Army Programs

Army Long-Range Planning System

UNCLASSIFIED

SUMMARY of CHANGE

AR 11–32
Army Long-Range Planning System

This regulation--

o Replaces Chief of Staff Regulation 11-15.

o Provides for total Army involvement in the long-range planning process.

o Outlines responsibilities within the Army Long-Range Planning Systems.

o Provides policy and objectives for long-range planning.

Headquarters
Department of the Army
Washington, DC
10 January 1989

Army Regulation 11–32
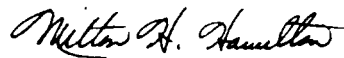
Effective 9 February 1989

Army Programs

Army Long-Range Planning System

By Order of the Secretary of the Army:

CARL E. VUONO
*General, United States Army
Chief of Staff*

Official:

MILTON H. HAMILTON
*Administrative Assistant to the
Secretary of the Army*

History. This UPDATE printing publishes a new regulation which is effective 9 February 1989.

Summary. This regulation covers policy, responsibilities, and procedures inherent in the Army Long-Range Planning System. It prescribes products associated with

the long-range planning system and details the institutionalization of long-range planning within the Army.

Applicability. This regulation applies to the Active Army, the Army National Guard (ARNG), and the U.S. Army Reserve (USAR).

Proponent and exception authority. The proponent agency of this regulation is the Office, Deputy Chief of Staff for Operations and Plans.

Army management control process. This regulation is not subject to the requirements of AR 11–2. It does not contain internal control provisions.

Supplementation. Supplementation of this regulation and establishment of command or local forms are prohibited without prior approval from HQDA (DAMO–SSP), WASH DC 20310–0420.

Interim changes. Interim changes to this regulation are not official unless they

are authenticated by the Administrative Assistant to the Secretary of the Army. Users will destroy interim changes on their expiration dates unless sooner superseded or rescinded.

Suggested improvements. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to HQDA (DAMO–SSP), WASH DC 20310–0420.

Distribution. Active Army, D; ARNG, D; and USAR, D.

Contents (Listed by paragraph and page number)

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Chapter 1
Introduction

1–1. Purpose
This regulation prescribes policy, responsibilities, and procedures concerning the Army Long-Range Planning System (ALRPS). It provides for Total Army involvement in the long-range planning process and establishes linkages between long-range goals, mid-term objectives, and the programming process.

1–2. References
a. Required publications.
(1) AR 1–1, Planning, Programming, Budgeting, and Execution System. (Cited in para 2–1*a*.)
(2) (S) Army Long-Range Planning Guidance. (Cited in paras 1–4*a*, 1–4*b*, 2–3*b*, 2–3*c*, and 2–3*d*.)
(3) (S) Soviet Battlefield Development Plan. (Cited in para 2–3*c*.)
b. Related publications.
(1) JCS Memorandum of Policy (MOP) 84—16th Revision, The Joint Strategic Planning System.
(2) (S) The Army Plan, (Army Guidance Vol I).

1–3. Explanation of abbreviations
Abbreviations used in this regulation are explained in the glossary.

1–4. Responsibilities
a. The Deputy Chief of Staff for Operations and Plans (DCSOPS) exercises staff supervision for the execution of the ALRPS. The DCSOPS will—
(1) Refine, manage, and coordinate the ALRPS.
(2) Chair the ALRPS working group.
(3) Develop, coordinate, and draft, biennially, the Army Long-Range Planning Guidance (ALRPG) for Secretary of the Army and Chief of Staff, Army (CSA) approval and subsequent publication and distribution.
(4) In coordination with the Army Secretariat and Staff, review long-range plans prepared by the Army Staff elements, major Army commands (MACOMs), and Army Component Commands (ACCs). (See para 2–3*c*(2).)
(5) Coordinate with U.S. Army Training and Doctrine Command, through Headquarters, Department of the Army (HQDA) (DAMO–TR), for the development of courses of instruction in long-range planning for appropriate officer and noncommissioned officer courses.
(6) Through HQDA (DAMO–TR), develop linkages between officer, noncommissioned officer, and civilian courses. (For instance, it may be appropriate for Advanced Noncommissioned Officers Course (ANOC) students to receive the same course of instruction on warfighting doctrine as junior officers.)
(7) Review strategic futures reports, assist as appropriate in coordination, contacts, and briefings; and recommend futures activities of the Strategic Studies Institute (SSI), U.S. Army War College.
(8) Sponsor the annual Army World-Wide Long-Range Planners' Conference.
(9) Provide Army representation at interservice long-range planners' conferences; sponsor every fifth conference.
(10) Provide the Army Staff point of contact for coordinating joint and Defense Department long-range planning (LRP) activities.
(11) Modify the ALRPS and update this regulation, as required.
(12) Serve as HQDA point of contact for all LRP issues.
b. The Deputy Chief of Staff for Intelligence (DCSINT) will—
(1) Provide the long-range intelligence forecast and foreign environments in which the Army is likely to operate in the 21st century, which support the ALRPG, and the long-range plans of Army Staff elements.
(2) Review and approve threat and foreign trend forecasts used in the ALRPS.
(3) Assist MACOMs and ACCs as required.
c. The Chief of Public Affairs (CPA) will—
(1) Establish policy on the release of information to the public about the ALRPS.
(2) Provide guidance and support to publicizing ALRPS and associated programs as appropriate.
(3) Provide evaluations of public affairs implications on issues addressed by the ALRPS.
d. Heads of Army Staff agencies, acting as principals for the functional and special areas; commanders of major Army commands; and Army component commanders of the warfighting unified and specified commands, will—
(1) develop a long-range plan reflecting requirements 10 to 20 years into the future. As a minimum, these plans will reflect—
(a) Functional mission requirements for the LRP period.
(b) Goals and objectives for accomplishing mission requirements.

