengthen Soldier, Civilian, and Family- Readiness, resiliency, and well-being

Provide first-class resilience, preparedness, and lifestyle training programs for Soldiers, Civilians and Family Members. Increase opportunities for the Army Community to strengthen bonds with each other and the surrounding community through BOSS, MWR, and FMWR events and activities.



Line of Effort 1 – Major Objective 2 (cont.)

Adapt and Advance USAICoE and Fort Huachuca

MO2: Advance Fort Huachuca as a Premiere Army Installation

Sub-Task 2d: Provide safe, secure, and healthy living and work environments

Ensure facilities meet or exceed Federal and State regulations for structural integrity and safety. Enforce Army, Federal, and State equal opportunity policies, procedures, and laws, to include Army Sexual Harassment/Assault Response (SHARP) and Prevention Program. Deploy well-trained and properly equipped safety professionals, both at gate security and patrolling the garrison.



Sub-Task 2f: Synchronize efforts with Fort Huachuca tenant and partner organizations and missions (Team Huachuca)

The greatest success can be achieved when the entirety of Team Huachuca invests in our initiatives and products. Increase support by providing Team Huachuca the information it needs to understand and employ our initiatives and products. Focus and sustain communication throughout Team Huachuca in support of MOs and to gain support for and assist in achieving MO success across Fort Huachuca, and projecting this success forward, where relevant, throughout the operational Army.

Sub-Task 2e: Collaborate with the surrounding community to foster relations (Team Cochise)

Develop strategic communicators who can think creatively, plan strategically, and communicate with leaders in all aspects of the local community. Increase local support by providing the community the information it needs to understand, integrate, employ, and support relevant Fort Huachuca initiatives and products. The Fort Huachuca, and Sierra Vista/ Cochise County community successfully collaborate on all relevant initiatives towards their respective mission accomplishment.



Sub-Task 2g: Foster leader development

Develop agile leaders by facilitating personal and professional growth in all aspects of Fort Huachuca leaders through equal opportunity training, SHARP training, safety training, risk management training, legal briefings, medical briefings, and pre-command courses.



Line of Effort 1 – Major Objective 3

Adapt and Advance USAICoE and Fort Huachuca



MO3: Improve Strategic Messaging for Fort Huachuca

Definition: The Army achieves success when Congress and the State of Arizona invest in Fort Huachuca, our initiatives, and our missions. We gain support by providing necessary information to expand understanding of our military operations. We communicate this information in numerous ways and through various mediums and our exchange must be deliberate and synchronized to be effective. To achieve success, the Command Communication Program (CCP) will support and manage cross-communications. Our achievements will be value-added to the Army, the Intelligence Community (IC), TRADOC, Fort Huachuca and the State of Arizona.



**Lead: FH USAG PAO
and USAICoE G35
Strategic Plans**



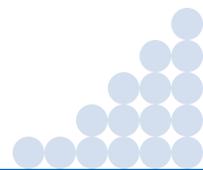
Endstate: Fort Huachuca will coordinate relevant initiatives towards shared goals. The CCP will be integrated with the USAICoE and IMCOM meetings and the TRADOC Synchronization Meeting battle rhythm. It will be supplemented by TRADOC-wide coordination in order to synchronize communication efforts within these MOs and Subtasks. Affected organizations and staff managers will use these forums to develop, coordinate, synchronize, and solicit guidance for communication concepts and plans.

Sub-Task 3a: Develop and support Fort Huachuca Initiatives

The priorities of Fort Huachuca organizations are collectively and strategically focused as well as being integrated across the various commands on Post. Through our enduring collaborative relationships, Fort Huachuca is able to communicate and maximize the support necessary across DoD highlighting the opportunity to expand current and future national defense missions.

Sub-Task 3b: Develop and support a robust Command Communications Program

Develop communication products to support themes, messages and priorities within the USAICoE&FH Strategic Plan and incorporate the needs of our partners and communities to further advance our unique capabilities. Our deliberate synchronized messages utilize the vast amount of opportunities and venues to educate, inform and align strategic messages.





Line of Effort 1 – Major Objective 4

Adapt and Advance USAICoE and Fort Huachuca



MO4: Align Priorities to Evolving Budget, Fiscal and Manpower Constraints

Definition: This MO prepares, guides, and manages the efficient usage of declining resources with the Commanding General's intent to transfer budgetary resources from Overseas Contingency Operations to Base funding.



**Lead: USAICoE
DRM & USAG
DRM**



Endstate: Fort Huachuca and ICoE successfully prioritizes fiscal constraints and constructs an adaptive force based on future allocated resources.

Sub-Task 4a: Ensure PPBES is flexible and adaptive to anticipate, minimize and effectively implement future resource constraints.

FH/USAICoE Planning, Programming, Budgeting and Execution Systems (PPBES) support the vision and mission by translating priorities and desired strategic outcomes into actionable requirements within resource constraints.

Sub-Task 4b: Ensure flexible and adaptive TDA manpower and organizational management to anticipate, minimize and effectively implement future resource constraints.

Table of distribution allowances (TDA) manpower and organizational management support the FH/USAICoE vision and mission by translating priorities and desired strategic outcomes into actionable requirements within resource constraints.



Line of Effort 1 – Major Objective 5

Adapt and Advance USAICoE and Fort Huachuca

MO5: Connect the Operational Force with USAICoE

Definition: This MO bridges the distance in time and space between Fort Huachuca and the rest of the Force by adapting the Intelligence Knowledge Network (IKN), institutionalizing a senior leader forum and connecting the Combat Training Centers and current operations with intelligence training and doctrine.



Lead: USAICoE CoS



Endstate: Senior intelligence leaders synchronize ongoing and future intelligence initiatives, IKN serves as a timely relevant medium of exchange to increase information between appropriate parties, and intelligence training and doctrine incorporates the latest lessons from current operations and the Combat Training Centers.

Sub-Task 5a: Adapt Intelligence Knowledge Network (IKN) to the operational force

Ensure that the network provides a forum for intelligence professionals to give and receive information, best practices and procedures between Fort Huachuca and the rest of the Intelligence Community.

