

Program Objective Memorandum 2021-2025 Planning Tasks

Section #1 – Army Reforms

Access Control and Gate Guards

- Office of Primary Responsibility (OPR): Office of the Provost Marshall General (OPMG) (Staff-lead) and Installations Management Command (IMCOM) (Command-lead)
- Task: Review all policies and programs for access control of our installations and layout a holistic reform in accordance with Secretary of the Army's direction.

Army Reform Initiatives

- OPR: Office of Business Transformation (OBT) (Staff-lead) and HQDA Staffs and Secretariats (Command-lead)
- Task: Identify, assess, and present options for the Army Senior Leaders to align Army authorities, responsibilities, and resources at the lowest level of command, streamline HQDA and accelerate its processes, and empower subordinate commands to make more efficient, timely, and effective decisions.

Contract Service Reforms

- OPR: OBT (Staff-lead) and Commands (Command-lead)
- Task: Continue to develop additional service contract improvements in support of the Army goals:
 - Reduced cost through proper requirements definition (Not “Over-Scoping”).
 - Reduction in bridge contracts due to improper planning.
 - Reduce number of actions through strategic sourcing (where it makes sense).

Enterprise Resource Planning and Legacy Business System Rationalization

- OPR: OBT (Staff-lead) and HQDA G-8 Program Analysis & Evaluation (PA&E) (co-lead)
- Task: Develop a plan to rationalize and divest legacy ERPs in order to achieve a cost savings of \$250 million per year for FY 2023 and FY 2024.

Medical Services Reform

- OPR: HQDA G-3/5/7 ZT (Staff-lead) and HQDA G-8 PA&E (co-lead) and Medical Command (MEDCOM) (Command-lead)
- Task: Conduct analysis to determine how much Defense Health Program (DHP) funding is associated with Service Medical Readiness requirements in order to adjust resource programming through the Future Years Defense Plan (FYDP).

Organizational Clothing and Individual Equipment

- OPR: HQDA G-4 (Staff-lead) and Army Materiel Command (AMC) (Command-lead)
- Task: Conduct a holistic analysis of the OCIE equipping process across the Total Army to ensure readiness and improve OCIE modernization.

Office of the Secretary of Defense Enterprise Reform

- Office of Primary Responsibility (OPR): OBT (Staff-lead) and Commands (Command-lead)
- Task: Develop reform initiatives that force change across the department to become more effective and efficient with the resources provided by Congress.

Section #2 -- Manpower and Force Structure

17th Armored Brigade Combat Team Conversion Options

- OPR: HQDA G-3/5/7 Force Management (FM) (Staff-lead) and Forces Command (FORSCOM) (Command-lead)
- Task: Develop options to build a 17th ABCT by Fiscal Year (FY) 2021 within the constraints of the specified tasks.

Army Futures Command (AFC)

- OPR: HQDA G-3/5/7 FM (Staff-lead) and AFC Task Force (Command-lead)
- Task: Assess resource implications of activating another Army Command and the realignment of existing commands into AFC as well as implementing current modernization priorities of the Army Senior Leaders.

ARNG Command and Control (C2) Vehicles Regionalization

- OPR: HQDA G-3/5/7 FM (Staff-lead) and Army National Guard (ARNG) (Command-lead)
- Task: Provide a plan for regionalization of Homeland Defense C2 Communications vehicles and the Chemical, Biological, Radiological, Nuclear, and Explosives (CBRNE) C2 vehicles.

Fixed Wing Aviation Consolidation

- OPR: HQDA G-3/5/7 Aviation (AV) (Staff-lead) and ARNG / USAR (Command-lead)
- Task: Determine the best way to organize, man, equip, station, and maintain Army fixed wing aircraft within the Regular Army, Army National Guard, and Army Reserve to support fixed wing wartime missions as well as Title 32 requirements.

Management Headquarters Compliance

- OPR: HQDA G-1 (Staff-lead) and Commands (Command-lead)
- Task: Conduct a review to ensure the Management Headquarters Account (MHA) is in compliance in accordance with Total Obligation Authority (TOA) Ceiling set by OSD Deputy Chief Management Officer (DCMO).

