

**UNITED STATES ARMY  
SPECIAL OPERATIONS COMMAND**



**USASOC Campaign Plan 2035  
Annual Update 2018**

March 2018

# Summary of Changes

Changes from USASOC Campaign Plan 2035 - Dated May 4, 2017

- This document supersedes the USASOC Campaign Plan 2035, published May 2017.
- Changes to CAMPLAN 2035 (May 2017) strategic objectives (R = Ready Objective, M = Mature Objective, I = Invest Objective):
  - Consolidates:
    - M #1 (HR/DA Adaptation) into R #1 (Maintain and Adapt HR/DA)
    - R #8 (Responsive Force) into R #2 (Readiness Model)
    - M #3 (Train CWMD) into M #2 (CWMD Tracking)
    - I #5 (Decision-Enabling) into M #4 (Mission Command)
    - M #9 (Ambiguity Education Models) and M #10 (Institutionalize Education Models) into M #8 (Partner investments)
    - I #4 (Expedite OE Understanding) into I #3 (Improve C4I)
    - I #7 (Cyber Integration) into I #6 (Population Influence)
    - I #13 (MIL/CIV Models) into I #12 (Enabler Careers)
  - Adds:
    - R #12 (Recruiting Support)
    - M #13 (Counter UAS)
    - M #14 (Ready Medical Force)
    - M #15 (Enable Materiel Readiness)
    - I #14 (Future Disruptive Technology)
  - Removes:
    - R #9 (ARSOF 2022 Requirements)
  - Refines:
    - R #3 (CF-SOF I3)
    - R #5 (Improve Understanding of ARSOF Capability)
    - R #10 (Health of the Force)
    - M #5 (Mature Clan Capability)
    - M #6 (Improve Intelligence Capabilities)
    - M #7 (Mature Doctrine)
    - I #1 (Edge Tech)
    - I #2 (Agile Mobility)
    - I #8 (Persistent Cybersecurity)
- Adds “allies and partners” to the Crisis Response Capability Pillar
- Amplifies the relationship of CAMPLAN governance and assessment process with the USASOC Strategic Planning Process
- Introduces pending changes on how USASOC will conduct Force Modernization and Capability Development activities
- Removes Intermediate Military Objectives and Measures section from document, and combines Governance and Assessment sections

## MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: USASOC Campaign Plan (CAMPLAN) 2035 Annual Update 2018

Since publishing USASOC CAMPLAN 2035 in April 2017, we have begun to effectively link our strategic planning to our capability development efforts, making informed resourcing decisions based on risk to force and mission. We are now linking resource decisions to CAMPLAN objectives. The command's campaign plan priorities remain unchanged:

1. Restore Balance.
2. Solidify 1<sup>st</sup> Special Forces Command (A) as a Deployable and Force Providing Headquarters.
3. Communicate the ARSOF Narrative.

The Command has made substantial progress toward achieving these priorities. Meanwhile, the reemergence of great-power competition and pace of technological change require USASOC to become more responsive to warfighter needs, and deliver performance at the speed of relevance.<sup>1</sup> To remain focused on providing our Nation with the world's premier ARSOF, this annual update sets three important goals for the Command:

1. Establish irreversible momentum on implementing USASOC Strategy 2035 objectives.
2. Continue linking resourcing to CAMPLAN objectives.
3. Refine the governance process to consolidate governance venues and develop a more coherent process for Force Modernization and Development under the DCG-FMD.

I am confident that we are proceeding on a course that will better enable us to balance both our current and future requirements.



KENNETH E. TOVO  
Lieutenant General, United States Army  
Commanding

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## CAMPLAN Annual Update 2018 Overview

The Commanding General's three CAMPLAN priorities and their desired outcomes are:

(1) *Restore Balance* — achieve a 1:2 deployment-to-dwell ratio for all ARSOF formations; Defense Ready full operational capability; Objective T (Army Readiness Training Program) full operational capability.

(2) *Solidify 1st Special Forces Command (A) as a Deployable and Force Providing Headquarters* — fix the force execution; focus on cyber, ISR, and Counter-UAS capabilities.