(c) Strategies or alternatives to achieve goals and objectives.

(d) How the plan ties in with warfighting concepts, doctrine, and functional area long-range plans.

(e) A distribution plan ensuring distribution to all of the HQDA Staff and Secretariat elements (table 1–1); and the MACOMs and ACCs (table 1–2).

(f) Heads of Army Staff agencies, acting as principals for the functional and special areas, will participate in the execution of the ALRPS through action officer representation on the Headquarters, Department of the Army Long-Range Planning Working Group.

(2)

Table 1–1
Distribution list for long-range plans (HQDA elements)

Office, Deputy Chief of Staff for Operations and Plans
HQDA (DAMO–SSP)
WASH DC 20310–0420

Equipping
Office of the Secretary of the Army
ATTN: SARD–RPI
WASH DC 20310–0103

Health Services
Office of the Surgeon General
DASG–HCD–D
Skyline 6
Falls Church, VA 22041–3258

Intelligence
HQDA (DAMI–MPP)
WASH DC 20310–1001

Managing
Office of the Secretary of the Army
ATTN: SAFM–BUC–I
WASH DC 20310–2050

Managing Information
Office of the Secretary of the Army
ATTN: SAIS–SP
WASH DC 20310–0700

Manning
HQDA (DAPE–ZBR)
WASH DC 20310–0300

Mobilizing & Deploying
HQDA (DAMO–ODM)
WASH DC 20310–0400

Providing Facilities
HQDA (DAEN–ZCI–P)
WASH DC 20310–2600

Space
HQDA (DAMO–SWX)
WASH DC 20310–0420

Structuring
HQDA (DAMO–FDQ)
WASH DC 20310–0460

Sustaining
HQDA (DALO–PLO)
WASH DC 20310–0500

Training
HQDA (DAMO–TR)
WASH DC 20310–0400

Resource Analysis and Integration
HQDA (DAMO–ZR)
WASH DC 20310–0400

U.S. Army War College

Table 1–1
Distribution list for long-range plans (HQDA elements)—Continued

Commandant
U.S. Army War College
ATTN: AWCAE
Carlisle Barracks, PA 17013–5050

United States Military Academy
Superintendent
United States Military Academy
ATTN: MAPP
West Point, NY 10996–5000

Table 1–2
Distribution list for long-range plans (MACOMs and ACCs)

Army Materiel Command
Headquarters
U.S. Army Materiel Command
ATTN: AMCMP–P
5001 Eisenhower Avenue
ALEX, VA 22333–0001

Corps of Engineers
Headquarters
U.S. Army Corps of Engineers
ATTN: CECW–RS
Pulaski Building
20 Massachusetts Avenue, NW
WASH DC 20314–1000

Criminal Investigation Command
Headquarters
U.S. Army Criminal Investigation Command
5611 Columbia Pike
Falls Church, VA 22041

Eighth U.S. Army
Headquarters
Eighth U.S. Army
ATTN: EACJ–FD
APO SF 96301

First Special Operations Command
Headquarters
1st SOCOM (Abn)
ATTN: ASOC–RMP
Fort Bragg, NC 28307–5207

Forces Command
Headquarters
Forces Command
ATTN: FCJ5–PP
Fort McPherson, GA 30330–6000

Health Services Command
Headquarters
U.S. Army Health Services Cmd
ATTN: HSOP–FSI
Fort Sam Houston, TX 78234–6000

Information Systems Command
Headquarters
U.S. Army Information Systems Command
ATTN: AS–PLN–A
Fort Huachuca, AZ 85613–6000

Intelligence and Security Command
Headquarters
U.S. Army Intelligence and Security Command
ATTN: IAFI–FMPP–PL
Arlington Hall Station

Table 1–2
Distribution list for long-range plans (MACOMs and ACCs)—Continued

Arlington, VA 22212–5000

Military District of Washington
Headquarters
Military District of Washington
ATTN: ANOPS–OP–P
Fort McNair, WASH DC 20319–5050

Military Traffic Management Command
Headquarters
MTMC
ATTN: MT–PL
5611 Columbia Pike
Falls Church, VA 22041–5050

Third U.S. Army
Headquarters
Third U.S. Army
ATTN: AFRD–DTP
Fort McPherson, GA 30330–7000

