

Stability Operations II - Strategic Theater-Level Workshops (STOP II – STL)

Overview

12 December 2007

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PURPOSE

STOP II - STL

**To identify Army strategic theater-level
stability operations capability gaps**

AGENDA

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- Background
- Game Plan
- Analytical Architecture
- Planning Work Group
- Task Development Workshop
- Force Structure Assessment Workshop
- Summary of Products

BACKGROUND

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- ❑ TRAC Functional Area Analysis Oct 06
- ❑ TRAC Division-level Capability Analysis Dec 06
- ❑ CAA Capacity Analysis (SSTR-AOS) Feb 07
- ❑ SSTR Stakeholders Conference 5 Mar 07
- ❑ HQDA Strategic and Theater Stability Operations Gap Analysis Draft Study Plan 16 Apr 07

GAME PLAN

STOP II - STL

- ❑ Identify strategic theater-level stability operations tasks
- ❑ Perform a force structure assessment
 - Includes requirements determination and capability gap identification
- ❑ Multi-Phased Plan
 - Planning Work Group 28 Jun 07
 - Task Development Workshop 24-25 Jul 07
 - Force Structure Assessment Workshop 25-27 Sep 07

ANALYTICAL ARCHITECTURE

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NSPD 44 Mgt of IA Efforts Concerning Recon and Stab
S/CRS Essential Task Matrix and related documents
DoDD 3000.05 Military Support for SSTRO
SSTRO Joint Operating Concept
Army Future Force Capstone Concept
FM 3-0 FSO; FM 3-07 Stability Ops; FM 3-24 COIN
TRAC and CAA Phase I Capability and Capacity Gap Analysis
OIF/OEF Analysis

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**Planning
Work Group (WG)**

28 Jun 07

- Define study stability ops context
- Develop strategic-level study assumptions
- Develop strawman strategic theater-level mission & task list
- Identify workshop participants

**Task Development
Workshop**

24-25 Jul 07

- Review strategic-level study assumptions
- Review strategic theater-level missions & tasks
- Refine strategic theater-level tasks
- Identify lead & supporting agencies

**Force Structure
Assessment Workshop**

25-27 Sep 07

- Review/refine missions/tasks/conditions/standards
- Determine force capabilities
- Identify capability gaps

PLANNING WORK GROUP

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28 Jun 07

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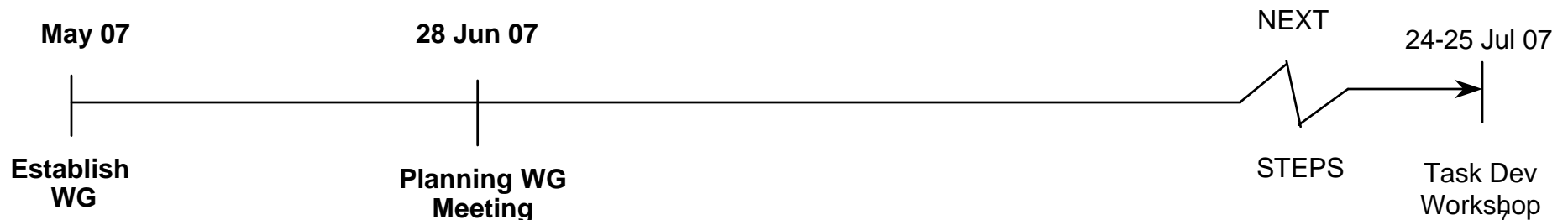
PURPOSE: Develop project concept examining Army strategic theater-level stability operations capability and capacity gaps

MEMBERS: G-35-SS, G-37-FM, TRADOC ARCIC, PKSOI, TRAC-FLVN, and CAA

SCOPE: Examine strategic and theater-level tasks for stability operations out to 2015

- OBJECTIVES:**
- Define stability operations context for this study
 - Develop strategic level assumptions to ensure capture of strategic theater-level tasks
 - Review strategic theater-level mission and task list
 - Develop task prioritization criteria
 - Cross-reference missions/tasks to OIF/OEF missions/capabilities/tasks
 - Identify workshop participants

PROJECT DIRECTORS: Mr Greg Andreozzi (703) 806-5665 / Mr Duane Schilling (703) 806-5674



