

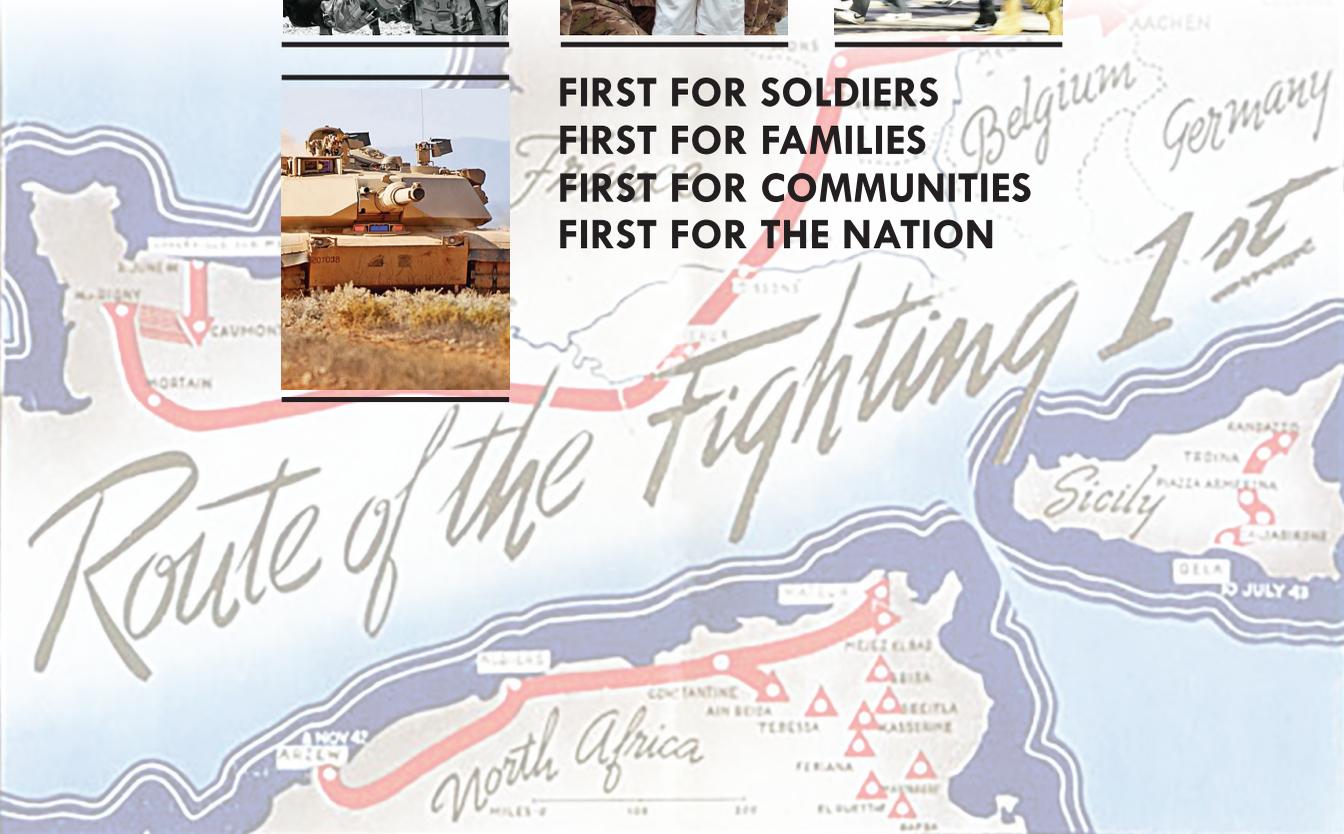
# CAMPLAN 2020

**1<sup>st</sup> Infantry Division, Fort Riley  
and the Central Flint Hills**

## THE FIGHTING



**FIRST FOR SOLDIERS  
FIRST FOR FAMILIES  
FIRST FOR COMMUNITIES  
FIRST FOR THE NATION**





*MG Wayne W.  
Grigsby Jr. assumed  
command of  
1st Infantry Division  
August 6, 2015*

*CSM Joseph C.  
Cornelison assumed  
responsibility of  
1st Infantry Division  
September 25, 2015*

### **Command Team Statement**

The first and most storied Division in the Army, the “Big Red One” is the bedrock of Army history and Fort Riley, more than 150 years old, is deeply rooted in the nation’s heartland. For the last 100 years the “Fighting First” has been the vanguard, responding to the threats and crises that our nation has encountered. Kansas and the Central Flint Hills region have embraced our Soldiers and their Families making Fort Riley the best place in the Army to live, train, deploy from, and call home. This bond of trust enables our Brave, Responsible and On Point Soldiers the agility to rapidly pivot and deploy in order to address emerging threats and develop new coalitions.

Duty First!  
- DANGER 6 & 7

# 1st INFANTRY DIVISION AND FORT RILEY CAMPAIGN PLAN (CAMPLAN) 2020

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## Introduction

**Purpose.** The *1st Infantry Division and Fort Riley Campaign Plan 2020* is designed to provide a coherent and accessible narrative of the goals our Soldiers and Leaders are striving to achieve.

**Context.** The *1st Infantry Division and Fort Riley Campaign Plan 2020* replaces previous campaign plans or CAMPLANs, but is an extension of guidance provided in those documents. A reframe and revision of previous plans was required for the following reasons: new leadership at Chief of Staff of the Army, Forces Command, and 1st Infantry Division levels; refined guidance from Department of the Army, FORSCOM, and III Corps; force reduction to 450,000 Active Duty Soldiers, and pending cuts to 420,000; and the transition to the Sustained Readiness Model, a new Army force generation system.

In order to comply with new directives from our higher headquarters, the 1st Infantry Division and Fort Riley have refined the operational approach from previous CAMPLANs. The basic framework is retained. However, some of the supporting terminology and internal constructs are modified to better support the achievement of readiness objectives. To avoid the tedious process of highlighting every change, a summary of changes is provided. In addition, this document supersedes all previous CAMPLANs in order to eliminate confusion in communicating our priorities.

**Campaign Plan Functionality.** The Campaign Plan consists of four lines of operations (LOOs). Each line of operation consists of multiple Subordinate lines of operations (Sub-LOOs). The Sub-LOOs each contain multiple objectives. A three character alphanumeric code is used throughout the CAMPLAN to rapidly orient the reader to specific objectives within a particular Sub-LOO and LOO. For instance, M1A refers to the first objective (Establish Functional Battalion and Brigade Operations Centers) in the first Sub-LOO (Mission Command) in the Mission Readiness Line of Operation. The first character in the code refers to the line of operation. Lines of operations are

labeled in accordance with the first letter in their titles (M). The second character references subordinate lines of operation, which are numbered in accordance with their order in the LOO (1). The final character is a letter, which references a specific objective (A).

### Summary of Changes.

- Overall this CAMPLAN is more readiness focused
- Inclusion of a comprehensive communications strategy
- Sustainability Line of Operation renamed to Sustainment Readiness
- Mission Readiness Sub-LOOs changed to: M1 – Mission Command, M2 – Training, M3 – Leader Development, M4 – Army Total Force, M5 – Deploy
- Sustainment Readiness Sub-LOOs changed to: S1 – Man, S2 – Equip, S3 – Fund, S4 – Maintain, S5 – Facilities and Infrastructure, S6 – Environmental Stewardship
- End state - describes desired conditions in terms of required proficiencies, and the supporting infrastructure necessary to facilitate operations

**Scope.** This CAMPLAN spans five years, starting in December 2015. It applies to all units assigned to or under the administrative control of the 1st Infantry Division and Fort Riley. It informs all other commands and agencies that support 1st Infantry Division and Fort Riley. This publication is a summary of our Campaign Plan. Detailed execution is managed through annual guidance, orders and weekly Commander's Update Assessments.

## What We Do

**Mission.** The 1st Infantry Division and Fort Riley build and maintain combat ready forces; on order deploys these forces to conduct Decisive Action to fight and win in complex environments as members of a Joint, Inter-organizational, and Multinational (JIM) team.

**Purpose.** Provide combat ready forces to combatant commanders to protect the United States and its

interests at home and abroad. Provide a world class training and leader development environment that is strengthened by a community that supports and cares for Soldiers, Airmen, Civilians, Retirees, and their Families.

## Key Tasks.

1. **Build and Maintain Mission Readiness.** Readiness is our decisive operation. All of our actions and energy should be spent on sustaining readiness in four ways: Personnel, Training, Equipment, and Equipment Maintenance. 1st Infantry Division Soldiers and Civilians are experts in employing their assigned weapons (rifle, vehicle, computer system, tools, etc.).
2. **Execute Mission Command:** 1st Infantry Division and Fort Riley foster a climate of mutual trust and shared understanding that allows tailorable, scalable, and flexible teams to operate in a decentralized manner and within the Commander's Intent.
3. **Always build Leaders of character:** the 1st Infantry Division and Fort Riley are leadership factories that build multi-dimensional, adaptive, and innovative professionals who are capable of supporting and carrying out a broad range of military operations in a JIM environment.
4. **Execute creative and innovative METL-focused, multi-echelon training:** The 1st Infantry Division and Fort Riley execute live, virtual, constructive, and gaming training using the eight step training model so that the Division and its subordinates are mission ready for global deployment. This includes looking at venues where we can integrate with our Reserve Component partners.
5. **Maintain our Equipment:** The 1st Infantry Division and Fort Riley maintains equipment at 10/20 standards through deliberate and disciplined command maintenance processes and procedures. We leverage strategic and installation enablers (AMC, DLA, IMCOM) in

order to maximize speed of recovery and sustain long term readiness.

6. **Care for our Soldiers, Airmen, Civilian, Retirees, and Families:** The 1st Infantry Division and Fort Riley, in participation with the Greater Flint Hills community assist Soldiers, Airmen, Civilians, Retirees, and Families through engaged leaders, proactive programs and world-class facilities to develop their resilience to withstand stress. We cultivate a culture of rapid deployment where units and the installation instinctively and quickly project/deploy combat capability globally.
7. **Teamwork:** The 1st Infantry Division and Fort Riley fosters a climate of mutual trust and shared understanding to build teams: internally with higher, with units to our left and right, and with our community.

**End State.** The 1st Infantry Division and Fort Riley maintains a world class reputation for fighting, and winning when the nation calls, enabled through mutually beneficial relationships and enduring presence in the Flint Hills Region; with infrastructure in place to project combat power and sustain the division's people, training, and equipment.

## Operational Context

President Eisenhower addressed the complications associated with effectively managing military entities. He stated that, "The problem in defense is how far you can go without destroying from within what you are trying to defend from without." For the majority of the last fourteen years, the Army has grown to support competing combat requirements in Iraq and Afghanistan. The cost of military organizations has ballooned, contributing to the national debt. The pace of operations and deployments has combined with increased security measures to divide the military from the people it defends. With two of the three longest wars in our nation's history, the U.S. citizenry has grown war weary. The result, underestimation of security

requirements, and fiscal conservancy resulting in massive force reductions and budget cuts.

Chief of Staff of the Army, General Mark Milley, in his 2015 speech at the AUSA conference outlined some of the myths perpetuated as a result of the cognitive disconnect between the U.S. Military and the American public. First, wars of the future will be short. Second, they can be won from great distances with advanced technologies. Third, the Special Forces can do it all. Finally, that armies are easy to regenerate. None of these myths have proven true in the extensive history of military engagement and are not likely to come true in the future.

In addition to diminishing civil-military connection, constraints that the Budget Control Act impose continue to impact Army formations. The 1st Infantry Division has lost two Infantry Brigade Combat Teams (IBCTs), a fires brigade, and a Maneuver Enhancement Brigade (MEB), in the reduction from 570,000 to 450,000 active duty Soldiers. Additional force structure cuts have the potential to fundamentally impact the 1st Infantry Division, Fort Riley, and the Flint Hills Region.

As resources continue to diminish, complexity in the strategic environment, and as a result the requirements for military support grows. Revisionist states such as China and Russia act belligerently towards their neighbors and foment regional insecurity. Hostile political rhetoric and U.S. commitments to partner nations, that China and Russia threaten, increases the potential for interstate conflict. Chairman of the Joint Chiefs of Staff, General Martin Dempsey, calls this the Thucydides Effect (two great powers drawn into conflict because of the interest of their allies). The hybrid threat that WMD enabled Iran and Korea pose has the potential to undermine energy markets and the international political landscape. Finally, failing and failed states continue to provide ample space to recruit, train, and expand terrorist organizations that threaten U.S. security.

The 1st Infantry Division and Fort Riley expect to implement a new force generation model even as we continue to adapt to evolving domestic and international conditions. The Sustained Readiness

Model (SRM) maintains a force that is persistently ready. It is designed to avoid the negative aspects associated with previous readiness models. Negative aspects such as: removing units immediately from the fight with tiered readiness, and the readiness cliff associated with the Army Force Generation.

Regardless of external conditions, 1st Infantry Division and Fort Riley are required to provide flexible units and leaders to combatant commands. Proficiency in three areas is required to develop and maintain this capability.

1. Provide infrastructure to **increase and maintain readiness**.
2. Develop **units dedicated to attaining tactical proficiency**, exploiting every opportunity to train core competencies and mission essential tasks. Every Soldier embraces the concept that training and operational repetition increases tactical mastery and leader confidence.
3. Emplace systems that enable **rapid deployment**.

## Assumptions

1. U.S Army Forces are reduced to 420,000 personnel.
2. 1st Infantry Division Headquarters deploys to CENTCOM in FY17.
3. The 1st Infantry Division Tactical Operations Center deploys in support of unforeseen contingency operations.
4. 1st Infantry Division's brigades remain on constant deployment cycle.
5. 1st Infantry Division and Fort Riley are prepared to support an Army Total Force (ATF) Center of Excellence and mobilization site.
6. 1st Infantry Division Units continue to reorganize through FY17 in accordance with guidance from the Army Structure Memorandum (ARSTRUC).
7. Human Resources Command and Department of the Army G8 provide 1st Infantry Division and Fort Riley the requisite personnel and funding to execute assigned missions.
8. 1st Infantry Division and Fort Riley are prepared to add a brigade sized organization if required.

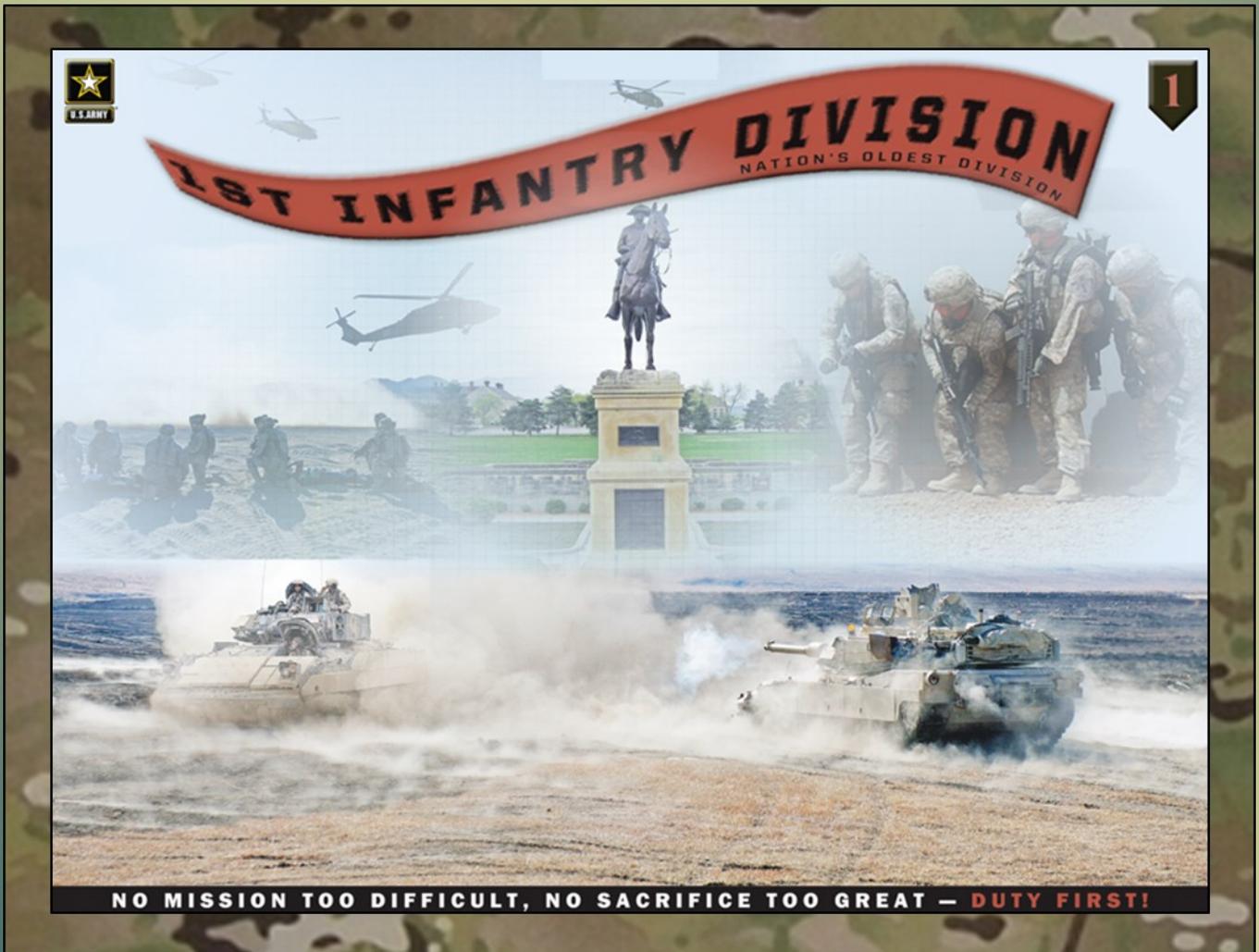


# 1<sup>st</sup> INFANTRY DIVISION & FORT RILEY

WWI · WWII · VIETNAM · GULF WAR · BOSNIA · KOSOVO · IRAQ · AFGHANISTAN



## *1<sup>ST</sup> INFANTRY DIVISION & FORT RILEY AWARD WINNERS*



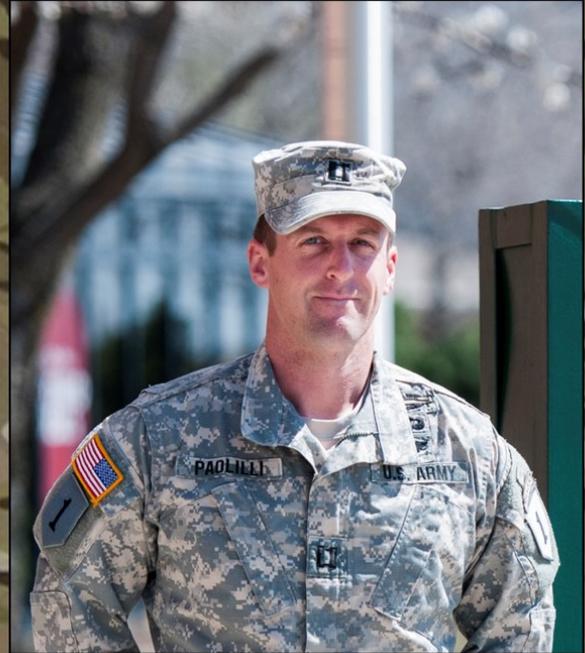
# *BE THE FIRST - 1<sup>ST</sup> INFANTRY DIVISION*