U.S. Army Training and Doctrine Command
Headquarters
TRADOC
ATTN: ATDO–P
Fort Monroe, VA 23651–5000

U.S. Army Europe
Headquarters
USAREUR and 7th Army
ATTN: AEAGC–PLR
APO NY 09063

U.S. Army Forces Atlantic
Headquarters
U.S. Army Forces Atlantic
ATTN: FCJ5–PP
Fort McPherson, GA 30330–6000

U.S. Army Japan
Headquarters
USARJ/IX CORPS
ATTN: AJGC–P (525)
APO SF 96343–0054

U.S. Army South
Headquarters
USARSO
ATTN: SOOP–PP
APO Miami 34004–5000

U.S. Army Space Command
Headquarters
U.S. Army Space Command
ATTN: MOS–C–ZA
Peterson AFB, CO 80914–5000

U.S. Army Western Command
Headquarters
WESTCOM
ATTN: APOP–SPMD
Fort Shafter, HI 96858–5000

Chapter 2
The Army Long-Range Planning System

2–1. Policy

a. The Army Long-Range Planning System provides the framework for defining the Army's activities for 10 to 20 years into the future. Although a discrete function, long-range planning is an integral part of the Planning, Programming, Budgeting, and Execution System (PPBES), providing a long-term focus for near- and mid-term efforts (AR

1–1). It identifies significant long-term social, political, military, demographic, and economic world trends and their potential implications to the Army. The ALRPS—

(1) Assists planners by providing baseline planning guidance for development of mid- and near-term planning documents.

(2) Assists programmers in the prioritization of research and development and acquisition efforts and provides a foundation for the development of programs included in the program objective memorandum (POM).

(3) Establishes the benchmark used to gauge the level of success of budget execution to move toward achievement of Army established long-range goals and mid-term objectives.

b. The ALRPS provides decision-makers with information on long-range direction; guides MACOMs and component commanders in their long-range planning activities; and directs the Army's futures research and forecasting work, providing a linkage between long-range planning and mid- and near-term planning and programming activities.

c. The ALRPS initiates, coordinates, integrates, and formalizes long-range planning activities. While the planning outlook must be unconstrained, the process seeks to produce plausible plans that consider risk, threat, resource availability, and affordability. Planners and programmers working together use these plans for the next POM and for future POM development, ensuring linkage to more definitive mid-range plans and resources.

d. The ALRPS is designed to integrate the requirements of the warfighting Commanders in Chief (CINCs), through the Army component commanders.

2–2. Objectives

a. The objectives of the ALRPS are to—

(1) Provide a long-term, consistent perspective for current decisions and for the execution of the Army portion of the Department of Defense (DOD) Planning, Programming, and Budgeting System (PPBS) process, based upon an assessment of the Army's long-range needs and objectives, incorporating threat projections and joint and combined warfighting doctrine and concepts. This provides decision-makers with a means to measure consequences of current decisions on long-range requirements.

(2) Assist in the development of long-range plans and policies by providing the senior Army leadership's vision of the Army 20 years into the future. This will be published in the form of the ALRPG.

(3) Develop long-range plans specifically tailored to the requirements of each organization and the probable threat for the period 10 to 20 years into the future.

(4) Facilitate the measurement of the effects of current and projected programmatic and budgetary decisions on the ability of the Service to meet future Army requirements and to provide a baseline for mid- and near-course corrections when needed.

b. Emphasize to the Army's planners and programmers the importance of long-range planning, given the—

(1) Changing levels of available resources and the associated need to prioritize.

(2) High cost of new systems, land, and training facilities.

(3) Long lead-time associated with weapons development, major construction planning, real estate acquisition, and force structure implementation.

(4) Extended time military hardware and facilities remain in the inventory and the gradual evolution of warfighting doctrine.

(5) Increasing significance of evolving international and national political and economic developments.

2–3. Concept of the ALRPS

a. Long-range planning is a discrete but integral part of the PPBES. Figure 2–1 illustrates the major participants and indirect participants in the planning system, the actions they effect, and the time frames associated with each of the actions. Throughout the process, the warfighting doctrine and concepts provide a focus through which each of the actions must be viewed.

b. Long-range planning is designed to—

(1) Integrate and coordinate the activities of long-, mid-, and near-term planners and programmers.

(2) Provide a consistent process by recommending requirements to lead the Army through long-range (10–20 years) goals and mid-range planning objectives and priorities, to the execution of Army programs.

(3) Provide Army Secretariat and Staff agency principals, MACOM commanders, and ACC commanders of the unified/specified commands, better input to the integrated planning process (fig 2–2).

(4) Influence the design of future forces and equipment required to counter future threats and deal with potential future contingencies.

(a) The ALRPG provides the overall senior Army leadership strategic "vision" and POM functional area long-range goals.

(b) The ACC long-range plans provide mid-range planners with CINC and field command long-range goals.