WORKSHOP ASSUMPTIONS

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- ❑ All phases of military operations should be considered (Phase 0-5)
- ❑ Workshop will look at most challenging case of stability operations
 - Stability ops conducted in Phases 1-3 are considered as lesser included in Phase 4/5 examination (S/CRS task list focuses on Phases 4/5)
 - Shaping and other regional Security Cooperation Activities must be considered to the extent they impact the ongoing stability operation
 - Regime change occurs
 - An active insurgency is ongoing
 - Plan for sustained (long-term) operations
- ❑ DoD will execute all its primary missions and any critical missions that are unable to be executed by an agency/organization with primary responsibility (study application of DoDD 3000.05)
 - Critical is defined as those missions that provide security, restore essential services, and/or meet immediate humanitarian needs
 - Examine what the Army must be prepared to do
- ❑ Military missions are executed in a joint context
- ❑ Army capabilities available are as programmed for 2015 in baseline analysis
- ❑ The Army end strength is as programmed for 2015
- ❑ Interagency capability will expand
- ❑ DoD missions/tasks are consistent with USG plan
- ❑ Interagency partners will perform their functions only under acceptable security environment
- ❑ Coalition and contractor resources will not initially be considered

BASELINE TASK SHEET SOURCES

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- The following sources informed the building of the baseline task list:
 - **S/CRS Post-Conflict Reconstruction Essential Tasks, Apr 05**
 - **The United States' Military Role in Smaller Scale Contingencies (IDA), Aug 99**
 - **Military Support to Stabilization, Security, Transition, and Reconstruction Operations Joint Operating Concept Version 2.0, Dec 06**
 - **FM 3-07 Stability Operations Update, (Initial Draft)**
 - **NSPD 44 Mgt of IA Efforts Concerning Reconstruction and Stabilization, 7 Dec 05**
 - **DODD 3000.05 Military Support for Stability, Security, Transition, and Reconstruction (SSTR) Operations, 28 Nov 05**
 - **FM 3-07 Stability and Support Operations, Feb 03**
 - **FM 3-0 Operations (Ch. 9 Stability Operations), Jun 01**
 - **OIF Task Crosswalk, Apr 07**
 - **Reconstructing Iraq: Insights, Challenges, And Missions For Military Forces In A Post-conflict Scenario, Crane/Terrill, Feb 03**
 - **A Snapshot of Emerging U.S. Government Civilian Capabilities to Support Foreign Reconstruction and Stabilization Contingencies, Draft Final, August 2006, IDA Document D-3269**
 - **Stability Operations Capability Gap Analysis (TRAC-F-TR-07-017), Jan 07**
 - **Stability, Security, Transition, and Reconstruction – Analysis of Shortfalls (SSTR – AOS), CAA Briefing Report, 5 Mar 07**

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TASK DEVELOPMENT WORKSHOP

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24-25 Jul 07

PURPOSE: Identify strategic theater-level stability operations tasks

PARTICIPANTS: G-35-SS, G-37-FM, S/CRS, USAID, USDA, DOJ, OSD, JS, JFCOM, DA OCE, ARCIC, TRADOC Schools, PKSOI, AWC, TRAC-FLVN, IDA, ACDI/VOCA and CAA

SCOPE: Examine strategic theater-level tasks for stability operations out to 2015

OBJECTIVES:

- Review strategic level study assumptions
- Review strategic theater-level missions
- Refine strategic theater-level tasks
- Identify lead & supporting organizations for tasks - Army, other DoD, interagency, or other

PROJECT DIRECTORS: Mr Greg Andreozzi (703) 806-5665 / Mr Duane Schilling (703) 806-5674



WORKSHOP SCHEDULE

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24 July

STOP II - STL

0900-1000

- Welcome -- Mr Vandiver, Dir/CAA
- Study Overview -- COL Wolsey, Ch/G-35-SSO
- Workshop Overview -- Mr Andreozzi, CAA
- Admin Announcements -- Mr Andreozzi

25 July

SESSION 1

Refine Stability
Operations Tasks

1000 - 1630

SESSION 1 (cont)

Refine Stability
Operations Tasks
(cont)

