



DEPARTMENT OF THE ARMY
WASHINGTON DC 20310

30 NOV 2005

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Army Battle Command Domain

1. The Army Knowledge Management (AKM) Guidance Memorandum – Capabilities-Based Information Technology (IT) Portfolio Governance dated 20 July 2005 established the governance structures and processes to effectively identify and manage the Army's IT portfolios. The Army Battle Command (ABC) capabilities are a set of capabilities imbedded within the Warfighting Mission Area and linked to all other Mission Areas. Throughout this document, ABC and Battle Command (BC) are synonymous with the Joint term, Command and Control (C2). These capabilities are the foundation of a networked, expeditionary force capable of meeting the protracted War on Terrorism requirements, National Defense Strategies, and Army Campaign Plan transformation objectives. These capabilities require cross-Mission Area, Domain, and program integration to overcome interoperability challenges.
2. Specific responsibilities, including the implementation of horizontal and vertical integration standards, and timely, responsive support for ABC capabilities, are defined in the enclosure.
3. The Deputy Chief of Staff (DCS) G-3/5/7 assumes responsibility for oversight of ABC capabilities to facilitate fielding and achievement of horizontal and vertical integration, thereby ensuring that identified problems are resolved expeditiously to support operational deployments, and facilitate Joint Interoperability and the transformation from current to future networked operations.
4. Fielding integrated ABC capabilities requires disciplined adherence to technical standards and configuration management which must be enforced with strict compliance. The three phases and specific roles and responsibilities to ensure successful completion are expressed in detail in the enclosure.
5. The actions in this memorandum are effective immediately and remain in effect until rescinded. The DCS G-3/5/7 is responsible for integrating these activities.


Peter J. Schoomaker
General, United States Army
Chief of Staff


Francis J. Harvey
Secretary of the Army

Encl
as

SUBJECT: Army Battle Command Domain

DISTRIBUTION:

UNDER SECRETARY OF THE ARMY
DEPUTY UNDER SECRETARY OF THE ARMY
DEPUTY UNDER SECRETARY OF THE ARMY – OPERATIONS RESEARCH
ASSISTANT SECRETARY OF THE ARMY FOR ACQUISITION, LOGISTICS AND
TECHNOLOGY
ASSISTANT SECRETARY OF THE ARMY FOR FINANCIAL MANAGEMENT AND
COMPTROLLER
ASSISTANT SECRETARY OF THE ARMY FOR MANPOWER AND RESERVE
AFFAIRS
ASSISTANT SECRETARY OF THE ARMY FOR CIVIL WORKS
ASSISTANT SECRETARY OF THE ARMY FOR INSTALLATIONS AND
ENVIRONMENT

COMMANDER:

UNITED STATES CENTRAL COMMAND
UNITED STATES ARMY FORCES COMMAND
UNITED STATES ARMY MATERIEL COMMAND
UNITED STATES ARMY TRAINING AND DOCTRINE COMMAND
UNITED STATES ARMY COMBINED ARMS CENTER
UNITED STATES ARMY SPACE AND MISSILE DEFENSE COMMAND
UNITED STATES ARMY NETWORK ENTERPRISE TECHNOLOGY COMMAND

DIRECTOR OF THE ARMY STAFF

DEPUTY CHIEF OF STAFF, G-1
DEPUTY CHIEF OF STAFF, G-2
DEPUTY CHIEF OF STAFF, G-3/5/7
DEPUTY CHIEF OF STAFF, G-4
DEPUTY CHIEF OF STAFF, G-6
DEPUTY CHIEF OF STAFF, G-8
OFFICE OF THE SURGEON GENERAL

PROGRAM EXECUTIVE OFFICER, COMMAND, CONTROL, AND
COMMUNICATIONS

Enclosure – Army Battle Command Domain

1. **Phase I:** (Near-Term): Phase I will be completed at the end of rotation 5-7 Relief in Place/TOA. Upon receipt of this order, the Director, Central Technical Support Facility (CTSF), Fort Hood, Texas, reports directly and is under the Operational and Technical Control¹ of the Chief Information Officer (CIO)/G-6 to support Army Battle Command (ABC) capability integration.