Sub-Task 5b: Institutionalize a senior leader forum to synchronize ongoing and future FORSCOM, TRADOC, INSCOM, DAG2, AC/RC, MIRC, and USAICoE initiatives

This task requires planning, developing and resourcing a continual venue for senior MI leaders to collaborate on the current and future MI initiatives.

Sub-Task 5c: Adapt and evolve Intelligence Doctrine, Organization, Training, Materiel, Leadership and education, Personnel, and Facilities (DOTMLPF) based on CTC and current operational lessons learned

This task is an all encompassing improvement of MI through qualitative reviews of current MI operations as applicable to USAICoE operations.

Sub-Task 5d: Improve Talent Management

This task requires leadership involvement of in-bound personnel to ensure that quality cadre are arriving at the Fort and are being assigned to the appropriate billet based on their experience and training. The intent of this task is to recruit the best leaders from across the Army and make an assignment at Fort Huachuca competitive.



Line of Effort 2

Deliver Training and Education



Deliver Training and Education

This LOE consists of actions to support ongoing operations through delivery of the highest quality training and education, development of adaptive Soldiers and leaders, and the institutionalization of the Army Profession.



**Advisor: USAICoE Deputy
Commander for Training**



Strategic Objective: USAICoE recognizes and adapts to change, provides flexibility to the training, sustains the current fight and ensures our Army’s military intelligence expertise. USAICoE designs, develops and delivers the highest quality training and education; trains, educates and provides the best possible Soldiers and leaders to the Army.

Major Objectives:

- 6. Develop Agile and Adaptive Soldiers and Leaders and Imbue the Army Profession
Lead: 111th MI BDE and NCOA
- 7. Design Training and Education
Lead: TDS
Supporting: 111th MI BDE and NCOA



Line of Effort 2 – Major Objective 6

Deliver Training and Education

MO6: Develop Agile and Adaptive Soldiers and Leaders and Imbue the Army Profession

Definition: This MO focuses on the facets of experience, education, and training required to progressively develop Army Leaders and Soldiers and inculcate the Army Profession across all cohorts and components (e.g., Officers, Warrant Officers, NCOs, Soldiers and DA Civilians, Active, Reserve and National Guard).



Lead: 111th MI BDE and NCOA



Endstate: Leader and Soldier Development is valued, emphasized and practiced. Soldiers, civilians and leaders have a refined understanding of what it means to be professionals - expert members of the Army Profession. The Army's future strategic leaders and planners are developed and prepared for leadership roles in Army, Joint, Interagency, Intergovernmental, and Multinational assignments.

Sub-Task 6a: Adapt Initial Military Intelligence Training

Update Lesson Plans to reflect emerging technology and evolving doctrine. Seek innovative methods to relate current and future doctrine to today's Soldier. Build the MI Soldier of the future by increasing emphasis on analytics, writing capabilities, and ISR synchronization.

Sub-Task 6b: Adapt Leader Training

Update Lesson Plans to reflect emerging technology and evolving doctrine. Seek innovative methods to relate intelligence doctrine and practices to leadership doctrine as well as professional experiences of leaders attending Professional Military Education courses. Build the MI Leader of

the future by increasing emphasis on analytics, writing capabilities, and ISR synchronization.

Sub-Task 6c: Implement the Army Leader Development Strategy

Update lesson plans to reflect current Army doctrine and guidance. Teach, Coach, and Mentor both student leaders and cadre to inculcate Mission Command in all aspects of planning and execution. Increase controlled stress during training with a focus on realistic scenarios with demands for: timely and accurate intelligence production and processing; ISR synchronization; analytical tradecraft; collection management.



Line of Effort 2 – Major Objective 6 (cont.)

Deliver Training and Education

MO6: Develop Agile and Adaptive Soldiers and Leaders and Imbue the Army Profession

Sub-Task 6d: Institutionalize the Army Profession and improve mentorship

For Soldiers and Army civilians to increase their understanding of the Army Profession, to reaffirm their understanding of what it means to be a professional, recommit to a culture of service, and identify with the Army ethic and culture.



Sub-Task 6e: Increase excellence through the development, implementation, and evaluation of innovative training programs and strategies

Aligning with the new generation of Soldiers, training and education must adapt to the change in learning style. All training and education must reach every Soldier.





Line of Effort 2 – Major Objective 7

Deliver Training and Education



MO7: Design Training and Education

Definition: This MO focuses on institutional training analysis, design, development and implementation to create competitive and adaptive learner-centric training through the application of educational design principles, innovative solutions, and the integration of products, training and professionalization of cadre, material support, technology, museum and library services to deliver foundational learning and prepare Soldiers and civilians for the competitive future operating environment.



Lead: USAICoE Training Development and Support



Support and

Coordination: 111th MI BDE and NCOA



Endstate: Enable the transformation of the U.S. Army Intelligence Center of Excellence into a 21st century learner-centric institution using the Army Learning Model, replicating Operational Environment complexities, and integrating a realistic home station training environment that is consistent with the Joint Operating Environment. Professional Military Education in each cohort (Soldiers, Non-Commissioned Officer, Warrant Officer, and Officer, Active, Reserve and National Guard) delivers the foundational learning required to meet the education requirements of an adaptive Army, as well as, support to the operational force and the greater Intelligence Community.

Sub-Task 7a: Design training to increase emphasis on Intelligence analysis, synchronization, and operations in all instruction

Ensure critical intelligence core skills (analytical tradecraft, professional writing, ISR synchronization) and leveraging the Intelligence Enterprise are embedded/threaded appropriately in every Initial Military Training (IMT) and Primary Military Education (PME) Program of Instruction (POI). Ensure that MI Soldiers have the requisite skills to provide the critical depth and versatility needed to support the operational Army's three strategic landpower roles: Prevent - Shape - Win.

Sub-Task 7b: Operationalize Army Learning Model (ALM) and relevant technology to improve academic rigor in all courses with the Training Advisory Group as the governing body

Apply the Analysis, Design, Development, Implementation, and Evaluation (ADDIE) process with a conscious effort towards learner-centric training and education, to include evaluation criteria, oversight and governance. Design, develop and test technology assets to improve learning efficiency and to create a learning environment that supports the transfer of learning to the operational force. Ensure that leaders, instructors and training developers receive the training and support needed to complete the USAICoE mission.