0800 - 1130

SESSION 2

Synthesis

1300 - 1500

Day 1
Plenary
1600 - 1630

Session 1
Plenary
1230 - 1300

SENIOR COUNCIL

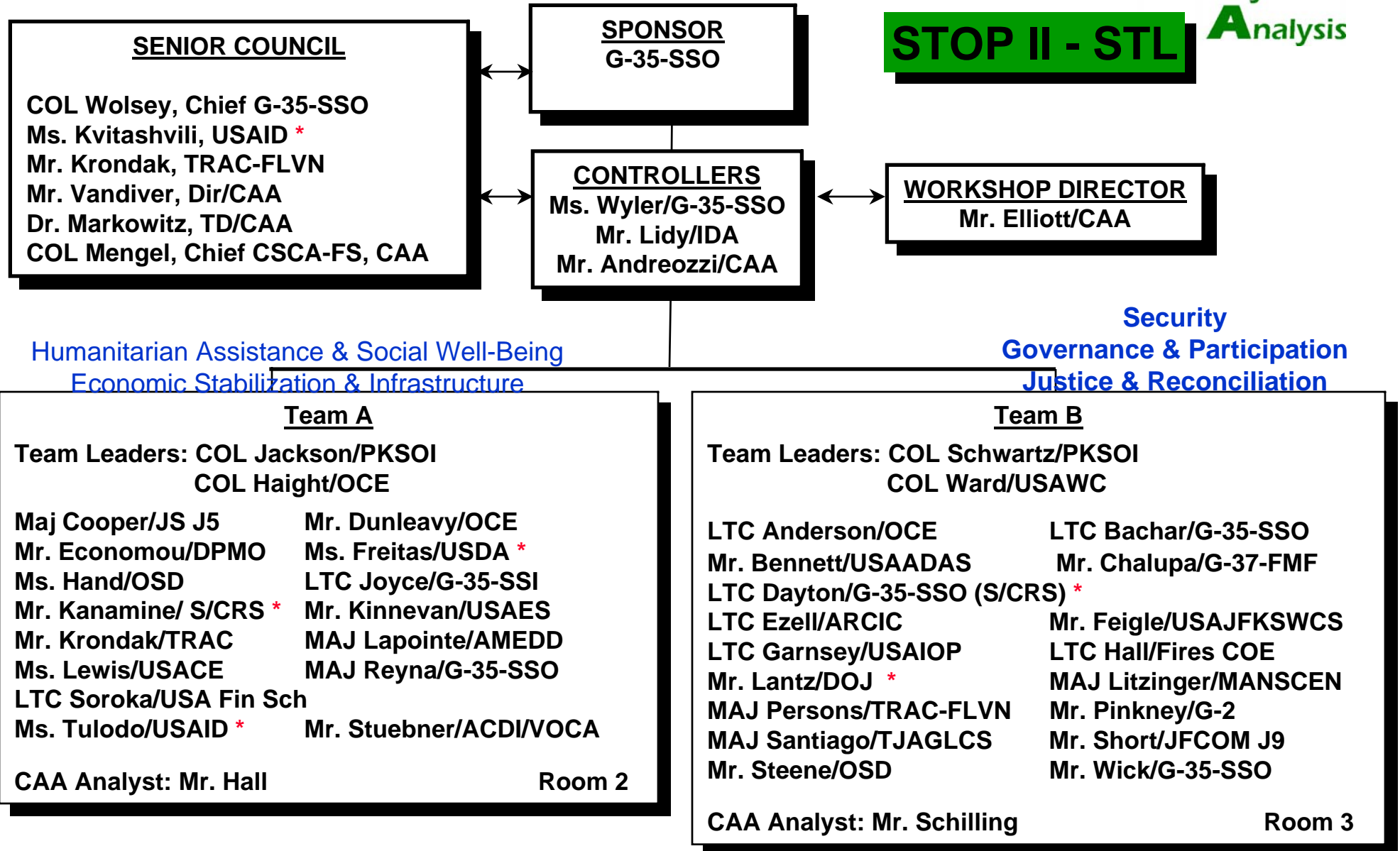


1500 - 1600

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- Task Selection Process

BASELINE TASK LIST

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1		Security				S/CRS Technical Sector			
2		Mission: Establish and maintain a safe, secure environment				Activity Area			
99	Protection of Indigenous Individuals, Infrastructure and Institutions	Time line	Task	Potential Army task	Lead Responsibility	Support Responsibility	Strategic / Theater applicability	Operational / Tactical applicability	IA task - study critical
107	Military Facilities	Initial Response	*(!) Identify, secure and protect stockpiles of conventional, nuclear, biological, radiological and chemical materials	Y	Y		Y	Y	
108			*(!) Secure military depots, equipment, ammunition dumps and means of communication	Y	Y		Y	Y	
109		Transformation	*Create indigenous capacity to protect military infrastructure	Y	N	Y	Y	Y	Y
110		Fostering Sustainability	*Identify modernization needs and means to achieve them	Y	N	Y	Maybe		
331	Humanitarian Assistance and Social Well-Being								
332	Mission: Provide immediate assistance and restore public service								
459	Shelter and Non-Food Relief	Time line	Task	Potential Army task	Lead Responsibility	Support Responsibility	Strategic / Theater applicability	Operational / Tactical applicability	IA task - study critical
