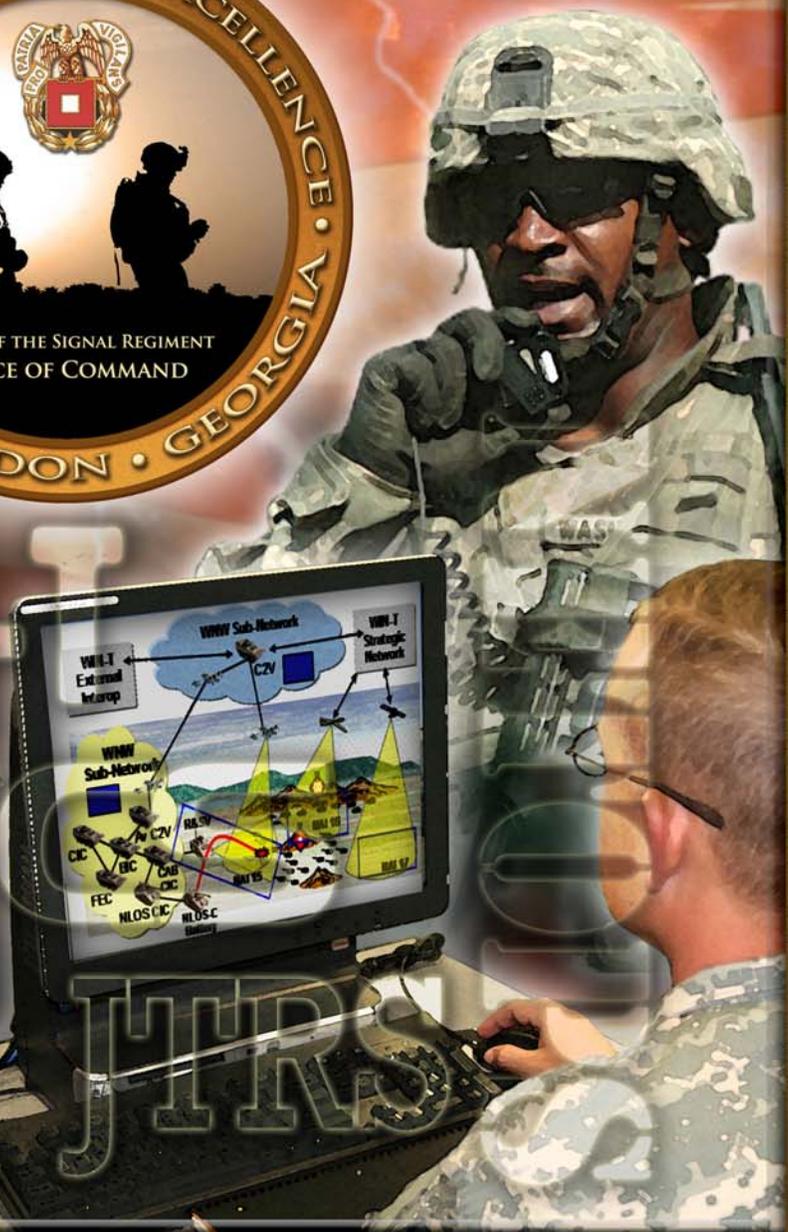




SIGNAL CENTER OF EXCELLENCE

# CAMPAIGN PLAN



500-DAY PLAN: MARCH 2008 - JULY 2009



## Chief of Signal's Message



The members of the Signal Regiment today, through implementation of communications networks, are enabling combat and support operations at levels never imagined in the history of our Army. This success is attributed to dedicated people throughout the force executing the mission to standard, and making good decisions on balancing what must be done today in supporting the Global War on Terrorism (GWOT), transforming our Army, and preparing for the future.

The Signal Center of Excellence Campaign Plan defines our operational objectives to ensure product delivery at specified times. The Plan is generic enough to withstand changes of leadership - but detailed enough to pursue all resources necessary for successful execution. The Plan is synchronized with plans at higher and lateral organizations such as the Army Campaign Plan and Posture statement, the TRADOC Campaign Plan, the ARCIC Strategic Plan, CIO/G6

Campaign Plan, and the 9th Signal Command/NETCOM Campaign Plan.

The 500 Day Plan is the "action" portion of the Campaign Plan. It focuses on the priority actions over the next 500 days, with increased details on who must do what by when. The future is exciting. We will see on-the-move communications, leaps in bandwidth resources, extraordinary networking capabilities, and increased training capability. Being leaders of character equipped with essential skills and technology, our Regiment will increase in strength and capability - delivering ever-increasing support to our Army and the Joint Force of the future.

*'US Army Signal Center of Excellence—Generating the Regiment, shaping the future.'*

  
BG Jeffrey W. Foley

## Signal Center Vision

A world class Center of Excellence that provides ready and relevant doctrine, organizations, LandWarNet (LWN) capabilities, education, and leaders of character for the Army's future challenges across the full spectrum of military operations.