Line of Effort 2 – Major Objective 7 (cont.)

Deliver Training and Education

MO7: Design Training and Education

Sub-Task 7c: Sustain the execution of the One Army School System (OASS)

Maintain equivalency of training within the Total Army School System by sustaining a universal standard of training that increases efficiency and effectiveness. All MI Soldiers have the requisite skills to provide the critical depth and versatility needed to support the operational Army's three strategic roles: Prevent - Shape - Win.

Sub-Task 7d: Enhance training and provide resources for MI lifelong learning

Enhance and modernize the research, education, and training needs of USAICoE and its allied community through the delivery of library, museum, and material support to Soldiers, military dependents, and general public.

Sub-Task 7e: Engage and Collaborate with the Intelligence Community

Recognize, value, build, and leverage organizationally appropriate diverse collaborative networks of coworkers, peers, customers, stakeholders, and teams within an organization and/or across the Defense Intelligence Components and the IC. Enable Intelligence professionals to create an environment that promotes engagement, collaboration, integration, and the sharing of information and knowledge.





Line of Effort 3

Design and Evolve the MI Force

Design and Evolve the MI Force

This LOE consists of initiatives that will shape the MI Corps in the future and ensure that concepts and capabilities are synchronized and integrated across Doctrine, Organizations, Training, Materiel, Leadership and Education, Personnel and Facilities (DOTMLPF).



Advisor: Director, Capabilities Development and Integration



Strategic Objective: The MI Corps of the future is designed and integrated to address future global requirements across DOTMLPF. USAICoE produces a holistic design for the future MI Corps that provides the Nation with an intelligence force capable of winning in any complex environment – adaptive Soldiers and leaders who thrive in complex, uncertain, and changing environments; effective capabilities developed through agile processes; innovative concepts; relevant doctrine; and versatile units capable across the range of military operations.

Major Objectives:

8. Develop and Validate Concepts to Shape the Future Intelligence Force
Lead: CDI
9. Evolve and Update Intelligence Doctrine
Lead: CDI
10. Develop Intelligence Capabilities and Affordable Modernization Strategies to Enable the Future Force
Lead: CDI
11. Provide Army Modernization Training in Support of Intelligence Capabilities
Lead: CDI



Line of Effort 3 – Major Objective 8

Design and Evolve the MI Force

MO8: Develop and Validate Concepts to Shape the Future Intelligence Force

Definition: Concept is a notion or statement of an idea – an expression of how something might be done – that can lead to an accepted procedure (CJCSI 3010.02c). A military concept is the description of methods (ways) for employing specific military attributes and capabilities (means) in the achievement of stated objectives (ends).



Lead: CDI



Endstate: The Intelligence Functional Concept that describes the ways and means Army Intelligence will employ to achieve stated ends as described in higher level joint and Army concept documents within the projected Operational Environment in the near, mid, and far term: 2020-2040.

Sub-Task 8a: Write the Intelligence Functional Concept

Shape concepts and future capabilities while contributing to the campaign of learning through development of the Army Intelligence Warfighting Functional Concept. Support development of the Army Capstone Concept and Army Operating Concept by the Army Capabilities Integration Center (ARCIC).

Sub-Task 8b: Conduct Experimentation

Conduct experiments which develop data to evaluate concepts and capabilities, and to support decision making in Capabilities Development. Assess new technologies, organizations and force structures, prototype new capabilities and analyze the effect of future operating environments. Model the Intelligence Warfighting Function as part of the TRADOC Experimentation Campaign.

Sub-Task 8c: Shape development and integration of lessons learned across DOTMLPF solutions

Lessons Learned (LL) are a deliberate and systematic process of collecting and analyzing field data and disseminating, integrating, and archiving lessons and best practices collected from unified land operations and training events. Included with lessons learned are developing and maintaining a linked issue resolution process to ensure issues identified by the operating force are addressed at the appropriate levels to support current and future force requirements. Through Intelligence Knowledge Network (IKN) and Observations, Insights, and Lessons Learned (OIL), we will actively seek feedback from the field, provide direction for areas where feedback is necessary, evaluate feedback as it is provided, and incorporate working concepts and best practices into current and future training.



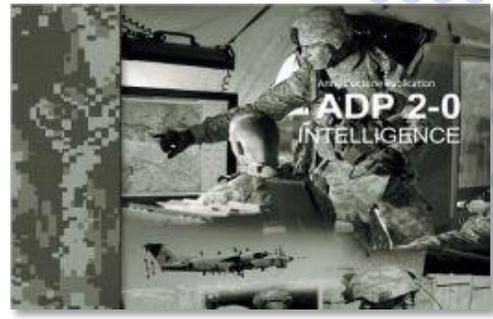
Line of Effort 3 – Major Objective 9

Design and Evolve the MI Force



MO9: Evolve and Update Intelligence Doctrine

Definition: This MO focuses on the development and propagation of Army Military Intelligence Doctrine.



Lead: CDI



Endstate: Doctrine clearly defines the language of our profession, distinguishes enduring doctrine from specific tactics and techniques, and rapidly integrates information that Soldiers gain in the field.

Sub-Task 9a: Advance development of Intelligence Doctrine IAW Doctrine 2015

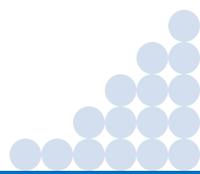
Development of Intelligence Doctrine IAW Doctrine 2015. Develop doctrine to meet the needs of intelligence professionals in current and future operations IAW laws, directives, and regulations.

Sub-Task 9c: Shape Joint Intelligence and Army Combined Arms doctrine

Ensure the discussion of intelligence in Army, Joint, and Multi-National doctrine and related products is current, relevant, and accurate.

Sub-Task 9b: Maintain relevancy of Intelligence Doctrine

Continuously review and update doctrine based on feedback from lessons learned, professional forums, and feedback from the field.