## **2014 GEN MACARTHUR LEADERSHIP AWARDS**



### **CPT Joseph Paolilli**

*Company Commander for Company A, 2nd Battalion, 16th Infantry Regiment, 4th Infantry Brigade Combat Team, 1st Infantry Division was selected as one of 28 MacArthur Leadership Award winners.*



### **CPT James Cerrone**

*HHC Commander for 2nd Battalion, 34th Armor Regiment, 1st Armored Brigade Combat Team, 1st Infantry Division was awarded the MacArthur Leadership in Washington D.C. 30 May 2015.*

*1ID was proud that two Big Red One company commanders were selected as MacArthur Leadership Award winners*

*This program recognizes company grade officers who demonstrate the ideals for which General MacArthur stood - duty, honor, country. The award promotes and sustains effective junior officer leadership in the Army.*

## **— 2015 BOB WYLIE MAINTENANCE EXCELLENCE AWARD —**



### **SSG Zachery Kipp**

*The maintenance supervisor for Company D, 1st Attack Helicopter Battalion, 1st Aviation Regiment, 1st Combat Aviation Brigade, 1st Infantry Division earned the 2015 Bob Wylie Award for maintenance and leadership.*

## **— 2014 LTG ELLIS D. PARKER AWARD - AVIATION —**



### **1st Combat Aviation Brigade**

*Soldiers of 601st Aviation Battalion and the 2nd General Support Aviation Battalion, 1st Aviation Regiment, 1st Combat Aviation Brigade, proved that they were the best in the Army.*

*Each battalion was awarded the Lt. Gen. Ellis D. Parker Award as the top battalion for Combat Service Support and Combat Support respectively.*

## **— 2014 AIR TRAFFIC CONTROL UNIT OF THE YEAR —**

### **2-1 GSAB**

*The Soldiers of Company F, 2nd General Support Aviation Battalion, 1st Aviation Regiment, 1st Combat Aviation Brigade, were named the Air Traffic Control Unit of the Year by the Army Aviation Association of America.*



## **FINLEY HAMILTON MILITARY MUSICIAN AWARD**



### **SPC Timothy Rogers,**

*A trumpet player for the 1st Infantry Division Band was awarded the 2014 Finley R. Hamilton Outstanding Military Musician Award for outstanding musical and leadership excellence.*

## **2014 DEPLOYMENT EXCELLENCE AWARD**



### **Logistics Readiness Center**

*Mr. Scot Bird accepts the fifth Deployment Excellence Award for the Fort Riley Installation Transportation Office from Chief of Staff of the Army GEN Raymond Odierno.*

## **2014/5 CONNELLY AWARDS PROGRAM**

### **Demon Dining Facility**

*The Demon DFAC earned recognition as the best Dining Facility for Installation Management Command West in Fiscal Year 2014. It went on to compete for the best DFAC in the Army in 2015. Earning the right to compete for the Connelly Award distinguishes the Demon DFAC staff as one of the six best in the Army.*



## 2015 PRESIDENTIAL LEADERSHIP SCHOLAR



### 1st Infantry Division Civilians

Traci Scott was selected as one of 60 professionals, from across the country, to enjoy the privilege of attending the inaugural Presidential Leadership Program. Over the course of six months she learned leadership skills from living former presidents and key administrative officials.

## 2015 GAINNEY CUP TEAM

### 1-4 CAV

SSG Brian Heather led the five members of his squad in representing the 1st Infantry Division at the May 2015 Gainey Cup competition at Fort Benning, Georgia. He and his squad were recognized for being among the ten best cavalry squads in the Army.

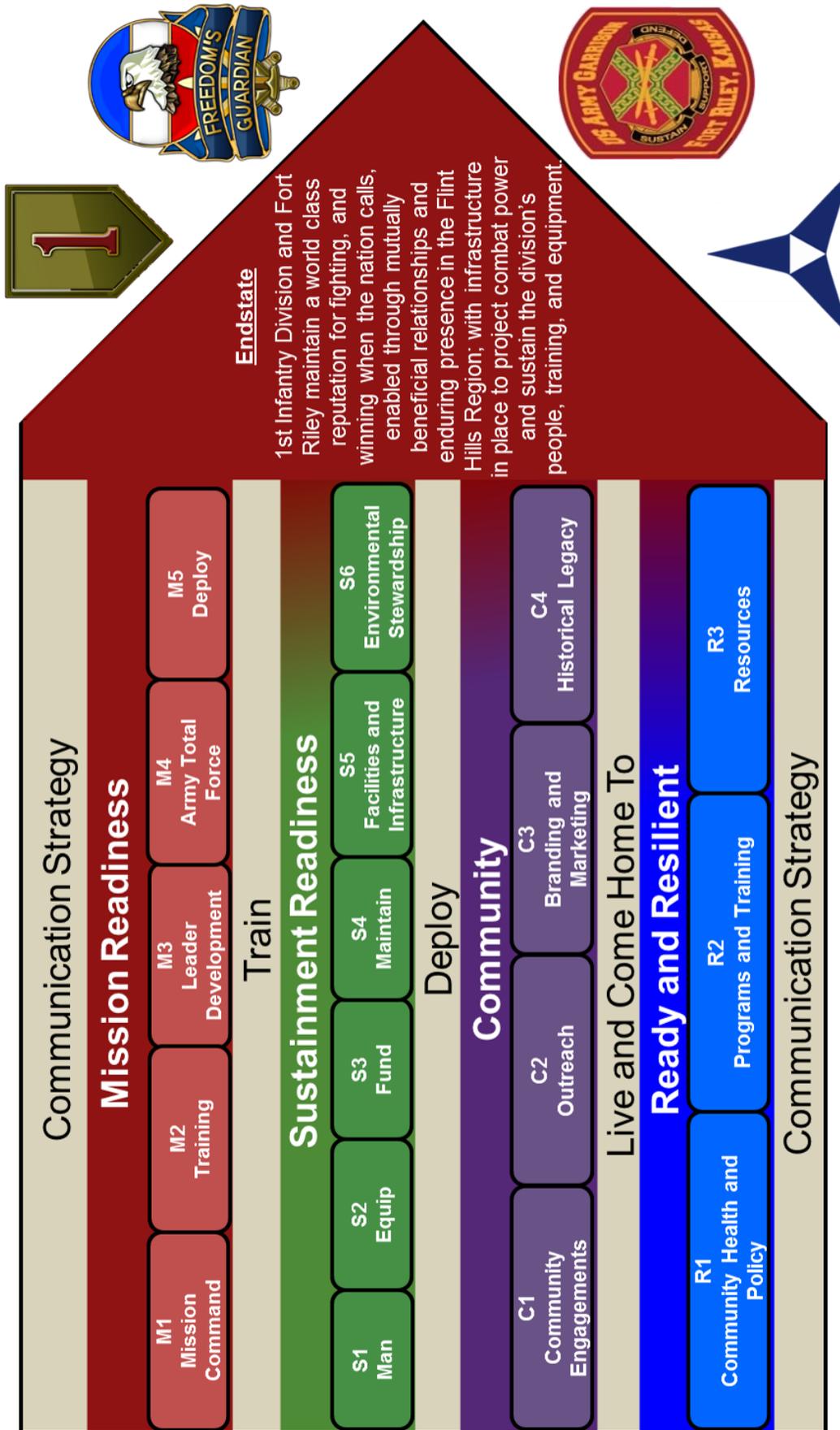


## 2015 BEST RANGER COMPETITION



### 2-16 IN

LTC Eric J. Batchelor and CSM Thomas F. Williams, the command team for 2nd Battalion., 16th Infantry Regiment, 4th Infantry Brigade Combat Team, 1st Infantry Division, Competed at the 2015 Best Ranger Competition. Even though the team didn't win they taught young leaders what it means to lead from the front.



1<sup>st</sup> Infantry Division and Fort Riley Operational Approach

## Mission Readiness

Members of the 1st Infantry Division and Fort Riley team conducted extensive analysis of this and the other lines of operations (LOO) and subordinate lines of operations (Sub-LOO) within our operational approach. This process produced refined goals described as LOO and Sub-LOO end states. It also clearly defined objectives that enable end state achievement, and provide a marked advantage to the 1st Infantry Division and Fort Riley. Success in achieving all Sub-LOO end states ensures overall success in the LOO, and success in all LOOs is paramount to success in the CAMPLAN as a whole. In addition, an extensive system of assessments enables the division and post to identify shortfalls in the plan or evolving conditions, and expand existing or add new objectives to ensure mission success. Throughout this CAMPLAN objectives are referenced. However, fully defined objectives and definitions are provided in the appendices.

### Mission Readiness.



“Readiness is the Army’s number one priority. There is no other number one. We, as leaders must never allow our nation’s most precious asset, our sons and daughters, to go into harm’s way unprepared, lacking equipment, untrained, undermanned, or with less than competent leadership.”



**General Mark A. Milley**  
39<sup>th</sup> Chief of Staff, U.S. Army

### Sub-LOOs

**M1 – Mission Command**

**M2 – Training**

**M3 – Leader Development**

**M4 – Army Total Forces**

**M5 – Deploy**

The III Corps Commander, Lieutenant General Sean MacFarland reiterated the importance of readiness and thinking and speaking in readiness terminology. The III Corps Command Training and Leader Development Guidance directed that readiness be expressed in Unit Strength Reporting terminology (man, train, equip, maintain and, not expressly stated but important, deploy).

Based on this guidance from higher headquarters, changes were made to the CAMPLAN operational approach. The Mission Readiness and Sustainment Readiness Lines of Operation, specifically, reflect a readiness focus and were designed to facilitate the achievement of readiness goals.

The end state for this line of operation is: The 1st Infantry Division and Fort Riley provides disciplined, skilled, trained, and ready Leaders, Soldiers, Joint Inter-organizational, and Multinational partners, and units to combatant commanders, which are capable of executing a range of assigned military operations.

In order to achieve this end state, the 1st Infantry Division and Fort Riley are committed to providing world class facilities, infrastructure, leadership, and training environments. This enables units to systematically man, equip, and train as they prepare to lead Soldiers and units in a range of world-wide operational missions in support of combatant commanders. Active and engaged leadership coupled with adherence to established standards and discipline improves mission readiness while

reducing uncertainty for Soldiers, Families, and local communities that support the division and post.

Five subordinate lines of operations (Sub-LOOs) each with their own end states and operational approach support the achievement of the Mission Readiness line of operations (LOO).

**Mission Command (M1).** In the foreword to General (R) Stanley McChrystal's book *Team of Teams*, Walter Isaacson distills the essence of Mission Command. He argues that the complexity of the modern operational environment quickly overwhelms traditional tiered organizations. However, mission command maximizes effective traits of small teams such as: trust, common purpose, shared awareness, and the empowerment of individual members. It establishes a series of cohesive and adaptable teams up to senior command levels. Isaacson posits that effective mission command "fosters cross-silo collaboration. That way the insights and actions of many teams and individuals can be harnessed across the organization. Innovation and problem solving become the products of teamwork, not a single architect."

G3 Chief, Knowledge Management is the over-all lead for this sub-LOO. The end state for this Sub-LOO: 1st Infantry Division exercises Mission Command to drive the operations process and issues mission orders utilizing assigned Army Mission Command Systems (AMCS).

The discreet objectives and action officer leads identified to support this Sub-LOO are as follows:

## 2016

- **M1A – Establish functional BN/BDE OPS Centers**, to create shared understanding at echelon.
  - G3 Chief of Current Operations

## 2017

- **M1B – Decisive Action Prepared**, enabling units to deploy anywhere in the world.
  - G3 Chief of Training

## 2018

- **M1C – Third Brigade sized element**, ensuring the 1st Infantry Division and Fort Riley have sufficient infrastructure and systems to support additional force structure.
  - G5 Chief of Force Integration

**Training (M2).** Malcolm Gladwell asserts in his book *Outliers* that experts dedicate 10,000 hours of time to mastering their craft. The rapidly evolving character of armed conflict makes attaining and maintaining high levels of experience and practice problematic. However, training repetitions through a host of live, virtual, constructive, and gaming environments allows 1st Infantry Division Soldiers to gain considerable experience in a broad range of environments. This experience makes them better and safer warfighters. Through a gated training process, 1st Infantry Division Soldiers build repetitions that provide a robust set of mental models increasing Soldier and Leader decision making speed and efficacy.

G3 Chief, Training is the over-all lead for this sub-LOO. The end state for the Training (M2) Sub-LOO: 1st Infantry Division Units are proficient in their Mission Essential Tasks (MET). To enable subordinate units to achieve this end state, the following objectives were developed. While many actions cross functional lines, a specific action officer is assigned as lead to help ensure mission execution.

## 2015/6

- **M2A – BN CALFEX with integrated multi-echelon fires**, ensuring 1st Infantry Division battalions are better prepared to deploy and execute training and combat missions
  - G3 Chief of Training and BDE S3s

## 2017

- **M2B – Re-establish "Gauntlet" BDE focused EXEVAL at Fort Riley**, to better prepare brigades for Combat Training Center and operational missions.
  - G3 Chief of Training and BDE S3s

2018

- **M2C – Establish a permanent Basic Leaders Course on Fort Riley**, to increase efficiency of training for BRO Junior Leaders.
  - Division Command Sergeant Major

## Leader Development (M3).



"Nothing in the Army happens without leadership. We are not a materiel service. We don't have the big boats, we don't have the airplanes, but what we do have is people. Nothing happens unless we have good leaders, so we need to continue to improve that for our soldiers."



**Daniel A. Dailey,**  
**Sergeant Major of the Army**

"Training and Leader Development are one word" - MG Wayne Grigsby.

Taking leader development out from underneath training enables 1st Infantry Division to place additional emphasis on one of its most important initiatives. The command specifically shaped the end state for this subordinate line of operations (Sub-LOO), directing that 1st Infantry Division and Fort Riley are leadership factories; and that division and post leaders are responsible for building multi-dimensional, adaptive, and innovative professionals who are capable of supporting and carrying out a broad range of operations in a JIM environment.

G5 Chief of Plans is the over-all lead for this sub-LOO. Unlike the other Sub-LOOs, leader development is executed annually. It does not have discreet objectives. Instead, leader development is programmatic with predetermined areas of emphasis. 1st Infantry Division

units and leaders take a multi-echeloned approach to leader development as delineated in appendix C. This enables uniform leader development regardless of the point in a Soldier's tenure or unit deployment cycle that the CAMPLAN and subsequent LDPs are implemented.

The following are the four areas of emphasis and their associated end states for the leader development program. Primary POCs are assigned in the annual LDP order. Appendix C provides the format for annual LDPs and is the FY2016 LDP.

- **M3A – Strategic Development**, creating leaders that understand the national and strategic operational environment.
- **M3B – Regional Focus**, developing leaders that possess a shared understanding of the regional community and contingency operational environments.
- **M3C – Tactical Development**, ensuring that leaders are tactically proficient.
- **M3D – Professionalism**, – developing leaders of character that are competent stewards of the profession.

## Army Total Force (M4).



"FORSCOM is by design a 'Total Force' command -- Army National Guard, U.S. Army Reserve, and the Active Component. We are one Army, one Army, working together -- shoulder to shoulder to build and sustain highly trained and disciplined Soldiers and formations in accordance with Army standards -- we are expert in our warfighting skills -- ready to deploy and win in ground combat against any enemy."

**General Robert B. Abrams,**  
**Commanding General,**  
**United States Army Forces Command**

In 2012, the Army published a policy directing greater coordination and synchronization between active and reserve components. As noted by LTG MacFarland, 1st Infantry Division is a leader within III Corps in executing the Army Total Force policy. 1st Infantry Division and Fort Riley train 22,000 JIM partners from 30 states annually. Memorandums of Understanding between 1st Infantry Division and the Kansas National Guard reinforce gains accrued. However, the restructuring of the division headquarters to include reserve component augmentation, and diminishing active brigades available for mission execution requires greater interoperability between services. For that reason, this subordinate line of operations (Sub-LOO) is dedicated to the continued development of mutually beneficial relationships between 1st Infantry Division and reserve component partners.

G3 Chief, Future Operations is the over-all lead for this sub-LOO. The end state for this Sub-LOO: 1st Infantry Division, Fort Riley, and its Total Force partners conduct supporting activities to enable enduring partnerships and to support the One Army concept. There are four identified objectives that support end state achievement. Also listed are the associated lead action officers for each objective.