## Signal Center Mission

The United States Army Signal Center of Excellence provides world class Soldiers and Leaders; trains, educates, and develops adaptive Information Technology (IT) professionals; and plans, synchronizes, experiments, and implements Future Network capabilities.

## Signal Regiment Core Competencies

Understanding core competencies enables the Signal Center of Excellence and our Regiment to focus and invest in the strengths that differentiate us from other branches and set strategies that unify the entire Regiment. The Signal Regiment core competencies define our distinct, unique and valuable contribution across the full spectrum of military operations.

**Provide Network Management/Enterprise Systems Management (NM/ESM):** Engineer, install, operate, manage, service and restore communication and computer networks, systems, and applications to achieve information superiority across the full spectrum of operations.

**Perform Information Assurance/Computer Network Defense (IA/CND):** Protect and defend communications and computer networks, systems, and information services to deny unauthorized access and disruption of service.

**Perform Information Dissemination Management/Content Staging (IDM/CS):** Emplace, manage, provide and restore information services to enable information management/knowledge management (KM) and decision superiority.

**Conduct Electromagnetic Spectrum Operations (EMSO):** Plan, coordinate, control and protect using the electromagnetic spectrum to enable network operations (NetOps), electronic warfare and the use of remote controlled platforms.

**Conduct Visual Information (VI) Operations:** Document, produce, process, transport and provide VI and services to support combat operations and public information services.

## Introduction

This Campaign Plan uses three *Lines of Operation (LOs)* to establish an enduring way ahead in the areas of **People, Training, and Future Capabilities**. All LOs are equal and will be pursued simultaneously with the support of priority action plans or “operations” that will be executed over the next 500 days.



**LO 1: Provide World Class Soldiers and Leaders** drives the future of career management based on the Signal Regiment’s core competencies and is led by the Office Chief of Signal (OCOS).



**LO 2: Train, Educate, and Develop Adaptive IT Professionals** describes how the LWN University (LWN-U) provides training and how it supports sustainment training to all forces, including US Army Reserves and National Guard Signaleers, on LWN. This LO also addresses how we develop adaptive leaders with critical technical and reasoning skills to prepare them to succeed in a complex network and operational environment; it is led by the Directorate of Training (DOT).



**LO 3: Develop, Plan, Experiment, Synchronize, and Implement Future Network Capabilities** describes the way ahead based on technological advances and lessons learned (LL) from previous and current military operations and is led by the Capabilities Development Integration Directorate (CDID).

Each LO is supported by our top eight priorities and major objectives that comprise the embedded **500**

**Day Action Plan** within the Campaign Plan that takes us from March 2008-July 2009. The Signal Center Commander will continuously review priorities and provide guidance on any changes required. Our top priorities are those actions that will impact Signaleers in the operational force and we have developed the 500 Day Action Plan to guide resourcing, effort, and activity at the Signal Center. Our top priorities are:

- **Enhance G6/S6 support to the Warfighter**
- **Support the development of the incremental Warfighter Information Network-Tactical (WIN-T) Program**
- **Support the development of the Future Combat System (FCS) Program**
- **Develop and integrate NetOps capabilities**
- **Expand training support to the force throughout the Army Force Generation (ARFORGEN) cycle**
- **Integrate installation LandWarNet support to the Warfighter**
- **Lead the delivery of incremental Joint Tactical Radio System (JTRS) capabilities to the force**
- **Develop Satellite Communications (SATCOM) and Network Extension Capabilities**

The eight top priorities in the 500 Day Action Plan will detail major objectives, action items, decision points, and milestones of time and purpose. This plan will improve horizontal integration across the Signal Center as we synchronize the details in our various Doctrine, Organization, Training, Materiel, Leadership Development, Personnel and Facilities (DOTMLPF) domains.

## Provide World Class Soldiers and Leaders



The Signal Regiment’s strength is its Soldiers—and the families and Army civilians who support them. People are the most important asset of the Signal Regiment and remain the force for providing robust and reliable communications networks and information services to the Army and Joint communities. The Soldiers, leaders, and civilians providing these capabilities are highly professional leaders possessing unique IT skills. The demand for Signal Soldiers, leaders, and civilians supporting a network enabled

expeditionary force will continue to grow. Over the next several years, we will strive to recruit and retain volunteers with superb potential. We will strive to provide the benefits, career progression, and opportunities necessary to retain these volunteers and their families. We will continue to synchronize future personnel initiatives with strategic Army plans and to balance personnel requirements and development across the Army’s four imperatives: Sustain, Prepare, Reset and Transform.