(3) *Communicate the ARSOF Narrative* — achieve Conventional Force and Special Operation Force Integration, Interoperability, and Interdependence (CF-SOF I3); develop and strengthen Joint, Interagency, Intergovernmental, and Multinational (JIIM) partnerships; Improve Understanding of ARSOF Capabilities; and Mature Doctrine.

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 enterprise. These priorities emphasize specific strategic objectives, as well as guide and inform our assessment plan.

USASOC has adjusted future deployments to reach a 1:2 deployment-to-dwell ratio for the command, and 1<sup>st</sup> SFC(A) is making progress toward functioning simultaneously as an independent, deployable and force providing headquarters. We are continuing to strengthen our capacity to communicate the ARSOF narrative to the Army, SOCOM, and our other stakeholders and supporters.

The USASOC CG established the position of Deputy Commanding General – Force Modernization and Development (DCG-FMD) on 22 February 2016, and dual hatted the Special Operations Center of Excellence Commander to lead the effort. DCG-FMD is responsible for executing the capability development segment of the USASOC SPP and executing Army Regulation 5-22 responsibilities.<sup>2</sup> Successful execution of these responsibilities ensures that ARSOF formations can fight and win now and in the future. DCG-FMD stood up an operational planning team (OPT) to transform how the USASOC enterprise conducts Force Modernization proponent functions and DOTMLPF-P activities. This OPT will deliver efficiencies to simplify and improve how USASOC delivers ARSOF capabilities to the Joint Force and Nation.

This CAMPLAN Annual Update captures the refinement of strategic objectives, along with a modification of our governance and assessment processes. Furthermore, the Annual Update continues to operationalize USASOC Strategy – 2035 by synchronizing enterprise-wide efforts to achieve the Commander's priorities.

## **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 provider functions, with responsibilities similar to the three Army Commands (ACOM). USASOC performs force provider and strategic readiness tasks similar to that of US Army Forces Command (FORSCOM), conducts future force development and resourcing responsibilities similar to that of the US Army Training and Doctrine Command (TRADOC), and delivers materiel readiness solutions to ARSOF in a manner similar to Army Materiel Command (AMC).<sup>3</sup> Additionally, USASOC performs installation and training support functions similar to that of Installation Management Command (IMCOM), one of the Army's Direct Reporting Units (DRU). USASOC leads ARSOF through concept and capability development to resource allocation and from readiness assessments to deployment.<sup>4</sup> The USASOC Strategy – 2035 outlines the Commander's vision of how to meet these ACOM-like responsibilities and ensures ARSOF efforts align with Chief of Staff of the Army (CSA) priorities. The CAMPLAN implements this vision through the Strategic Planning Process (SPP).

The Strategic Framework (Figure 1) depicts our enduring mission responsibilities as Lines of Effort (LOEs) and includes three temporal phases to capture resourcing implications. Each of the 30 CAMPLAN Objectives 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.

The framework's foundation of core USASOC functions ensures its long-term relevance. Its ability to accept changes to priorities and modifications to strategic objectives ensures its flexibility.



Figure 1 – CAMPLAN Strategic Framework

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

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.<sup>5</sup> 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.”<sup>6</sup>*

Placing each of the 30 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”

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.<sup>7</sup>

Each CAMPLAN objective falls under a Sub-LOE and a time-based phase. 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.

### USASOC Capability Pillars — “The ENDS”

The USASOC capability pillars denote the framework ends. These capability pillars form the foundation of what ARSOF provides for our nation through the Joint Force. As a force provider, USASOC ends become warfighter ways to accomplish the national mission. Our purpose as an institution is to provide the best trained and ready ARSOF to Joint Force Commanders (JFC) and interagency leaders. The sum of our four capability pillars represent what 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 represents 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, persistently deployed and dispersed units, and our network of allies and partners, 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 to execute other short notice requirements.

## **LOE Alignment of Strategy Objectives**

Since May of 2017, we have been assessing progress on the strategic objectives. Senior leadership approved changes that consolidated nine objectives, created five new objectives, removed one completed objective, and changed the wording of nine objectives. These 30 refined strategic objectives better define USASOC efforts in achieving our strategic ends.

