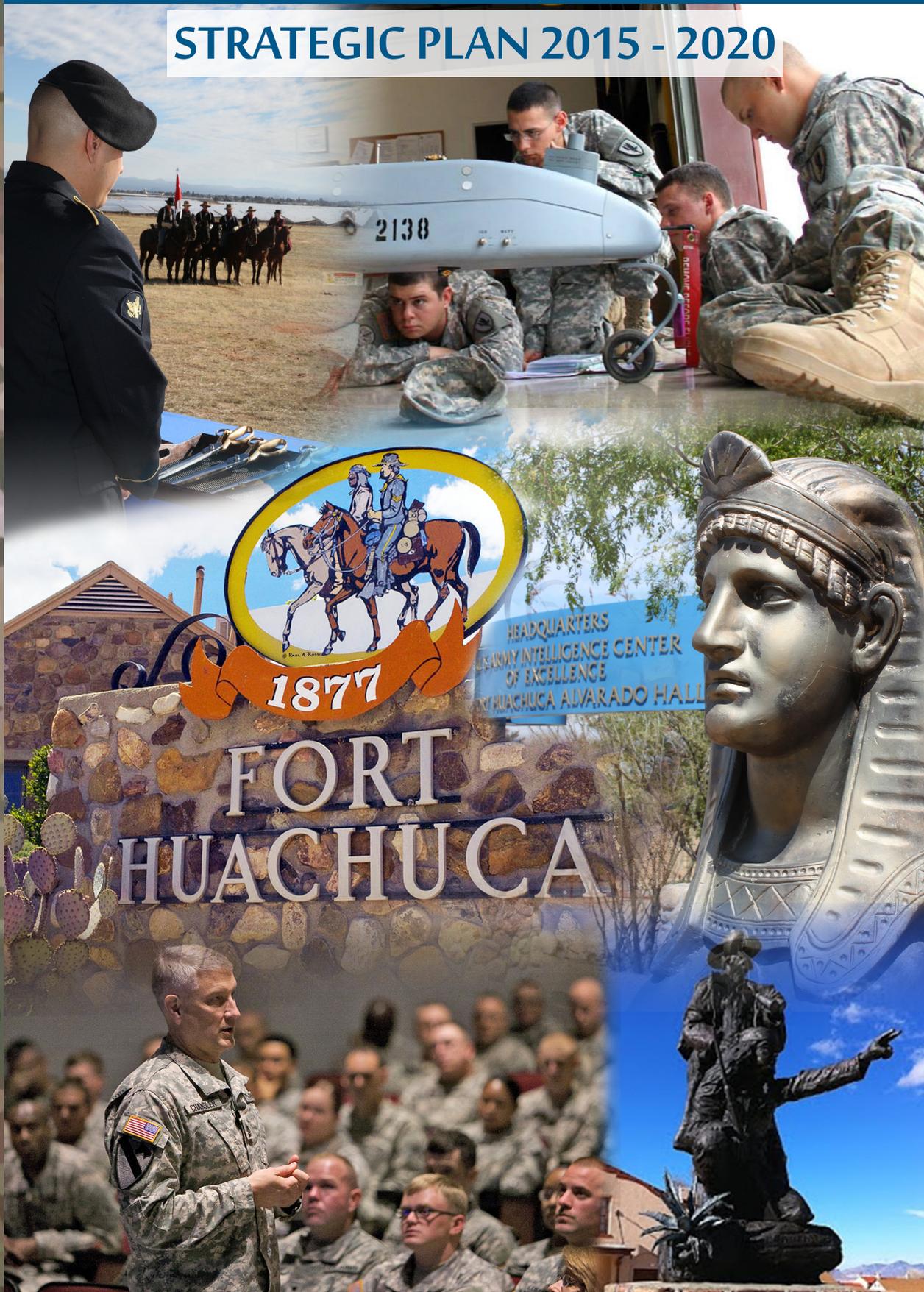




UNITED STATES ARMY INTELLIGENCE CENTER OF EXCELLENCE & FORT HUACHUCA

STRATEGIC PLAN 2015 - 2020





Contents

USAICoE&FH Commander’s Message	3
Mission, Vision and Values	4
Endstate	5
Key Enablers	6
Executive Review Group	7
Strategic Plan Overview	8
USAICoE&FH Organizational Chart	9
Line of Effort 1	10
Major Objectives 1 - 5	11 - 15
Line of Effort 2	16
Major Objective 6 - 7	17 - 19
Line of Effort 3	20
Major Objective 8 - 11	21 - 26
Tenant Unit Mission Statements	27
Glossary	28 - 33
Acronyms	34 - 36

USAICoE&FH Commander's Message

Over the past 13 years, the Army successfully focused its efforts against near-term problems and two major conflicts. Proving itself well, the Army has displayed toughness and courage under fire. The Army continues to be the most versatile, agile, rapidly deployable, and sustainable land force in the world. Nevertheless, the Army and its Joint, Interagency, and Multinational partners continue to face an uncertain, complex, and rapidly changing environment. Fort Huachuca must continue to meet the demands of any future conflict or contingency by developing capabilities to create agile and adaptive leaders and Soldiers to prevent conflict, shape the environment, and win our nation's wars.



The Army Operating Concept provides the intellectual foundation and framework for learning and applying tactics, techniques, and procedures to support future force development. The intent of our strategic plan is to enable Fort Huachuca and our strategic partners to track, adapt, and stay ahead of technological advancements and ensure our Soldiers are prepared to accomplish missions described within the Army Operating Concept and Force 2025 and Beyond.

Simultaneously, while preparing for 2025 and Beyond, we must ensure we remain good stewards of our environment. Our ability to sustain our mission by optimizing our conservation programs will remain critical to supporting current missions and preparing the installation should we be asked to expand.

I am confident we will surpass any challenge because of our Soldiers, Civilians and our great regional partners. It is a privilege to be part of Team Huachuca and represent the installation to our community, our Army, and our nation; as we continue to strive to be ***The Best In All We Do!***

Army Strong!