- We will **Sustain** our inventory of adaptive Soldiers and Leaders who are technically proficient and tactically astute concerning warfighting capabilities and operational requirements
- We will **Prepare** Soldiers and Leaders who embody the warrior ethos and are trained to fight, survive, and win on any battlefield and who are capable of rendering compassionate assistance during humanitarian operations
- We will **Reset** Signal personnel by developing viable career paths that ensure all Signaleers can accomplish full spectrum communications and NetOps
- We will **Transform** by identifying personnel requirements to support future trends predicated on emerging technologies and the fielding of new communications and networking equipment that support FCS and the Future Force

**Future G6/S6 Personnel Requirements.** Future trends and emerging technologies will require S6 officers and staff sections prepared and trained to support FCS equipped units networked through the WIN-T. In the coming years, the Signal Regiment will transform G6/S6 personnel, organizations, and doctrine to support emerging warfighting platforms and networking capabilities.

**Signal Force Structure and Organization.** Army transformation will continue with the goal of operating as network enabled expeditionary force. FCS, enabled by the WIN-T network, will integrate into the force over the next twenty years. The Army will increase the end-strength of the active force to 547,000, the Army National Guard (ARNG) to 358,000, and the Army Reserve to 206,000 by the end of FY13. These personnel increases are part of the Chief of Staff of the Army's "Grow the Army" initiative. The Signal Regiment will review the Army force structure to identify organizations requiring Signal personnel increases or decreases to ensure optimum assignment and distribution of Signal personnel.

**Reserve Forces Signal Transformation.** Reserve members of the Signal Regiment provide 52% of Army Signal personnel and share the responsibility of providing technically proficient Signal Soldiers and Leaders. Over the next several years, the Signal Regiment will employ innovative techniques to develop citizen Soldier Signaleers.

### **Functional Area (FA) Officer Force Structure.**

Over the next several years, the FA24 Telecommunications Systems Engineers Officers and FA53 Information Systems Managers will remain highly critical leaders because of the specialty skills they provide the Army. The Signal Regiment will review Army personnel authorizations to ensure optimal growth and opportunities are available.



**Signal Regiment Support to KM.** Network enabled operations allow units to share information with deployed and continental United States (CONUS) based organizations. As the Army continues to develop KM processes, the Signal Regiment will explore networking and IT capabilities to enable KM. IDM/CS is a Signal Regimental core competency that enables KM, so we must engage in the capabilities development process to identify any new requirements in the personnel domain. By FY10, the Signal Regiment will identify the personnel and skills required to establish an IT Technical Support Cell for KM at echelons Army and below.

### **Warrant Officer IA/CND Military Occupational Specialty (MOS).**

Attacks and incidents on Army, Joint, and DoD networks have increased in the current operational environment. In the future, these attacks are likely to increase, which will require technical expertise to mitigate. IA/CND is a Signal Regimental core competency. All Soldiers operating on the network must defend the network. We have the technical expertise and overarching responsibility to defend the LWN. Over the next couple of years, the Signal Regiment will determine the feasibility of creating a Signal Warrant Officer specializing in IA/CND.

### **Signal Regiment Museum and Military History Education.**

We must expand and enhance our Signal Regiment's military history education program to demonstrate the value of military history and culture to our Soldiers and Leaders. This includes optimum use of staff rides to provide training in adaptive leadership, critical thinking, and our warrior ethos; recording the Signal Regiment's contributions to the GWOT; and supporting the education of future Signal Soldiers. In the next three years, we will further enhance historical research capabilities and eventually provide virtual tours of the Signal Museum.

**EMSO Requirements.** The GWOT drove the requirement for a dedicated 25E MOS to meet the Army's Spectrum Operations challenge. EMSO will continue as a critical area with the fielding of numerous new waveforms, Soldier radios, and future network extension, beyond-line-of-sight (BLOS) capabilities including SATCOM, aerial platforms, terrestrial tropospheric (TROPO)/high frequency (HF) systems, and Position, Navigation, and Timing (PNT) devices.

**Operational Credit.** Proponent schools and the Army Staff have received requests from the field to award MOS and Advanced Individual Training (AIT) course credit to Soldiers who served in assignments outside their MOS in support of Operations Iraqi Freedom (OIF) and Enduring Freedom (OEF). The Signal Proponent continues to process requests for operational credit on a case-by-case basis, considering the specific circumstances and merits of each request.

**Nurturing the future of Science and Technology.** The National Science Center (NSC) provides science, technology, engineering, and mathematics programs that inspire America's youth towards

technology and engineering careers in the military and private sectors. Programs include two 18-wheeler Mobile Discovery Centers, Live Distance Learning broadcasts, web-based teacher support activities, week-long summer camps, and Junior Reserve Officer Training Corps (JROTC) camp and in-school activities. The NSC will establish NSC delivered programs in all 50 states within five years.



**500 Day Action Plan.** From initial entry to senior leader development, across 17 enlisted MOS, four warrant officer MOS, and three officer areas of concentration, our contribution to Warfighter success directly impacts one of the eight 500 Day Plan priorities, and we contribute significantly to the other seven. The critical priority led by the OCOS focuses maximum resources on enhancing G6/S6 support directly to the Warfighter. This massive effort will synchronize organizational structure, personnel assignments, career progression, and critical MOS capabilities to enable current and future modular units' success in an expeditionary environment.