(c) MACOM and HQDA agency long-range plans round out the Total Army long-range perspective for mid-range planners, by providing long-range goals in terms of HQDA POM functional area perspective.

c. The long-range planning process (fig 2–3) consists of two phases.

(1) The first phase is the development of the senior Army leadership's vision of the future, and its articulation in the form of both the ALRPG and the Army future warfighting concepts.

(a) With strategic guidance from the President, the Secretary of Defense, and the Chairman, Joint Chiefs of Staff; the ALRPG is developed through an iterative process by the Secretary of the Army, Chief of Staff, Army, Army Secretariat and Staff principals, MACOM commanders, and ACC commanders representing the CINCs of the unified/specified commands.

(b) The ALRPG is developed to respond to significant social, economic, demographic, and political trends; the global situation to include alliances and the potential for change in alliance structures; potential capabilities of future friendly and threat forces; and emerging concepts and technologies which may change the face of the battlefield.

1. Based upon these influences, significant trends likely to affect the Army are identified in the ALRPG, and assessed as to their likely effects. Goals are then established within each HQDA POM functional area which identify capabilities required by the Army to operate successfully in the future environment.

2. The ALRPG will be published in October of even-numbered years.

(c) While a range of potential threats will affect senior Army leadership's vision of the future, the Soviet threat will be the single most significant one. The Soviet Battlefield Development Plan (SBDP) provides the Army at all levels with a standard, comprehensive, detailed Soviet threat forecast for all matters pertaining to long-range planning. The SBDP is an essential input in the formulation of senior Army leadership vision of the future. It also supports development of long-range plans in the second phase of the LRPS, and will be used as the threat forecast basis for all long-range plans.

(d) Just as the SBDP and ALRPG and long-range planning documents for the future Army, Airland Battle-Future and Army 21 provide the Army's future warfighting concepts. AirLand Battle-Future (ALB–F), the projected 15-year operational concept for how the Army may fight from the evolution of AirLand Battle (ALB) to 15 years out, both influences and is influenced by SBDP and ALRPG. The same relationship exists for Army 21, the operational concept for how the Army may fight beyond ALB–F. In this manner, the Army's senior leaders provide the vision for the future and describe the desired capabilities that the Army needs to successfully execute potential missions.

(2) The second phase of the ALRPS is development of long-range plans, reflecting future goals for force capabilities and characteristics; materiel, training, organization, doctrine, and facilities requirements; and potential threats and contingency requirements. These plans are prepared by each of the functional and special elements of the Army Secretariat and Staff; the MACOMs; and the ACCs of the warfighting CINCs. Plans will be prepared utilizing the ALRPG, the SBDP, and the Army's future warfighting concepts as the basis for planning and will be published biennially, in April of odd-numbered years, unless otherwise appropriate (for example, Long-Range Research, Development, and Acquisition Plan—LRRDAP).

(a) MACOM and ACC long-range plans will identify command-specific goals in each of the HQDA POM functional areas, as outlined in the ALRPG, to assist functional area proponents in the refinement of their ALRPG goals.

(b) An integral part of phase two of the long-range planning system is a determination conducted by the staff principal or commander, as appropriate, as to how well his or her plan reflects planning for warfighting requirements, peacetime requirements, and the functional area long-range plans.

1. These determinations will assess changes in the global situation, alliances, resource availability, force structure and capabilities and other pertinent factors as they affect the plan and its viability within the constructs of these doctrinal concepts and plans.

2. These assessments will be for internal organization use only and should be conducted whenever trends, external factors, or internal events warrant.

3. These situations considered to have potential Army-wide impact should be identified to the Office of the Deputy Chief of Staff for Operations and Plans (ODCSOPS) for inclusion in the biennial update of the ALRPG. (See fig 2–2.)

(c) A critical step on phase two is the interactive distribution of long-range planning products. This assures input of long-term requirements to the mid-range resource planning coordinator, HQDA (DAMO–ZR). It also provides all participants with an opportunity for critical comparison and analysis.

d. The ALRPS is linked to near- and mid-term planning by three major resource planning elements.

(1) The Army Plan (TAP) provides Army leadership priorities and resource allocation guidance for the mid-range period. The information in this document—

(a) Is extracted from Joint Strategic Planning System (JSPS), Army doctrinal, and force development sources providing the force planning guidance for the mid-term.

(b) Articulates functional area planning objectives that describe the capability desired at the start of the long-range planning period. These objectives are derived from functional area long-range plans.

(c) Helps develop resource-constrained, output-oriented programming tasks that describe the actual mid-range capabilities achieved by functional resource allocation.

(d) Provides a long-range perspective by transcribing POM functional area long-range planning goals of the ALRPG and force capabilities needed to execute the Army's future warfighting concepts into TAP long-range planning

objectives. These objectives are then further addressed, as applicable, as POM-period programming tasks, providing a linear linkage from the long-term, through the mid-term, to the near-term.

