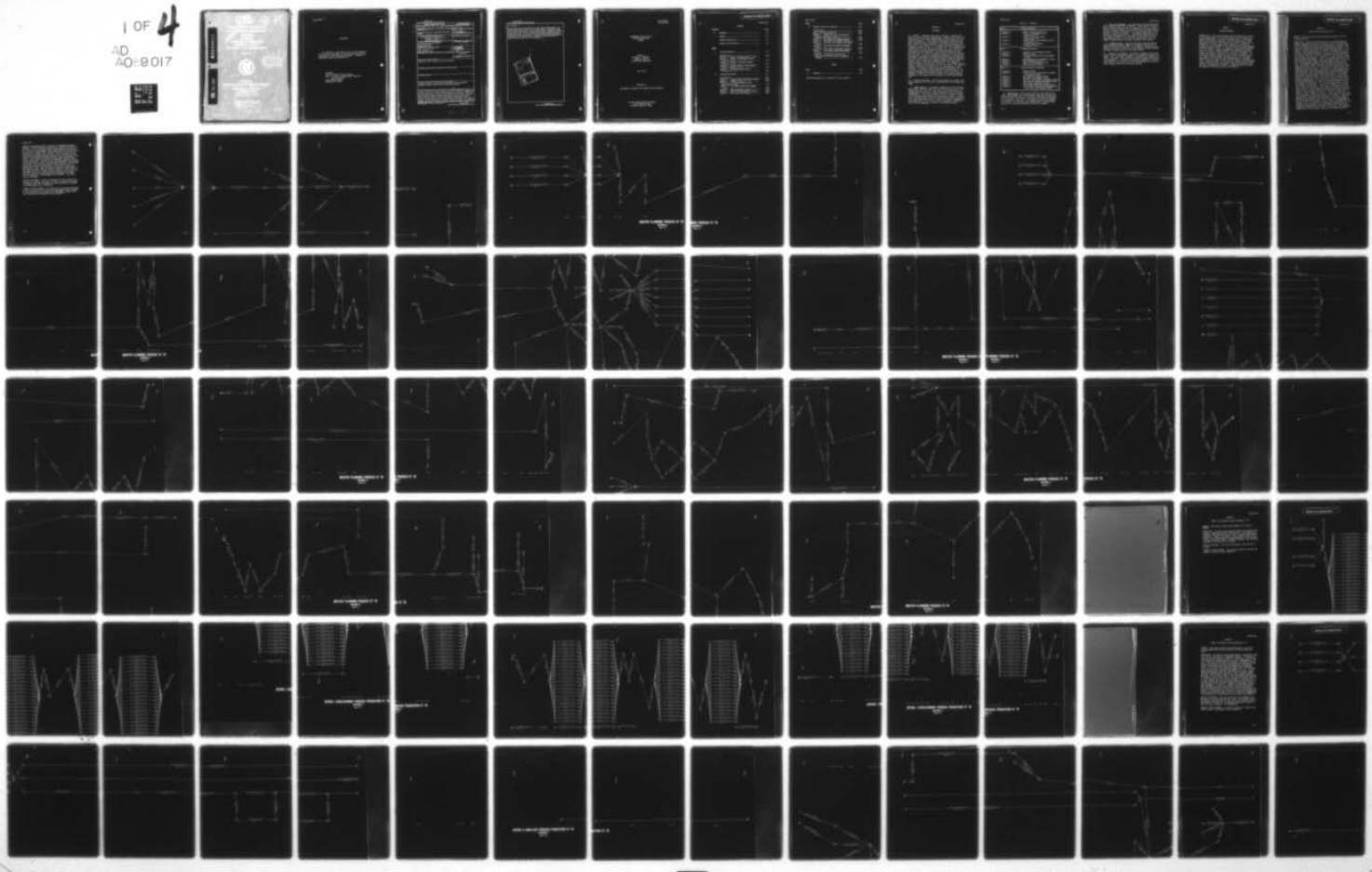
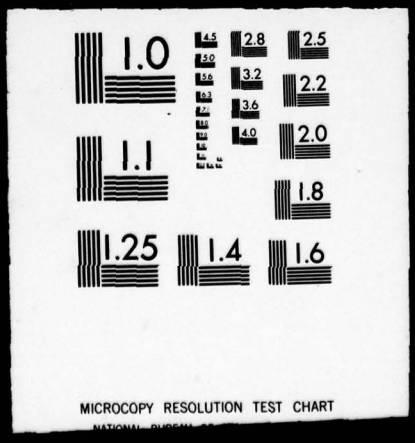
AD-A069 017 ARMY CONCEPTS ANALYSIS AGENCY BETHESDA MD F/G 5/1
MANAGEMENT ANALYSIS OF KEY RESOURCE OPERATIONS (MAKRO). VOLUME --ETC(U)
MAR 79 F A DISTASIO, G E ARMSTRONG
UNCLASSIFIED CAA-SR-79-6-VOL-2-APP-E-A NL

1 OF 4
AD
A069017



1 OF 4

AD
A069017



AD A069017

DDC FILE COPY

STUDY REPORT
[redacted]

[redacted] ANALYSIS OF [redacted] OPERATIONS

(U)

VOLUME II
APPENDIX A: SCENARIOS
SCENARIOS I AND II
PLANNING AND PROGRAMMING

[redacted] 1978

DDC
RECEIVED
MAY 25 1979
C

PREPARED BY
[redacted]
[redacted]
[redacted]
[redacted]

This document has been approved for public release and sale; its distribution is unlimited.

79 05 22 011

CAA-SR-79-6

DISCLAIMER

The findings in this report are not to be construed as an official Department of the Army position unless so designated by other authorized documents. Comments or suggestions should be addressed to:

Commander
US Army Concepts Analysis Agency
ATTN: Director of Methodology, Resources
and Computation
8120 Woodmont Avenue
Bethesda, MD 20014

UNCLASSIFIED

SECURITY CLASSIFICATION OF THIS PAGE (When Data Entered)

REPORT DOCUMENTATION PAGE	READ INSTRUCTIONS BEFORE COMPLETING FORM
1. REPORT NUMBER: CAA-SR-79-6 - VOL-2-APP-E - Annexes-1/2	2. GOVT. ACCESSION NO. / 3. RECIPIENT'S CATALOG NUMBER
4. TITLE (and Subtitle): Management Analysis of Key Resource Operations (MAKRO). Volume II. Appendix E.	5. TYPE OF REPORT & PERIOD COVERED: Final Report.
	6. PERFORMING ORG. REPORT NUMBER
7. AUTHOR(s): Mr. Frank A. Distasio, Jr.; Mr. George E. Armstrong; LTC Samuel K. Wasaff, Jr.; MAJ Samuel M. Burney, Jr.	8. CONTRACT OR GRANT NUMBER(s): Networks. Annexes I and II, Planning and Programing
9. PERFORMING ORGANIZATION NAME AND ADDRESS: US Army Concepts Analysis Agency, 8120 Woodmont Avenue, Bethesda, MD 20014	10. PROGRAM ELEMENT, PROJECT, TASK AREA & WORK UNIT NUMBERS: 405 p.
11. CONTROLLING OFFICE NAME AND ADDRESS: Chief of Staff, US Army, ATTN: DACS-DPZ-A, Washington, DC 20310	12. REPORT DATE: 30 March 1979
	13. NUMBER OF PAGES: 330
14. MONITORING AGENCY NAME & ADDRESS(if different from Controlling Office)	15. SECURITY CLASS. (of this report): UNCLASSIFIED
	15a. DECLASSIFICATION/DOWNGRADING SCHEDULE

16. DISTRIBUTION STATEMENT (of this Report)

Approved for public release; distribution unlimited

17. DISTRIBUTION STATEMENT (of the abstract entered in Block 20, if different from Report)

18. SUPPLEMENTARY NOTES

19. KEY WORDS (Continue on reverse side if necessary and identify by block number)

Planning, Programing, and Budgeting System (PPBS); Resource Management; Management Analysis; Network Theory; Computer-based Graphics

20. ABSTRACT (Continue on reverse side if necessary and identify by block number) The MAKRO Study analyzes the planning, programing and budget formulation phases of Army PPBS and suggests ways to improve the system. The principal PPBS activities at HQDA were identified, then subjected to rigorous analysis, and documented in this report. The methodology included development and implementation of a computer-based graphics routine to create network diagrams; network diagrams were constructed for 21 distinct Army PPBS processes that were identified in the analysis. The network diagrams are published separately; Volume II contains the planning and programing diagrams and Volume III contains the budget formulation diagrams. Specific

DD FORM 1 JAN 73 1473 EDITION OF 1 NOV 65 IS OBSOLETE

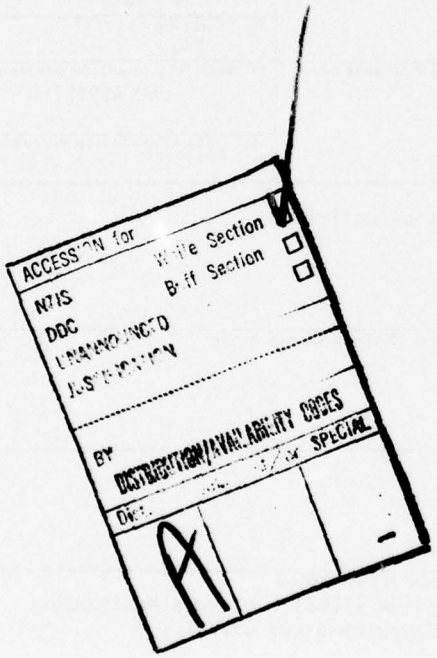
UNCLASSIFIED

SECURITY CLASSIFICATION OF THIS PAGE (When Data Entered)

390 996

20. Continued.

prescriptive measures were nominated to improve certain PPBS processes. The paramount MAKRO study insight is, that the Army PPBS is responsive to higher authorities at the expense of time for rigorous analysis. The study presents two alternatives which singly or together could enhance the quality of analysis supporting Army PPBS: (1) seek relief from the highly interactive/reactive dialogue with higher echelons that is conducted particularly during programing and budgeting; (2) expand the scope of planning to provide more detail of resource sensitive issues for use in programing.



STUDY REPORT
CAA-SR-79-6

MANAGEMENT ANALYSIS OF KEY RESOURCE OPERATIONS (MAKRO)

VOLUME II
APPENDIX E, NETWORKS
ANNEXES I AND II
PLANNING AND PROGRAMING

March 1979

PREPARED BY

METHODOLOGY, RESOURCES AND COMPUTATION DIRECTORATE

US ARMY CONCEPTS ANALYSIS AGENCY
8120 WOODMONT AVENUE
BETHESDA, MARYLAND 20014

PRECEDING PAGE BLANK-NOT FILMED

CONTENTS

APPENDIX		Page
E	NETWORKS	E-1
	General	E-1
	Network Conventions	E-1
	Content of the Annexes	E-3
ANNEX		
I	Planning Networks	E-5
	Introduction	E-5
	Network A. Master Planning Process CY 78	E-7
	Network B. JSPDSA I Development Process Projection CY 79	E-9
	Network C. JSPDSA II Analyses Process Projection CY 79	E-11
	Network D. JSPDSA II/Book II Development Process Projection CY 79	E-13
	Network E. JSPD Development Process Projection CY 79	E-15
II	Programing Networks	E-17
	Introduction	E-17
	Network F. Program Force Development Process.	E-19
	Network G. LOGSACS Process	E-21
	Network H. Procurement Appropriation Development Process	E-23
	Network I. RDTE Appropriation Development Process	E-25
	Network J. PARR Development Process	E-27
	Network K. Master POM Development Process	E-29
	Network L. POM Issue Cycle Process	E-31

ANNEX		Page
III	*Budget Formulation Networks.....	E-37
	Introduction.....	E-37
	Special Network Conventions.....	E-37
	Network M. Budget Mainline.....	E-41
	Network N. MILCON (Military Construction) Budgets Development Process.....	E-43
	Network O. MPA Budget Development Process....	E-45
	Network P. OMA Budget Development Process....	E-47
	Network Q. National Guard Budgets Development Process.....	E-49
	Network R. Army Reserve Budgets Development Process.....	E-51
	Network S. RDTE Budget Development Process...	E-53
	Network T. Procurement Budget Development Process.....	E-55
	Network U. Miscellaneous (Revolving, Management and other Funds) Development Process.....	E-57

TABLES

TABLE		Page
E-1	Networks.....	E-2

*Published separately as Volume III to this report.

APPENDIX E

NETWORKS

E-1. GENERAL. The MAKRO Study Report, Volume I, documents the analysis of Army PPBS and suggests ways to improve the system; the study approach and analytic methodology, network theory, are discussed in Chapter 2. This appendix contains the descriptive network diagrams that were developed for the MAKRO analysis of Army PPBS. Specific network diagrams for planning and programing are contained in this, Volume II. The budget formulation diagrams are located in Volume III (see list in Table E-1). The diagrams were constructed to provide descriptive models that could be used in the analysis of the Army PPBS. The network diagrams were constructed following extensive research and data collection efforts that included: a review of applicable regulations and directives; attendance at programing and budgeting conferences; coordination with other study efforts relating to PPBS; and numerous interviews with OSD, DA, and major Army commands (MACOM) staff personnel involved in PPBS. Extensive coordination with the responsible agencies enhanced the quality of the models. The changes that occurred in PPBS during the period of this research (CY 78) required frequent updating of the models and, in some instances, total revisions. A computer software package was developed at CAA to facilitate construction and reproduction of network models. The software package--MAKRO Graphics Utility (MGU)--is discussed in Appendix F, Volume I of the study report. The network diagrams included in this appendix were produced with that software package.

E-2. NETWORK CONVENTIONS. The following material provides information necessary for the proper interpretation of the network diagrams.

a. Nodes and Arcs. The network diagrams are of the activity-on-arc type. The work activities are characterized by arcs drawn between the nodes; the start and finish of work activities are represented by event nodes. Node designators are four character alphanumerics. The node designation serves to identify an event in the automated data base used to construct a network. In general, the evolutionary fashion in which networks were constructed and revised prevented the use of logical or orderly assignment of node designations. The four character alphanumeric, therefore, only serves to identify an event in a particular network.

Table E-1. Networks

Annex I	Planning Networks
Network A	Master Planning Process CY 78
Network B	JSPDSA I Development Process Projection CY 79
Network C	JSPDSA II Analyses Process Projection CY 79
Network D	JSPDSA II/Book II Development Process Projection CY 79
Network E	JSPD Development Process Projection CY 79
Annex II	**Programing Networks**
Network F	Program Force Development Process
Network G	LOGSACS Process
Network H	Procurement Appropriation Development Process
Network I	RDTE Appropriation Development Process
Network J	PARR Development Process
Network K	Master POM Development Process
Network L	POM Issue Cycle Process
Annex III	**Budget Formulation Networks**
Network M	Budget Mainline
Network N	MILCON (Military Construction) Budgets Development Process
Network O	MPA Budget Development Process
Network P	OMA Budget Development Process
Network Q	National Guard Budgets Development Process
Network R	Army Reserve Budgets Development Process
Network S	RDTE Budget Development Process
Network T	Procurement Budget Development Process
Network U	Miscellaneous (Revolving, Management and other funds) Development Process

b. Network Logic. Each network should be read from left to right. The networks are time dependent along the horizontal axis with start and stop dates for activities indicated at the bottom of the network. The vertical positioning of a node was assigned by the analyst in order to: (1) promote clarity of the network flow and/or, (2) illustrate some organizational hierarchy which may exist for different agencies involved in a process.

c. Activity Information. The individual arcs provide various kinds of specific activity information. A description of the work activity represented by an arc is written above it in a 35 character field; the limitation on the quantity of characters required the use of numerous abbreviations, all of which are listed in the Glossary at the end of Volume I. The agency responsible for the action is written below the arc. Also written below the arc are two numbers representing (1) the number of work days available from scheduled start of an activity to completion and, (2) the number of weekend days or holidays included in the schedule.

d. Comment Activity. Some arcs have been placed on the networks to provide general commentary information rather than to describe specific activity work. The number of work days are dynamically assigned to these arcs by the computer software package but have no significance for this type activity.

E-3. CONTENT OF THE ANNEXES. Each Annex includes a brief introduction to the processes documented in the subsequent network diagrams. Then, each network diagram is proceeded by a separate narrative discussion. The narrative discussion provides the following information: the purpose of the process depicted; a narrative description of the process; the critical milestones for the process; linkages that exist with other networks.

PRECEDING PAGE BLANK-NOT FILMED

ANNEX I

PLANNING NETWORKS

INTRODUCTION. The planning networks were developed over a period of one planning phase (CY 78) and resulted in five network diagrams included here. The Master Planning Process CY 78 diagram reflects the planning processes for CY 78 and the actual times when events occurred. These event times are not a good basis for scheduling FY 79 workloads since the JSPS was in transition--reacting to the development of the new OSD planning and programing guidance document, the CG. In response to JSPS milestone changes for CY 79, specific network diagrams were prepared for JSPDSA I, JSPDSA II Analyses, JSPDSA II/Book II and JSPD development processes that project and display a CY 79 activity schedule. The projection networks attempt to preserve times as observed in CY 78. However, modifications were required to allow for JSPDSA I completion on 15 March 1979 and JSPD completion on 1 November 1979. Projection networks differ from the Master Planning Process CY 78 in two other ways: the projections identify more thoroughly ARSTAF divisions which participate in the staffing process; one cycle of joint meetings is shown--no attempt was made to predict the number of iterations that will be required.

PRECEDING PAGE BLANK-NOT FILMED

NETWORK A

Network A

Master Planning Process CY 78

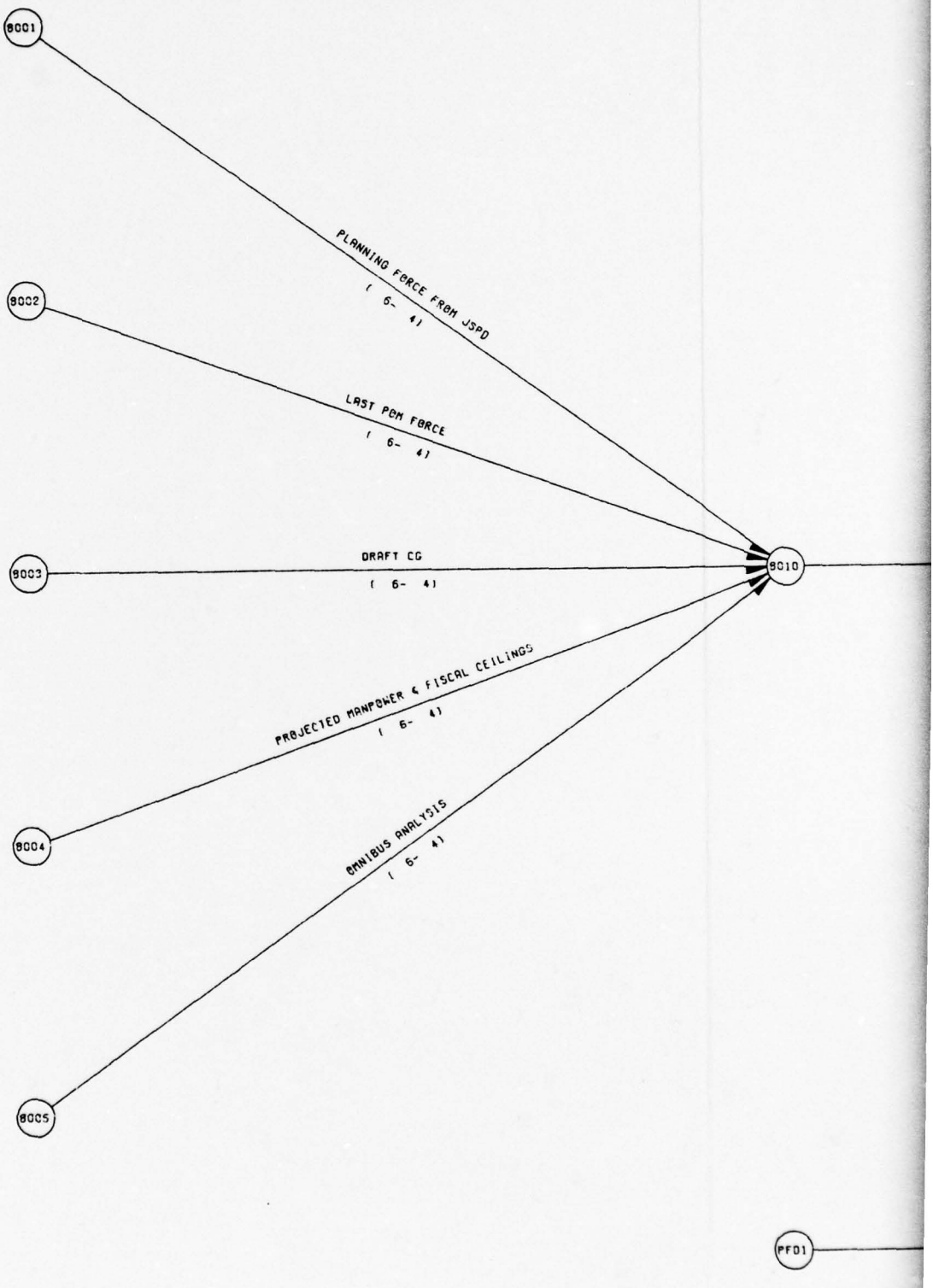
PURPOSE. The process develops Army planning proposals and programing guidance.

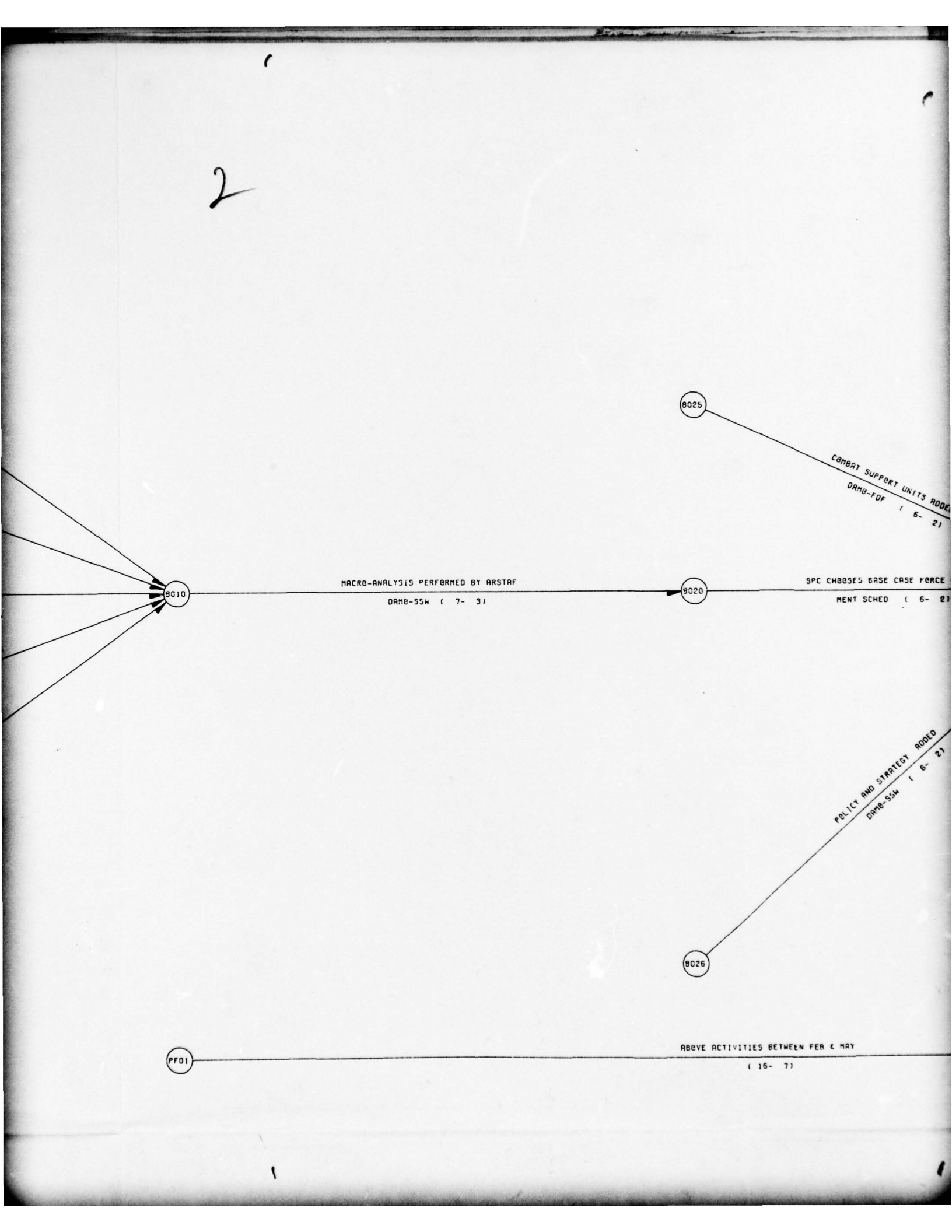
DESCRIPTION. The master planning process is a consolidation of JSPDSA I development, JSPDSA II analyses, JSPDSA II development, JSPD development, Army priorities development of unilateral input to CG and guidance for program force development processes. The process as described reflects the schedule followed during CY 78. JSPDSA I staffing began after the draft CG was published. In addition to the planning guidance in the CG, the ARSTAF studied all available information published on strategy, national objectives, and national security. The Joint Staff initiated JSPDSA I review by publishing the preflimsy. A staffing schedule was published to guide document development. JSPDSA I was approved on 5 July. In May, the Joint Staff issued force requirement guidance for AFCENT and directed updated JSPDSA II analyses based on the previous year. The ARSTAF, supported by CAA, developed the minimum risk force and planning force. Minimum risk force results were sent to ODCSOPS (War Plans Division) in mid-June for comparison with the candidate combat force list. The latter is used to generate the planning force. While the minimum risk force requirements were being generated, CAA also determined the combat service support units needed to fully support the planning force. The results were sent to ODCSOPS (Force Plans and Structure Division) where computer results were edited. The edited force was then used to generate movement data. In late July the movement analysis was sent through ODCSLOG to the Joint Staff where strategic lift requirements were generated. The lift requirements were inserted into JSPDSA II in October. In July, the rounded force was also sent to War Plans Division. That force, the minimum risk force and the CINCs required forces were compared to develop the Army's planning force. These minimum risk and planning forces serve as input to the development of JSPDSA II, Book II. Staffing of JSPDSA II, Book II began in mid-July. In mid-September the Joint Staff proposed an outline and content for the JSPD. A week later, the preflimsy of the JSPD was published for staffing. JSPD was completed on 26 December 1978 less Annex E, Cost and Manpower, which was completed 19 January 1979. JSPDSA II was completed in February 1979. In September an Army priorities statement for CSA approval was developed from the programing guidance of the CG issued the previous March, the CSA's desires, and planning and programing considerations available at that time. Once approved, ODCSOPS (War Plans Division), serving as the ARSTAF point of

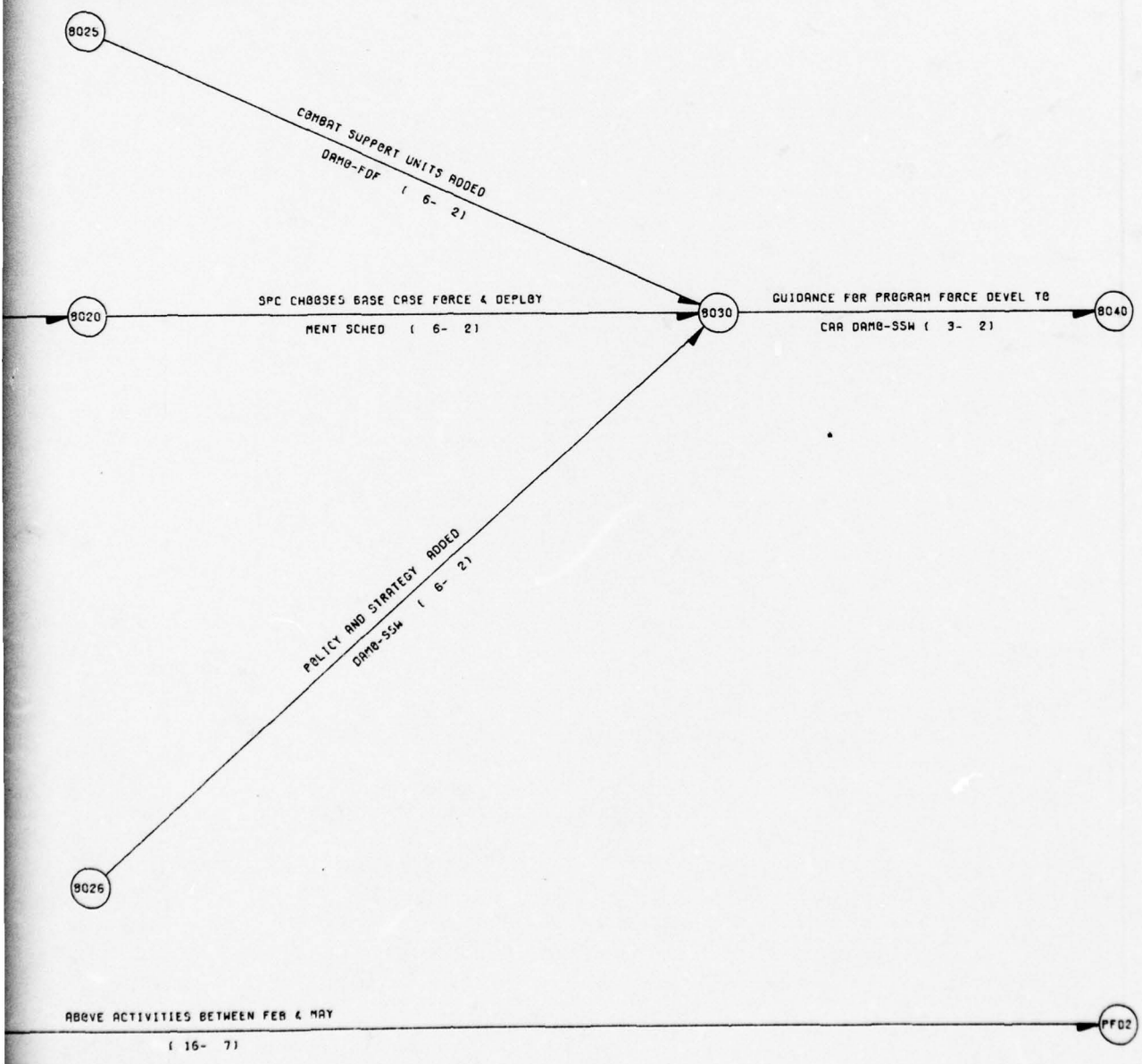
contact, developed the Army Priorities for Program Development Document. This document was completed and sent to the Office of the Chief of Staff (Program Analysis and Evaluation Directorate) for inclusion in the PAPPGM. After publication of the draft CG in February 1979, ODCSOPS (War Plans Division) will coordinate the development of program force guidance. Force structure alternatives and associated deployment alternatives are developed by the ARSTAF. They consider the planning force, last program force, current force capability analysis from OMNIBUS, and projected resource constraints. The SPC reviews the staff product and chooses a base case force structure and deployment schedule, and considers the changes to policy and strategy. The results are sent to ODCSOPS (Force Plans and Structure Division) for program force development in May. The final process depicted on the network is the Army unilateral response to OSD's request for input prior to development of the CG. Army planning proposals, which appear in the JSPD, unsettled program proposals and proposals the Army desires addressed in the upcoming CG are staffed. The process occurs in November.

CRITICAL MILESTONES. Critical milestones are the unilateral CG response in November, the Army Priorities for Program Development in November, the JSPD in December, and the guidance for program force development the following May.

LINKAGE TO OTHER NETWORKS. The priorities for program development process connects with the Master POM Development Process (Network K) and the guidance for program force development connects with the Program Force Development Process (Network F).


8001
PLANNING FORCE FROM JSPD
(6- 4)
8002
LAST PEM FORCE
(6- 4)
8003
DRAFT CG
(6- 4)
8010
8004
PROJECTED MANPOWER & FISCAL CEILINGS
(6- 4)
8005
OMNIBUS ANALYSIS
(6- 4)
PF01


2
8025
COMBAT SUPPORT UNITS ADDED
DAMB-FDF (6- 2)
8010
MACRO-ANALYSIS PERFORMED BY ARSTAF
DAMB-SSW (7- 3)
8020
SPC CHOOSES BASE CASE FORCE
MENT SCHED (6- 2)
POLICY AND STRATEGY ADDED
DAMB-SSW (6- 2)
8026
FF01
ABOVE ACTIVITIES BETWEEN FEB & MAY
(16- 7)


8025
COMBAT SUPPORT UNITS ADDED
DAMO-FDF (6- 2)
8020
SPC CHOOSES BASE CASE FORCE & DEPLOY
MENT SCHED (6- 2)
8030
GUIDANCE FOR PROGRAM FORCE DEVEL TO
CAA DAMO-SSW (3- 2)
8040
POLICY AND STRATEGY ADDED
DAMO-SSW (6- 2)
8026
ABOVE ACTIVITIES BETWEEN FEB & MAY
(16- 7)
PF02

DANCE FOR PROGRAM FORCE DEVEL TO

CAR DAMO-SSW (3- 2)

8040

FLIMSY REVIEWED

ARSTF (4- 2)

A

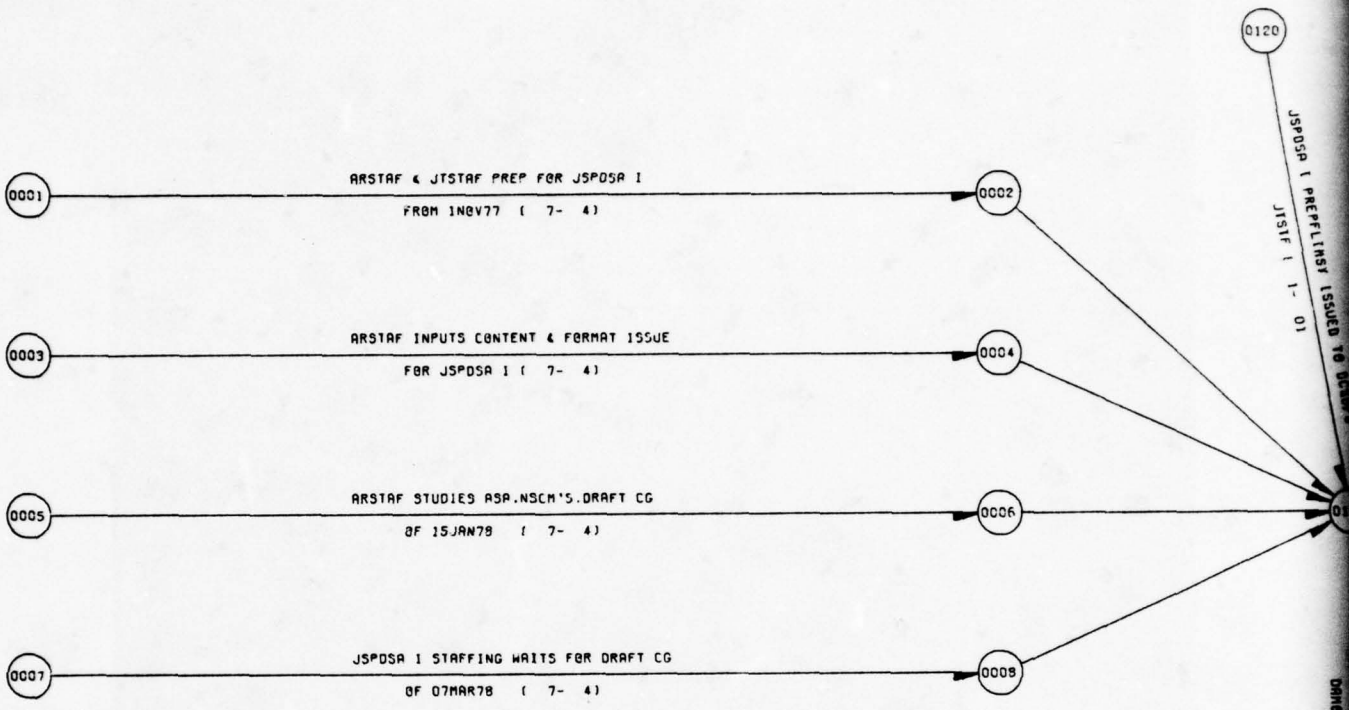
0200

FLIMSY REVIEWED & SENT TO ARSTAF

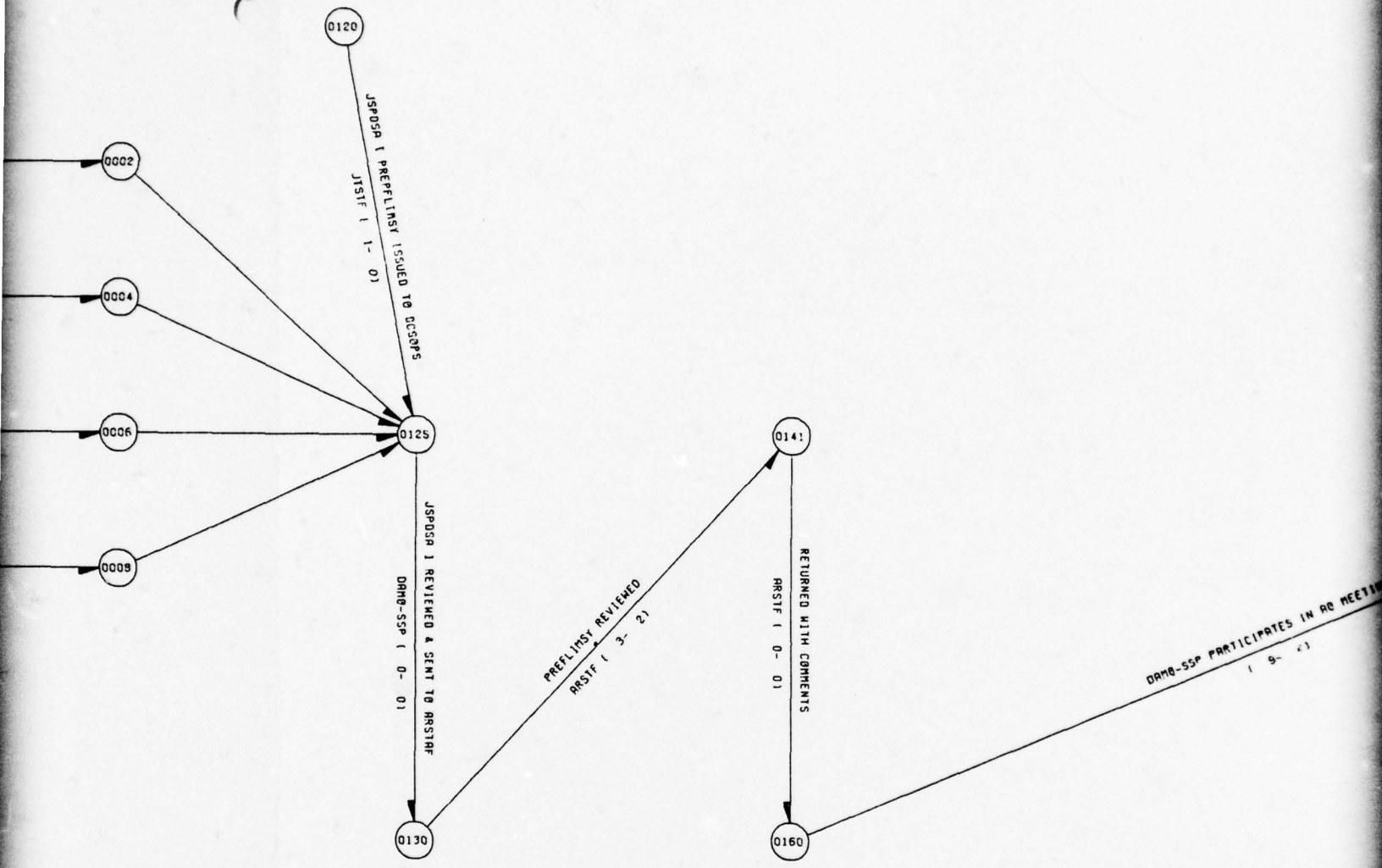
DAMO-SSP (0- 0)

PFD2

5



09MAR78 19MAR78 22MAR78 23



MASTER PLANNING PROCESS CY 78

NETWORK A

Page 1 of 7

(16- 7)

7

FF02

0170

FLIMSY PREPARED

JTSTF (9- 2)

DAMB-SSP PARTICIPATES IN AB MEETINGS

(9- 4)

10APR78

NING PROCESS CY 78

NETWORK A

FLIMSY

0190

JSPOSA [FLIMSY ISSUED TO OAMA-SSP

JTSTF (0- 0)

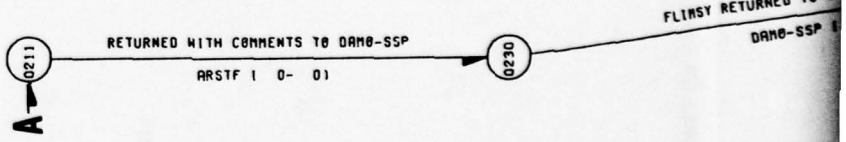
FLIMSY PREPARED

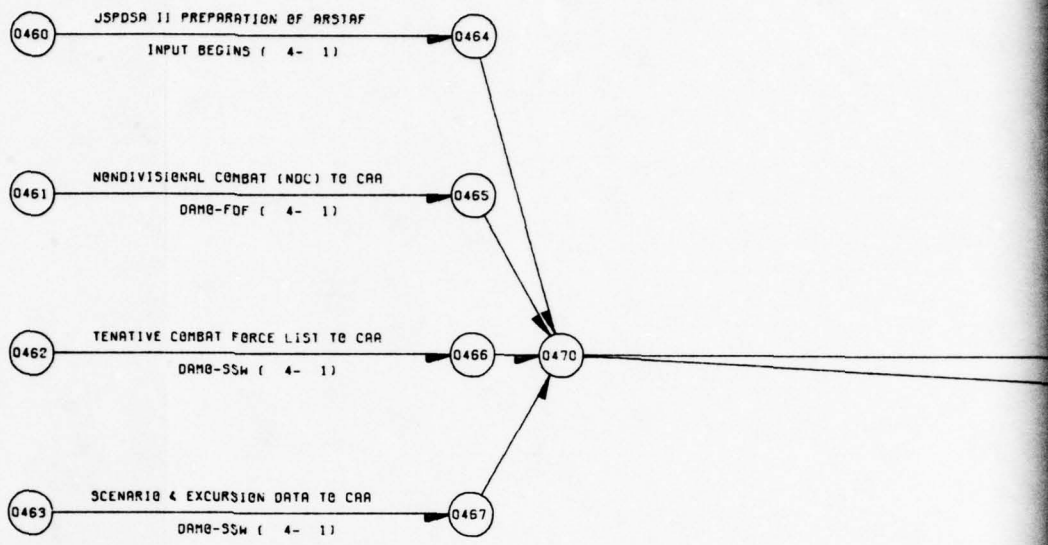
JTSTF (9- 2)