## Train, Educate and Develop Adaptive IT Professionals



The Signal Center of Excellence will continue to educate Soldiers and Leaders on the complexities of the LWN and to support worldwide training to the force by constantly increasing and improving delivery methods and training products. Our training strategy has adapted to educate as well as train Soldiers and Leaders. Education enables Soldiers and Leaders to solve new and complex challenges, while training prepares them to perform tasks rapidly under stress. It is critical that Signal Soldiers and Leaders maintain up-to-date skills and abilities to operate in a complex network enabled environment in support of the Warfighter. Communication and IT skills are the most important skills that our Signal Soldiers and Leaders need to become LWN enablers. In addition to providing training and education to thousands of our Active Army, Army Reserve, and National Guard Signal Soldiers, we also train and educate hundreds of Navy, Air Force, and Marine service members annually.

**LWN-U.** LWN-U is the community of excellence that trains and educates Soldiers and Leaders on LWN.

We coordinate training and resourcing efforts with the 15<sup>th</sup> Signal Brigade, the Regimental Noncommissioned Officer Academy (RNCOA), and the Leader College of Information Technology (LCIT), while leveraging support from the Communications-Electronics Command (CECOM), Information Technology Field Services Branch (IT-FSB). This valuable teaming effort ensures high quality resident training is provided on Fort Gordon and that units and Soldiers receive quality training content via our state-of-the-art knowledge portal, LWN eUniversity (LWNeU) or through interaction with our Virtual and Mobile Training Teams (VTTs/MTTs). CECOM IT-FSB training support allowed us to expand MTT capabilities to 12 locations worldwide including to the Combat Training Centers (CTC). CECOM supports our Signal Soldiers with courses in many of our Signal Regiment Core Competencies: basic and advanced, NetOps, IA, and NM. Our partnership with CECOM reduces the requirement to contract additional IT Training allowing those funds to be applied to other priority efforts.

**Synchronizing the Manning, Equipping, and Training of Signal elements.** By FY09, we will develop and publish a template, or synchronization process, that units can follow to man, equip, and train Signal elements more effectively throughout the ARFORGEN cycle. In addition, the Signal Center has funded contractor support to determine what new collective Signal tasks should be developed between now and FY11. The results will identify the collective tasks that we must develop as the foundation of the various Combined Arms Training Strategies (CATS), which replaced the Mission Training Plan (MTP). One example is the CATS for the Signal Company organic to a Brigade Combat Team (BCT). This document will provide tasks and standards on which leaders can plan, conduct, and assess training events. We are teaming with CECOM to develop a training model that supports technical and advanced MOS individual training during unit reset that also allows Soldiers to earn college credits towards an associates degree. In the future, installations will become “docking stations” that support the Reset and Train phases of ARFORGEN. Two enablers will make this possible. First, the establishment of 7<sup>th</sup> Signal Command (Theater) to operate, maintain, and defend the CONUS portion of the LWN by providing command and control of all CONUS DOIMs via three subordinate brigades (93<sup>rd</sup>, 106<sup>th</sup>, and 21<sup>st</sup>). Second, and most critical, is the individual, well-trained DOIM leaders at each installation. We will continue to provide leader training and mentorship to civilian DOIMs at the Signal Pre-Command Course, and to enhance their virtual training opportunities with online training material.

**Training Expeditionary Soldiers.** Preparing Soldiers to be effective upon arrival to their first unit of assignment is a challenge. The 15<sup>th</sup> Signal Brigade’s AIT builds on what General William Wallace, TRADOC Commanding General, has called the “toughest basic training ever.” AIT prepares Soldiers to operate in combat, while also understanding and operating the tactical network. In the future, we will continue to upgrade the current AIT CAPSTONE exercises to a Tactical Operations Center (TOC) Centric Training Exercise that validates Signal and warrior tasks at three realistic Forward Operating Bases (FOBs) connected via our Network Service Center-Training (NSC-T) hub. We are aggressively pursuing the installation of more tactical equipment to enhance these CAPSTONE exercises. Over \$26M worth of WIN-T Increment 1 (Formerly Joint Network Node-Network [JNN-

N]) equipment has already been secured to provide more realistic training. Our trained Soldiers are ready to make meaningful contributions to their first unit of assignment, whether it is a strategic unit or a BCT.

**Developing Leaders.** The GWOT has increased the complexity of both leadership and Signal tasks, and subsequently the challenges of our leaders. We develop critical thinking leaders of character, while also providing advanced technical training to Officers, Warrant Officers, NCOs, and civilians from across the force, other services, and the international community. In the future, Soldiers and Leaders training side by side during CAPSTONE exercises, enabled by fully networked FOBs and training labs, will allow greater small unit cohesion and understanding of a TOC environment. The completion of the Regimental NCO Academy FOB in FY08 will increase student throughput to 120 students per exercise. By FY09, we will synchronize exercise scenarios, POIs, and technical upgrades to provide maximum training opportunities to Soldiers and Leaders during the CAPSTONE exercises.