(2) The extended planning period (EPP) (formerly codified as the Extended Planning Annex of the POM), extends the 5-year program of the POM an additional 10 years. It influences program decisions by specifying objective force requirements for the 10-year extended period through the Total Army Analysis (TAA). TAA provides alternative force structures from which the senior Army leadership approves one as the basis for TAP. Through this process, TAA identifies long-range objectives and estimates resources required for their achievement.

(3) The LRRDAP documents materiel acquisition strategies that can field specific Program Development Increment Packages (PDIPs) and prioritizes them in response to the ALRPS for POM, EPP, and budget years.

2–4. Army World-Wide Long-Range Planners' Conference

Each year, the Long-Range Planning Group, HQDA (DAMO–SSP), will sponsor a conference for Army long-range planners. This conference may address—

a. Long-range plans and position analyses.

b. The evolution of warfighting doctrine.

c. Changing global situations.

d. Changing alliances.

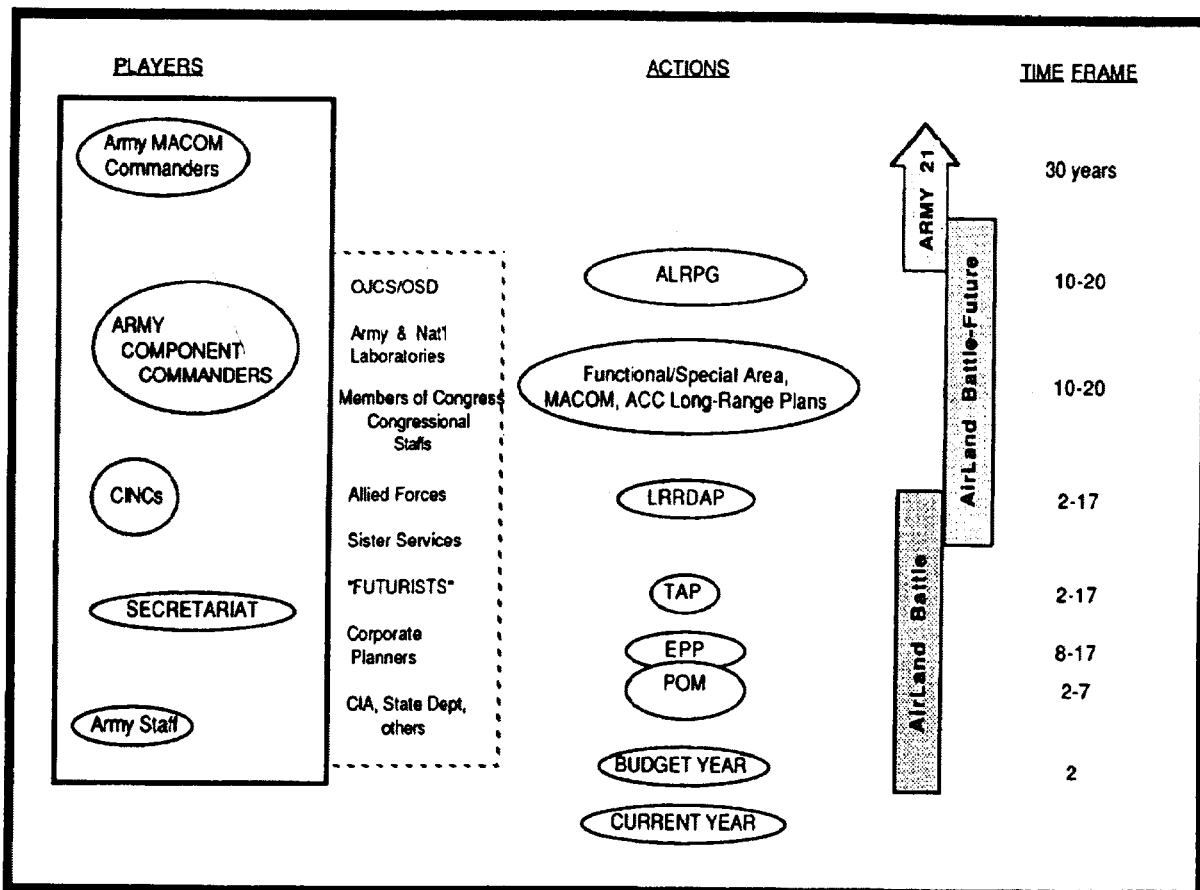e. Planning guidance.

f. Emerging trends.