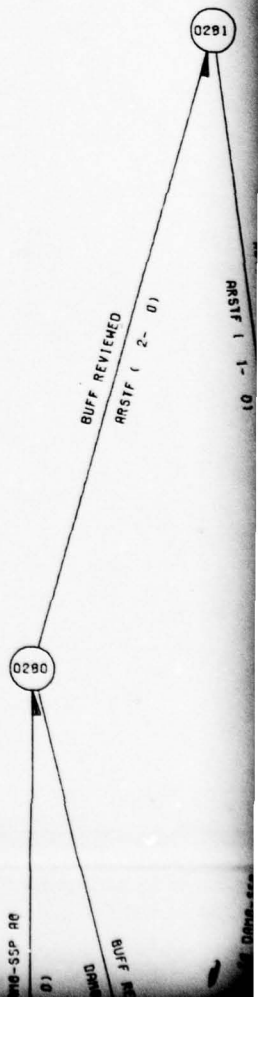
0190

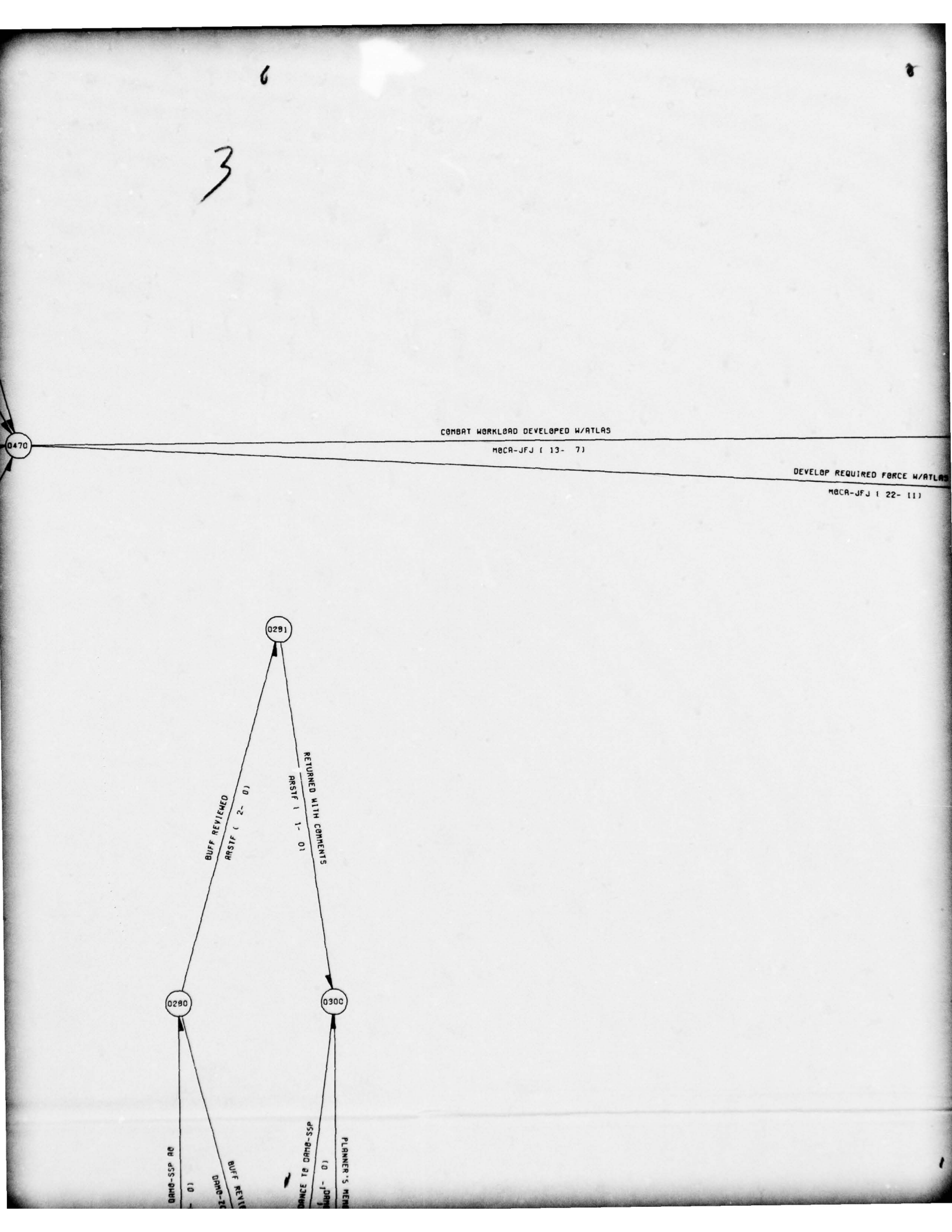
8

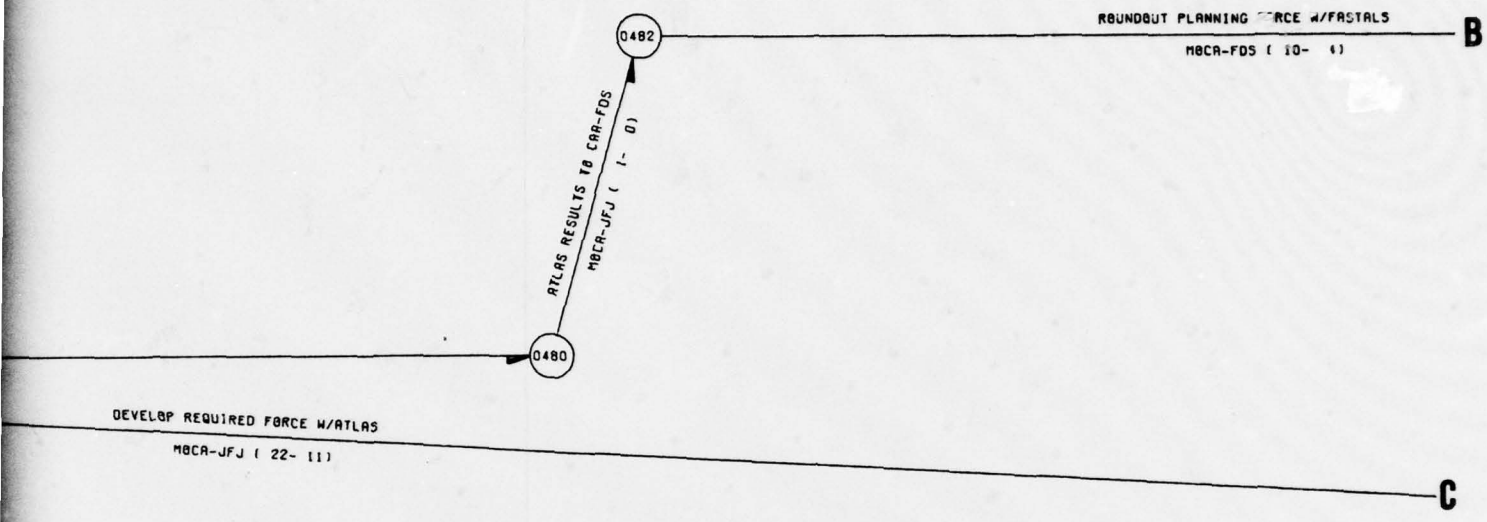
21APR78

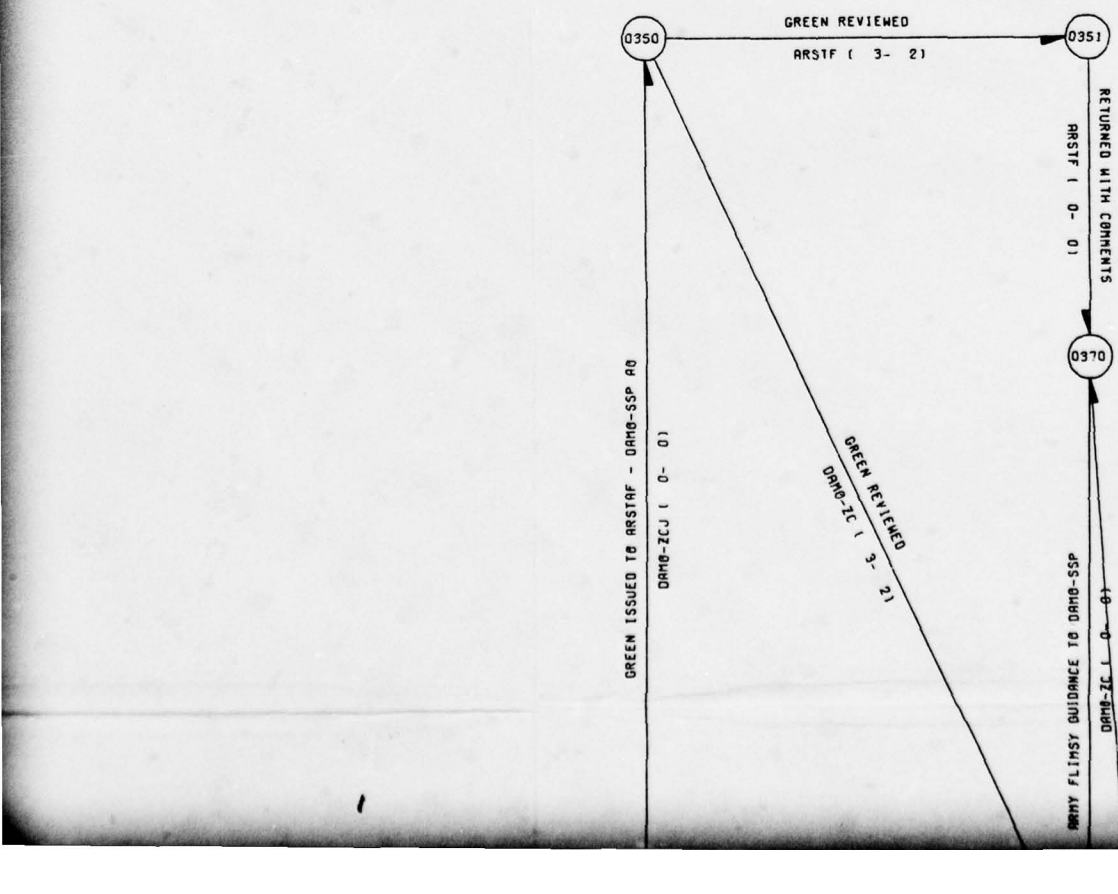

A
0211
RETURNED WITH COMMENTS TO DAM0-SSP
ARSTF (0- 0)
0230
FLIMSY RETURNED TO J
DAM0-SSP


0460
JSPDSA II PREPARATION OF ARSTAF
INPUT BEGINS (4- 1)
0464
0461
NONDIVISIONAL COMBAT (NDC) TO CAA
DAMO-FDF (4- 1)
0465
0462
TENATIVE COMBAT FORCE LIST TO CAA
DAMO-SSW (4- 1)
0466
0470
0463
SCENARIO & EXCURSION DATA TO CAA
DAMO-SSW (4- 1)
0467


0281
BUFF REVIEWED
ARSTF (2- 0)
ARSTF (1- 0)
0280


0470
COMBAT WORKLOAD DEVELOPED W/ATLAS
M0CA-JFJ (13- 7)
DEVELOP REQUIRED FORCE W/ATLAS
M0CA-JFJ (22- 11)
0291
BUFF REVIEWED
ARSTF (2- 0)
RETURNED WITH COMMENTS
ARSTF (1- 0)
0280
0300
DAMO-SSP A0
(0
BUFF REVIE
DAMO-SS
DAMO-SSP
(0
PLANNER'S


0482
ROUNDOUT PLANNING FORCE W/FASTALS
M8CA-FDS (10- 4)
B
ATLAS RESULTS TO CAA-FDS
M8CA-JFJ (1- 0)
0480
DEVELOP REQUIRED FORCE W/ATLAS
M8CA-JFJ (22- 11)
C


0350
GREEN REVIEWED
ARSTF (3- 2)
0351
RETURNED WITH COMMENTS
ARSTF (0- 0)
0370
GREEN ISSUED TO ARSTAF - DAM0-SSP A0
DAM0-ZCJ (0- 0)
GREEN REVIEWED
DAM0-ZC (3- 2)
ARMY FLIMSY GUIDANCE TO DAM0-SSP
DAM0-ZC (0- 0)

DAMO-SSP
0230
FLIMSY RETURNED TO JS W/COMMENTS
DAMO-SSP (1- 01
0240
DAMO-SSP PARTICIPATES IN AD MEETINGS
DAMO-SSP (0- 21
0250
27APR78
28APR78
30APR78

5

6

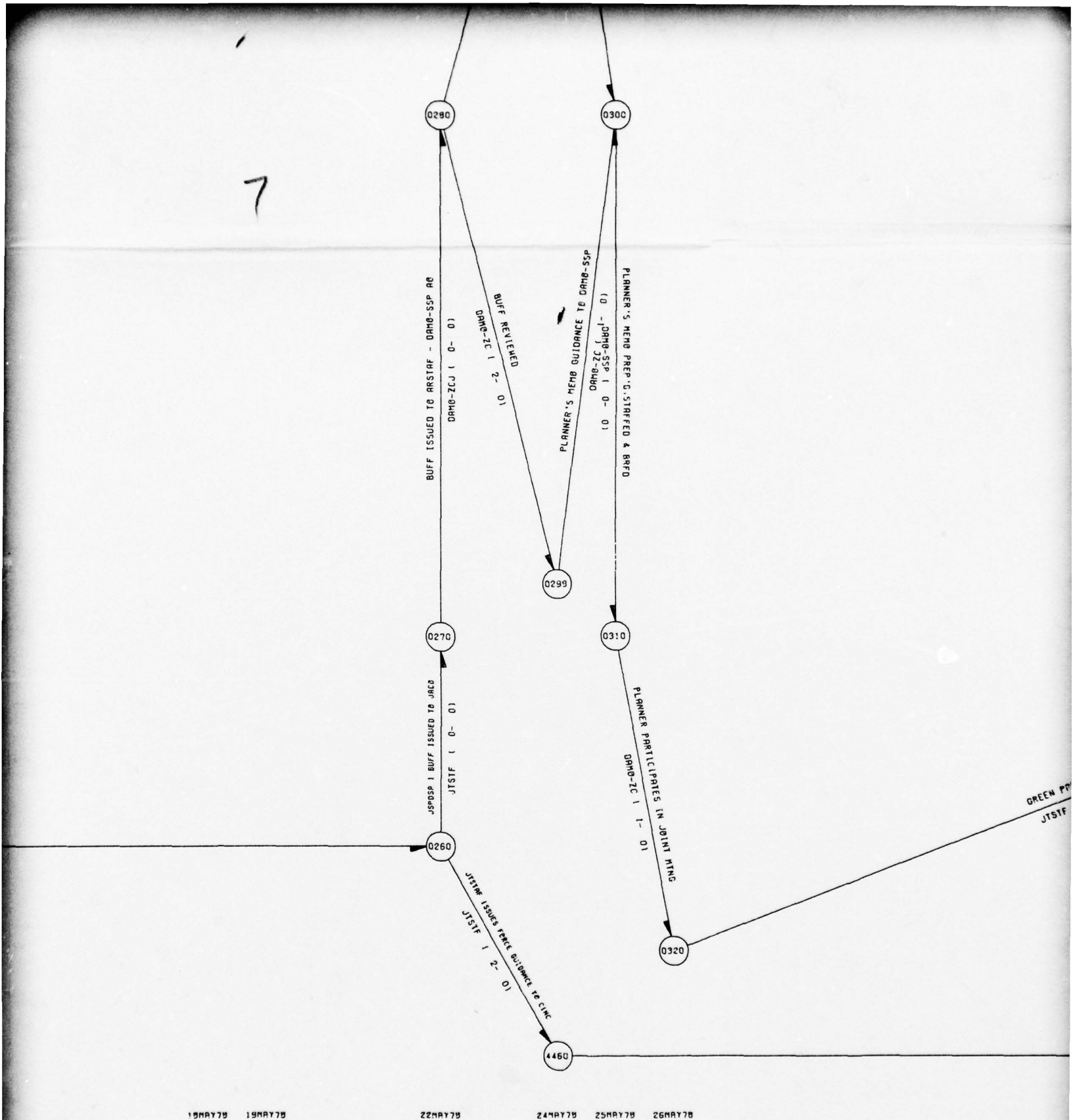
BUFF PREPARED

JTSIF (16- 6)

13MAY78

19MAY78 19MAY78

MAST



MASTER PLANNING PROCESS CY 78

NETWORK A

8

GREEN ISSUED TO ARSTAF - DAM

DAMO-ZCJ (0- 0)

GREEN REVIEWED

DAMO-ZC (3- 2)

ARMY FLIMSY GUIDANCE TO DAMO-SSP

0340

0368

JSPDSP I GREEN ISSUED TO JACS

JTSTF (0- 0)

0330

DEPDPSDEP BRIEFED

DAMO-SSP (1- 0)

GREEN PREPARED

JTSTF (9- 5)

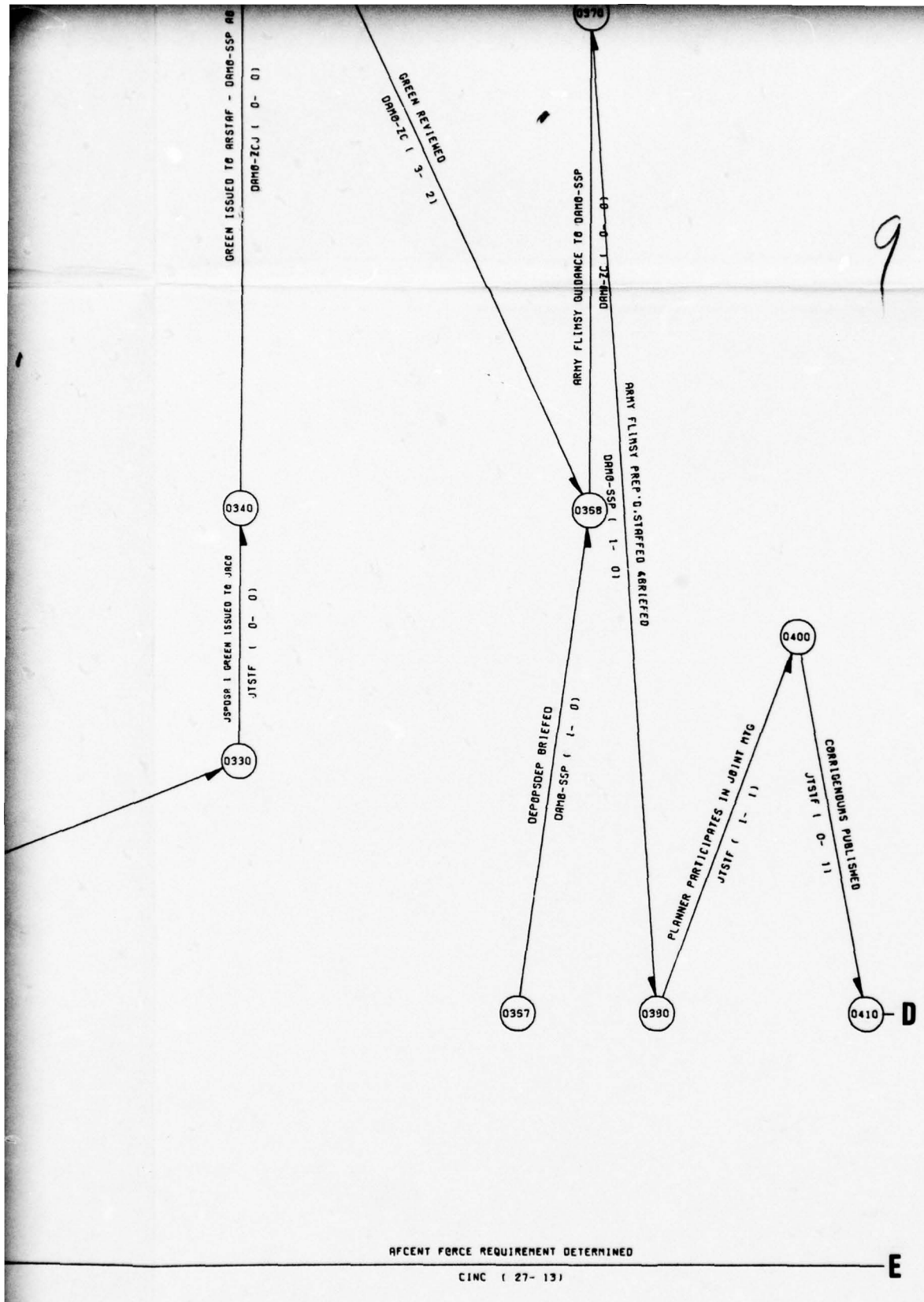
0357

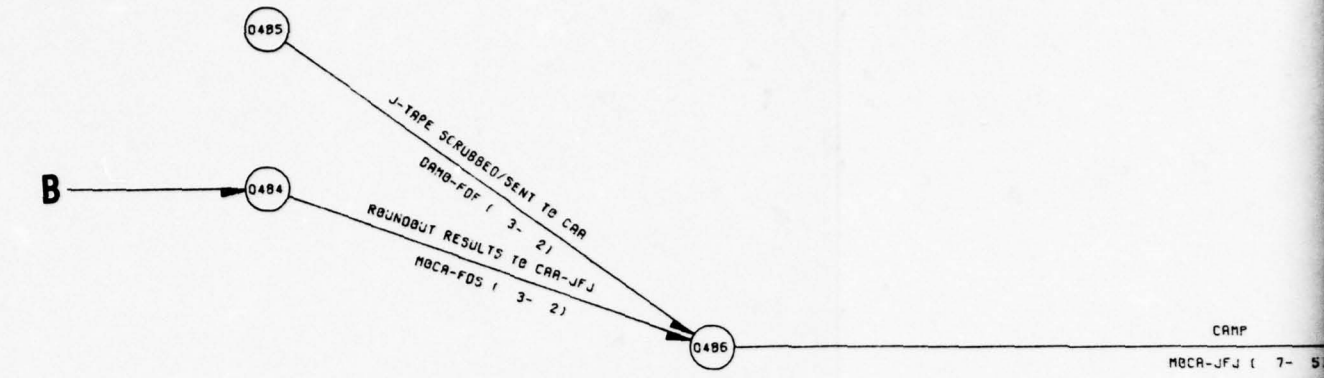
AFCENT FORCE REQUIREMENT DETER

CINC (27- 13)

08JUN78 09JUN78 13JUN78 14JUN

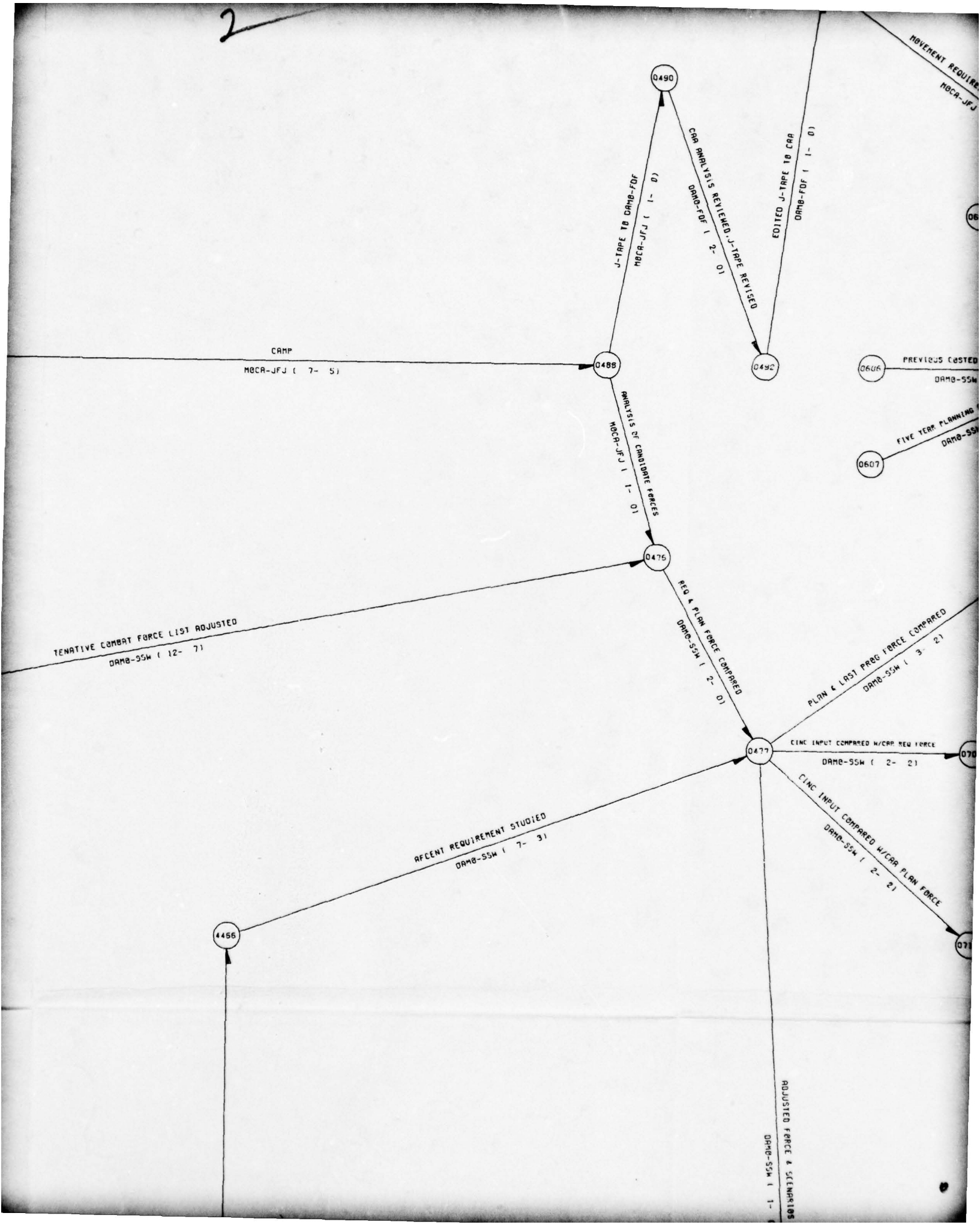
78


0370
GREEN ISSUED TØ ARSTAF - DAMØ-SSP ØØ
DAMØ-ZCJ (Ø- Ø)
GREEN REVIEWED
DAMØ-ZC (3- 2)
ARMY FLIMSY GUIDANCE TØ DAMØ-SSP
DAMØ-ZC (Ø- Ø)
0340
0358
ARMY FLIMSY PREP'D,STAFFED &BRIEFED
DAMØ-SSP (1- Ø)
JSPDSR 1 GREEN ISSUED TØ JACØ
JTSTF (Ø- Ø)
0400
DEPDPSDEP BRIEFED
DAMØ-SSP (1- Ø)
PLANNER PARTICIPATES IN JOINT MTG
JTSTF (1- 1)
CORRIGENDUMS PUBLISHED
JTSTF (Ø- 1)
0330
0357
0390
0410
D
AFCENT FORCE REQUIREMENT DETERMINED
CINC (27- 13)
E
Ø8JUN78
Ø9JUN78
13JUN78
14JUN78
15JUN78
17JUN78
18JUN78

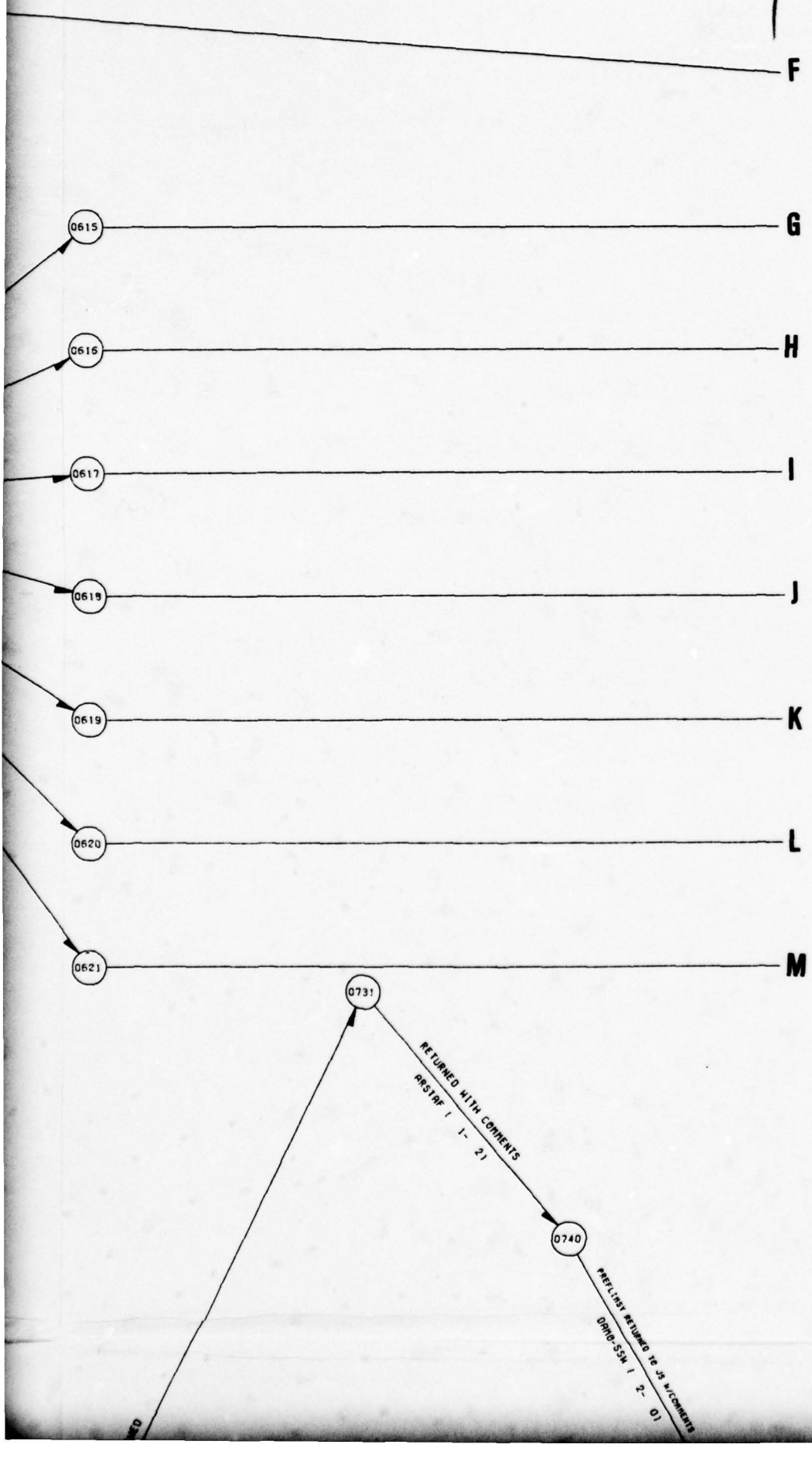

0485
J-TAPE SCRUBBED/SENT TO CAA
DAMB-FDF (3- 2)
B
0484
ROUNDOUT RESULTS TO CAA-JFJ
MOCA-FDS (3- 2)
0486
CAMP
MOCA-JFJ (7-

C
0472
REQUIRED FORCE TO DAMB-SSW
MOCA-JFJ (1- 01)
TENATIVE COMBAT FORCE LIST ADJUSTED
DAMB-SSW (12- 7)
0474

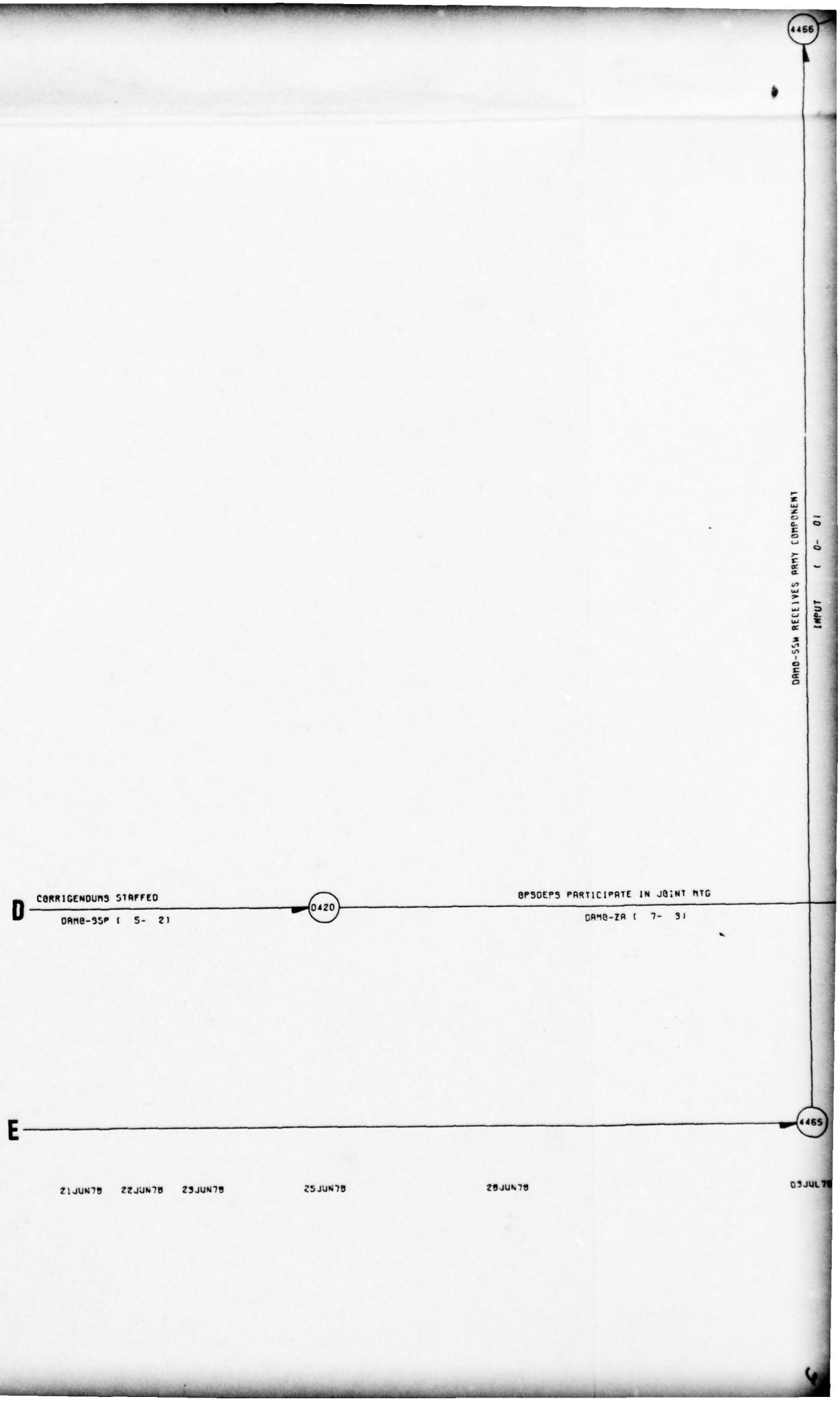
4456

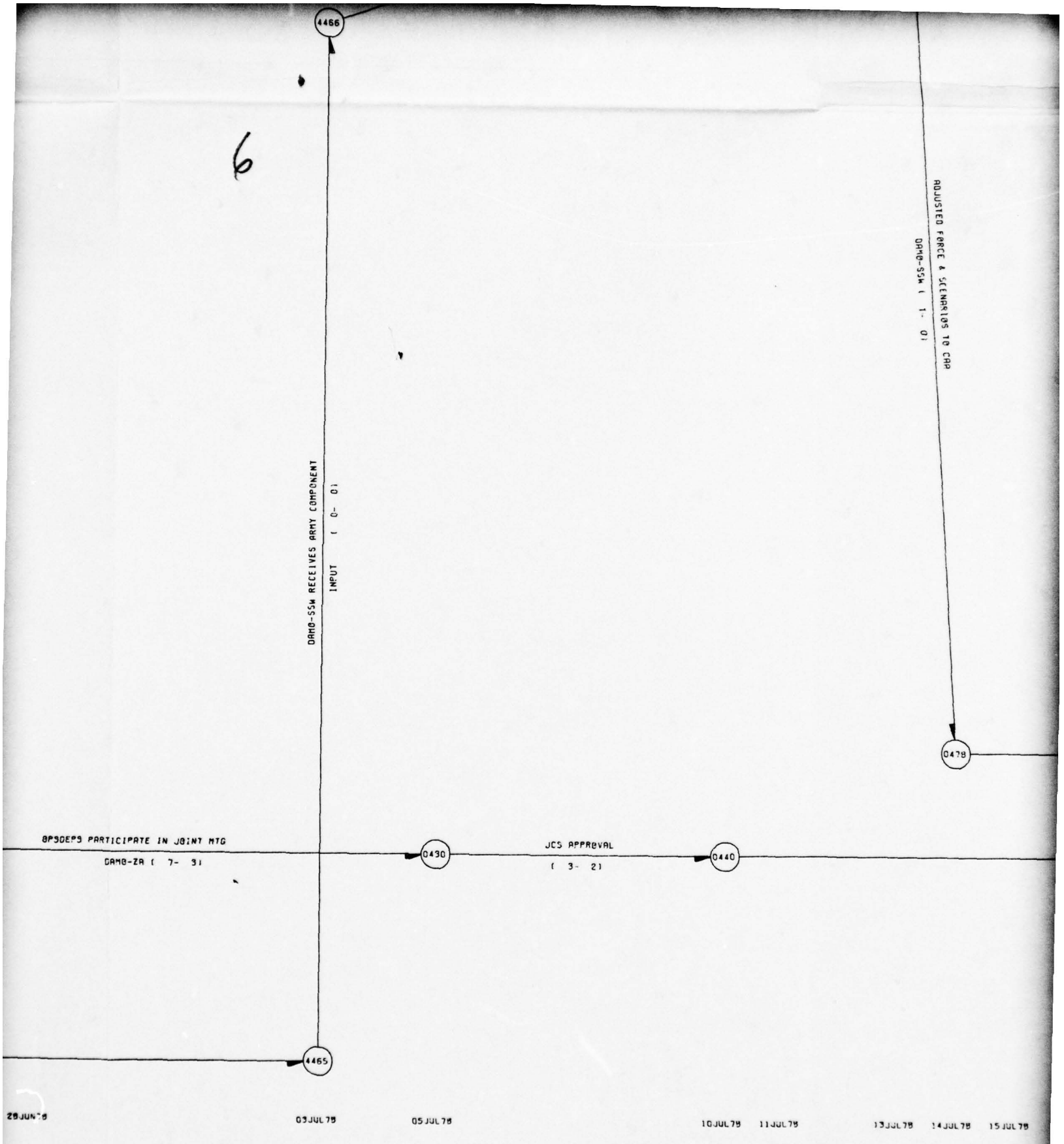

2
0490
J-TAPE TO DAMO-FDF
MOCA-JFJ (1- 0)
CAR ANALYSIS REVIEWED, J-TAPE REVISED
DAMO-FDF (2- 01)
EDITED J-TAPE TO CAR
DAMO-FDF (1- 0)
MOVEMENT REQUIRE
MOCA-JFJ
CAMP
MOCA-JFJ (7- 5)
0488
0492
0606
PREVIOUS COSTED
DAMO-SSW
FIVE YEAR PLANNING
DAMO-SSW
0607
ANALYSIS OF CANDIDATE FORCES
MOCA-JFJ (1- 01)
0476
TENATIVE COMBAT FORCE LIST ADJUSTED
DAMO-SSW (12- 7)
REQ & PLAN FORCE COMPARED
DAMO-SSW (2- 01)
PLAN & LAST PREG FORCE COMPARED
DAMO-SSW (3- 21)
CINC INPUT COMPARED W/CAR REQ FORCE
DAMO-SSW (2- 21)
0477
0700
CINC INPUT COMPARED W/CAR PLAN FORCE
DAMO-SSW (2- 21)
0711
AFCENT REQUIREMENT STUDIED
DAMO-SSW (7- 31)
4466
ADJUSTED FORCE & SCENARIOS
DAMO-SSW (1-

MOVEMENT REQUIREMENTS GENERATED
MACA-JFJ (4- 2)
FORCE LIST & MOVEMENT SENT TO ORLD
MACA-JFJ (1- 0)
EDITED J-TAPE TO CAA
DAMA-FOF (1- 0)
CAA ANALYSIS REVIEWED J-TAPE REVISED
DAMA-FOF (2- 0)
0492
0496
0605
PREVIOUS PROGRAM FORCE
DAMA-SSW (2- 0)
0606
PREVIOUS COSTED PLANNING FORCE
DAMA-SSW (3- 1)
0607
FIVE YEAR PLANNING FORCE DETERMINED
DAMA-SSW (3- 1)
0610
PLANNING FORCE COSTING BEGINS
DAMA-SSW (1- 0)
0609
COSTING INFO TO DAPE-PBE
DAMA-SSW (3- 2)
COSTING INFO TO DACA-CAF
DAMA-SSW (3- 2)
COSTING INFO TO NGB-ARC
DAMA-SSW (3- 2)
COSTING INFO TO DAAR-COZ
DAMA-SSW (3- 2)
COSTING INFO TO DAMA-PPP
DAMA-SSW (3- 2)
COSTING INFO TO DAMA-PPR
DAMA-SSW (3- 2)
COSTING INFO TO DAEN-ZCP
DAMA-SSW (3- 2)
0615
0616
0617
0618
0619
0620
0621
REQ & PLAN FORCE COMPARED
DAMA-SSW (2- 0)
PLAN & LAST PREG FORCE COMPARED
DAMA-SSW (3- 2)
0477
CINC INPUT COMPARED W/CAA REQ FORCE
DAMA-SSW (2- 2)
0700
CINC INPUT COMPARED W/CAA PLAN FORCE
DAMA-SSW (2- 2)
0710
REQ FORCE FOR JSPDSP II DETERMINED
DAMA-SSW (3- 0)
0705
PLAN FORCE FOR JSPDSP II DETERMINED
DAMA-SSW (1- 0)
0715
0731
RETURNED W
ARSTAF (1
PREFLIMSY REVIEWED
ARSTAF (5- 2)
ADJUSTED FORCE & SCENA
DAMA-SSW (
PLANNING FORCE
DAMA-SSW (
REQUIRED FORCE INPUT TO
DAMA-SSW (