A handwritten signature in black ink that reads "Robert P. Ashley".

Robert P. Ashley
Major General, United States Army
Commanding

Mission, Vision and Values

United States Army Intelligence Center of Excellence and Fort Huachuca Strategic Plan



MISSION

Fort Huachuca develops and tests Command, Control, Communications, Computers, Combat Systems, Intelligence, Surveillance, and Reconnaissance (C5ISR) capabilities; delivers intelligence and Unmanned Aircraft Systems (UAS) training and education; designs, develops, and integrates intelligence capabilities, concepts, and doctrine. We provide world-class quality support services to the surrounding community to enable mission command in support of Army and joint operations and the continued evolution of Fort Huachuca.

VISION

An Army installation with a future-focused, innovative workforce of adaptive and responsive partners supporting the mutual goals of the community to be the best in all we do.

VALUES

The United States Army Intelligence Center of Excellence and Fort Huachuca (USAICoE&FH) is a principles-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 entrusted to our care.
- **Integrity:** Adherence to the highest legal and ethical principles in the execution of our responsibilities.
- **Teamwork:** We value partnerships and cooperation at all echelons and across multiple organizational boundaries. This includes teaming with Southern Arizona joint partners to accomplish the mission to the benefit of Fort Huachuca and the surrounding community.
- **Excellence:** We strive for excellence and quality in all we do.

Endstate



ENDSTATE

Fort Huachuca is a premier installation within the Army for Soldiers, Civilians, and Army Families. Fort Huachuca remains the world's leading Center of Excellence (CoE) for implementing Military Intelligence (MI) doctrine. Fort Huachuca uses training, educating, and developing intelligence professionals to meet the vision of Army / Intelligence 2025 and as the nation's preferred C5ISR and UAS development, testing, training, and operations CoE. Finally, assignments to Fort Huachuca are personally and professionally rewarding. Soldiers, Civilians, and Army Families grow to their full potential; forge lifelong 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 strategic plan and are an integral component of the set of actions required to achieve outcomes across all Major Objectives (MOs). Those responsible for subtasks are responsible for consideration and incorporation of Key Enablers into each subtask. They support the execution of the MO 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 and Funding Logistics

Ensuring quality skills, knowledge, and experience of our Soldiers and Civilians; and the good stewardship of infrastructure, services, and material necessary to execute Fort Huachuca'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 Department of Defense (DoD) and Civilian.

Information Technology

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

Installation Management and Support

The synchronization, integration, and delivery of installation services and the sustainment of facilities to support Fort Huachuca'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 to influence the organization's current and future plans.

C5ISR Synergy

C5ISR working together to deliver accurate and on time information.

Lessons Learned (LL)

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

Executive Review Group

Membership

- LOE 1 Advisor - DtCG
- LOE 2 Advisor - DCT, DtCG
- LOE 3 Advisor - 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 MO leads to fully develop subtasks and supporting tasks with executable and measurable tasks.
- Secure Senior Commander (SC) approval of subtasks and supporting tasks.
- Conduct Line of Effort (LOE) reviews to ensure MOs are aligned with LOEs.
- Advise the SC on the status of MOs each quarter.
- Recommend appropriate MO or specific subtasks / 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	LOE 1	1, 2, 3, 4, 5
EPG CDR	LOE 1	1, 2, 3, 5
NETCOM CDR, CSM	LOE 1	1, 2, 3, 5
JITC CDR	LOE 1	1, 2, 3, 5
2-13TH AVN CDR	LOE 1, 2	1, 2, 3, 5
HT-JCOE CDR	LOE 1, 2	1, 3, 5, 6, 7
DENTAC CDR	LOE 1	2, 3, 5
RWBAHC CDR	LOE 1	2, 3, 5
111TH MI BDE CDR	LOE 1, 2	2, 3, 5, 6, 7
TDS DIR	LOE 1, 2	3, 5, 6, 7
NCOA CSM	LOE 1, 2	3, 5, 6, 7

Strategic Plan Overview

Key Enablers

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

LOE 1: Adapt and Advance Fort Huachuca

- **MO1:** Expand the integration of Fort Huachuca capabilities with JIIM partners in support of our nation's defense.
- **MO2:** Advance Fort Huachuca as a premier Army installation.
- **MO3:** Improve and emphasize strategic messaging for Fort Huachuca.
- **MO4:** Align priorities to evolving budget, fiscal and manpower constraints.
- **MO5:** Community health, resiliency and well-being increases healthy behaviors through organizational and cultural changes within the Fort Huachuca community.

USAICoE&FH adapts to change, provides flexibility to our Army and strategic partners, sustains the current fight and evolves to be a premier Army installation.

LOE 2: Deliver Training and Education

- **MO6:** Develop agile and adaptive Soldiers and leaders and imbue the Army Profession.
- **MO7:** Design training and education.

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

LOE 3: Design and Evolve the MI Force

- **MO8:** Develop and validate concepts to shape the future intelligence force.
- **MO9:** Evolve and update intelligence doctrine.
- **MO10:** Develop intelligence capabilities and affordable modernization strategies to enable the future force.
- **MO11:** Provide Army modernization training in support of intelligence capabilities.

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



Line of Effort 1

HUACHUCA

Adapt and Advance Fort Huachuca

This LOE consists of those internal and external actions, tasks, and processes required to support and transform the installation thereby ensuring efficiency, effectiveness, adaptability, and responsiveness. We will continue the integration of key organizations and processes to provide education, concepts, and adaptation to the future force. We will lead the Army through a continuing process of change required to meet the realities of the future Operating Environment (OE).



Strategic Objective: Transform Fort Huachuca and lead the Army in institutional adaptability.