## 2016

- **M4A – Mobilization Site**, enable RC units to mobilize/de-mobilize at Fort Riley increasing time available to train with 1st Infantry Division units.
  - G3 Civilian Deputy, and Garrison DPTMS
- **M4B – Partnered Annual Exercise**, Fort Riley is the location of choice for annual exercises.
  - G3 Chief of Training and NG LNO

## 2017

- **M4C – Shared AC/RC facilities**, providing additional opportunities for training and partnered training.
  - G3 Chief, FUOPS

## 2018

- **M4D – Integrated Division and RC staff**, 1st Infantry Division rapidly incorporates Reserve Component augmentation, builds cohesive teams, and creates an environment of shared understanding; reducing risk.
  - G3 Chief, FUOPS

## Deploy (M5).



**"Combat readiness relies on our ability to get to the battlefield quickly, defeat the enemy decisively with superior fires and maneuver, and sustain ourselves throughout the operation, anywhere in the world."**

**Lieutenant General Sean MacFarland,  
Commanding General,  
III Armored Corps**

Not expressly stated as a readiness task, deploying is necessary to facilitate combatant commander requirements. The ability to rapidly deploy is essential to ensuring that national level leaders have viable capacity to address emergent requirements and threats. For this reason, the 1st Infantry Division and Fort Riley established "deploy" as its own Sub-LOO in CAMPLAN 2020. This enables senior leaders within the organization to properly align effort and resources against this essential operation.

G3 Civilian Deputy is the over-all lead for this sub-LOO. The end state for this Sub-LOO: 1st Infantry Division and Fort Riley possesses the capability of rapidly deploying the current division structure in 7 days given 72 hours' notice. The following are the objectives supporting this Sub-LOO along with the

lead action officers responsible for mission accomplishment.

## 2016

- **M5A – Deployment Standards**, providing a validated and rehearsed system that enables rapid deployment.
  - G3 Chief, CUOPS
- **M5B – Combat EDRE**, regularly exercised standards and processes improving knowledge, confidence and efficiency.
  - G3 Civilian Deputy and Chief, FUOPS

## 2018

- **M5C – Rapid Deployment Support Infrastructure**, to provide the necessary supporting tactical facilities to make unit rapid deployments more efficient.
  - G3 Civilian Deputy and Chief, LRC (ITO)

# Sustainment Readiness

“Success demands a high level of logistical and organizational competence.” – GEN George Patton

Training is the most critical aspect of readiness because it prepares the people within the Army to employ and maintain their equipment, and lead the Soldiers in their ranks. However, three of the four aspects of readiness are contained within the Sustainment Readiness Line of Operations (LOO). These include manning, equipping, and maintaining.

In addition to accounting for three of the four essential aspects of readiness, the Sustainment Readiness LOO is responsible for the infrastructure that enables the achievement of readiness goals. Maintaining, developing, and streamlining this infrastructure provides advantages to the 1st Infantry Division and Fort Riley, the Department of Defense, and national leaders. This infrastructure ensures that our formations are not empty of trained Soldiers and leaders. It also ensures that a well-trained and led force can get to the fight and win.

**Sustainment Readiness.** The end state for this LOO: Fort Riley is a relevant and realistic training installation providing properly supplied combat-ready forces with well-maintained equipment, and is recognized as the U.S. Army’s premier division level installation for merging mission, environment, readiness, and cost.

This enables the division and post to train and deploy Soldiers while simultaneously developing the interrelationships of mission, environment, readiness, and cost. 1st Infantry Division and Fort Riley are committed to Soldiers, Families, Retirees, Department of the Army Civilians, and the Central Flint Hills Region. These commitments require us to implement responsible practices that sustain the installation, safeguard the environment and enable exceptional supply and maintenance stewardship.

Six subordinate lines of operations (Sub-LOOs) each with their own end states and operational approach support the achievement of the overarching sustainment readiness end-state.

Sub-LOOs
S1 – Man
S2 – Equip
S3 – Fund
S4 – Maintain
S5 – Facilities and Infrastructure
S6 – Environmental Stewardship

**Man (S1).** This Sub-LOO is similar to Leader Development in that it consists of dynamic programs instead of static objectives. Effective implementation of these programs, over time, provides the system with the energy required to facilitate mission accomplishment.

The end state for this Sub-LOO: man the 1st Infantry Division as the premier warfighting Division in the United States Army. The 1st Infantry Division sustains the highest manning levels and attracts the best talent to FRKS.

A compilation of the four listed programs support this end state. The identified action officers ensure effective implementation of programs.

- **S1A – Talent Management**, increases unit lethality regardless of theater or adversary.
  - G1, S1, and Commanders
- **S1B – Non-Available’s <7%**, ensures that the highest available population is able to train, deploy, fight and win when called.
  - G1, Command Teams
- **S1C – Total Army Sponsorship Program and Army Career Tracker**, immediately integrates Soldiers and Families arriving at Fort Riley into their units and reinforces the fact that this is the best place to live, train, deploy, and come home to.
  - G1, S1, NG LNO

- **S1D – Soldier Record Data Accuracy**, increases the unit ability to rapidly deploy Soldiers while simultaneously enhancing morale.
  - G1, S1

**Equip (S2).** An essential part of preparing Soldiers and units for combat is ensuring that they are properly equipped. This includes providing required weapons platforms, modernized vehicles and systems, and the ancillary parts required for the use of essential equipment.

The end state for this subordinate line of operation (Sub-LOO): 1st Infantry Division units lead the Army in fielding new equipment, and that they have the critical equipment required to deploy and conduct Decisive Action missions.

To facilitate end state achievement, the 1st Infantry Division and Fort Riley implement the following four programs. The following action officers oversee the implementation of all programs.

- **S2A – Maximize Authorized Equipment On-hand**, increases unit responsiveness to emerging contingency requirements.
  - G4 Service and Support Chief, S4
- **S2B – Reduce Excess**, limits maintenance and management costs and increases unit agility.
  - G4 Service and Support Chief, S4
- **S2C – Modernization**, gains technological advantages and provides 1st Infantry Division and Fort Riley Soldiers with unique skill sets and capabilities.
  - G5 Chief of Force Integration
- **S2D – Supply Excellence**, secures notoriety for 1st Infantry Division and Fort Riley while enhancing deployability and readiness.
  - G4 Service and Support Chief, Garrison Stationing Manager

**Fund (S3).** Funding runs throughout all lines of operations (LOO) and objectives. It is necessary to light buildings, fuel vehicles, purchase ammunition for our weapons, pay Soldiers and Civilians, maintain and update infrastructure and provide training. Failures to plan, resource, and execute training or maintain vehicles have a direct impact on

the ability of units and individuals to effectively prepare for operations in support of combatant commanders. Growing fiscal constraints required that CAMPLAN 2020 highlight the importance of funding, making it a Sub-LOO.

The end state for this Sub-LOO: The 1st Infantry Division has sufficiently funded combat-ready forces and is recognized as the U.S. Army's premier division level installation for cost management. The following are the objectives supporting achievement of this end state and the action officers responsible for their implementation.

- **S3A – Forecasting Accuracy**, increases annual funding to 1st Infantry Division and Fort Riley.
  - G8
- **S3B – Audit Readiness**, 1st Infantry Division and Fort Riley are declared financially auditable.
  - G8

**Maintain (S4).** This Sub-LOO is nested with the III Corps Fleet Readiness Campaign Plan. The end state: 1st Infantry Division's fleet sustains readiness at or above Army Standards, and is persistently able to rapidly deploy while simultaneously reducing costs. The following are the objectives supporting achievement of this end state and the action officers responsible for their implementation.

- **S4A – Achieve and Maintain 10/20 Standards**, 1st Infantry Division units produce readiness for less and Fort Riley is a candidate for expansion
  - G4 Maintenance Chief, S4, XOs
- **S4B – SSA Performance**, reduces non-mission capable time resulting in sustained readiness rates.
  - G4 Maintenance Chief, S4, XOs
- **S4C – Long Term UME/SBE program**, increases readiness enabling redeploying units the ability to immediately begin training with FMC equipment, and reduces unscheduled maintenance costs.
  - G4 Maintenance Chief, S4, XOs
- **S4D – Maintenance Excellence**, enhances maintenance posture enabling rapid deployment, and reduces unscheduled maintenance costs.

- G4 Maintenance Chief, S4, XO's

**Facilities and Infrastructure (S5).** Fort Riley effectively manages competing requirements. It maintains extensive historic facilities while maximizing every efficiency to make the post more cost effective. Simultaneously, it modernizes infrastructure to provide world class training and deployment facilities for 1st Infantry Division and Army Total Force units. The 1st Infantry Division and Fort Riley have consistently demonstrated an ability to adopt state of the art technologies, and integrate them into a fully matured capability to respond to and defeat the nation's enemies. The end state for this subordinate line of operation (Sub-LOO) is designed to further enable this ability.

The Sub-LOO end state: FRKS is an efficient and sustainable installation with facilities and infrastructure that support training, and rapid deployment and provide the best place in the Army to come home to. The following are the objectives supporting achievement of this end state and the action officers responsible for their implementation.

- **S5A – Execute Planned Facilities Reduction**, reduces excess, ensures the best use of limited Sustainment Restoration and Modernization (SRM) dollars, and creates green space that supports future developments.
  - Garrison Stationing Manager
- **S5B – Complete ARSTRUC Building Repurposing Projects**, improves utilization rates.
  - G5 Chief of Force Integration, Garrison Stationing Manager
- **S5C – SRM Backlog Reduction**, improves overall rating on Installation Status Report (ISR).
  - Garrison Stationing Manager
- **S5D – Historic District Preservation**, preserves unique cultural resources rich with U.S. Army heritage, which is maintained and used for mission purposes.
  - Garrison Stationing Manager
- **S5E – Develop MILCON Strategy for FY22-27**, increases approved funding for facilities that support a strategic end state.

**Environmental Stewardship (S6).** Safeguarding the environment is essential to ensuring that Fort Riley remains a cost effective installation with multifunctional training areas. Effective environment stewardship enables 1st Infantry Division leaders to maximize resources dedicated to training and maintaining their formations. Maximizing efficiencies and minimizing costs is essential in an era of fiscal constraints. Environmental stewardship enhances relationships with community partners, and ensures viability of training areas.

The end state for this Sub-LOO: FRKS and 1st Infantry Division are stewards of the environment and in compliance with all environmental policies and procedures. The following are the objectives supporting achievement of this end state and the action officers responsible for their implementation.

- **S6A – Water Conservation**, decreases water use.
  - Garrison Environmental Division Chief
- **S6B – Recycling**, increases unit and Soldier recycling.
  - Garrison Environmental Division Chief
- **S6C – Electricity Conservation**
  - Garrison Environmental Division Chief
- **S6D – Installation Restoration Program**, reduces the number of contamination sites that impede land use.
  - Garrison Environmental Division Chief

The 1st Infantry Division and Fort Riley have a wide-ranging community engagement program focused primarily on the Central Flint Hills region.



## Community

Community efforts are coordinated under the Community Line of Operation (LOO). 1st Infantry Division and Fort Riley units use the construct and guidance provided in this LOO to inform their community engagements programs. Division and post emphasis on community support has resulted in more than a thousand community engagements annually.

In February 2015, the Department of the Army conducted a Supplemental Programmatic Environmental Assessment (SPEA) listening session at Fort Riley. After years of active participation in the community, 1st Infantry Division and Fort Riley Soldiers saw the results of extensive community outreach. With the largest turnout of any post, more than doubling the next highest participation level, 4,500 community members came to show their support for the division and post.

MG Grigsby expressed his satisfaction with the division's Community relationships during the 2015 Commander's Vision Conference. He also reinforced the requirement to maintain the momentum gathered in recent years. The Commanding General also emphasized the need to engage local political leaders. He stated that politics are local, and encouraged 1st Infantry Division and Fort Riley leaders to continue demonstrating the productivity of the mutually beneficial relationship with the Central Flint Hills region.

**Community.** The end state for this LOO is to maintain valued community partnerships in order to ensure 1st Infantry Division and Fort Riley remain the best place to live, train, deploy from, and return home to.

To achieve this end state, the 1st Infantry Division and Fort Riley partner with neighboring communities to foster mutually supportive relationships, enhance understanding of our mission, and common opportunities. 1st Infantry Division cultivates an enduring relationship between the American people and its Army and promotes the Big

### Sub-LOOs

**C1 – Community Engagement**

**C2 – Outreach**

**C3 – Branding and Marketing**

**C4 – Historical Legacy**

Red One and Fort Riley Legacy beyond the Central Flint Hills region.

Four subordinate lines of operations (Sub-LOOs) each with their own end states and operational approach support the achievement of the overarching community end-state. Broader assessments are required to measure changes in the environment in this LOO. As a result, relative advantage is not associated with or measured for specific objectives. Instead, environmental changes are attributed to Sub-LOOs.

**Community Engagements (C1).** This Sub-LOO encompasses a broad range of tasks designed to support the local community. It is also the venue for expanding and reinforcing mutually beneficial relationships between 1st Infantry Division and Fort Riley and the Central Flint Hills.

The end state for this Sub-LOO: community relationships make Fort Riley the home of the 1<sup>st</sup> Infantry Division, the best place to live and come home to. The following are the objectives supporting achievement of this end state and the action officers responsible for their implementation.

#### 2016

- **C1A – Single 1st Infantry Division/Community Narrative for External Audiences**, increases the number of engagements that include key leaders from both units and communities.
  - G9, Commanders

- **C1B – Establish a Memorandum of Understanding between 1st Infantry Division and the University of Kansas**, increases the number of units requested to support community partners.
  - G9, 2/1 ID (A) leadership

## 2017

- **C1C – Maintain Community Relationships Through FY2017 Deployments**, mitigates lack of engagements with no negative change in environmental indicators.
  - G9, Unit leadership
- **C1D – Reduce the Civil-Military Gap with the Community at Large**, increases the number of enlistees from the Central Flint Hills Communities.
  - G9, Commanders

**Outreach (C2).** Activities under this subordinate line of operation (Sub-LOO) specifically refer to the expansion of the community programs to areas outside the Central Flint Hills region. Efforts under this Sub-LOO support broader Army initiatives such as the Army Total Force Policy or the Meet Your Army Campaign. The associated objectives expand 1st Infantry Division and Fort Riley brand recognition and influence.

The Outreach end state: 1st Infantry Division outreach efforts, to include Total Army partners, makes Fort Riley the best place to train and come home to. The following are the objectives supporting achievement of this end state and the action officers responsible for their implementation.

## 2016

- **C2A – Establish Outreach in Lincoln, NE** increases in the number of units requested to support community events and invites to major community events.
  - G9, 1/1 ID (A) Leadership

## 2017

- **C2B – Establish Outreach in Chicago, IL** increases in the number of units requested to

support community events and invites to major community events.

- G9, 1st Infantry Division HQs Leadership
- **C2C – Total Army Engagement via 1st Infantry Division National Guard and Army Reserve Partners**, increases in the number of units requested to support community events and invites to major community events.
  - G9, Commanders

**Branding and Marketing (C3).** Branding and marketing efforts increase name recognition. The effective range of most Army brands is approximately 50 miles from post. Outside of that radius, the influence of an organization's brand, and as a result the organization, rapidly diminishes. In order to expand 1st Infantry Division brand recognition, support, and to close the civ-mil gap the division established the Branding and Marketing Sub-LOO.

The end state for this Sub-LOO: 1st Infantry Division and Fort Riley are recognized Army wide as the premier division-level training location. The following are the objectives supporting achievement of this end state and the action officers responsible for their implementation.

## 2016

- **C3A – 2020 Community Strategy**, increases the number of non-DOD visitors tracked through the visitor's center for on post events.
  - G9
- **C3B – Review/Reinforce BRO Branding**, increases the number of news stories or articles referencing the 1st Infantry Division.
  - PAO

## 2017

- **C3C – Engaged AUSA Membership Works with State and National Leaders for Fort Riley**, increases the number of times the Big Red One branding shows up in the media.
  - G9, PAO, 1st Infantry Division Command Team

## 2018

- **C3D – Fort Riley Community Draws National Events that Highlight 1st Infantry Division and Fort Riley**, increases the number of times the Big Red One branding shows up in the media.
  - 1st Infantry Division PAO, Garrison PAO

**Historical Legacy (C4).** The 1st Infantry Division and Fort Riley are two of the oldest institutions in the Army. Preserving the memory of the Soldiers that have served this unit and the country in times of crisis is an essential part of our mission. In addition, 2017 marks the 100<sup>th</sup> Anniversary of the 1<sup>st</sup> Infantry Division. This subordinate line of operations (Sub-LOO) gives the necessary focus required to ensure that these requirements are met.

The end state for Historical Legacy: 1<sup>st</sup> Infantry Division is America’s most storied division on FORSCOM’s oldest post and its legacy is carried and shared by every Big Red 1 Soldier. The following are the objectives supporting achievement of this end state and the action officers responsible for their implementation.

## 2016

- **C4A – 50<sup>th</sup> Anniversary of Vietnam Commemoration**, increases serving Soldier membership in the Society of the 1<sup>st</sup> Infantry Division.
  - G9, PAO
- **C4B – 98<sup>th</sup> 1st Infantry Division Combat Leaders Dinner**, increases the number of news stories and articles covering the legacy of the Big Red One or its impending 100<sup>th</sup> Anniversary.
  - G9, PAO, 1st Infantry Division HQs Command Team

## 2017

- **C4C – 1st Infantry Division 100<sup>th</sup> Anniversary Combat Leaders Dinner**, increases the number of DOD visitors to the museum, Custer House, and other historic sites.
  - PAO, G9, Commanders

- **C4D – Victory Week with Three Days Dedicated to Celebrating the 1st Infantry Division 100<sup>th</sup> Anniversary**, increases the number of news stories and articles covering the legacy of the Big Red One or its impending 100<sup>th</sup> Anniversary and serving Soldier membership in the Society of the 1st Infantry Division.
  - PAO, G9, 1st Infantry Division HQs Command Team

## 2018

- **C4E – 2017 Veterans Day Game at Soldier Field in Chicago**, increases the number of 1st Infantry Division Soldiers requesting to stabilize and serving Soldier membership in the Society of the 1st Infantry Division.
  - PAO, G9
- **C4F – SRTC Connects Historical Battles to Virtual Training**, increases the number of Fort Riley Soldiers requesting to stabilize.
  - G3 Simulations, Museum Curator

## 2019

- **C4G – Celebrate/Leverage Fort Riley History**, increases the number of unsolicited Community Invitations for 1st Infantry Division or Fort Riley Soldiers to attend commemorations.
  - PAO, Museum Curator



## Ready and Resilient

Two centuries ago, Napoleon Bonaparte acknowledged the importance of a Soldier's resilience quipping that "Even in war moral power is to physical as three parts out of four." While the character of war has changed since Napoleon's era, his observations of the nature of war remain valid.

