

**Army Programs**

# **Army Long- Range Planning System**

**Headquarters  
Department of the Army  
Washington, DC  
10 January 1989**

**Unclassified**

Report Documentation Page		
<b>Report Date</b> 10 Jan 1989	<b>Report Type</b> N/A	<b>Dates Covered (from... to)</b> -
<b>Title and Subtitle</b> Army Programs: Army Long-Range Planning System	<b>Contract Number</b>	
	<b>Grant Number</b>	
	<b>Program Element Number</b>	
<b>Author(s)</b>	<b>Project Number</b>	
	<b>Task Number</b>	
	<b>Work Unit Number</b>	
<b>Performing Organization Name(s) and Address(es)</b> Department of the Army Headquarters Washington, DC	<b>Performing Organization Report Number</b>	
<b>Sponsoring/Monitoring Agency Name(s) and Address(es)</b>	<b>Sponsor/Monitor's Acronym(s)</b>	
	<b>Sponsor/Monitor's Report Number(s)</b>	
<b>Distribution/Availability Statement</b> Approved for public release, distribution unlimited		
<b>Supplementary Notes</b>		
<b>Abstract</b>		
<b>Subject Terms</b>		
<b>Report Classification</b> unclassified	<b>Classification of this page</b> unclassified	
<b>Classification of Abstract</b> unclassified	<b>Limitation of Abstract</b> UU	
<b>Number of Pages</b> 17		

# ***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.

Army Programs

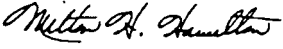
Army Long-Range Planning System

---

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).

**Impact on New Manning System.** This regulation does not contain information that affects the New Manning System

**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.** The proponent agency of this regulation is the Office, Deputy Chief of Staff for Operations and Plans. 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)

**Chapter 1**

**Introduction, page 1**

Purpose • 1-1, page 1

References • 1-2, page 1

Explanation of abbreviations • 1-3, page 1

Responsibilities • 1-4, page 1

**Chapter 2**

**The Army Long-Range Planning System, page 2**

Policy • 2-1, page 2

Objectives • 2-2, page 3

Concept of the ALRPS • 2-3, page 3

Army World-Wide Long-Range Planners' Conference • 2-4,  
page 4

**Chapter 3**

**Institutionalization of Long-Range Planning, page 7**

Objective • 3-1, page 7

Key elements of an institutionalization program • 3-2, page 7

**Glossary**

**RESERVED**

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 2-1a.)
  - (2) (S) Army Long-Range Planning Guidance. (Cited in paras 1-4a, 1-4b, 2-3b, 2-3c, and 2-3d.)
  - (3) (S) Soviet Battlefield Development Plan. (Cited in para 2-3c.)
- 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 2-3c(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.

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**

---

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

---

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**  
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

---

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

---

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  
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.