Mobile Protective Firepower Stationing

- OPR: HQDA G-3/5/7 FM (Staff-lead) and FORSCOM (Command-lead)
- Task: Provide the programmatic implications of stationing the Mobile Protective Firepower system across the Army.

Structure and Personnel Mismatches

- OPR: HQDA G-3/5/7 FM (Staff-lead) and Training and Doctrine Command (TRADOC) (Command-lead)
- Task: Develop options to alleviate structure and personnel mismatches by FY 2024 in accordance with specified tasks.

Watercraft and Port Opening Mission Reorganization

- OPR: HQDA G-3/5/7 FM (Staff-lead) and AMC (Command-lead)
- Task: Provide a holistic look and plan of the mission and structure of watercraft.

Wounded Warrior / Warrior Transition Units

- OPR: HQDA G-3/5/7 Army Transformation Office (ZT) (Staff-lead) and MEDCOM (Command-lead)
- Task: Conduct a holistic review of the Wounded Warrior Transition program and provide programmatic options for reducing or eliminating the program.

Section #3 – Training and Missions

Holistic Health and Fitness Round #2

- OPR: HQDA G-3/5/7 Training Directorate (TR) (Staff-lead) and TRADOC (Command-lead)
- Task: Establish a comprehensive, integrated, and immersive health and fitness system of governance, personnel, equipment/facilities, program, and leader education.

Irregular Warfare Capabilities

- OPR: HQDA G-3/5/7 FM (Staff-lead) and TRADOC (Command-lead)
- Task: Conduct a review of all Irregular Warfare capabilities and the Peacekeeping & Stability Operations Institute (PKSOI) program.

Megacity (Dense Urban Terrain)

- OPR: HQDA G-3/5/7 TR (Staff-lead) and FORSCOM (Command-lead)
- Task: Determine the programmatic implications of a Dense Urban Terrain training strategy that leverages live and synthetic capabilities.

Network Auxiliary Circuits Reduction

- OPR: HQDA G-3/5/7 TR (Staff-lead) and ARCYBER (Command-lead)
- Task: Conduct a review of auxiliary circuits and provide a recommendation to eliminate excess circuits.

Network Convergence

- OPR: HQDA G-3/5/7 TR (Staff-lead) and U.S. Army Cyber Command (ARCYBER) (Command-lead)
- Task: Continue the development of options and programmatic implications to align network operations funding from commands to ARCYBER.

One Station Unit Training Expansion

- OPR: HQDA G-3/5/7 FM (Staff-lead) and TRADOC (Command-lead)
- Task: Extend One Station Unit Training to enhance the lethality and resiliency of Soldiers upon arrival at unit of assignment.

Pre-Hospital Emergency Management System (PHEMS) for Ranges and Training Areas

- OPR: HQDA G-3/5/7 TR (Staff-lead) and FORSCOM (Command-lead)
- Task: Identify all medical support requirements for Army (including ARNG and USAR) training events and exercises. Identify how to resource unfunded medical support for training requirements caused by the transfer of funding from OCO to base and the transfer of medical services to OSD.

Sustainment Maintenance and Contractor Logistics Support

- OPR: HQDA G-3/5/7 TR and HQDA G-4 (Staff-lead) and AMC (Command-lead)
- Task: Identify additional Contract Logistic Support maintenance requirements currently in Management Decision Package (MDEP) WSUS that may be better aligned within the SS PEG.

Section #4 – Installations and Facilities

Billing of Nonappropriated Fund Instrumentalities Occupational Health Services

- OPR: Office of the Surgeon General (OTSG) (Staff-lead) and IMCOM (Command-lead)
- Task: Reconcile disparate funding guidance between ASA (M&RA), HQDA G-1, and ASD(HA) and issue Army guidance on how to resource occupational health services to NAFIs.

Counter-small Unmanned Aircraft Systems Infrastructure Protection

- OPR: HQDA G-3/5/7 Army Protection (AP) (Staff-lead) and FORSCOM (Command-lead)
- Task: Determine Counter-small Unmanned Aircraft System requirements for DoD installations in order to provide protection for DoD Special Events and critical facilities.