F
0615
G
0616
H
0617
I
0618
J
0619
K
0620
L
0621
M
0731
RETURNED WITH COMMENTS
ARSTAF (1- 21
0740
PREFLIMSY RETURNED TO JS W/COMMENTS
ORMG-SSN (2- 01

5


4466
DAMO-SSW RECEIVES ARMY COMPONENT INPUT (0- 0)
D
CORRIGENDUMS STAFFED
DAMO-SSP (5- 2)
0420
OPSDEPS PARTICIPATE IN JOINT MTG
DAMO-ZA (7- 9)
E
4465
21JUN78
22JUN78
23JUN78
25JUN78
28JUN78
03JUL78

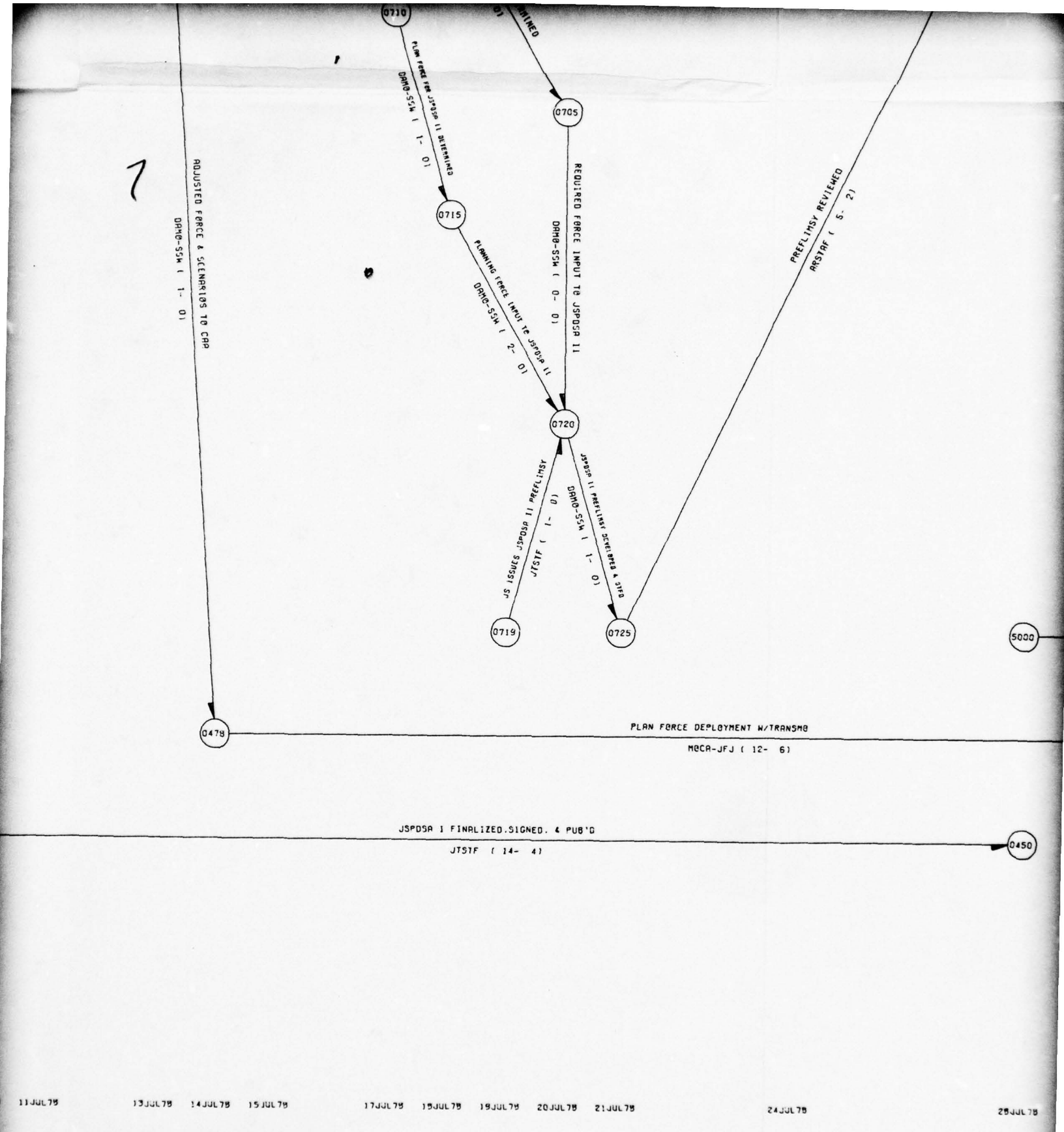


MASTER PLANNING PROCESS C

NETWORK A

Page 3 of 7

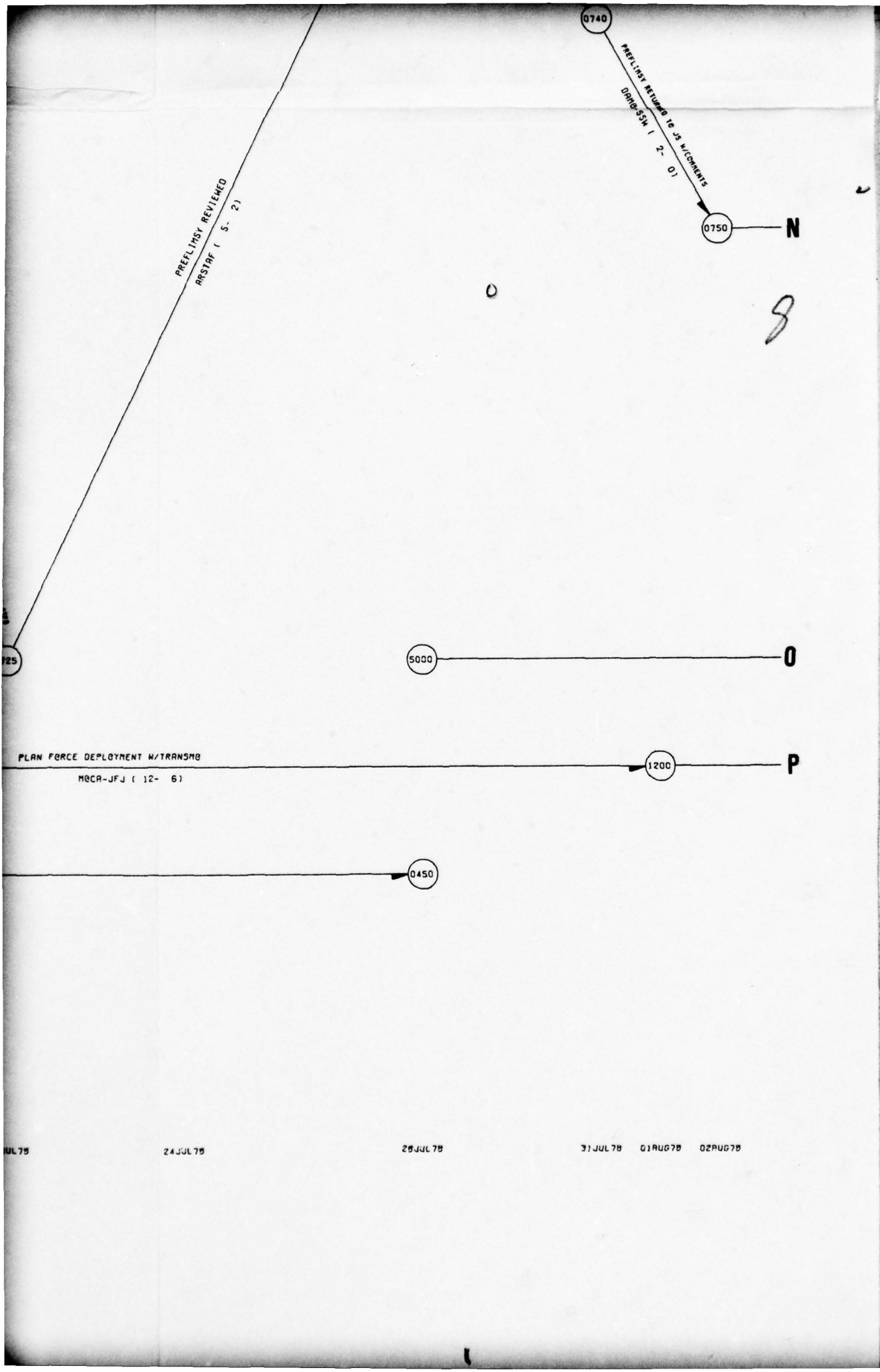
4



PLANNING PROCESS CY 78

NETWORK A

Page 3 of 7


0740
PREFLIMSY RETURNED TO J5 W/COMMENTS
DAMO-SSH (2- 01)
0750
N
PREFLIMSY REVIEWED
ARSTAF (5- 2)
725
5000
O
PLAN FORCE DEPLOYMENT W/TRANSMB
MBCA-JFJ (12- 6)
1200
P
0450
24JUL78
28JUL78
31JUL78
01AUG78
02AUG78

F — MOVEMENT ANALYSIS ... PLANE

DALO-PLO (39- 17)

G — MANPOWER COSTS DETERMINED

DAPE-PBE (20- 8)

H — OMA & FYDP COSTS DETERMINED

DACB-CAF (20- 8)

I — NG COSTS DETERMINED

NGARC (20- 8)

J — RESERVE COSTS DETERMINED

ARCOZ (20- 8)

K — PROCUREMENT COSTS DETERMINED

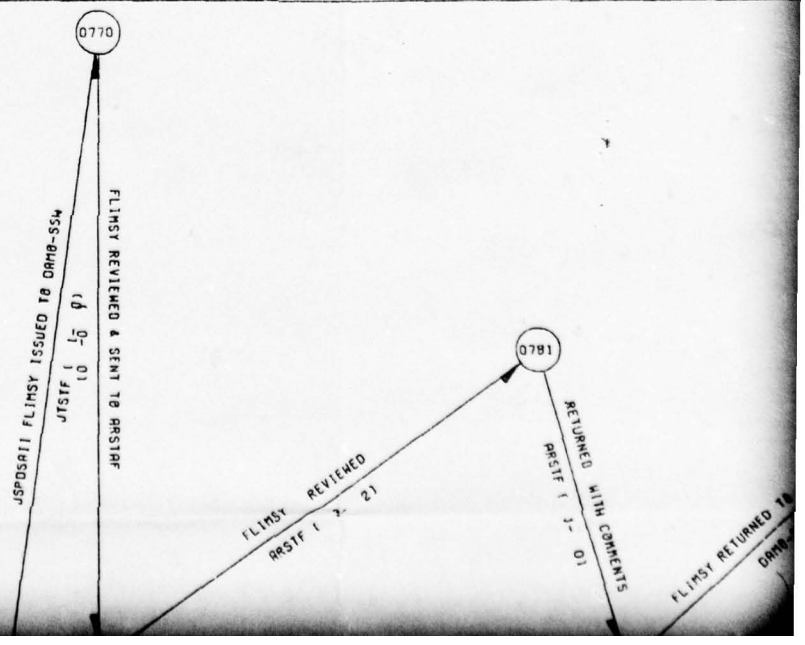
DAMA-PPP (20- 8)

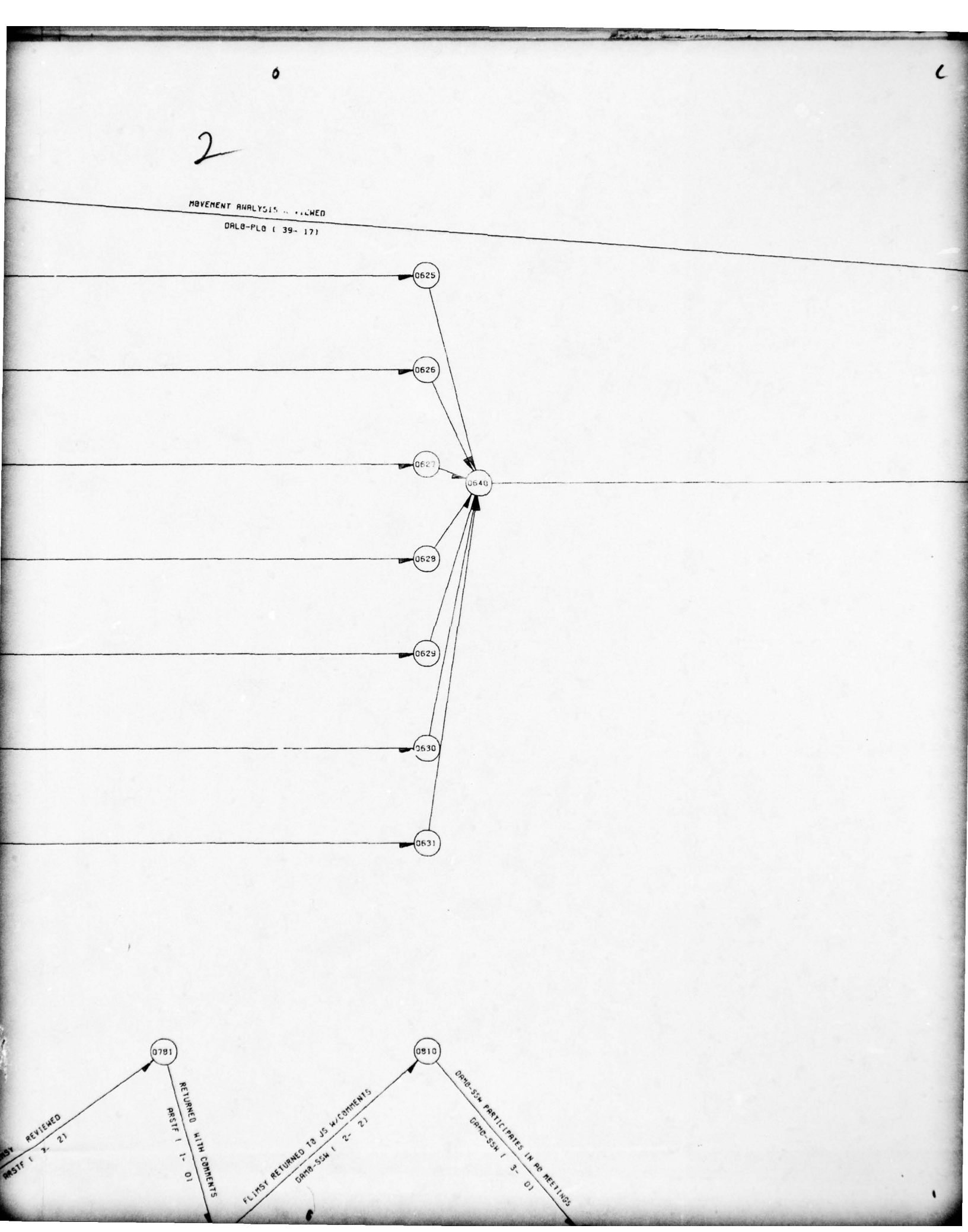
L — RDTE COSTS DETERMINED

DAMA-PPR (20- 8)

M — MCA COSTS DETERMINED

ENZCP (20- 8)

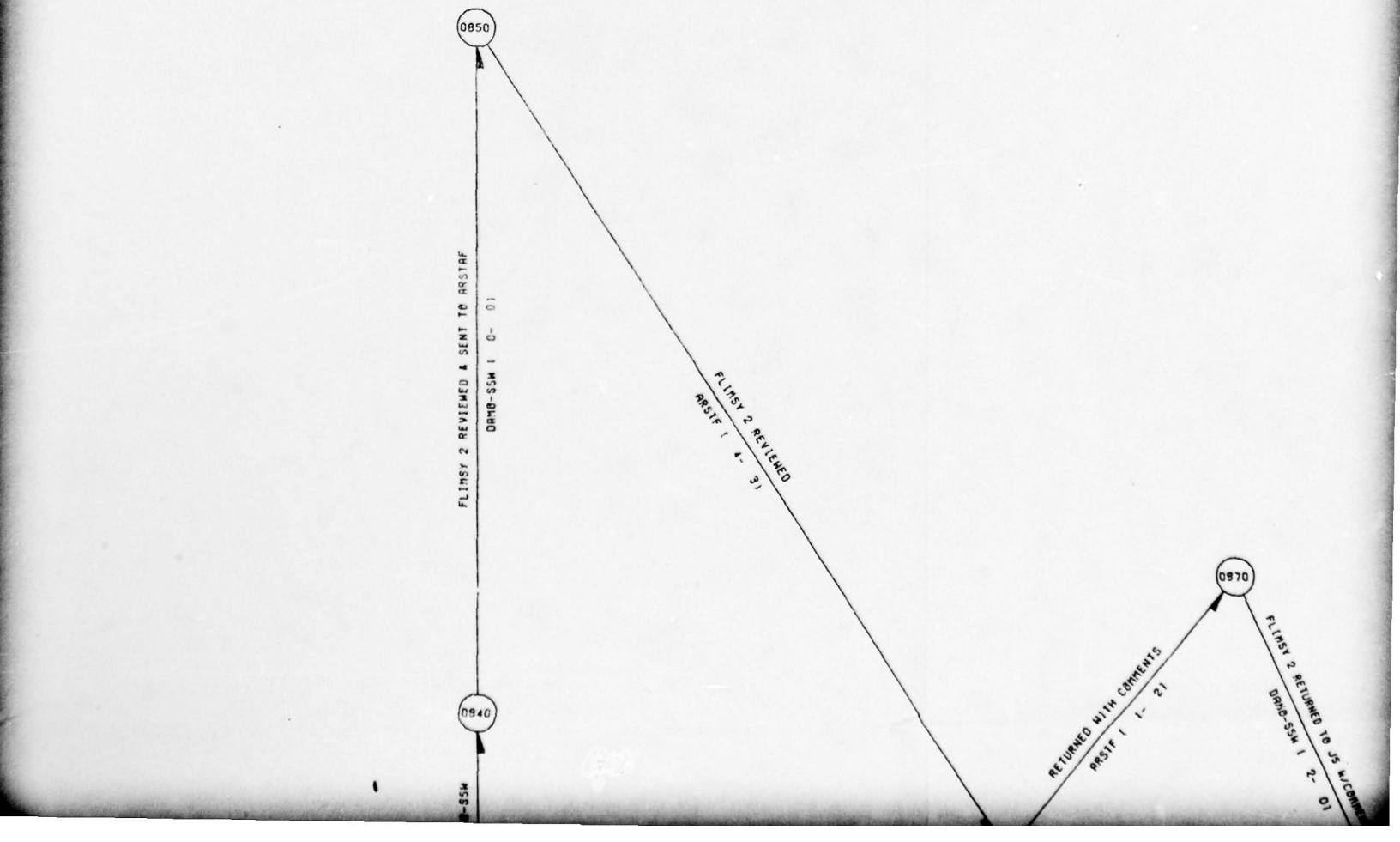



2
MOVEMENT ANALYSIS ... REVIEWED
DAL0-PL0 (39- 17)
0625
0626
0627
0640
0628
0629
0630
0631
0781
RETURNED WITH COMMENTS
ARSTF (1- 01
0810
FLIMSY RETURNED TO J5 W/COMMENTS
DAM0-SSM (2- 2)
DAM0-SSM PARTICIPATES IN RC MEETINGS
DAM0-SSM (3- 01)

3

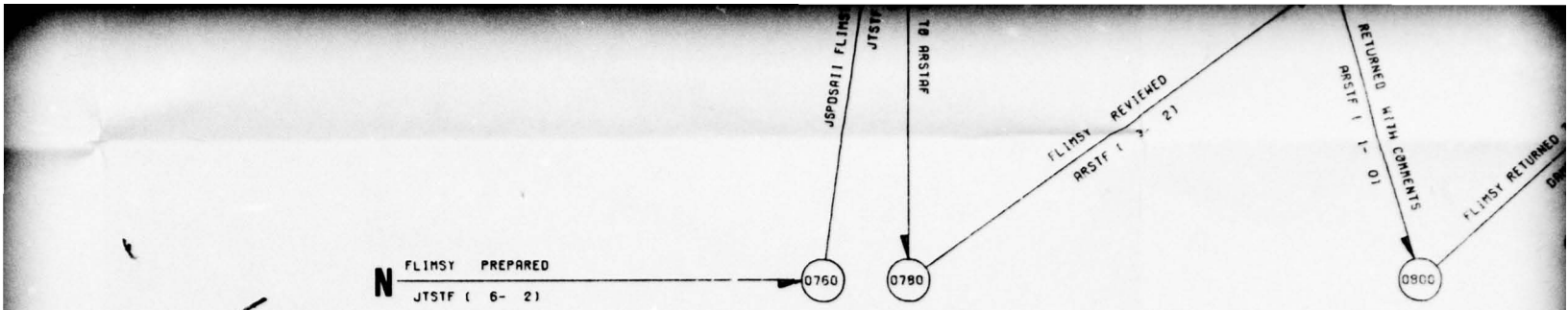
COSTS CONSOLIDATED

DACA-CAF (20- 9)



0510
Q
MOVEMENT ANALYSIS SENT TO J4
DALB-PLB (0- 1)
0500
R
S
0890
DAMA-SSM PARTICIPATES IN RB MEETING-
DAM--SSM (2- 0)
0870
RETURNED WITH COMMENTS
ARSIF (1- 2)
FLIMSY 2 RETURNED TO JS W/COMME
DAMA-SSM (2- 01

4



5

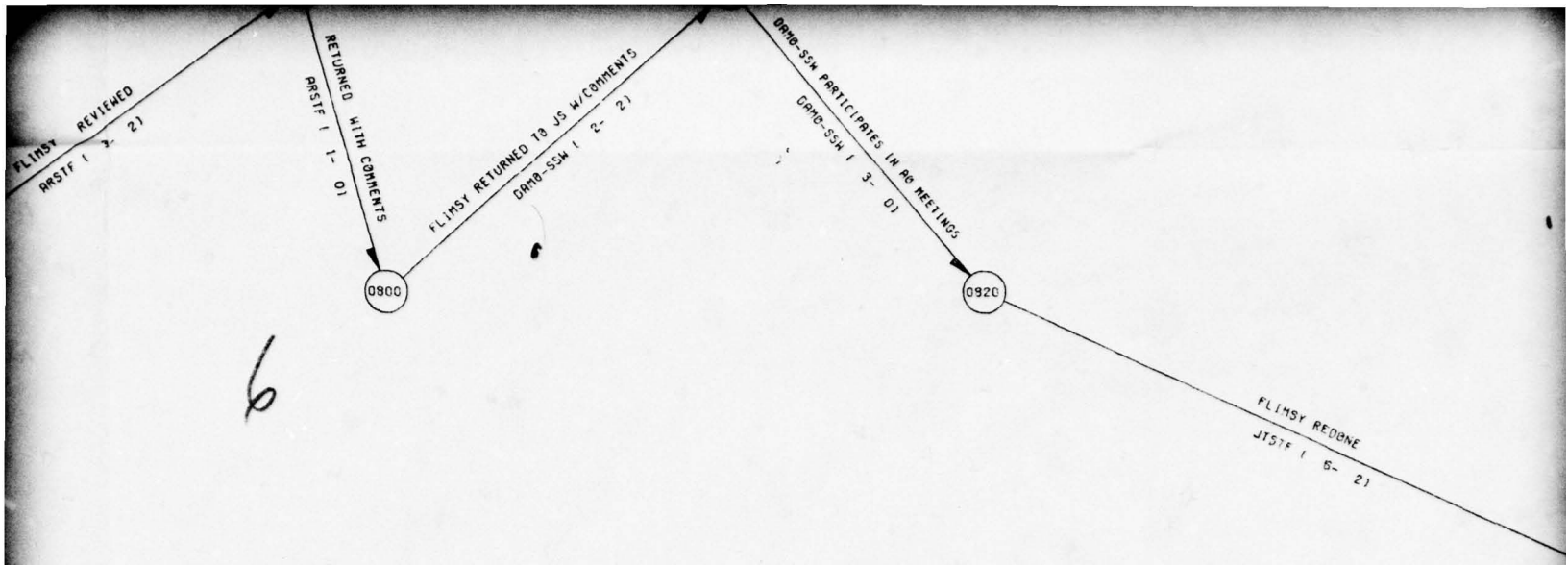
O

P

PLAN FORCE CAPABILITY ANAL W/ATLAS

MOCA-JFJ (23- 8)

10AUG78 11AUG78 16AUG78 17AUG78



6

ARSTAF DEV/SENDS JSPD OUTLINE FOR JS

CONSIDER'N (33- 15)

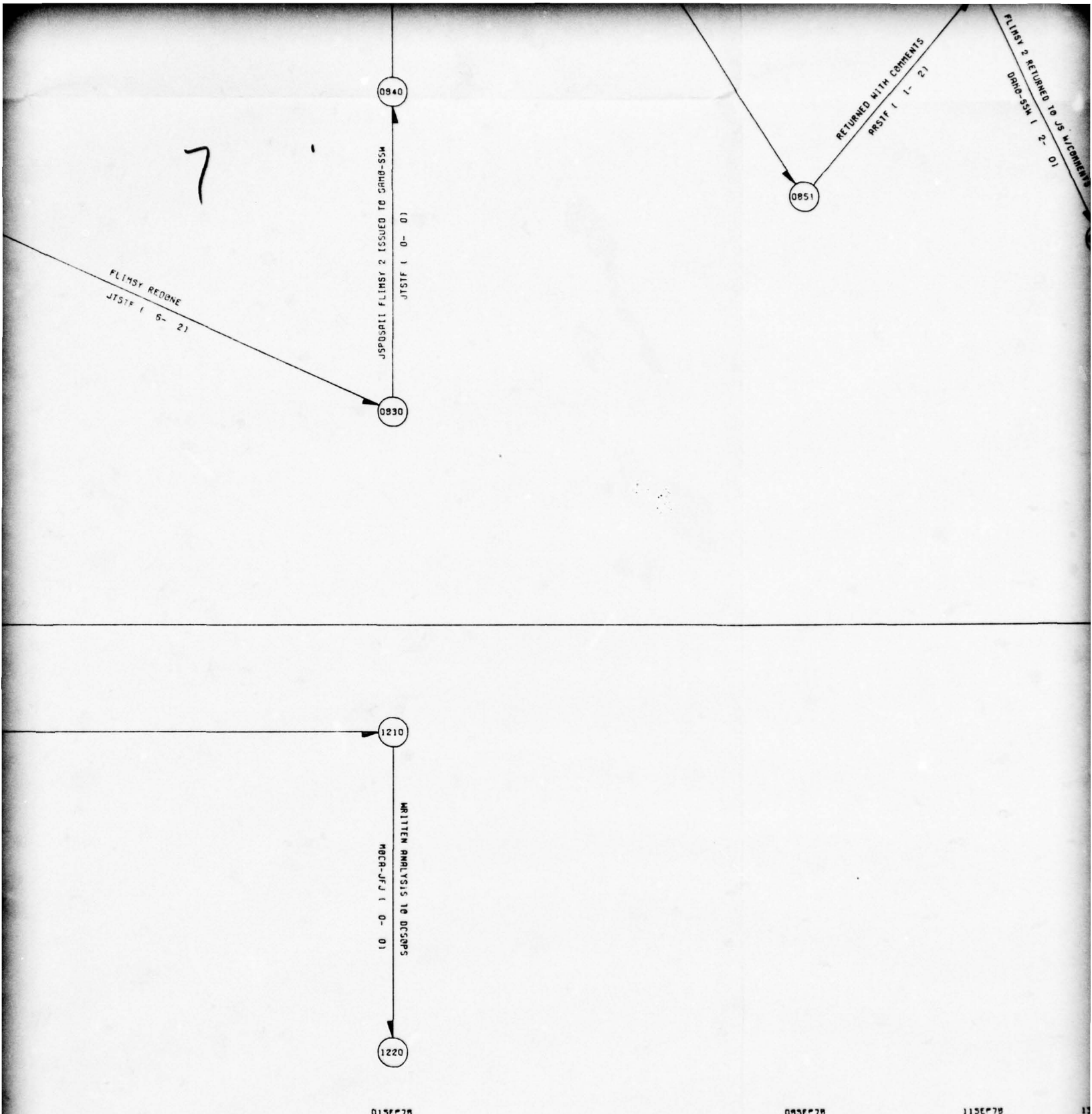
PLAN FORCE CAPABILITY ANAL W/ATLAS

MOCA-JFJ (23- 8)

16AUG78 17AUG78 21AUG78 22AUG78 24AUG78

MASTER PLANNING PROCESS CY 78

NETWORK A



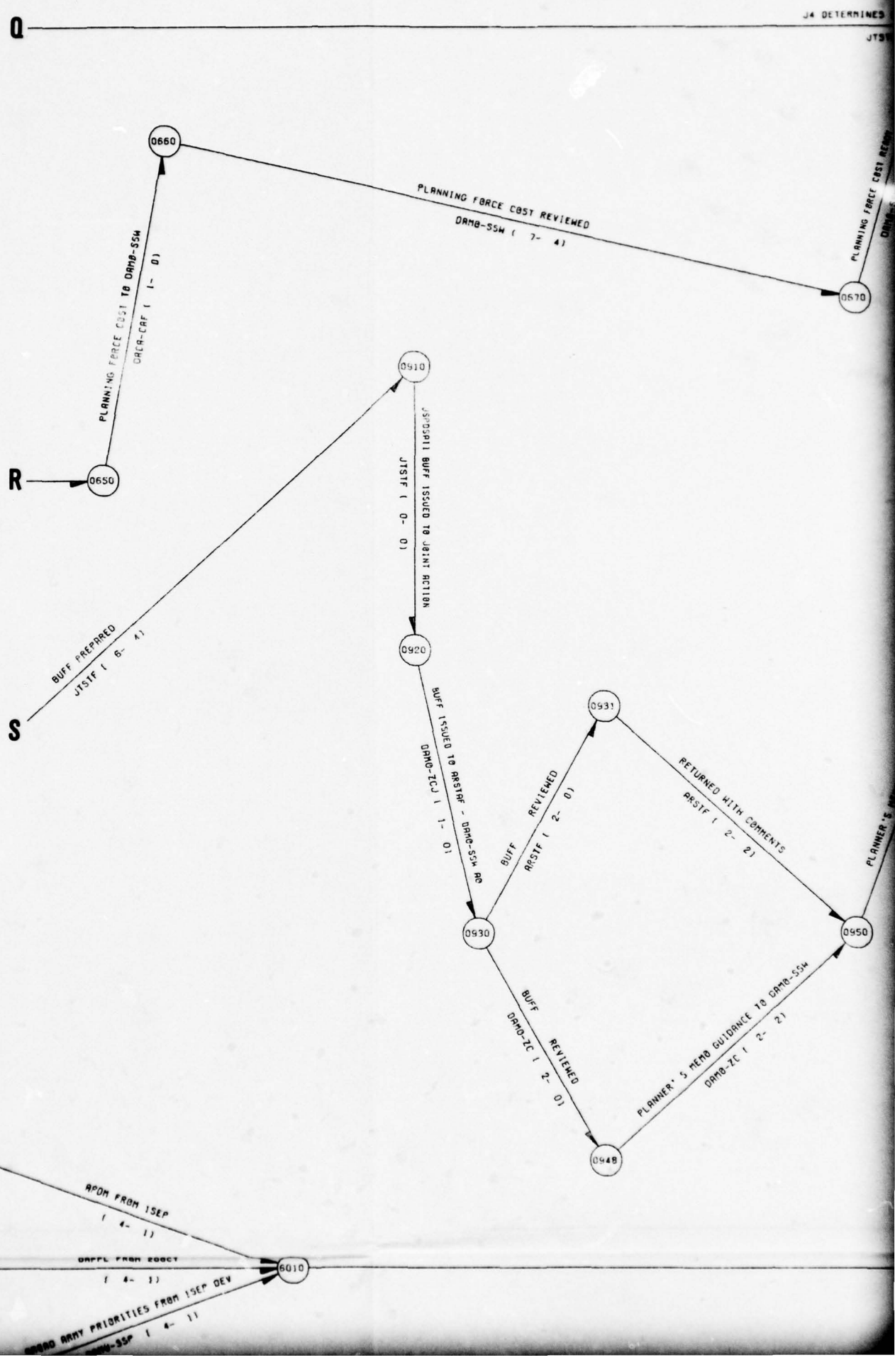
015EP78 085EP78 115EP78

G PROCESS CY 78

ORK A

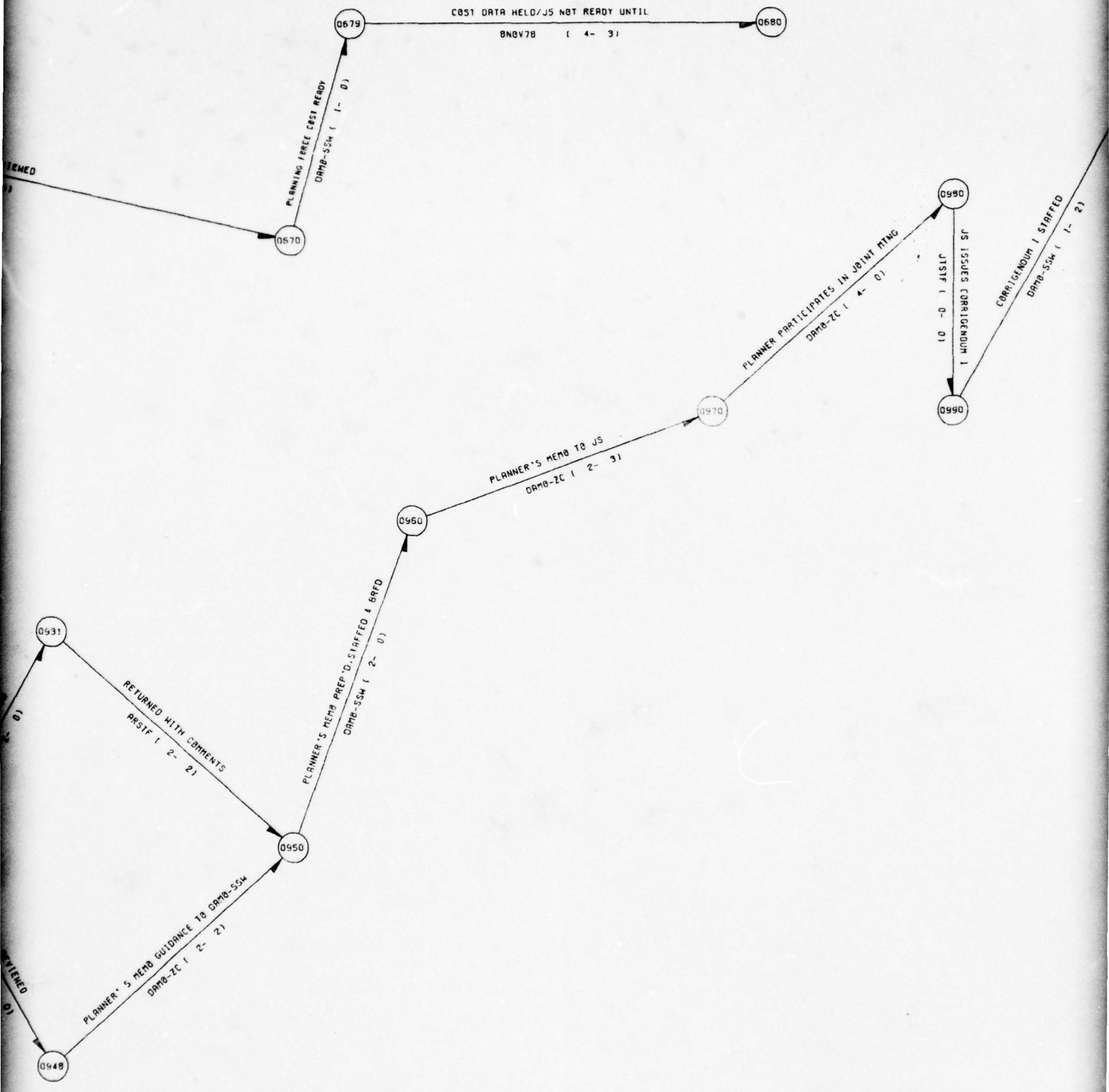
4 of 7

RETURNED WITH COMMENTS
ARSIF (1- 2)
FLIMSY 2 RETURNED TO JS W/COMMENTS
OAHB-SSH (2- 01
0851
0890
1300
5010
ISSUES (0- 01
JS SENDS PROPOSED JSPO OUTLINE AND
OUTLINE REVIEWED & SENT TO ARSTAF
OAHB-SSP (1- 1)
1310
8
T
085EP78
115EP78
135EP78
145EP78
155EP78
165EP78


Q
J4 DETERMINES
0660
PLANNING FORCE COST REVIEWED
DAMO-SSW (7- 4)
0670
PLANNING FORCE COST TO DAMO-SSW
DAMO-CAF (1- 0)
R
0650
0910
JTSTF (0- 0)
BUFF PREPARED
JTSTF (6- 4)
S
0920
BUFF ISSUED TO ARSTAF - DAMO-SSW RO
DAMO-ZCJ (1- 0)
0931
BUFF REVIEWED
ARSTF (2- 0)
RETURNED WITH COMMENTS
ARSTF (2- 2)
0930
0950
BUFF REVIEWED
DAMO-ZC (2- 0)
PLANNER'S MEMO GUIDANCE TO DAMO-SSW
DAMO-ZC (2- 2)
0948
5080
APOM FROM ISEP
(4- 1)
5090
6010
(4- 1)
(4- 1)

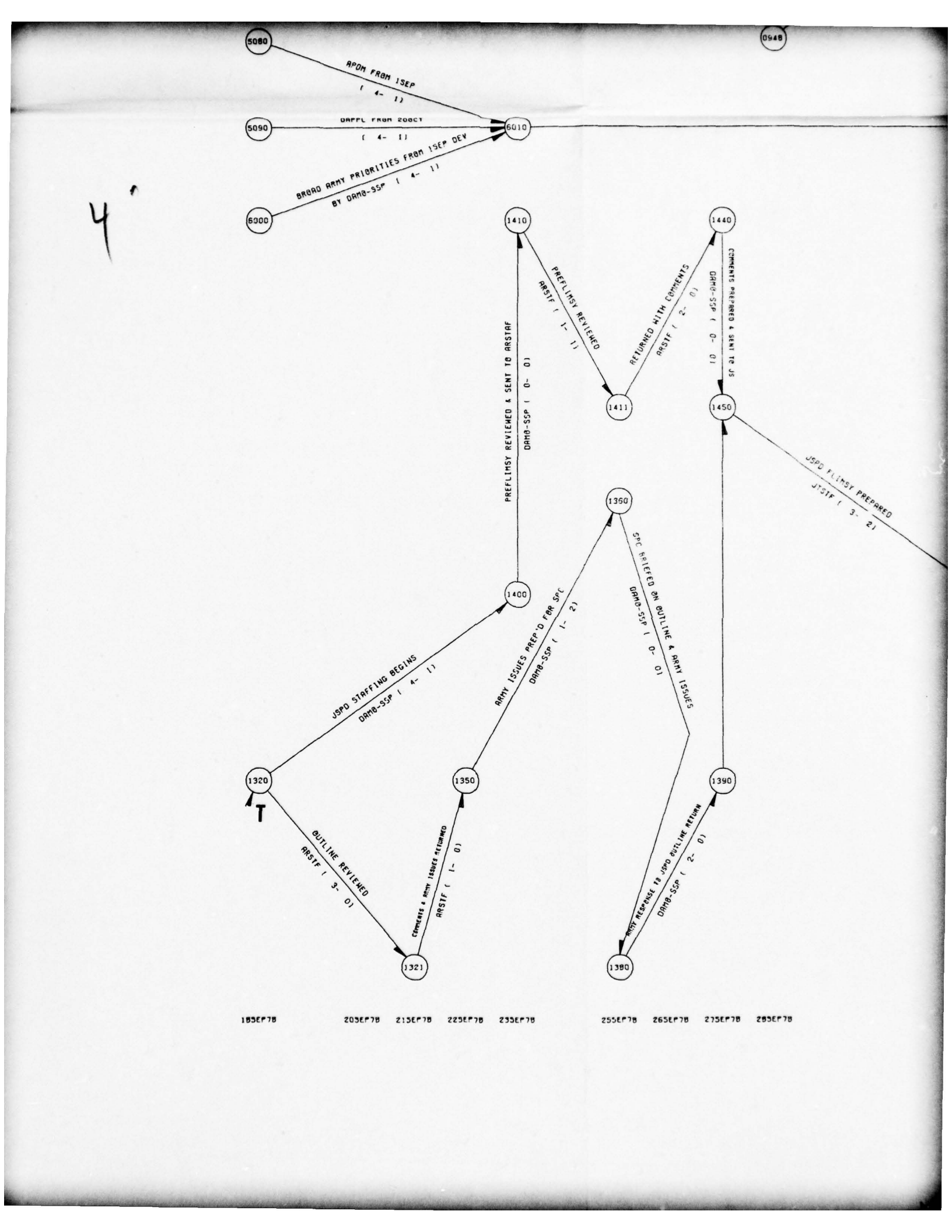
2 J4 DETERMINES LIFT REQUIREMENTS

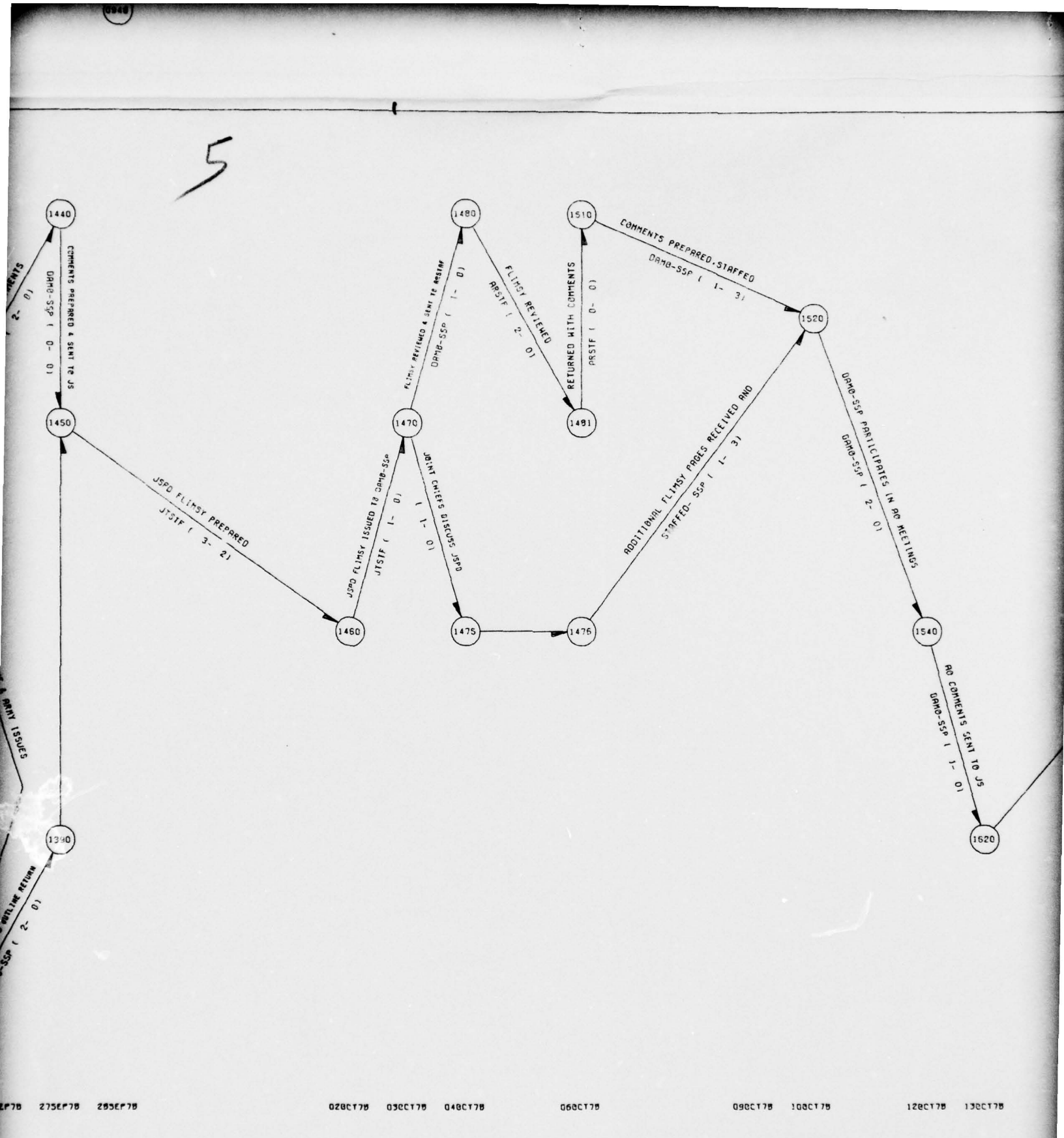
JTSTF (24- 10)