The following paragraphs describe how USASOC Strategy – 2035 objectives align to LOEs and the three time-based phases of Ready, Mature, and Invest.<sup>8</sup>

### **“PREPARE” LOE**

1. **PREPARE** ARSOF to meet the Nation’s demands: This LOE focuses primarily on those missions that generate or maintain the operational capabilities employed by JFCs. Our mission statement reflects this responsibility as it identifies the requirement to **MAN**, **TRAIN**, and **EDUCATE** 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. (G3) Identify the right ARSOF Active Component/Reserve Component balance (Short-name: AC/RC Balance)
- (2) INVEST #12. (G1) Execute Talent Management Initiatives (Short-name: Talent Management)
- (3) READY #12. (G5) Improve ARSOF Recruiting Support Capabilities (Short-name: Recruiting Support)

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

- (1) READY #1. (G3) Maintain advanced hostage rescue and direct action capabilities (Short-name: Maintain and adapt HR/DA)
- (2) MATURE #2. (G3) Provide CWMD training and education and develop capabilities to incorporate CWMD tracking and monitoring to enable ARSOF

personnel to Delay, Disrupt, Deny, Defeat, Interdict, and Exploit WMD Threats (Short-name: CWMD Tracking, Training, and Education)

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

(4) **INVEST #6.** (G3) Mature ARSOF multi-domain/multifunctional Cyber, EMS, and Information Related Capabilities (IRCs) (Short-name: Multi-domain/functional Influence)

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

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

(2) **MATURE #8.** (SOCoE) Invest in education initiatives that prepare operators to develop effective partnerships in foreign cultures, rapidly integrate into—and excel within—ambiguous environments, and to master the principles of hybrid conflict (Short-name: Education Initiatives)

## “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.** (G3) Develop and implement a new ARSOF Sustainable Readiness Model (Short-name: Readiness Model)

(2) **READY #3.** (G3) Improve CF-SOF interdependence, interoperability, and integration (CF-SOF I3) (Short-name: Improve CF-SOF I3)

(3) **READY #4.** (G3) Improve joint, interagency, intergovernmental, and multinational (JIIM) partnerships (Short-name: Improve JIIM-P)

(4) **READY #5.** (G5) Improve understanding of the full range of ARSOF capabilities with external audiences (Short-name: Improve Understanding of ARSOF Capabilities)

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

- (1) **READY #11.** (G8) Establish the ARSOF 0-2 year Urgent Deployment Acquisition Process (Short-name: 0-2 Year UDA)
- (2) **MATURE #4.** (G3) Empower decentralized Mission Command (COP and situational awareness) (Short-name: Mission Command)
- (3) **MATURE #5.** (G3) Increase ARSOF clandestine and low visibility technology (mobility platforms, weapons systems, and communications technology – secure, unsecure, and non-attributable systems) (Short-name: Mature Clan Capability)
- (4) **MATURE #6.** (G2) Improve ARSOF information and intelligence collection, analysis, dissemination and integration capabilities that enable understanding of competition short of armed conflict environments, including human domain and indications to generate threat warnings (Short-name: Improve Intelligence Capabilities)
- (5) **MATURE #12.** (PMT) Streamline resourcing and capability development processes to be more agile/adaptive (Short-name: Agile SPP)
- (6) **MATURE #13.** (G9) Develop and integrate systems and processes that counter small unmanned aerial systems (UAS) (Short-name: Counter UAS)
- (7) **INVEST #2.** (G8) Obtain tactical ground 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)
- (8) **INVEST #3.** (G2) Obtain intelligence capabilities and technologies that improve the speed, effectiveness, and ease with which ARSOF processes and integrates information at the tactical and operational levels in order to facilitate rapid collective understanding of the environment, adversarial actions, and emerging threats (Short-name: ISR Capabilities)
- (9) **INVEST #9.** (USASOAC) Obtain next generation unmanned aerial systems that provide longer operational range, provide over horizon observation, can be launched and recovered by tactical units, and can survive against peer/near-peer adversaries (Short-name: NEXGEN UAS)
- (10) **INVEST #10.** (USASOAC) 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)

(11) INVEST #11. (USASOAC) Obtain capabilities for ARSOF rotary wing and unmanned platforms to penetrate Integrated Air Defense Systems (IADS) (Short-name: NEXGEN Counter-IADS)