The RNCOA and the LCIT develop the Warrior Ethos, leadership abilities, values, and technical skills required of NCOs and officers through quality education and professional development. Leaders focus on individual warrior tasks, but also learn critical planning and operational skills such as the Military Decision Making Process and how to conduct platoon mission briefs and Rehearsal of Concept (ROC) Drills.

**LWN eUniversity Portal.** The LWN eU portal currently has 62 Unit Universities that extend through The Army Distributed Learning Program (TADLP), Digital Training Facilities, ARNG distance learning classrooms, and the United States Army Reserve (USAR) high-tech classrooms. In FY08 we will replicate the non-secure internet protocol router network (NIPRNet) LWN eU web portal on a secure internet protocol router network (SIPRNet) to support classified training material, discussion forums and to facilitate access from deployed TOC locations that

routinely use SIPRNet. Unit universities will increase from 62 to 179 by 3<sup>rd</sup> quarter FY09 to provide training support to all LWN Signal elements. We will use the students' homes and offices as virtual campus sites creating endless training opportunities. Our goal is to create a LWNeU Unit University on the portal for every unit supported by LWN Signal elements by FY10. Within the next three to five years, more quality training will be available remotely by various delivery methods while reducing costs and risks associated with travel and allowing Soldiers more time at home station.

**FCS Training Requirements.** The delivery of FCS enabled by WIN-T networks, will drive new training requirements over the next six years. We must be prepared by ensuring the Signal Center receives newly fielded equipment for realistic hands on training for the generating force. We will continue to work with our partners in the capabilities development process to ensure quality training support packages for any future MOS and equipment in support of FCS and WIN-T.

**LL Task Force (TF).** We are maximizing a valuable resource with our proven units and warriors returning from theater. Their wealth of experience and knowledge is a tremendous asset to develop training by ensuring LL are captured and assessed by a newly established LL TF. Many of our Programs of Instruc-

tion (POI) have already changed due to LL. The LL TF combines the efforts of the DOT, the CDID, Battle Command Knowledge System (BCKS) and Center for Army Lessons Learned (CALL) to ensure the rapid analysis of LL. Definitive LL will drive POI changes and produce LWN doctrinal publications such as Field Manuals (FMs) and Field Manuals-Interim (FMIs) to standardize organic network support capabilities and operational procedures within modular force structures. The training domain must be flexible and responsive to execute the rapid insertion of LL in the same way the materiel domain responds to technology insertion and upgrades. Over the next six years we must continue to pursue processes and resources that allow us to insert training easily and rapidly as a deliberate, integrated response to the LL process.

**500 Day Action Plan.** From the Soldier's individual training tasks to the unit's Train and Reset phases, from virtual training to resident and MTT visits, our contribution to Warfighter success directly supports two of the eight 500 Day Plan priorities, and we contribute significantly to the other six. The two priorities led by the DOT focus on expanding support to the Warfighter during all phases of the ARFORGEN cycle. These efforts will enable future modular units with the quality Soldiers, leaders, doctrine, and training they deserve in order to succeed in an expeditionary environment.

## Develop, Plan, Experiment, Synchronize, and Implement Future



The bridge to Army Transformation rests on the pillars of several powerful programs in this Campaign Plan. From 'Concepts to Combat', the Signal Center's Capabilities Development Integration Directorate is developing LWN capabilities that support expeditionary, "Fight on Arrival", and move, shoot, plan and decide missions across all operational phases.

**FCS.** FCS is the core of the Army's modernization effort. The FCS will benefit from the robust network capabilities of the Army's network flagship programs of record (WIN-T, JTRS, SATCOM). FCS and its network capabilities will integrate into the force over the next 20 years. The FCS is enabled by specific pieces of each network flagship program in order to operate

under Divisions with Modular Force BCTs. FCS BCTs must be fully interoperable with the rest of the Army since FCS capabilities end at the BCT echelon. Since only 15 out of 76 BCTs will be equipped with the FCS, we must have a holistic network development effort that enables the total force to fight upon arrival. FCS unique capabilities will include software-programmable radios that will transform today's service-unique approach to a joint capability that networks and shares information within a common architecture over new networking waveforms. It will provide a significant improvement in capacity and interoperability for the Warfighter and plays a critical role in networking joint operations in expeditionary forces.

**WIN-T Capabilities.** WIN-T is the Network Flagship Program of Record for the Army providing state-of-the-art, commercial off-the-shelf (COTS) and government-off-the-shelf (GOTS) communications networks that enable the exchange of voice, video, and data throughout the tactical division and into the sustaining base. WIN-T Increment 1 (formerly JNN-N) provides network service to Command Posts (CP) while at-the-halt. WIN-T Increment 2 (projected for FY10) will provide network service to commanders and their CPs while at-the-halt and on the move. Increment 2 will also start the process of integrating disparate tactical networks. Increment 2 will enable network mobility by employing advanced military and commercial SATCOM, as well as, state-of-the-art line of sight (LOS) transmission systems to ensure end-to-end connectivity and dynamic network



working operations. Increment 2 will further extend the tactical network to company level in maneuver brigades beginning in FY09. Improved NetOps tools will enable Signaleers to tailor tactical communications based on the commanders' prioritized information requirements. Increment 3 (projected for FY15) will be essential to the FCS and will be the network backbone of the FCS BCT.