Line of Effort 3 – Major Objective 10

Design and Evolve the MI Force

MO10: Develop Intelligence Capabilities and Affordable Modernization Strategies to Enable the Future Force

Definition: This MO focuses on the advancement of the Intelligence Warfighting Function by developing or leveraging emerging concepts and technologies that either are part of or can be utilized by the Intelligence Enterprise. Effective capabilities development includes integration of all DOTML-PF domain requirements and affordable solutions.



Lead: CDI



Endstate: Intelligence professionals of the future continue to have access to the most advanced intelligence capabilities in the world, as well as the knowledge of how to leverage those capabilities to the greatest advantage to the force.

Sub-Task 10a: Design the optimal MI Force to support Army/Intel 2020

Update organizational designs and equipment with proven cutting-edge capabilities. Shape the MI force to support Army requirements across all echelons and range of military operations.

Sub-Task 10b: Develop solutions for SIGINT modernization

Determine and review the requisite skill sets and roles for future SIGINT professionals to support the force and integrate Enterprise tool technology and threat packages into Army SIGINT systems.

Sub-Task 10c: Evolve Cyber DOTMLPF strategies to meet Army requirements

Pursue advanced cyber technologies, strategies, and procedures. Structure cyber capabilities to maintain compatibility with hardware and software systems and to encompass emerging Army, Joint and National infrastructure. Develop cyber technologies, strategies, and procedures to ensure compliance with Federal law and DoD and Army policies and regulations. Ensure cyber needs capabilities are addressed in Army policies and regulations as they emerge and evolve.



Line of Effort 3 – Major Objective 10 (cont.)

Design and Evolve the MI Force

MO10: Develop Intelligence Capabilities and Affordable Modernization Strategies to Enable the Future Force

Sub-Task 10d: Develop, manage, and maintain relevancy of Foundation Layer Capabilities

Modernize current equipment with improved capabilities through proven cutting-edge systems. Continue to stabilize the Distributed Common Ground System Army (DCGS-A) framework and promote interoperability within the Army and across DoD. Develop, test, and field, both hardware and software advancements, to the existing framework. Monitor new equipment training (NET) with current MI professionals, and coordinate with USAICoE partners to incorporate advanced capabilities into future doctrine and Pol.



Sub-Task 10f: Develop, manage, and maintain relevancy of Aerial Layer Capabilities

Modernize current equipment with improved capabilities through proven cutting-edge systems. Ensure interoperability of systems both within the Army and across DoD. Develop, test, and field both hardware and software advancements to the existing framework. Assist New Systems Training Integration Directorate (NSTID) in monitoring New Equipment Training (NET) with current MI professionals, and coordinate with USAICoE partners to incorporate advanced capabilities into future doctrine and Pol. Conduct mobile training teams (MTT) to FORSCOM units to explain ISR capabilities and application to the battlefield of the future.

Sub-Task 10e: Develop, manage, and maintain relevancy of Terrestrial Layer Capabilities

Modernize current equipment with improved capabilities through proven cutting-edge systems. Ensure interoperability of systems both within the Army and across DoD. Develop, test, and field both hardware and software advancements to the existing framework. Assist New Systems Training Integration Directorate (NSTID) in monitoring New Equipment Training (NET) with current MI professionals, and coordinate with USAICoE partners to incorporate advanced capabilities into future doctrine and Pol.



Sub-Task 10g: Develop, manage, and maintain relevancy of Biometric & Forensic Capabilities

Modernize current equipment with improved capabilities through proven cutting-edge systems, both contracted and COTS. Ensure interoperability of systems both within the Army IC and across DoD, DHS, CIA, and DOJ. Develop, test, and field both hardware and software advancements to the existing framework. Coordinate with USAICoE partners to incorporate advanced capabilities into future doctrine and Programs of Instruction (Pol) to institutionalize the capability and ensure its status as an enduring capability. Coordinate with sister services and ODA partners to gather best practices and inculcate within the Army and DoD.



Line of Effort 3 – Major Objective 11

Design and Evolve the MI Force

MO11: Provide Army Modernization Training in Support of Intelligence Capabilities

Definition: Intelligence modernization training provides training and training support with the fielding or issue of new/improved/displaced equipment. Training and training support is developed in conjunction with a materiel system in accordance with acquisition policy. Training is a component of all Army modernization efforts to include leaders and personnel that enable versatile and tailorable formation-based capabilities to support the Army.



Lead: CDI



Endstate: Continuous training development and training to the Operational Force on new capabilities which support unit mission execution through individual, collective and leader training on the use, integration and employment of upgraded or new capabilities.

Sub-Task 11a: Develop and update Joint Capabilities Integration Development System (JCIDS) Training Requirements/Input Intelligence Capabilities

Develop and update the overall training strategy as documented in all requirements documents (Initial Capabilities Document (ICD), Capability Development Document (CDD), Capability Production Document (CPD)). Additionally, author the System Training Plan (STRAP) for each new or updated Intelligence capability and publish to the Central Army Registry upon USAICoE approval. The STRAP provides the USAICoE's overarching training strategy for all capabilities identifying the USAICoE as the proponent. Requirements for NET and Doctrine & Tactics Training (DTT) are established in the program capability document and supporting STRAP.

Sub-Task 11b: Develop and Conduct Doctrine & Tactics Training (DTT) with New Equipment Training

Conduct analysis to determine whether DTT is required and if required, executed. Develop and execute DTT to commanders, leaders, staff, and crews/operators on how to employ the new or improved materiel capabilities or organizations in conjunction with NET as an integral element of the training. The training development will provide the principle employment concept, and the "how to" tactics, techniques, and procedures (TTP) presented through drills, simulations, and situational training exercises. This training is not part of a stand-alone strategy, but an integral part of the overall training strategy/package.



Line of Effort 3 – Major Objective 11 (cont.)

Design and Evolve the MI Force

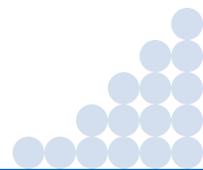
MO11: Provide Army Modernization Training in Support of Intelligence Capabilities

Sub-Task 11c: Develop and improve execution Training for new or improved Intelligence capabilities

Provide training and training development support to Operational Tests & Evaluations, to oversee training for Operational Testing (OT). Develop certification requirements for new Intelligence systems, as well as requisite critical skills to be added or updated to incorporate new systems. Develop, maintain, and execute stand-by training and testing of system test participants to ensure skill competency in the event of system failure. Verify all training products by receiving, overseeing, and evaluating program manager (PM) provided training materials, and ensure training material compatibility with all applicable publications. Measure, document, and certify the proficiency of users for new or improved Intelligence capabilities.