a. The CIO/G-6 is responsible to the Battle Command General Officer Steering Committee (BC GOSC), chaired by the Army G-3/5/7, to ensure BC capabilities within established priorities. To accomplish this task the CTSF will execute the direction of the CIO/G6 in support of this specific mission and Phase. Assistant Secretary of the Army for Acquisition, Logistics, and Technology (ASA(ALT)), in partnership with the CIO/G-6, will put in place the support structure to execute this mission. This partnership will allow for the implementation of the necessary architecture, engineering and development required to support the prioritized capability as identified by the G-3/5/7 to support Warfighter specific requirements.

b. The CTSF will serve as the single integrating point for BC technical capabilities integration. The CIO/G-6 is responsible for ensuring necessary database, overall systems, and architecture modifications are implemented to achieve the greatest degree of technical integration and interoperability proficiency as rapidly as possible with the goal of meeting commander's concerns as ABC systems are fielded across the Army.

c. The CTSF will utilize integrated project management tracking tools that are capable of reflecting critical decision points, resources, and multiple efforts supporting the fielding of technical solutions to the Warfighter. Actions that cause the reallocation of program resources outside or above the re-programming authority must be approved by the BC GOSC prior to execution. Potential program breaches resulting from the reallocation of program resources must be reviewed by the appropriate milestone decision authority.

2. **Phase II:** (Mid-Term) Institutionalizing Battle Command Capability Oversight and the re-assessment/approval and implementation of Capability Block I.

3. **Phase III:** (Long-Term) Capitalizing on Phase II, approval, development and integration of Capability Block II which focuses on Joint Interoperability which includes the complexity of waveform, network, and platform integration challenges to ensure affordable Warfighting capabilities are integrated into the modular force and embedded within the joint architecture.

¹ DISA CIRCULAR 310-70-1, 25 June 1998, last reviewed on 08 May 2002. Technical control is defined as configuration control, quality assurance, quality control, alternate routing, patching, testing, directing, coordinating, restoring, and reporting functions necessary for effective maintenance of transmission paths and facilities.

4. Coordinating Instructions:

- a. All systems, prior to fielding, require G-3/5/7 validation Intra-Army Interoperability Certification (IAIC).
- b. Units are not authorized to procure or develop unique solutions, systems or software.
- c. BC Council of Colonels (CoC)/GOSC will review Phase II and Phase III efforts monthly.
- d. The BC CoC/GOSC will serve as the decision body for issue prioritization prior to input to the Army Resources and Requirements Body (AR2B).
- e. The G-3/5/7 is the lead for the Army Battle Command (C2) Domain². The Army Battle Command (C2) Domain, under the Warfighting Mission Area, is responsible for synchronizing actions identified in this memorandum.
- f. The AROC will consider Joint and other Service capabilities that have Army participation and interest. All capabilities require authoritative validation and approval regardless of Acquisition Category (ACAT) level. This includes Warfighting and non-Warfighting requirements for the tactical and institutional Army to include all Information Technology systems and special Joint Requirements Oversight Council (JROC) special interest items³.

(1) The Warfighting Mission Area lead is responsible for validating all domain requirements prior to forwarding to the AROC for consideration.

(2) Each Mission Area lead will be responsible for preparing and validating their domain requirements documentation for AROC consideration via the G-3/5/7 to include:

- (a) Military need, risk and pros/cons.
- (b) Advantages and disadvantages.
- (c) Synchronization with Army Campaign Plan (ACP) and tie in to lines of operations.
- (d) Program affordability and alternatives considered.

² The G3/5/7 is also the Warfighting Mission Area Lead.

³ When the AROC is considering Business Mission Area Information Technology capabilities, the Under Secretary of the Army, will co-chair the AROC with the Vice Chief of Staff, Army (VCSA). Business Mission Area Information Technology capabilities will then go to the Business Management Modernization Program and not the JROC.

(e) Program definition, interoperability and expected outcome.

(f) All BC capabilities regardless of mission area oversight through the BC GOSC.

g. CIO/G-6 will provide technical oversight for system certification to ensure compliance to the architecture and maintain configuration control to those systems.

h. CIO/G-6 will have Technical and Operational Control of the CTSF throughout all phases of the order and will coordinate with ASA(ALT) to transfer space, staff, and associated funds from Program Executive Office (PEO) Command, Control, Communications and Tactical (C3T) to the CIO/G6 for Phase II and III.

i. Reprioritization of program activities is authorized as long as they do not conflict with established HQDA guidance and capability prioritization as defined by the BC GOSC and is coordinated with CIO/G6.

j. CTSF will provide facilities for on-site HQDA Staff, PEO and Program Management (PM) representatives and Knowledge Engineering Integration Lab (KEIL) personnel supporting the fielding of deploying units.