MAJOR OBJECTIVES:

1. Expand the integration of Fort Huachuca capabilities with Joint, Interagency, Intergovernmental, and Multinational (JIIM) partners in support of our nation's defense.
2. Advance Fort Huachuca as a premier Army installation.
3. Improve and emphasize strategic messaging for Fort Huachuca.
4. Align priorities to evolving budget, fiscal, and personnel constraints.
5. Promote organizational and cultural changes to increase healthy behaviors, resiliency, and well-being within the Fort Huachuca community.





LOE 1 - Major Objective 1

Adapt and Advance Fort Huachuca

MO1: Expand the Integration of Fort Huachuca Capabilities with JIIM Partners in Support of our Nation's Defense.

Definition: This MO focuses on the expansion of opportunities in C5ISR testing and operations, maximizing usage of the Electronic Proving Grounds (EPG) and collaborating with Network Enterprise Technology Command (NETCOM). USAICoE establishes Fort Huachuca as a key C5ISR Targeting and Testing CoE through an increased focus on UAS activities.



Endstate: The Army utilizes Fort Huachuca as a key center for Army C5ISR testing and as a Joint Signals Radio and Signals Intelligence (SIGINT) Training Center and open Cyber Range. Fort Huachuca maximizes UAS capabilities through the implementation of a corridor between White Sands Missile Range and Barry Goldwater Range. All training opportunities are communicated to DoD partners for effective collaboration.

Subtask 1a: Capitalize on opportunities to improve C5ISR experimentation, testing, field demonstrations, simulations, training, and operations.

The Fort Huachuca C5ISR resources and the USAICoE Battle Lab provide a realistic environment to assess legacy, currently fielded, and future technologies. The Battle Lab provides a venue for developmental C5ISR experimentation, simulation, and analysis to further expand and enhance manned / unmanned training missions.

Subtask 1b: Expand aviation training and testing opportunities utilizing Fort Huachuca's unique aviation resources to support JIIM operations.

We will accomplish this through the active synchronization of our air and land management tools and the Fort Huachuca Command Communication Program (CCP). Fort Huachuca's unique aviation resources include terrain suitable for personnel recovery exercises, high altitude assault training, drop zones and insertions, landing zones, and multiple landing strips for improved and unimproved runways.

Subtask 1c: Expand multi-Int (HUMINT, SIGINT, GEOINT, BIOMETRICS, etc.) training and testing opportunities utilizing Fort Huachuca's classified / unclassified resources.

We will collaborate with our partner organizations, capitalizing on known capabilities and future opportunities, to support Multi-Compo and JIIM operations.

LOE 1 - Major Objective 2

Adapt and Advance Fort Huachuca

MO2: Advance Fort Huachuca as a Premier Army Installation.

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

Endstate: Fort Huachuca advances a reputation across the Army and DoD as the model for facilities and services, optimal environmental management, and ideal working conditions. The Army adopts Fort Huachuca's best practices to emulate.



Subtask 2a: Lead DoD as a model of innovative environmental stewardship.

Fort Huachuca establishes new methods to improve efficiency and reduce waste, nurture ecosystems unique to the Huachuca mountain region, and ensure compliance with federal and state environmental regulations.

Subtask 2b: Optimize the sustainment, modernization, and utilization of facilities and infrastructure to accomplish current and future missions.

Preserve the historic character of Fort Huachuca and maximize infrastructure to achieve energy efficiencies while maintaining cost effectiveness. Identify innovative energy production, consumption, and storage technologies. Utilize high-efficiency building materials and techniques during renovations and new building projects.

Subtask 2c: Provide a safe and secure work, living, and recreational environment.

Ensure facilities meet or exceed Army, federal, and state regulations for structural integrity, security, and safety. Deploy well-trained and properly equipped safety and security professionals. Train, practice, and enforce personnel security requirements.

Subtask 2d: Synchronize Fort Huachuca tenant and partner missions for efficient resource and capability usage.

Maximize support by disseminating information required to understand and employ our initiatives and products. Focus and sustain communications to gain support for, and assist in, achieving MO success across Fort Huachuca. Export best practices to the benefit of the operational Army.

Subtask 2e: Collaborate to enhance partnerships with the surrounding community.

Collaborate with local community leaders to develop mutually beneficial partnerships to further Fort Huachuca's mission capabilities, save resources, and support community initiatives.

Subtask 2f: Promote lifelong learning to develop an innovative and professional workforce.

Promote the development of agile leaders at all levels by facilitating personal and professional growth opportunities throughout Fort Huachuca.

LOE 1 - Major Objective 3

Adapt and Advance Fort Huachuca

MO3: Improve and Emphasize 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; our exchange must be deliberate and synchronized to be effective. To achieve success, the CCP will support and manage cross-communications. Our achievements will be value-added to the Army, the Intelligence Community (IC), Army Training and Doctrine Command (TRADOC), Fort Huachuca, and the State of Arizona.



Endstate: Fort Huachuca coordinates relevant initiatives towards shared goals. The CCP will be integrated within USAICoE and the Army Installation Management Command meetings and the TRADOC Synchronization meeting battle rhythm. Affected organizations use these forums to develop, coordinate, synchronize, and solicit guidance for communications planning.

Subtask 3a: Develop, synchronize, and execute a CCP to showcase Fort Huachuca's capabilities, opportunities, and ongoing missions.

Develop a synchronized program to capture SC and tenant priorities. Create communication products to support themes, messaging, and priorities. Incorporate the needs of our partners and communities and identify tailored and specific opportunities to address appropriate audiences (Office of the Chief Legislative Liaison, DoD, AZ, local, etc.). Capture and maintain a holistic calendar to synchronize activities and tell the Fort Huachuca story.

Subtask 3b: Establish the Military Intelligence Professional Bulletin as an interactive and dynamic professional forum.

Present information designed to keep intelligence professionals informed of current and emerging developments within the IC. Provide an open forum for intelligence professionals to discuss concepts, tactics, techniques, and procedures (TTPs), historical perspectives, etc. for professional development.