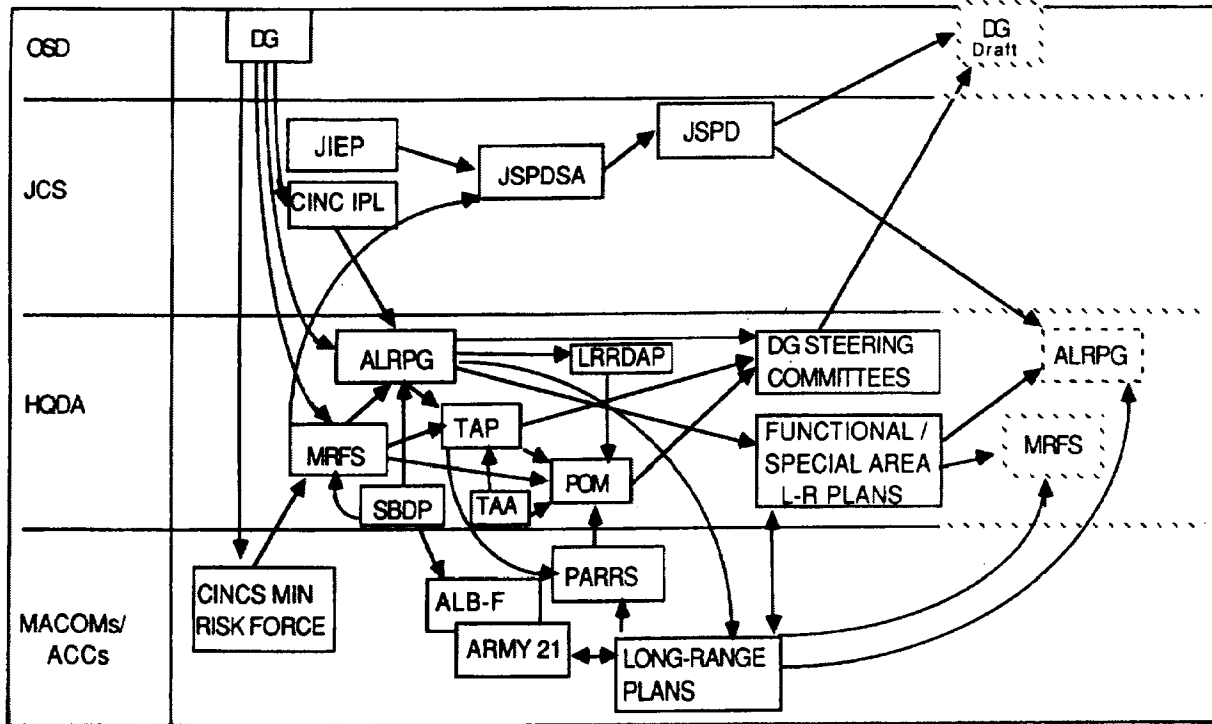g. Potential threats.

Figure 2–1. Planning for the future

Figure 2–2. Integrated planning process
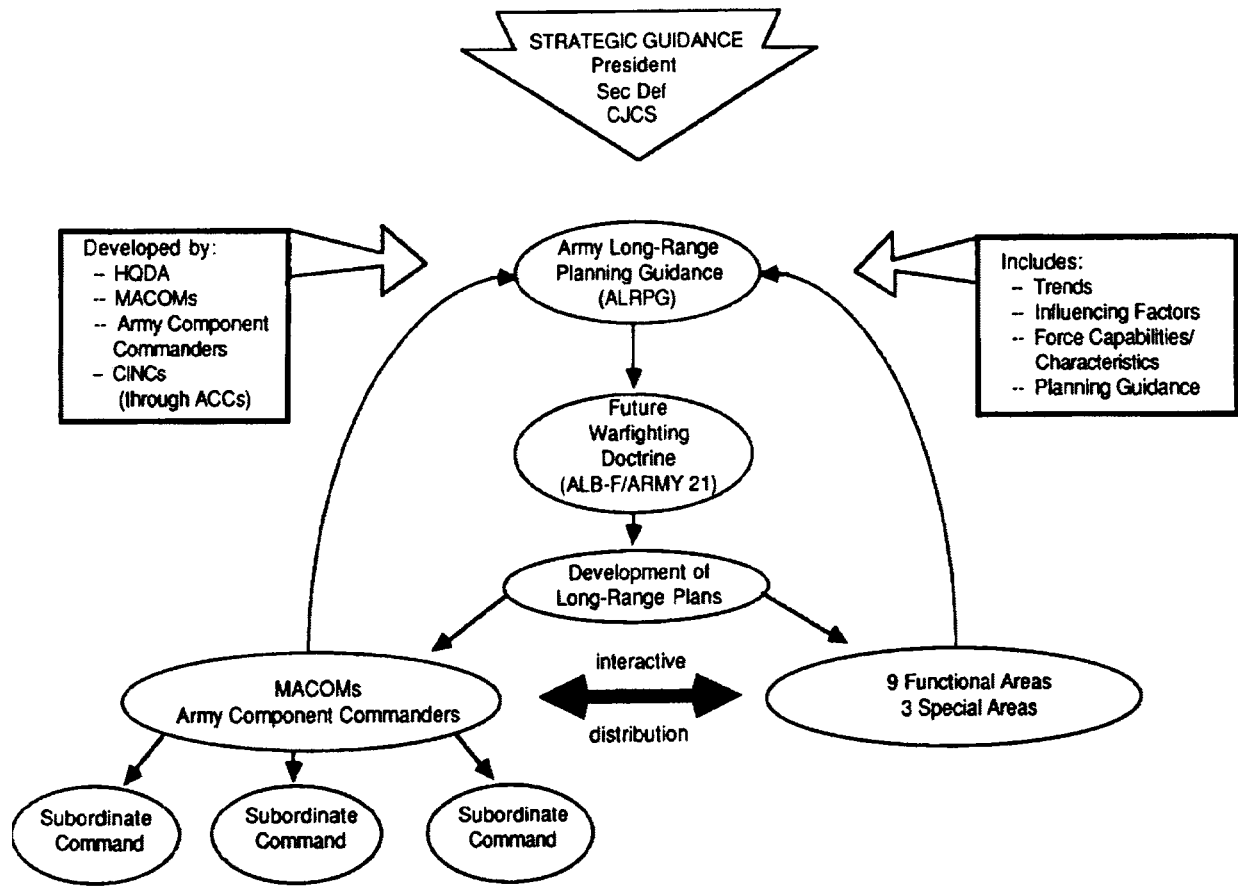
OSD | JCS | HQDA | MACOMs/ ACCs