ARMY PRIORITIES FOR PROGRAM DEVLPMT

STAFFED-SSW (39- 9)

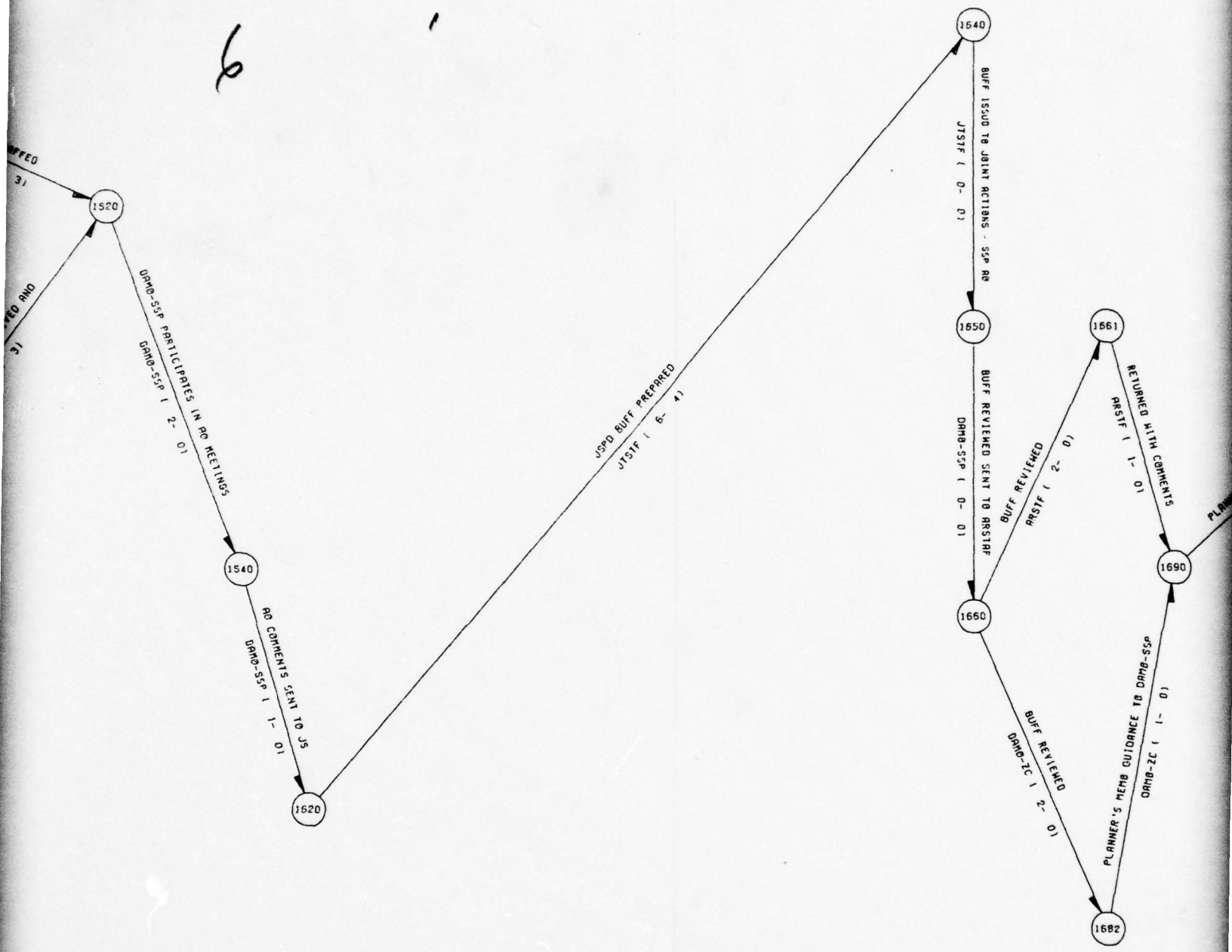

5080
APOM FROM ISEP
(4- 1)
0948
5090
DAFPL FROM 2085T
(4- 1)
6010
BROAD ARMY PRIORITIES FROM ISEP DEV
BY DAMO-SSP (4- 1)
6000
4
1410
PREFLIMSY REVIEWED
ARSTF (1- 1)
1411
RETURNED WITH COMMENTS
ARSTF (2- 0)
1440
COMMENTS PREPARED & SENT TO JS
DAMO-SSP (0- 0- 0)
1450
PREFLIMSY REVIEWED & SENT TO ARSTAF
DAMO-SSP (0- 0)
JSPD FLIMSY PREPARED
JYSTF (3- 2)
1360
SPC BRIEFED ON OUTLINE & ARMY ISSUES
DAMO-SSP (0- 0)
1400
ARMY ISSUES PREP'D FOR SPC
DAMO-SSP (1- 2)
JSPD STAFFING BEGINS
DAMO-SSP (4- 1)
1320
T
1350
1390
OUTLINE REVIEWED
ARSTF (3- 0)
COMMENTS & ARMY ISSUES RETURNED
ARSTF (1- 0)
ARMY RESPONSE TO JSPD OUTLINE RETURN
DAMO-SSP (2- 0)
1321
1380
18SEP78
20SEP78
21SEP78
22SEP78
23SEP78
25SEP78
26SEP78
27SEP78
28SEP78



MASTER PLANNING PROCESS CY 78

NETWORK A

STAFFED-SSW (39- 19)



090CT78 100CT78 120CT78 130CT78 160CT78 170CT78 200CT78 210CT78 230CT78 250CT78 260CT78

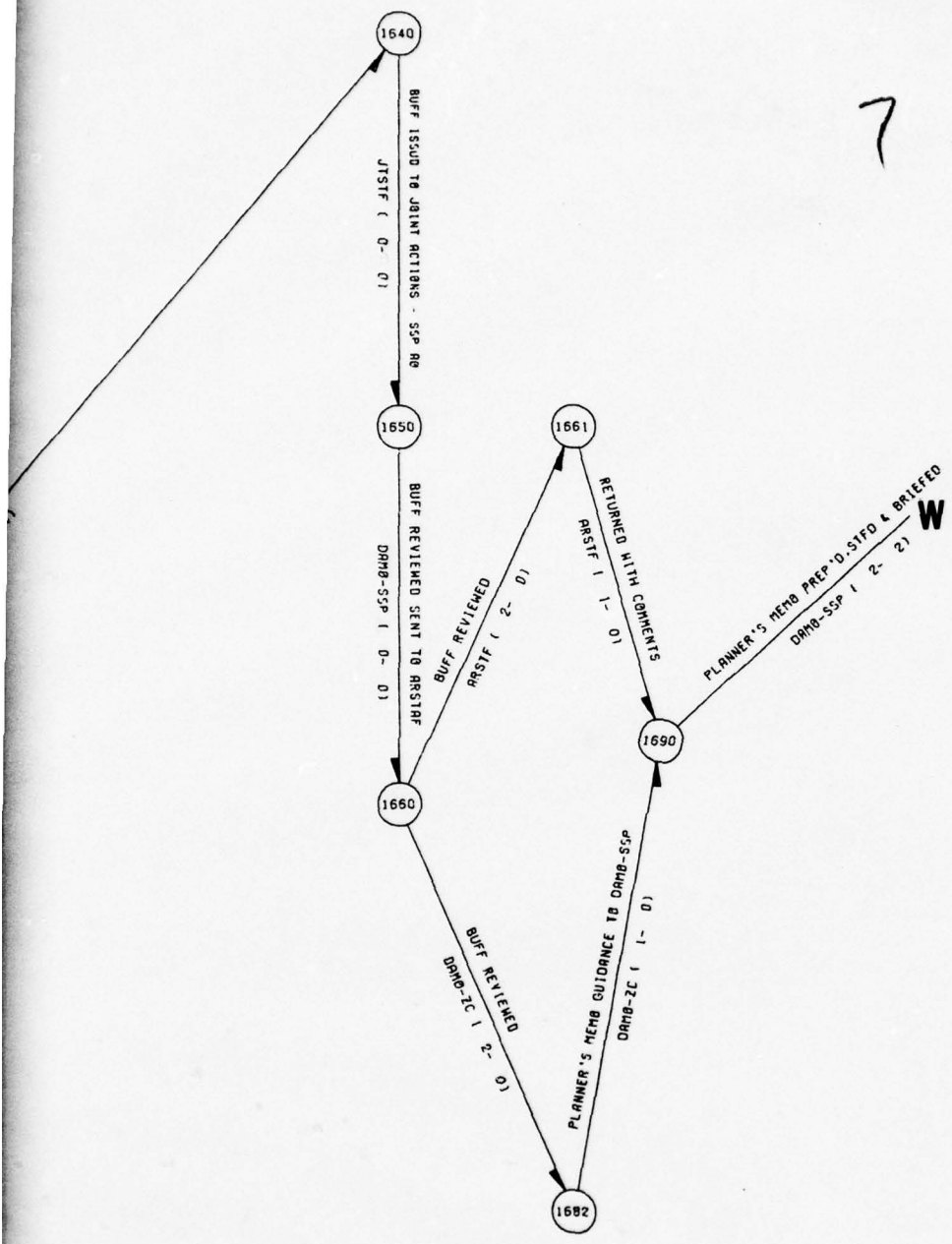
PROCESS CY 78

K A

7

ARMY PRIORITIES FOR PROGRAM DEVLPMT

STAFFED-SSW (39- 19)

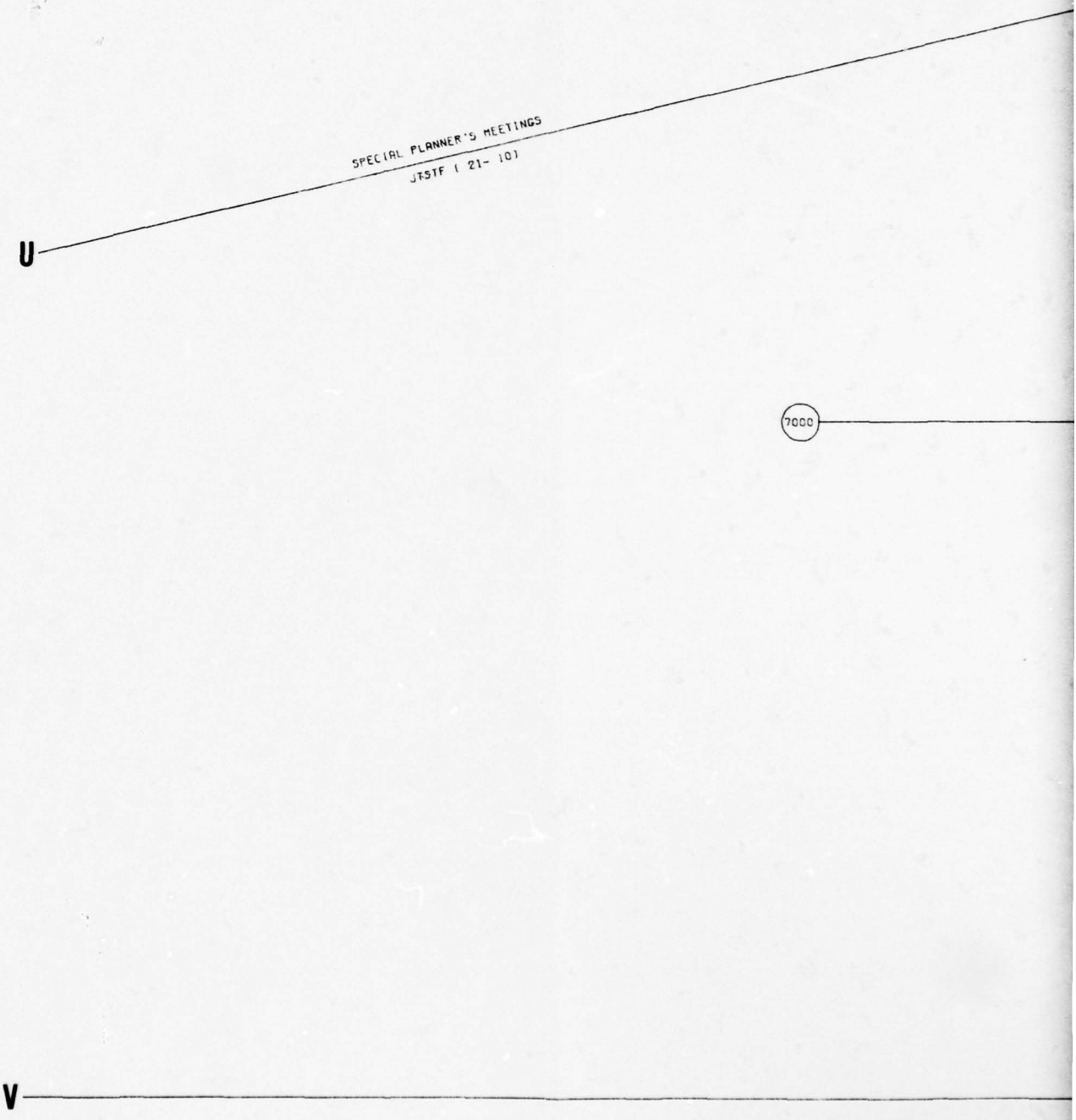


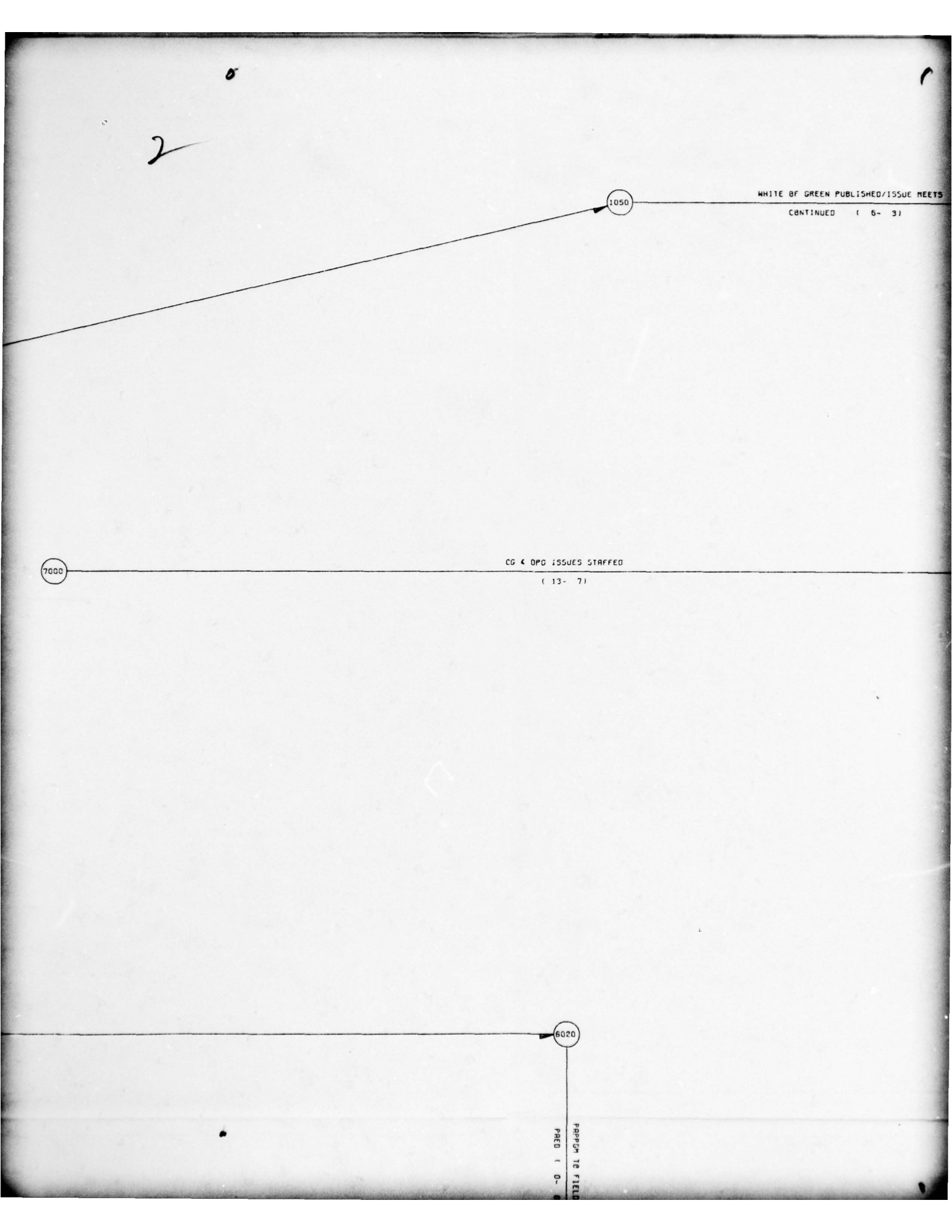
7

V

W

20OCT78 21OCT78 23OCT78 25OCT78 26OCT78


SPECIAL PLANNER'S MEETINGS
JTSTF (21- 10)
U
7000
V


1050
WHITE OF GREEN PUBLISHED/ISSUE MEETS
CONTINUED (6- 3)
7000
CG & OPG ISSUES STAFFED
(13- 7)
6020
PAPPGM TO FIELD
PARD (0-

3

WHITE OF GREEN PUBLISHED/ISSUE MEETS

CONTINUED (6- 3)

1060

JSPDSR II ENDED FEB 79

(4- 2)

106R

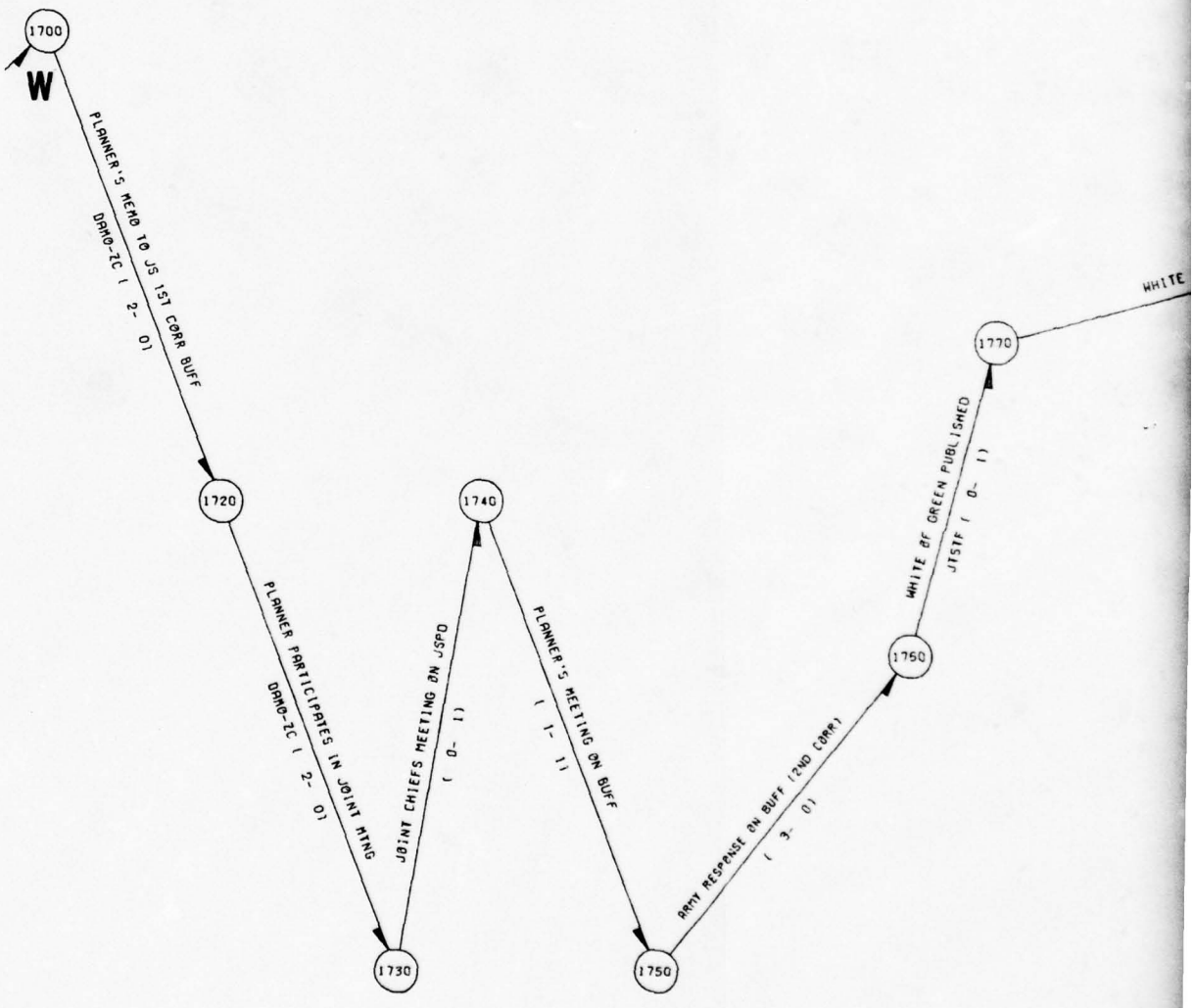
7020

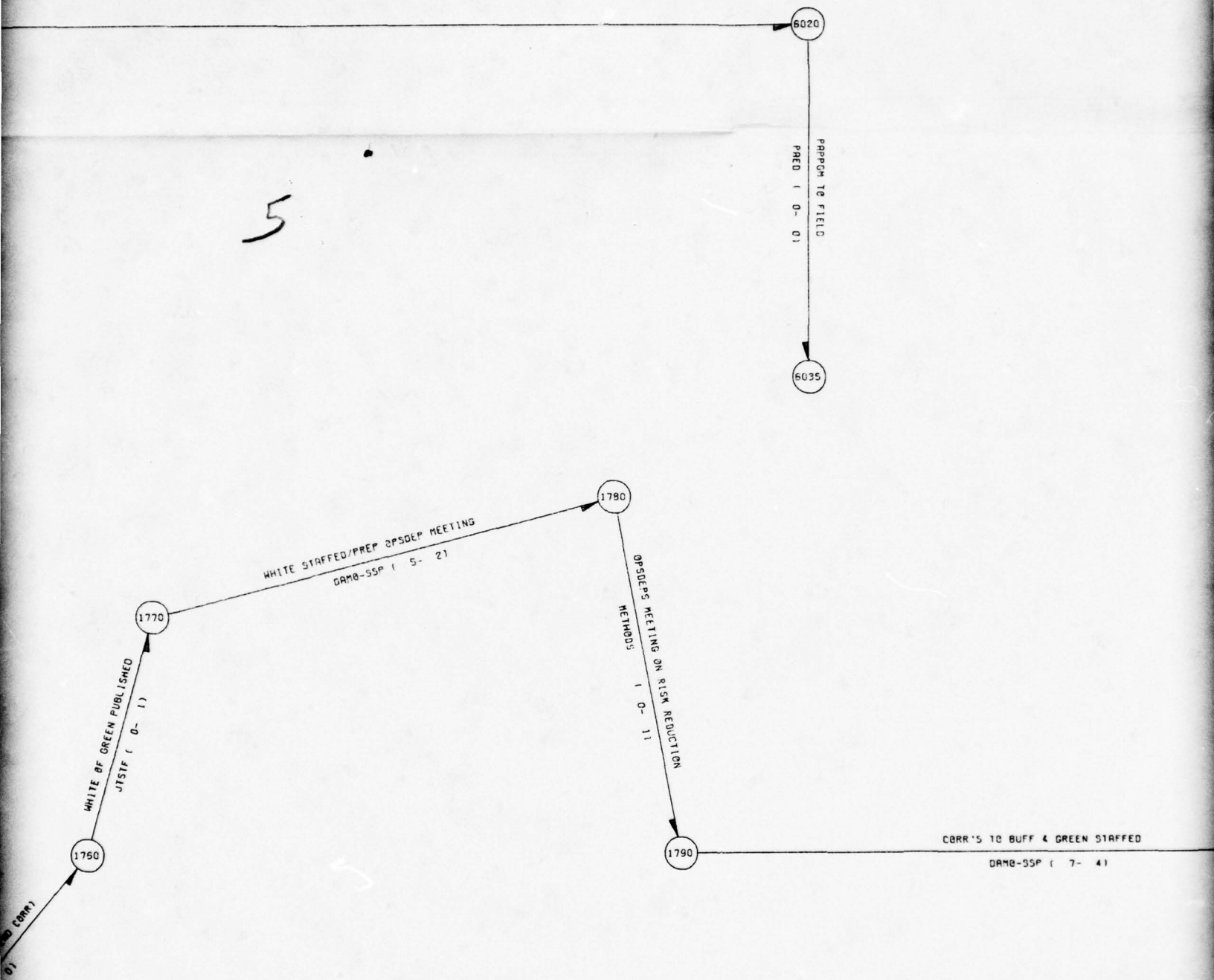
ARMY POSITION ON ISSUES SENT TO OSD

(0- 0)

7010

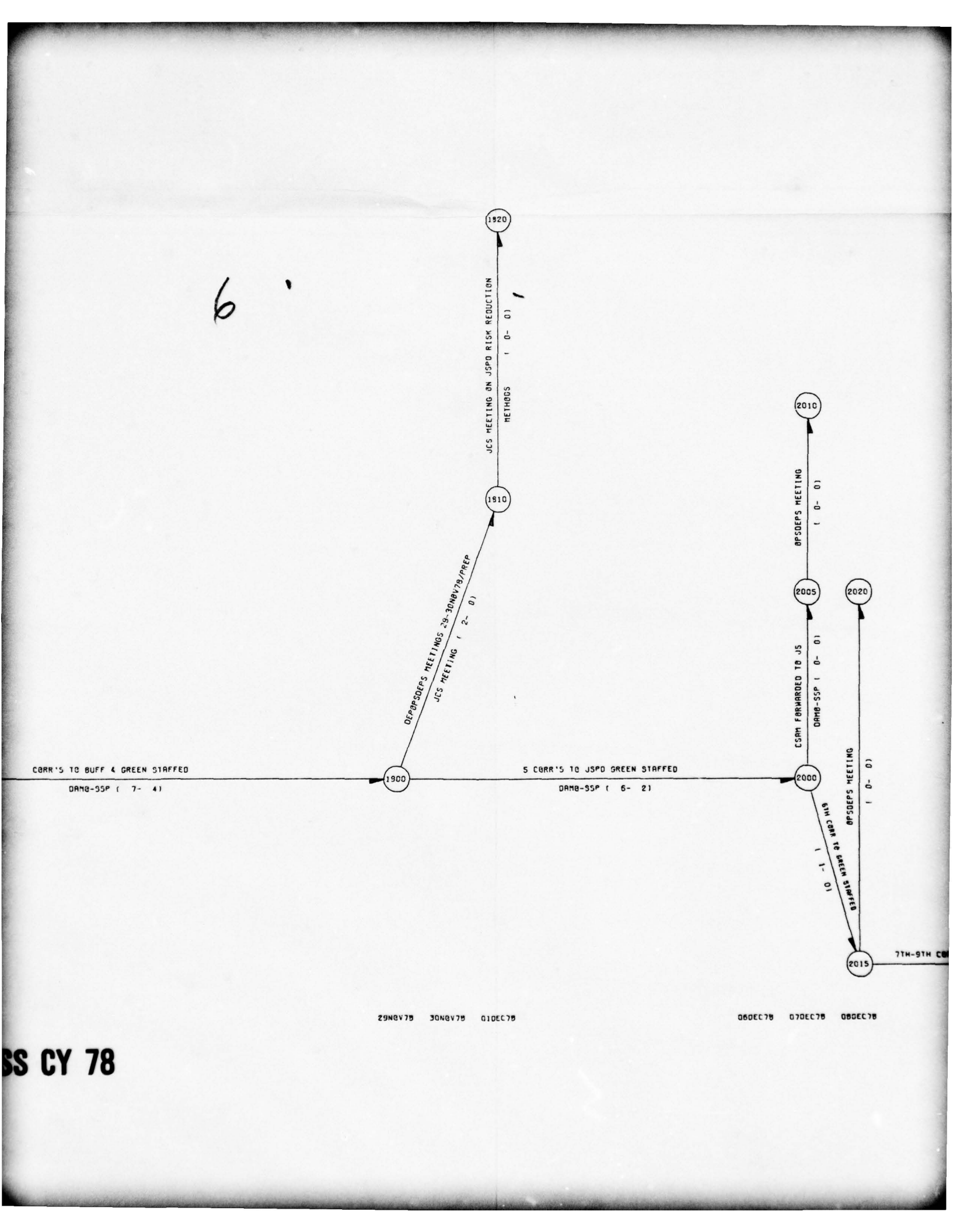
1920


1700
W
PLANNER'S MEMO TO JS 1ST CORR BUFF
DAMO-ZC (2- 01
1720
PLANNER PARTICIPATES IN JOINT MTG
DAMO-ZC (2- 01
1730
JOINT CHIEFS MEETING ON JSPD
(0- 1)
1740
PLANNER'S MEETING ON BUFF
(1- 1)
1750
ARMY RESPONSE ON BUFF (2ND CORR)
(3- 01
1760
WHITE OF GREEN PUBLISHED
JTSTF (0- 1)
1770
WHITE



MASTER PLANNING PROCESS CY 78

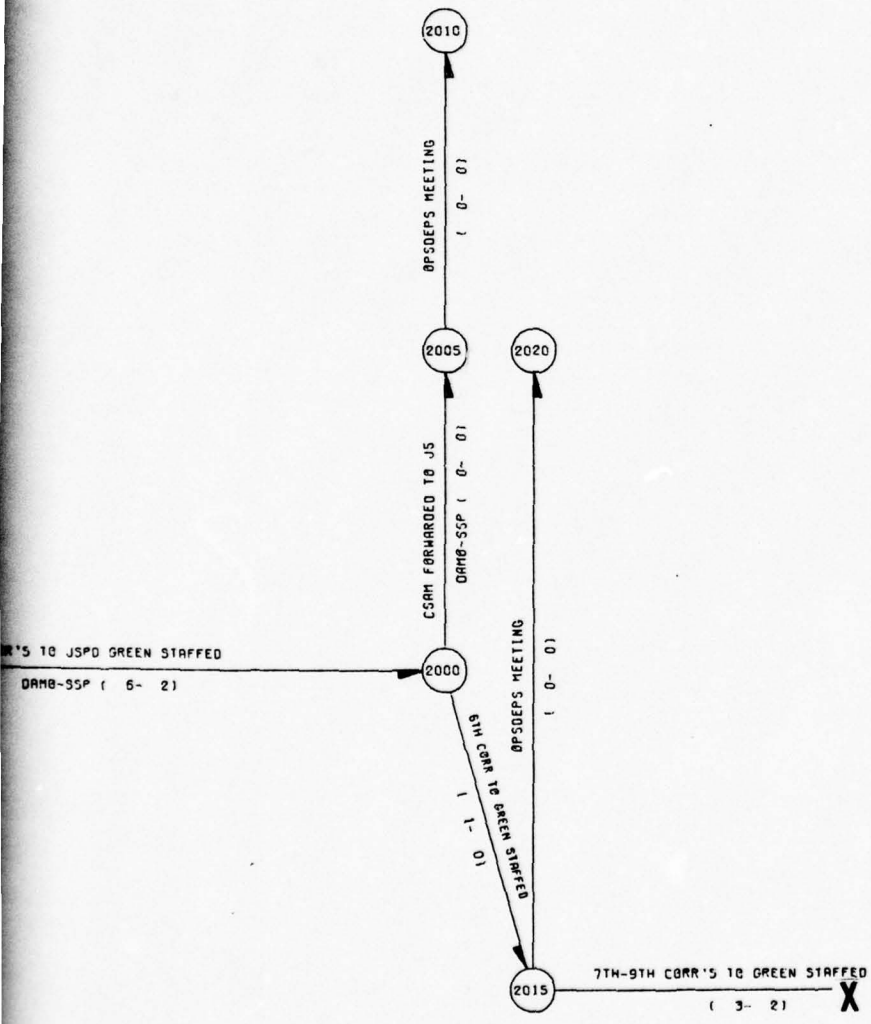
NETWORK A


1920
JCS MEETING ON JSPD RISK REDUCTION
METHODS (0- 0)
1910
OEP&PSOEPS MEETINGS 29-30NOV78/PREP
JCS MEETING (2- 0)
2010
OPSOEPS MEETING
(0- 0)
2005
CSAM FORWARDED TO JS
DAM8-SSP (0- 0)
2020
OPSOEPS MEETING
(0- 0)
CORR'S TO BUFF & GREEN STAFFED
DAM8-SSP (7- 4)
1900
5 CORR'S TO JSPD GREEN STAFFED
DAM8-SSP (6- 2)
2000
6TH CORR TO GREEN STAFFED
(1- 0)
2015
7TH-9TH CO
29NOV78
30NOV78
01DEC78
05DEC78
07DEC78
08DEC78

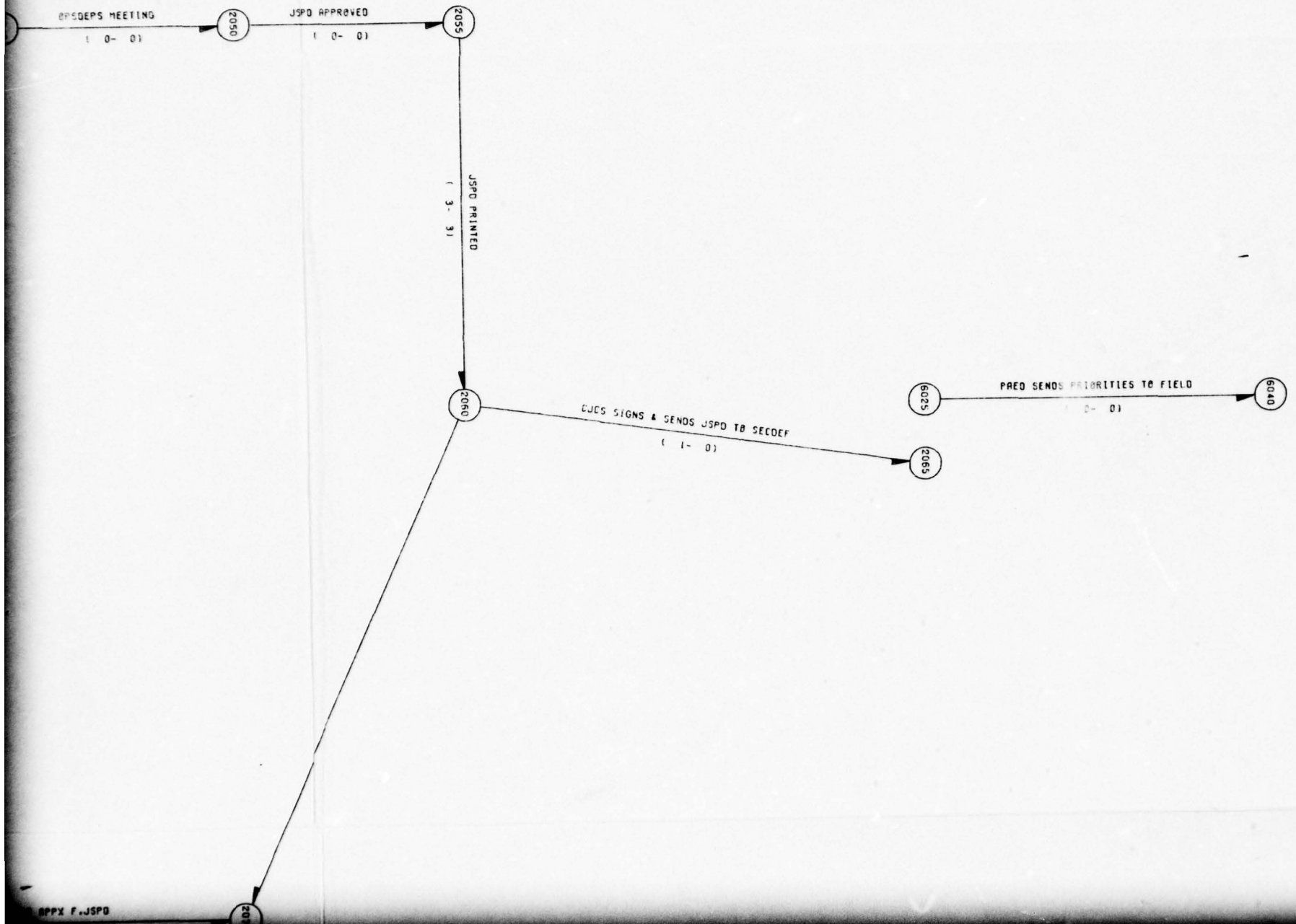
6

SS CY 78

7

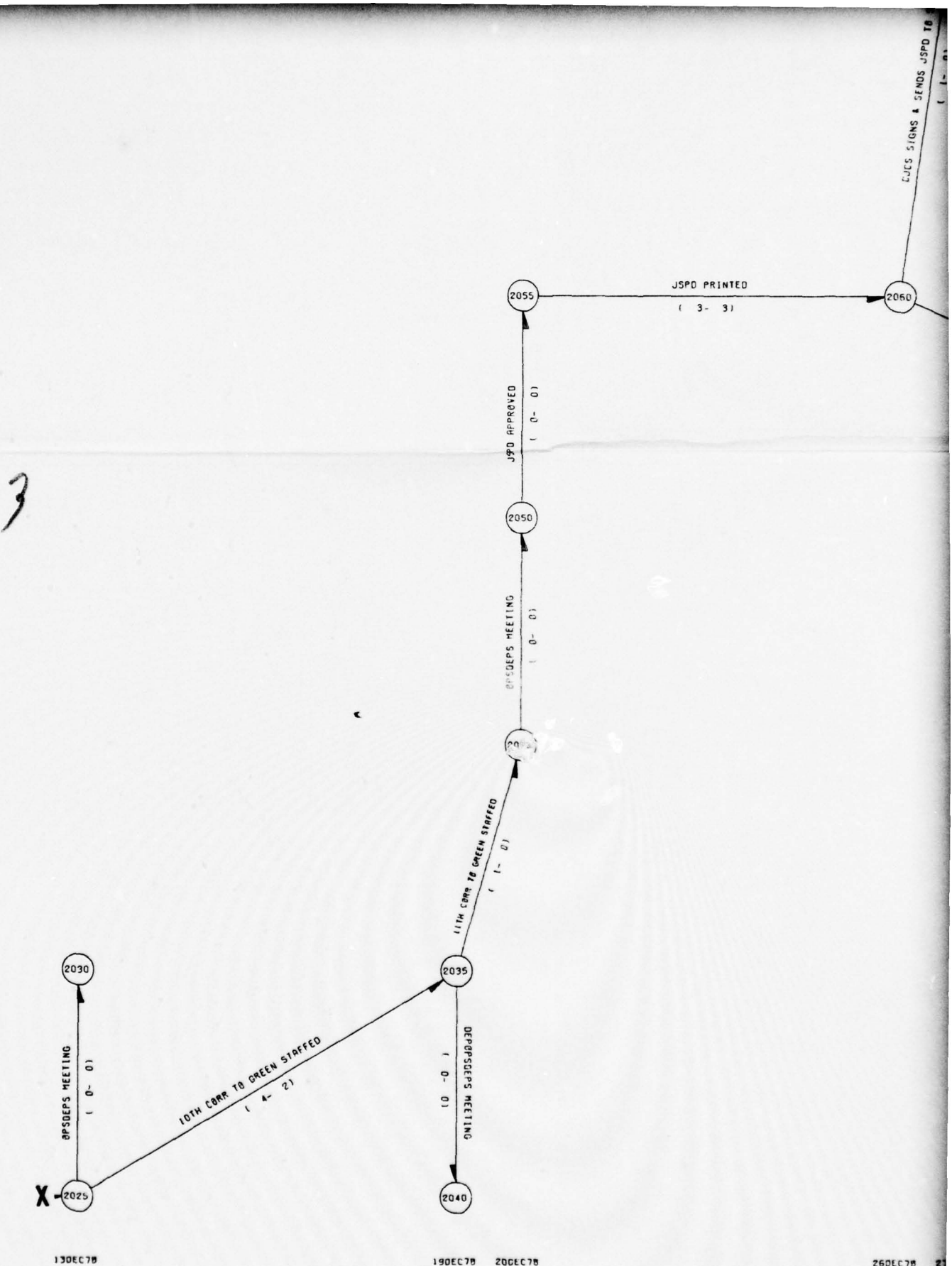


06DEC78 07DEC78 08DEC78


BPSDEPS MEETING
(0- 0)
2050
JSPD APPROVED
(0- 0)
2055
JSPD PRINTED
(3- 3)
2060
DJCS SIGNS & SENDS JSPD TO SECDEF
(1- 0)
2065
PAED SENDS PRIORITIES TO FIELD
(0- 0)
6025
6040