LOE 1 - Major Objective 4

Adapt and Advance Fort Huachuca

MO4: Align Priorities to Evolving Budget, Fiscal and Personnel Constraints.

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

Endstate: USAICoE&FH successfully prioritize fiscal constraints and construct an adaptive force based on future allocated resources.

Subtask 4a: Ensure Planning, Programming, Budgeting, and Execution Systems (PPBES) is flexible and adaptive to anticipate, minimize, and effectively implement future resource constraints.

USAICoE&FH's PPBES support the vision and mission by translating priorities and desired strategic outcomes into actionable requirements within resource constraints.

Subtask 4b: Ensure flexible and adaptive Table of Distribution Allowances (TDA) manpower and organizational management to anticipate, minimize, and effectively implement future resource constraints.

TDA manpower and organizational management support USAICoE&FH's mission by translating priorities and desired strategic outcomes into actionable requirements within resource constraints.

Subtask 4c: Improve talent management.

Increase leadership involvement of in-bound personnel to ensure quality cadre are arriving at Fort Huachuca and are being assigned to the appropriate duties based on their experience and training. Identify and recruit the best leaders from across the Army into competitive positions throughout USAICoE&FH.





LOE 1 - Major Objective 5

Adapt and Advance Fort Huachuca

MO5: Promote Organizational and Cultural Changes to Increase Healthy Behaviors, Resiliency, and Well-Being within the Fort Huachuca Community.

Definition: This MO focuses on a more integrated and comprehensive approach to address multiple risk factors, health conditions, and to optimize well-being through interventions and strategies to influence multiple organizational levels including individual behavior change, organizational culture, and worksite / community environment.

Endstate: Fort Huachuca is a model for improving health and well-being through an integrated approach. This approach enables community leaders to improve environmental, organizational, and cultural aspects thereby promoting positive health outcomes and healthy lifestyle behaviors.

Subtask 5a: Promote tobacco free living.

Tobacco cessation and tobacco-free living programs support the Army Surgeon General’s Performance Triad initiative and the DoD goal for tobacco-free installations by year 2020.

Subtask 5b: Develop healthy communities and environments.

Focus on improving the current environment and social factors to support and encourage healthy lifestyles and increase overall well-being. Modifiable behaviors cause much of the illness, suffering, and deaths related to chronic diseases.

Subtask 5c: Reduce drug and alcohol abuse.

This task provides prevention, interventions, and strategies for addressing drug abuse and excessive alcohol use to improve quality of life, academic performance, workplace productivity, and military preparedness.

Subtask 5d: Encourage injury and violence free living.

Create environments to build awareness, effective programs, and prevention strategies to reduce the rates of sexual assault / harassment, suicide, and injury to improve physical and emotional health.

Subtask 5e: Strengthen Soldier, Civilian, and Family Readiness.

Provide first-class 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 Army Dental Activity, Army Medical Activity, Retirement Services Office, Better Opportunities for Single Soldiers, and Family, Morale, Welfare and Recreation events.

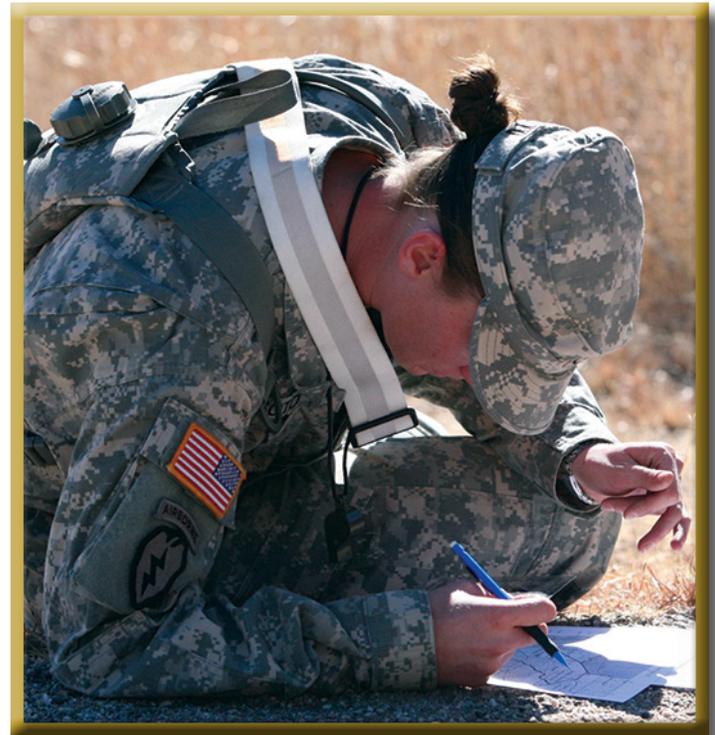
Line of Effort 2

HUACHUCA

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.

Strategic Objective: USAICoE recognizes and adapts to change, provides flexibility to training, sustains the current fight, and ensures our Army's MI 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.
- 7. Design training and education.





LOE 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).

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 JIIM.

Subtask 6a: Adapt Initial MI Training (IMT).

Develop the future MI Soldier by increasing emphasis on MI's four core competencies to support mission command. Immerse all Soldiers and Civilians in Army ethics and culture. Emphasize the importance of self-development.

Subtask 6b: Create an environment of lifelong learning.

Increase MI leaders' understanding of core competencies by leveraging and integrating the professional knowledge and operational experience of students, cadre, and subject matter experts. Reinforce key components of Army ethics and culture and increase their knowledge of the self-development and operational domain.

Subtask 6c: Cultivate leadership.

Develop leaders of character who are competent and committed to the Army Profession. Demonstrate knowledge and expertise consistent with evolving professional requirements to meet the intent of "Soldier for Life."

Subtask 6d: Improve talent management.