**NetOps capabilities that meet G6/S6 requirements.** NetOps is the centerpiece to the mission of the Signal Regiment. This initiative develops an overarching concept for NetOps embedded in Network Transport and Services and guide development efforts on behalf of the G6/S6. Over the next two years, we must identify capability gaps/overlaps and synchronize efforts across programs and non-programs, and across the echelons in order to meet the G6/S6 requirements. The Signal Center is leading the effort to synchronize NetOps architectures and policies across echelons and the operational spectrum while refining and developing required doctrine and integration of NetOps capabilities.

**JTRS.** In the future, the physical environment where Soldiers operate will continue to be one of our communication challenges. We will use radio networking waveforms that enable single radio frequency LOS connections to relay radio transmissions automatically to all other radios within LOS. This network of radios exchanging voice communications and digital information will overcome the physical constraints of direct point-to-point LOS. If a LOS connection exists to any radio in the network, then communications are possible with all

radios in the network. JTRS will provide mobile networking and BLOS capabilities to the mounted and dismounted joint Warfighter through new waveforms hosted in a family of software defined radios. The initial increment of JTRS is developing three networking and one BLOS waveform, and ten new software-defined radios. The new networking waveforms are Soldier Radio Waveform (SRW), focused on the disadvantaged user using size, weight, and power-constrained radios; Wideband Networking Waveform (WNW), for use on more capable vehicular, rotary-wing and fixed-wing aircraft; and the Joint Aerial Network - Tactical Edge (JAN-TE) for the fast moving aerial fleet that requires a very low latency capability. The BLOS waveform is the Mobile User Objective System (MUOS), providing more capacity and throughput than our current ultra high frequency (UHF) SATCOM system.

**Rifleman Radio.** Provides affordable intra-squad protected command and control voice communications and automatic transmission of position location information (PLI) to leaders increasing speed of maneuver, reducing the risk of potential fratricide, reducing exposure to the enemy, and advancing decision making. The squad is able to employ much bolder and more sophisticated tactics to attack identified threats decisively. Rifleman Radio employs the JTRS networking SRW improving communications while dispersed in complex terrain.



**Future SATCOM and Network Extension Capabilities.** In support of smaller, more agile forces operating over greater distances in complex terrain, we are currently fielding an incredible SATCOM, Network Extension, and PNT capability to Modular Forces. However, it does not go far enough. In order to achieve networked battle command, we must develop an integrated transport capability that keeps up with the exponential increase in Future Force information exchange requirements over long distances. This future network extension capability requires the integration of SATCOM systems, Aerial platforms, terrestrial TROPO/HF systems, and PNT devices. Greater throughput capacity, enhanced global connectivity, operational flexibility, and a smaller footprint are additional key attributes. The Signal Center will lay the groundwork for development of this integrated network extension capability by initiating a Network Transport Capabilities Based Assessment (CBA). This effort will yield the necessary analytics to begin the development of critical future terrestrial, aerial, and BLOS requirements.

Until the future capability is fielded, near term operational risks to the legacy terminals must be mitigated. TCM SNE will be working with DA to replace all AN/TSC-85Ds with Phoenix Terminals beginning in FY12. The Army will also upgrade the Phoenix and upgrade the AN/TSC-93 to an "E" model resulting in Expeditionary Signal Battalions (ESBs) with interoperable terminals capable of a maximum 50 Mbps throughput capacity. Existing SMART-Ts will also be upgraded to Advanced EHF satellite capable terminals beginning in FY09.



fighters and their staffs to connect with other Joint Warfighters and supporting organizations to communicate secure mission essential information. Two of the five planned NSCs are in system supporting Central Command (CENTCOM) and European Command (EUCOM). Three more NSCs are projected to be in system. NSCs also pre-condition the LWN for the WIN-T Increments and FCS.