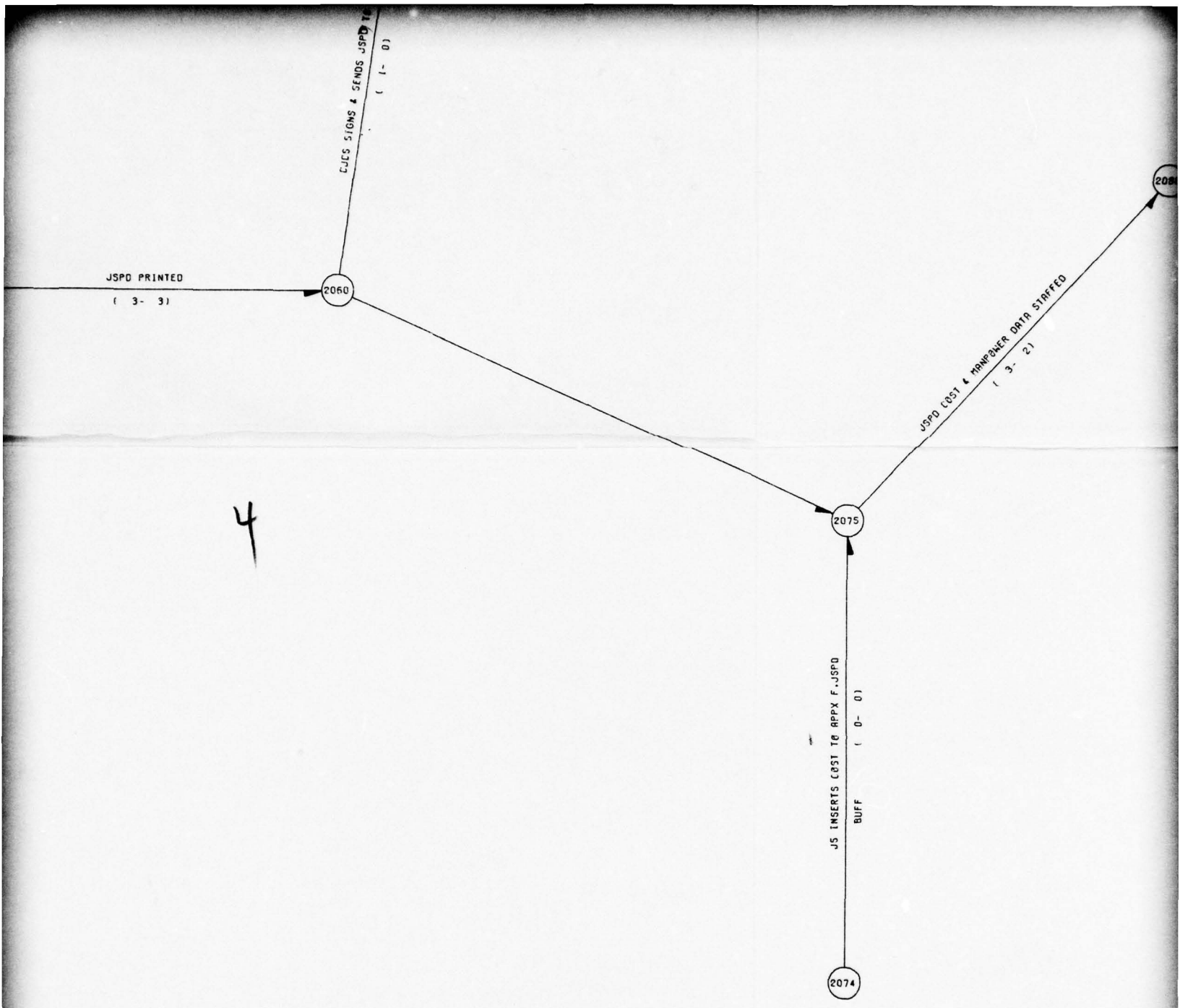
2

2090
JSPD COST & MANPOWER DATA STAFFED
(3- 2)
ARMY PLANNER'S MEMO TO APPX F TO JS
(3- 01)
2075
2085
JSPD RED-STRIPE
(1- 01)
2090
COST TO APPX F.JSPD
(0- 01)


CUCS SIGNS & SENDS JSPD TO
JSPD PRINTED
(3- 3)
2055
2060
JSPD APPROVED
(0- 0)
2050
OPSDEPS MEETING
(0- 0)
11TH CORR TO GREEN STAFFED
(1- 0)
2035
2030
OPSDEPS MEETING
(0- 0)
10TH CORR TO GREEN STAFFED
(4- 2)
X
2025
DEPOPSDEPS MEETING
(0- 0)
2040
13DEC78
19DEC78
20DEC78
26DEC78

3

MASTER

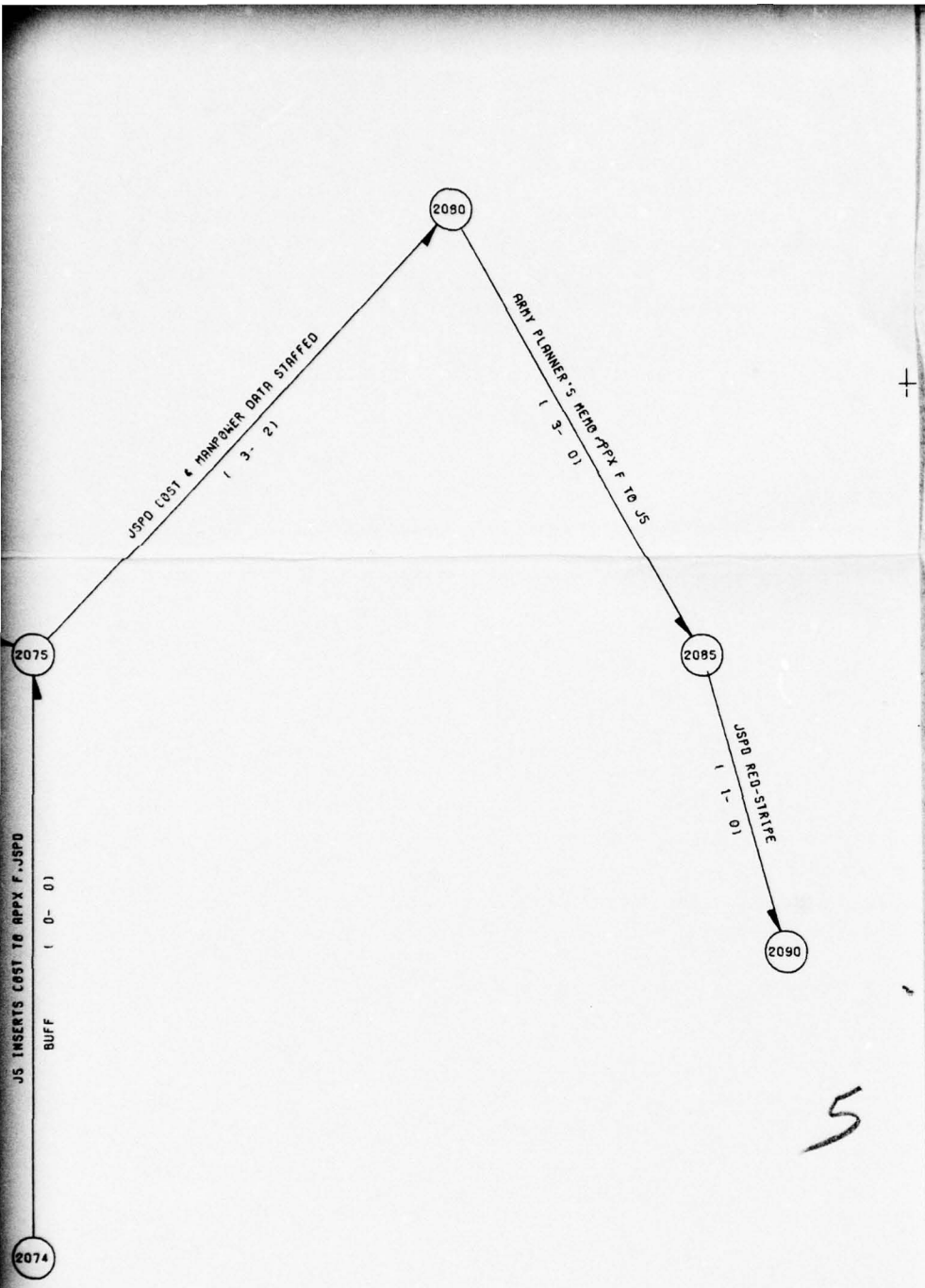


4

26DEC78 27DEC78 09JAN79 09JAN7

MASTER PLANNING PROCESS CY 78

NETWORK A


2090
JSPD COST & MANPOWER DATA STAFFED
(3- 2)
ARMY PLANNER'S MEMO APPX F TO JS
(3- 0)
2075
2085
JSPD RED-STRIPE
(1- 0)
2090
JS INSERTS COST TO APPX F JSPD
BUFF (0- 0)
2074

5

NETWORK B

Network B

JSPDSA I Development Process Projection CY 79

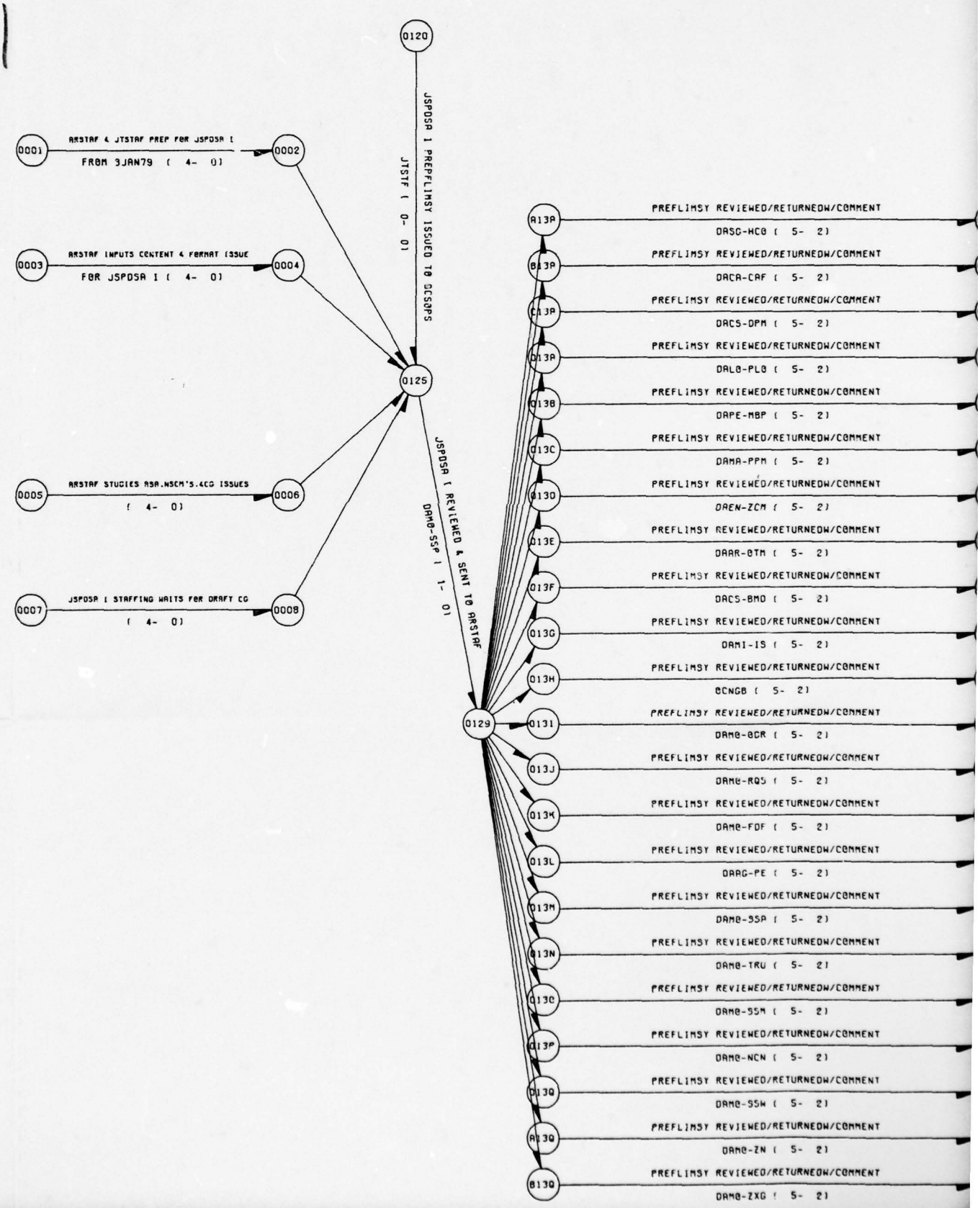
PURPOSE. The process develops Army proposals for input to JSPDSA I.

DESCRIPTION. The dates associated with events are displayed anticipating a completion date of 15 March 1979. The process as described in the network follows the joint review and coordination procedures. ARSTAF participation down to division level is displayed. The process begins with the publication of the draft CG in January and ends in March. ODCSOPS (Strategic Plans and Policy Division) is the Army point of contact.

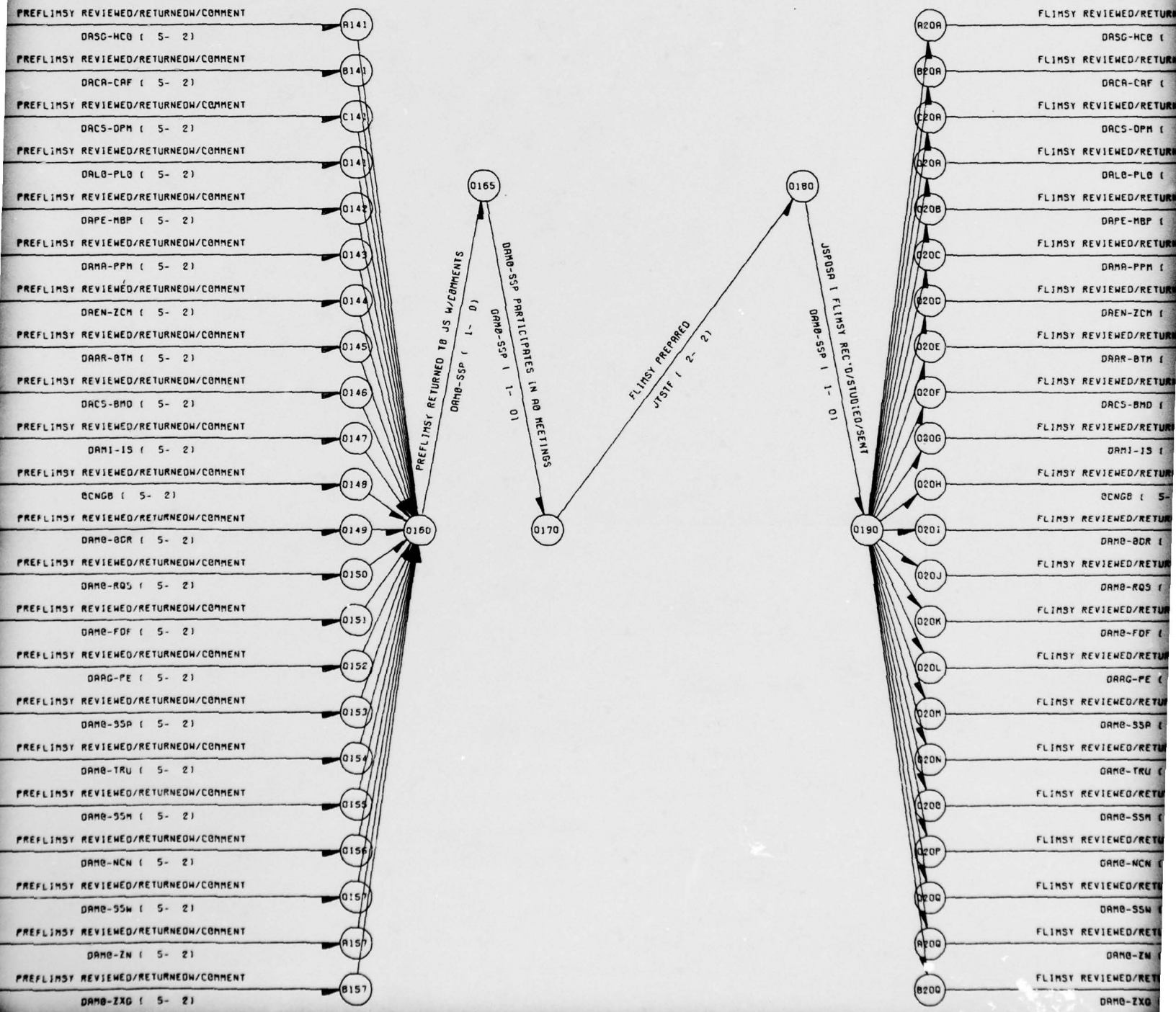
CRITICAL MILESTONE. The critical milestone is the draft CG in January.

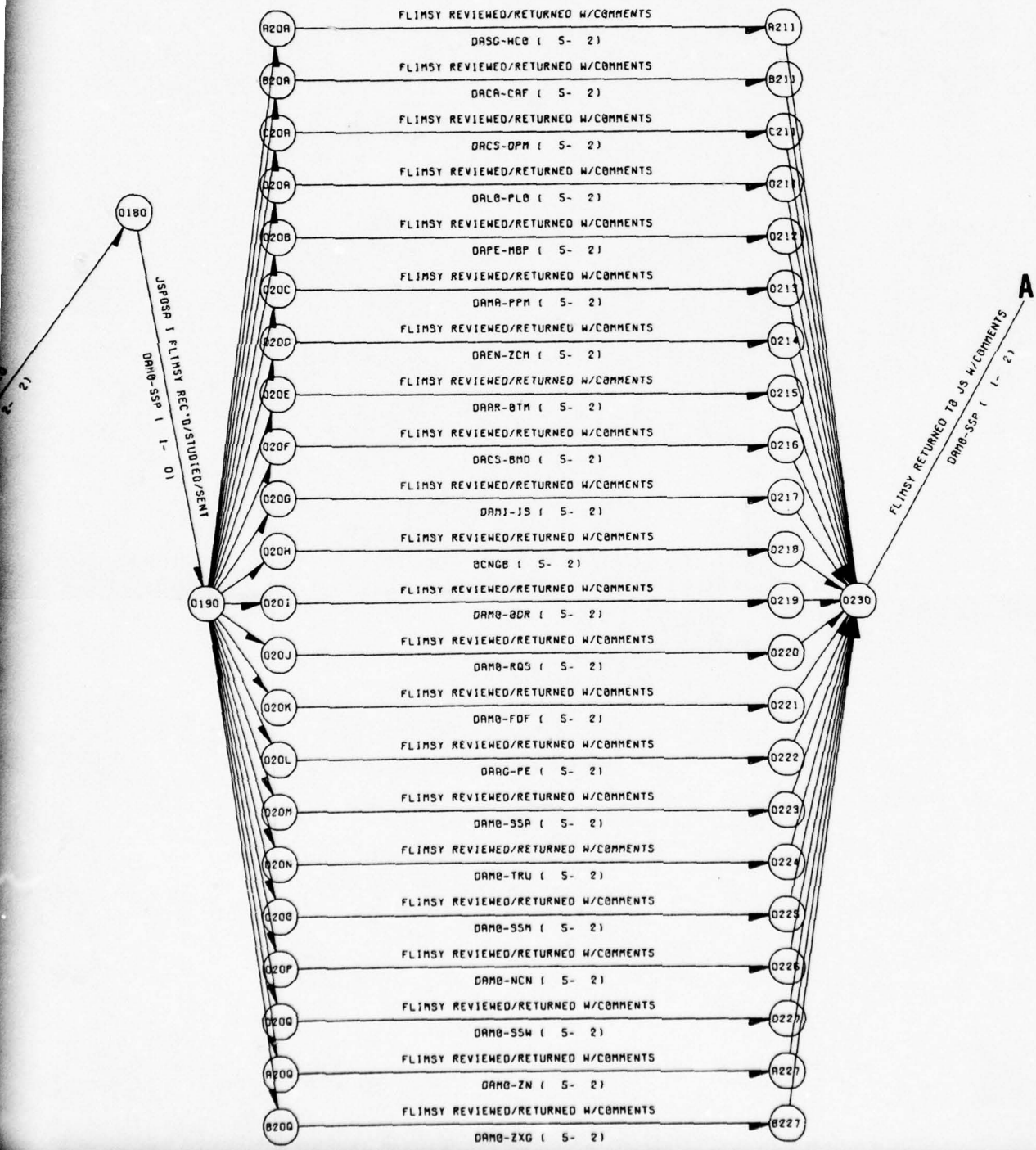
LINKAGE TO OTHER NETWORKS. The output of JSPDSA I initiates the JSPDSA II Analyses Process (Network C).

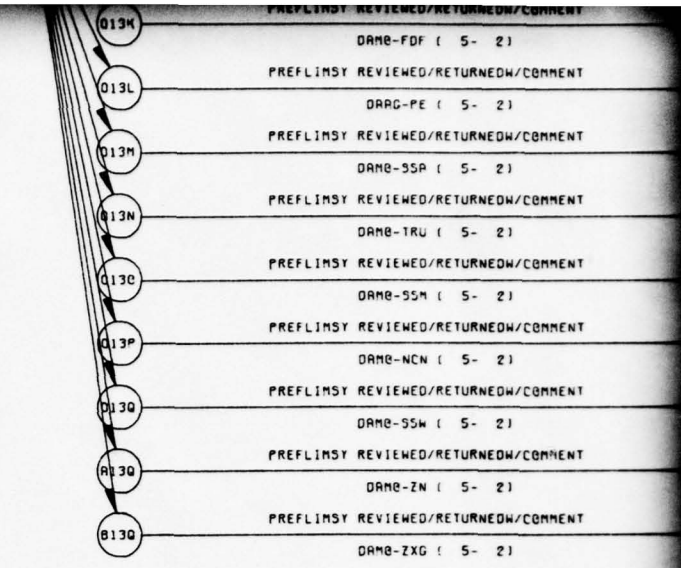
PRECEDING PAGE BLANK-NOT FILMED



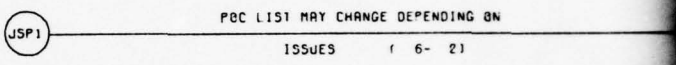
2


PREFLIMSY REVIEWED/RETURNEDW/COMMENT
DASG-HCB (5- 2)
PREFLIMSY REVIEWED/RETURNEDW/COMMENT
DACA-CAF (5- 2)
PREFLIMSY REVIEWED/RETURNEDW/COMMENT
DACS-DPM (5- 2)
PREFLIMSY REVIEWED/RETURNEDW/COMMENT
DALB-PLB (5- 2)
PREFLIMSY REVIEWED/RETURNEDW/COMMENT
DAPE-MBP (5- 2)
PREFLIMSY REVIEWED/RETURNEDW/COMMENT
DAMA-PPM (5- 2)
PREFLIMSY REVIEWED/RETURNEDW/COMMENT
DAEN-ZCM (5- 2)
PREFLIMSY REVIEWED/RETURNEDW/COMMENT
DAAR-BTM (5- 2)
PREFLIMSY REVIEWED/RETURNEDW/COMMENT
DACS-BMD (5- 2)
PREFLIMSY REVIEWED/RETURNEDW/COMMENT
DAMI-IS (5- 2)
PREFLIMSY REVIEWED/RETURNEDW/COMMENT
BCNGB (5- 2)
PREFLIMSY REVIEWED/RETURNEDW/COMMENT
DAMB-BDR (5- 2)
PREFLIMSY REVIEWED/RETURNEDW/COMMENT
DAMB-RQS (5- 2)
PREFLIMSY REVIEWED/RETURNEDW/COMMENT
DAMB-FDF (5- 2)
PREFLIMSY REVIEWED/RETURNEDW/COMMENT
DAAG-PE (5- 2)
PREFLIMSY REVIEWED/RETURNEDW/COMMENT
DAMB-SSP (5- 2)
PREFLIMSY REVIEWED/RETURNEDW/COMMENT
DAMB-TRU (5- 2)
PREFLIMSY REVIEWED/RETURNEDW/COMMENT
DAMB-SSM (5- 2)
PREFLIMSY REVIEWED/RETURNEDW/COMMENT
DAMB-NCN (5- 2)
PREFLIMSY REVIEWED/RETURNEDW/COMMENT
DAMB-SSW (5- 2)
PREFLIMSY REVIEWED/RETURNEDW/COMMENT
DAMB-ZN (5- 2)
PREFLIMSY REVIEWED/RETURNEDW/COMMENT
DAMB-ZXQ (5- 2)
A141
B141
C141
D141
D142
D143
D144
D145
D146
D147
D148
D149
D150
D151
D152
D153
D154
D155
D156
D157
A157
B157
D160
PREFLIMSY RETURNED TO JS W/COMMENTS
DAMB-SSP (1- 0)
DAMB-SSP PARTICIPATES IN AB MEETINGS
DAMB-SSP (1- 0)
D165
FLIMSY PREPARED
JTSIF (2- 2)
D170
D180
JSPDSA (FLIMSY REC'D/STUDIED/SENT
DAMB-SSP (1- 0)
D190
A20A
B20A
C20A
D20A
D20B
D20C
D20D
D20E
D20F
D20G
D20H
D20I
D20J
D20K
D20L
D20M
D20N
D20O
D20P
D20Q
A20Q
B20Q
FLIMSY REVIEWED/RETURN
DASG-HCB (
FLIMSY REVIEWED/RETURN
DACA-CAF (
FLIMSY REVIEWED/RETURN
DACS-DPM (
FLIMSY REVIEWED/RETURN
DALB-PLB (
FLIMSY REVIEWED/RETURN
DAPE-MBP (
FLIMSY REVIEWED/RETURN
DAMA-PPM (
FLIMSY REVIEWED/RETURN
DAEN-ZCM (
FLIMSY REVIEWED/RETURN
DAAR-BTM (
FLIMSY REVIEWED/RETURN
DACS-BMD (
FLIMSY REVIEWED/RETURN
DAMI-IS (
FLIMSY REVIEWED/RETURN
BCNGB (5-
FLIMSY REVIEWED/RETURN
DAMB-BDR (
FLIMSY REVIEWED/RETURN
DAMB-RQS (
FLIMSY REVIEWED/RETURN
DAMB-FDF (
FLIMSY REVIEWED/RETURN
DAAG-PE (
FLIMSY REVIEWED/RETURN
DAMB-SSP (
FLIMSY REVIEWED/RETURN
DAMB-TRU (
FLIMSY REVIEWED/RETURN
DAMB-SSM (
FLIMSY REVIEWED/RETURN
DAMB-NCN (
FLIMSY REVIEWED/RETURN
DAMB-SSW (
FLIMSY REVIEWED/RETURN
DAMB-ZN (
FLIMSY REVIEWED/RETURN
DAMB-ZXQ (


0180
JSPOSR I FLIMSY REC'D/STUDIED/SENT
DAM0-SSP (1- 0)
0190
A20A
B20A
C20A
D20A
0208
020C
020D
020E
020F
020G
020H
020I
020J
020K
020L
020M
020N
020O
020P
020Q
A20Q
B20Q
FLIMSY REVIEWED/RETURNED W/COMMENTS
DASG-HC0 (5- 2)
DACA-CAF (5- 2)
DACS-OPM (5- 2)
DAL0-PL0 (5- 2)
DAPE-MBP (5- 2)
DAMA-PPM (5- 2)
DAEN-ZCM (5- 2)
DAAR-0TM (5- 2)
DACS-BMD (5- 2)
DAMJ-JS (5- 2)
0CNG0 (5- 2)
DAM0-0DR (5- 2)
DAM0-RQS (5- 2)
DAM0-FDF (5- 2)
DAAG-PE (5- 2)
DAM0-SSA (5- 2)
DAM0-TRU (5- 2)
DAM0-SSM (5- 2)
DAM0-NCN (5- 2)
DAM0-SSW (5- 2)
DAM0-ZN (5- 2)
DAM0-ZXG (5- 2)
A211
B211
C211
0211
0212
0213
0214
0215
0216
0217
0218
0219
0220
0221
0222
0223
0224
0225
0226
0227
A227
B227
0230
FLIMSY RETURNED TO JS W/COMMENTS
DAM0-SSP (1- 2)
A

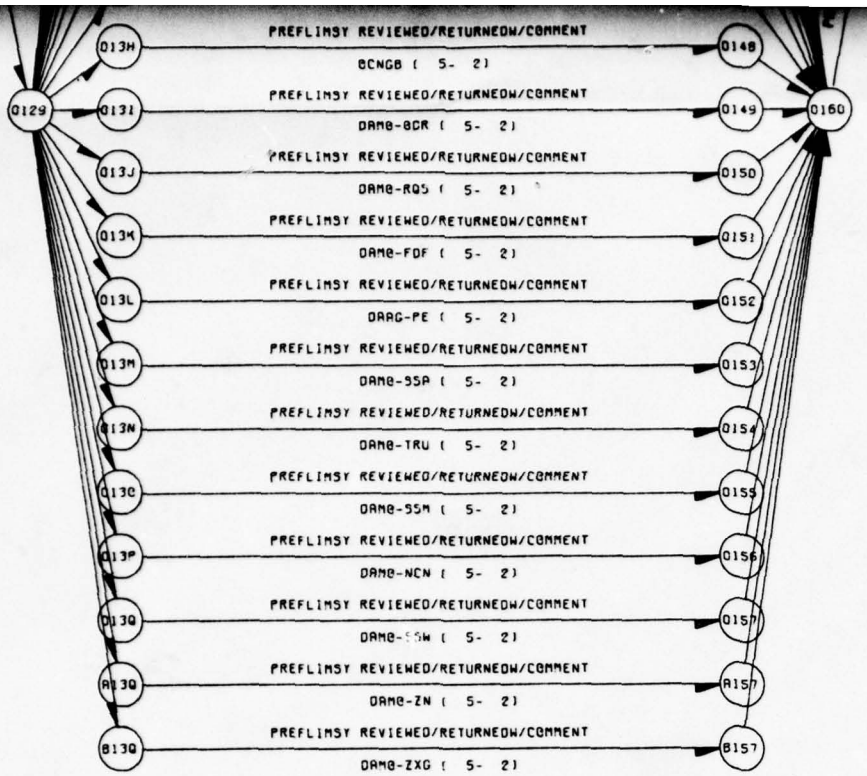


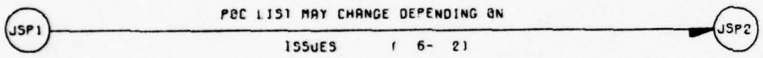
4



08JAN79 12JAN79 14JAN79 15JAN79 16JAN79

JSPDSA I DEV



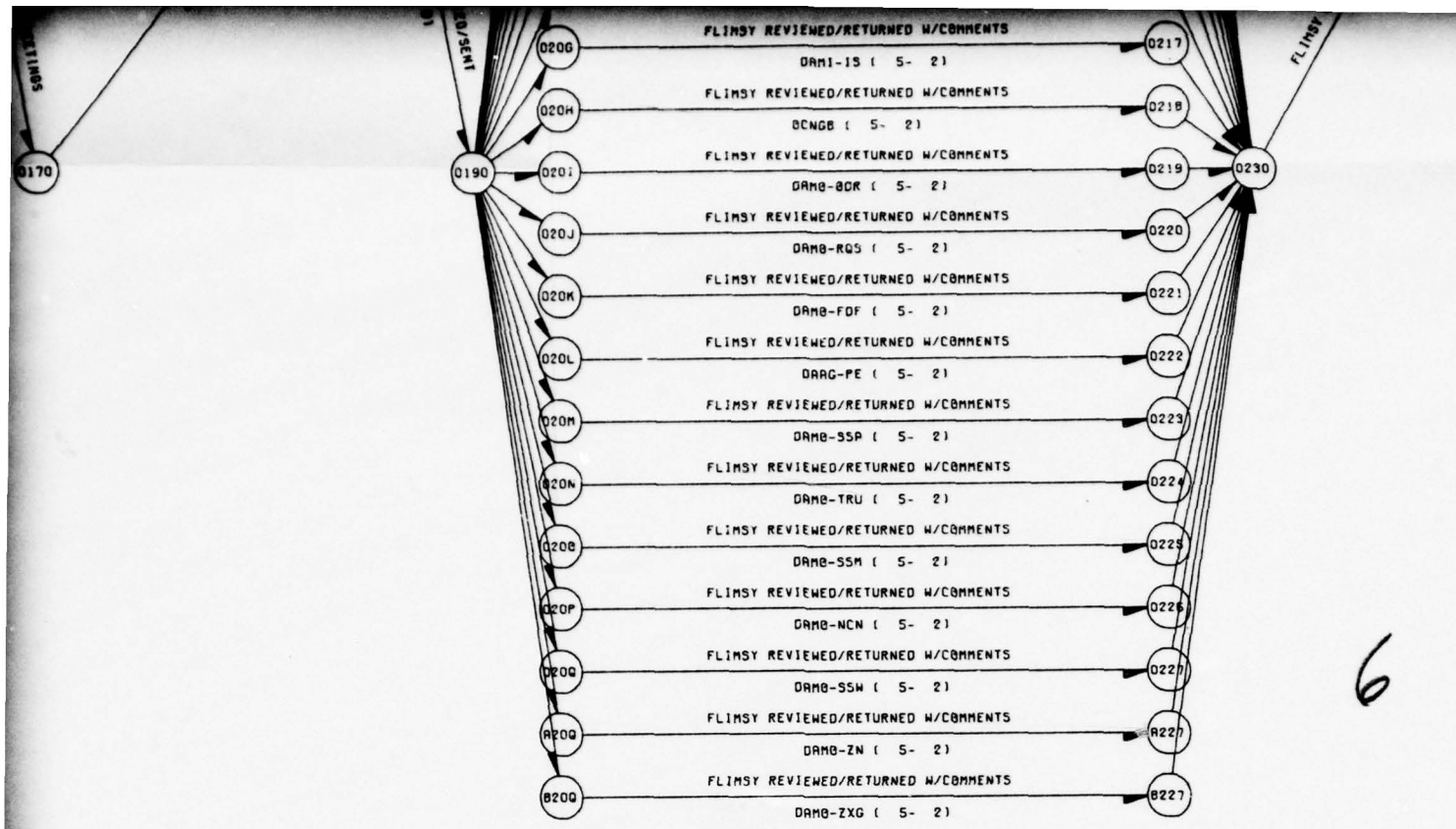


5

4JAN79 15JAN79 16JAN79 23JAN79 24JAN79 25JAN79 26JAN79 30JAN79 31JAN79 01FEB

JSPDSA I DEVELOPMENT PROCESS PROJECTION CY 79

NETWORK B

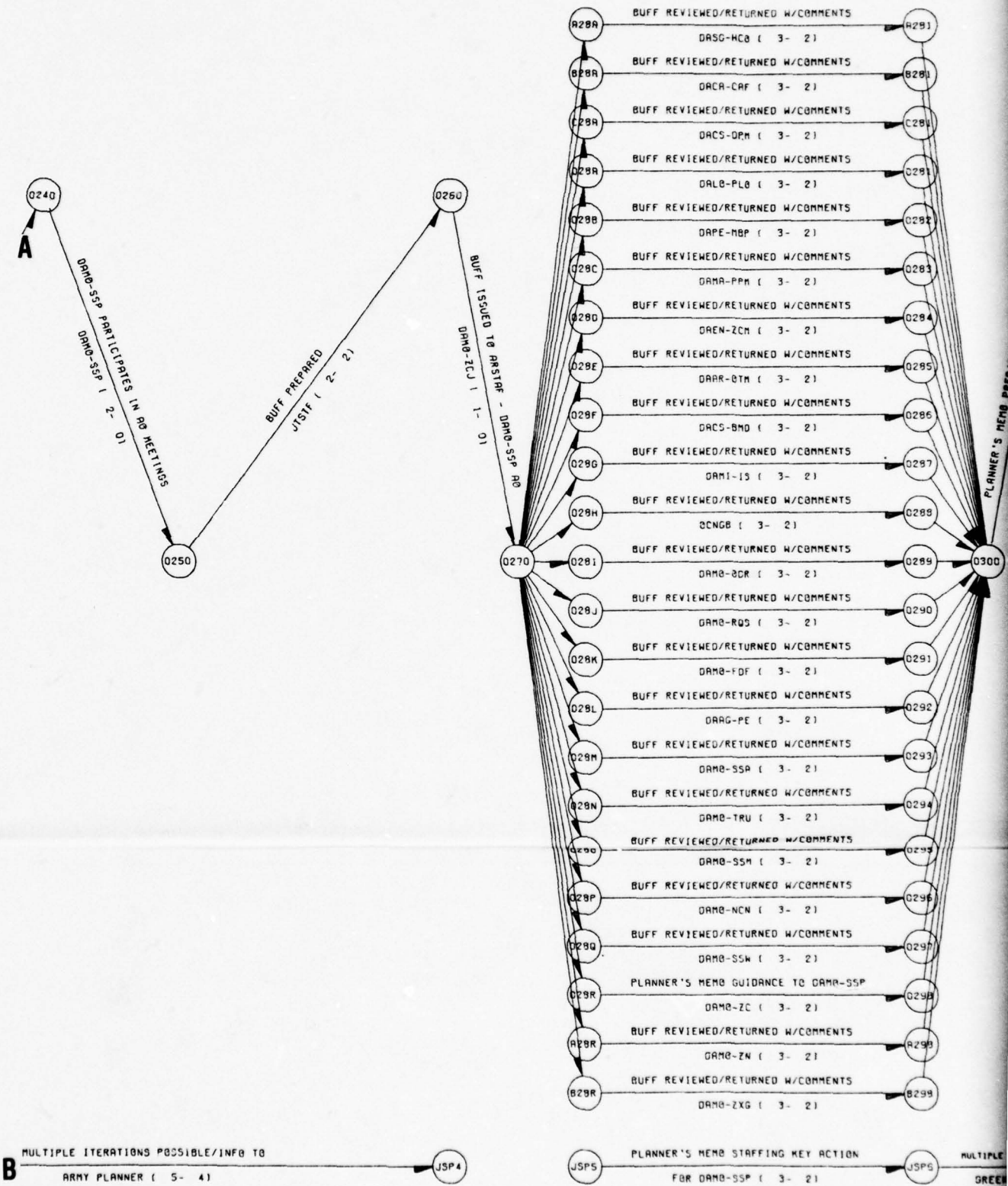


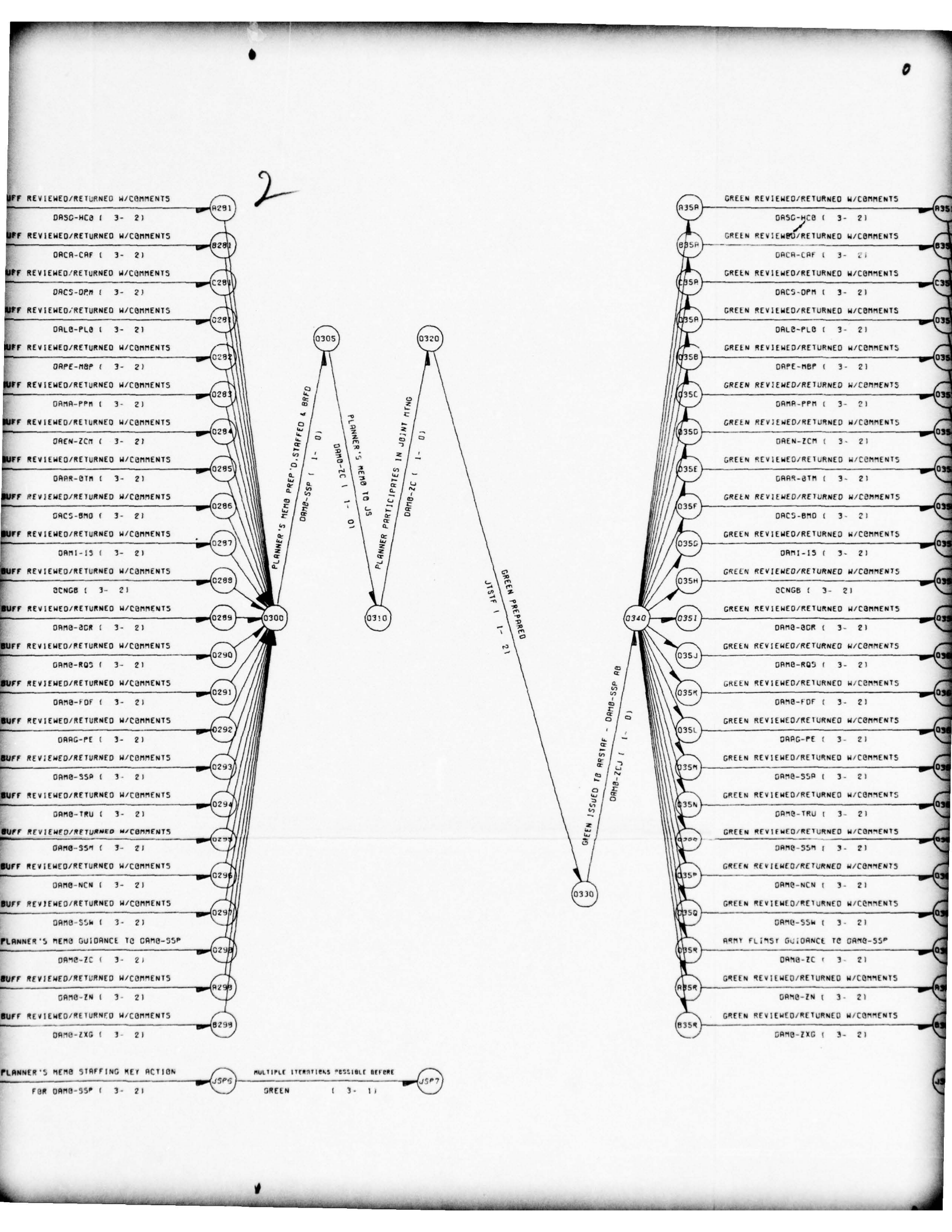
26JAN79 30JAN79 31JAN79 01FEB79 08FEB79 09FEB79

