UNITED STATES ARMY

SPECIAL OPERATIONS COMMAND

USASOC Campaign Plan 2035

AOSP-SP 04 May 2017

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Commander's Intent — USASOC Campaign Plan (CAMPLAN) 2035

As we seek to develop the right balance of future Army Special Operations Forces (ARSOF) capabilities, we cannot allow uncertainty to paralyze forward progress. We will set our strategic azimuth and adjust as we move forward. USASOC Strategy – 2035 established our course and the USASOC CAMPLAN 2035 initiates our movement towards the future.

Three facts inform our forward movement:

1. The CAMPLAN directs and synchronizes supporting actions designed to enable ARSOF to balance current requirements against current and future demands.

2. The operational environment, fiscal realities, and Commanders' input will drive change in strategic guidance and subsequent changes to the CAMPLAN.

3. Properly implemented, this CAMPLAN will identify and reduce staff redundancies that create "staff overmatch" for CSC/CSUs and serves as our conduit to achieve efficiency and balance for the Command. Using the CAMPLAN as our guide, ARSOF will adapt operationally and institutionally so that the effectiveness of the force remains without equal.

Priorities provide focus and guide assessments of our progress. As a subset of our Enduring Priorities, our immediate CAMPLAN priorities are:

1. Restore Balance

2. Solidify 1st Special Forces Command (A) as a Deployable and Force Providing Headquarters

3. Communicate the ARSOF Narrative

We will update the CAMPLAN annually to adjust our azimuth, as required, to meet future objectives.

KENNETH E. TOVO
Lieutenant General, United States Army
Commanding

Table of Contents

CAMPLAN Overview **4**

CAMPLAN Strategic Framework **5**

Lines of Effort (LOEs) — “The MEANS” 6

Time-Phased Approach — “The WAYS” 6

USASOC Value Propositions — “The ENDS” 7

Governance **8**

LOE Alignment of Strategy Objectives **8**

“PREPARE” LOE 8

“PROVIDE” LOE 10

“PRESERVE” LOE 11

Intermediate Military Objectives (IMOs) and Measures **12**

Intermediate Military Objectives (IMOs) 12

Measures of Performance and Effectiveness (MoPs/MoEs) 13

The CAMPLAN and the Strategic Planning Process **13**

Strengthening the SPP 14

CAMPLAN Assessment **16**

CAMPLAN Assessment Forums 16

Conclusion **17**

Terms of Reference **17**

CAMPLAN Overview

This CAMPLAN operationalizes USASOC Strategy – 2035, synchronizing objective completion with Commander priorities and the Strategic Planning Process (SPP). The CAMPLAN Strategic Framework links our enduring mission statement responsibilities to our objectives and the SPP. This linkage highlights how Commander priorities, force development efforts, and resources interact to produce decision points and risk. Regular assessments address those decision points and their associated opportunity costs.

The Commander's priorities guide USASOC HQ staff and CSC/CSU efforts within the CAMPLAN Strategic Framework, and are the near-term focus of the staff. These priorities place emphasis on specific strategic objectives and also steer the assessment plan.