DG
DG Draft
JIEP
CINC IPL
JSPDSA
JSPD
ALRPG
LRRDAP
DG STEERING COMMITTEES
ALRPG
TAP
MRFS
FUNCTIONAL / SPECIAL AREA L-R PLANS
MRFS
POM
SBDP
TAA
PARRS
CINCS MIN RISK FORCE
ALB-F
ARMY 21
LONG-RANGE PLANS

Figure 2–3. The Army long-range planning process

Chapter 3
Institutionalization of Long-Range Planning

3–1. Objective
In order to institutionalize the long-range planning process throughout the Army, this regulation—

a. Formalizes the relationships between the Army Staff and Secretariat long-range planning staffs, and those of the MACOMs and the ACCs.

b. Delineates responsibilities for long-range planning.

c. Prescribes products associated with the long-range planning process.

d. Provides a method for evaluating long-range plans against future warfighting requirements, and for including input from the MACOMs and ACCs into the programming and prioritization process.

3–2. Key elements of an institutionalization program
Key elements of the institutionalization program include—

a. A formally documented program. Until the development of the Army Long-Range Planning System, long-range planning input was formally limited to the Army Staff. This regulation replaces the Army Staff Long-Range Planning System, outlined in CSR 11–15, and serves as the regulatory document for the Army long-range planning system. Documents utilized through this regulation include—

(1) The Army Long-Range Planning Guidance.

(2) Functional area long-range plans.

(3) Special interest area long-range plans.

(4) MACOM long-range plans.

(5) ACC long-range plans.

(6) (S) Soviet Battlefield Development Plan

b. Key player involvement and commitment. With the publication of this regulation, the Army long-range planning system incorporates all Army Secretariat and Staff principals, MACOM commanders, and ACC commanders into the long-range planning process, and defines long-range planning as a Total Army effort. (See fig 3–1.)

c. Subordinate/leader development. Institutionalization requires that leaders be exposed to the planning process early in their careers, and that their understanding is cultivated as they mature and advance within the Army. This regulation requires the inclusion of long-range planning elements in courses of instruction within the Army's professional development education system (table 3–1). This will inculcate within military and civilian leaders the importance of assessing the consequences of current decisions.

d. An interactive process. The Long-Range Planning Group, HQDA (DAMO–SSP), exercises an HQDA interactive process to include people, programs, agencies, and documents to effect the long-range planning process. (See fig 3–2.) This network can and should be duplicated at MACOM and ACC level, to provide a forum for the review and debate of long-range issues.

Table 3–1
Long Range elements to be included in professional development education system