**Ready and Resilient (R2).** An essential aspect of readiness is the Ready and Resilient Line of Operations (LOO). A common misconception about this LOO is that it is dedicated to minimizing the impact of the ten percent of a unit's strength lost to non-deployable status. However, this LOO ensures that the entire formation remains strong and prepared for the long and arduous days associated with military training and operational deployments. It mitigates the impacts associated with physical and mental injuries, and enables Soldiers to return to their careers. R2 supports Commander's in ensuring that healthy Soldiers remain physically fit and that injured Soldiers get the support they need.

The end state for this LOO is: The readiness and resilience of 1st Infantry Division and Fort Riley Soldiers, Airmen, Retirees, Families, and Civilians contributes to a Brave, Responsible, On Point community, and is viewed as a combat multiplier in support of the high demands placed on the division and post.

In order to achieve this end state, 1st Infantry Division and Fort Riley continue to integrate engage leaders, proactive programs, and world-class facilities to foster a culture of sustained readiness and resilience. Decisive to this effort is a synchronized approach to health and discipline that optimizes and prioritizes capabilities, resources, and relationships to build and maintain readiness of Big Red One and Fort Riley Soldiers, Airmen, Retirees, Families, and Civilians.

Three subordinate lines of operations (Sub-LOOs) each with their own end states and operational approach support the achievement of the overarching Ready and Resilient end-state.

### Sub-LOOs

**R1 – Community Health Policy**

**R2 – Programs and Training**

**R3 – Resources**

**Community Health and Policy (R1).** The end state for this Sub-LOO: 1st Infantry Division and Fort Riley Community Health Promotion Council (CHPC) engages leaders at all echelons in the Ready and Resilient Campaign (R2C) to build, maintain, and strengthen resilience. The following are the objectives supporting achievement of this end state and the action officers responsible for their implementation.

#### 2015

- **R1A: Integrate Physical Resilience Working Group**, facilitates cross command collaboration, at echelon, on R2 initiatives and strategies that relate to physical health, reducing redundancies and maximizing impact to Soldier Readiness.
  - R2 Lead, Commanders

#### 2017

- **R1B: Department of Public Health Accredited**, provides evidence based programs that better serve Soldiers, Families, Civilians and Retirees.
  - 1st Infantry Division R2 Lead, Hospital Commander
- **R1C: Rate of Medically Non-ready Soldiers <7%**, increases the number of combat ready Soldiers in every unit mitigating the impact of force reductions.
  - 1st Infantry Division R2 Lead

#### 2019

- **R1D: Extend R2 to Encompass Family Members**, improves morale and positive health outcomes among family members.
  - 1st Infantry Division R2 Lead, Commanders

**Programs and Training (R2).** The end state for this subordinate line of operation (Sub-LOO): 1st Infantry Division and Fort Riley Leaders, Soldiers, Airmen, Retirees, Families, and Civilians utilize Ready and Resilient programs and resources to build personal and unit readiness. The following are the objectives supporting achievement of this end state and the action officers responsible for their implementation.

## 2016

- **R2A – Prioritize R2 training programs,** enables leaders to provide essential R2 training and accept risk in training tradeoffs.
  - 1st Infantry Division R2 lead
- **R2B – Complete Performance Triad Pilot,** improves retention rates, morale, positive behavioral health outcomes, and unit readiness for 1/1 ID (A).
  - 1st Infantry Division R2 lead

## 2017

- **R2C – Assess and implement Performance Triad installation wide (pending R2B),** improves retention rates, morale, positive behavioral health outcomes, and unit readiness across 1st Infantry Division and Fort Riley.
  - 1st Infantry Division R2 Lead

**Resources (R3).** The end state for this Sub-LOO: 1st Infantry Division and Fort Riley foster feasible and mutually supportive relationships with external organizations and programs, and leverage resources to enhance the R2 Campaign. The following are the objectives supporting achievement of this end state and the action officers responsible for their implementation.

## 2016

- **R3A – Collaborate with External Entities to Enable Soldier for Life collaborations,** improves R2 programs and policies and increases impact of resources dedicated to R2 programs.
  - 1st Infantry Division R2 Lead

## 2017

- **R3B – Utilization of 1st Infantry Division R2 Tools Across all Units,** improves retention rates, morale, positive behavioral health outcomes, and unit readiness across 1st Infantry Division and Fort Riley.
  - 1st Infantry Division R2 Lead

## Communications Strategy

Noted author and Nobel Laureate George Bernard Shaw stated that, “The single biggest problem in communication is the illusion that it has taken place.” To ensure that we avoid this pitfall, this iteration of the 1st Infantry Division and Fort Riley Campaign Plan includes a communications strategy.

The importance of an effective communications strategy is difficult to overstate. Microsoft CEO Bill Gates said, “Any tool that enhances communication has profound effects in terms of how people can learn from each other, and how they can achieve the kind of freedoms that they’re interested in.”

The oldest and most storied Division in the Army, 1st Infantry Division has served as the cornerstone of key operations in every war since World War I. Fort Riley has served the nation and its security interests for more than 150 years. 1st Infantry Division and Fort Riley are responsible for serving as the stewards of their own legacies and relaying hard fought lessons to the American people.

### Communications Strategy.

The purpose of the 1st Infantry Division and Fort Riley communication strategy is to identify the process used to inform and educate our Soldiers, Airmen, Civilians, Veterans, retirees and key stakeholders about significant initiatives. This education is accomplished through disseminating key messages to specific audiences using Department of the Army approved communication methods. Factual information and guidance to commanders, units and their public affairs sections regarding these initiatives is provided and updated as needed.

**Goal.** The goal is to perpetuate two essential concepts regarding 1st Infantry Division and Fort Riley. The first, 1st Infantry Division and Fort Riley provide the ideal environment for training Soldiers and units to deploy, fight, and win our nation’s wars. The second, military, civilian, and community members work in concert to care for Soldiers, Families, Veterans, and retirees living in the surrounding area.

**Objectives.** There are five objectives that enable units, Leaders, and Soldiers to achieve this goal.

- Provide information and guidance to 1st Infantry Division and Fort Riley units in support of the mission, key tasks, and end states.
- Promote confidence in the Division’s ability to provide mission-focused multi-echelon, realistic training for units and Joint Inter-organizational and Multinational partners.
- Demonstrate that the Soldiers, Airmen, and Civilians are competent and confident in their ability to successfully execute their mission anytime, anywhere.
- Recognize 1st Infantry Division and Fort Riley service members and Civilians for their contributions to our community and nation at this important time in history.
- Sustain and develop local/regional relationships through engagements and participation in community events.

**Key Audiences.** There are seven audiences for this communications strategy. First, current and former unit members including Soldiers, Airmen, Veterans, Family members and retirees. Second, local communities and organizations. Third, National, State and local elected officials. Fourth, Army and Department of Defense Leadership. Fifth, the American public writ large. Sixth, Local, regional, national and international news organizations. Seventh, public media such as: U.S. national news, the Army Times, and Soldier Magazine.

The 1st Infantry Division Public Affairs Officer (PAO) is designated as the primary staff agent responsible for developing and implementing communications guidance and serves as the command spokesperson. Additional information regarding specifics about key themes and messages, roles and responsibilities, and the 1st Infantry Division and Fort Riley social media strategy is found in Appendix E.

## Conclusion

“Our real problem, then, is not our strength today; it is rather the vital necessity of action today to ensure our strength tomorrow.” – President Dwight D. Eisenhower.

Following major conflicts, the United States has typically reduced the size of the Army. These reductions pose great challenges to the organization. Challenges including the destruction of unit cohesion and diminished force morale. Military professionals are opposed to these types of large reductions because of the associated decline in readiness and capability to address external threats.

Generals George C. Marshall, Dwight D. Eisenhower, and George S. Patton vowed that the military would never again shrink to its pre-World War II size, one tenth of one percent of the U.S. population. Yet, seventy years after the conclusion of World War II, the Army is once again at its “Inter-war Period” size.

These Generals endured the crucible of land warfare and were shown its potential. Regardless of size an Army must be ready, and 1st Infantry Division and Fort Riley have developed a plan that ensures our ability to build and maintain required readiness.

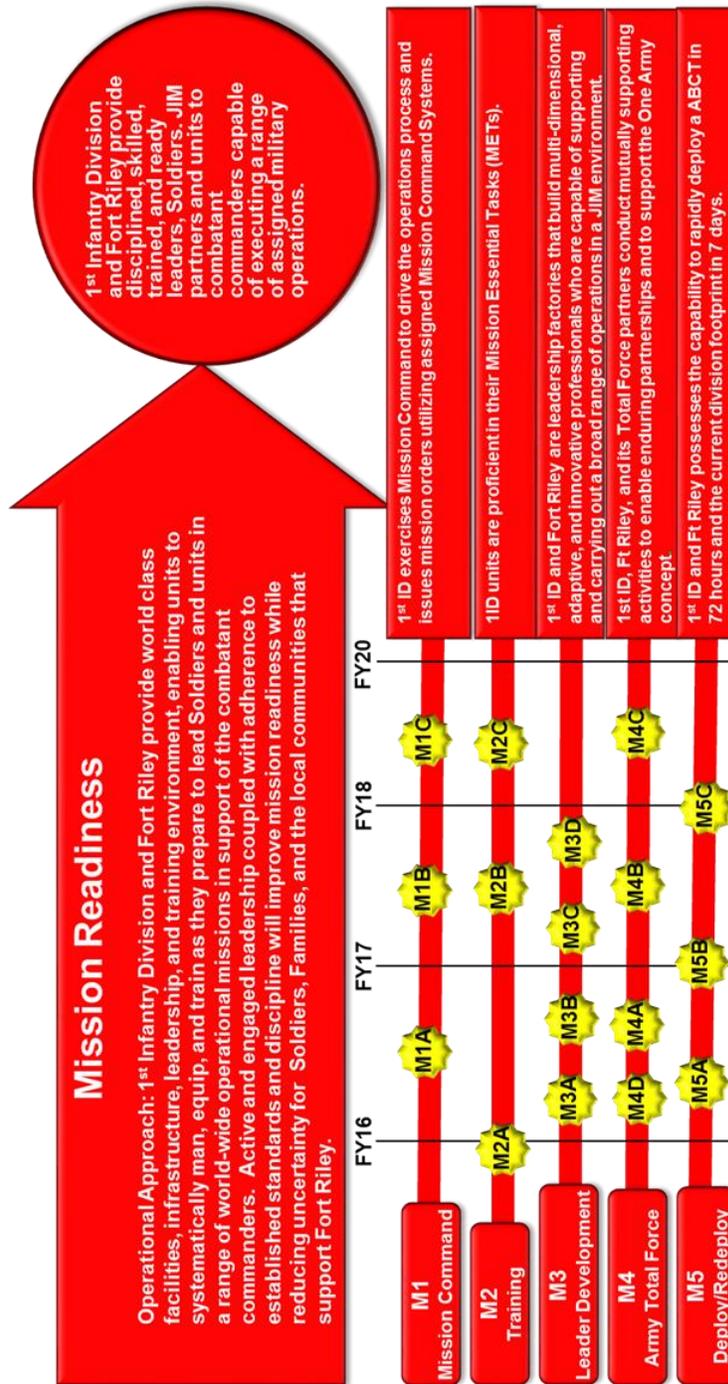
The *1st Infantry Division and Fort Riley Campaign Plan 2020* describes four critical initiatives that ensure mission achievement, and the strategy to communicate to internal and external audiences. These initiatives are our lines of operations and consist of: Mission Readiness, Sustainment Readiness, Community, and Ready and Resilient. Each line of operation is critical to ensuring that the Division and its units are ready to defeat the next threat and win our next war.

*No Mission too Difficult,*

*No Sacrifice too Great,*

*Duty First!*

## Appendix A: Line of Operation Charts



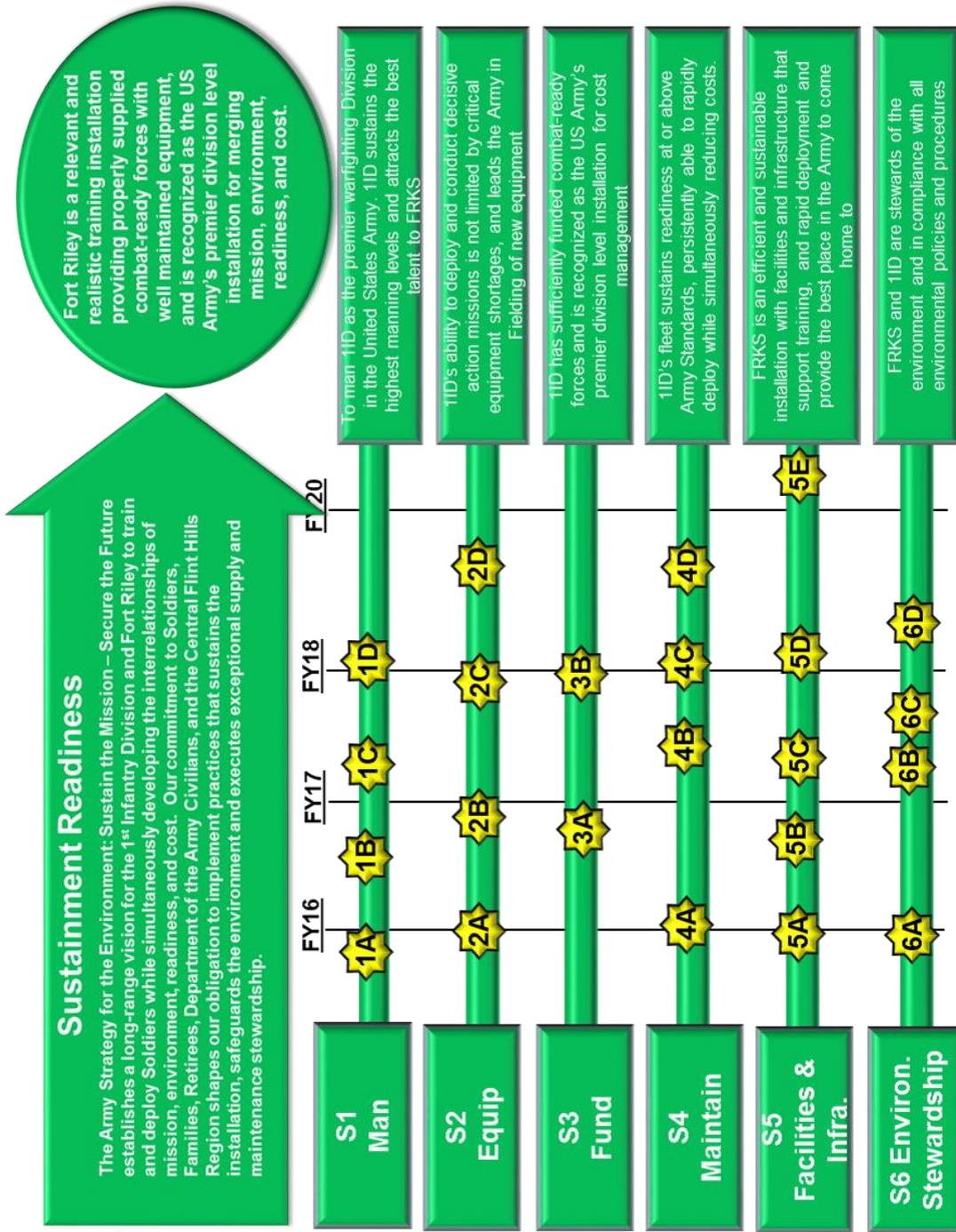
**M1 Mission Command:**  
 M1A: BN/BDE OPS Centers  
 M1B: Decisive Action Prepared  
 M1C: 3<sup>rd</sup> Maneuver BCT

**M2 Training:**  
 M2A: BN CALFEC with Integrated Multi-echelon Fires  
 M2B: Re-establish "Gauntlet"  
 BDE focused EXEVAL at FRKS

**M2C:** Establish Permanent Basic Leaders Course on Fort Riley

**M4 Army Total Force**  
 M4A: Mobilization Site  
 M4B: Partnered Annual Exercise  
 M4C: Shared AC/RC Facilities  
 M4D: Integrate Division RC Staff

**M5 Deploy**  
 M5A: Deployment Standards  
 M5B: Combat EDRE  
 M5C: Rapid Deployment Support Infrastructure



- S1 Man:**  
 S1A: Talent Management  
 S1B: Non-availables trend down  
 S1C: Total Army Sponsorship Program  
 S1D: Soldier Record Data Accuracy
- S2 Equip:**  
 S2A: Maximize equipment on hand  
 S2B: Reduce excess equipment  
 S2C: Modernize the Division  
 S2D: Supply Excellence
- S3 Fund:**  
 S3A: Forecasting Accuracy  
 S3B: Audit Readiness
- S4 Maintain:**  
 S4A: Achieve and maintain 10/20 standards  
 S4B: Improve and sustain SSA performance  
 S4C: Long term UME/SBE program  
 S4D: Maintenance Excellence
- S5 Facilities and Infrastructure**  
 S5A: Execute planned facility reduction  
 S5B: Complete ARSTRUC Building Repurposing projects  
 S5C: Sustainment Restoration Modernization SRM Backlog reduction  
 S5D: Historic District Preservation  
 S5E: MILCON Strategy
- S6 Environmental Stewardship**  
 S6A: Water Conservation  
 S6B: Recycling  
 S6C: Electricity Conservations  
 S6D: Installation Restoration Program

- C1 Community Engagements**  
 C1A: Single FRKS/Community narrati: for external audiences  
 C1B: Establish KU MOU  
 C1C: Maintain community relationship: through FY17 Deployments  
 C1D: Reduced Civ-Mil Gap with community at large

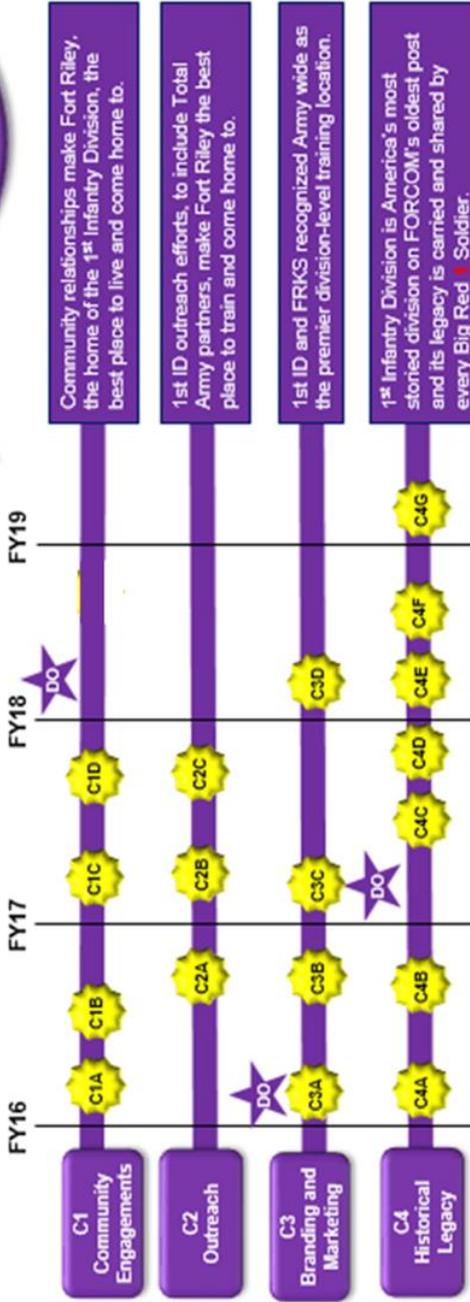
- C2 Outreach**  
 C2A: Establish Outreach in Lincoln  
 C2B: Establish Outreach in Chicago /Meet Your Army Campaign  
 C2C: Total Army Engagement via 1st ID NG/RC partners
- C3 Branding and Marketing**  
 C3A: 2020 Community Strategy  
 C3B: Review/Reinforce BRO Branding  
 C3C: Engaged AUSA Membership works with State and National Leaders for FT Riley  
 C3D: FT Riley Community draws National Events that highlight FT Riley and 1st ID.