Hawaii Ammunition Storage

- OPR: Assistant Chief of Staff for Installation Management (ACSIM) (Staff-lead) / HQDA G-4 (co-lead) and USARPAC (Command-lead)
- Task: Develop a plan to move to the West Loch ammunition storage location. The plan will include Military Construction costs and a timeline.

Installation Services Manpower

- OPR: OBT (Staff-lead) / ACSIM (co-lead) and IMCOM (Command-lead)
- Task: Provide the SecArmy and CSA, through the IR BOD, with options for an additional 2.5% IMCOM reduction in FY 2021 (Lead: DUSA and IMCOM; Suspense 01 December 2018).

Land Holding Command Responsibilities

- OPR: ACSIM (Staff-lead) and U.S. Corps of Engineers (USACE) (Command-lead)
- Task: Determine the process for real property management and funding for USACE locations.

National Capital Region Footprint Consolidation

- OPR: ACSIM (Staff-lead) and OA22 (Command-lead)
- Task: Determine a plan to reduce the Army's leased space in the NCR.

Overseas Basing

- OPR: HQDA G-3/5/7 Strategy, Plans, and Policy (SS) (Staff-lead) and IMCOM (Command-lead)

- Task: Establish a framework to manage the sustainment and transition of overseas contingency locations to enduring locations to ensure the effective and efficient support to the respective Combatant Commander.

Transient Training Barracks

- OPR: ACSIM (Staff-lead) / HQDA G-3/5/7 TR (co-lead) and ARNG/USAR (Command-lead)
- Task: Determine criticality of requirements and investment options based on current projected training demand and utilization of TT Barracks. Determine extent of the deficit and/or lack of quality in transient training barracks.

Section #5 – Equipment Modernization

Army Museum Enterprise Review

- OPR: HQDA G-8 (Staff-lead) and OA22 (Command-lead)
- Task: Conduct a review of Army Museum programs across the Army and provide programmatic adjustments to increase efficiency and solutions for non-appropriated funding.

Army Prepositioned Stock Configured for Combat

- OPR: HQDA G-3/5/7 SS (Staff-lead) and AMC (Command-lead)
- Task: Develop options and associated programming implications that address the operationalizing of APS equipment with focus on combat configuration allowing accelerated speed of assembly during equipment handoff to warfighters.

Army Studies Program

- OPR: HQDA G-3 SS (Staff-lead) and U.S. Army War College (Command-lead)
- Task: Conduct a review of Army Studies programs across the Army and provide a recommendation to align all study programs under the United States Army War College.

Light Utility Helicopter

- OPR: HQDA G-8 FD (Staff-lead) and AMC (Command-lead)

- Task: Develop options to mitigate the cost increase while maintaining the hours necessary to train new aviators.

Manned/Unmanned Aerial ISR

- OPR: HQDA G-2 (Staff-lead) and INSCOM (Command-lead)
- Task: Determine programmatic, acquisition, and structure changes for the aerial ISR fleet in order to reduce costs to the current fleet and transition to a more operationally survivable fleet that accomplishes our wartime missions, can meet pre-war missions, and reduces risk to personnel inside aircraft.

Medical Capability Development

- OPR: HQDA OTSG (Staff-lead) and MEDCOM (Command-lead)
- Task: Conduct a review of all medical modernization programs and provide programmatic recommendations.

Medical Operational Data System (MODS)

- OPR: OTSG (Staff-lead) and MEDCOM (Command-lead)
- Task: Identify the programmatic alternatives to fund the MODS program beginning in FY 2021.

Migration to Cloud Strategy

- OPR: HQDA CIO/G-6 (Staff-lead) and ARCYBER (Command-lead)
- Task: Develop a strategy and the programmatic implications of migrating data and applications to a cloud computing environment.

Network Army Program Element and MDEP Realignment

- OPR: HQDA G-8 Force Development (FD) (Staff-lead) and Network Cross-Functional Team/ Army Futures Command (Command-lead)
- Task: Realign and restructure the funding lines for all of the programs under their purview no later than 30 November 2018.