Increase leadership involvement of in-bound personnel to ensure quality cadre are arriving at Fort Huachuca and are being assigned to the appropriate duties based on their experience and training. Identify and recruit the best leaders from across the Army into competitive positions throughout USAICoE&FH.

Subtask 6e: Optimize human performance.

Optimize the human performance of every Soldier and Civilian engaged in MI training across each Military Occupational Specialty (MOS) and each echelon of Professional Military Education (PME); both students and instructors.



LOE 2 - Major Objective 7

Deliver Training and Education

MO7: Design Training and Education.

Definition: This MO focuses on institutional training Analysis, Design, Development, Implementation, and Evaluation (ADDIE) to create adaptive learner-centric training. The application of educational design principles, innovative solutions, and the integration of products, material support, and technology will deliver lifelong learning and prepare Soldiers and Civilians for a complex OE.

Endstate: USAICoE is a learner-centric institution using the Army Learning Model (ALM) and replicates joint OE complexities. Education in each cohort delivers the competencies required to satisfy needs of an adaptive Army and support the operational force and the greater IC.

Subtask 7a: Design training and education with continued focus on intelligence analysis and tradecraft, synchronization, and operations.

Embed critical intelligence core competencies, use of technologies, and leveraging the Intelligence Enterprise in every IMT, PME, and functional Program of Instruction (POI) as appropriate. Ensure MI Soldiers have the requisite Soldier skills and certifications to provide the critical depth and versatility needed to support the Army's Operational Concept, "Win in a Complex World."

Subtask 7b: Use the ADDIE Process to establish an interactive and thought-provoking learning environment to provide engaging, relevant, and rigorous learning for intelligence professionals, which supports operational unit adaptability.

Apply the ADDIE Process with a concerted effort towards cadre and Soldier learner-centric training and education, to include evaluation criteria and oversight. Where appropriate, implement technology and cognitive enhancement solutions to improve learning efficiency and create an environment to support the operational force.

Subtask 7c: Execute the One Army School System (OASS).

Maintain equivalency of training within the OASS by sustaining a universal standard of training across all components to increase efficiency and effectiveness. All MI Soldiers have the requisite competencies to provide critical depth and versatility needed to support the Army's Operational Concept, "Win in a Complex World."



LOE 2 - Major Objective 7 cont.

Deliver Training and Education

MO7: Design Training and Education.

Subtask 7d: Provide resources for MI lifelong learning.

Enhance and modernize training and education to meet the needs of the combatant commanders in a JIIM environment by emphasizing lifelong learning for all MI professionals.

Subtask 7e: Adapt Intelligence Knowledge Network to the operational force.

Ensure 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 IC.

Subtask 7f: Engage and collaborate with the IC and operational force.

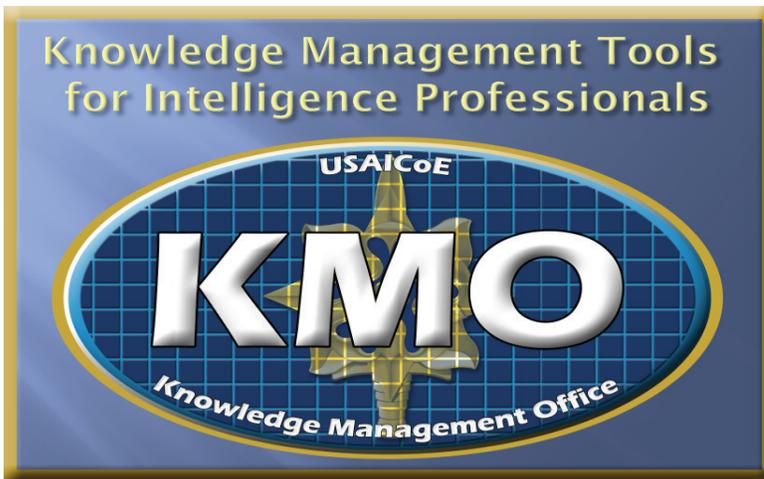
Create collaborative networks across the IC and operational force to ensure POIs maintain relevancy to produce intelligence professionals who can operate in a JIIM environment.

Subtask 7g: Conduct realistic training.

Conduct training to reflect complex environments to enable USAICoE to build cohesive teams who thrive in the ambiguity and chaos of the strategic environment of 2025.

Subtask 7h: Develop institutional agility.

Develop the institutional capability to anticipate changing conditions and lead through innovation to sustain training in anticipation of a changing OE.



Line of Effort 3

FORT HUACHUCA

Design and Evolve the MI Force

This LOE consists of initiatives to shape the MI Corps in the future. These initiatives synchronize and integrate concepts and capabilities across Doctrine, Organizations, Training, Materiel, Leadership and Education, Personnel and Facilities (DOTMLPF).

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 to provide 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.
9. Evolve and update intelligence doctrine.
10. Develop intelligence capabilities focused on enabling the future force through affordable modernization strategies.
11. Provide Army modernization training to support intelligence capabilities.





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).



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

Subtask 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 (IWfF) Concept. Support development of the Army Capstone Concept and Army Operating Concept by the Army Capabilities Integration Center.

Subtask 8b: Conduct experimentation to assess concepts and future capabilities.

Conduct experiments that develop data to evaluate concepts and capabilities and support decision making in capabilities development. Assess new intelligence-related technologies, organizations, and human performance competencies. Evaluate prototype capabilities and analyze the effect of future OEs. Model the IWfF and functional concept in concert with the TRADOC Experimentation Campaign.

Subtask 8c: Develop and integrate LL and best practices across DOTMLPF solutions.

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. Maintain command oversight of the integration process, appropriately address lessons and best practices identified by the operating force to support current and future force requirements through the range of DOTMLPF capability areas.

Subtask 8d: Collaborate to identify, assess, and inform science and technology initiatives.

Build a collaborative community of practice among TCM, the DoD research community, academia, and industry. Examine the “realm of the possible” and industry innovation to align technological opportunities to emerging gaps and developing capabilities in support of requirements development.