- C4 Historical Legacy**  
 C4A: 50th Anniversary of Vietnam Commemoration  
 C4B: 98th 1st ID Combat Leaders Dinner  
 C4C: 1st Infantry Division 100th Anniversary Combat Leaders Dinner  
 C4D: Victory Week w/3 days celebrating 100th Anniversary  
 C4E: 2017 Veterans Day Game at Soldier Field in Chicago  
 C4F: SRTC Connects historical battles to Virtual Training  
 C4G: Celebrate/Leverage FT Riley History

**Community**

Fort Riley and the 1st Infantry Division partner with our neighboring communities to foster mutually supporting relationships, enhanced understanding of our mission, and common opportunities. 1st Infantry Division cultivates an enduring relationship between the American people and its Army and promotes the Big Red One and Fort Riley legacy beyond the Central Flint Hills Region.

Maintain valued community partnerships in order to ensure the 1st Infantry Division and Fort Riley remain the best place to live, train, and deploy from, and come home to.



Community relationships make Fort Riley, the home of the 1st Infantry Division, the best place to live and come home to.

1st ID outreach efforts, to include Total Army partners, make Fort Riley the best place to train and come home to.

1st ID and FRKS recognized Army wide as the premier division-level training location.

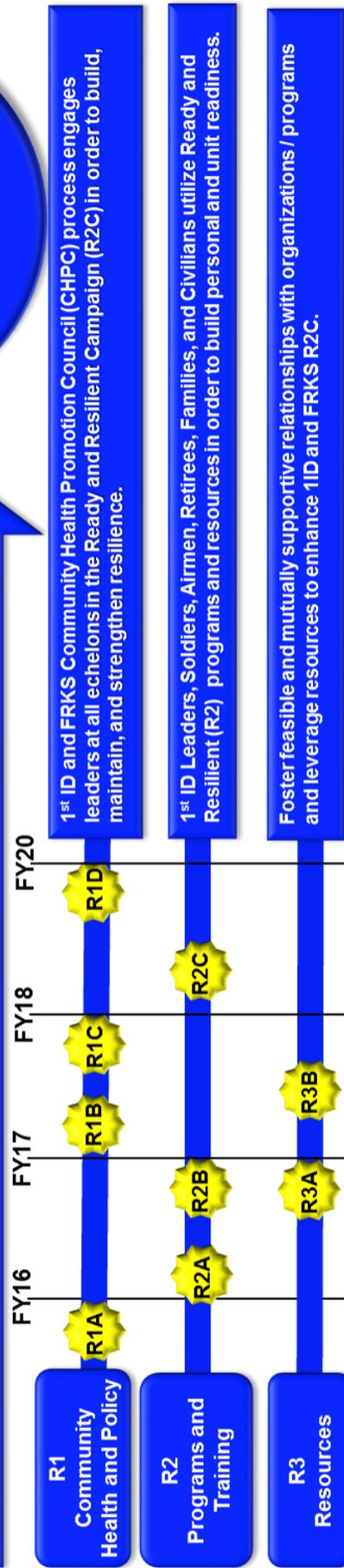
1st Infantry Division is America's most storied division on FORCOM's oldest post and its legacy is carried and shared by every Big Red Soldier.

- DO Decisive Operation for FY16 is Branding and Marketing
- DO Decisive Operation for FY17 is Historical Legacy
- DO Decisive Operation for FY18 is Community Engagements

## Ready and Resilient

1st Infantry Division and Fort Riley integrates engaged leaders, proactive programs and world-class facilities to foster a culture of sustained readiness and resilience. Decisive to this effort is a synchronized approach to health and discipline that optimizes and prioritizes capabilities, resources, and relationships to build and maintain readiness of Big Red One and Fort Riley Soldiers, Airmen, Retirees, Families, and Civilians.

The readiness and resilience of our Soldiers, Airmen, Retirees, Families, and Civilians contributes to a Brave, Responsible, On Point community, and is viewed as a combat multiplier in support of the high demands placed on the 1st Infantry Division and Fort Riley.



### R1 Community Health and Policy

- R1A: Integrate Physical Resilience working group
- R1B: Department of Public Health accredited
- R1C: Rate of medically non-ready Soldiers <7%
- R1D: Extend R2 to encompass family members

### R2 Programs and Training

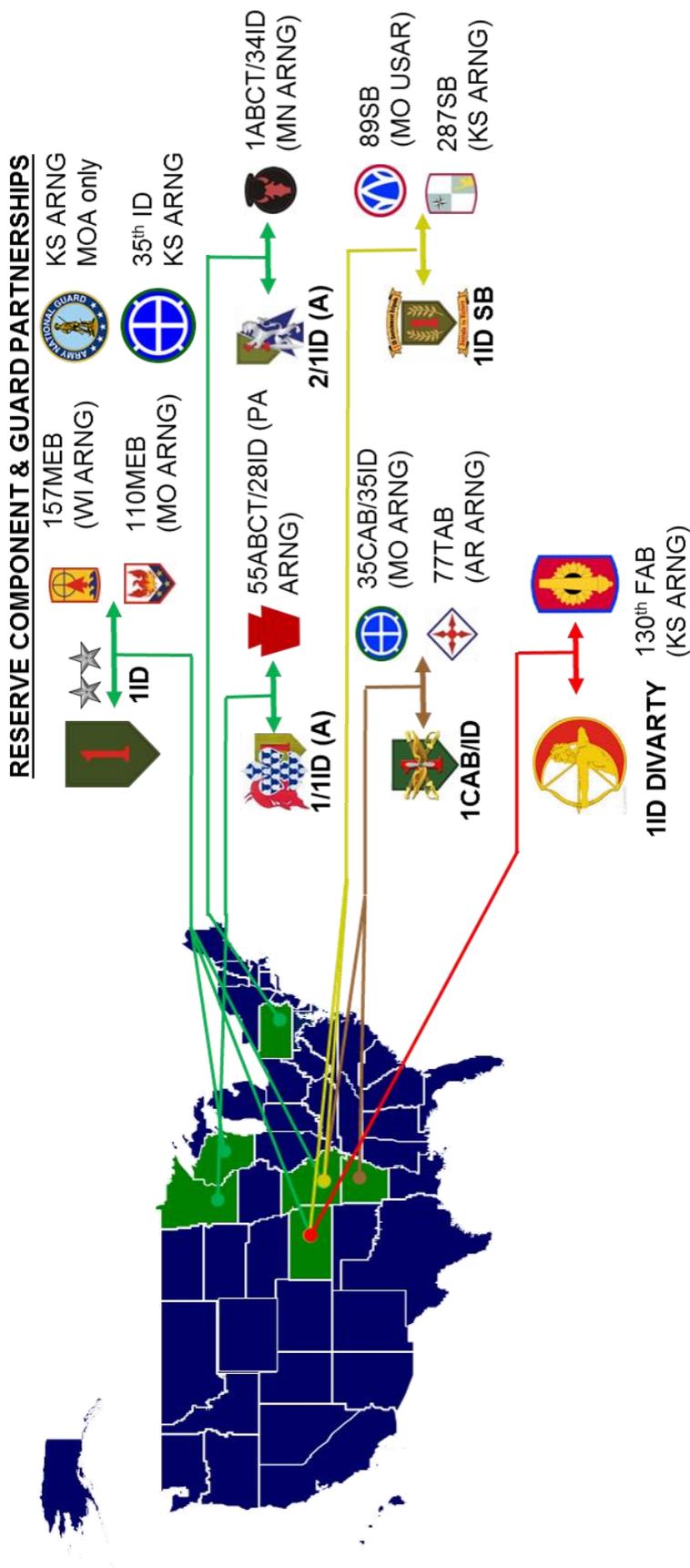
- R2A: Prioritize R2 training programs
- R2B: Complete Performance Triad pilot
- R2C: Assess and implement Performance Triad installation wide (pending R2B)

### R3 Resources

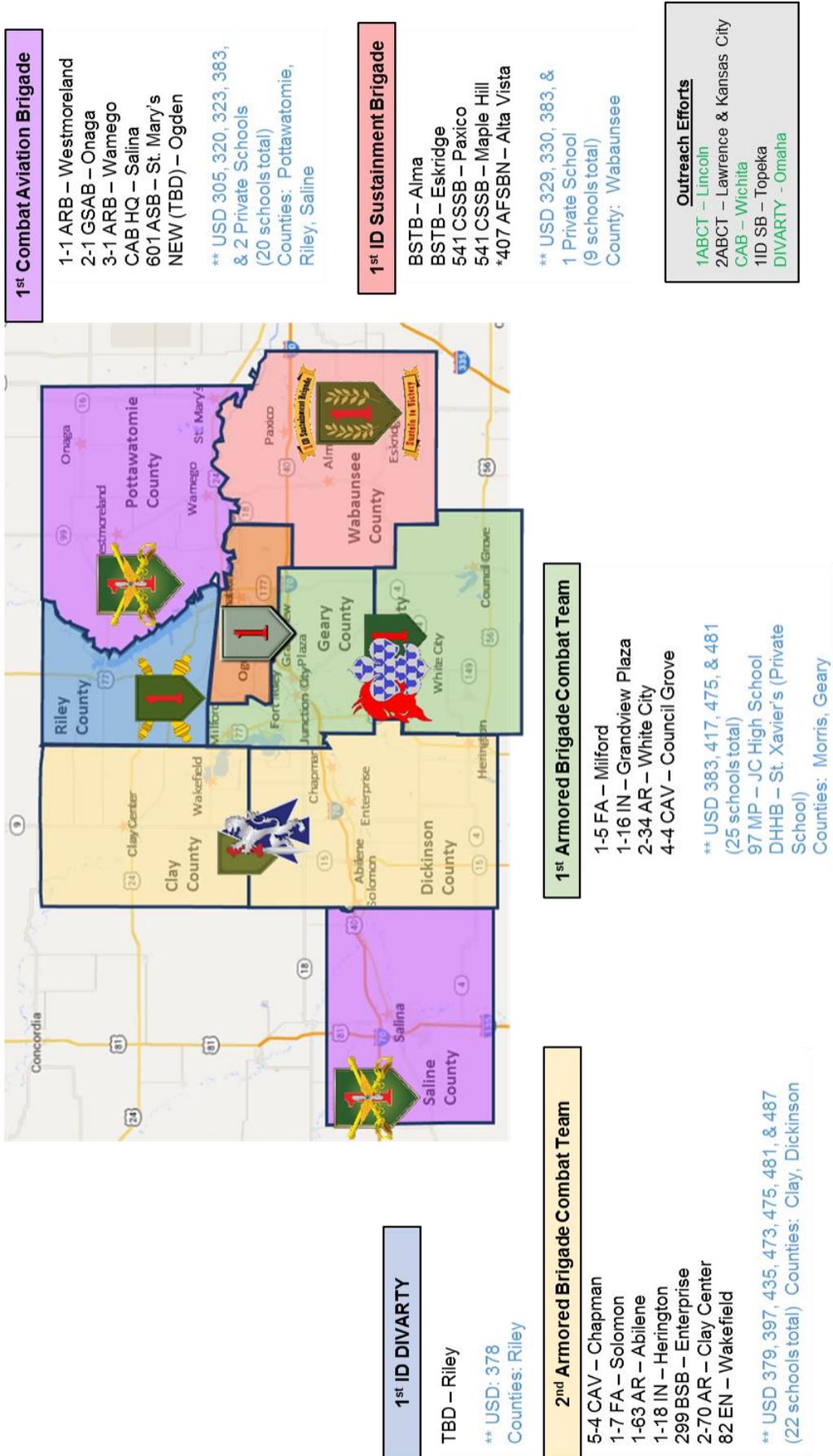
- R3A: Collaborate with external entities- Soldier for Life collaborations, Kansas State University Institute for Health and Security of Military Families, Rural Health Network, and others
- R3B: Utilization of 1ID R2 Tools across all units



Appendix C: Army Total Force Alignment



Appendix D: Community Partnership Alignment



Appendix E: Communication Strategy

Themes	Sub-Themes	Endstate
<p><b>Best Place to Live</b></p>	<ul style="list-style-type: none"> <li>•Diverse &amp; unique community partnerships</li> <li>•Extensive education opportunities</li> <li>•Optimal quality of life</li> <li>•Rich in history</li> </ul>	<p>11D and Fort Riley is a desired duty station for Service Members, Civilians, and Families.</p>
<p><b>Best Place to Train</b></p>	<ul style="list-style-type: none"> <li>•Joint and Total Army training opportunities for the Nation</li> <li>•Robust, usable maneuverable areas</li> <li>•State-of-the-art range facilities</li> <li>•Excellence in Aviation and UAS training</li> <li>•Mission Command Culture</li> </ul>	<p>11D and Fort Riley is recognized as the premier location to train warfighters.</p>
<p><b>Best Place to Deploy From</b></p>	<ul style="list-style-type: none"> <li>•Fort Riley has robust deployment capabilities</li> <li>•Flexibility to operationally deploy units</li> <li>•Regionally aligned &amp; Surge ready</li> </ul>	<p>Recognized as a strategic asset for the Total Army to deploy forces.</p>
<p><b>Best Place to Come Home to</b></p>	<ul style="list-style-type: none"> <li>•Taking care of Service Members, Civilians, Veterans &amp; Families</li> <li>•Enduring partnerships with surrounding communities</li> <li>•Modern medical facilities and partnership agreements</li> <li>•BRO for Life (Soldier for Life)</li> </ul>	<p>Service Members, Civilians, Retirees, and Veterans remain connected to 11D, FRKS and surrounding communities.</p>

Appendix F: Defined Objectives for Lines of Operations

Mission Readiness Objectives					
Objective Number	Objective Name	Objective Description	Conditions	Advantage Created	Endstate
M1A	BN/BDE OPS Centers	Create shared understanding at echelon	BN/BDE/DIV CPs reporting aggressively / Division staff and LNOs embracing JOC to create efficiencies. Division communicating with Corps JOC. Requesting and receiving money for JOC/CPs upgrades. (Army assessment teams interaction); trained AMCS operators; Commander's ready access to information	Optimize the art of command and science of control; provides a common operational picture to achieve Commanders visualization.	Commander drives the operation across theater and echelon.
M1B	Decisive Action Prepared	Sustain Decisive Action focus to prepare 11D units to deploy anywhere in the world	Main allocated more bandwidth from downrange units to maintain COP. Units downrange reaching back for help through Division MC channels.	1st ID and and FRKS is recognized as the Warfighting center and is first to deploy in support of a national requirement	1st ID is a lethal combined arms organization able to fight and win.
M1C	3rd Maneuver BCT	Be prepared to receive a 3rd maneuver BCT at FRKS	Discussions at senior levels of adding BCTs to the Army. Senior leaders RFIs on effectiveness of Division with only two ABCTs. Respected media outlet discussions of dangers of Army losing armor capability. (hollow army discussions) World events showing potential heavy armor decisive action for U.S. Army. Budget discussions on Armor vehicles - money allocated to new armor platforms. Discussions in resourcing channels for additional capabilities at Fort Riley	Increases combat capability of 1st ID in support of national requirements	1st ID is composed of a minimum of 3 maneuver brigades.
M2A	BN CALFEX with integrated multi-echelon fires M2A	Execute a BN CALFEX with integrated multi-echelon fires on Fort Riley.	Land, Ammunition and Resourcing forecasts reflect comprehensive approach to include day/night fires; units conducting virtual rehearsals to maximize effectiveness of CALFEXes; Army STRAC being increased	11D Battalions are better prepared to deploy and execute training and combat missions	11D Battalions are capable of synchronizing lethal fires to fight and win
M2B	Re-establish "Guantlet" BDE focused EXEVAL at FRKS	11D in cooperation with Fort Riley DPTMS develop and execute an exercise IOT stress 11D Brigades.	FORSCOM reallocates simulation capacity to meet demand for training resources at Fort Riley; active/reserve component units migrate to Fort Riley due to comprehensive nature of BDE level validation exercises prior to CTC or deployment	11D Maneuver Brigades are better prepared to deploy to and execute missions at NTC or support DA directed Missions ISO Combatant Commanders	11D Brigades are capable of synchronizing operations to fight and win
M2C	Establish a Permanent Basic Leaders Course on Fort Riley	Establish a stand alone Basic Leaders Course IOT efficiently train 11D Junior Leaders at the Army's premier warfighting center.	Satellite BLC established and support for permanent establishment School code assigned to FRKS; TDA built and approved for manning of FRKS BLC; personnel assigned against TDA and fully trained/qualified in instructor and staff roles; full TRADOC accreditation.	1. Increase efficiency of training for BRO Junior Leaders 2. Build Morale among 11D Soldiers 3. Decrease cost of transporting 11D Soldiers to Camp Ashland, NE 4. Established TDA for manning to reduce personnel costs to BRO organizations.	Increase the quality of life for soldiers, plus bring the BLC quality leadership program to one of the Army's premier warfighting organizations