Sub-Task 11d: Identify and improve documentation of requirements for System/Non-System Training Aids, Devices, Simulators, and Simulations (TADSS)

Identify and document system TADSS requirements for each MI capability in their respective JCIDS requirements document(s) and supporting system training plan (STRAP.) Develops and staffs all Non-system training device JCIDS requirements document(s) and STRAP(s) to support new or existing training requirements. Identifies, documents and sets requirements for all non-system TADSS which support multi-discipline MI critical tasks. Additionally, ensure all TADSS capabilities support collective and crew training at home-station for the Intelligence War-fighting Function (IWfF) in Mission Command training exercises.





Tenant Unit Mission Statements



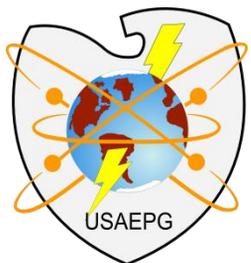
Network Enterprise Technology Command (NETCOM):

NETCOM plans, engineers, installs, integrates, protects, operates and defends Army Networks, enabling mission command through all phases of Joint, Interagency, Intergovernmental, and Multinational (JIIM) operations.



Dental Activity Command (DENTAC):

To Support Fort Huachuca Unit Readiness and Wellness with Compassion and Empathy.



Electronic Proving Grounds (EPG):

Plan, conduct, analyze, evaluate and report the results of developmental and operational tests and evaluations in support of Network, Electronic Warfare, and C5ISR customers. On order provide support, expertise and test resources to Overseas Contingency Operations missions as directed.



HUMINT Training - Joint Center of Excellence (HT-JCOE):

Provide advanced, experiential-based, Joint HUMINT training, professional development and certification in interrogation, debriefing, military source operations and enabling support training to HUMINT operations to meet the requirements of the Defense HUMINT Enterprise.



Information Systems Engineering Command (ISEC):

U.S. Army Information Systems Engineering Command (ISEC) provides systems engineering, installation, integration, implementation, and evaluation support for communications and information technology systems worldwide providing capabilities to Army Organizations, Combatant Commanders, DoD agencies, and Federal agencies.



Tenant Unit Mission Statements



Joint Interoperability Test Command (JITC):

DoD's Joint Interoperability Certifier and only non Service Operational Test Agency for Information Technology (IT)/National Security Systems. JITC provides risk based Test Evaluation & Certification services, tools, and environments to ensure Joint Warfighting IT capabilities are interoperable and support mission needs.



Medical Department Activity Command (MEDDAC):

Provide high quality, Patient-centered healthcare. Ensure our Army Medical Department Soldiers are prepared to meet the operational needs of our Nation. Take care of each other.



United States Army Garrison, Fort Huachuca

Provide quality services and support to our Soldiers, Families, Civilians, and Retirees that is equitable to their quality of service and sacrifice to our nation.



2-13 AVN

2nd Battalion, 13th Aviation Regiment conducts multi system Unmanned Aerial System (UAS) Enlisted and Warrant Officer Initial Military Training and UAS Leadership Training for the United States Army, United States Marine Corps, and select Foreign Military students in order to provide the operating force with highly trained UAS warriors. On Order, supports Customs and Border Patrol via Joint Task Force – North.



Glossary

Action Officer: Action officers shape information and submit recommendations to senior decision makers, that when approved become decisions. To do this successfully, action officers must be proficient writers; they author documents that often have impact Army wide.

Advance: To move a process or product forward to a higher level or further position.

The Army Profession: The Army Profession has two components, the Profession of Arms consisting of the uniformed military, and the Army Civilian Corps. These two mutually complementary components work together to design, generate, support, and apply land combat power. This typology designates “aspiring, practicing, and retired” professionals to denote a progressive understanding of the productive roles Army professionals successively fulfill. Further, it distinguishes those who are members of the profession (all who take an oath) and those who have taken the initiative to gain the necessary credentials to achieve status as a certified Army Professional.

Assessment: Determination of the progress toward accomplishing a task, creating condition, or achieving an objective.

Assist: A supporting Organization. (See Supporting).

Capitalize: To take advantage of or turn something to one’s advantage.

Collaborate: To work, one with another; cooperate.

Collective Training: Training, either in institutions or units that prepares cohesive teams and units to accomplish their missions in the full continuum of military operations.

Command Communication: Proactive, integrated, command-wide communication system designed to inform/educate key audiences in support of objectives and the commanding general’s priorities.

Commandant Command: A unified or specified command with a broad continuing mission under a single commander established and so designated by the President, through the Secretary of Defense and with the advice and assistance of the Chairman of the Joint Chiefs of Staff. Combatant commands typically have geographic or functional responsibilities.



A

C



Combatant Commander: A commander of one of the unified or specified combatant commands established by the President.



Concept: A notion or statement of an idea – an expression of how something might be done – that can lead to an accepted procedure. A military concept is the description of methods (ways) for employing specific military attributes and capabilities (means) in the achievement of stated objectives (ends).



Deliver: To provide or make adequate preparation for.



Design: To prepare the preliminary sketch or the plans for a work to be executed, especially to plan the form and structure thereof.



Design (ADDIE Process): The act of producing the details of when, where, and how learning outcomes will be met.



Develop: To bring into being or activity; generate; evolve.



Develop (ADDIE Process): The act of taking approved design outputs and turning them into completed, approved, validated products including the details required to implement the instruction, assess the students, and evaluate the program.



Doctrine: Research, write, coordinate, disseminate and inculcate the body of information on how Army units operate as a part of the joint force in support of national objectives. This information consists of fundamental principles along with tactics, techniques, procedures, terms and military symbols.