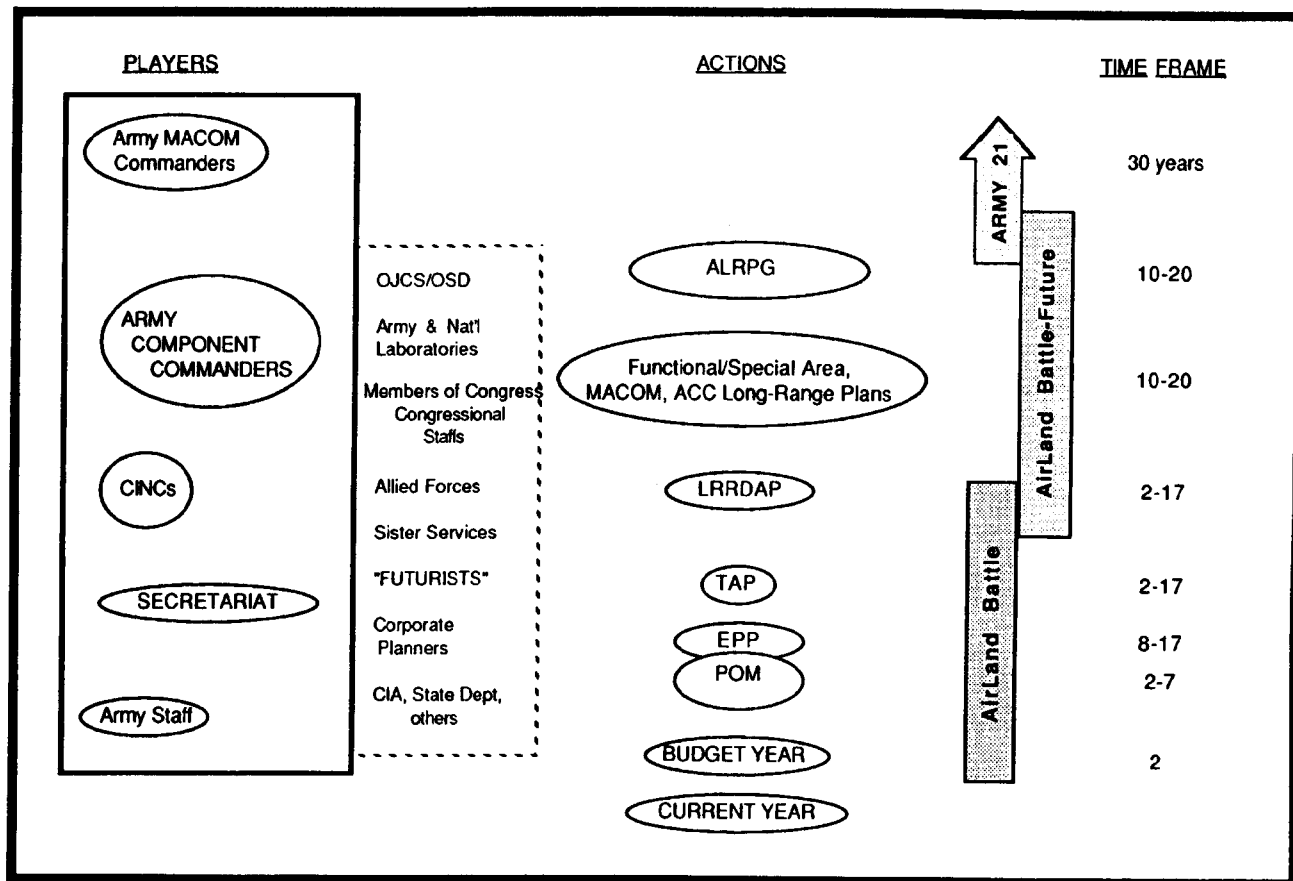