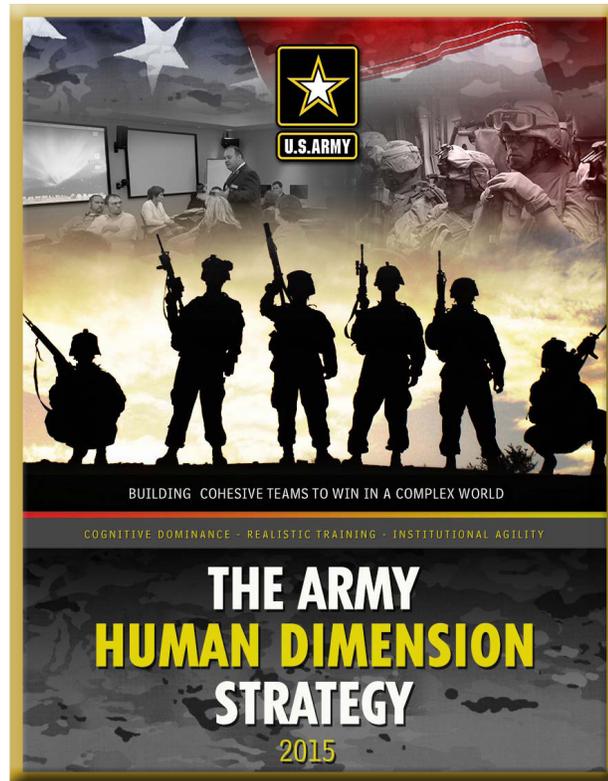
LOE 3 - Major Objective 9

Design and Evolve the MI Force

MO9: Evolve and Update Intelligence Doctrine.

Definition: This MO focuses on the review of current MI doctrine ensuring all publications are relevant and available to the force.

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



Subtask 9a: Develop and update intelligence doctrine 2025 IAW Army and TRADOC directives.

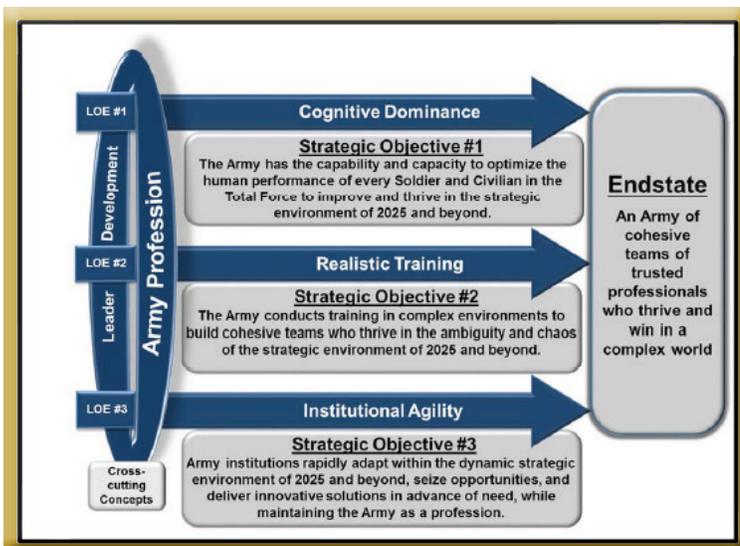
Collaboratively develop and incrementally update intelligence doctrine to meet Army needs. Maintain engagement with the operational force to assess the effectiveness of doctrine and identify potential gaps.

Subtask 9b: Focus and prioritized Human Dimension Programs to help doctrine prepare the operational force for complex and ambiguous environments.

Create formats, search tools, and user interfaces for the operational force to maintain relevancy with the OE.

Subtask 9c: Shape joint intelligence and Army Combined Arms Doctrine.

Ensure the accuracy and relevancy of current intelligence doctrine in Army, joint, and multi-national publications.





LOE3 - Major Objective 10

Design and Evolve the MI Force

MO10: Develop Intelligence Capabilities Focused on Enabling the Future Force through Affordable Modernization Strategies.

Definition: This MO focuses on the utilization of emerging concepts and technologies for the advancement of the IWfF. Effective capability development includes integration of all DOTMLPF domain requirements and affordable solutions.

Endstate: Intelligence professionals of the future continue to have access to the most advanced intelligence capabilities in the world while maintaining the knowledge of how to leverage those capabilities to the greatest advantage possible.

Subtask 10a: Design the optimal MI force to support Force 2025 (F2025) and beyond.

Meet future Army demands through the constant review and updating of: organizational designs, equipment, human dimension, human capital management, and MI capabilities. Shape the MI Force to support Army requirements across all echelons and the full range of military operations.

Subtask 10b: Develop Multi-INT requirements.

Develop and integrate Multi-INT requirements and capabilities to support F2025 and Human Dimension concepts.



Subtask 10c: Develop DOTMLPF solutions for intelligence support to cyber operations.

Develop and integrate intelligence DOTMLPF solutions to support the requirements of Army and DoD cyber operations while ensuring all capabilities comply with applicable policies and regulations.

Subtask 10d: Develop, manage, and modernize foundational layer intelligence capabilities.

Improve current capabilities through the requirements development process, leveraging technology breakthroughs to the greatest possible extent. Continue to improve the Distributed Common Ground System - Army framework and promote interoperability within the Army and across DoD. As the user representative, manage DOTMLPF integration supporting resourcing, testing, fielding, and sustaining of both hardware and software advancements to the existing capabilities. Collaborate with MI professionals to monitor New Equipment Training (NET) coordinating with USAICoE partners to incorporate advanced capabilities into future doctrine and POI.

LOE 3 - Major Objective 10 Cont.

Design and Evolve the MI Force

MO10: Develop Intelligence Capabilities Focused on Enabling the Future Force through Affordable Modernization Strategies.

Subtask 10e: Develop, manage, and modernize terrestrial layer intelligence capabilities.