# 1st Infantry Division and Fort Riley Campaign Plan 2020

## Mission Readiness Objectives

Objective Number	Objective Name	Objective Description	Conditions	Advantage Created	Endstate
M4A	Mobilization Site	Gain designation as an RC Mobilization site	1st Army initiates coordination with Fort Riley to change designation from Contingency Force Generation Installation to Primary Mobilization Site  Force stationing coordination to relocate Tng Support Brigade/BN to Fort Riley	RC units do not have to mobilize/de-mobilize at another location wasting two months of deployment time	Request approved and Camp Funston is in development as a Mobilization site.
M4B	Partnered Annual Exercise	Annul BN/BCT level exercise with partnered AC/RC units	Partnered BCT/units plan annual training at Fort Riley - regular coordination with 1ID G3	Location of choice for annual exercises	NGB/USARC prioritize FRKS for annual training
M4C	Shared AC/RC Facilities	Share Partnered AC/RC Training Facilities	Compo 2/3 units are reporting to the 1ID JOC through LNO and MC Systems. Upgrades to identified facilities at Camp Funston. Continue to improve GPJTC MOA and expand partnership training opportunities  1st Army G7 linked with 1ID G3T to ensure 4 state area training requirements/plans situational awareness (TAF training calendar)	Additional opportunities for training and partnered training	Establish the TF Center of Excellence at Camp Funston
M4D	Integrated Division RC Staff	Integrate RC partnered units into division staff	RC units are identified for alignment with AC; including MIRC units. RC units are conducting training with 1ID HQ staff. RC staff are integrated in JOC and Fusion Center.	1st ID builds a cohesive team through mutual trust and creates an environment of shared understanding; reducing risk	RC Unit aligned, partnered, and trained with 1ID HQ staff; 1ID HQ is prepared to deploy.
M5A	Deployment Standards	Establish standards for rapid deployment outlining all necessary requirements to support strategic deployment of 1st ID units	Unit Commanders validating combat loads. Submitting full MTOE Unit Deployment Lists	Standard, validated, and rehearsed system that enables rapid deployment	Clear standards that optimize deployment operations.
M5B	Combat EDRE	Develop and implement a combat EDRE program that incorporates all higher echelon requirements	1st ID units have rehearsed actions to strategically deploy rapidly; increase in number of rehearsals; standards well understood	Standards and processes are rehearsed on a regular basis improving knowledge, confidence, and efficiency	1st ID prepared to rapidly project strategic combat power more efficiently
M5C	Rapid Deployment Support Infrastructure	Create a Rapid Deployment Complex capable of supporting the staging of a single BCT at one time	1st ID and Ft Riley have allocated/built the necessary facilities to support a strategic rapid deployment of the Division	Provide supporting infrastructure making deployments easier and less cumbersome.	A Rapid Deployment Complex capable of supporting the staging of a single BCT at one time

# 1st Infantry Division and Fort Riley Campaign Plan 2020

Sustainment Readiness Objectives					
Objective Number	Objective Name	Objective Description	Conditions	Advantage Created	Endstate
S1A	Talent Management	Top tier talent is recruited to the BRO and FRKS	Key developmental jobs as well as broadening opportunities are available for Soldiers and Leaders at FRKS	Increased lethality in the execution of deployment to any theatre and ability to fight and win against all adversaries	11D is manned as the premier war fighting division in the United States Army. 11D sustains the highest deployable manning levels and attracts the top Army talent to FRKS.
		Key developmental jobs by branch/concentration	All ranks request assignment to FRKS and the BRO		
S1B	Non-Available's <7%	Soldiers available for missions for worldwide deployment	Non-available trends decrease across all categories	Highest available and deployable population able to train, deploy, fight and win in all conditions worldwide	
		11D leads the Army in HR metrics and available population	Demonstrated ability to increase deployables ISO worldwide engagements		
S1C	Total Army Sponsorship Program (TASP) Army Career Tracker (ACT)	The Total Army Sponsorship Program is fully integrated into FRKS and all ranks fully sponsored to FRKS and the BRO	Deliberate sponsorship plan IAW TASP/ACT	Soldiers and Families arrive to FRKS and are immediately integrated IOT live, train, deploy and come home to the Army's premier installation	
			Soldiers and Families recognize FRKS as the most desirable installation in the U.S. Army		
S1D	Soldier Record Data Accuracy	Soldier records are accurate and meets the FORSCOM standards of >95%	RRT and FRR/PRR conducted at least annually IAW birth month audits and SRP	Increased ability to rapidly deploy Soldiers to close on the enemy with high morale and Esprit de corps	
			In-processing enables Soldiers to integrate into Fort Riley units with current and accurate records		
S2A	Maximize Authorized Equipment On-hand	Cross level equipment to increase "S" ratings	Identification of MTOE shortages and mission impact	Increased speed of deployment as equipment sourcing is not needed at the time of deployment notification.	
			Lateral transfers directive issued by higher echelon		
		Fill all critical shortages not Division internally sourced	execution of lateral transfer and PBUSE posting		
			Place equipment on valid requisition		
S2B	Reduce Excess	Incrementally reduce Division excess equipment through established milestones to achieve goal of no more than 10% excess	Communicate Shortage and associated impact in USR	Reduces maintenance and management costs, and increases unit agility	
			Deliberate excess plan		
			Excess Base line data and tacking system		
			Identification and DST entry of all excess items		
			Approved disposition		
			Execution of the turn in		
S2C	Modernization	11D and Fort Riley creates conditions that enable 11D to be fielded first with new Army equipment, uniforms, and technology	Funds for repairs required to meet transfer standards, and shipping costs	11D is first to gain technological advantages, providing BRO soldiers unique skill sets and expanding capability for specified missions	
			Influence of fielding plans		
			Concentrated execution of all fieldings		
			Enhanced approach to hosting fielding teams		
S2D	Supply Excellence	Habitually earn supply excellence awards	Demonstrated ability to train on and employ latest technology and provide feedback	Notariety gained for 11D and FRKS while enhancing deployability and increased readiness	
			OIP, CSDP Inspections CO, BN, BDE, DIV, CORPS		
			Command Emphasis on SEA		
			Facilities improvements		
			Proper MOS training		

# 1st Infantry Division and Fort Riley Campaign Plan 2020

Sustainment Readiness Objectives					
Objective Number	Objective Name	Objective Description	Conditions	Advantage Created	Endstate
S3A	Forecasting Accuracy	Cost of training readiness (accurate data analysis)	Capture costs of training and report through the DRR and PBAC process, track "1-N" list of operations.	Increased annual funding to FRKS	11D has sufficiently funded combat ready forces and is recognized as the US Army's premier division level installation for cost management
		Cost of Sustained readiness (accurate data analysis)	Execute budget within +/- 5% of monthly forecast		
S3B	Audit Readiness	Units have record keeping procedures to support all government purchases (6 years, 3 months)	Able to meet statement of budgetary resources audit sampling timelines and provide substantiating documentation	FRKS declared financially auditable	
S4A	Achieve and maintain 10/20 standards	expenditures on CLII, IX. Training impacts due to maintenance,	Effective preventative Maintenance programs	Fort Riley produces readiness for less and is efficient candidate for expansion	11Ds fleet sustains readiness at or above Army Standards, persistently able to deploy while simultaneously reducing costs
			Accurate trouble shooting and fault diagnosis		
			BDE cost reduction programs, with targets		
			timely turn-in of recoverable items		
S4B	SSA performance	Improve SSA performance to enhance Division repair times	ASL reviews completed and sourced	Reduced NMC time resulting in sustained readiness rates	
			Warehouses maximize processing time		
			Units pick up on time.		
S4C	Long Term UME/SBE program	Program designed to maintain deployed units' equipment at FRKS	Identify correct type and number of maintenance personnel	Increases readiness by allowing redeploying units the ability to immediately begin training w/ FMC equipment while reducing unscheduled maintenance costs	
			Ensure contracts are in place		
			COR, ACOR, QAE must be identified, trained, qualified, and in place.		
S4D	Maintenance Excellence	Army Award for Maint. Excellence (AAME) is a DA level competition to determine best maintenance programs each FY	OR %rates above DA Standard	Fort Riley maintenance posture allows for rapid deployment and reduces unscheduled maintenance costs	
			Scheduled maintenance for all equipment has been conducted within prescribed intervals		
			CMDP/CSDP in place and evaluated		
S5A	Facilities Reduction	Manage existing facilities to ensure the most efficient use is made of the best assets while reducing or eliminating unneeded and unused facilities.	Funding available for RLB and Facility reduction	Reduction of excess ensures the best use of limited SRM dollars. Green space created supports future developments as described in the Real Property Master Plan Area Development plans	FRKS is an efficient and sustainable installation with facilities and infrastructure that support training, and deployment and provide the best place in the Army to come home to.
			Facilities remain available for demo		
S5B	ARSTRUC Repurpose	Repurpose existing facilities to provide adequate company operations and motor pool space	SRM funding levels remain consistent	Utilization rate improvement	
			Funding available to execute 2 projects per year		

# 1st Infantry Division and Fort Riley Campaign Plan 2020

Sustainment Readiness Objectives					
Objective Number	Objective Name	Objective Description	Conditions	Advantage Created	Endstate
S5C	Sustainment Restoration Modernization (SRM) Backlog reduction	SRM Funding, # of road and infrastructure projects, enhancements to deployment capabilities	Cost to eliminate backlog	Improved overall rating on Installation Status Report (ISR)	FRKS is an efficient and sustainable installation with facilities and infrastructure that support training, and deployment and provide the best place in the Army to come home to.
S5D	Historic District Preservation	Historic facilities are effectively utilized.	Increased occupancy rate of historic OMA facilities	A unique cultural resource, rich with US Army heritage, is not only maintained but used for the continuing mission. Continued use of these facilities ties the Army's past to the present and makes Fort Riley and attractive duty location and Kansas landmark	
S5E	MILCON FY22-27	MILCON FY22-27 (Operational Readiness Training Complex increases in priority)	Annual recertification of "1-N" list; FRKS MILCON projects deemed priority Area Development planning cycle sustained	% of requested MILCON funding approved that are tied to strategic endstate	
S6A	Water conservation	Decrease water use intensity by acquisition of new technologies such as Membrane Bio Reactors, Permeable Parking Lots as well as implementation of Behavioral Change (reduced watering of parade fields, lawns, etc)	26% decrease in Installation water usage	Annual % change in water use intensity	FRKS and 1ID are stewards of the environment and in compliance with all environmental policies and procedures
S6B	Recycle	Recycle Programs established in all bldgs with 50+pax. IG personnel inspection of unit recycle programs.	Installation recycle rate increases by 200%	Annual % change in overall amount recycled; annual change in the amount recycled per Soldier through Troop Incentive Program (TIP)	
		New recycle sorter FOC FY17 (Feb).	Increase Family Recycling 75%		
			Installation recycle rate increases by 300%		
S6C	Electricity conservations	TBD			
S6D	Installation Restoration Program	Reduced locations of environmental contamination impeding beneficial use.	Change in cost to complete for restoration	Progress towards removal from national priorities list	

# 1st Infantry Division and Fort Riley Campaign Plan 2020

Community					
Objective Number	Objective Name	Objective Description	Conditions	Advantage Created	End State
C1A	Single FRKS/Community narrative for AUSA	1st ID/FT Riley works with community to communicate importance of FT Riley to the Army and the Army to National defense.	Community Partners request support from partnered unit for events.	%change of DD2536 support request from partners	Community relationships make 1 <sup>st</sup> Infantry Division better by purposefully integrating partnerships in order to develop a ready, resilient, and capable force for the Army and the Nation.
C1B	Establish KU MOU	Develop relationships with academic institutions to ensure broad opportunities for professional development and academic expertise to enhance mission readiness.			
C1C	Maintain community relationships through FY17 Deployments	During FY17, 1st ID will deploy most of its major HQs. 2nd ABCT and 1st ID Sustainment Brigade will be the only 1st ID Units on FT Riley. Division Engagements will work with Bdes to ensure we have a plan to prioritize and maintain the appropriate amount of engagements.			
C1D	Reduced Civ-Mil Gap with community at large	Develop better understanding among the community about 1st ID and the Army Mission among the community and local media outlets.			
C2A	Establish Outreach in Lincoln	Lincoln is the Capital of Nebraska, home of UoN/Lincoln, and HQ for Nebraska TAG. Lincoln will help provide avenues to new policy makers and academic institutions as well as further increase societies understanding of the Army and 1st Infantry Divisions roll as the oldest and best division.	Community Partners request support from partnered unit for events.	%change of DD2536 support request from partners	1st ID outreach efforts extend the Fort Riley narrative beyond the Central Flint Hills and are sustainable through command transitions and deployments.
C2B	Establish Outreach in Chicago/Meet Your Army Campaign	Chicago area is the third largest media market, 1st ID already does engagement in Chicago through the Catigny Museum, and OCPA-West can facilitate engagements to leadership and major sports venues.			
C2C	Establish Outreach in Omaha	Omaha has three times the population of Lincoln, a major university, larger media market (one radio station broadcasts into NE, SD, MO, and IA)			
C2D	Total Army Engagement; across KS, NE, and Western MO	1st ID can leverage its burgeoning relationships with its COMPO 2 partner units to synchronize			
C3A	2020 Community Strategy	The 2020 Communication Strategy will be the foundational document that expresses how the 1st Infantry Division and Fort Riley will communicate its virtues to outside communities and agencies as part of a total force, integral to the national defense.	News Stories or Articles covering unit or partnered activities	% change of articles written about the 1st Infantry Division or partnership activities. (Upgrade quantities based on level of coverage or mention of the "Big Red One")	1st ID and FRKS recognized Army wide as the premier division-level training facility.
C3B	Review/Reinforce BRO and Army Branding	1st Infantry Division will produce new branding products consistent with the Communication Strategy and supports Army branding efforts			
C3C	Engaged AUSA Membership works with State and National Leaders for FT Riley	AUSA is a major Army messaging proponent and the local AUSA chapter assists with Fort Riley and Army messaging. A more active AUSA is essential in assisting FT Riley communicate inside the beltway.			
C3D	FT Riley Community draws National Events that highlight FT Riley and 1 <sup>st</sup> ID.	Major events, e.g. Pickler or Leno, will help bring national media or social media exposure to Fort Riley assisting messaging efforts.	Increasing the amount of high media profile visits to Fort Riley and the 1st Infantry Division will help highlight the capabilities the 1st Infantry Division brings to the Army and the Nation.	% Change of high profile visits to Fort Riley and the 1st Infantry Division	

# 1st Infantry Division and Fort Riley Campaign Plan 2020

Community					
Objective Number	Objective Name	Objective Description	Conditions	Advantage Created	End State
C4A	98 <sup>th</sup> 1st ID Combat Leaders Dinner	The combat leaders dinner in 2016 will serve as the first major foundation in the campaign to talk about the legacy of the 1st Infantry Division and how that translates into future national defense.	% Change in Big Red One items purchased at AAFES	Currently serving 1st ID Soldiers demonstrate more pride in the Division and its History	America recognizes that FT Riley is where an unprecedented historical legacy coexists with a state of the art Army Divisional Post
C4B	Victory Week	Victory Week in 2016 will be a major milestone at Fort Riley to officially kick off the celebration approaching the 100th Anniversary of America's oldest and best division and message internally so our Big Red One Soldiers all carry the history and legacy of the big Red One with them.	% Change in Victory Week attendance	Currently serving 1st ID Soldiers demonstrate more pride in the Division and its History	
C4C	1st Infantry Division 100 <sup>th</sup> Anniversary Combat Leaders Dinner	The Combat leaders dinner on the 100th Anniversary of the Division's founding will be held at Fort Riley and offer the opportunity to former Big Red One combat leaders to share their stories with younger Big Red One Soldiers and build a sense of the Fighting First's heritage in the younger generation.	News Stories or Articles that cover the legacy of the Big Red One or its impending 100th Anniversary	% Change of news stories that reference the historical legacy of America's First Division or the impending 100th Anniversary of the Big Red One	
C4D	MCT Connects historical battles to Virtual Training	The MCT can begin building maps so units can conduct digital training on terrain former Big Red One Soldiers fought (E.g. Kasserine Pass) to continue inculcation of the Big Red One legacy.			
C4E	2017 Veterans Day Game at Soldier Field in Chicago	The 11 Nov 2017 Chicago Bears game at Soldier Field will be a major event to message what the Army means to the nation and the unsurpassable history of the Big Red One's involvement in key moments where the Army secured American freedom.			