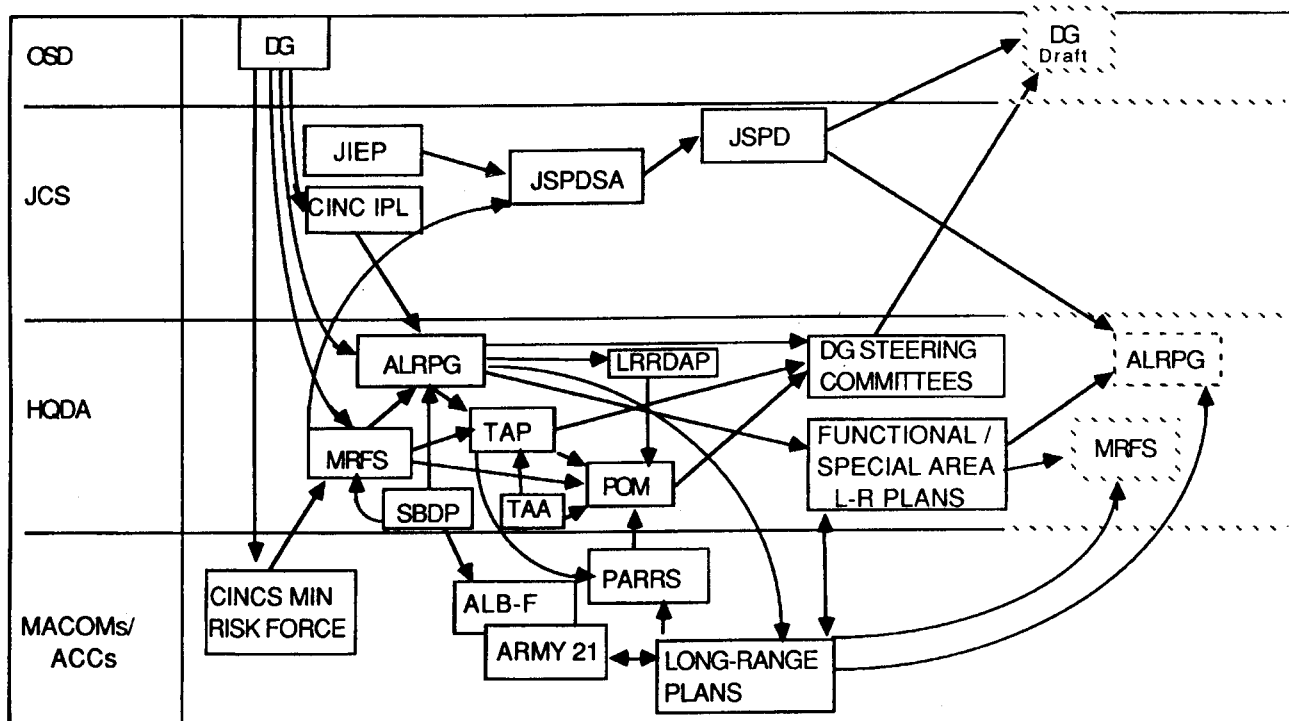