Modernize current equipment with improved capabilities. Ensure interoperability of systems both within the Army and across DoD. As the user representative, manage DOTMLPF integration, and support resourcing, testing, fielding, and sustaining of both hardware and software advancements to existing capabilities. Assist New Systems Training Integration Directorate (NSTID) in monitoring NET, and coordinate with USAICoE partners to incorporate advanced capabilities into future doctrine and POI.

Subtask 10f: Develop, manage, and modernize aerial layer intelligence capabilities.

Improve the capabilities of current equipment ensuring interoperability of systems both within the Army and across DoD. As the user representative, manage DOTMLPF integration, and support resourcing, testing, fielding, and sustaining of both hardware and software advancements to the existing capabilities. Assist NSTID in monitoring NET, and coordinate with USAICoE partners to incorporate advanced capabilities into future doctrine and POI.

Subtask 10g: Develop, manage, and modernize identity capabilities.

As the user representative for identity activities (biometrics, forensics, document, and media exploitation) manage DOTMLPF integration, and support resourcing, testing, fielding, and sustaining of both hardware and software advancements to existing capabilities. Ensure interoperability of systems both within the Army IC and across DoD, Department of Homeland Security, Central Intelligence Agency, and Department of Justice. Assist NSTID in monitoring NET and coordinate with USAICoE partners to incorporate advanced capabilities into future doctrine and POI.

Subtask 10h: Improve talent management.

Increase leadership involvement of in-bound personnel to ensure quality cadre are arriving at Fort Huachuca are being assigned to the appropriate duties based on their experience and training. Identify and recruit the best leaders from across the Army into competitive positions throughout the USAICoE&FH.





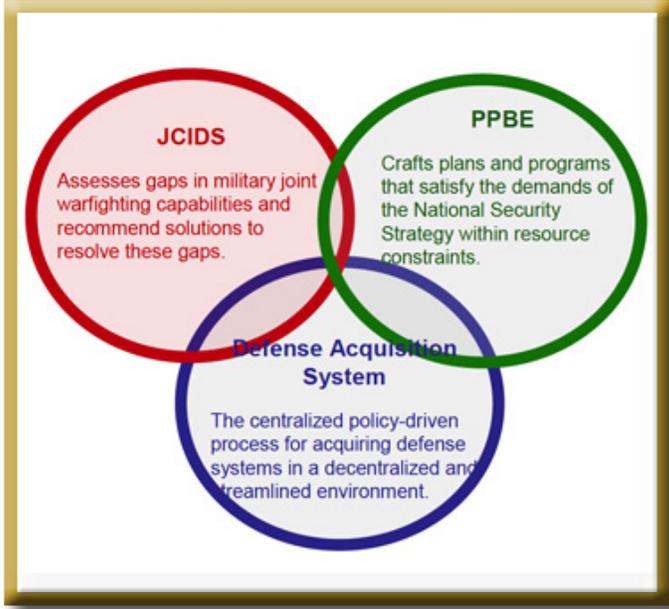
LOE3 - Major Objective 11

Design and Evolve the MI Force

MO11: Provide Army Modernization Training in Support of Intelligence Capabilities.

Definition: Training is a component of all modernization efforts to enable versatile formation-based capabilities to support the Army. Intelligence modernization training provides training support with the fielding or issue of new, improved, and displaced equipment. USAICoE develops training and training support in conjunction with a materiel system according to acquisition policy.

Endstate: USAICoE provides continuous training and training development to the force on new capabilities that can support unit mission. USAICoE achieves this through the execution of individual, collective, and leader training on the use, integration, and employment of upgraded or new capabilities.



Subtask 11a: Develop and update Joint Capabilities Integration Development System (JCIDS) training requirements and input intelligence capabilities.

Develop and update training requirements and strategies in all intelligence documents (Initial Capabilities Document, Capability Development Document, and Capability Production Document). Additionally, author the System Training Plan (STRAP) for each new or updated intelligence capability publishing to the Central Army Registry upon USAICoE approval. Ultimately, STRAP provides USAICoE’s overarching training strategy for all capabilities and identifies USAICoE as the training and education proponent. The Program Capability Document establishes all requirements for NET, doctrine, and training needed to support the STRAP.

Subtask 11b: Develop and conduct Doctrine and Tactics Training (DTT) with NET.

Conduct analysis to determine DTT requirements, develop materials, and execute training in conjunction with NET. DTT, in conjunction with NET creates understanding on the employment of new or improved materiel capabilities in support of the mission. The DTT and NET incorporates human dimension tenets and provides the principle employment concept, reinforcing new TTPs through drills, simulations, and situational training exercises. This collaborative training is an integral part of the overall strategy used to enhance current and future exercises.

LOE 3 - Major Objective 11 cont.

Design and Evolve the MI Force

MO11: Provide Army Modernization Training in Support of Intelligence Capabilities.

Subtask 11c: Identify training requirements and conduct certification of Operational Test (OT) player participants; validate all new capability training materials and technical manuals.

Provide training and training development support to OT & Evaluations and oversee training for OT player participants. Develop certification requirements for new products by overseeing and evaluating program manager provided training materials, ensuring training material compatibility with all applicable publications. Certify the proficiency of users for new or improved intelligence capabilities.

Subtask 11d: Identify and improve documentation of requirements for system / non-system training aids, devices, simulators, and simulations (TADSS).

Identify all system TADSS requirements for each MI capability in their respective JCIDS requirements documents and supporting STRAPs and develop all non-system requirements. Ensure all TADSS capabilities support IWfF collective and crew training at home-station during mission command training exercises.



Tenant Unit Mission Statements



United States Army Intelligence Center of Excellence (USAICoE):

USAICoE trains, develops, and educates US Army Intelligence Soldiers and Civilian leaders and designs, develops, and integrates intelligence capabilities, concepts, and doctrine to support Unified Land Operations in a joint, interagency, and multi-national (JIM) environment.



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.