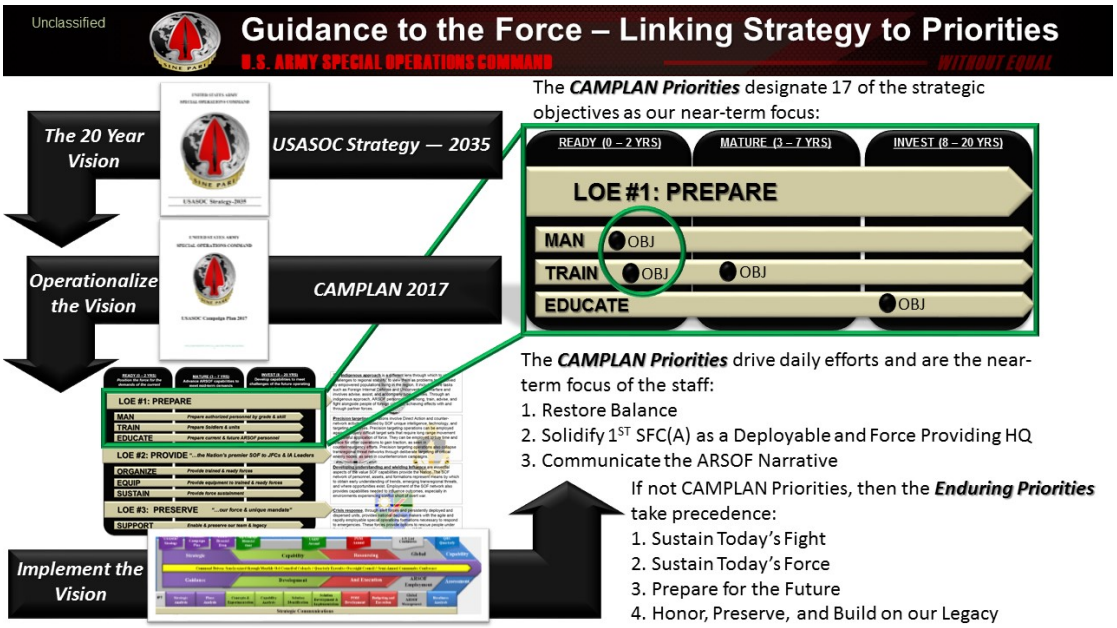

Figure 1 – Guidance to the Force

The Commanding General's three initial CAMPLAN priorities and their desired outcomes are (1) *Restore Balance* — to achieve a 1:2 deployment-to-dwell ratio for all ARSOF formations and ensure our deployed headquarters are effectively manned (2) *Solidify 1st Special Forces Command (A) as a Deployable and Force Providing Headquarters* — while focusing on cyber, ISR, and Counter-UAS capabilities and (3) *Communicate the ARSOF Narrative* — to achieve Special Operations Force and Conventional Force Integration, Interoperability, and Interdependence (SOF/CF I3), develop and strengthen Joint, Interagency, Intergovernmental, and Multinational (JIIM) partnerships, and build the ARSOF Brand.[1]

The semi-annual USASOC Commanders' Conference is the capstone assessment forum, where HQ, USASOC updates the Commanding General on his CAMPLAN

priorities. The Executive Oversight Council (EOC) prepares those objectives and identifies emerging priorities for nomination. A Council of Colonels (CoC) provides an enterprise-wide forum to address issues and make decisions below the General Officer (GO)/Senior Executive Service (SES) level.

An annual USASOC Operations Order will provide adjusted Commander's priorities and will capture the assessment-informed changes to our strategic direction. In total, the campaign plan operationalizes the commander's vision within existing processes to gain efficiency, provide unity of effort, and identify risk.

The CAMPLAN Strategic Framework (Figure 2) captures the ENDS, WAYS, and MEANS of the CAMPLAN in a single chart. It depicts our enduring mission responsibilities as Lines of Effort (LOEs) and includes three time-based phases to capture resourcing implications. Each of the 35 CAMPLAN Objectives[2] align under one of three LOEs (PREPARE, PROVIDE and PRESERVE), and then to a single Sub-LOE (Man, Train, Educate, Organize, Equip, Sustain, Support) and temporal phase. Sub-LOE Managers synchronize staff and CSC/CSU efforts to complete objectives in their corresponding Sub-LOEs across all time horizons.

CAMPLAN Strategic Framework

Figure 2 – CAMPLAN Strategic Framework

USASOC is a unique Army Service Component Command (ASCC) in that it serves all ARSOF formations in both future force development and force employment functions. USASOC performs force employment and strategic readiness tasks similar to that of US Army Forces Command (FORSCOM). Additionally, USASOC conducts future force development and resourcing responsibilities similar to that of the US Army Training and

Doctrine Command (TRADOC), primarily through the Special Operations Center of Excellence (SOCoE).[3] Finally, USASOC delivers materiel readiness solutions to ARSOF in a manner similar to Army Materiel Command (AMC). In doing so, USASOC leads ARSOF through concept and capability development to resource allocation and from readiness assessments to deployment.[4] The USASOC Strategy – 2035 outlines the Commander's vision of how to best meet these Army Command-like (ACOM) responsibilities, whereas the CAMPLAN implements this vision through the SPP.

Lines of Effort (LOEs) — "The MEANS"

The USASOC Strategic Framework depicts both our FORSCOM and TRADOC-like responsibilities. In keeping with Chief of Staff of the Army (CSA) priorities, strategic readiness is central to the USASOC Strategic Framework.[5] Our three primary LOEs are readiness-centric, supported by seven complementary sub-LOEs that mirror both USASOC mission requirements and the Army's strategic readiness tenets.[6] The USASOC mission statement appropriately reflects this emphasis on readiness:

> "*The United States Army Special Operations Command mans, trains, equips, educates, organizes, sustains, and supports forces to conduct special operations across the full range of military operations and spectrum of conflict in support of joint force commanders and interagency partners, to meet theater and national objectives*."[7]

Placing each of the 35 objectives within a sub-LOE helps everyone across the command understand the objectives as they relate to our broader mission statement and functional responsibilities. CAMPLAN priorities then inform how objectives relate to one another given a finite pool of resources. In combining mission statement responsibilities with CAMPLAN priorities, the Strategic Framework links priorities to resourcing, illuminating potential risks.

Time-Phased Approach — "The WAYS"

We achieve readiness under particular time and resource constraints. Therefore, the CAMPLAN Strategic Framework includes three time-based phases to focus our role in developing future ARSOF capabilities in the near-, mid-, and long-term. These temporal phases mirror the time phases of the Army Planning, Programming, Budgeting, and Execution Process.[8]

Objectives that support rapidly emerging operational requirements and near-term capability sustainment initiatives reside in the "Ready" Phase (0-2 years). The "Mature" Phase (3-7 years) represents efforts that either complement an existing capability or are an incremental step towards required, but not-yet-realized capabilities. Efforts in the "Invest" Phase (8-20 years) require focused study; the outcomes of which will ultimately inform how USASOC prioritizes current investments in long-term future capabilities during both the "Ready" and "Mature" Phases of the CAMPLAN.