460	Non-Food Relief Distribution	Initial Response	*Conduct rapid non-food needs assessments	Y	USAID	Y		Y	Y
465		Transformation	*Collaborate with international and local relief actors to implement distribution programs	Y	USAID	Y		Y	Y
468			*Channel aid to promote indigenous market activities	N					
469		Fostering Sustainability	*Phase out emergency relief distributions	N					

Workshop Summary

- ❑ Of approximately 1200 S/CRS ETM Tasks examined, workshop participants determined the Army had a role in 223 of those tasks:
 - Tier 1 - 28
 - Tier 2 – 105
 - Tier 3 – 90

* Tier Definitions:

- ❑ Tier 1 - Army is lead USG agency for task execution.
- ❑ Tier 2 - USG civilian agency has lead for the task with Army in a support role, but the Army must be prepared to take lead (due to its criticality to mission success) if designated lead civilian agency is unable to perform the task.
- ❑ Tier 3: USG Civilian Agency is lead for task execution, with Army in a support role using inherent Army capabilities.

FORCE STRUCTURE ASSESSMENT WORKSHOP

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25-27 Sep 07

PURPOSE: Perform a stability operations force structure assessment to identify strategic theater-level capability gaps

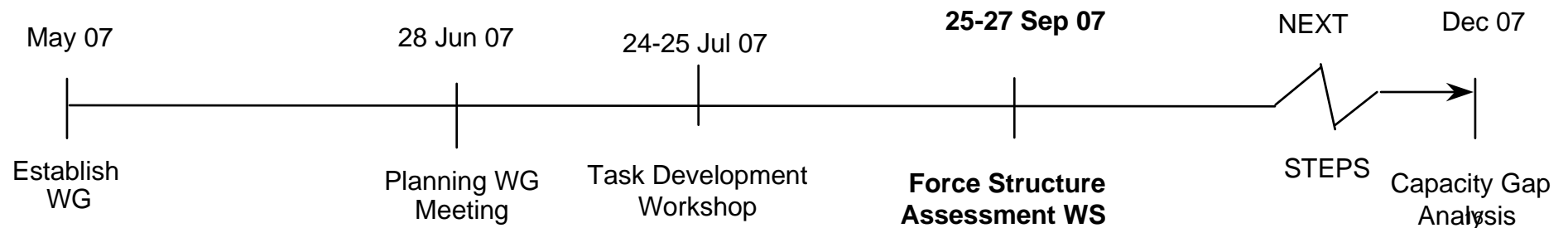
PARTICIPANTS: G-35-SS, G-37-FM, G-2, S/CRS, USAID, USDA, DOJ, OSD, JS, JFCOM, DA OCE, USACE, OCAR, USARC, ARCIC, TRADOC Schools, CASCOM, CALL, MANSCEN, PKSOI, TRAC-FLVN, and CAA

SCOPE: Examine strategic theater-level tasks for stability operations out to 2015

OBJECTIVES:

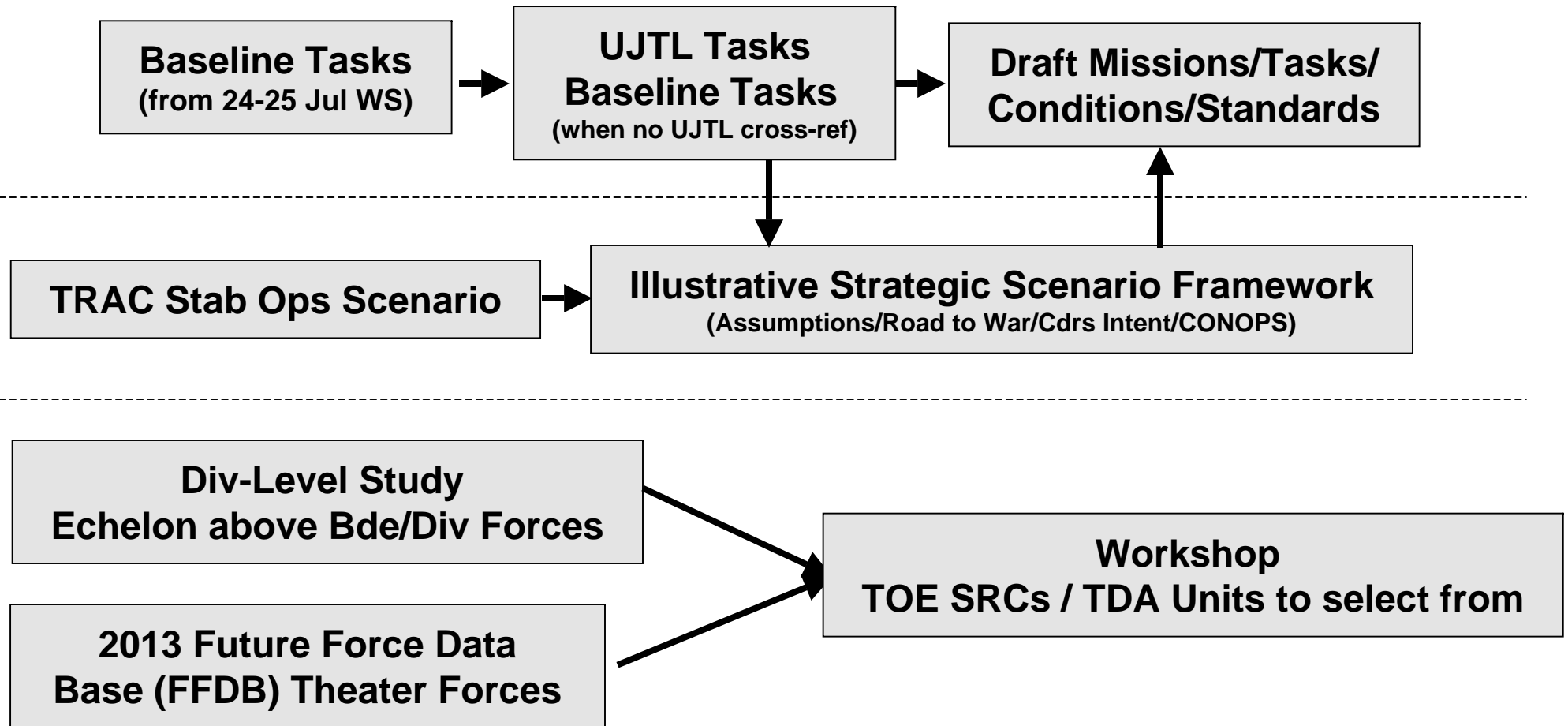
- Review/refine missions/tasks/conditions/standards
- Determine strategic theater-level force capabilities (by TOE SRC / TDA unit)
- Identify capability gaps

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WORKSHOP PREPARATION

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WORKSHOP EXECUTION

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Team A
Humanitarian Assistance & Social Well Being
Economic Stabilization & Infrastructure

Team B
Security
Governance & Participation
Justice & Reconciliation

Workshop Overview Briefings:
Study Overview
Workshop Overview
Scenario Overview

Team A - Refine Missions/Tasks/
Conditions/Standards

Team A
Determine strategic theater-level force capabilities
(TOE SRC / TDA unit) by mission/task
Identify capability gaps by mission/task

Team B- Refine Missions/Tasks/
Conditions/Standards

Team B
Determine strategic theater-level force capabilities
(TOE SRC / TDA unit) by mission/task
Identify capability gaps by mission/task