Reserve Component Automation System (RCAS)

- OPR: HQDA CIO/G-6 (Staff-lead) and ARNG/USAR (Command-lead)
- Task: Conduct a review of RCAS requirements and develop an integrated, comprehensive, flexible and phased approach to RCAS evolution.

Training Airspace Modernization

- OPR: HQDA G-3/5/7 TR (Staff-lead) and FORSCOM (Command-lead)
- Task: Determine the best solution for the Army to provide installation range operations the ability to monitor training restricted airspace to efficiently manage range operations.

Section #6 -- Sustainment

Equipment Transition to Sustainment

- OPR: ASA (ALT) (Staff-lead) and AMC (Command-lead)
- Task: Provide programmatic recommendations to improve equipment transition to sustainment.

Section #7 -- Multiple Portfolios

All Things Americas

- OPR: HQDA G-3/5/7 SS (Staff-lead) and ARNORTH / ARSOUTH / SMDC/ARSTRAT (Command-lead)
- Task: Identify command requirement gaps that will have programming implications in POM 2021-2025 for senior leader assistance.

All Things Cyber & Electronic Warfare

- OPR: HQDA G-3/5/7 Cyber (CY) (Staff-lead) and ARCYBER (Command-lead)
- Task:
 - Electronic Warfare: The Army is developing means and methods to achieve long range precision fires, which require long range sensors that can rapidly provide targeting information to the operational force. How can the Army achieve accurate target location and size at extended ranges leveraging EW and Signals Intelligence (SIGINT) capabilities.

- Defensive Cyberspace Operations: During Strategic Portfolio Analysis Review (SPAR) 2020 process, gaps were identified that need to be addressed again as part of SPAR 2021. Clarify what the Army is doing for DCO operations to address the identified gaps.
- Offensive Cyberspace Operations: Develop and recommend a phased approach to resourcing the Offensive Cyberspace Operations capability gaps.
- Individual Command Defensive Cyber Protection: Identify Key cyber terrain and develop a process to establish a defense in depth between ARCYBER and the requesting Command to protect the Command's critical capabilities and cyberspace assets. Recommend a resourcing strategy.

All Things Europe

- OPR: HQDA G-3/5/7 SS (Staff-lead) and U.S. Army Europe (USAREUR) (Command-lead)
- Task: Identify the programmatic implications of projected Europe posture initiatives.

All Things Middle East / North Africa

- OPR: HQDA G-3/5/7 SS (Staff-lead) and ARCENT / USARAF (Command-lead)
- Task: Identify potential cost for the appropriate organization, as described by policy (i.e. IMCOM) to assume management of ARCENT enduring facilities in theater relieving numerous MTOE and Table of Distribution and Allowances (TDA) organizations from the responsibility and preserving readiness. Identify costs to support SFAB employment in Africa and important infrastructure improvements to facilitate effective employment.

All Things Munitions

- OPR: HQDA G-3/5/7 TR (Staff-lead) and AMC (Command-lead)
- Task: Develop options and associated programming implications to address ammunition shortfalls and ammunition management.

All Things Pacific

- OPR: HQDA G-3/5/7 SS (Staff-lead) and U.S. Army Pacific (USARPAC) (Command-lead)
- Task: Develop options and associated programming implications that address the Army's force posture in the Pacific across the four lines of effort: Set the Theater;

Set the Force; Train/Prepare the Force; and Project the Force. Focus on the Korean Theater as a priority effort.

Army Mobilization and Power Projection

- OPR: HQDA G-3/5/7 SS and Operations, Readiness, and Mobilization (OD) (Staff-lead) and FORSCOM/USARPAC/USAREUR (Command Lead)
- Task: Develop options and associated programming implications that address the Army's ability to mobilize and deploy forces in support of the NDS and Dynamic Force Employment across the globe.

Holistic Aviation Task Force Review

- OPR: HQDA G-3/5/7 Aviation (AV) (Staff-lead) and FORSCOM (Command-lead)
- Task: Assess how the POM 2019 FYDP meets the intent of the HAATF and provide POM 2020 recommendations.