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.

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.



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.



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 A - D

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 initiative to gain 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 to prepare cohesive teams and units to accomplish their missions in the full continuum of military operations.

Command Communication: Proactive, integrated, command-wide communication program designed to inform / educate key audiences in support of objectives and the SC’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.

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 plans for work to be executed, especially to plan, form and, structure thereof.

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



Glossary D - F

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 instruction, assess students, and evaluate a 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. to 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) to support our forces.

Education: Instruction with increased knowledge, skill, and / or experience as the desired outcome for 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.

Endstate: The set of conditions, behaviors, and freedoms to define achievement of the SC’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 SC on the status of MOs. The Group is responsible for conducting reviews, working with MO leads to fully develop subtasks and supporting tasks and recommending to the SC any MOs or subtasks review. The Group’s primary members are the Deputy to Commanding General, the Deputy Commander for Training and the Director for 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), Non-Commissioned Officer Academy Commandant, Director of TDS, and NETCOM CSM.

Functional Training: Training for Army personnel (Civilian and Soldier) to perform critical tasks and supporting skills and knowledge required to perform a specialty or functional responsibility. Not limited to training to qualify individuals for award of a skill identifier, special qualifications identifier, or additional skill identifier.

Glossary F-K

HUACHUCA

Future Operating Environment: A forecast of the logical endstate of trends developed in the contemporary OE 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 which may not be apparent in the contemporary OE in the context of potential adversaries. Time period is the far end of the defense planning guidance.

Human Dimension (HD): That which encompasses the moral, intellectual, and physical components of Soldier, leader, and organizational development and performance essential to raise, prepare, and employ the Army in full spectrum operations.

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 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 precedes a new level of operational assignment. In each case, the institutional training base is the foundation upon which individuals develop their maximum potential.

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 (JIM) Operations: DoD and other government agencies may refer to unified action as being joint, interagency, intergovernmental, multinational, or a combination of these parts.

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

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



Glossary K - R

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 - to grows Soldiers and Army Civilians into competent, committed professional leaders of character. Leader development is achieved through the lifelong synthesis of 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 to link 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 MOs within their LOE.

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 subtasks, supporting tasks and associated metrics and milestones, and identify key decision points.

Major Objectives (MOs): Mid-to-long term (2-7 years) efforts necessary to collectively achieve the SC's vision and endstate. MOs are clearly defined, attainable goals with measurable outcomes.

Mission: (DoD) 1. The task, together with the purpose, to clearly indicate 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 initiatives 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.

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

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 DoD "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.

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

Glossary R - S

HUACHUCA

Resource: To make available tools necessary to achieve a goal. Resources: (DoD) forces, material, 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.

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 to prescribe 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: The 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 MO leads collaborate and plan the development and way-ahead of specific tasks.

Support: To maintain a person, establishment, or institution by supplying 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 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 specific tasks.

Supporting Tasks: Supporting tasks are measurable and quantifiable tasks which must be completed to accomplish 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



Glossary S - T

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 Academia.

Team Huachuca: All military organizations and tenants located on Fort Huachuca from NETCOM, Army Material 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 to 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 Civilians anytime, anywhere.

Acronyms A - F

ADDIE: Analysis, Design, Development, Implementation, and Evaluation

AFB: Air Force Base

ARNG: Army National Guard

ATEC: Army Test Evaluation Command

AVN: Aviation

BDE: Brigade

C5ISR: Command, Control, Communications, Computers, Combat Systems, Intelligence, Surveillance, and Reconnaissance

CBP: Customs Border Patrol

CCP: Command Communication Program

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

CSLA: Communications Security Logistics Agency

CSM: Command Sergeant Major

CTC: Combat Training Center

DA: Department of the Army

DAG2: Department of the Army G2, Intelligence and Security

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.

DtCG: Deputy to the Commanding General

DTT: Doctrine and Tactics Training

EPG: Electronic Proving Grounds

ESB: Expeditionary Signal Battalion

ERG: Executive Review Group

FBI: Federal Bureau of Investigation



Acronyms F-N

- FH:** Fort Huachuca
- FMWR:** Family Morale, Welfare, and Recreation
- FORSCOM:** Forces Command
- HT-JCOE:** HUMINT Training- Joint Center of Excellence
- IAW:** In Accordance With
- IC:** Intelligence Community
- 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
- ISR:** Intelligence, Surveillance, and Reconnaissance
- IWfF:** Intelligence War-fighting Function
- JCIDS:** Joint Capabilities Integration Development System
- JIM:** Joint, Interagency, 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
- MCAS:** Marine Corps Air Station
- MI:** Military Intelligence
- MEDCOM:** Medical Command
- MEDDAC:** Medical Department Activity Command
- 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 / 9th Signal Command (Army)
- NG:** National Guard

Acronyms N-U

NGA: National Geospatial Intelligence Agency

NSA: National Security Agency

NSTID: New Systems Training Integration Directorate

OASS: One Army School System

OCO: Overseas Contingency Operations

OE: Operational Environment

OT: Operational Testing

PME: Professional Military Education

POI: Program of Instruction

PPBES: Planning, Programming, Budgeting, and Execution Systems

RGT: Regiment

RWBAHC: Raymond W. Bliss Army Health Center

SC: Senior Commander

SEC: Software Engineering Center

SIGINT: Signals Intelligence

SOF: Special Operations Forces

SQD: Squadron

STRAP: System Training Plan

TADSS: Training Aids, Devices, Simulators and Simulations

TDA: Table of Distribution Allowances

TDS: Training Development Support

TMDE: Testing Measurement & Diagnostic Equipment

TRADOC: Training and Doctrine Command

TTP: Tactics, Techniques, and Procedures

UAS: Unmanned Aerial Systems

USAA: United States Army Aviation Center of Excellence

USACIO: United States Army Chief Information Officer

USAF: United States Air Force

USAG: United States 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







U.S. ARMY [®]