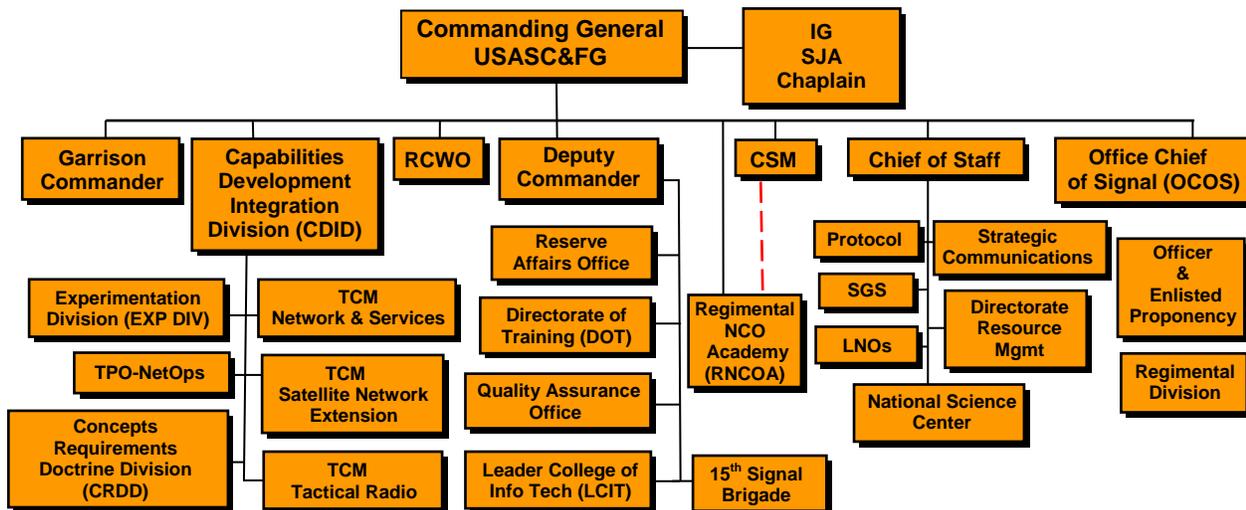
**500 Day Action Plan.** From the dismounted Soldier to the Global Information Grid, from Garrison to conflict, our contribution to Warfighter success directly supports five of the eight 500 Day Plan priorities, and we contribute significantly to the other three. The five priorities are under the direct oversight of the CDID. The capabilities of WIN-T, NetOps, JTRS, SATCOM and Network Extension, that will be managed and provisioned at the Global level via the Network Service Centers, will precondition all future Modular and FCS BCTs to fight upon arrival in an expeditionary environment.

**Network Service Centers (NSC).** NSCs are critical to the expeditionary capability of the LWN. NSCs will precondition the network from theater to Global levels to ensure the expeditionary force can fight upon arrival without re-configuring their embedded Battle Command systems. NSC capabilities will allow War-

## Highlights of the Signal Center 500-Day Plan (Major Objectives and Leads)

### Planning Assumptions

- The GWOT is a long term commitment
- The Army will continue to move from Division (larger) to Brigade (smaller) level stand alone units
- The demand for increased network capabilities will keep expanding at below battalion level
- Warfighter information exchange requirements are increasing
- The resource constrained environment within TRADOC will continue forcing the prioritization of resources and efforts
- Fieldings based on operational needs statements to ensure rapid technology insertion into the force will create even greater gaps between the materiel domain and the rest of the DOTMLPF domains



## Enhance G6/S6 Support to the Warfighter (lead OCOS)

Provides and implements corrective solutions to identified problems, issues, and challenges that affect the G6/S6 officer and staff sections. Solutions will enhance S6 training; share G6/S6 knowledge and experience; shape Warfighter expectations; improve G6/S6 career progression; and improve the synchronization of personnel assignments with the fielding and training of new equipment.

- Improve/Increase S6 training (OCOS/LCIT)
- Share G6/S6 Knowledge and Experience (OCOS)
- Shape Warfighter Expectations (OCOS/LCIT)
- Improve Career Progression G6/S6 (OCOS)
- Implement TOC Centric Training to improve S6 battle staff processes (DOT/LCIT and RNCOA)
- Implement Signal maintenance strategy across the Signal force (CDID)
- Enhance G6/S6 organizational design and doctrine (OCOS/CRDD)

---

## Support Development of the Incremental WIN-T Program (lead CDID)

WIN-T is the cornerstone tactical communications system supporting the implementation of the LWN strategy during the 2007 to 2025 timeframe. The WIN-T program is establishing a single integrating framework creating a network of networks for the Army, subject to commander's intent and security policy. WIN-T will enable the mobile Warfighter to operate on a noncontiguous battlefield environment.

- Extend networks to company CPs with fully integrated NetOps capabilities (TCM N&S/TPO NetOps)
- Provide enhanced networking on-the-move capabilities down to the company level (TCM N&S)
- Design a Signal Division Force Structure that complements modularity (CRDD)
- Converge communication capability into WIN-T (INC TROJAN SPIRIT, ADA, CSS VSAT) (TCM N&S/CDID)
- Develop, coordinate, and synchronize Tactical Messaging Services (TMS) within WIN-T and the FCS Program (TCM N&S)
- Develop, migrate, and field Army Key Management Systems (AKMS) to Tactical Key Management (CDID)
- Oversee and integrate the FCS Program Network and Transport Services (TCM N&S/CDID)

## Support Development of the FCS Program (lead CDID)

Oversees and integrates the FCS Program Network and Transport Services. It also provides analysis across the DOTMLPF domain to identify issues and recommend solutions focused on the network. This priority ensures the network is postured to support FCS "Spin Outs" to the current modular force in order to fill TRADOC identified capability gaps.