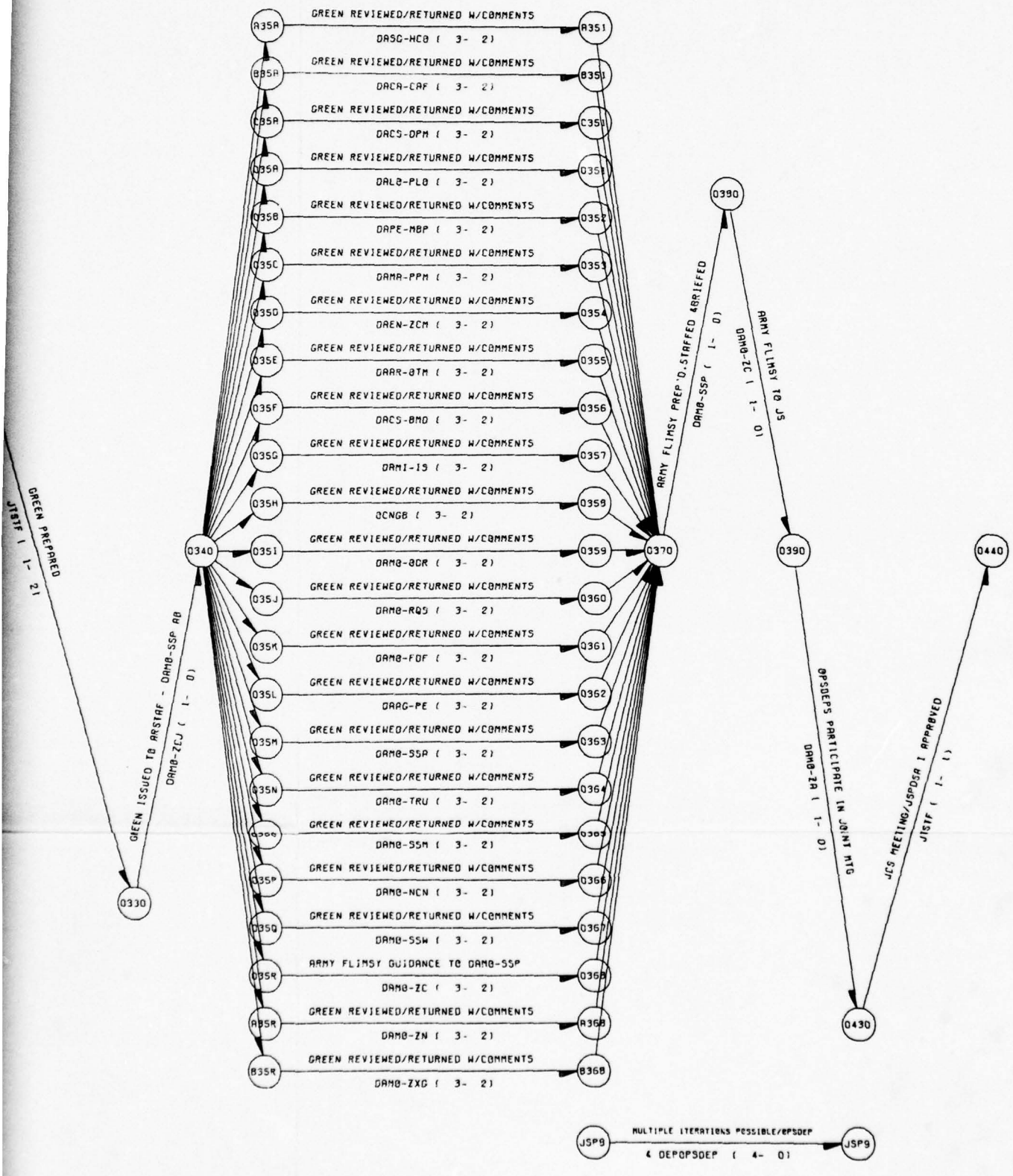
ROCESS PROJECTION CY 79

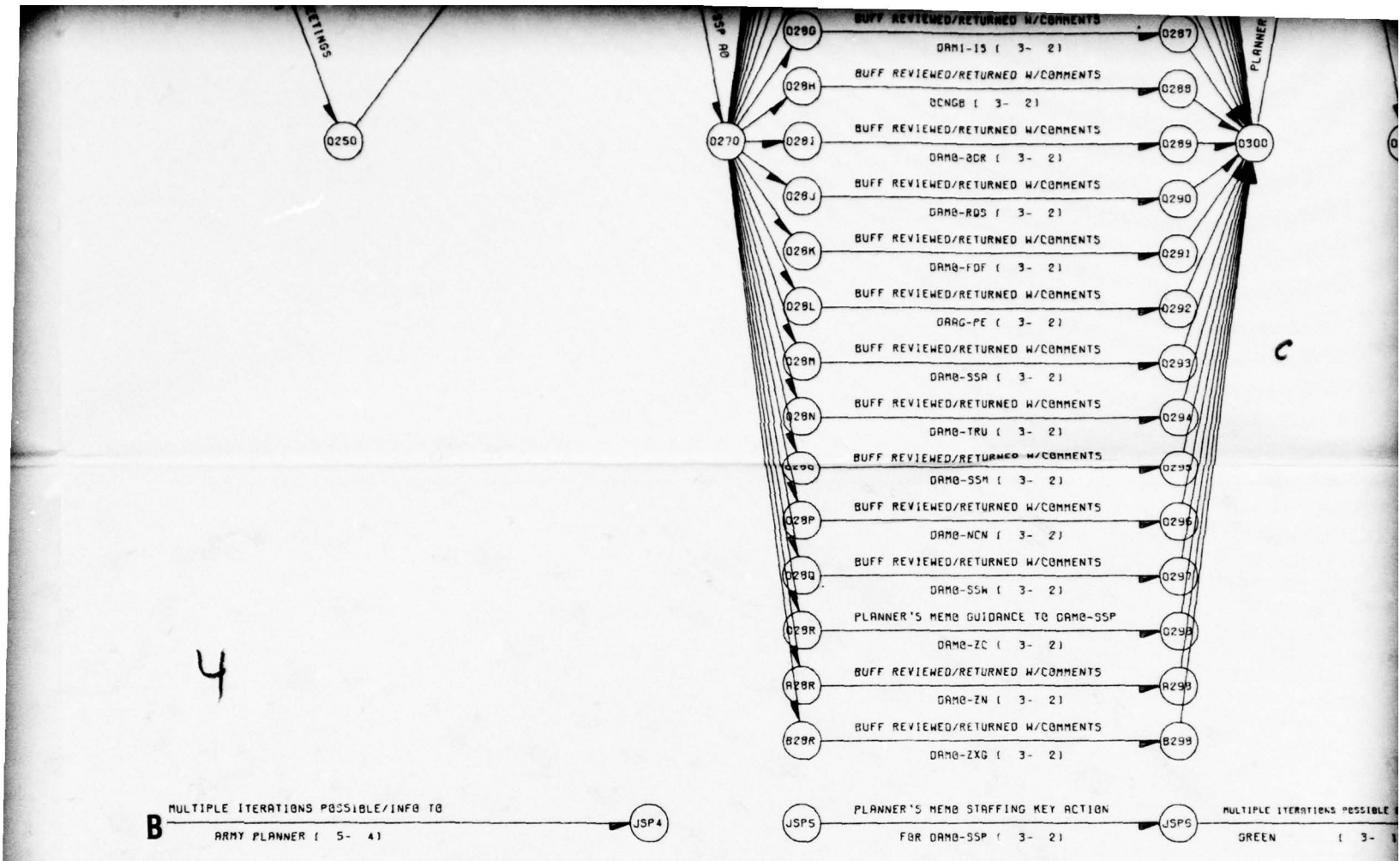
WORK B

1 of 2

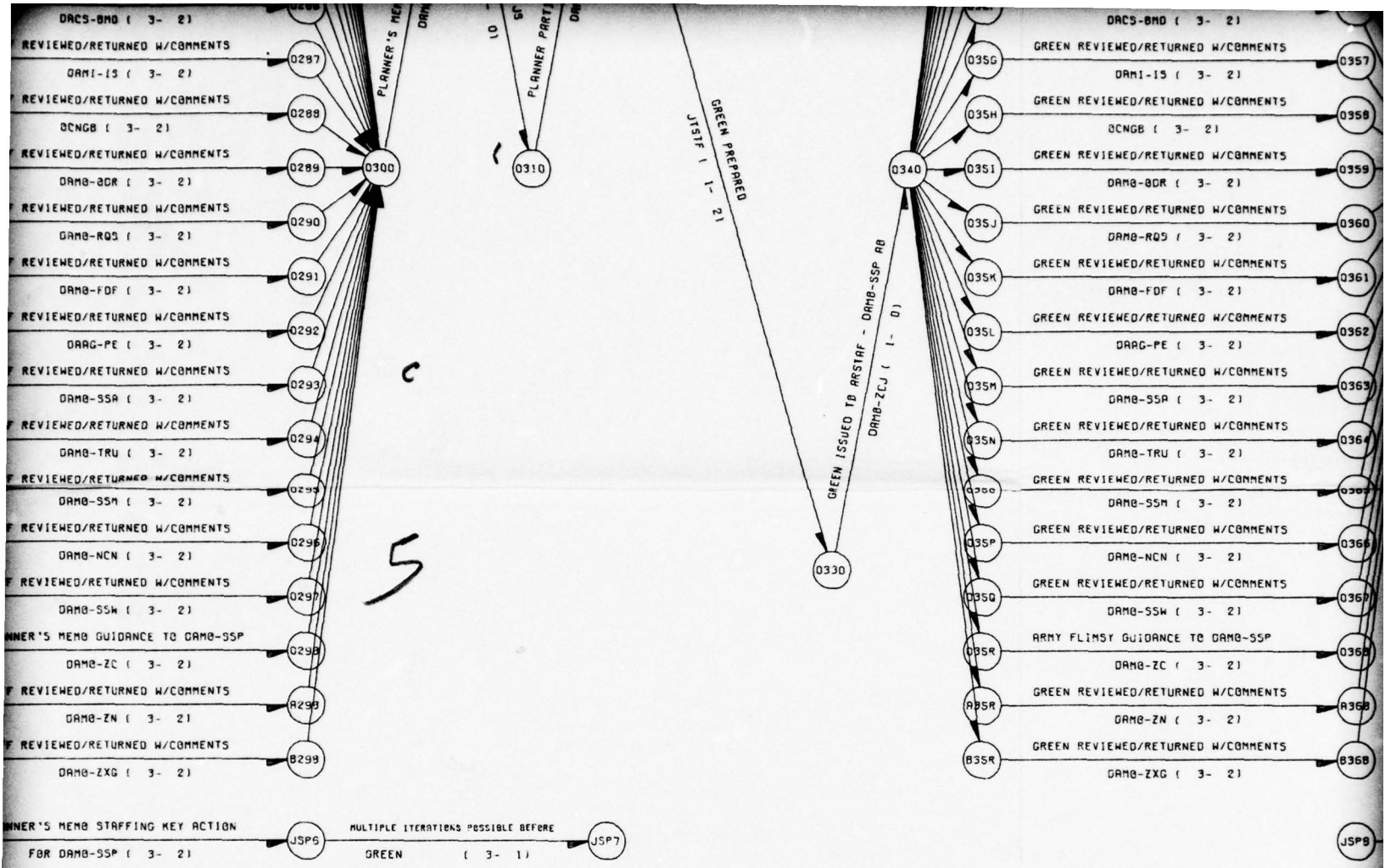

A
0240
DAM0-SSP PARTICIPATES IN A0 MEETINGS
DAM0-SSP (2- 01)
0250
BUFF PREPARED
J/STF (2- 2)
0260
BUFF ISSUED TO ARSTAF - DAM0-SSP A0
DAM0-ZCJ (1- 01)
0270
A28A
BUFF REVIEWED/RETURNED W/COMMENTS
DASG-HC0 (3- 21)
A291
B28A
DACA-CAF (3- 21)
B281
C28A
DACS-OPM (3- 21)
C281
D28A
DAL0-PL0 (3- 21)
D281
D28B
DAPE-MBP (3- 21)
D282
D28C
DAMA-PPM (3- 21)
D283
D28D
DAEN-ZCM (3- 21)
D284
D28E
DAAR-0TM (3- 21)
D285
D28F
DACS-BMD (3- 21)
D286
D28G
DAMI-IS (3- 21)
D287
D28H
0CNG0 (3- 21)
D288
D28I
DAM0-0CR (3- 21)
D289
0300
PLANNER'S MEM0 PREP
D28J
DAM0-RQS (3- 21)
D290
D28K
DAM0-FDF (3- 21)
D291
D28L
DAAG-PE (3- 21)
D292
D28M
DAM0-SSP (3- 21)
D293
D28N
DAM0-TRU (3- 21)
D294
D28O
DAM0-SSM (3- 21)
D295
D28P
DAM0-NCN (3- 21)
D296
D28Q
DAM0-SSW (3- 21)
D297
D28R
PLANNER'S MEM0 GUIDANCE TO DAM0-SSP
DAM0-ZC (3- 21)
D298
A28R
DAM0-ZN (3- 21)
A298
B28R
DAM0-ZXG (3- 21)
B298
B
MULTIPLE ITERATIONS POSSIBLE/INF0 T0
ARMY PLANNER (5- 41)
JSP4
JSP5
PLANNER'S MEM0 STAFFING KEY ACTION
F0R DAM0-SSP (3- 21)
JSP6
MULTIPLE
GREEN


BUFF REVIEWED/RETURNED W/COMMENTS
DASG-HCO (3- 2)
A281
BUFF REVIEWED/RETURNED W/COMMENTS
DACA-CAF (3- 2)
B281
BUFF REVIEWED/RETURNED W/COMMENTS
DACS-DPM (3- 2)
C281
BUFF REVIEWED/RETURNED W/COMMENTS
DALO-PLO (3- 2)
D281
BUFF REVIEWED/RETURNED W/COMMENTS
DAPE-MBP (3- 2)
0282
BUFF REVIEWED/RETURNED W/COMMENTS
DAMA-PPM (3- 2)
0283
BUFF REVIEWED/RETURNED W/COMMENTS
DAEN-ZCM (3- 2)
0284
BUFF REVIEWED/RETURNED W/COMMENTS
DAAR-OTM (3- 2)
0285
BUFF REVIEWED/RETURNED W/COMMENTS
DACS-BMD (3- 2)
0286
BUFF REVIEWED/RETURNED W/COMMENTS
DAMI-IS (3- 2)
0287
BUFF REVIEWED/RETURNED W/COMMENTS
OCNGB (3- 2)
0288
BUFF REVIEWED/RETURNED W/COMMENTS
DAMO-ODR (3- 2)
0289
BUFF REVIEWED/RETURNED W/COMMENTS
DAMO-RQS (3- 2)
0290
BUFF REVIEWED/RETURNED W/COMMENTS
DAMO-FDF (3- 2)
0291
BUFF REVIEWED/RETURNED W/COMMENTS
DAAG-PE (3- 2)
0292
BUFF REVIEWED/RETURNED W/COMMENTS
DAMO-SSP (3- 2)
0293
BUFF REVIEWED/RETURNED W/COMMENTS
DAMO-TRU (3- 2)
0294
BUFF REVIEWED/RETURNED W/COMMENTS
DAMO-SSM (3- 2)
0295
BUFF REVIEWED/RETURNED W/COMMENTS
DAMO-NCN (3- 2)
0296
BUFF REVIEWED/RETURNED W/COMMENTS
DAMO-SSW (3- 2)
0297
PLANNER'S MEMO GUIDANCE TO DAMO-SSP
DAMO-ZC (3- 2)
0298
BUFF REVIEWED/RETURNED W/COMMENTS
DAMO-ZN (3- 2)
A298
BUFF REVIEWED/RETURNED W/COMMENTS
DAMO-ZXG (3- 2)
B298
PLANNER'S MEMO PREP'D, STAFFED & BRFD
DAMO-SSP (1- 0)
PLANNER'S MEMO TO JS
DAMO-ZC (1- 0)
0305
0300
0310
PLANNER PARTICIPATES IN JOINT MTNG
DAMO-ZC (1- 0)
0320
GREEN PREPARED
JTSTF (1- 2)
GREEN ISSUED TO ARSTAF - DAMO-SSP AO
DAMO-ZCJ (1- 0)
0330
0340
GREEN REVIEWED/RETURNED W/COMMENTS
DASG-HCO (3- 2)
A35A
GREEN REVIEWED/RETURNED W/COMMENTS
DACA-CAF (3- 2)
B35A
GREEN REVIEWED/RETURNED W/COMMENTS
DACS-DPM (3- 2)
C35A
GREEN REVIEWED/RETURNED W/COMMENTS
DALO-PLO (3- 2)
D35A
GREEN REVIEWED/RETURNED W/COMMENTS
DAPE-MBP (3- 2)
035B
GREEN REVIEWED/RETURNED W/COMMENTS
DAMA-PPM (3- 2)
035C
GREEN REVIEWED/RETURNED W/COMMENTS
DAEN-ZCM (3- 2)
035D
GREEN REVIEWED/RETURNED W/COMMENTS
DAAR-OTM (3- 2)
035E
GREEN REVIEWED/RETURNED W/COMMENTS
DACS-BMD (3- 2)
035F
GREEN REVIEWED/RETURNED W/COMMENTS
DAMI-IS (3- 2)
035G
GREEN REVIEWED/RETURNED W/COMMENTS
OCNGB (3- 2)
035H
GREEN REVIEWED/RETURNED W/COMMENTS
DAMO-ODR (3- 2)
0351
GREEN REVIEWED/RETURNED W/COMMENTS
DAMO-RQS (3- 2)
035J
GREEN REVIEWED/RETURNED W/COMMENTS
DAMO-FDF (3- 2)
035K
GREEN REVIEWED/RETURNED W/COMMENTS
DAAG-PE (3- 2)
035L
GREEN REVIEWED/RETURNED W/COMMENTS
DAMO-SSP (3- 2)
035M
GREEN REVIEWED/RETURNED W/COMMENTS
DAMO-TRU (3- 2)
035N
GREEN REVIEWED/RETURNED W/COMMENTS
DAMO-SSM (3- 2)
0350
GREEN REVIEWED/RETURNED W/COMMENTS
DAMO-NCN (3- 2)
035P
GREEN REVIEWED/RETURNED W/COMMENTS
DAMO-SSW (3- 2)
035Q
ARMY FLIMSY GUIDANCE TO DAMO-SSP
DAMO-ZC (3- 2)
035R
GREEN REVIEWED/RETURNED W/COMMENTS
DAMO-ZN (3- 2)
A35R
GREEN REVIEWED/RETURNED W/COMMENTS
DAMO-ZXG (3- 2)
B35R
PLANNER'S MEMO STAFFING KEY ACTION
FOR DAMO-SSP (3- 2)
JSP6
MULTIPLE ITERATIONS POSSIBLE BEFORE
GREEN (3- 1)
JSP7


GREEN REVIEWED/RETURNED W/COMMENTS
DASG-HCB (3- 2)
DACA-CAF (3- 2)
DACS-DPM (3- 2)
DAL8-PLB (3- 2)
DAPE-MBP (3- 2)
DAMA-PPM (3- 2)
DAEN-ZCM (3- 2)
DAAR-8TM (3- 2)
DACS-BMD (3- 2)
DAMI-IS (3- 2)
OCNGB (3- 2)
DAM8-8DR (3- 2)
DAM8-RQS (3- 2)
DAM8-FDF (3- 2)
DAAG-PE (3- 2)
DAM8-SSP (3- 2)
DAM8-TRU (3- 2)
DAM8-SSM (3- 2)
DAM8-NCN (3- 2)
DAM8-SSW (3- 2)
ARMY FLIMSY GUIDANCE TO DAM8-SSP
DAM8-ZC (3- 2)
GREEN REVIEWED/RETURNED W/COMMENTS
DAM8-ZN (3- 2)
GREEN REVIEWED/RETURNED W/COMMENTS
DAM8-ZXC (3- 2)
A35A
A351
B35A
B351
C35A
C351
035A
0351
035B
0352
035C
0353
035D
0354
035E
0355
035F
0356
035G
0357
035H
0358
0351
0359
035J
0360
035K
0361
035L
0362
035M
0363
035N
0364
035P
0366
035Q
0367
035R
0368
A35R
A368
B35R
B368
0340
0370
0330
GREEN PREPARED
JTSTF (1- 2)
GREEN ISSUED TO ARSTAF - DAM8-SSP AB
DAM8-ZCJ (1- 0)
ARMY FLIMSY PREP'D,STAFFED &BRIEFED
DAM8-SSP (1- 0)
DAM8-ZC (1- 0)
ARMY FLIMSY TO JS
0390
0390
0440
0PSDEPS PARTICIPATE IN JOINT MTG
DAM8-ZA (1- 0)
JCS MEETING/JSPDSR I APPRBVED
JISIF (1- 1)
0430
MULTIPLE ITERATIONS POSSIBLE/0PSDEP
4 DEP0PSDEP (4- 0)
JSP9
JSP9

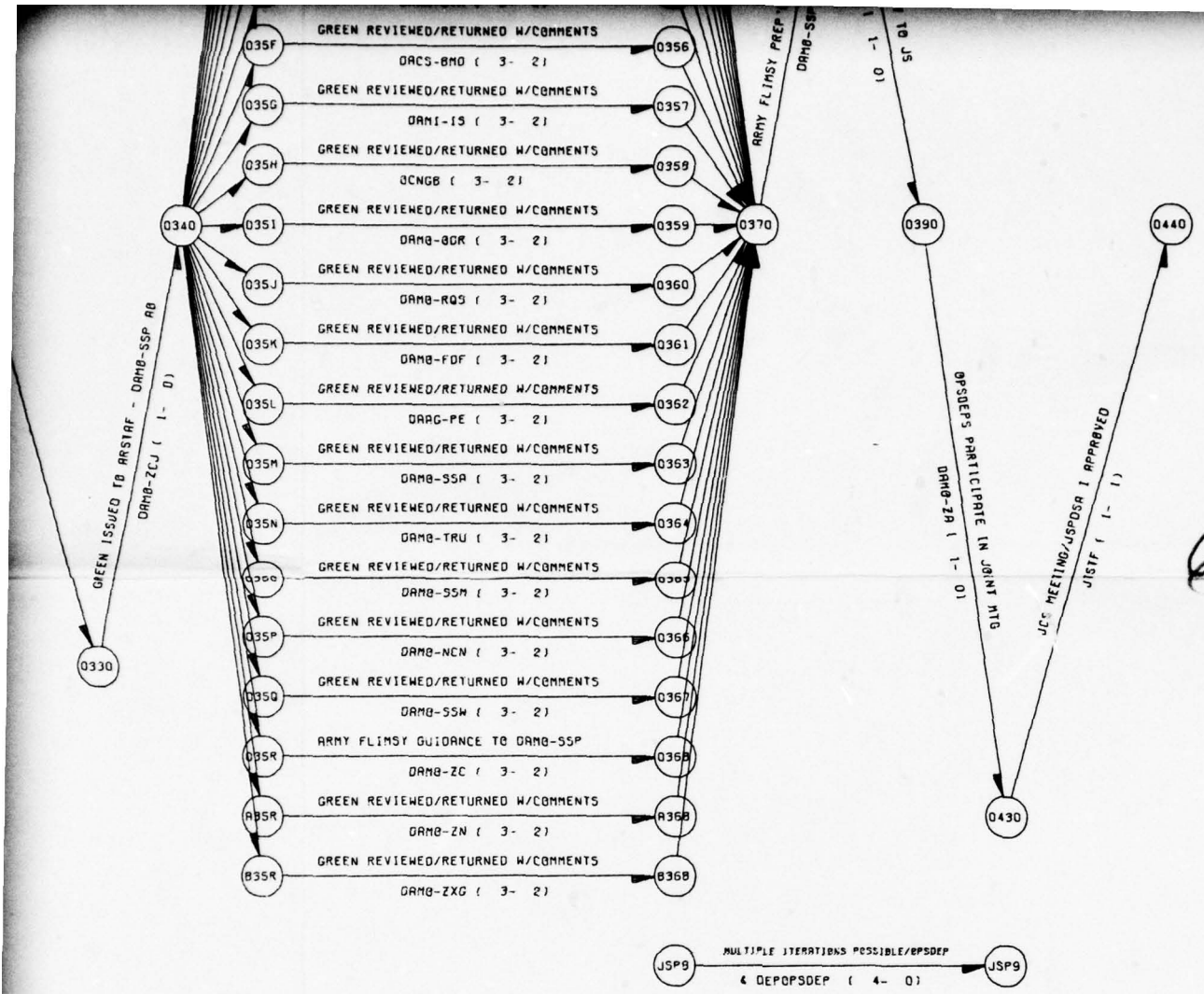

MEETINGS
0250
JSP AD
0270
0290
BUFF REVIEWED/RETURNED W/COMMENTS
DAM1-IS (3- 2)
0287
PLANNER
028H
BUFF REVIEWED/RETURNED W/COMMENTS
DCNGB (3- 2)
0288
028I
BUFF REVIEWED/RETURNED W/COMMENTS
DAM0-ADR (3- 2)
0289
0300
028J
BUFF REVIEWED/RETURNED W/COMMENTS
DAM0-RDS (3- 2)
0290
028K
BUFF REVIEWED/RETURNED W/COMMENTS
DAM0-FDF (3- 2)
0291
028L
BUFF REVIEWED/RETURNED W/COMMENTS
DAAG-PE (3- 2)
0292
028M
BUFF REVIEWED/RETURNED W/COMMENTS
DAM0-SSA (3- 2)
0293
028N
BUFF REVIEWED/RETURNED W/COMMENTS
DAM0-TRU (3- 2)
0294
BUFF REVIEWED/RETURNED W/COMMENTS
DAM0-SSM (3- 2)
028P
BUFF REVIEWED/RETURNED W/COMMENTS
DAM0-NCN (3- 2)
0296
028Q
BUFF REVIEWED/RETURNED W/COMMENTS
DAM0-SSW (3- 2)
029R
PLANNER'S MEMO GUIDANCE TO DAM0-SSP
DAM0-ZC (3- 2)
029B
A29R
BUFF REVIEWED/RETURNED W/COMMENTS
DAM0-ZN (3- 2)
A29B
B29R
BUFF REVIEWED/RETURNED W/COMMENTS
DAM0-ZXG (3- 2)
B29B
C
4
B
MULTIPLE ITERATIONS POSSIBLE/INFO TO
ARMY PLANNER (5- 4)
JSP4
JSPS
PLANNER'S MEMO STAFFING KEY ACTION
FOR DAM0-SSP (3- 2)
JSPS
MULTIPLE ITERATIONS POSSIBLE
GREEN (3-
12FEB79
14FEB79
18FEB79
19FEB79
20FEB79
25FEB79
26FEB79
27FEB79

JSPDSA I DE



JSPDSA I DEVELOPMENT PROCESS PROJECTION CY 79

NETWORK B



PROCESS PROJECTION CY 79

ORK B

2 of 2

NETWORK C

Network C

JSPDSA II Analyses Process Projection CY 79

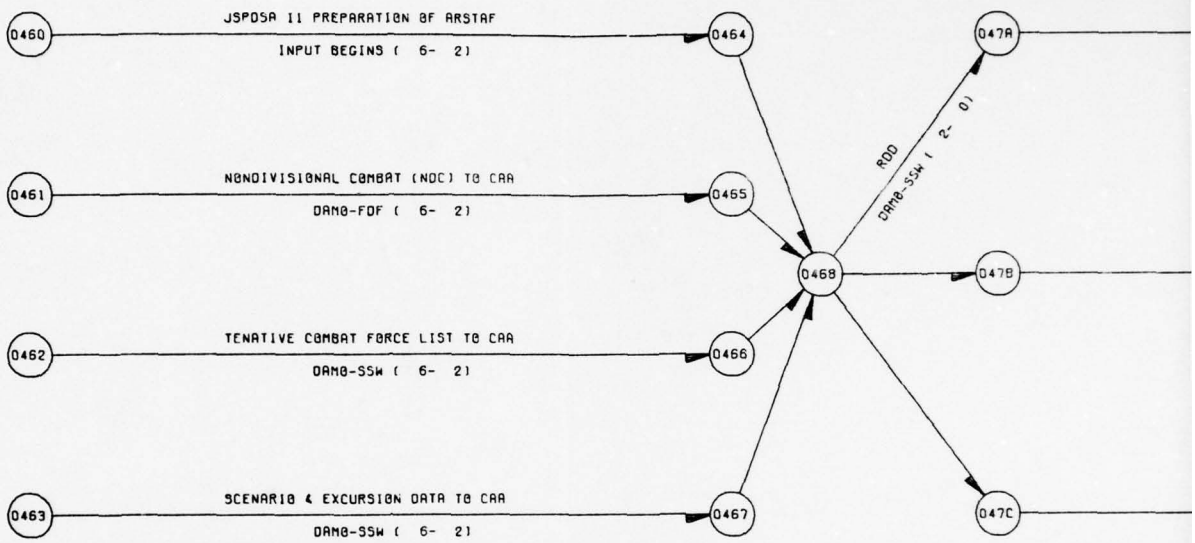
PURPOSE. The process develops the planning force, (with associated movement data and cost analyses), and the minimum risk force.

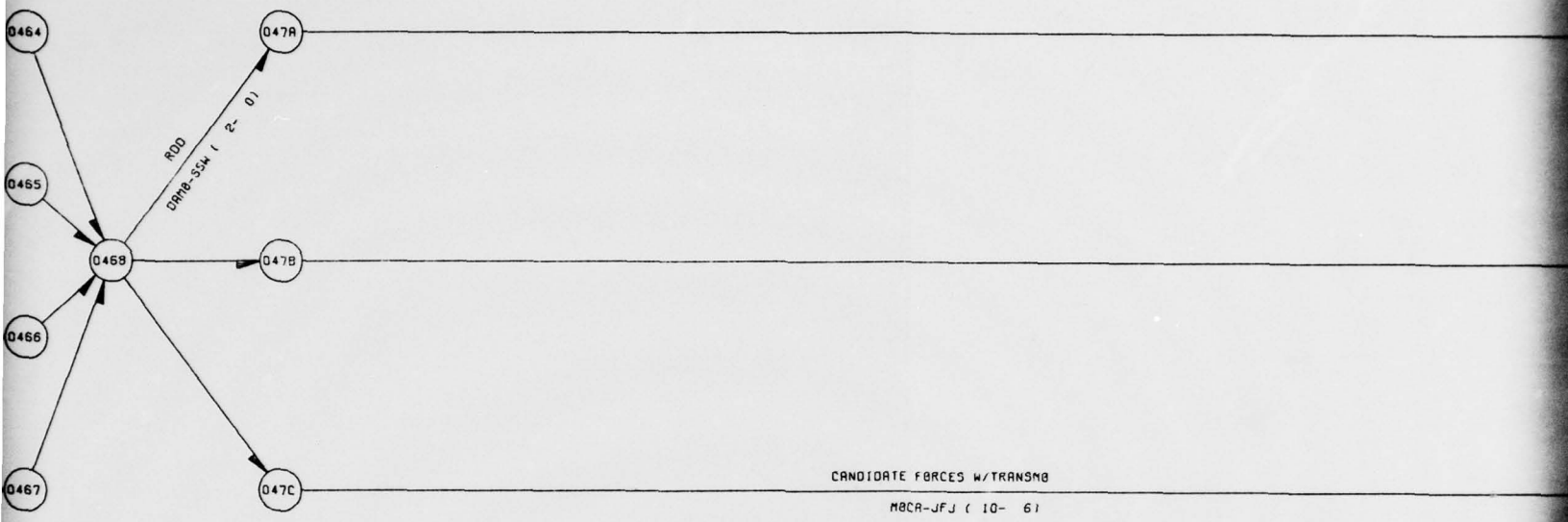
DESCRIPTION. The dates are anticipated based on a projected 1 June 1979 start of the JSPDSA II Development Process. The process begins with the publication of JSPDSA I in mid-March. The CINC and CAA are tasked to develop minimum risk forces independently. CAA also rounds out a combat force and analyzes a candidate planning force. The analysis provides data necessary for estimates of the movement requirements and costs associated with the planning force. CAA uses the ATLAS Model to generate the minimum work force and to round out the candidate combat force. In a warfight mode the ATLAS Model generates the minimum risk force. In the combat workload mode, the ATLAS Model takes as input the combat force and selected combat support units, and develops combat workload. This serves as input to the FASTALS Model which identifies combat service support units. The Unit Data System (UDS) Model rounds out the force list with projected, or notional units. In June, ODCSOPS (War Plans Division) compares the results of the analyses and develops the Army minimum risk force and planning force proposals for inclusion in JSPDSA II development. Based on data generated as a result of a combat simulation performed at CAA, the ARSTAF develops projected costs of the planning force. The cost estimates are sent to the Joint Staff for insertions into JSPDSA II. The movement data analysis is forwarded to ODCSLOG for review before being forwarded to the Joint Staff for determination of the strategic lift requirements to be inserted into JSPDSA II.

CRITICAL MILESTONES. Critical milestones are development of the minimum risk and planning forces by 1 June. The planning force cost analysis must be ready for the Joint Staff inclusion into the coordination of JSPDSA II. The movement data must be ready for the Joint Staff strategic lift determination.

LINKAGE TO OTHER NETWORKS. The analysis process is linked to the JSPDSA II/Book II Development Process (Network D).

PRECEDING PAGE BLANK-NOT FILMED




0464
0465
0466
0467
0468
047A
047B
047C
ROD
CAMB-SSW (2- 01)
CANDIDATE FORCES W/TRANSMO
MBCA-JFJ (10- 61

3

COMBAT WORKLOAD DEVELOPED W/ATLAS

M8CA-JFJ (34- 15)

0470

ANALYSIS OF CANDIDATE FORCES W/ATLAS

M8CA-JFJ (9- 3)

4

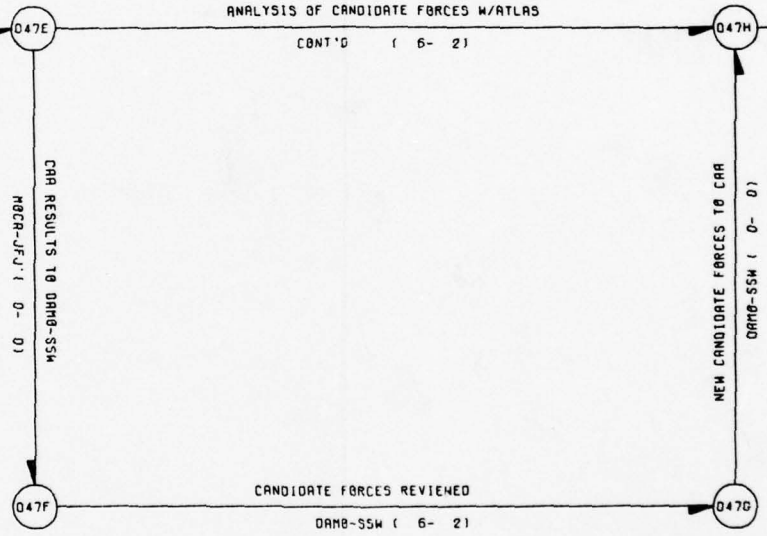
COMBAT WORKLOAD DEVELOPED W/ATLAS

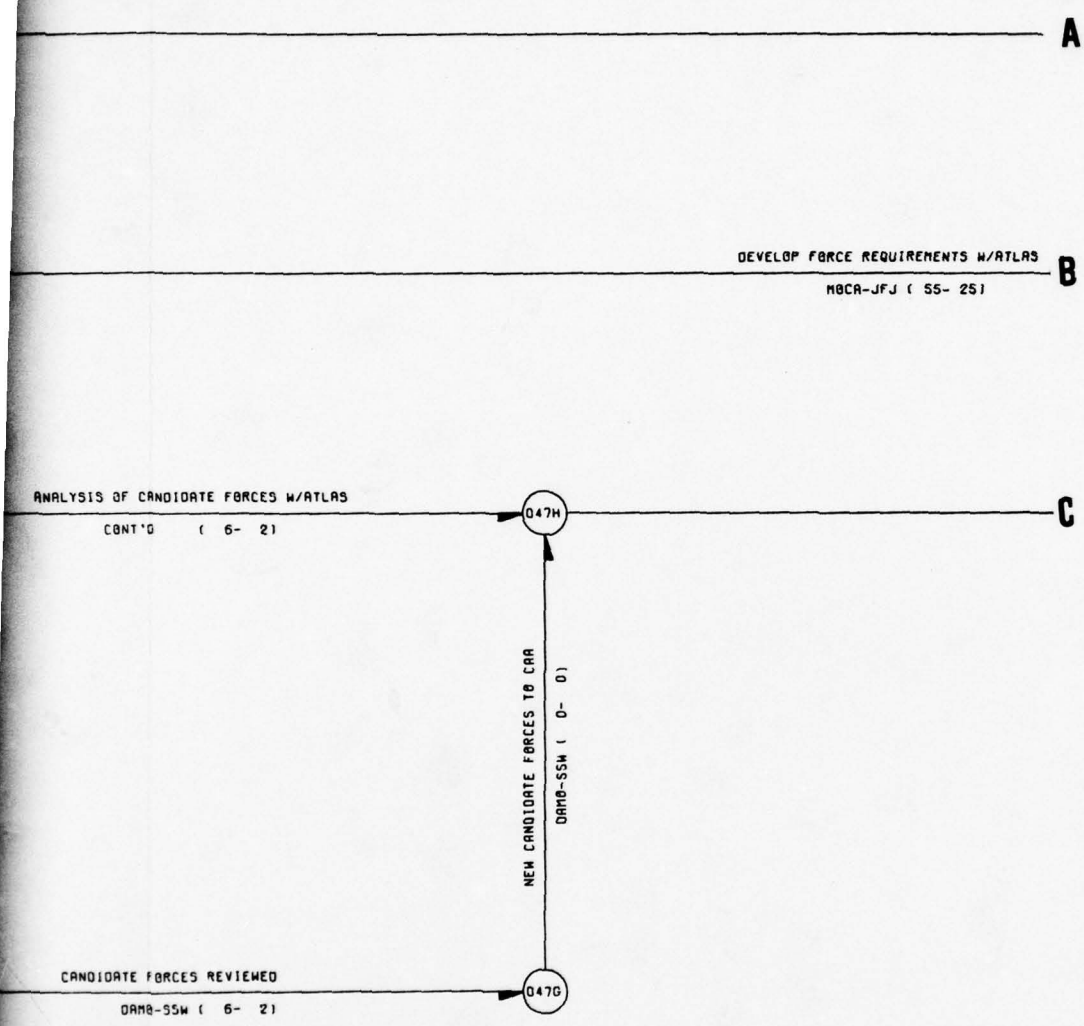
MOCA-JFJ (34- 15)

DEVELOP FOR

S OF CANDIDATE FORCES W/ATLAS

MOCA-JFJ (9- 3)




A
DEVELOP FORCE REQUIREMENTS W/ATLAS
B
MOCA-JFJ (55- 25)
ANALYSIS OF CANDIDATE FORCES W/ATLAS
CONT'D (6- 2)
047H
C
NEW CANDIDATE FORCES TO CAR
DAMA-SSW (0- 0)
CANDIDATE FORCES REVIEWED
DAMA-SSW (6- 2)
047G