DOTMLPF: Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, and Facilities. "DOTMLPF" stands for: • Doctrine: the way we fight, e.g., emphasizing maneuver warfare combined air-ground campaigns • Organization: how we organize to fight; divisions, BCTs, etc. • Training: how we prepare to fight tactically; basic training to advanced individual training, various types of unit training, joint exercises, etc. • Materiel: all the "stuff" necessary to equip our forces, that is, weapons, spares, etc. so they can do operate effectively • Leadership and education: how we prepare our leaders to lead the fight from squad leader to 4-star general/admiral; professional development • Personnel: availability of qualified people for peacetime, wartime, and various contingency operations • Facilities: real property; installations and industrial facilities (e.g. government owned ammunition production facilities) that support our forces.





Education: Instruction with increased knowledge, skill, and/or experience as the desired outcome for the student. This is in contrast to training, where a task or performance basis is used and specific conditions and standards are used to assess individual and unit proficiency.

Enable: To give power, means, or ability.

End State: The set of conditions, behaviors and freedoms that defines achievement of the Commander’s mission.

Enhance: To raise to a higher degree; intensify or magnify.

Evolve: To develop gradually to a more perfect form.

Executive Review Group: The senior leaders responsible for advising the Senior Commander on the status of the Major Objectives. The Group is responsible for conducting reviews, working with MO Leads to fully develop Sub-Tasks and Supporting Tasks and recommending to the SC any Major Objectives or Sub-Tasks reviews. The Group’s primary members are the Deputy Commanding General, the Deputy Commander for Training and the Director for the Capabilities Development Integration Directorate. The Group’s additional members are the USAICoE Chief of Staff, G3, G35, USAICoE Command Sergeant Major, Commanders from the 111th MI BDE, HT-JCOE, DENTAC, RWBAHC, JITC, Electronic Proving Ground, 2-13th Aviation Battalion, US Army Garrison and the Network Enterprise Technology Command (NETCOM), the Non-Commissioned Officer Academy Commandant, the Director of TDS, and the NETCOM CSM.

Functional Training: Training for DA personnel (Civilian and Soldier) to perform critical tasks and supporting skills and knowledge required to perform a specialty or functional responsibility. This includes, but is not limited to, training that qualifies individuals for award of a skill identifier, special qualifications identifier, or additional skill identifier.

Future Operating Environment: A forecast of the logical end state of the trends developed in the contemporary operating environment as they affect the employment of U.S., its allies, and joint forces. Provides the basis for comparing concepts and developing requirements for future joint forces. Considers “wild card” or unanticipated events or developments that may not be apparent in the contemporary operating environment in the context of potential adversaries. Time period is the far end of the defense planning guidance.





Future Years Defense Program (FYDP): The program and financial plan for the Department of Defense as approved by the SecDef. The FYDP arrays cost data, manpower and force structure over a 6-year period (force structure for an additional 3 years), portraying this data by major force program for DoD internal review for the program and budget review submission. It is also provided to the Congress in conjunction with the president’s budget.

Implement: To put into effect according to, or by means of, a definite plan or procedure.

Implementation (ADDIE Process): The act of conducting and delivering the course/ event in accordance with how it was designed.

Improve: To bring into a more desirable condition.

Increase: To make greater, as in number, size, strength, or quality. Metrics must be applied in order to demonstrate an actual statistical increase.

Inculcate: To teach persistently and earnestly; implant by repeated suggestion.

Individual Training: Training which officers and NCOs (leader training) or Soldiers (Soldier training) receive in schools, units, or by self study. This training prepares the individual to perform specified duties or tasks related to the assigned or next higher specialty code or skill level and duty.

Institutional Training: Institutional training and education courses qualify leaders for service in the Army, and provide them with the basic knowledge and skills needed to perform the duty position requirements of future operational assignments. Institutional training and education usually precede a new level of operational assignment. In each case, the institutional training base is the foundation upon which individuals develop their maximum potential.

Institutional Training Domain: The Army’s institutional training and education system, which primarily includes training base centers and schools that provide initial training and subsequent professional military education for Soldiers, military leaders and Army civilians.

Institutionalize: To make into or treat as an established system.

Integrate: To unite or combine.





Joint Force: (DoD) a force composed of significant elements, assigned or attached, of two or more military departments operating under a single joint forces commander.

Joint Interagency Intergovernmental Multinational (JIIM) Operations: Department of Defense and other government agencies may refer to unified action as being joint, interagency, intergovernmental, multinational, or a combination of these parts.

Key Enablers: Functions that underpin the ability to execute two or more core functions. Multiple organizations or processes across TRADOC require these enablers in order to successfully accomplish core functions.

Knowledge: Information that has been analyzed to provide meaning and value or evaluated as to implications for the operation.

Knowledge Management: The process of enabling knowledge flow to enhance Shared understanding, learning, and decision making.

Lead: A Supported Organization. (See Supported)

Leader development: Leader development is the deliberate, continuous, and progressive process - founded in Army values - that grows Soldiers and Army Civilians into competent, committed professional leaders of character. Leader development is achieved through the life-long synthesis of the training, education, and experiences acquired through opportunities in the operational, institutional, and self-development domains.

Leadership: The process of influencing people by providing purpose, direction, and motivation to accomplish the mission and improve the organization.

Line of Effort (LOE): (Army) A line that links multiple tasks using logic of purpose rather than geographical reference to focus efforts towards establishing operational and strategic conditions.

Line of Effort Advisor: The senior leader and member of the Executive Review Group responsible for management and oversight of all Major Objectives within their LOE.





M

Major Objective Lead: The staff organization responsible for coordinating all planning, input and reporting to advance a given objective. It is the responsibility of each MO Lead to facilitate, broker, develop, and document all Sub-Tasks, Supporting Tasks and associated metrics and milestones and identify key decision points.

Major Objectives (MOs): mid-to-long term (2-7 years) efforts that are necessary to collectively achieve the Commander’s vision and end state. MOs are clearly defined, attainable goals with measurable outcomes.

Management: A process of establishing and attaining objectives to carry out responsibilities.

Measure of Effectiveness: A criterion used to assess changes in system behavior, capability, or operational environment that is tied to measuring the attainment of an end state, achievement of an objective, or creation of an effect.

Measure of Performance: A criterion used to assess friendly actions that are tied to measuring task accomplishment.