Capturing our ACOM-like responsibilities in a single framework allows us to relate the smallest of efforts to the whole, so we can articulate our challenges, opportunities, and

risk to a broader audience. Each objective falls under a sub-LOE and a time-based phase. Intermediate Military Objectives (IMOs) support the on-going efforts of the enterprise towards achieving a corresponding objective. An assessment of these IMOs then relates how individual efforts track from nascent staff actions through resourcing to realize the Commanding General's priorities. Commanders, in turn, can envision how these efforts fulfill our mission statement responsibilities to better compete for resources.

USASOC Value Propositions — "The ENDS"

Our purpose as an institution is to provide the best trained and ready ARSOF to joint force commanders (JFCs) and interagency leaders. The USASOC value propositions denote the framework ends. We define our value to the nation as the sum of these four capabilities which ARSOF brings to bear against our enemies:

> ***The indigenous approach*** *is a different lens through which to view challenges to regional stability; to view them as problems to be solved by empowered populations living in the region. It includes core tasks such as Foreign Internal Defense and Unconventional Warfare and involves advise, assist, and accompany type activities. Through an indigenous approach, ARSOF personnel live among, train, advise, and fight alongside people of foreign cultures, achieving effects with and through partner forces.*
>
> ***Precision targeting*** *operations involve Direct Action and counter-network activities enabled by SOF unique intelligence, technology, and targeting processes. Precision targeting operations can be employed against uniquely difficult target sets that require long-range movement and careful application of force. They can be employed to buy time and space for other operations to gain traction, as seen in counterinsurgency efforts. Precision targeting operations also collapse transregional threat networks through deliberate targeting of critical enemy nodes, as seen in counterterrorism campaigns.*
>
> ***Developing understanding and wielding influence*** *are essential aspects of the value SOF capabilities provide the Nation. The SOF network of personnel, assets, and formations represent means by which to obtain early understanding of trends, emerging transregional threats, and where opportunities exist. Employment of the SOF network also provides capabilities needed to influence outcomes, especially in environments experiencing conflict short of overt war.*
>
> ***Crisis response****, through alert forces and persistently deployed and dispersed units, provides national decision makers with the agile and rapidly employable special operations formations necessary to respond to emergencies. These forces provide options to rescue people under threat, to recover sensitive materials such as WMD components, or other short notice requirements.*

Governance

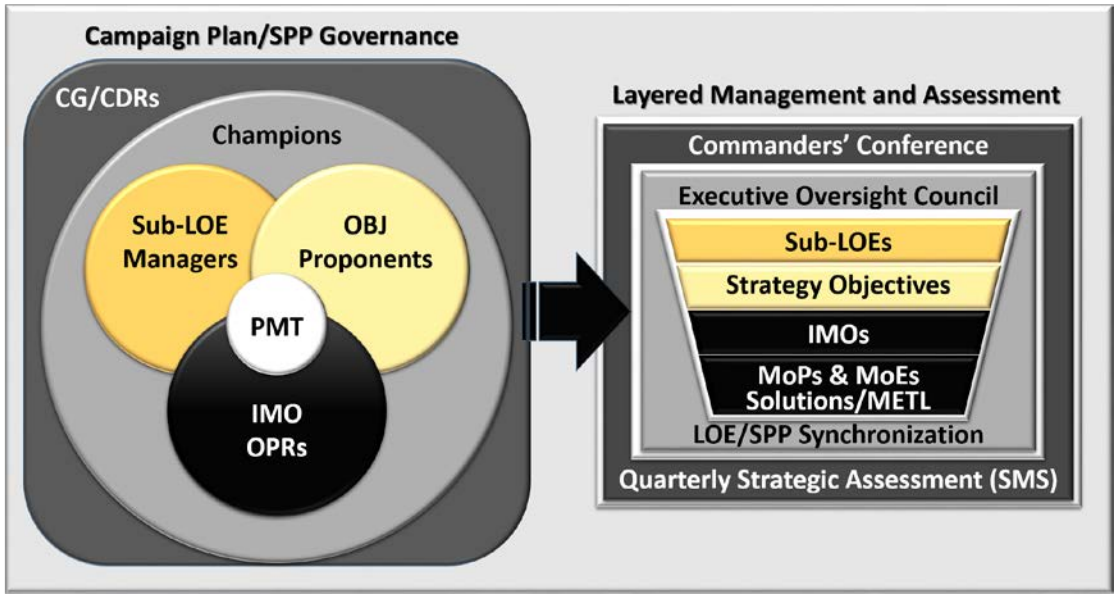

Figure 3 – Governance Structure

The EOC Champions[9] and SPP Segment owners monitor objective implementation and Commanders review the IPT outputs through the assessment plan. Sub-LOE Managers, Objective Proponents and IMO OPRs monitor implementation of objectives within the SPP through support of the Process Management Team (PMT).

LOE Alignment of Strategy Objectives

The following is a breakdown of how USASOC Strategy – 2035 objectives align to LOEs and the three time-based phases of Ready, Mature, and Invest.[10]

<u>"PREPARE" LOE</u>

1. **<u>PREPARE</u>** ARSOF to meet the Nation's demands: This LOE focuses primarily on our Institutional or Generating Force responsibilities, which are those missions that generate or maintain the operational capabilities employed by JFCs. Our mission statement reflects this responsibility as it identifies the requirement to <u>MAN</u>, <u>TRAIN</u>, and <u>EDUCATE</u> ARSOF. These requirements comprise the three sub-LOEs defining how USASOC plans to prepare ARSOF for JFCs.

a. **MAN**…Prepare authorized personnel by grade & skill. The Deputy Chief of Staff (DCS), G1 is the sub-LOE manager.