WORKSHOP SCHEDULE

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25 Sep

0900-1045

- Welcome – Dr. Markowitz, TechDir/CAA
- Study Overview – COL Wolsey, Ch/G-35-SSO
- Info Brf: JUO CBA Overview – Mr. Short, JFCOM
- Workshop Overview - Mr Andreozzi, CAA
- Scenario Overview– MAJ Persons, TRAC-FLVN
- Admin Announcements -- Mr Andreozzi

SESSION 1

Refine Missions/Tasks/
Conditions/Standards

1100 - 1600

Session 1
Plenary
1600 - 1630

26 Sep

SESSION 2

Identify Force
Capabilities & Gaps

0800 - 1630

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27 Sep

SESSION 2 (cont)

Identify Force
Capabilities & Gaps

0800 - 1130

Session 2 Plenary
1130 - 1200

SESSION 3

Synthesis

1300 - 1500

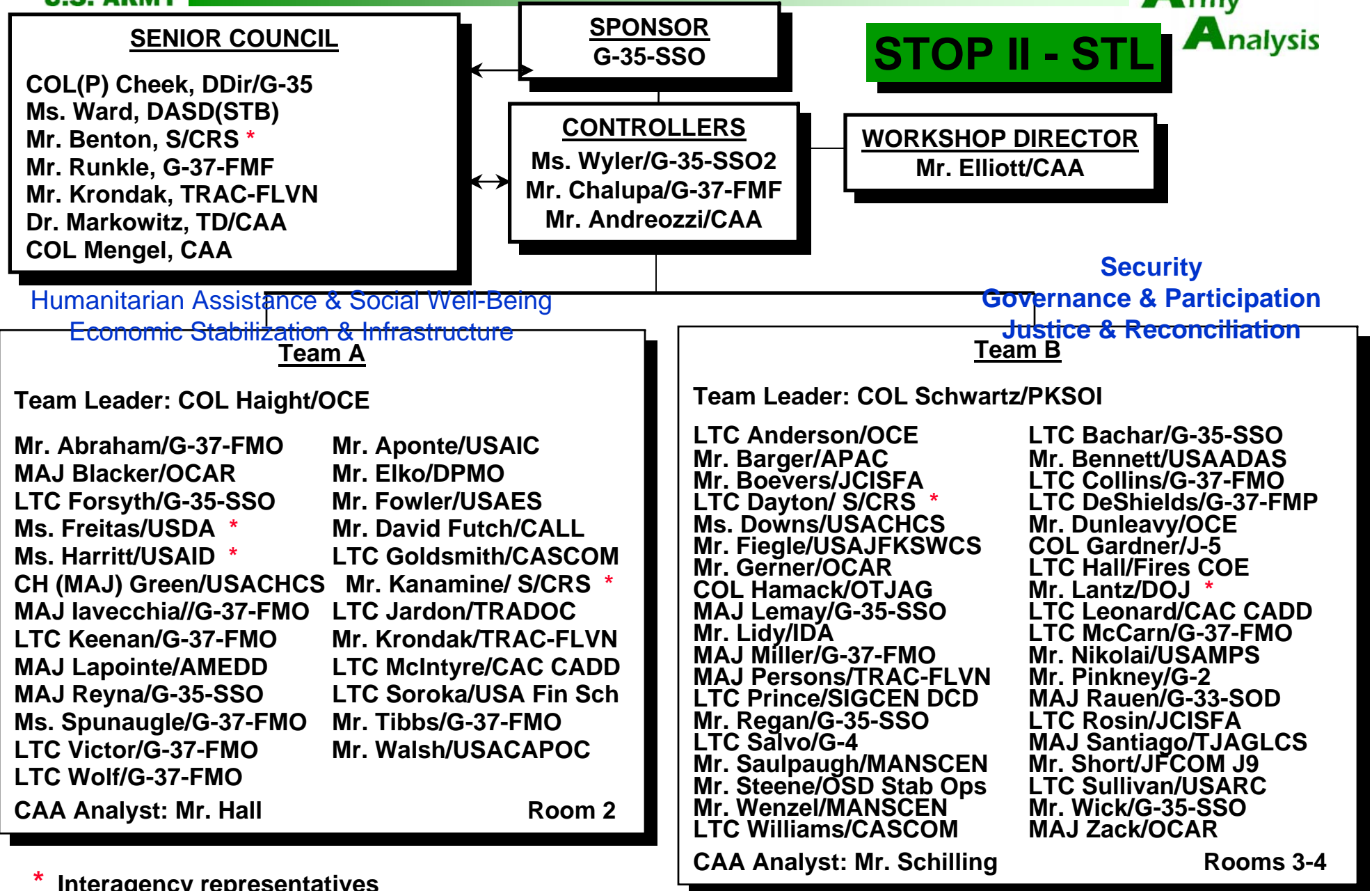
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PRODUCTS