- Synchronize FCS network capabilities with LWN Strategy (CRDD)
- Define, develop, and integrate Signal force structure, doctrine, and material capabilities to support the FCS Program and the Army Evaluation Task Force (AETF) (CRDD)
- Develop, coordinate, and synchronize network services and capabilities to support the FCS Program and the AETF (CDID)
- Develop, coordinate, and synchronize JTRS capabilities with the FCS Program and AETF (TCM TR)
- Develop, coordinate, and synchronize NetOps capabilities across DOTMLPF with the FCS Program and the "Spin Out" integration into current force modular BCTs (TPO NetOps)
- Develop, coordinate, and synchronize requirements for network extension capabilities to support the FCS Program (CDID)
- Conduct live prototype, virtual, and concept experimentation efforts to support the FCS Program Development and "Spin Out" integration into current force modular BCTs (EXP DIV)
- Identify personnel requirements to support the FCS BCT (OCOS)
- Direct all training matters for which the Signal Center has proponency to support FCS Program Development and "Spin Out" integration into current force modular BCTs (DOT)



## Develop and Integrate NetOps Capabilities (lead CDID)

The TRADOC Program Office (TPO) NetOps is the Army's primary user advocate to integrate and synchronize activities associated with FA NetOps and EMSO. The TPO will coordinate with the appropriate TCMs and other organizations to ensure that all DOTMLPF imperatives are developed and synchronized to field NetOps capabilities and associated systems.

- Develop, coordinate, synchronize, and integrate NetOps (IA, ESM, Content Management) capabilities across DOTMLPF (TPO NetOps)
- Field/Synchronize IA and COMSEC solutions with our NetOps capabilities to support G6/S6 requirements (TPO NetOps)
- Develop, coordinate, synchronize, and integrate EMSO capabilities across DOTMLPF (TPO NetOps)

---

## Expand Training Support to the Force Throughout the ARFORGEN Cycle (lead DOT)

Provides support for unit sustainment training, virtual/distributed learning (dL) capabilities and MTT, support provided directly to the unit. Ensures units (deployed and in Garrison) can keep pace with the rapid changes in technology/doctrine by providing access to training resources 24/7 and sustaining unit training readiness.

- Develop the Signal Regimental model or template that synchronizes the manning, equipping and training of Signal elements throughout the ARFORGEN cycle (DOT)
- Maximize using LWNeU virtual and dL to Soldiers, leaders, and civilians at home stations and deployed locations (DOT)
- Provide direct training support in conducting unit sustainment training and professional development (DOT)
- Expand training support for US Army Reserves and National Guard units (DOT)

---

## Integrate Installation LWN Support to the Warfighter (lead DOT)

Provides for the Integration of Installation LWN support to the Warfighter by developing and delivering technical and leader training to the DOIM. Inte-

grates the implementation of the Installation as a docking station to support the ARFORGEN Reset and Retrain phases. Provides for establishing the 7th SC(T) to enhance LWN Command and Control.

- Develop and deliver LWN technical and leader training via resident courses and LWNeU (DOT)
- Provide the guidelines for integrating LWN services at the installation level (DOT)
- Set the conditions for establishing the 7th SC(T) (CDID)

---

## Lead the Delivery of JTRS Incremental Capability to the Force (lead CDID)

Advocate on behalf of the US Army user community for DOTMLPF for the JTRS.

- Produce, staff, and gain approval from the Army Requirements Oversight Council (AROC) and Joint Requirements Oversight Council (JROC) for JTRS Capability Production Documents: Rifleman Radio (FY08), two-channel handheld and manpack radios (FY09), and Ground Mobile Radio (FY09) (TCM TR)
- Produce, staff, and gain approval of JTRS incremental two Capability Development Document (FY09) (TCM TR)

---

## Develop SATCOM and Network Extension Capabilities (lead CDID)

Develop, coordinate, and implement integrated DOTMLPF solutions for Network Range Extension Connectivity that enables Soldiers and Leaders to command and control anywhere in the Battle Space across the full spectrum of operations.

- Develop an integrated satellite based network transport capability that delivers greater capacity, increased operational flexibility, and decreased reliance on commercial SATCOM, all within a smaller footprint (CDID)
- Develop an integrated low, medium, and high altitude aerial network transport capability for assured Soldier/Leader network connectivity in complex terrain regardless of environmental conditions (CDID)
- Develop the next generation of position, navigation, and timing capability for Joint Land Component Forces (CDID)





**U.S. ARMY SIGNAL CENTER**  
**CHIEF OF SIGNAL**  
**506 CHAMBERLAIN AVENUE**  
**BUILDING 29808**  
**FORT GORDON, GEORGIA 30905-5000**

**[HTTP://WWW.GORDON.ARMY.MIL](http://www.gordon.army.mil)**