(1) READY #6. Identify the right ARSOF Active Component/Reserve Component balance (Short-name: AC/RC Balance)

(2) INVEST #13. Implement alternative military/civilian career models that are more attuned to the demands of the future operating environment (Short-name: MIL/CIV Models)

b. **TRAIN**…Prepare Soldiers and Units. The DCS, G3 is the sub-LOE manager.

(1) READY #1. Maintain advanced hostage rescue and direct action capabilities (Short-name: Maintain HR/DA)

(2) MATURE #1. Adapt ARSOF hostage rescue and direct action capabilities to incorporate improved technology, processes, and techniques (Short-name: HR/DA Adaptation)

(3) MATURE #2. Develop capabilities to track, monitor, and counter WMD (Short-name: CWMD Tracking)

(4) INVEST #7. Integrate cyber capabilities into operations to include influence operations, digital deception, communication disruption, and disinformation campaigns at the tactical and operational levels (Short-name: Cyber Integration)

c. **EDUCATE**…Prepare current & future ARSOF personnel. The SOCoE is the sub-LOE manager.

(1) READY #7. Invest in language, regional expertise, and cultural capability development (Short-name: LREC Investment)

(2) MATURE #3. Incorporate education/training into ARSOF learning institutions to enable operations that track, monitor, and counter WMD (Short-name: Train CWMD)

(3) MATURE #7. Codify ARSOF doctrine and education for FID, COIN, CT and support to resistance movements (up to and including UW) (Short-name: Codify Doctrine)

(4) MATURE #8. Invest in education initiatives that prepare operators to develop effective partnerships in foreign cultures and to build partner capabilities (Short-name: Partner Investments)

(5) MATURE #9. Create and implement education models that train operations to rapidly integrate into, and excel within, ambiguous environments (Short –name: Ambiguity Education Models)

(6) MATURE #10. Invest in hybrid conflict research/education within ARSOF institutions (Short-name: Institutionalize Hybrid Conflict)

"PROVIDE" LOE

2. **PROVIDE** the Nation's premier SOF to JFCs and interagency leaders. This LOE focuses primarily on operational or Operating Force responsibilities, which are those missions that support units in combat or other operational requirements. Our mission statement reflects this responsibility as it identifies the requirement to ORGANIZE, EQUIP, and SUSTAIN ARSOF. These requirements comprise the three sub-LOEs defining how USASOC plans to provide trained and ready ARSOF for JFCs.

a. **ORGANIZE**…Provide trained and ready forces. The DCS, G3 is the sub-LOE manager.

(1) READY #2. Develop and implement a new ARSOF Sustainable Readiness Model (Short-name: Readiness Model)

(2) READY #3. Improve SOF-CF interdependence, interoperability, and integration (SOF/CF I3) (Short-name: Improve SOF/CF I3)

(3) READY #4. Improve joint, interagency, intergovernmental, and multinational (JIIM) partnerships (Short-name: Improve JIIM-P)

(4) READY #5. Improve understanding of the full range of ARSOF capabilities with external audiences (Short-name: Build the ARSOF Brand)

(5) READY #8. Identify more responsive mechanisms to deploy forces when needed (Short-name: Responsive Force)

b. **EQUIP**…Provide equipment to trained and ready forces. The DCS, G8 is the sub-LOE manager.

(1) READY #9. Review unfinished ARSOF 2022 objectives; complete valid unfinished requirements (Short-name: ARSOF 2022 Requirements)

(2) MATURE #4. Empower decentralized Mission Command (COP and situational awareness via handheld data, blue force tracking systems, and secure communications) (Short-name: Decentralized MC)

(3) MATURE #5. Increase ARSOF clandestine and low visibility technology (mobility platforms, weapons systems, and communications technology – secure, unsecure, and non-attributable systems) (Short-name: Increase Clan Tech)

(4) MATURE #12. Streamline resourcing and capability development processes to be more agile/adaptive (Short-name: Agile SPP)

(5) INVEST #1. Procure the technology and weapons systems that keep ARSOF on the cutting edge (Short-name: Edge Tech)

(6) INVEST #2. Procure mobility systems that are agile enough to quickly deploy, resilient enough to operate in austere environments, and require minimal maintenance/logistics (Short-name: Agile Mobility)

(7) INVEST #3. Procure C2 and intelligence technology that improve the speed and ease with which we process/synthesize information at the tactical and operational levels (Short-name: Improve C4I)

(8) INVEST #4. Procure communications and intelligence systems that facilitate rapid collective understanding of the environment, adversarial actions, and emerging threats (Short-name: Expedite OE Understanding)

(9) INVEST #5. Develop and integrate systems and processes that enable operator/leader level decision making (Short-name: Decision-enabling)

(10) INVEST #6. Develop and incorporate methods and technology that improve our ability to influence populations and to understand/address how adversaries and their proxies do the same (cyber and related capabilities) (Short-name: Population Influence)

(11) INVEST #9. Obtain next generation unmanned aerial systems that provide longer operational range, over horizon observation, and can be launched and recovered by tactical units (Short-name: NEXGEN UAS)

(12) INVEST #10. Obtain the next generation of ARSOF rotary wing capabilities for transport and fire support that have longer range and greater fuel efficiency (Short-name: NEXGEN Rotary)

(13) INVEST #11. Obtain capabilities for ARSOF rotary wing and unmanned platforms to penetrate integrated air defense systems (NEXGEN Counter-IADS)

c. **SUSTAIN**…Provide force sustainment. The DCS, G4 is the sub-LOE manager.