Metrics: A standard of measurement i.e. milestones.

Milestone: A significant point in development typically recorded on a timeline or calendar.

Mission: (DoD) 1. The task, together with the purpose, that clearly indicates the action to be taken and the reason therefore.

2. In common usage, especially when applied to lower military units, a duty assigned to an individual or unit; a task.

Mission Command: (Army) The exercise of authority and direction by the commander using mission orders to enable disciplined initiative within the commander’s intent to empower agile and adaptive leaders in the conduct of unified land operations. (DoD) The conduct of military operations through decentralized execution based upon mission-type orders.

Mission Essential Task: A task a unit could perform based on its design, equipment, manning and table of organization and equipment/table of distribution and allowance mission.

Mission Essential Task List: A compilation of mission-essential tasks.





Operational Environment: (DoD) A composite of the conditions, circumstances, and influences that affect the employment of capabilities and bear on the decisions of the commander.

Operational Training Domain: The training activities organizations undertake while at home station, at maneuver combat training centers, during joint exercises, at mobilization centers, and while operationally deployed.

Operationalize: A system of management to provide metrics and accountability.

Planning: The art and science of understanding a situation, envisioning a desired future, and laying out effective ways of bringing that future about.

Planning, Programming, Budgeting, and Execution (PPBE): The PPBE process is how the Department of Defense "allocates its resources". It's how DoD, and their contractors, manage to stay within their fiscal budget while they follow the Secretary of Defense's policy, strategy, and goals.

Program Objectives Memorandum: An annual memorandum in prescribed format submitted to the Secretary of Defense (SECDEF) by the DoD Component heads, which recommends the total resource requirements and programs within the parameters of SECDEF's fiscal guidance. The POM is a major document in the Planning, Programming, Budgeting and Execution process, and the basis for the component budget estimates. The POM is the principal programming document that details how a component proposes to respond to assignments in the Defense Planning and Programming Guidance and satisfy its assigned functions over the Future Years Defense Program. The POM shows programmed needs 5 years into the future.

Requirement: An established need justifying the timely allocation of resources to achieve a capability to accomplish approved military objectives, missions, or tasks.

Resource: To make available the tools necessary to achieve a goal.

Resources: (DoD) forces, materiel, and other assets or capabilities apportioned or allocated to the commander of a unified or specified command.

Responsibility: The obligation to carry forward an assigned task to a successful conclusion.





S

Shape: To give definite form, shape, organization, or character.

Staff Management: The responsibilities of the staff to assist and coordinate supported organizations' efforts by analyzing, monitoring, assessing, and developing recommendations for the commander on all activities affecting policy, organization guidance, developmental processes, and implementation or execution processes in support of the organization meeting its mission. The staff will facilitate the coordination and dissemination of plans, doctrine, and training with higher HQ and external agencies as appropriate.

Strategic: Designed or trained to strike an enemy at the sources of its military, economic, or political power.

Strategic Communication: (DoD) Focused United States Government efforts to understand and engage key audiences to create, strengthen, or preserve conditions favorable for the advancement of United States Government interests, policies, and objectives through the use of coordinated programs, plans, themes, messages, and products synchronized with the actions of all instruments of national power.

Strategic Environment: (DoD) The strategic environment is characterized by uncertainty, complexity, and rapid change, which requires persistent engagement. This environment is fluid, with continually changing alliances, partnerships, and new national and transnational threats constantly appearing and disappearing. In addition to traditional conflicts, to include emerging peer competitors, significant challenges continue to include irregular warfare, catastrophic terrorism employing weapons of mass destruction, and threats to disrupt the Nation's ability to project power and maintain its qualitative edge.

Strategic Objective: A broad statement or general course of action that prescribes targeted directions for an organization.

Strategic Planning: The comprehensive process of an organization setting goals, required by the supported commander. See also support; supported commander.

Strategic Plan: (STRATPLAN) The comprehensive process of an organization setting goals.

Strengthen: To provide potency to a position or product.





Subtasks: Clearly defined, measurable, and quantifiable statements of work to be done. They are the result of a deliberative process where the MO Leads collaborate and plan the development and way-ahead of specific tasks.

Support: To maintain a person, establishment, or institution by supplying with things necessary to existence; provide for.

Supported: The commander having primary responsibility for all aspects of a task assigned by the Joint Strategic Capabilities Plan or other joint operation planning authority. 2. In the context of joint operation planning, the commander who prepares operation plans or operation orders in response to requirements of the Chairman of the Joint Chiefs of Staff. 3. In the context of a support command relationship, the commander who receives assistance from another commander's force or capabilities, and who is responsible for ensuring that the supporting commander understands the assistance required. See also support; supporting commander.

Supporting: A commander who provides augmentation forces or other support to a supported commander or who develops a supporting plan. 2. In the context of a support command relationship, the commander who aids, protects, complements, or sustains another commander's force, and who is responsible for providing the assistance done. They are the result of a deliberative process where the MO supported organizations collaborate and plan the development and way-ahead of the specific tasks.

Supporting Tasks: Supporting Tasks are measurable and quantifiable tasks which must be completed in order to accomplished a Subtask. Assigned leads develop and mature Supporting Tasks and identify execution in terms of the Time Horizons, Milestones, Decision Points and resourcing requirements to execute the plan.

Sustain: To provide for a person, establishment or institution by furnishing means or funds.

Synchronization: (DoD) The arrangement of military actions in time, space, and purpose to produce maximum relative combat power at a decisive place and time.

Task: An action or activity (derived from an analysis of the mission and concept of operations) assigned to an individual or organization to provide a capability.





Team Cochise: All non-military organizations directly or indirectly associated with Fort Huachuca, including US Departments and Agencies, State of Arizona interests, City of Sierra Vista, Cochise County, and Universities.



Team Huachuca: All military organizations and tenants located on Fort Huachuca, including but not inclusive elements from NETCOM, Army Materiel Command, Communications Electronics Command, Installation Management Command, Training and Doctrine Command, Defense Intelligence Agency, Forces Command, Medical Command.