Figure 2-1. Planning for the future



**Legend:** DG--Defense Guidance; JIEP--Joint Intelligence Estimate for Planning; CINC IPL--Commander-in-Chief's Integrated Priority List; JSPD--Joint Strategic Planning Document; JSPDSA--Joint Strategic Planning Document Supporting Analysis; ALRPG--Army Long-Range Planning Guidance; LRRDAP--Long-Range Research, Development, and Acquisition Plan; MRFS--Mid-Range Force Study; TAP--The Army Plan; SBDP--Soviet Battlefield Development Plan; TAA--Total Army Analysis; POM--Program Objective Memorandum; ALB-F--AirLand Battle-Future; PARRS--Program Analysis Resource Reviews; OSD--Office of the Secretary of Defense; JCS--Joint Chiefs of Staff

Figure 2-2. Integrated planning process

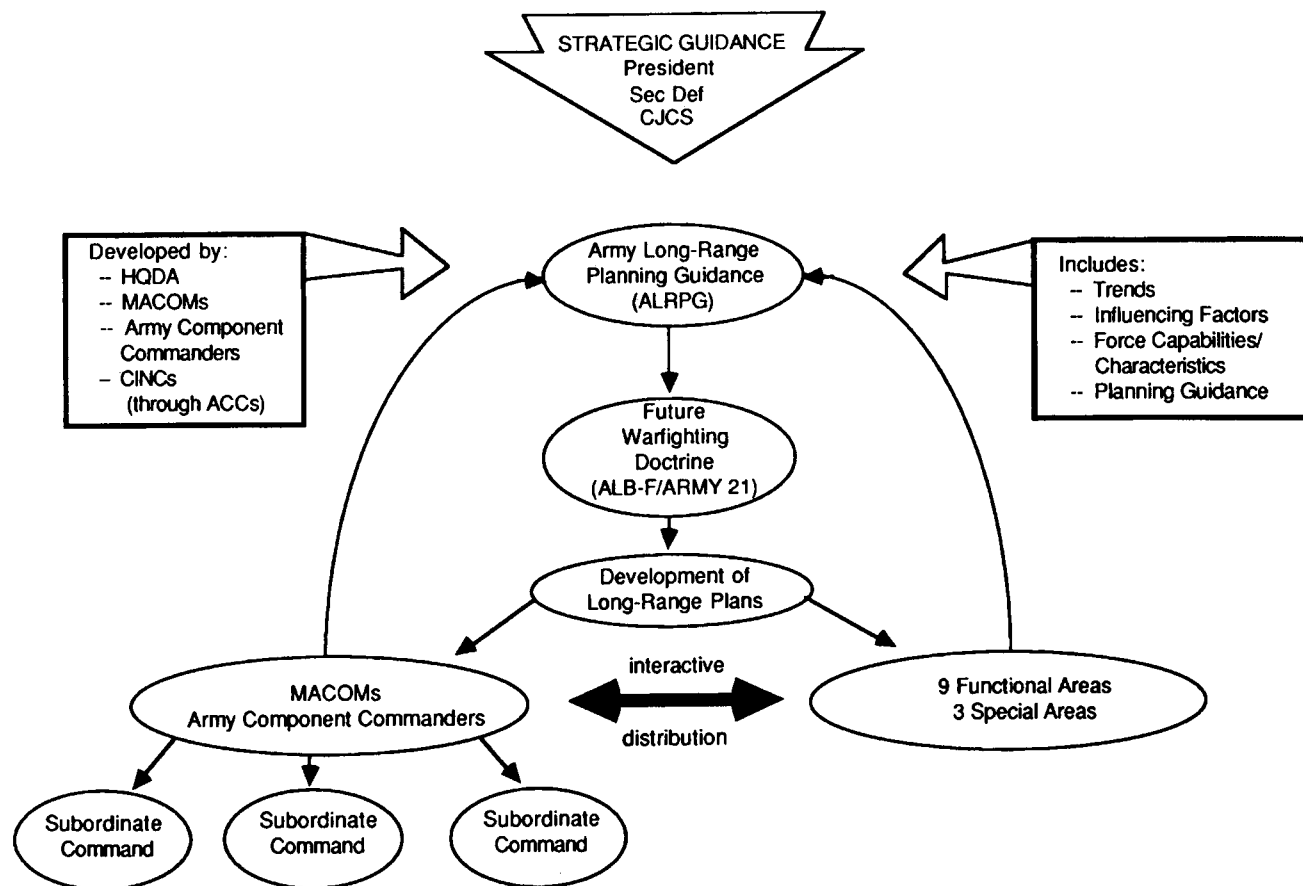


Figure 2-3.The Army long-range planning process

## 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	Functional 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				
—Segeants Major Academy	x				
—NCOES	x				