(1) INVEST #12. Create the system/opportunities to retain enabler personnel in ARSOF for more of their careers (Short-name: Enabler Careers)

<u>"PRESERVE" LOE</u>

3. **<u>PRESERVE</u>** our force & unique mandate. This LOE focuses primarily on our responsibility to ensure the personal readiness of assigned Soldiers, Army civilians, and their family members. Our mission statement reflects this responsibility as it identifies the requirement to <u>SUPPORT</u> ARSOF. This requirement, therefore, becomes the

single Sub-LOE defining how USASOC plans to preserve ARSOF for joint force commanders.

a. **SUPPORT**…Enable & preserve our team & legacy. The DCS, G8 is the sub-LOE manager.

(1) READY #10. Improve ARSOF human/spiritual performance, behavioral health, social readiness, and resilience (Short-name: Health of the Force)

(2) MATURE #6. Improve ARSOF intelligence collection, analysis, and synthesis capabilities that enable understanding of the human domain and provide indicators and warnings for gray zone threats (Short-name: Gray Zone Indicators)

(3) MATURE #11. Integrate IT networks across organizational/institutional boundaries (Short-name: IT Network Integration)

(4) INVEST #8. Obtain technology to protect friendly networks from advanced cyber threats (Short-name: Cyber Defense Tech)

Intermediate Military Objectives (IMOs) and Measures

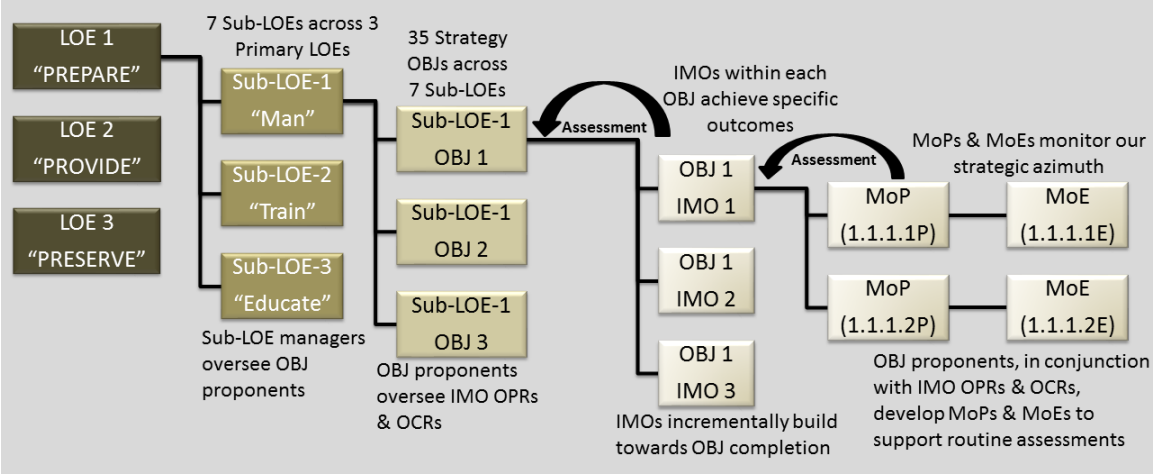

Figure 4 – Layered Implementation and Assessment Methodology

<u>Intermediate Military Objectives (IMOs)</u>

Detailed IMOs pertaining to each of the 35 strategic objectives ultimately achieve the objective's desired outcomes. We use IMO assessments to track the progress of individual efforts within each objective, from the most nascent staff actions to the most complex resourcing, fielding, and employment initiatives. As a result, Component Subordinate Command and Component Subordinate Unit (CSC/CSU) Commanders can better envision how these efforts fulfill higher-level mission responsibilities; can better articulate their own requirements; and can more effectively compete for resources

through USASOC with USSOCOM and the US Army. The PMT will publish an implementation plan in support of this CAMPLAN, assigning objective proponents and IMO OPRs and Offices of Coordinating Responsibility (OCRs). CSC/CSUs will produce support plans that clearly demonstrate how their activities inform, are nested with, and contribute to achieving our CAMPLAN Ends.

Measures of Performance and Effectiveness (MoPs/MoEs)

MoPs assess friendly actions in order to task accomplishments in support of strategy objectives. MoEs assess changes in system behavior, capability, or operational environment measuring the attainment of an end state, achievement of an objective, or creation of an effect. OPRs develop MoPs and MoEs in support of IMOs and use them to assess progress towards meeting objectives using the Strategic Management System (SMS).