Training Development: Develop, integrate, prioritize, resource, and provide quality control and quality assurance of the Army's training and education development concepts, strategies, policies, automation systems, and products that support the Army's training and education of Active Army and Reserve Component Soldiers, civilians and units across the institutional, self-development and operational training domains.



Training Support: The entire spectrum of products, services, and facilities, that provide the networked, integrated, interoperable training support necessary to enable operationally relevant, full spectrum, Unified Action Partners training for Soldiers, units, and DA civilians anytime, anywhere.





Acronyms

- ACQ:** Acquisition
- ADDIE:** Analysis, Design, Development, Implementation, and Evaluation
- AFB:** Air Force Base
- ALDS:** Army Leader Development Strategy
- ALM:** Army Learning Model
- ARCIC:** Army Capabilities Integration Center
- ARNG:** Army National Guard
- ATEC:** Army Test Evaluation Command
- AV/AVN:** Aviation
- BDE:** Brigade
- BOSS:** Better Opportunity for Single Soldiers
- C5ISR:** Command, Control, Communications, Computers, Combat Systems, Intelligence, Surveillance, and Reconnaissance
- CBP:** Customs Border Patrol
- CDD:** Capability Development Document
- CG:** Commanding General
- CCP:** Command Communication Program
- CDI:** Capabilities Development Integration
- CDID:** Capabilities Development Integration Directorate
- CECOM:** Communications-Electronics Command
- CIA:** Central Intelligence Agency
- CJCSI:** Chairman of the Joint Chiefs of Staff Instruction
- CoE:** Center of Excellence
- CoS:** Chief of Staff
- COTS:** Commercial Off-The-Shelf
- CPD:** Capability Production Document
- CSLA:** Communications Security Logistics Agency
- CSM:** Command Sergeant Major
- CTC:** Combat Training Center
- CTR:** Center
- DA:** Department of the Army
- DAG2:** Department of the Army G2, Intelligence and Security
- DARPA:** Defense Advanced Research Projects Agency
- DCGS-A:** Distributed Common Ground System – Army





DCT: Deputy Commander for Training



DENTAC: Dental Activity Command



DHS: Department of Homeland Security



DMAFB: Davis-Monthan Air Force Base



DIA: Defense Intelligence Agency



DoD: Department of Defense



DOJ: Department of Justice



DOTMLPF: Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, and Facilities.



DRM: Directorate of Resource Management



DtCG: Deputy to the Commanding General



DTT: Doctrine and Tactics Training

EO: Equal Opportunity

EPG: Electronic Proving Grounds

ESB: Expeditionary Signal Battalion

ERG: Executive Review Group

FBI: Federal Bureau of Investigation

FH: Fort Huachuca

FMWR: Family Morale, Welfare, and Recreation

FORSCOM: Forces Command

FYDP: Future Years Defense Program

HT-JCOE: HUMINT Training- Joint Center of Excellence

IAW: In Accordance With

IC: Intelligence Community

ICD: Initial Capabilities Document

ICoE: Intelligence Center of Excellence

IEWTD: Intelligence Electronic Warfare Testing Directorate

IKN: Intelligence Knowledge Network

IMCOM: Installation Management Command

IMT: Initial Military Training

INSCOM: Intelligence Security Command

ISEC: Information Systems Engineering Command

ISO: In Support of

ISR: Intelligence, Surveillance, and Reconnaissance

IWfF: Intelligence War-fighting Function

JCIDS: Joint Capabilities Integration Development System





- JIIM:** Joint Interagency Intergovernmental Multinational
- JITC:** Joint Interoperability Test Command
- KM:** Knowledge Management
- KMO:** Knowledge Management Office
- LL:** Lessons Learned
- LOE:** Line of Effort
- LSE:** Logistics and Support Element
- MC:** Mission Command
- MCAS:** Marine Corps Air Station
- MDMP:** Military Decision Making Process
- MI:** Military Intelligence
- ME:** Main Effort
- MEDCOM:** Medical Command
- MEDDAC:** Medical Department Activity Command
- METL:** Mission Essential Task List
- MO:** Major Objectives
- MOS:** Military Occupational Specialty
- MTT:** Mobile Training Team
- MWR:** Morale Welfare and Recreation
- NCO:** Non-Commissioned Officer
- NCOA:** Non-Commissioned Officer Academy
- NET:** New Equipment Training
- NETCOM:** Network Enterprise Technology Command
- NG:** National Guard
- NGA:** National Geospatial Intelligence Agency
- NSA:** National Security Agency
- OASS:** One Army School System
- OCO:** Overseas Contingency Operations
- OE:** Operational Environment
- OIL:** Observations Insights and Lessons Learned
- OT:** Operational Testing
- PM:** Program Manager
- PME:** Professional Military Education
- POI:** Program of Instruction
- POM:** Program Objectives Memorandum
- PPBE:** Planning, Programming, Budgeting, and Execution





PPBES: Planning, Programming, Budgeting, and Execution Systems

RGT: Regiment

RWBAHC: Raymond W. Bliss Army Health Center

SC: Senior Commander

SEC: Software Engineering Center

SHARP: Sexual Harassment / Assault Response and Prevention

SIGINT: Signals Intelligence

SOF: Special Operations Forces

SOS: System of Systems

SQD: Squadron

STRAP: System Training Plan

STRATPLAN: Strategic Plan

TADSS: Training Aids, Devices, Simulators and Simulations

TAG: Training Advisory Group

TARS: Tethered Aerostat Radar System

TB: Test Bed

TCM: TRADOC Capability Manager

TDA: Table of Distribution Allowances

TDS: Training Development Support

TMDE: Testing Measurement & Diagnostic Equipment

TNG: Training

TRADOC: Training and Doctrine Command

TTP: Tactics, Techniques, and Procedures

UAS: Unmanned Aerial Systems

USAA: United States Army Aviation

USACIO: United States Army Chief Information Officer

USAF: United States Air Force

USAG: US Army Garrison Fort Huachuca

USAICoE: United States Army Intelligence Center of Excellence

USAICoE&FH: United States Army Intelligence Center of Excellence and Fort Huachuca

USARC: United States Army Reserve Component

USFS: United States Forest Service

USMC: United States Marine Corps

USN: United States Navy

WFF: War-fighting Function





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