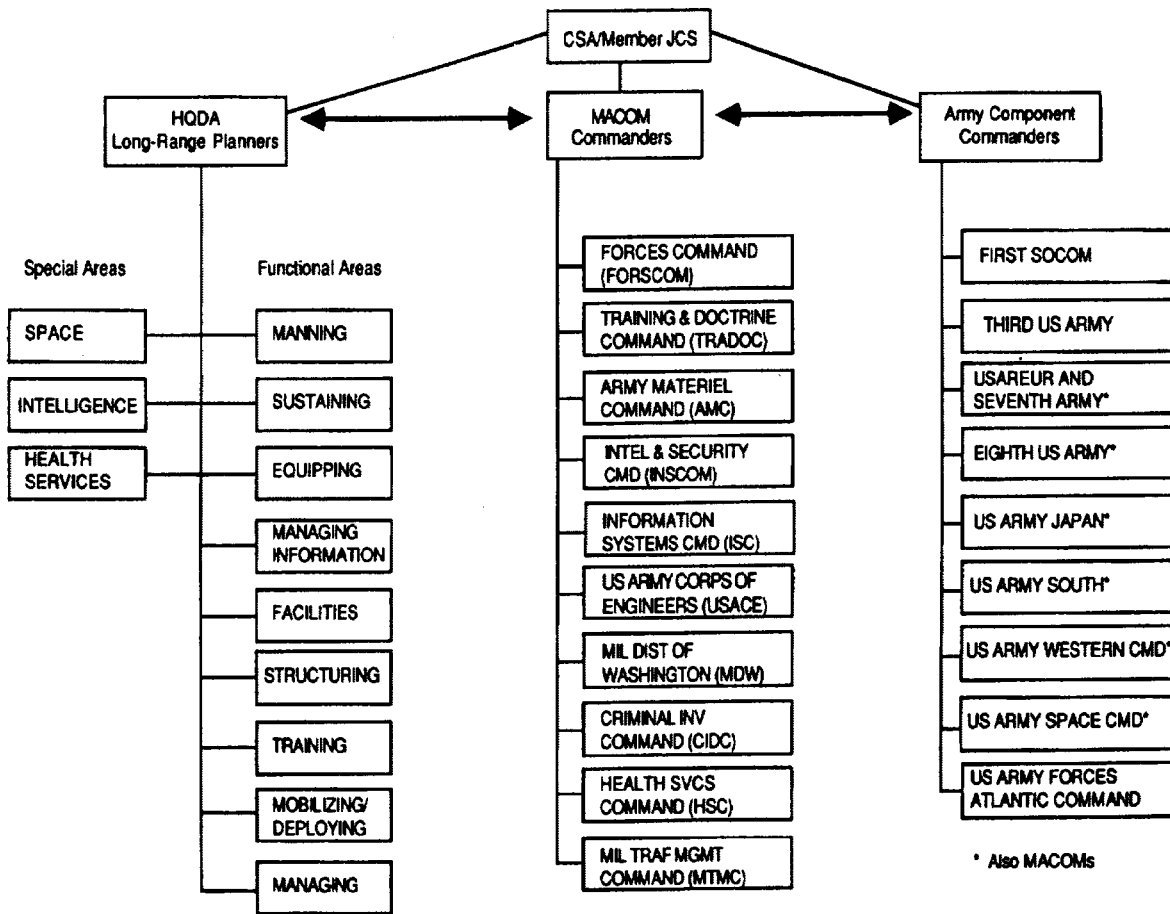| Professional Development Course	Recommended Instructional Material				
	ALB ALB-F ARMY 21	ALRPG	PPBES	Funcional and special area LRPs	Other service/Joint Staff LRP process
—Army War College/Senior Service College	X	X	X	X	X
—Command and General Staff College	X	X	X	X	X
—Army Management Staff College	X	X	X	X	X
—Defense Systems Management College	X	X	X	X	
—CAS3	X				
—Advanced and Basic Officer/Warrant Officer Courses	X				
—Sergeants Major Academy	X				
—NCOES	X				

Figure 3–1. Total Army long-range planning input

Formal Documentation	Long-Range Planning Programs	Long-Range Planning Network
• ALRPG	• Input to Army commanders' conferences	• Army Staff/Secretariat
• Army 21		• OJCS/OSD
• AirLand Battle-Future	• Quarterly colloquia on alternative strategic concepts	• MACOM staffs
• AirLand Battle	• Army World-Wide Long-Range Planners' Conference	• Unified/specified commands
• Functional area long-range plans	• Joint Service Long-Range Planners' Conference	• Army and national laboratories
• Special area long-range plans	• Interactive sessions with senior leadership	• Members of Congress and their staffs
• The Army Plan (TAP)		• Allied forces
• POM/EPP	• Senior Army leadership development concept	• Think tanks
• Budget	• "Futures" studies	• Corporate planners in business and industry
• Army Long-Range Planning System	• Corporate strategic planning process assessment	• Other Government agencies (CIA, State, ...)
• MACOM long-range plans	• Joint long-range planning seminars	• Other armed services
• Army component command long-range plans		

Figure 3–2. HQDA long-range planning interactive process

Glossary

Section I
Abbreviations

ACC
Army Component Command

ALB
AirLand Battle

ALB–F
AirLand Battle—Future

ALRPG
Army Long-Range Planning Guidance

ALRPS
Army Long-Range Planning System

CAS3
Combined Arms and Services Staff School

CIA
Central Intelligence Agency

CINC
Commander in Chief

CJCS
Chairman, Joint Chiefs of Staff

CSA
Chief of Staff, U.S. Army

DCSOPS
Deputy Chief of Staff for Operations and Plans

DOD
Department of Defense

EPP
extended planning period (formerly codified as the Extended Planning Annex to the POM)

HQDA
Headquarters, Department of the Army

JCS
Joint Chiefs of Staff

LRP
long-range planning

LRRDAP
Long-Range Research, Development, and Acquisition Plan

MACOM
major Army command

ODCSOPS
Office of the Deputy Chief of Staff for Operations and Plans

OJCS
Office of the Joint Chiefs of Staff

OSD
Office of the Secretary of Defense

POM
program objective memorandum

PPBES
Planning, Programming, Budgeting, and Execution System (Army)

SBDP
Soviet Battlefield Development Plan

SOCOM
Special Operations Command

TAA
Total Army Analysis

TAP
The Army Plan

Section II
Terms

Section III
Special Abbreviations and Terms
There are no special terms.

USAPD

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