The CAMPLAN and the Strategic Planning Process

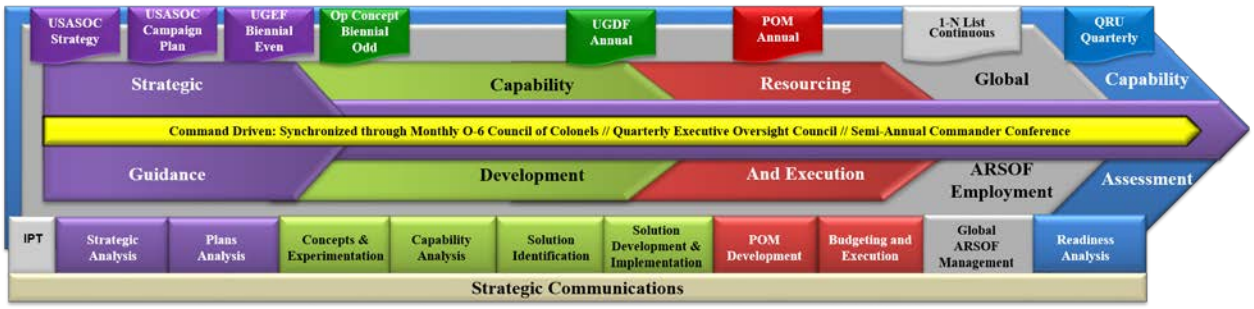

Figure 5 – USASOC SPP

USASOC Strategy – 2035 guides the command's execution of its missions and functions as prescribed in Title 10, United States Code and the Government Performance and Results Modernization Act of 2010.[11] The CAMPLAN implements the guidance in USASOC Strategy – 2035 to inform decision making across the enterprise. The SPP continues as designed, though we will now assess, prioritize, and resource its outputs according to how they support USASOC Strategy – 2035 objectives.

The SPP and Strategic Objectives

Each objective has IMOs in one or more of the temporal phases (Ready, Mature, Invest). Each IMO has a unique Measure of Performance (MoP) and Measure of Effectiveness (MoE), which IMO OPRs track to assess progress. IMOs inform our analysis, identifying (1) what to fund in the near-term to sustain, modify, or expand a current capability (2) where and when to invest to incrementally build towards a future capability and (3) where the commander can accept risk now to fund more important capability requirements for the future.

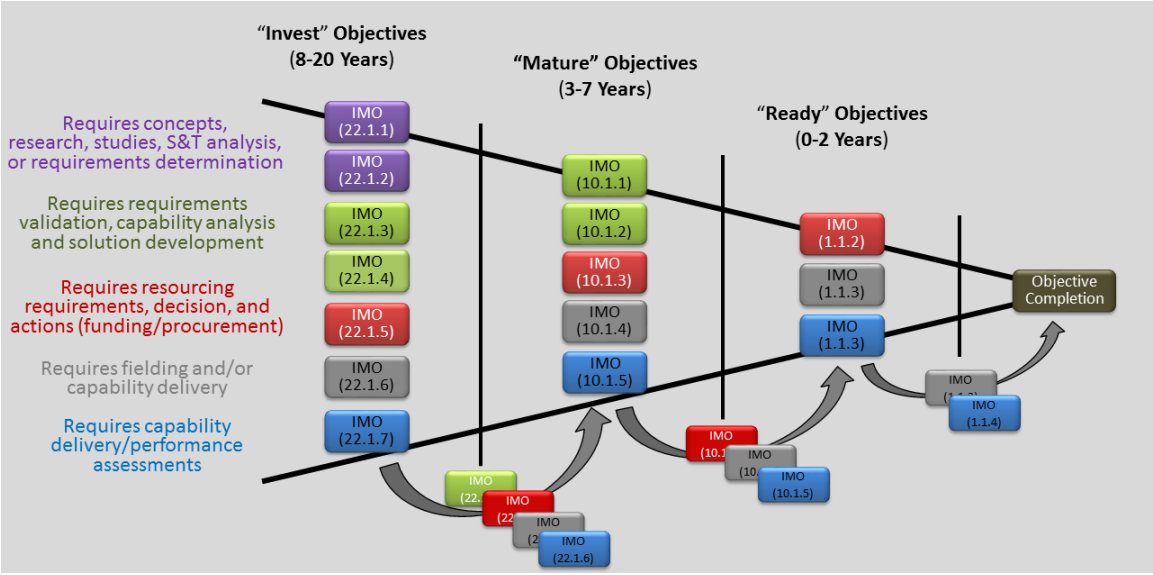

Figure 6 – OBJ/IMO Alignment and Implementation Progress

Strengthening the SPP

The CAMPLAN synchronizes the seven SPP outputs to USASOC Strategy – 2035, linking the commander's vision to enterprise action. This synchronization facilitates prioritization, assessments, and resource allocation of the 35 objectives to balance short-term requirements against the long-term vision for transformation.

Figure 7 – IMO SPP Integration

The seven (7) SPP outputs are:

1. *<u>USASOC Guidance for the Employment of the Force (UGEF)</u>* incorporates analysis of joint force operational requirements identifying operational focus and priorities for the ARSOF employment in the near- (0-2 years), guiding force management and science and technology processes in the mid- (3-7 years) and long-terms (8-20 years).

2. *ARSOF Operating Concept* describes how future ARSOF will provide the nation with an expanded range of strategic options. It guides force development by identifying the concept-based capabilities needed to support joint force requirements. It provides the intellectual foundation and framework for learning how ARSOF might conduct operations in the long-term (8-20 years).