# 1st Infantry Division and Fort Riley Campaign Plan 2020

Ready and Resilient Objectives					
Objective Number	Objective Name	Objective Description	Conditions	Advantage Created	End State
R1A	Integrate Physical Resilience Working Group	Create a working group within the CHPC process, (meeting monthly, briefing to the R2 CUA quarterly), that addresses all things related to physical health. This forum should have representatives from all Commands.	Collaboration to staff working group from all FRKS Commands, Senior Leadership emphasis on readiness rates	Forum for all Commands to collaborate on initiatives and strategies that relate to physical health, reducing redundancies and maximizing impact to Soldier Readiness	Improved personal and unit readiness, reduced non-ready rate, improved health outcomes
R1B	Department of Public Health Accredited	Complete the requirements relating to accreditation including Public Health Department documentation, Community Health Assessment (CHA), Community Health Improvement Plan (CHIP), and fulfillment of the essential services of Public Health.	Effective Community Health Promotion Council with latitude to assign and track tasks regarding accreditation (CHIP completion, etc)	Evidence based programs and policies that better serve Soldiers, Families, and Civilians	Improved personal and unit readiness, reduced non-ready rate, improved health outcomes. Effective public health programs.
R1C	Rate of medically non-ready Soldiers <7%	Reduce the rate of medically non-ready Soldiers to less than 7.5%	Proactive Leaders that engage with Soldiers, improving all things that impact Readiness. Standardizing reconditioning PT programs across all 11D Units. Reduced Suicide Event Rate	In order to retain the number of combat ready Soldiers throughout the Army downsizing, 11D must reduce the non-ready rate to less than 7.5%.	Improved personal and unit readiness, reduced non-ready rate, improved health outcomes
R1D	Extend R2 to encompass family members	Include Family members in Ready and Resilient programs to the extent possible. This includes but is not limited to Safety Briefings, Resilience Presentations and training programs, Performance Triad and health and behavioral health services outreach	Effective Community Health Promotion Council and Brigade / Battalion Health Promotion Teams	Improved morale and positive health outcomes among family members	Improved personal and unit readiness, improved health outcomes of families and dependants.
R2A	Prioritize R2 training programs	Provide Senior Command Team guidance for prioritizing R2 Focused Training, codify amount of time required to maintain compliance, calculate risk assumed	Assumption of risk by Leadership for unmet training objectives / timelines	Units meeting Senior Leadership intent and accepting risk as directed, eliminating gaps and seams in training and prevention programming.	Intentional focusing of resources and training, reflective of Senior Leadership guidance and preemptive of specific risk
R2B	Complete Performance Triad pilot	1/1ABCT completion of the Performance Triad Pilot Program as facilitated by Office of the Surgeon General. The Pilot Program focuses on sleep, activity, and nutrition, increasing readiness of Soldiers and units.	Participation of entire 1/1BCT. Completion of all phases of Pilot Program.	Improved Retention rates in 1/1BCT; Improved morale and positive behavioral health outcomes in 1/1BCT; Improved unit readiness in 1/1BCT	Improved personal and unit readiness, reduced non-ready rate, improved health outcomes

# 1st Infantry Division and Fort Riley Campaign Plan 2020

Ready and Resilient Objectives					
Objective Number	Objective Name	Objective Description	Conditions	Advantage Created	End State
R2C	Assess and implement Performance Triad installation wide	Implement Performance Triad in all units, tacking issues related to sleep, activity and nutrition across all formations through the evidence based curriculum.	Completion of the Performance Triad Pilot Program and approval from OTSG to utilize curriculum.	Improved Retention rates across 11D; Improved morale and positive behavioral health outcomes across 11D; Improved unit readiness across 11D	Improved personal and unit readiness, reduced non-ready rate, improved health outcomes
R3A	Collaborate with external programs- Soldier for Life, Kansas State University Institute for Health and Security of Military Families, Rural Health Network	Expand external colaborations to include partnerships with specific agencies that are addressing simular risk factors in the community. Leverage resources by collaborating, formally, with those partners to improve programs, training, and policies relating to readiness and resilience of Soldiers, Airmen, Retirees, Families, and Civilians.	Legal approval and agencies with the desire to formally partner required.	Improved R2 programs and policies; Increased impact of dollars spent in R2 programs	Improved partnership outcomes, improved programs and resources available to Soldiers, Families, and Civilians.
R3B	Utilization of 11D R2 Tools across all units	11D has developed local metrics that expand on the FORSCOM shot group IOT analyze trends down to the BN level regarding risk behaviors and factors. Utilization of these tools has not been standardized but successfully driven down risk behaviors through adaption by engaged leaders in specific units (82nd BEB)	Development, maintenance, and maintenance of the R2 Tools.	Improved Retention rates across 11D; Improved morale and positive behavioral health outcomes across 11D; Improved unit readiness across 11D	Improved personal and unit readiness, reduced non-ready rate, improved health outcomes, reduced risk-behaviors as seen in SIRs, blotter, and shot-group data.

# 1st Infantry Division and Fort Riley Campaign Plan 2020

## Communications Strategy

Objective Number	Objective Name	Objective Description	Conditions	Advantage Created	End State
CS1	Internal Communication	Provide information and guidance to 1st Infantry Division and Fort Riley units in support of the mission, key tasks, and end states.	Increase in the percentage of Facebook likes, members and positive feedback. Increase in the number of Twitter followers and positive feedback	Leaders are engaged in and support the command information process and are encouraging subordinates and Soldiers to tell the 11D and Fort Riley story	To perpetuate two essential concepts regarding 1st Infantry Division and Fort Riley. The first, 1st Infantry Division and Fort Riley provide the ideal environment for training Soldiers and units to deploy, fight, and win our nation's wars. The second, military, civilian, and community members work in concert to care for Soldiers, Families, Veterans, and retirees living in the surrounding area.
CS2	Communicate Warfighting Capability	Promote confidence in the Division's ability to provide mission-focused multi-echelon, realistic training for units and Joint Inter-organizational and Multinational partners.	Service members, civilians, Veterans and Retirees are BRO for life		
CS3	External Communication	Demonstrate that the Soldiers, Airmen, and Civilians are competent and confident in their ability to successfully execute their mission anytime, anywhere.	Stories containing positive messages appear weekly in internal and external media targeting each of the key audiences. Units are producing one professional article a month for publication	Leaders at the division, brigade, battalion, company and platoon level draw attention to the essential work done by 11D and Fort Riley to secure the nation and its interests	
CS4	Public Recognition of Excellence	Recognize 1st Infantry Division and Fort Riley service members and Civilians for their contributions to our community and nation at this important time in history	Increase in the percentage of Facebook likes, members and positive feedback. Increase in the number of Twitter followers and positive feedback	11D, Fort Riley and the surrounding communities provide support to one another. DoD/Army recognizes the importance of 11D & Fort Riley to the community and the Nation	
CS5	Community Relations	Sustain and develop local/regional relationships through engagements and participation in community events.	Increase in support requested from community partners. Increase in the # of local/regional partnerships developed	11D, Fort Riley and Community partnership/relationships are maintained and sustained	

## Appendix G: Assessment Frameworks

Mission Readiness					
LOO	Sub-LOO	Sub-LOO End State	Obj. #	Indicators of Change in the Environment (Subjective)	How Assessed (Mechanism - Objective)
Mission Readiness	M1	1ID exercises mission command to drive the operations process and issues mission orders utilizing AMCS (Mission Command)	M1A	BN/BDE/DIV CPs reporting aggressively / Division staff and LNOs embracing JOC to create efficiencies. Division communicating with Corps JOC. Requesting and receiving money for JOC/CPs upgrades. (Army assessment teams interaction); trained AMCS operators; Commander's ready access to information	# Battle Drills Rehearsed, # of BDE and BN CPs that meet Division standard, Division Main exercises operated from the JOC, Resources received for JOC and CP upgrades; Scheduled for Sanctuary Command Post Upgrade
			M1B	Main allocated more bandwidth from downrange units to maintain COP. Units downrange reaching back for help through Division MC channels.	Amount of bandwidth received from downrange units to maintain COPs. # of requests from downrange for Division staff support. (G2/G6) # of Division TAC deployments/jumps and handoffs between JOC (Main) and DTAC. # of deployments of the DTAC to support Division operations. (EDRE III events) # of successful deployments of units to worldwide missions. # of successful EDRE III missions by BDEs and BNs.
			M1C	Discussions at senior levels of adding BCTs to the Army. Senior leaders RFIs on effectiveness of Division with only two ABCTs. Respected media outlet discussions of dangers of Army losing armor capability. (hollow army discussions) World events showing potential heavy armor decisive action for U.S. Army. Budget discussions on Armor vehicles - money allocated to new armor platforms. Discussions in resourcing channels for additional capabilities at Fort Riley	# of respected media outlet RFIs on ABCT capabilities/1ID abilities to effectively fight decisive action. Mission command systems available to facilitate a third ABCT. (prepared to receive?) # of touchpoints with key leaders concerning their decision-criteria for growing the Army. (intentionally informing decision-makers with specific information)
	M2	1ID units are proficient in the METs (Training)	M2A	Land, Ammunition and Resourcing forecasts reflect comprehensive approach to include day/night fires; units conducting virtual rehearsals to maximize effectiveness of CALFEXes; Army STRAC being increased	Fort Riley renews its reputation for lethality at the CTCs due to home station training capability. Outside agencies seek lesson-learned from FRKS. # of BN Calfexes executed. Strac increases. # of requests for increased Strac to HHQs.
			M2B	FORSCOM reallocates simulation capacity to meet demand for training resources at Fort Riley; active/reserve component units migrate to Fort Riley due to comprehensive nature of BDE level validation exercises prior to CTC or deployment	Fort Riley renews its reputation for lethality at the CTCs due to home station training capability. # of reserve/NG Soldiers trained at FRKS. Amount of funding increase in training infrastructure to support Gauntlet EXEVAL. # of active units (non-tenant) requesting use of FRKS training areas.
			M2C	Satellite BLC established and support for permanent establishment  School code assigned to FRKS; TDA built and approved for manning of FRKS BLC; personnel assigned against TDA and fully trained/qualified in instructor and staff roles; full TRADOC accreditation.	# BLC personnel on AUGTDA and School code assigned to FRKS (TRADOC regulated) Gates reached for establishment of permanent BLC.

# 1st Infantry Division and Fort Riley Campaign Plan 2020

Mission Readiness					
LOO	Sub-LOO	Sub-LOO End State	Obj. #	Indicators of Change in the Environment (Subjective)	How Assessed (Mechanism - Objective)
Mission Readiness	M4	1st ID, Ft Riley, and its Total Force partners conduct mutually supporting activities to enable enduring partnerships and to support the One Army concept. (Army Total Force)	M4A	1st Army initiates coordination with Fort Riley to change designation from Contingency Force Generation Installation to Primary Mobilization Site  Force stationing coordination to relocate Tng Support Brigade/BN to Fort Riley	# of effective engagements with 1st Army concerning the gates below. # of milcon projects in the POM. (# of effective engagements with decision-makers in the POM process.)  1. 1st Army relocates/Stations Tng Spt Bde or Bn at Fort Riley (1st Army designates FRKS as a primary mobilization site)  3. Funston ORTC Phase II funded (Bn admin facility & DFAC)  4. Funston ORTC Phase II constructed  5. Approved plan to increase bed capacity at Funston to support up to 5000 mobilizing Reserve/Guard Soldiers (relocateable)
			M4B	Partnered BCT/units plan annual training at Fort Riley - regular coordination with 1ID G3	Number of partnered exercises that are scheduled and executed  1. Conduct one Partnered BCT Gauntlet type event at FRKS each year
			M4C	Compo 2/3 units are reporting to the 1ID JOC through LNO and MC Systems. Upgrades to identified facilities at Camp Funston. Continue to improve GPJTC MOA and expand partnership training opportunities  1st Army G7 linked with 1ID G3T to ensure 4 state area training requirements/plans situational awareness (TAF training calendar)	TF Center of Excellence is established at Camp Funston. Training units establish LNO in the 1ID JOC. Network architecture established at CoE. Facility upgrades complete (if required).  1. 1st Army relocates/Stations Tng Spt Bde or Bn at Fort Riley  2. 1st Army continues to conduct 1 large scale externally evaluated Exercise per year at Fort Riley  3. Gain visibility of Guard/Reserve training requirements and events in the form of integrated Total Army Training Calendar for the 4 state area  4. increase number of 1ID training events at
			M4D	RC units are identified for alignment with AC; including MIRC units. RC units are conducting training with 1ID HQ staff. RC staff are integrated in JOC and Fusion Center.	# of RC staff actually assigned to 1ID staff. (Establishment of RC alignment with 1ID.) # of successful deployments with integrated RC staff/unit.
	M5	1st ID and Fort Riley possesses the capability of rapidly deploying the current division structure in 7 days given 72 hours notice.	M5A	Unit Commanders validating combat loads. Submitting full MTOE Unit Deployment Lists	Published a 1st ID rapid deployment SOP outlining all necessary standards to support strategic deployment of 1st ID units. # of level II and III EDREs that meet time standards.
			M5B	1st ID units have rehearsed actions to strategically deploy rapidly; increase in number of rehearsals; standards well understood	Each BN units executing a combat EDRE as part of the Division combat inspection program that incorporates all 1st ID units and gives units an annual opportunity to rehearse rapid deployment standards
			M5C	1st ID and Ft Riley have allocated/built the necessary facilities to support a strategic rapid deployment of the Division	Rapid Deployment Complex capable of supporting the staging of a single BCT at one time is completed; Decrease in deployment timelines; # of units utilizing the deployment complex. (for various deployments)

# 1st Infantry Division and Fort Riley Campaign Plan 2020

Sustainment					
LOO	Sub-LOO	Sub-LOO End State	Obj. #	Indicators of Change in the Environment (Subjective)	How Assessed (Mechanism - Objective)
Sustainment Readiness	S1	Man the Division/Ready the Force within Army Manning Guidance and Senior Mission Commander Guidance	S1A	Top tier talent is recruited to the BRO and FRKS	Top Army talents mans the BRO; scorecard of officer manning cycles; DCSM MOS inventory laydown
			S1B	Non-Available's trend down across all categories	1ID non-available <7% (DRR/PRR/USR)
			S1C	TASP/ACT meets Army standard as outlined in HQDA EXORD 161-15	100% Sponsorship all ranks PVT-COL
			S1D	Data Accuracy in Soldier records	RRT >98% (PRR/FRR); OIP
	S2	11D and FRKS units equipping is comprised of all authorized equipment on-hand, modernizing equipment, while minimizing excess.	S2A	EOH drops below authorizations, changes in USR ratings, ONS submissions, modified training due to lack of equipment	Change in S rating on USR; UERWG, CSDP, PBUSE recons, Inventories, Completed lateral transfers
			S2B	Changes in excess equipment not justified for mission. FOI transactions. changes in maintenance expenditures. Request for disposition. Requisitions for non authorized equipment.	% of excess identified, % of excess equip placed on L/T directive, UERWG, CSDP, PBUSE, Inventories
			S2C	Change in Fielding priorities, ONS submissions prior to deployment	Analysis of fielding's in comparison to other Army Divisions.
			S2D	Increase in Excellence Awards, CSDP inspections, OR Rates, FLIPLs, LOGSTAT	DRR, USR,
	S3	11D has sufficiently funded combat ready forces and is recognized as the US Army's premier division level installation for cost management	S3A	Capture costs of training and report through the DRR and PBAC process, track "1-N" list of operations.	Execute budget within +/- 5% of monthly forecast
			S3B	Units have record keeping procedures to support all government purchases (6 years, 3 months)	Able to meet statement of budgetary resources audit sampling timelines and provide substantiating documentation
	S4	11D's Fleet is postured to enable deployments into austere environments to conduct decisive action	S4A	expenditures on CLII, IX. Training impacts due to maintenance,	Z-Park, RIP, inspections, decrease in BII/COEI Expenditures
			S4B	SSA Performance metrics, OR rates, increase in NMC time due to awaiting parts. MTOE changes, mission change	SSA metrics (RDFR), DRR, ASL Review
			S4C	Change in SBE specific funding, OR rates of SBE fleet, class II, IX expenditure.	Weekly OR reports, DRR, USR, CUA
			S4D	Excellence Awards, CMDP inspections, RIP, OR Rates. LOGSTAT	Improved frequency of Awards

# 1st Infantry Division and Fort Riley Campaign Plan 2020

Sustainment					
LOO	Sub-LOO	Sub-LOO End State	Obj. #	Indicators of Change in the Environment (Subjective)	How Assessed (Mechanism - Objective)
Sustainment Readiness	S5	FRKS is an efficient and sustainable installation with facilities and infrastructure that support training, and deployment and provide the best place in the Army to come home to.	S5A	Facilities Reduction, Occupancy rates, funding of new projects for available space, facilities maintenance expenditures	Facility reduction plan annual recertification; progress reports; annual % change in completion of published plan
			S5B	ARSTRUC Repurpose, ARSTRUC orders, Deployments	Number of COF /Motor Pool modification projects completed
			S5C	SRM Funding, # of road and infrastructure projects, enhancements to deployment capabilities	Cost to eliminate backlog
			S5D	Historic facilities are effectively utilized.	Increased occupancy rate of historic OMA facilities
			S5E	MILCON FY22-27 (Operational Readiness Training Complex increases in priority)	Annual recertification of "1-N" list; FRKS MILCON projects deemed priority
	S6	FRKS and 1ID are stewards of the environment and in compliance with all environmental policies and procedures	S6A	Decrease water use intensity by acquisition of new technologies such as Membrane Bio Reactors, Permeable Parking Lots as well as implementation of Behavioral Change (reduced watering of parade fields, lawns, etc.)	Annual % change in water use intensity
			S6B	Recycle Programs established in all bldgs. with 50+pax. IG personnel inspection of unit recycle programs.	Annual % change in overall amount recycled; annual change in the amount recycled per Soldier through Troop Incentive Program (TIP)
			S6C	TBD	TBD
			S6D	Reduced locations of environmental contam	Progress towards removal from national priorities list

# 1st Infantry Division and Fort Riley Campaign Plan 2020

Community					
LOO	Sub-LOO	Sub-LOO End States	Obj. #	Indicators of Change in the Environment (Subjective)	How Assessed (Mechanism - Objective)
Community	C1	Community relationships make Fort Riley, the home of the 1st Infantry Division, the best place to live and come home to.	C1	Units requested to support community partners (DD 2536)	Reporting from Garrison PAO
			C1	# of Engagements that include key leaders from both unit and community	Unit Reporting
			C1	# of enlistees from Central Flint Hills' Communities	Recruiting Command Reports
	C2	1st ID and FRKS outreach efforts, to include Total Army partners, make Fort Riley the best place to train and come home to.	C2	Community Partners request support from partnered unit for events.	Reporting from Garrison PAO
			C2	Invites to Major community events	Unit Reporting
	C3	1st ID and FRKS recognized Army wide as the premier division-level training location.	C3	# of News Stories or Articles covering the 1st Infantry Division or partnered activities	PAO Reporting
			C3	# times Big Red One branding shows up in Media (Print/Television)	PAO Reporting
			C3	Non-DOD visitors tracked through VCC by specific Event	Garrison reports Museum, Custer House, Apple Day, CALFEX, etc visitors
	C4	1st Infantry Division is America's most storied division on FORCOM's oldest post and its legacy is carried and shared by every Big Red 1 Soldier.	C4	# of 1st Infantry Division items purchased at AAFES	AAFES sales
			C4	# of Victory week attendees	Victory Week head count
			C4	# of DOD visitors to Museum, Custer House, or other historic site	Garrison Reporting
			C4	# of News Stories or Articles that cover the legacy of the Big Red One or its impending 100th Anniversary	PAO Reporting
			C4	# of unsolicited Community Invitations for 1ID or Fort Riley Soldier to attend commemorations	Unit Reporting
			C4	# of Fort Riley Soldiers requesting to stabilize at Fort Riley	Fort Riley Retention Reporting