k. In accordance with the Warfighter Mission Area lead responsibilities, the G-3/5/7 chairs the BC GOSC which serves as the governing body to establish requirements, validate capabilities, set priorities, and adjudicate issues for BC capabilities.

l. CIO/G-6 and the Director CTSF are the supported elements for execution of integration and capability validation activities. PEO C3T, Aviation (AVN), Enterprise Information Systems (EIS), Soldier, Intelligence, Electronic Warfare and Sensors (IEW&S), Combat Support and Combat Service Support (CS&CSS), Ground Combat Systems (GCS), Missile and Space, and Simulation, Training, and Instrumentation (STRI) are supporting PEOs.

m. All stakeholders will provide briefings, as directed, to the BC GOSC.

5. Tasks.

a. ASA(ALT) will:

(1) Direct CTSF to report to the CIO/G-6.

(2) Provide a compliance plan to this memorandum and brief the plan to the BC GOSC.

(3) Task organizes the required PEOs/PMs to accomplish the mission as stated in this plan, to include:

(a) Providing on-site support at CTSF to execute system and software engineering changes to the programs as required, facilitating integration of their products into deploying units.

(b) Ensuring that these changes are incorporated into future deliveries.

(c) Ensuring the Knowledge Engineering Integration Lab, who has responsibility for development and maintenance of system architecture provides on-site support at CTSF to document changes to the system architecture.

(d) Setting up processes and contracts to support rapid turn around of software changes to meet operational tempo requirements.

(e) Establishing a forward element reporting to Director, CTSF to support the creation of initialization data.

(f) Sustain near-term activities in support of future theater deployments.

(g) Develop an end-to-end system-of-systems engineering process to be included as an Annex to the ACP.

(h) With the Army G-4, recommend Logistics and Focused Logistics capabilities for integration into Battle Command.

(i) (ASA(ALT)), in coordination with G-3/5/7 and CIO/G-6, will execute the system of systems engineering process as defined in the Annex to the ACP.

b. G-2 will evaluate current Intelligence Surveillance Reconnaissance (ISR) capabilities and recommend integration priorities to the BC GOSC and continue to support the tasks identified and serve as the Army's focal point to link BC capabilities to the national intelligence mission area capabilities. G-2 will continue to integrate battlespace awareness domain mission area capabilities to achieve a joint BC capability and adhere to National Foreign Intelligence Program actions.

c. G-3/5/7 will:

(1) Retain responsibility for establishing, validating, and prioritizing Army BC capabilities.

(2) Validate all capabilities and associated changes throughout the lifecycle.

(3) Adjudicate issues impacting operational readiness.

(4) Develop a BC Oversight Annex to the ACP to define an oversight strategy that supports and shapes BC development, approval, migration, and implementation of capabilities.

(5) Synchronize capabilities across programs and make resource recommendations to G-8 and (ASA(ALT)) through the AR2B process.

(6) Organize, lead, collaborate, implement, and execute the BC oversight process.

(7) Review processes for identifying transformation course(s) of action to support BC capability fielding.

(8) Serve as the lead for training and force management domain capabilities.

(9) Serve as the Army Staff lead for ensuring the Army complies with emerging joint requirements and capabilities.

(10) Organize, lead, collaborate, implement and execute the BC GOSC oversight process.

d. G-4 will establish a Logistics Process Integration Laboratory (LOG PIL) federated with the CTSF, such that all Focused Logistics Domain Mission Area capabilities (e.g., Global Command and Control System-Army, Casualty Assistance Information System-I, Combat Service Support Very Small Aperture Terminal, etc.) are integrated and tested with the CTSF in accordance with the integrated architectures. G-4 will continue to support tasks identified and begin integration and testing of other required Focused Logistics Domain Capabilities across the Joint Warfighting Mission Area architectures.

e. CIO/G-6 will:

(1) Establish a "Tiger Team" to support the integration of capabilities at the CTSF.

(2) Identify tasks and develop a critical path schedule to meet priorities set by the G-3/5/7.

(3) Provide periodic status updates on the progress of integration.

(4) Assume operational and technical control of CTSF.

(5) Develop and brief the G-3/5/7 on a data product development process that will meet the training and employment timelines of the Regional Combatant Commanders, as well as, the conversion sequence identified in the ACP.

(6) Provide a risk mitigation plan to the BC GOSC to address commander's concerns.