3. *USASOC Guidance for the Development of the Force (UGDF)* is a holistic, bottom-up plan for force management, linking gap analysis with solution identification and development. Informed by the UGEF and Operating Concept, the UGDF informs program decisions to address current prioritized capability gaps, balances capability requirements, and recommends how to invest in future required capabilities.

4. *Program Objective Memorandum (POM)* defines how USASOC allocates and synchronizes resources during the current Fiscal Year and over the Future Years Defense Plan (FYDP) to meet theatre and national warfighting requirements. Informed by the UGDF, the Program Objective Memorandum (POM) Integrated Product Team provides the USASOC DCS, G-8 the information needed to formulate Major Force Programs 11 (MFP-11) and MFP-2 resourcing submissions to USSOCOM and US Army respectively.

5*. 1-N Employment List* prioritizes sourcing recommendations for near-term force employment priorities based on USSOCOM requirements and sourcing conferences. The 1-N list directly influences readiness analysis prompting reprioritization and reallocation of force employment during the year of execution as well as for subsequent POM development cycles over the FYDP. Additionally, the 1-N list informs requirements to FORSCOM for conventional forces support to SOF operations.

6. *Quarterly Readiness Update (QRU)* measures, assesses, and reports on our ability to execute the USASOC Strategy and Mission Essential Tasks List (METL) at the strategic, operational, and tactical warfighting levels through current and projected readiness assessments and associated risk identification. USASOC reports readiness determined by the QRU, to USSOCOM, US Army, that in turn, report comprehensive readiness to the Joint Staff, and the Office of the Secretary of Defense.

7. *Strategic Communications* activities synchronize strategic messaging support of the commander's priorities, USASOC Strategy, and implementation of the SPP by informing internal and external stakeholders. Commanding General, USASOC considers Strategic Communications to be a critical core competency of our HQ and across the ARSOF Enterprise.

CAMPLAN Assessment

The CAMPLAN synchronizes the command's activities towards achieving organizational change. As such, the CAMPLAN requires a regular venue to assess progress, where information sharing can take place. While the Strategic Framework may be all-inclusive of our mission to ARSOF, our objectives result from our assumptions about the operating environment in 2035. Planning assumptions are never 100% accurate. We must be able to adapt with the environment. The CAMPLAN assessment methodology allows for both bottom-up feedback and top-down guidance to adapt the CAMPLAN as necessary. The DCS, G5 records alterations to the CAMPLAN, which are later summarized and updated in an annual order.

The SMS ties our organizational performance to CAMPLAN completion to assist commander decision-making.[12] SMS aggregates the performance metrics of objectives and their corresponding IMOs to provide a macro-level depiction of our progress towards achieving the commander's vision. Objective and IMO OPRs enter their data into SMS and the PMT manages how and what assessments OPRs present for review during the forums below:

<u>CAMPLAN Assessment Forums</u>

1. Capstone Assessment: USASOC Commanders' Conference. The Commander's Conference serves as the semi-annual venue for commanders to receive updates on objective completion based upon the Commanding General's priorities. The CAMPLAN priorities are *Restore Balance, Solidify 1st Special Forces Command (A) as a Deployable and Force Providing Headquarters, and Communicate the ARSOF Narrative*. Key outputs are prioritization of resources and the approval of changes to the strategy.

2. Commander Informed Assessment: EOC. The EOC oversees the continuous improvement of the strategic planning process as it relates to USASOC Strategy – 2035. This assessment is a targeted evaluation of the enterprise's efforts *as determined by commander priority* in preparation for the Capstone Assessment. Objectives rotate quarterly so that each receives an annual assessment. The Deputy Commanding General for Force Modernization and Development and the Deputy to the Commanding General co-chair this meeting. As co-chairs they direct, oversee, govern, lead, synchronize and integrate all Force Modernization functions across the enterprise to include capability and DOTMLPF-P developments. The key outputs are preparing objectives for commander review and vetting recommendations for the strategy, CAMPLAN or POM.

3. Steady-State Assessment: SPP CoC. The CoC provides a monthly forum to address issues and make decisions below the GO/SES level. It evaluates how current strategic guidance, capability development,

resourcing, and readiness efforts support objective completion. Unlike the EOC that gives precedence to items associated with the Commander's CAMPLAN priorities, the CoC assesses progress associated with all 35 CAMPLAN objectives. The Chief of Staff, USASOC chairs this meeting; the PMT is the facilitator. The key outputs are linking staff actions to CAMPLAN priorities and identifying/proposing improvements to the strategy/CAMPLAN.

Conclusion

In an era of uncertainty, ARSOF must continue to provide the nation with a balanced portfolio of capabilities to address future hybrid threats. USASOC Strategy – 2035 defines how ARSOF will evolve to meet the demands of the future operating environment. With 35 objectives, our strategy outlines the future operational and institutional capabilities necessary to counter threats across the spectrum of conflict. Through the deliberate effort of the CAMPLAN, ARSOF will adapt in a manner that ensures our force remains “without equal” for decades to come.