# 1st Infantry Division and Fort Riley Campaign Plan 2020

Ready and Resilient					
LOO	Sub-LOO	Sub LOO endstate	Obj. #	Indicators of Change in the Environment (Subjective)	How Assessed (Mechanism - Objective)
Ready and Resilient	R1	11D and FRKS Community Health Promotion Council process engages leaders at all echelons in the Ready and Resilient Campaign in order to build, maintain, and strengthen resilience.	R1A	Standardized reconditioning Physical Training	Medically non-available rate
				Application of Performance Triad principles	APFT Failures Days on musculoskeletal profile
			R1B	Improved public health policy and program effectiveness	Rate of Stress Suicide Event Rate
				Improvement in CHIP identified risk areas	Rate of Alcohol Related Incidents
			R1C	Decreased rate of medically non-ready Soldiers	Personnel Readiness Review (medically non-ready rate)
					Suicide Event Rate
			R1D	Family and Spouse R2 program participation and utilization rates	Child abuse rates
					Child BH trends (USD 475)
					Domestic Violence rates
					Dependent Suicide event rates
	R2	11D Leaders, Soldiers, Families, and Civilians utilize Ready Resilient programs and resources in order to build personal and unit readiness.	R2A	DTMS metrics	R2 Tools Correlated SIRs
				R2B	Application of Performance Triad principles
			Completion of Performance Triad training		APFT Failures APFT Average Score
			R2C	Application of Performance Triad principles	Pending R2.B
				Completion of Performance Triad training	
			R3	Foster feasible and mutually supportive relationships with organizations/programs and leverage resources to enhance 11D and FRKS.	R3A
	Increased number of mutually beneficial collaborations				
	R3B	Back-briefs at CHPC / R2 CUA			R2 Tools

# 1st Infantry Division and Fort Riley Campaign Plan 2020

Communication Strategy				
LOO	Sub-LOO End States	Obj. #	Indicators of Change in the Environment (Subjective)	How Assessed (Mechanism - Objective)
Communication Strategy	To perpetuate two essential concepts regarding 1st Infantry Division and Fort Riley. The first, 1st Infantry Division and Fort Riley provide the ideal environment for training Soldiers and units to deploy, fight, and win our nation's wars. The second, military, civilian, and community members work in concert to care for Soldiers, Families, Veterans, and retirees living in the surrounding area.	CS1	Leaders are engaged in and support the command information process and are encouraging subordinates and Soldiers to tell the 1ID and Fort Riley story	Increase in the percentage of Facebook likes, members and positive feedback. Increase in the number of Twitter followers and positive feedback
		CS2		Service members, civilians, Veterans and Retirees are BRO for life
		CS3	Leaders at the division, brigade, battalion, company and platoon level draw attention to the essential work done by 1ID and Fort Riley to secure the nation and its interests	Stories containing positive messages appear weekly in internal and external media targeting each of the key audiences. Units are producing one professional article a month for publication
		CS4	1ID, Fort Riley and the surrounding communities provide support to one another. DoD/Army recognizes the importance of 1ID & Fort Riley to the community and the Nation. 1ID, Fort Riley and Community partnership/relationships are maintained and sustained	Increase in the percentage of Facebook likes, members and positive feedback. Increase in the number of Twitter followers and positive feedback
		CS5		Increase in support requested from community partners. Increase in the # of local/regional partnerships developed

## Appendix H: References

1. National Strategic Documents
  - National Security Strategy 2015
  - Quadrennial Defense Review 2014
  - National Military Strategy 2015
  - Defense Strategic Guidance 2012
2. Army Documents
  - CSA's (GEN Milley) Vision Statement
  - Army Strategic Planning Guidance 2014
  - Army Operating Concept: Win in a Complex World
  - Army Medicine Campaign Plan 2020 (2013)
  - Army Strategy for Suicide Prevention 2020
  - Installations, Energy, and Environment Strategy 2025
  - IMCOM 2025 and Beyond
3. FORSCOM Documents
  - FORSCOM CAMPLAN 2020 (2012)
  - FORSCOM Command Training Guidance FY15
  - FORSCOM Command Training Guidance FY15 Supplemental 1
  - FORSCOM Command Training Guidance FY16
4. III Corps Documents
  - III Corps Fleet Readiness CAMPLAN
  - III Corps Command Training and Leader Development Guidance (CTLDG) FY15
  - III Corps CTLDG FY15 Supplemental 1
  - III Corps CTLDG FY 16

## Appendix I: List of Acronyms

ABCT – Armored Brigade Combat Team	DLA – Defense Logistics Agency
ACOR – Assistant Contract Officer Representative	DRR – Division Readiness Review
AFSBN – Army Field Support Battalion	EDRE – Emergency Deployment Response Exercise
AHB – Assault Helicopter Battalion	EN - Engineer
AMC – Army Materiel Command	EXEVAL – Exercise Evaluation
AR – Armor	FA – Field Artillery
ARB – Attack Reconnaissance Battalion	FAB – Field Artillery Brigade
ARFORGEN – Army Force Generation	FLIPL – Financial Liability Investigation of Property Loss
ARNG – Army National Guard	FMC – Fully Mission Capable
ASB – Aviation Support Battalion	FOC – Full Operational Capability
ATF – Army Total Force	FORSCOM – Forces Command
AUSA – Association of the United States Army	FRKS – Fort Riley, Kansas
BCT – Brigade Combat Team	FRR – Finance Record Reviews
BDE – Brigade	FUOPS – Future Operations
BEB – Brigade Engineer Battalion	FY – Fiscal Year
BII – Basic Issue Items	GSAB – General Support Aviation Battalion
BN – Battalion	IBCT – Infantry Combat Team
BRO - Big Red One or Brave, Responsible, On Point	IMCOM – Installation Management Command
BSB – Brigade Support Battalion	IN - Infantry
BSTB – Brigade Special Troops Battalion	ITO – Installation Transportation Office
CAB – Combat Aviation Brigade, Combined Arms Battalion	JIM – Joint Inter-organizational Multinational
CALFEX – Combined Arms Live Fire Exercise	LOGSTAT – Logistics Status
CAMPLAN – Campaign Plan	LOO – Line of Operation
CAV - Cavalry	LPD – Leader Professional Development
CCMD – Combatant Command	LRC – Logistics Readiness Center
CDR – Commander	LVC&G – Live Virtual Constructive and Gaming
CMDP – Command Maintenance Discipline Program	MCSI – Mission Command Systems Integration
COR – Contracting Officer Representative	MCTS – Mission Command Training Seminar
CPX – Command Post Exercise	MEB – Maneuver Enhancement
CSDP – Command Supply Discipline Program	METL – Mission Essential Task List
CSSB – Combat Service Support Battalion	MILCON – Military Contracting
CTC – Combat Training Center	MOU – Memorandum of Understanding
CUA – Commander’s Update Assessment	MTOE – Modified Table of Organization and Equipment
DA – Decisive Action	NCOPD – Non-Commissioned Officer Professional Development
DD – Department of Defense	NMC – Non Mission Capable
DIVARTY – Division Artillery Brigade	

# 1st Infantry Division and Fort Riley Campaign Plan 2020

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OBJ – Objective	SEA – Supply Excellence Award
OIP – Organizational Inspection Program	SIR – Serious Incident Report
OPD – Officer Professional Development	SRM – Sustained Readiness Model
OR – Operational Readiness	SRP – Soldier Readiness Program
OSS (OSPS) – Operation Spartan Shield	SSA – Supply Support Activity
PBAC – Program Budget Advisory Committee	STAR12 – Seminar Training and Reward
PRR – Personnel Readiness Review	STAFFEX – Staff Exercise
QAE – Quality Assurance Evaluator	TAB – Theater Aviation Brigade
RIP – Relief in Place	UME – Unit Maintained Equipment
RLB – Re-Locatable Building	USAR – United States Army Reserve
RRT – Record Review Tool	USR – Unit Strength Reporting
SB – Sustainment Brigade	WOPD – Warrant Officer Professional Development
SBE – Stay Behind Equipment	

## Appendix J: Glossary of Terms

**Army Force Generation** – Is the structured progression of increased unit readiness over time to produce trained, ready, and cohesive units prepared on a rotational basis for operational deployment in support of the combatant commander and other Army requirements. (Army Regulation 525-29)

**Army Total Force Policy** – Is a directive for the integration of the Army's active component and reserve component. This policy requires the components to organize, man, train, and equip their active and reserve components as an integrated operational force to provide predictable, recurring and sustainable capabilities. (Army Directive 2012-08)

**Battalion** - A unit consisting of two or more company-, battery-, or troop-size units and a headquarters. (Army Doctrinal Reference Publication 3-90)

**Big Red One (BRO)** – Nickname for the 1st Infantry Division, based on the shoulder sleeve patch worn by Soldiers of the division that has a large red number one on an olive green background.

**Brigade Combat Team** - A combined arms organization consisting of a brigade headquarters, at least two maneuver battalions, and necessary supporting functional capabilities. Also called BCT. (Army Doctrinal Reference Publication 3-90)

**Campaign Plan (CAMPLAN)** - A joint operation plan for a series of related major operations aimed at achieving strategic or operational objectives within a given time and space. (Joint Publication 5-0)

**Combatant Command** – A unified or specified command with a broad continuing mission under a single commander established and so designated by the President, through the Secretary of Defense and with the advice and assistance of the Chairman of the Joint Chiefs of Staff. Also called CCMD. (Joint Publication 1)

**Commander's Intent** – A clear and concise expression of the purpose of the operation and the desired military end state that supports mission command, provides focus to the staff, and helps subordinate and supporting commanders act to achieve the commander's desired results without further orders, even when the operation does not unfold as planned. (Joint Publication 3-0, Army Doctrinal Reference Publication 3-0 and 5-0)

**Command Maintenance Discipline Program (CMDP)** – Is a program that emphasizes adherence to established policies for the maintenance of all materiel owned and supported by the Army. This program is designed to establish maintenance discipline as a command priority; ensure that maintenance supports equipment readiness; standardize maintenance requirements; assist commanders with maintenance oversight; identify and resolve logistics problems; eliminate policy noncompliance. (Department of the Army Pamphlet 750-1)

**Command Supply Discipline Program (CSDP)** – Is a compilation of existing regulatory requirements that addresses supervisory responsibilities within the supply system from the user to Army Command levels. Its purpose is to: establish supply discipline as regulatory guidance; standardize supply discipline requirements; provide responsible personnel with a single listing of supply policy requirements; make the U.S. Army more efficient with respect to time spent monitoring subordinates' actions; eliminate repeat findings of non-compliance with policy. (Army Regulation 710-2)

**Command Team** – Refers to the commander and senior Non-Commissioned Officer (NCO) at each level of command. At the brigade level the command team includes the deputy commanding officer (DCO). At the Division level command team refers to the commanding general, division command sergeant major, and the deputy commanding generals.

**Corps** – An intermediate headquarters between divisions and the theater army consisting of two or more divisions together with supporting brigades. (JP 3-31)

**Decisive Action** – The continuous, simultaneous combinations of offensive, defensive, and stability or defense support of civil authorities tasks. (Army Doctrinal Reference Publication 3-0)

**Emergency Deployment Readiness Exercise (EDRE)** – is a test of unit capability to deploy under emergency conditions, and of the installation's capability to support emergency employment.

**Joint, Inter-Organizational, Multinational** – an environment where multiple military services, private and public organizations, and national partners work together to achieve a mission or operation.

**Line of Operation** - A line that defines the interior or exterior orientation of the force in relation to the enemy or that connects actions on nodes and/or decisive points related in time and space to an objective(s). Also called LOO. (Joint Publication 5-0)

**Live, Virtual, Constructive, and Gaming Training Environment** – integrates emerging simulations and technology-based exercises into unit and Soldier training and is part of the Army's Integrated Training Environment. LVCG training links selected training aids, devices, simulators, simulations, infrastructure, mission command and knowledge management systems together into a cohesive and focused training plan designed to prepare units for worldwide deployments.

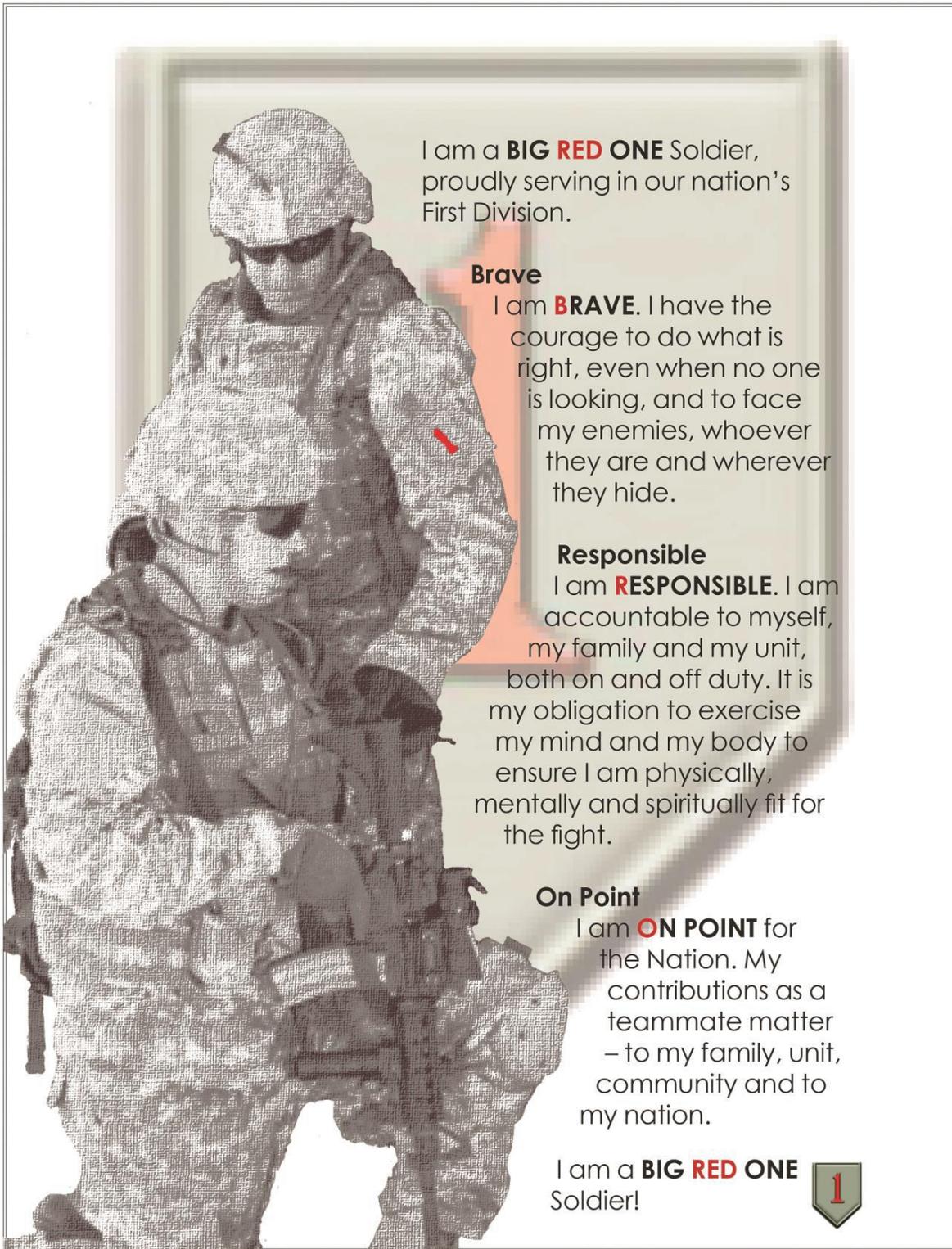
**Mission Essential Task List (METL)** – A compilation of collective mission-essential tasks. Also called METL. (Army Doctrinal Reference Publication 7-0)

**Objective** - The clearly defined, decisive, and attainable goal toward which every operation is directed. (Joint Publication 5-0)

**Operation** – A military action or the carrying out of a strategic, operational, tactical, service, training, or administrative military mission. (Joint Publication 3-0)

**Performance Triad** – Is a comprehensive plan to improve readiness and increase resilience emphasizing healthy behaviors and habits specifically in three areas sleep, activity, and nutrition.

**10/20 Standards** – Standard based on the TM (Technical Manual) –10 -20 level PMCS (Preventive Maintenance Checks and Services) refers to FMC (Fully Mission Capable) Equipment that has all faults identified; corrective actions taken; parts ordered or equipment is job-ordered to Direct Support maintenance services performed on time; all urgent and limited urgent MWO (Modification Work Orders) are applied; all BII (Basic Issue Items) and COEI (Components of End Items) are present and serviceable or on order.



I am a **BIG RED ONE** Soldier, proudly serving in our nation's First Division.

**Brave**  
I am **BRAVE**. I have the courage to do what is right, even when no one is looking, and to face my enemies, whoever they are and wherever they hide.

**Responsible**  
I am **RESPONSIBLE**. I am accountable to myself, my family and my unit, both on and off duty. It is my obligation to exercise my mind and my body to ensure I am physically, mentally and spiritually fit for the fight.

**On Point**  
I am **ON POINT** for the Nation. My contributions as a teammate matter – to my family, unit, community and to my nation.

I am a **BIG RED ONE** Soldier! 

1<sup>st</sup> Infantry and Fort Riley Campaign Plan 2020 was prepared by  
The Division G5

For more information about this publication contact the  
1<sup>ST</sup> Infantry Division Public Affairs Office, (785) 239-2788, or our website:

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