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Product	Responsibility	Support	Timeline
Mission List	CAA/TRAC	Planning WG	Pre-Workshop 1
Strawman Task List	CAA/TRAC	Planning WG	Pre-Workshop 1
Strawman Lead and Supporting Agencies by task	CAA/TRAC	Planning WG	Pre-Workshop 1
OIF/OEF Missions/Tasks/Capabilities Cross-reference	CAA/TRAC	Planning WG	Pre-Workshop 1
Refined Task List	Workshop participants		Workshop 1
Lead and Supporting Agencies by mission/activity/task	Workshop participants		Workshop 1
Prioritized Missions/Activities/Tasks	Planning WG		Post-Workshop 1
Missions/Tasks/Conditions/Standards	Planning WG		Post-Workshop 1
Refined Missions/Tasks/Conditions/Standards	Workshop participants		Workshop 2
Strategic Theater-level Force Capabilities (by TOE SRC / TDA unit)	Workshop participants		Workshop 2
Capabilty Gaps	Workshop participants		Workshop 2
Capacity Gaps	CAA		Post-Workshop 2

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WHAT IS STABILITY OPERATIONS

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- ❑ Stability Operations defined
 - An overarching term encompassing various military missions, tasks, and activities conducted outside the US in coordination with other instruments of national power to maintain or re-establish a safe and secure environment, provide essential government services, emergency infrastructure reconstruction, and humanitarian relief (JP 3-0)
 - Types of Stability Operations (FM 3-0)
 - Peace Operations
 - Foreign Internal Defense
 - Security Assistance
 - Humanitarian and Civic Assistance
 - Support to Insurgencies
 - Support to Counterdrug Operations
 - Combating Terrorism
 - Noncombatant Evacuation Operations
 - Arms Control
 - Show of Force

DEFINITIONS

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- ❑ **Capability Gap** – A mission or task that the Army does not have the units, personnel, equipment or training to accomplish
- ❑ **Capacity Gap** – A mission that the Army has the capability to conduct, but lacks the amount of resources (units, personnel, or equipment) required to conduct the mission in conjunction with other assigned missions.

SECTORS / MISSIONS

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- S/CRS Technical Sector / Workshop Missions
 - Security (Team B)
 - ✓ Establish and maintain a safe, secure environment
 - Governance and Participation (Team B)
 - ✓ Establish/Promote legitimate governance structure and political institutions
 - ✓ Establish a foundation for and encourage citizen participation in governance
 - Humanitarian Assistance and Social Well-Being (Team A)
 - ✓ Provide immediate assistance and restore public services
 - Economic Stabilization and Infrastructure (Team A)
 - ✓ Support economic development
 - ✓ Reconstruct critical infrastructure and restore essential services
 - Justice and Reconciliation (Team B)
 - ✓ Establish rule of law

- S/CRS Technical Sector (e.g. Security) / Workshop Mission (e.g. Establish and maintain a safe, secure environment)
 - Activity Area (e.g. Disposition of Armed and Other Security Forces, Intelligence Services and Belligerents)
 - ✓ Activity (e.g. Cessation of Hostilities)
 - ◆ Task
 - Initial Response (e.g. Enforce ceasefires)
 - Transformation (Monitor exchange of POWs)
 - Fostering Sustainability (e.g. Transfer monitor requirements to indigenous security institutions)

WAY AHEAD

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- ❑ Perform capacity gap analysis, 14 Dec 07
- ❑ Capability & Capacity Gap Mitigation, 23-24 Jan 08

WORKSHOP TERMS

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□ Task Tier

- Tier 1 – The Army has the lead in task execution
- Tier 2 – A USG civilian agency has the lead in task execution with the Army in a support role, but the Army must be prepared to take the lead if the designated lead civilian agency is unable to perform the task
- Tier 3 – A USG civilian agency has the lead in task execution with the Army in a support role using inherent Army capabilities

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