Terms of Reference

1. Commander CAMPLAN Priorities – USASOC Commander’s areas of emphasis or focus for convergence of senior executive interest and staff effort that are distinct, clearly defined, and treated as organizational priorities. Each priority has a number of desired effects further specifying the goal (e.g. 1:2 “deployed-to-dwell” under Restore Balance).
2. Intermediate Military Objective (IMO) – subordinate to strategic objectives and work incrementally towards the achievement of the desired effect. Each strategic objective will have IMOs that will have tasks, MoPs, and MoEs that lead towards a desired effect.
3. Invest (Far-Term) – Outcomes that can be completed within 8-20 years; also referred to as the “planning” years.
4. Line of Effort (LOE) – a line that links multiple objectives, tasks, and solutions using the logic of purpose, cause and effect to focus efforts toward establishing strategic conditions.
5. Manager – an individual or organizational element assigned principle responsibility for a Sub-LOE; possesses the exclusive right to direct, oversee, manage, set performance measures, and recommend the transfer or the completion of a task, or otherwise dispose of an action for which they are responsible.
6. Mature (Mid-Term) – Outcomes that can be completed within 3-7 years with potential resource impacts across the Fiscal Year Defense Plan (FYDP); also referred to as the “POM” years.
7. Measure of Effectiveness (MoE) – 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 (JP 3-0)

8. Measure of Performance (MoP) – A criterion used to assess friendly actions that is tied to measuring task accomplishment. (JP 3-0)
9. Office of Coordinating Responsibility (OCR) – the organizational unit or individual(s) that are in support of OPRs and can be designated as IMO owners.
10. Office of Primary Responsibility (OPR) – the organizational unit or individual(s) responsible for managing, to conclusion, one or more strategic objective and/or intermediate military objectives and associated tasks; monitors, tracks and reports on related performance metrics (e.g., MoPs, MoEs).
11. Ready (Near Term) – Outcomes that can be completed within 0-2 years.
12. Rehearsal of Concept (ROC) – a "proof of concept" and a tool for synchronizing the Commander's intent and guidance, and later in the plan's development as a means to walk through the plan to ensure that everyone (individuals and organizations) understands it, and additionally, to identify any "holes."
13. Strategic Framework – a broad overview, outline, or skeleton of interlinked items which supports a particular approach to a series of specific objectives, and serves as a guide intended to bring about a desired future state. The Campaign Plan 2035 strategic framework allows us to place each USASOC Strategy 2035 objective in a specific bin within the appropriate sub-LOE that corresponds with how it contributes to accomplishing the organizations' ends and the anticipated amount of time necessary for completion.
14. Strategic Objective – a clearly decisive and attainable goal, toward which staff efforts are directed. Objectives and their supporting measures of performance and effects (MoPs, MoEs respectively) provide the basis for tasks to be accomplished.
15. Sub-LOE – a subordinate Line of Effort grouped within a parent LOE which possesses similar characteristics.
16. Tasks – an action or activity assigned to an individual or group, in support of IMOs, to achieve a desired effect (e.g., MoPs, MoEs).

Notes

[1] Effective branding provides USASOC the edge it requires in an increasingly competitive environment, both in terms of manpower and fiscal resources. Effective branding allows us to keep our promise to the nation to deliver the absolute best ARSOF to joint force commanders and interagency leaders. The ARSOF Brand includes how we see ourselves and how we want others to see us for the unique value we provide. A plan to build the ARSOF Brand includes how, what, where, when, and with whom we communicate our branding message.

[2] USASOC Campaign Plan 2035 adds one objective to USASOC Strategy – 2035, relating to the Preservation of the Force and Family (PoTFF)

[3] For how USASOC performs both FORSCOM and TRADOC-like functions for ARSOF see Chapters 2 and 3 of AR 10-87. Additionally, AR 5-22, Army Force Modernization

Proponency System, establishes USASOC and SOCoE authorities as force modernization and branch proponents.

[4] USASOC Regulation 10-5, “Organization and Functions” 2016 and USSOCOM Regulation 10-5, “Organization and Functions” 2016.

[5] GEN Mark Milley, “Army Readiness Guidance, FY 2016-17” (memorandum, U.S. Army, 2016).

[6] The Strategic Readiness Tenets are Manning; Training; Capacities and Capabilities; Equipping; Sustaining; and Installations. For a definition of each see AR 525-30, pg. 6.

[7] “USASOC Strategy – 2035” (U.S. Army Special Operations Command, 2016). (CG updated Mission Statement, Feb 2017)

[8] Dr. Lou Yuengert, “Army Planning, Programming, Budgeting, and Execution Process,” in *How the Army Runs,* ed. Lou Yuengert (Carlisle: U.S. Army War College, 2016), 8-1.

[9] USASOC Regulation 10-5, “Headquarters Staff Organization and Functions,” 15 August 2016

[10] USASOC Strategy – 2035, pp. 5-6.

[11] Government Performance and Results Modernization Act of 1993 required agencies to create multi-year strategic plans, annual performance plans, and annual performance reports. Its revision in 2010 requires more frequent reporting and reviews (quarterly instead of annually) that are intended to increase the use of performance information in program decision-making.

[12] SMS is a web-based application that decreases the amount of organizational resources devoted to information gathering and instead focuses efforts on analysis. Organizations define their objectives, standards, and briefing formats, and SMS provides performance feedback and tracking that allows leaders to maintain immediate situational awareness at less cost than the manual "paper brief" method.