(12) INVEST #14. (G9) Identify potential disruptive/game changing technologies and develop effective systems or technologies to counter or mitigate their use by our adversaries (Short-name: Future Disruptive Technologies)

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

(1) MATURE #14. (SURGEON) Develop ARSOF ready medical force to meet the demands of the current and future operational environment (Short-name: Ready Medical Force)

(2) MATURE #15. (G4). Build 21<sup>st</sup> century materiel readiness processes and programs for Army-common and SO-peculiar equipment programs of record in support of global ARSOF operations (Short-name: Enable Materiel Readiness)

### “PRESERVE” LOE

3. **PRESERVE** our force & unique mandate. This LOE focuses 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 SUPPORT ARSOF. This requirement, therefore, becomes the single Sub-LOE defining how USASOC plans to preserve ARSOF for JFCs.

a. **SUPPORT**—Enable and preserve our team and legacy. The DCS, G8 is the Sub-LOE manager.

(1) READY #10. (ACOS-POTFF) Improve the human, spiritual, social, and psychological performance of ARSOF and the Families supporting them (Short-name: Health of the Force)

(2) MATURE #11. (G6) Integrate IT networks across organizational/institutional boundaries (Short-name: IT Network Integration)

(3) INVEST #8. (G6) Obtain technology and training to secure friendly networks (Short-name: Persistent Cybersecurity)

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

The CAMPLAN links the Commander’s vision in Strategy — 2035 to enterprise action through the SPP outputs. The SPP enables us to assess, prioritize, and resource the 30 objectives to balance short-term requirements against the long-term vision for transformation.

Each CAMPLAN objective has Intermediate Military Objectives (IMOs) (Figure 2) in one or more of the temporal phases (Ready, Mature, Invest). IMOs establish what actions must occur to accomplish an objective. To inform our analysis, IMOs identify:

- (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 commanders can accept risk now to fund more important capability requirements for the future

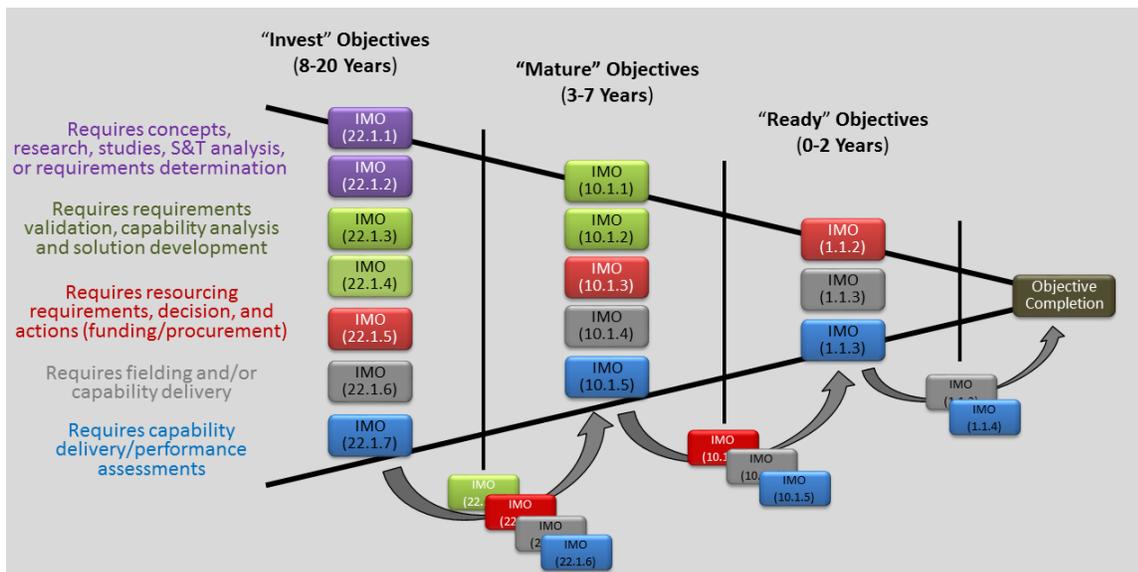


Figure 2 – OBJ/IMO Alignment and Implementation Progress

Sub-LOE managers align CAMPLAN objective IMOs with the seven SPP outputs (Figure 3) that facilitate objective completion.