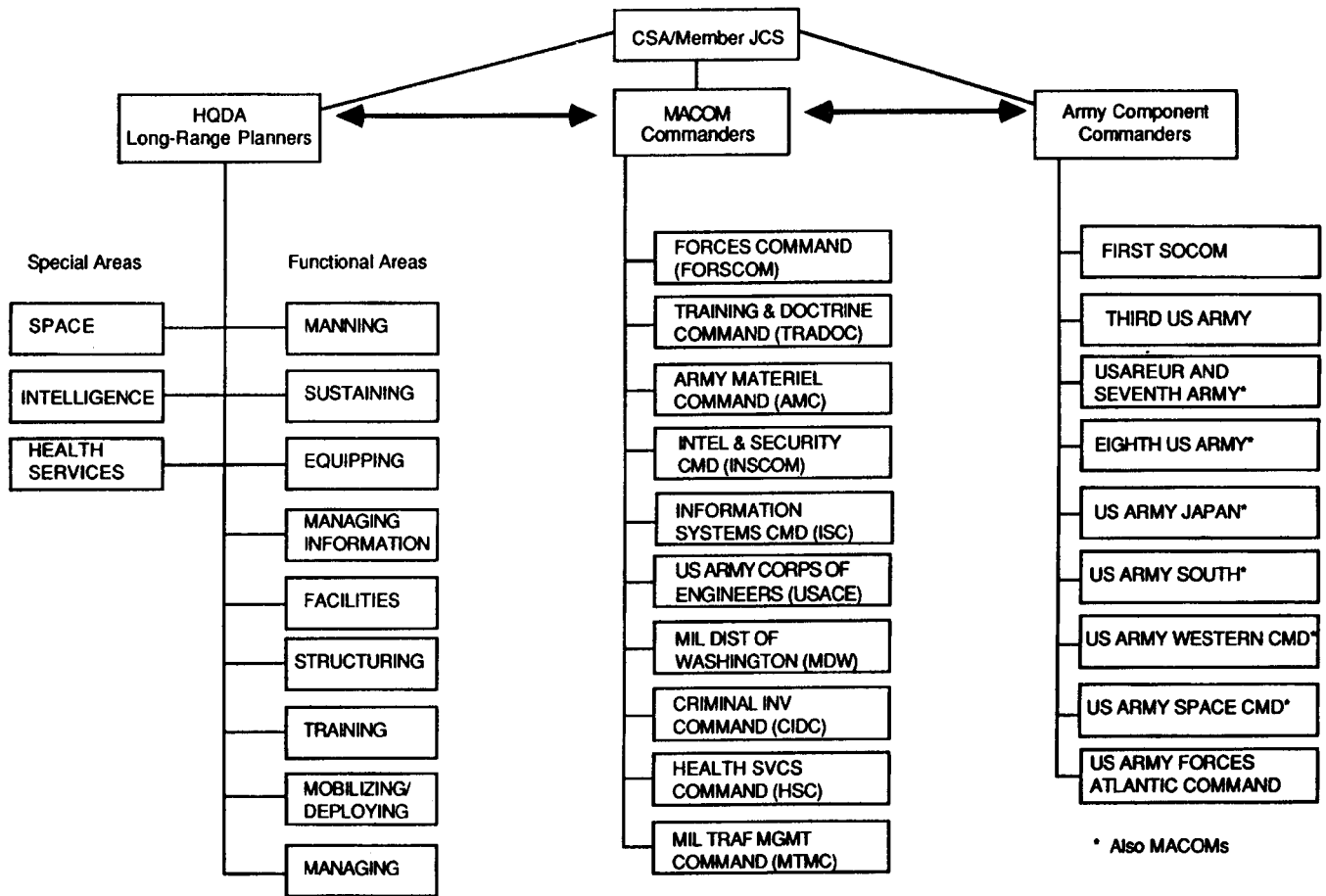


Figure 3-1. Total Army long-range planning input

---

<u>Formal Documentation</u>	<u>Long-Range Planning Programs</u>	<u>Long-Range Planning Network</u>
<ul style="list-style-type: none"> <li>• ALRPG</li> <li>• Army 21</li> <li>• AirLand Battle-Future</li> <li>• AirLand Battle</li> <li>• Functional area long-range plans</li> <li>• Special area long-range plans</li> <li>• The Army Plan (TAP)</li> <li>• POW/EPP</li> <li>• Budget</li> <li>• Army Long-Range Planning System</li> <li>• MACOM long-range plans</li> <li>• Army component command long-range plans</li> </ul>	<ul style="list-style-type: none"> <li>• Input to Army commanders' conferences</li> <li>• Quarterly colloquia on alternative strategic concepts</li> <li>• Army World-Wide Long-Range Planners' Conference</li> <li>• Joint Service Long-Range Planners' Conference</li> <li>• Interactive sessions with senior leadership</li> <li>• Senior Army leadership development concept</li> <li>• "Futures" studies</li> <li>• Corporate strategic planning process assessment</li> <li>• Joint long-range planning seminars</li> </ul>	<ul style="list-style-type: none"> <li>• ArmyStaff/Secretariat</li> <li>• OJCS/OSD</li> <li>• MACOM staffs</li> <li>• Unified/specified commands</li> <li>• Army and national laboratories</li> <li>• Members of Congress and their staffs</li> <li>• Allied forces</li> <li>• Think tanks</li> <li>• Corporate planners in business and industry</li> <li>• Other Government agencies (CIA, State, ...)</li> <li>• Other armed services</li> </ul>

---

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

---

## **Glossary**

### **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



**Unclassified**

**PIN 065254-000**

# USAPA

ELECTRONIC PUBLISHING SYSTEM  
TEXT FORMATTER ... Version 2.56

PIN: 065254-000

DATE: 01-29-99

TIME: 15:36:46

PAGES SET: 15

---

DATA FILE: ar11-32.fil

DOCUMENT: AR 11-32

DOC STATUS: NEW PUBLICATION