6

11FE079

19FE079 20FE079 22FE079

7

4460

JSPDSA II ANALYSES PROCESS PROJECTION CY 79

NETWORK C

8

4460

22MAR79

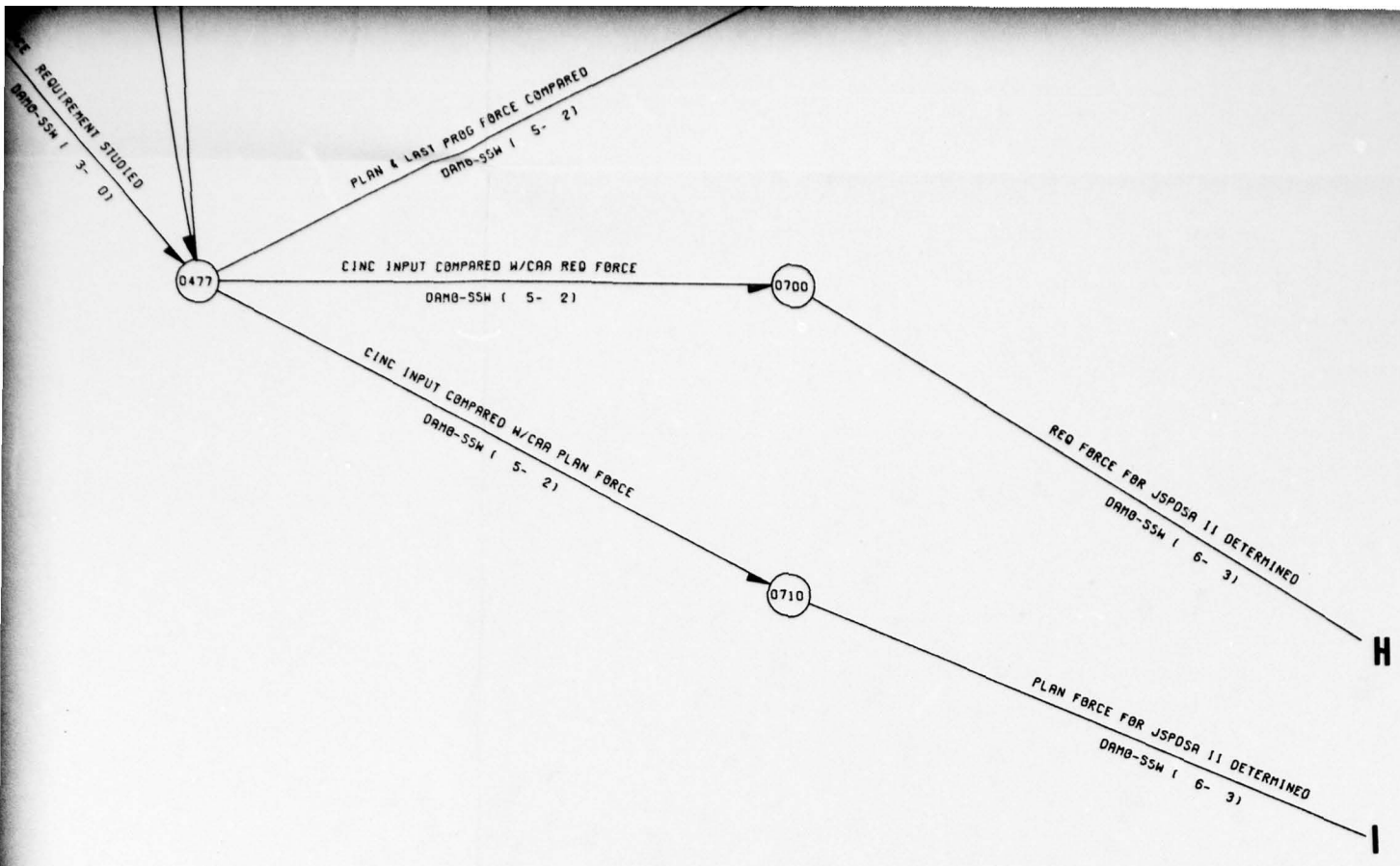
30MAR79

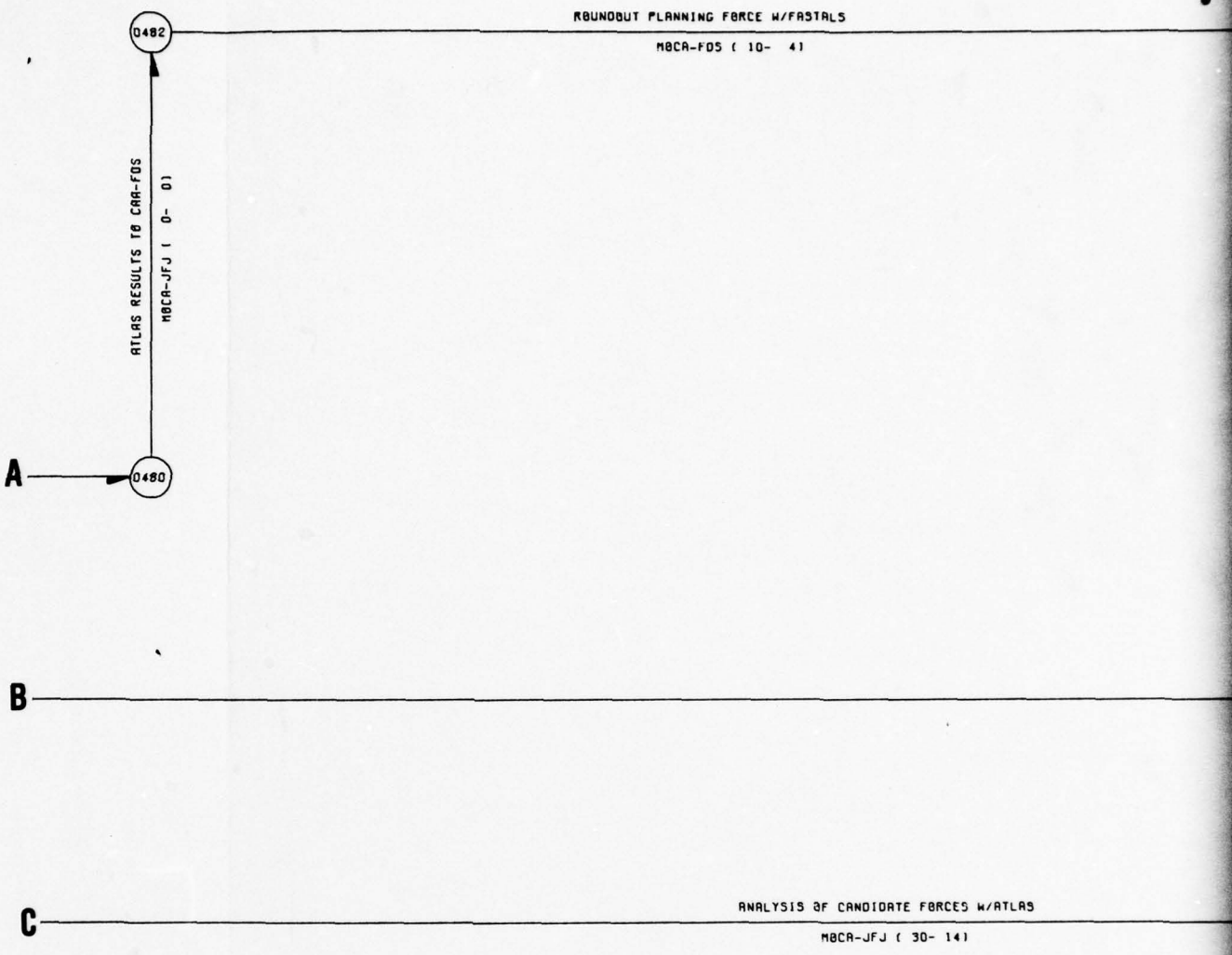
JECTION CY 79

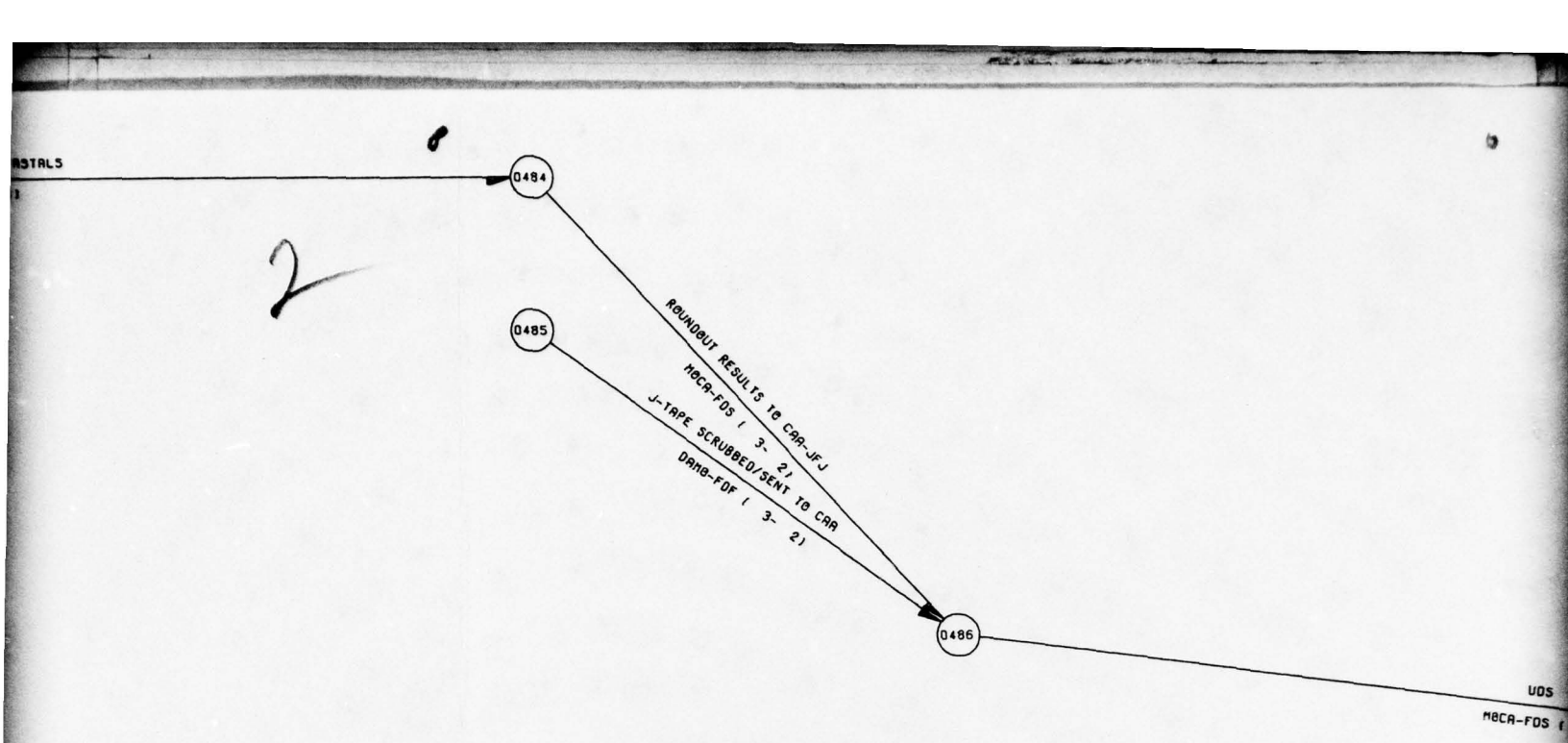
9

D

30MAR79

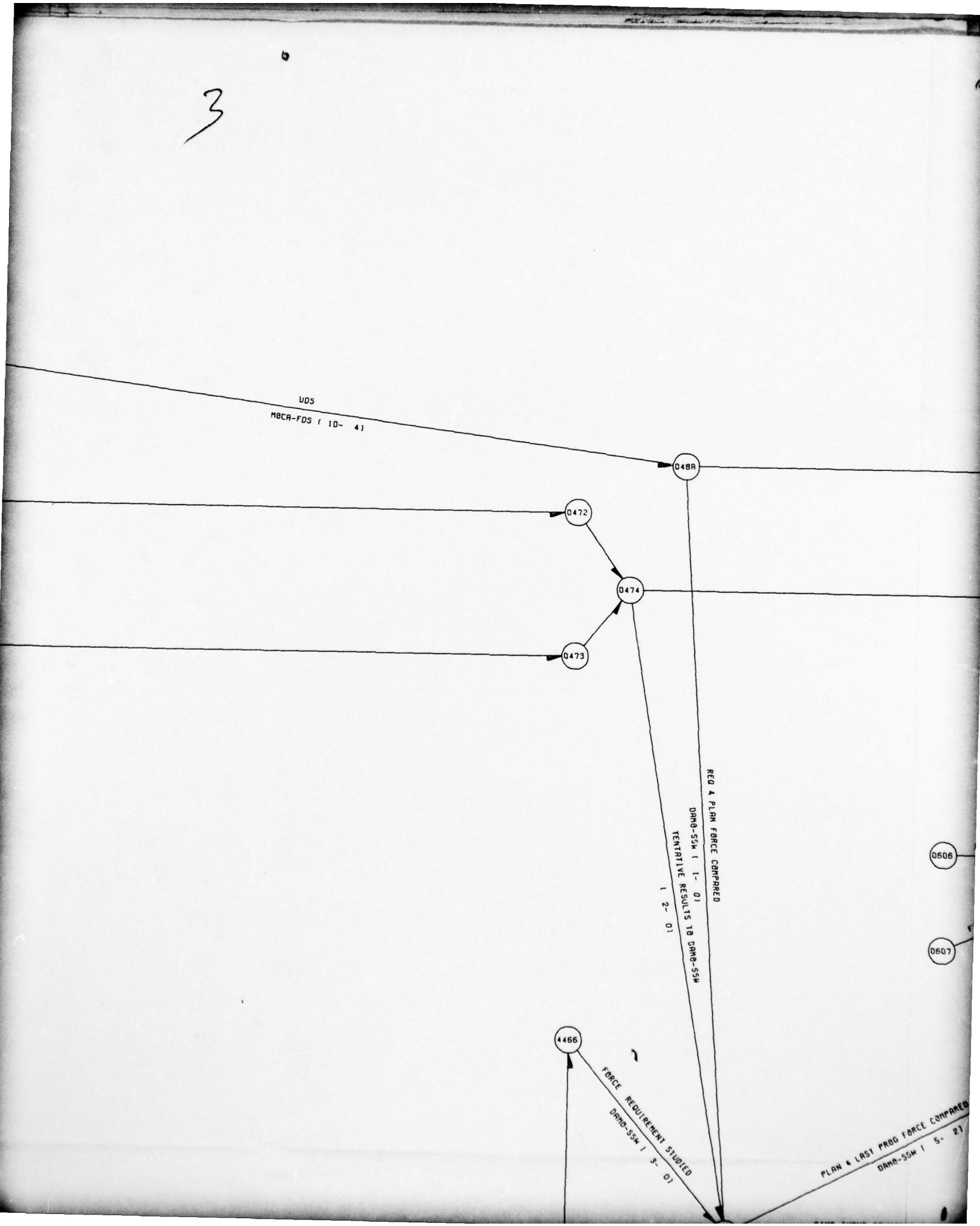

REQUIREMENT STUDIED
DAMO-SSW (3- 0)
PLAN & LAST PROG FORCE COMPARED
DAMO-SSW (5- 2)
0477
CINC INPUT COMPARED W/CAA REQ FORCE
DAMO-SSW (5- 2)
0700
CINC INPUT COMPARED W/CAA PLAN FORCE
DAMO-SSW (5- 2)
0710
REQ FORCE FOR JSPDSA II DETERMINED
DAMO-SSW (6- 3)
H
PLAN FORCE FOR JSPDSA II DETERMINED
DAMO-SSW (6- 3)
I

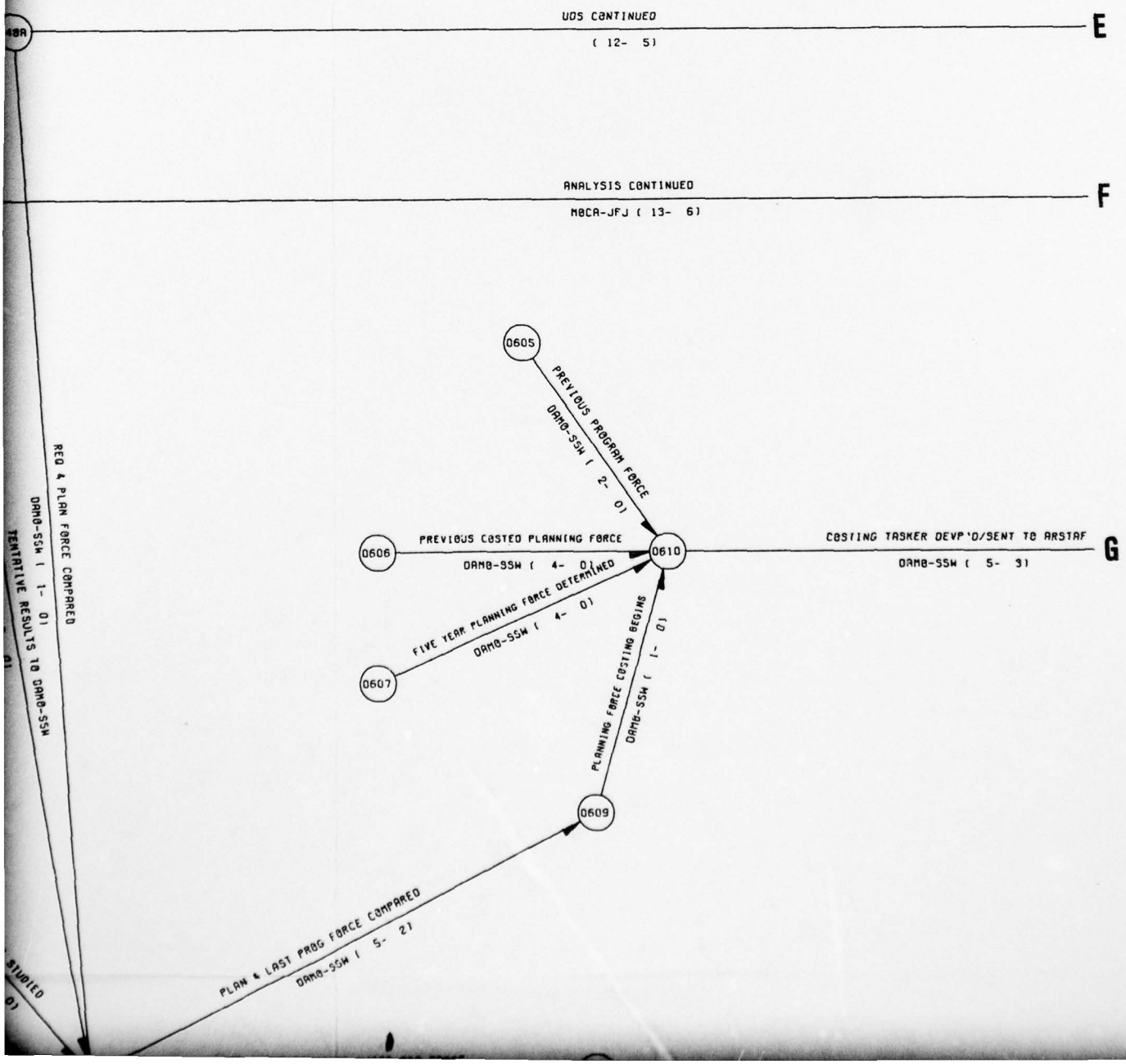

0482
ROUNDOUT PLANNING FORCE W/FASTALS
M8CA-FDS (10- 41
ATLAS RESULTS TO CAA-FDS
M8CA-JFJ (0- 01)
A
0480
B
C
ANALYSIS OF CANDIDATE FORCES W/ATLAS
M8CA-JFJ (30- 141



315 8F CANDIDATE F8RCES W/ATLAS

M8CA-JFJ (30- 14)


3
UDS
MBCA-FDS (10- 4)
0488
0472
0474
0473
REQ & PLAN FORCE COMPARED
DAMO-SSW (1- 0)
TENTATIVE RESULTS TO DAMO-SSW
(2- 0)
0606
0607
4466
FORCE REQUIREMENT STUDIED
DAMO-SSW (3- 0)
PLAN & LAST PROG FORCE COMPARED
DAMO-SSW (5- 2)


48A
UOS CONTINUED
(12- 5)
E
ANALYSIS CONTINUED
M8CA-JFJ (13- 6)
F
0605
PREVIOUS PROGRAM FORCE
DAM8-SSW (2- 0)
0606
PREVIOUS COSTED PLANNING FORCE
DAM8-SSW (4- 0)
0610
COSTING TASKER DEVP'D/SENT TO ARSTAF
DAM8-SSW (5- 3)
G
FIVE YEAR PLANNING FORCE DETERMINED
DAM8-SSW (4- 0)
0607
PLANNING FORCE COSTING BEGINS
DAM8-SSW (1- 0)
0609
REQ & PLAN FORCE COMPARED
DAM8-SSW (1- 0)
TENTATIVE RESULTS TO DAM8-SSW
PLAN & LAST PROG FORCE COMPARED
DAM8-SSW (5- 2)
STUDIED

5

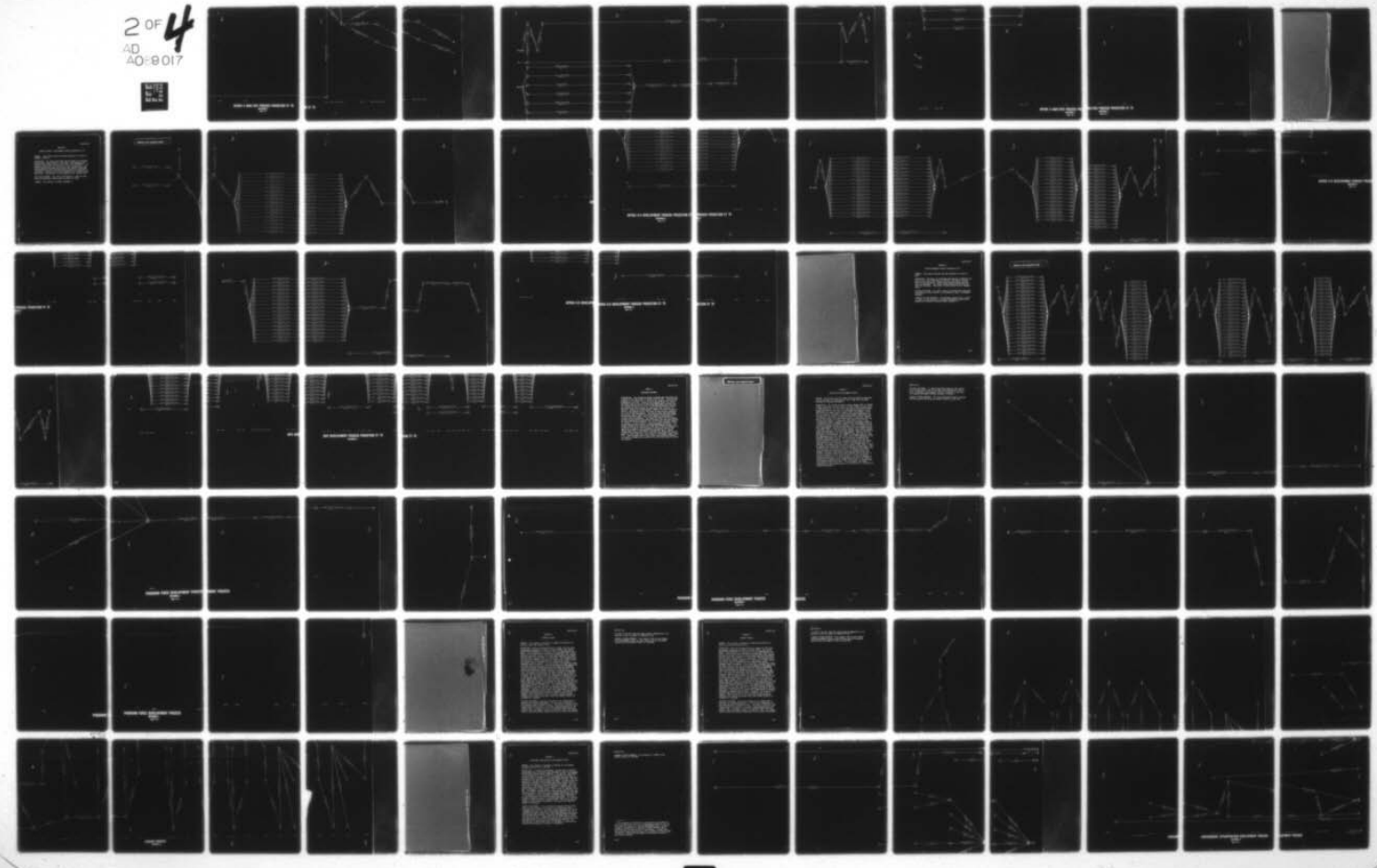
D FORCE REQUIREMENT DETERMINED

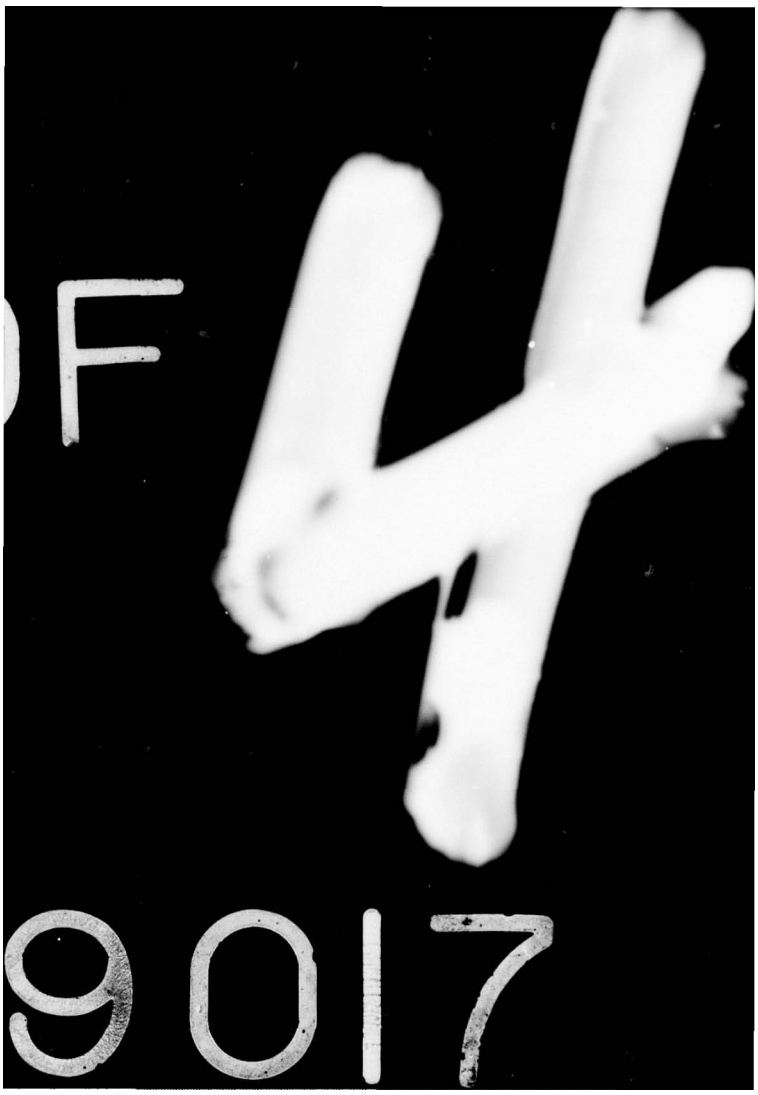
CINC (41- 19)

12APR79

AD-A069 017 ARMY CONCEPTS ANALYSIS AGENCY BETHESDA MD F/G 5/1
MANAGEMENT ANALYSIS OF KEY RESOURCE OPERATIONS (MAKRO). VOLUME --ETC(U)
MAR 79 F A DISTASIO, G E ARMSTRONG
UNCLASSIFIED CAA-SR-79-6-VOL-2-APP-E-A NL

2 OF 4
AD
A069017



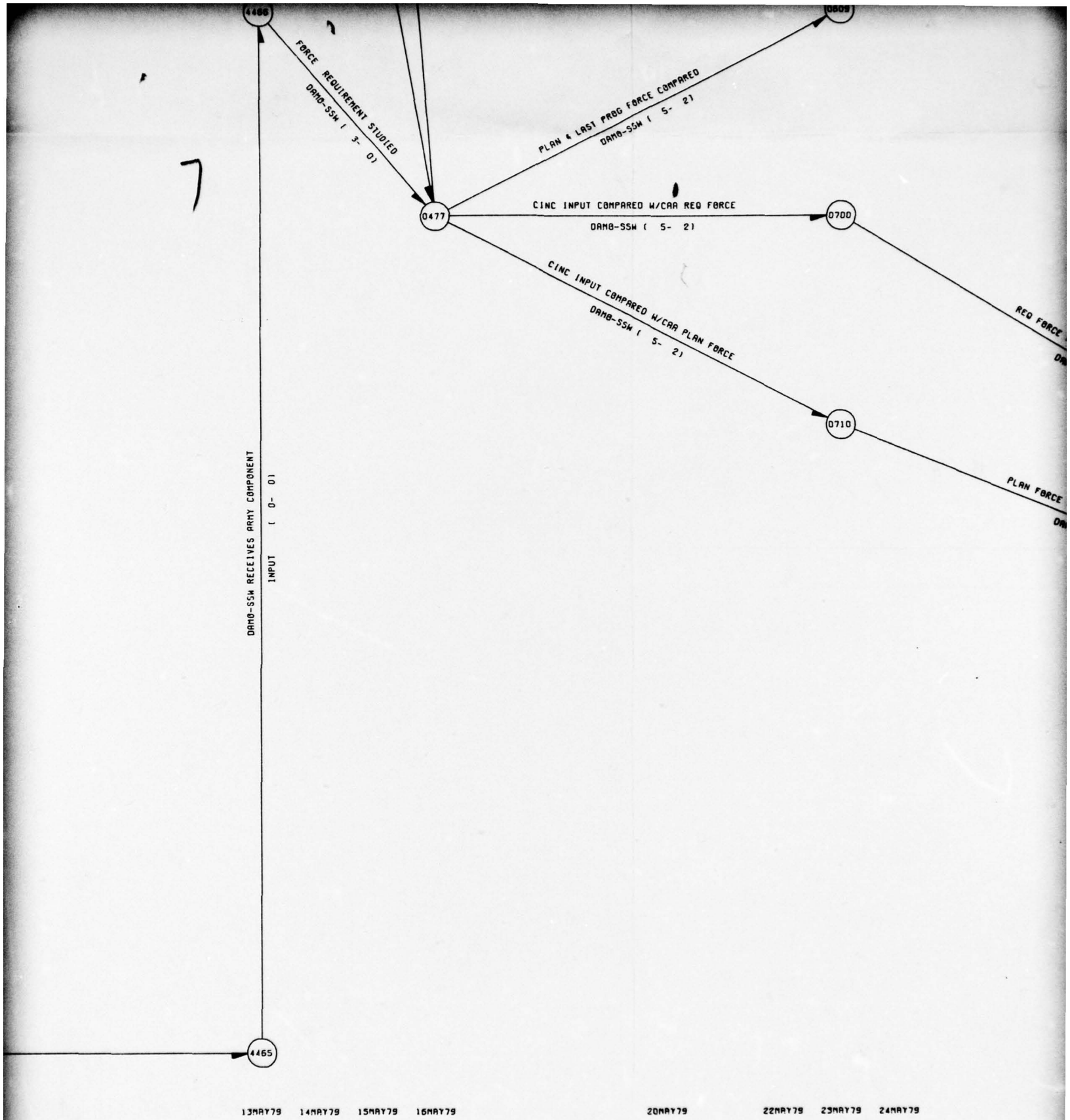

F
4
9017

6

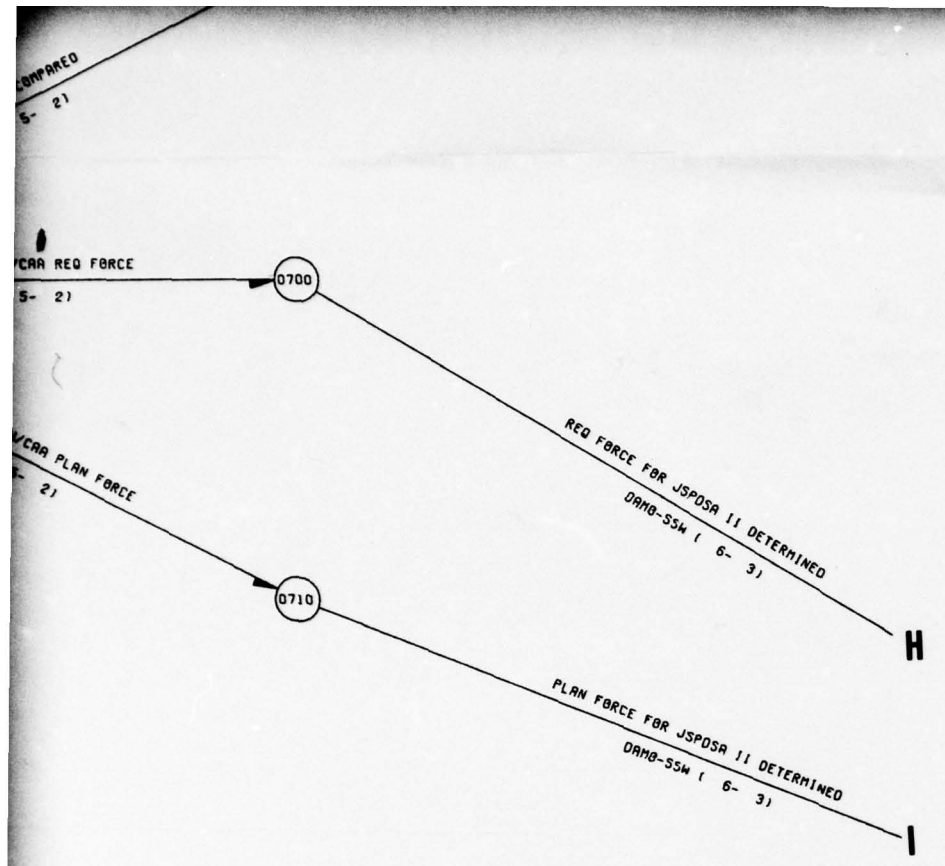
26APR79 01MAY79

JSPDSA II ANALYSES PROCESS PROJECTION CY 79

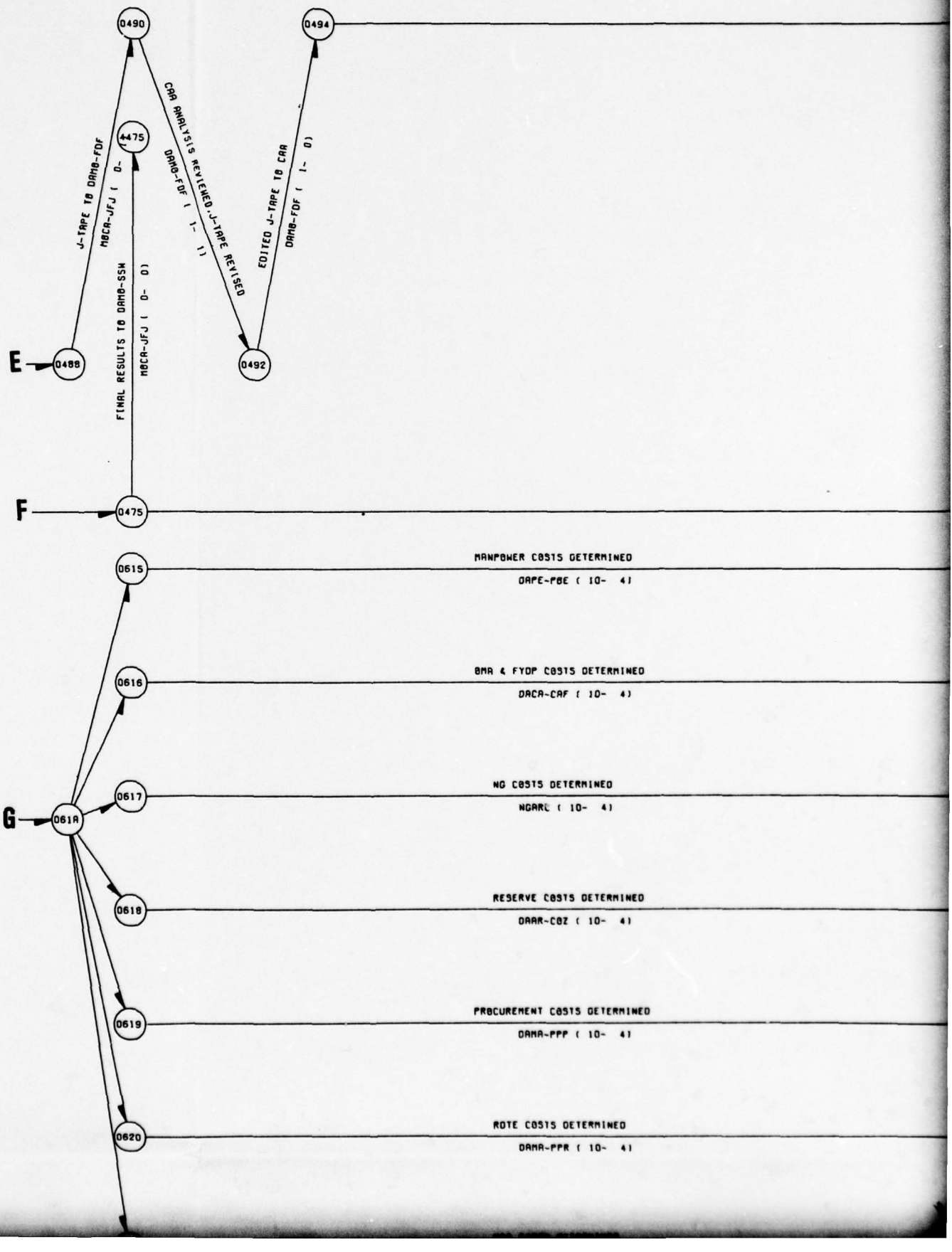
NETWORK C


4466
0809
FORCE REQUIREMENT STUDIED
DAM0-SSW (3- 0)
PLAN & LAST PROG FORCE COMPARED
DAM0-SSW (5- 2)
0477
CINC INPUT COMPARED W/CAA REQ FORCE
DAM0-SSW (5- 2)
0700
CINC INPUT COMPARED W/CAA PLAN FORCE
DAM0-SSW (5- 2)
0710
DAM0-SSW RECEIVES ARMY COMPONENT
INPUT (0- 0)
4465
13MAY79
14MAY79
15MAY79
16MAY79
20MAY79
22MAY79
23MAY79
24MAY79

N CY 79


COMPARED
S- 2)
VCAA REQ FORCE
S- 2)
0700
REQ FORCE FOR JSPOSA II DETERMINED
DAMA-SSW (6- 3)
H
VCAA PLAN FORCE
- 2)
0710
PLAN FORCE FOR JSPOSA II DETERMINED
DAMA-SSW (6- 3)
I

8


0490
0494
4475
J-TAPE TO DAMA-FDF
MACA-JFJ (0-
CAA ANALYSIS REVIEWED.J-TAPE REVISED
DAMA-FDF (1- 1)
EDITED J-TAPE TO CAA
DAMA-FDF (1- 0)
E
0488
0492
FINAL RESULTS TO DAMA-SSM
MACA-JFJ (0- 0)
F
0475
0615
MANPOWER COSTS DETERMINED
DAPE-PBE (10- 4)
0616
BMA & FYDP COSTS DETERMINED
DACA-CAF (10- 4)
0617
NG COSTS DETERMINED
NGARC (10- 4)
G
0618
RESERVE COSTS DETERMINED
DAAR-C8Z (10- 4)
0619
PROCUREMENT COSTS DETERMINED
DAMA-PPP (10- 4)
0620
ROTE COSTS DETERMINED
DAMA-PPR (10- 4)

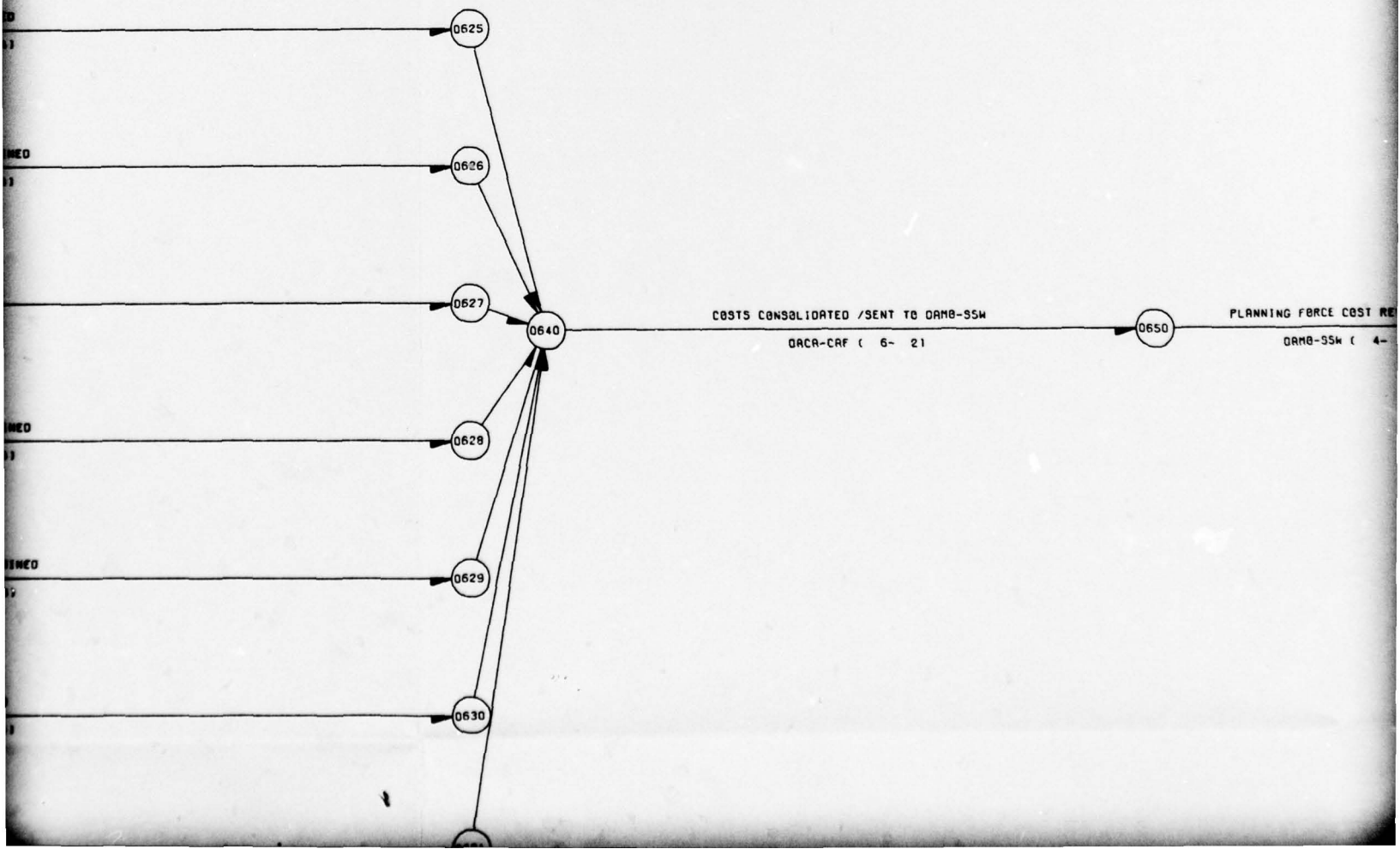
2

MOVEMENT REQUIREMENTS GENERATED

MOCA-JFJ (27- 13)

WRITE REPORT

MOCA-JFJ (29- 14)