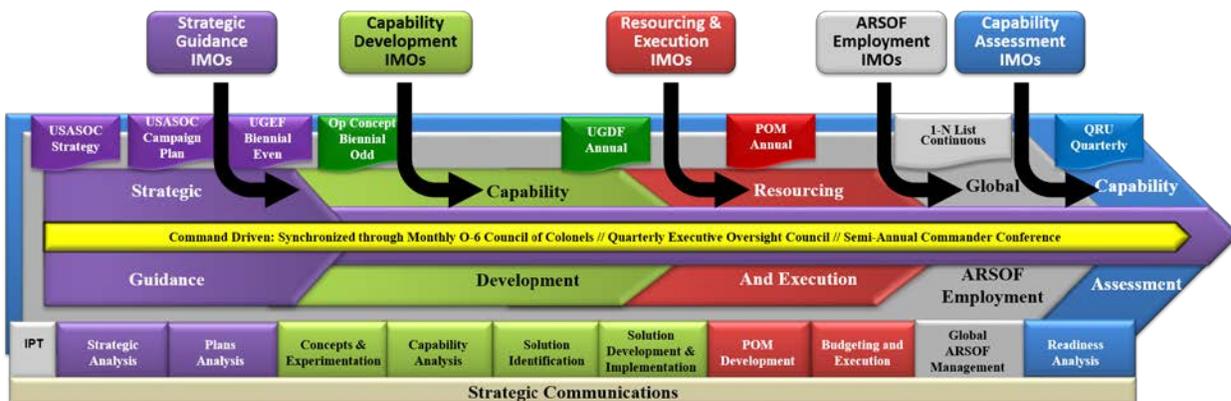


Figure 3 – IMO SPP Integration

The seven (7) SPP outputs are:

1. **USASOC Guidance for the Employment of the Force (UGEF)** 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-term (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 Program 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 force 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 to USSOCOM and US Army who then report comprehensive readiness to the Joint Staff, and the Office of the Secretary of Defense.

7. **Strategic Communications** activities synchronize messaging support 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 Governance and Assessment