(7) Develop, coordinate, and implement the Army Enterprise Architecture as an integrated operational, system, and technical architecture.

(8) Grant Interim Certification to Operate (ICTO) for all systems requiring joint certification or coordinate Joint Interoperability Test Center (JITC) Certification.

(9) Continue to utilize the CTSF to certify compliance to these standards and issue Intra-Army Interoperability Certification.

(10) Coordinate the development of technical architectures required to implement G-3/5/7 Army Battle Command System capabilities and priorities.

(11) Validate the supporting architectures to ensure compliance to the enterprise architecture and Joint Technical Architecture and the Defense Information Technology Standards Registry (DISR). Through the Army Architecture Integration Cell (AAIC), develop, coordinate, and implement the Army Enterprise Architecture (AEA) as an integrated operational, system, and technical architecture, to include the generating and operating forces.

(12) Develop, coordinate, and implement the Army Enterprise Information Environment Mission Area (EIEMA) and subordinate domains provide a plan for the integration and testing of EIEMA capabilities and services.

f. G-8 will work with the G-3/5/7 through the Army Resource and Requirements Board (AR2B) process to ensure that G-3/5/7 priorities and resource recommendations are implemented and:

(1) Continue to work with the G-3/5/7 through the AR2B process to ensure that G-3/5/7 priorities and resource recommendations are implemented.

(2) Synchronize programs in the Program Objective Memorandum (POM) to facilitate BC priorities.

(3) Assist with adjusting the funding strategy for FY 07 and have G-8 (PAE) assist in identification of Financial Management capabilities for integration.

(4) Develop the funding strategy for FY 08–13 POM.

(5) Continue to work with the G-3/5/7 through the AR2B process to ensure that G-3/5/7 priorities and resource recommendations are implemented.

g. Training Readiness and Doctrine Command (TRADOC) will:

(1) Direct TRADOC Systems Managers and Combined Arms Center-Tactical to provide on site support at CTSF to ensure requirements are clearly defined and deploying units are adequately trained.

(2) Refine and develop, as required, test threads to support the testing of ABC capabilities.

(3) Refine and develop architectures, as required.

(4) Sustain near-term activities in support of future theater deployments.

(5) Develop operational architectures based upon prioritized mission threads and test threads to enable systems of system testing, training, and emerging Joint operational requirements.

(6) Establish the concepts, capabilities and system requirements for Warfighting, Intelligence, Business, and Enterprise Information Environment Mission Areas.

(7) Facilitate development and dissemination of training products at all TRADOC Schools and units, and resolve operational issues that result from changes to the system architectures, software, and/or hardware systems.

(8) Develop and define Joint Interoperability and Network requirements, and report to the BC GOSC. This effort must be coordinated across all schools and address the complexity of waveforms, networks, and platform integration.

h. Army Test and Evaluation Command (ATEC) will support the planning, conduct, and integration of developmental testing, independent operational testing, independent evaluations, assessments, and experiments in order to provide essential information to decision-makers, as requested.

i. Army Budget Office, as necessary, will develop funding strategies to provide resources to support this effort, as approved by the AR2B.

j. Director, CTSF will:

(1) Report to the CIO/G-6.

(2) Lead the "Tiger Team" established by CIO/G-6 to support the execution of this mission.

(3) Have directive authority to execute tasks identified and prioritized by the CIO/G6, according to their critical path schedule, in order to meet the operational requirements.

(4) Serve as the single point of contact for Intra-Army Interoperability Certification (IAIC) testing, integration, and configuration management of ABC capability reporting to CIO/G-6.

(5) Serve as the configuration manager for all ABC capabilities and their enablers with the exception of Title 50 activities that do not directly interface with BC activities.

(6) Make recommendations to the BC GOSC concerning schedules, governance, configuration management, fielding, training, etc.

(7) Provide assessment briefings to the BC GOSC in coordination with the deploying commander.

(8) Sustain near-term activities in support of future theater deployments.

(9) Recommend systems engineering improvements to ABC capabilities and system of systems engineering improvement in support of Phase II efforts.

(10) Develop a plan, in coordination with ATEC, for the expansion of current capabilities to facilitate Mission Area/Domain integration and testing (e.g., conformance testing, classified testing, traffic load and stress testing, and other testing, as required).

(11) Support integration of ABC capabilities into the Joint environment.

(12) Expand their capabilities to support conformance testing, classified testing, load testing, stress testing, and as required.