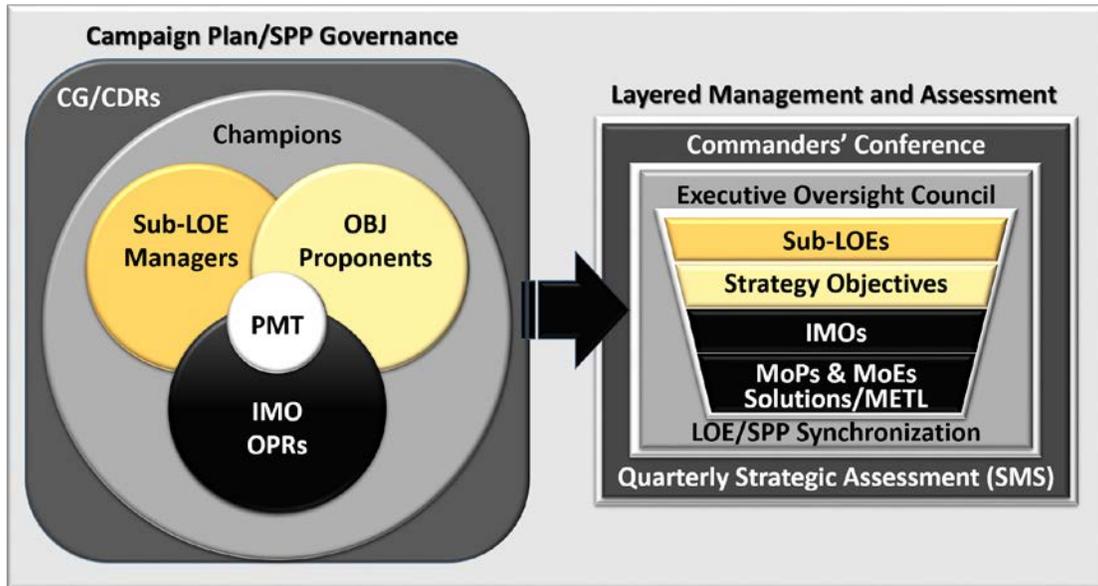


Figure 4 – Governance Structure

The command requires recurring venues to assess progress and allow for both bottom-up feedback and top-down guidance to adapt the CAMPLAN as necessary. The command will continue to pursue the three-tiered, single-line of governance that refines and vets progress on strategic objectives (Figure 4). With this CAMPLAN update, the governance process also includes refining and approving SPP, IPT produced outputs (e.g. UGEF, Gap List, UGDF, etc.). This effort reduces the number of IPT sponsored meetings by consolidating SPP approval forums into CAMPLAN assessment forums. These forums direct the efforts of the staff and ensure our processes work toward accomplishing our strategic objectives.

The Strategic Management System (SMS) serves as the assessment tool for the Command. SMS captures our organizational performance toward CAMPLAN completion and assists commander decision-making.<sup>9</sup> Objective and IMO OPRs will provide SMS aggregated performance metrics for review.

The command is in the nascent stages of integrating SMS and will continue to do so throughout FY18. We are starting by conducting user level training and slowly integrating SMS assessments into the forums described below:

## CAMPLAN Governance and Assessment Forums

- ★ ★ ★ 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. Key outputs include changes to priorities and the approval of changes to the strategy.



2. Executive Level Assessment: Executive Oversight Council (EOC). The EOC oversees the strategic planning process with a focus on primary SPP output and resolution of issues with strategic objectives. This assessment is a targeted evaluation of the enterprise's efforts *as determined by commander priority* in preparation for the Capstone Assessment. Objectives rotate as required so that each receives an annual assessment. The Deputy Commanding General, Deputy Commanding General for Force Modernization and Development, and the Deputy to the Commanding General co-chair this meeting. As co-chairs they direct and integrate all 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 primary SPP outputs.



3. Steady-State Assessment: SPP Council of Colonels (CoC). The CoC provides a 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. This forum will also validate the progress of SPP IPT efforts and endorse SPP outputs for EOC approval. The Chief of Staff, USASOC chairs this meeting; the PMT is the facilitator. The key outputs are approving staff actions and outputs to CAMPLAN objectives and identifying/proposing improvements to the Strategy/CAMPLAN.

## Conclusion

In an era of rising strategic competition, ARSOF must continue to provide the nation with a balanced portfolio of capabilities to address future hybrid and conventional threats. USASOC Strategy – 2035 defines how ARSOF will evolve to meet the demands of the future operating environment. With 30 objectives, our strategy outlines the future operational and institutional capabilities necessary to counter threats across the spectrum of conflict. Force Modernization and Development transformation will improve how USASOC delivers ARSOF capabilities. 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. 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 CAMPLAN – 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.
3. 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.
4. Sub-LOE – a subordinate Line of Effort grouped within a parent LOE which possesses similar characteristics.
5. 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.
6. 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.
7. 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.
8. 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).
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. 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 shortfalls.

## Notes

<sup>1</sup> 2018 National Defense Strategy (S), page iii and 19

<sup>2</sup> Memorandum for Commander, USAJFKSWCS, Subject: Deputy Commanding General for Force Modernization and Development, dated 22 Feb 2016; and USASOC Regulation 10-5, dated 15 Aug 2016.

<sup>3</sup> See AR 10-87 “Army Commands, Army Service Component Commands, and Direct Reporting Units” 2017, Chapters 2-4, 11, and 24 for HQDA-directed notes and functions of ACOMs, USASOC, and IMCOM. Additionally, AR 5-22, Army Force Modernization Proponency System, establishes USASOC and SOCoE authorities as force modernization and branch proponents.

<sup>4</sup> USASOC Regulation 10-5, “Organization and Functions” 2016 and USSOCOM Regulation 10-5, “Organization and Functions” 2016.

<sup>5</sup> 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.

<sup>6</sup> “USASOC Strategy – 2035” (U.S. Army Special Operations Command, 2016). (CG updated Mission Statement, Feb 2017)

<sup>7</sup> 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.

<sup>8</sup> USASOC Strategy – 2035, pp. 5-6.

<sup>9</sup> 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.