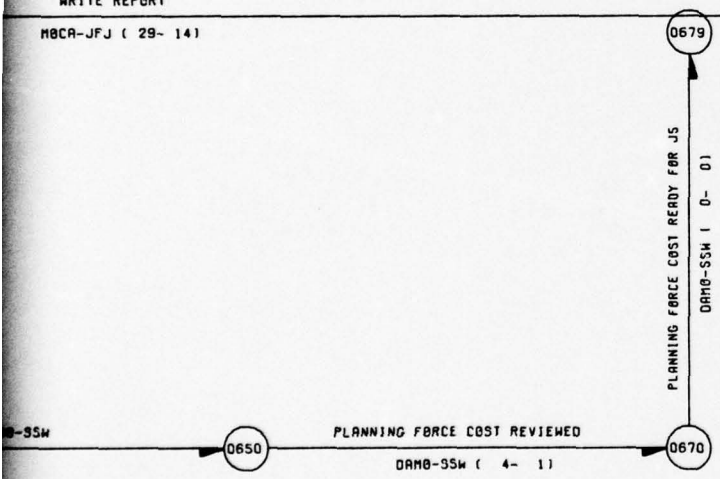
MOVEMENT REQUIREMENTS GENERATED

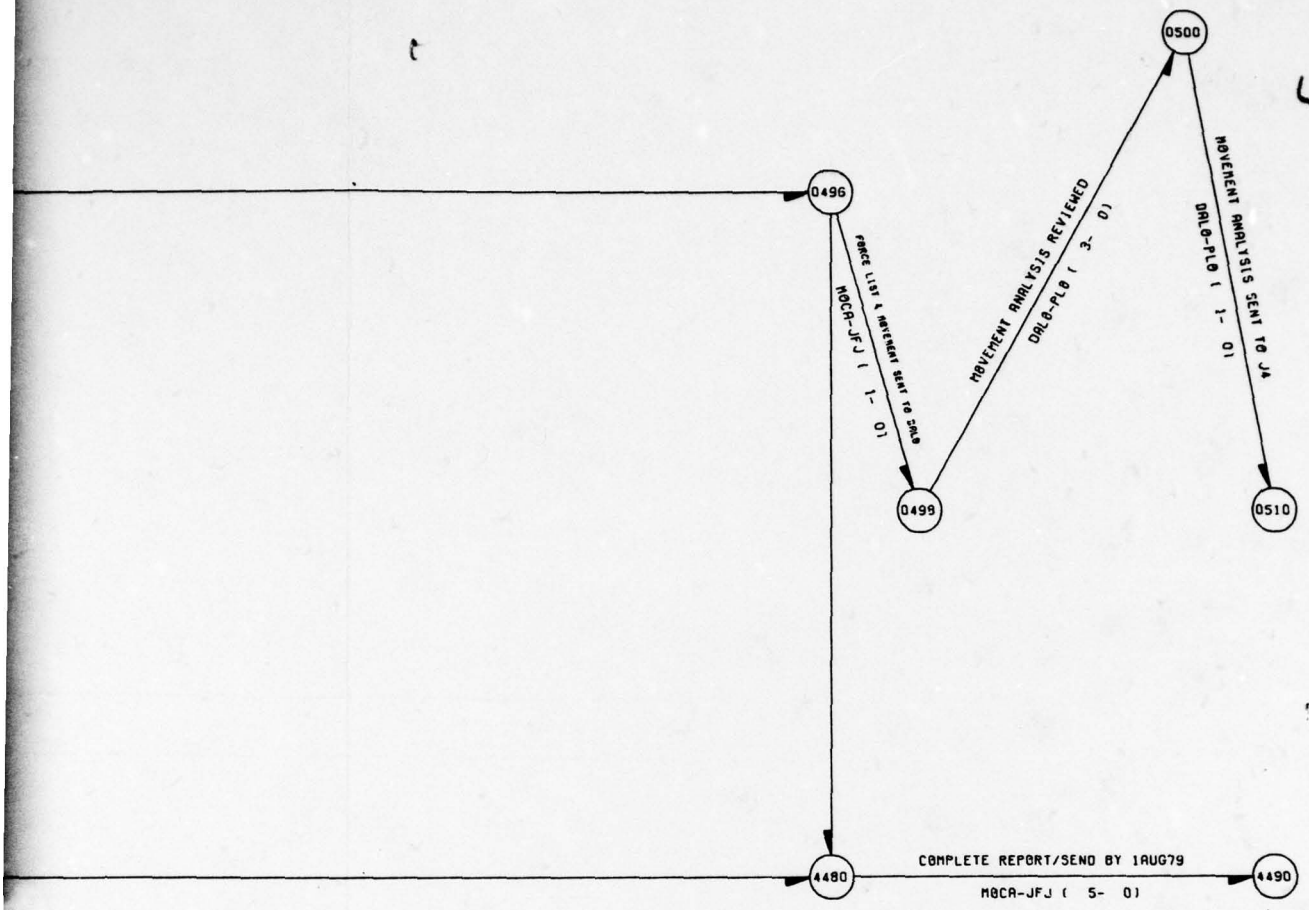
M8CA-JFJ (27- 13)

3

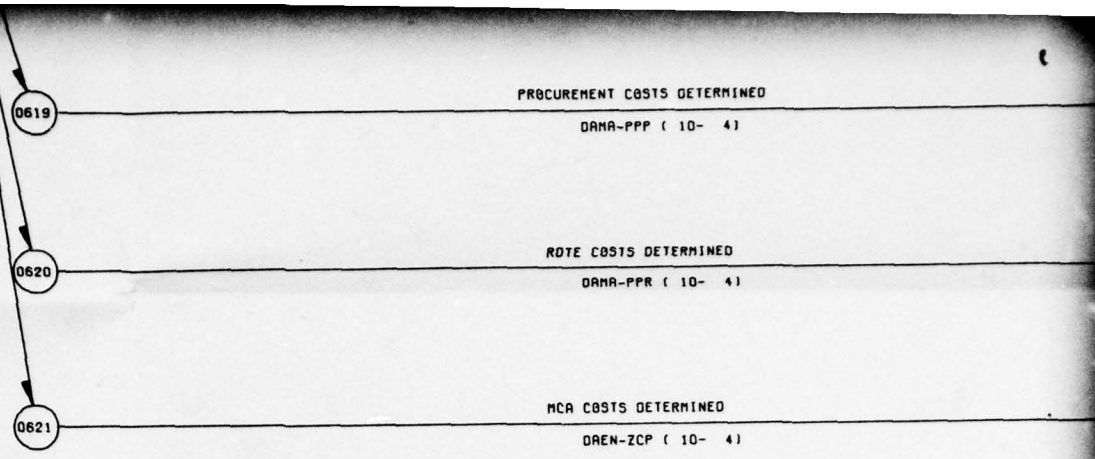
WRITE REPORT

M8CA-JFJ (29- 14)




0500
0496
FORCE LIST & MOVEMENT SENT TO DALO
MOCA-JFJ (1- 01)
MOVEMENT ANALYSIS REVIEWED
DALO-PLO (3- 01)
MOVEMENT ANALYSIS SENT TO J4
DALO-PLO (1- 01)
0499
0510
4480
COMPLETE REPORT/SEND BY 1AUG79
MOCA-JFJ (5- 01)
4490

4



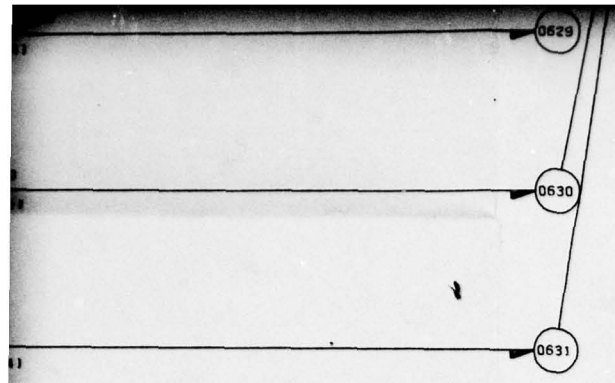
1

5

H

I

01JUN79 02JUN79 04JUN79 05JUN79



6

16JUN79 17JUN79

25JUN79

JSPDSA II ANALYSES PROCESS PRO

NETWORK C

7

25JUN79 30JUN79

NALYSES PROCESS PROJECTION CY 79

NETWORK C

8

15JUL79 16JUL79 19JUL79 20JUL79

NETWORK O

Network D

JSPDSA II/Book II Development Process Projection CY 79

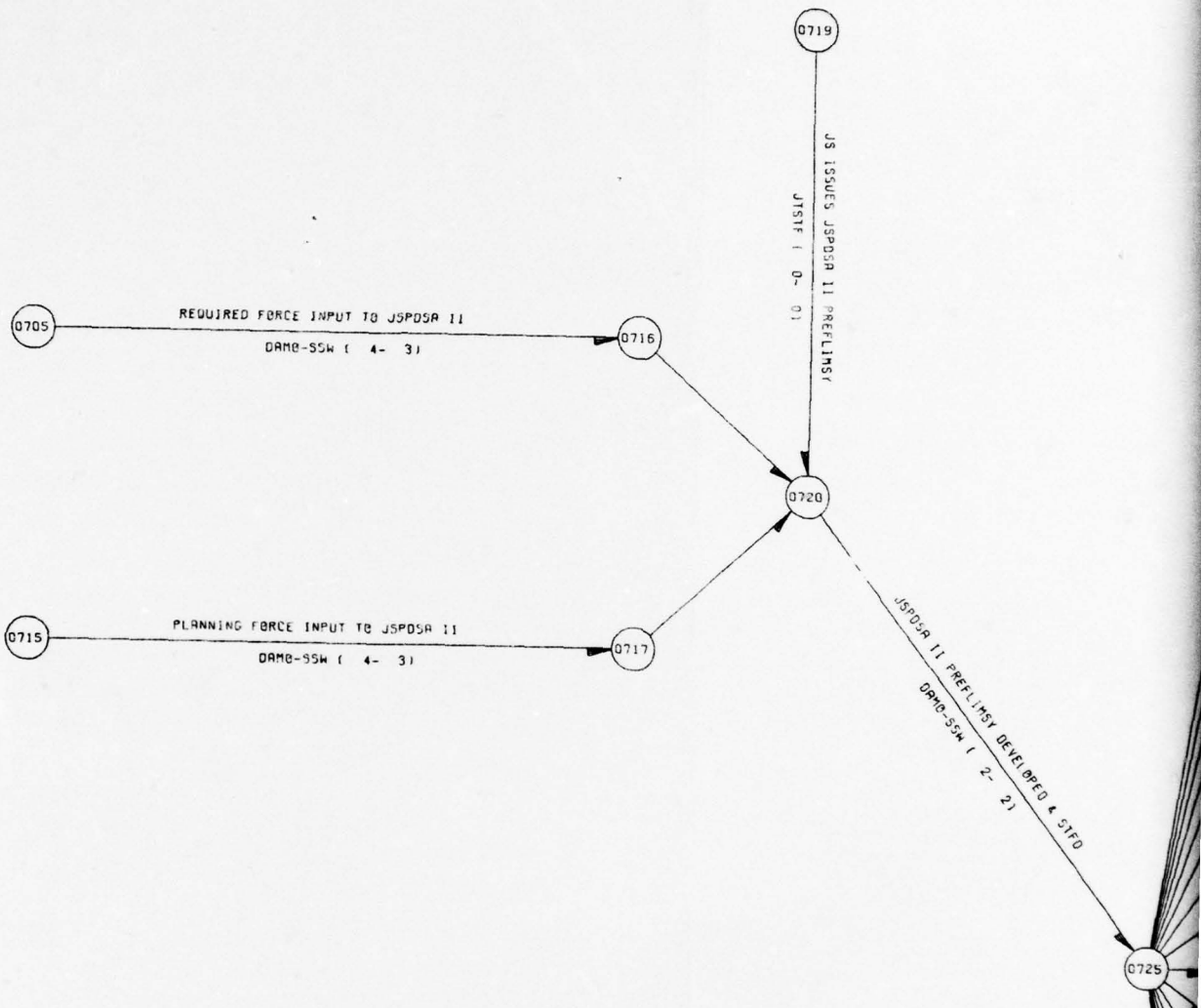
PURPOSE. The process develops the Army proposals for input to JSPDSA II, Book II.

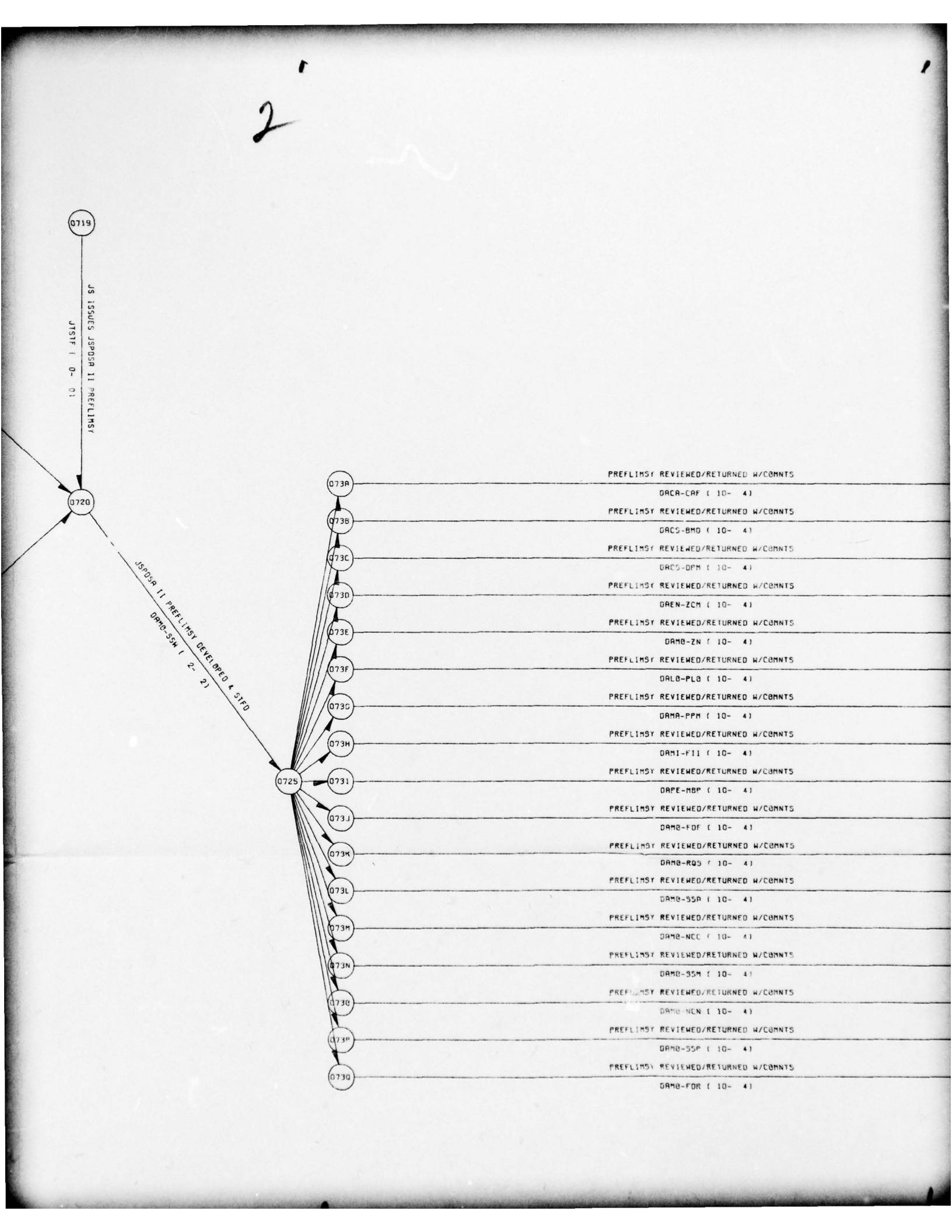
DESCRIPTION. The dates associated with the nodes are displayed anticipating a start date of 1 June 1979. The process as described in the network follows the Joint review procedures. The ARSTAF participation down to division level is displayed. The process begins with the publication of the JSPDSA II preflimsy. The minimum risk force and Army planning force are inserted at preflimsy. Strategic lift and cost analyses are inserted by the Joint Staff. The process is anticipated to end 1 October 1979.

CRITICAL MILESTONE. The critical milestone is 1 June; at that time, force analyses studies must be ready for input.

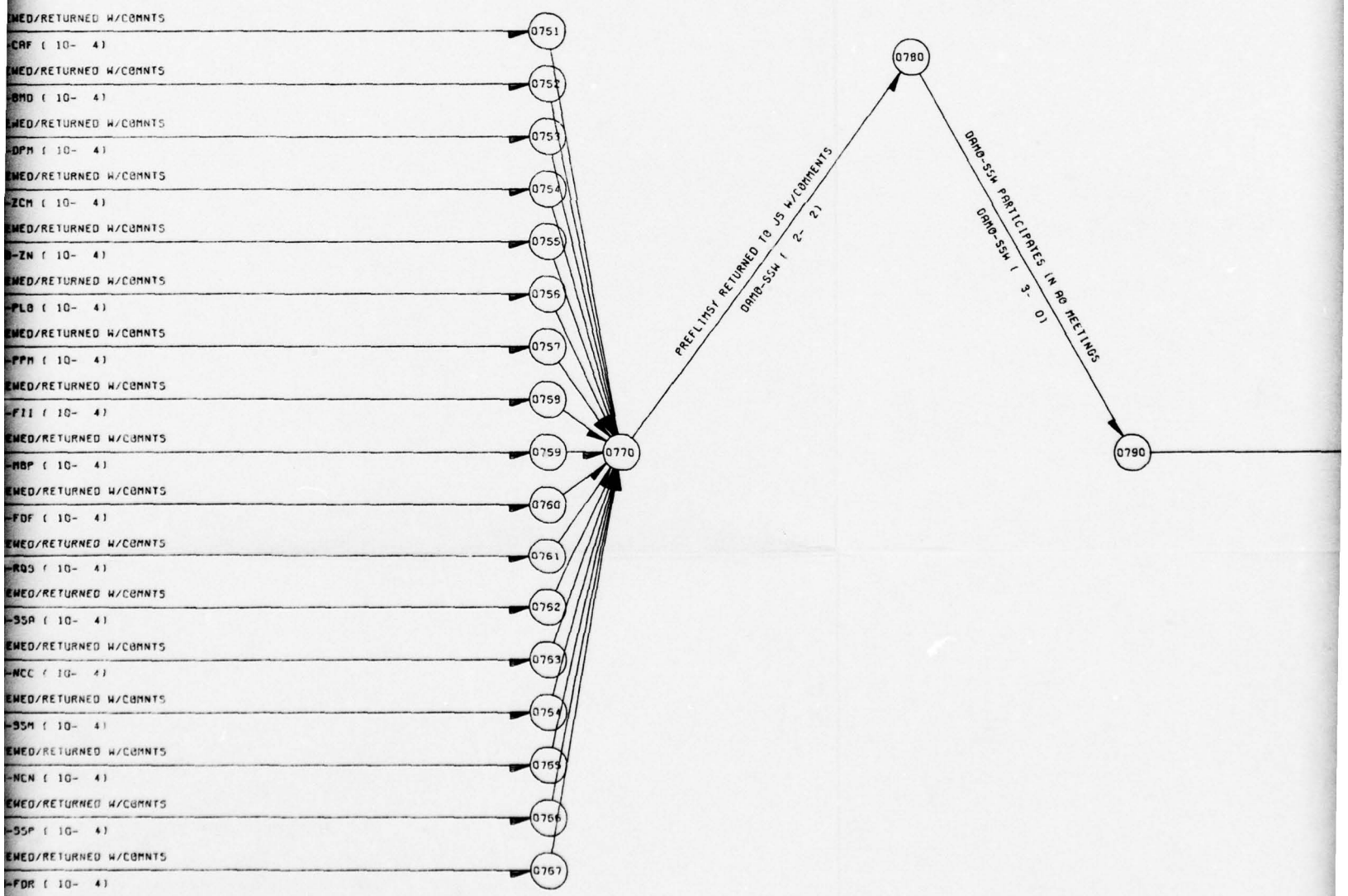
LINKAGE. This process is linked to Network C.

PRECEDING PAGE BLANK-NOT FILMED

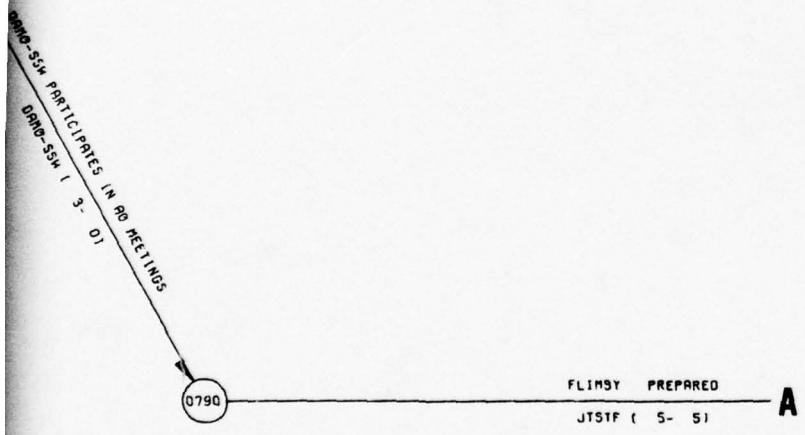


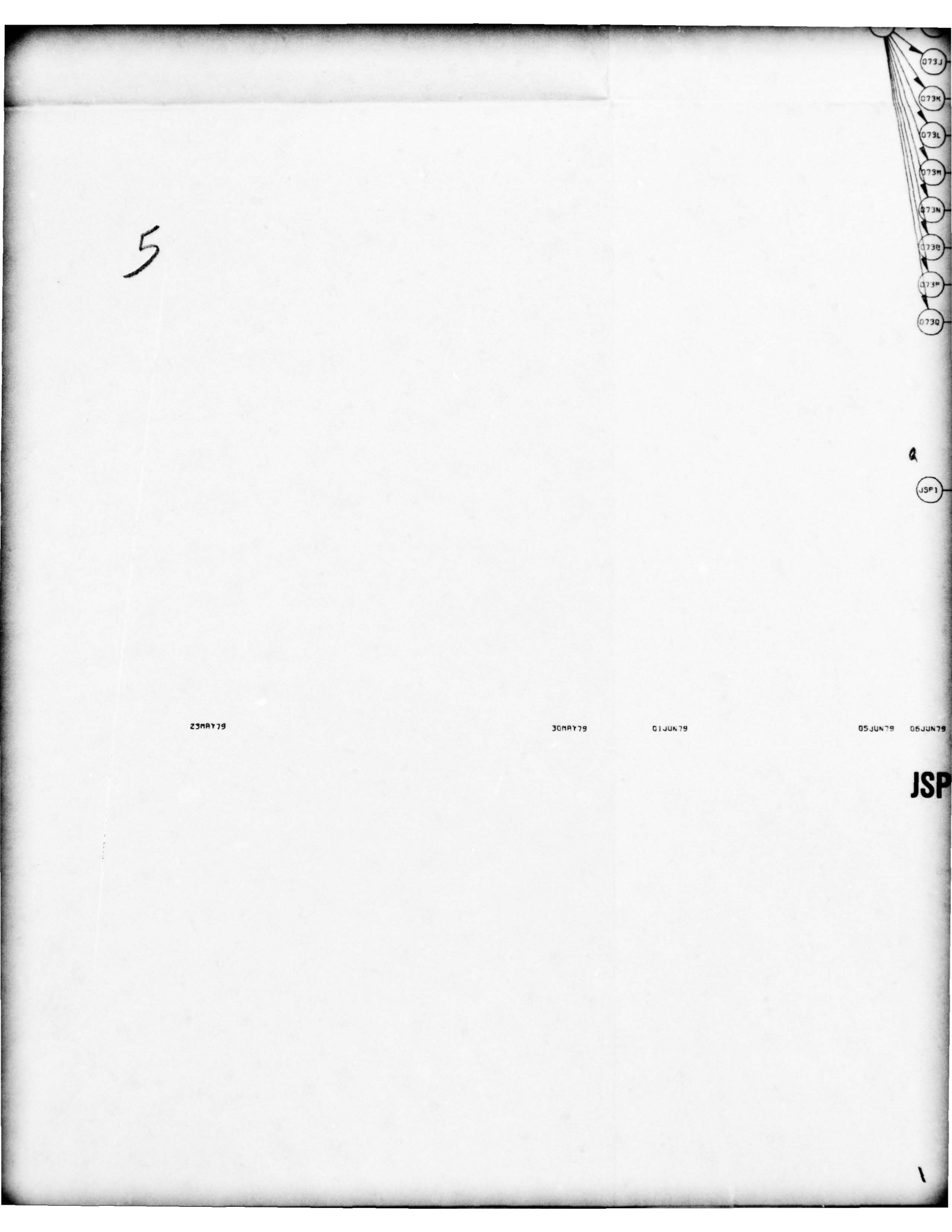

2
0719
JSP 1SSUES JSPDSR II PRELIMSY
JTSIF (0- 0)
0720
JSPDSR II PRELIMSY DEVELOPED & STFD
DAM0-SSM (2- 2)
0725
073A
073B
073C
073D
073E
073F
073G
073H
0731
073J
073K
073L
073M
073N
073O
073P
073Q
PREFLIMSY REVIEWED/RETURNED W/COMNTS
DACA-CAF (10- 4)
PREFLIMSY REVIEWED/RETURNED W/COMNTS
DACS-BMD (10- 4)
PREFLIMSY REVIEWED/RETURNED W/COMNTS
DACS-DPM (10- 4)
PREFLIMSY REVIEWED/RETURNED W/COMNTS
DAEN-ZCM (10- 4)
PREFLIMSY REVIEWED/RETURNED W/COMNTS
DAM0-ZN (10- 4)
PREFLIMSY REVIEWED/RETURNED W/COMNTS
DAL0-PL0 (10- 4)
PREFLIMSY REVIEWED/RETURNED W/COMNTS
DAMA-PPM (10- 4)
PREFLIMSY REVIEWED/RETURNED W/COMNTS
DAMI-FII (10- 4)
PREFLIMSY REVIEWED/RETURNED W/COMNTS
DAPE-MBP (10- 4)
PREFLIMSY REVIEWED/RETURNED W/COMNTS
DAM0-FDF (10- 4)
PREFLIMSY REVIEWED/RETURNED W/COMNTS
DAM0-RQS (10- 4)
PREFLIMSY REVIEWED/RETURNED W/COMNTS
DAM0-SSA (10- 4)
PREFLIMSY REVIEWED/RETURNED W/COMNTS
DAM0-NCC (10- 4)
PREFLIMSY REVIEWED/RETURNED W/COMNTS
DAM0-SSM (10- 4)
PREFLIMSY REVIEWED/RETURNED W/COMNTS
DAM0-NCN (10- 4)
PREFLIMSY REVIEWED/RETURNED W/COMNTS
DAM0-SSP (10- 4)
PREFLIMSY REVIEWED/RETURNED W/COMNTS
DAM0-FDR (10- 4)

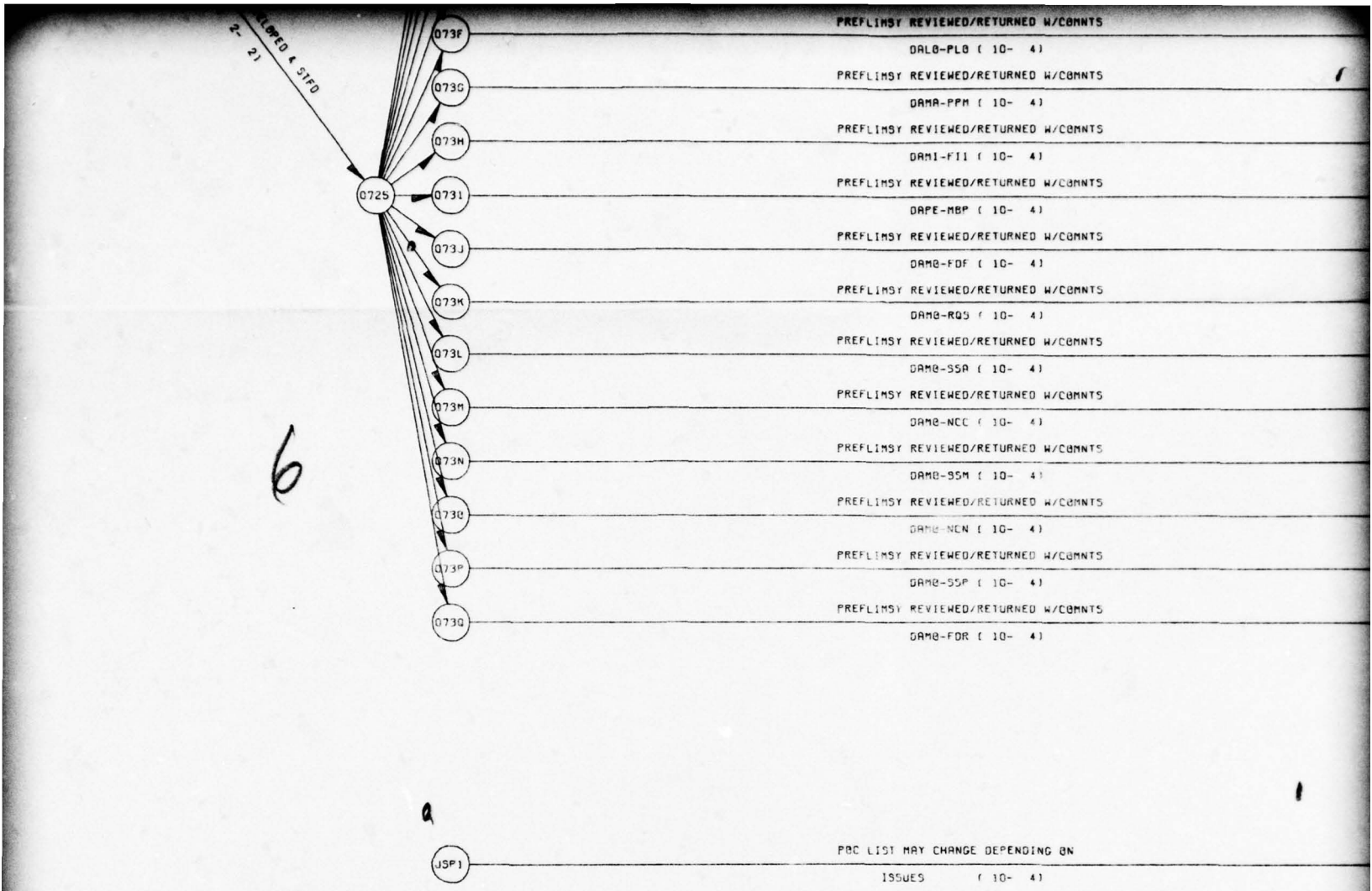
3


EWED/RETURNED W/COMNTS
-CAF (10- 4)
EWED/RETURNED W/COMNTS
-BMD (10- 4)
EWED/RETURNED W/COMNTS
-DPM (10- 4)
EWED/RETURNED W/COMNTS
-ZCM (10- 4)
EWED/RETURNED W/COMNTS
-ZN (10- 4)
EWED/RETURNED W/COMNTS
-PLB (10- 4)
EWED/RETURNED W/COMNTS
-PPM (10- 4)
EWED/RETURNED W/COMNTS
-FII (10- 4)
EWED/RETURNED W/COMNTS
-MBP (10- 4)
EWED/RETURNED W/COMNTS
-FDF (10- 4)
EWED/RETURNED W/COMNTS
-RQS (10- 4)
EWED/RETURNED W/COMNTS
-SSA (10- 4)
EWED/RETURNED W/COMNTS
-NCC (10- 4)
EWED/RETURNED W/COMNTS
-SSM (10- 4)
EWED/RETURNED W/COMNTS
-NCN (10- 4)
EWED/RETURNED W/COMNTS
-SSP (10- 4)
EWED/RETURNED W/COMNTS
-FDR (10- 4)
0751
0752
0753
0754
0755
0756
0757
0758
0759
0760
0761
0762
0763
0764
0765
0766
0767
0770
PREFLIMSY RETURNED TO JS W/COMMENTS
DAMB-SSM (2- 2)
0780
DAMB-SSM PARTICIPATES IN AB MEETINGS
DAMB-SSM (3- 0)
0790

4


DNRO-SSH PARTICIPATES IN RO MEETINGS
DNRO-SSH (3- 01
0790
FLIMSY PREPARED
JTSTF (5- 51
A

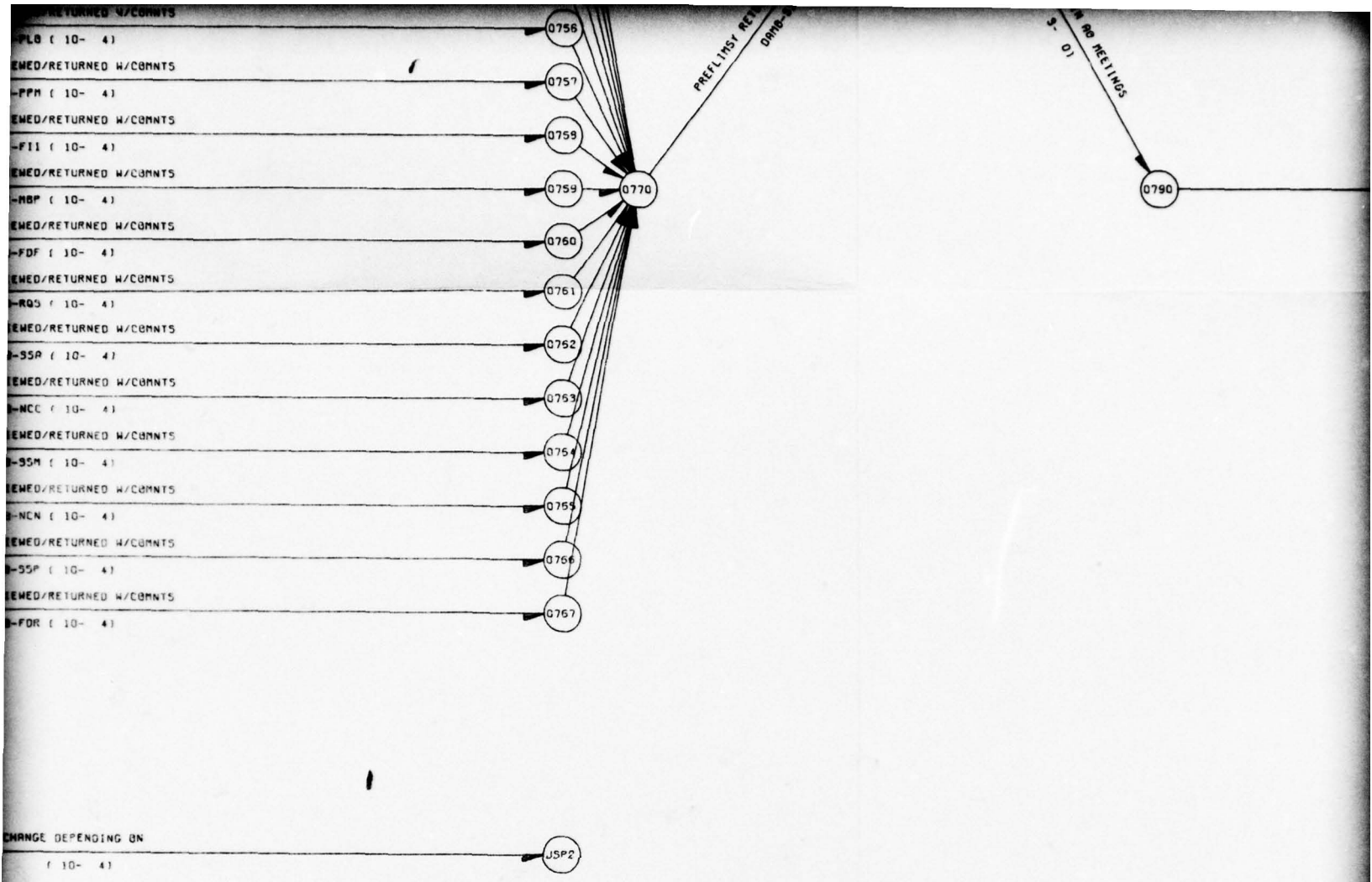

073J
073K
073L
073M
073N
073P
073Q
JSP1
23MAY79
30MAY79
01JUN79
05JUN79
06JUN79
JSP



01JUN79 05JUN79 06JUN79

JSPDSA II/II DEVELOPMENT PROCESS PROJECTION CY

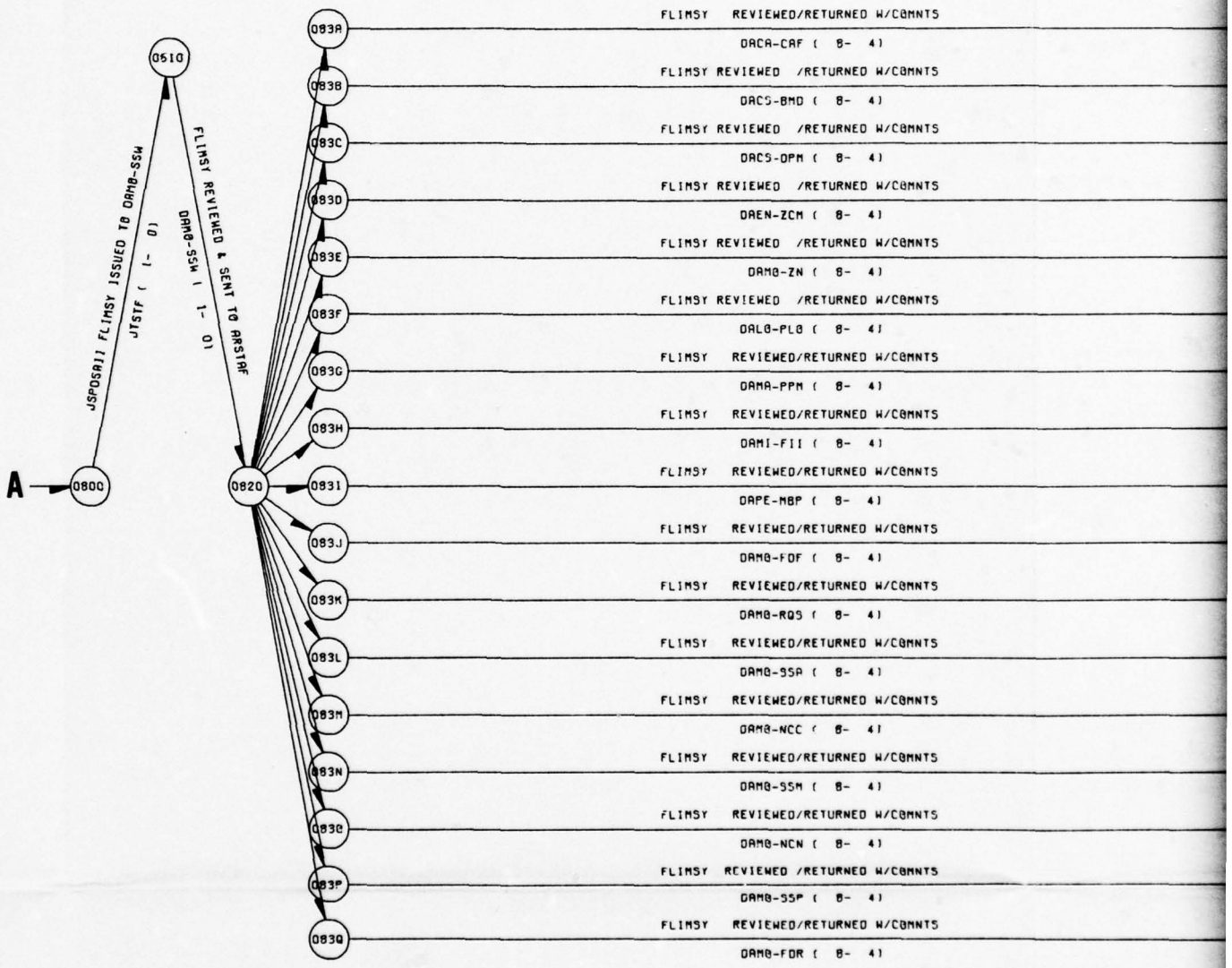
NETWORK D

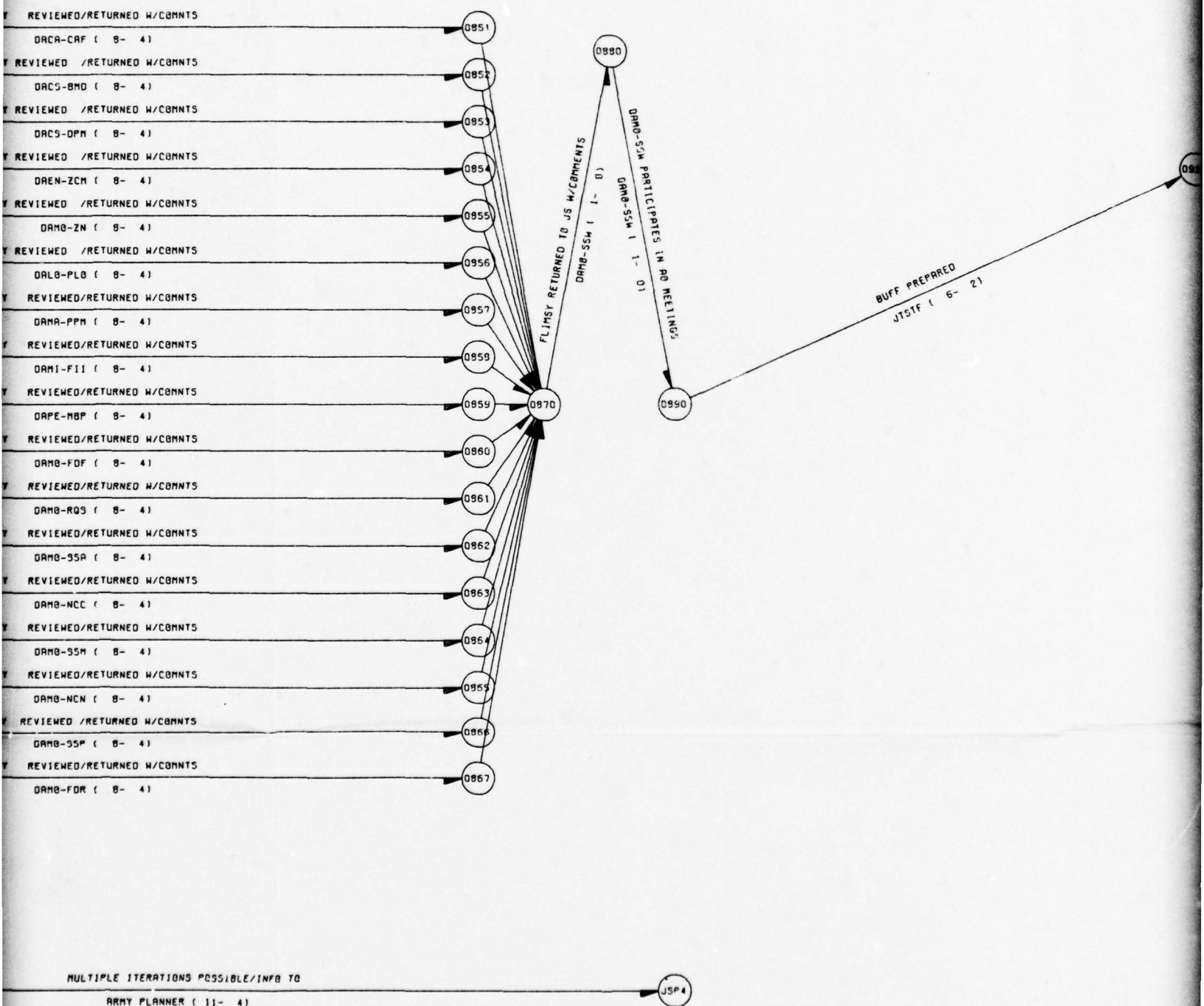


PROCESS PROJECTION CY 79

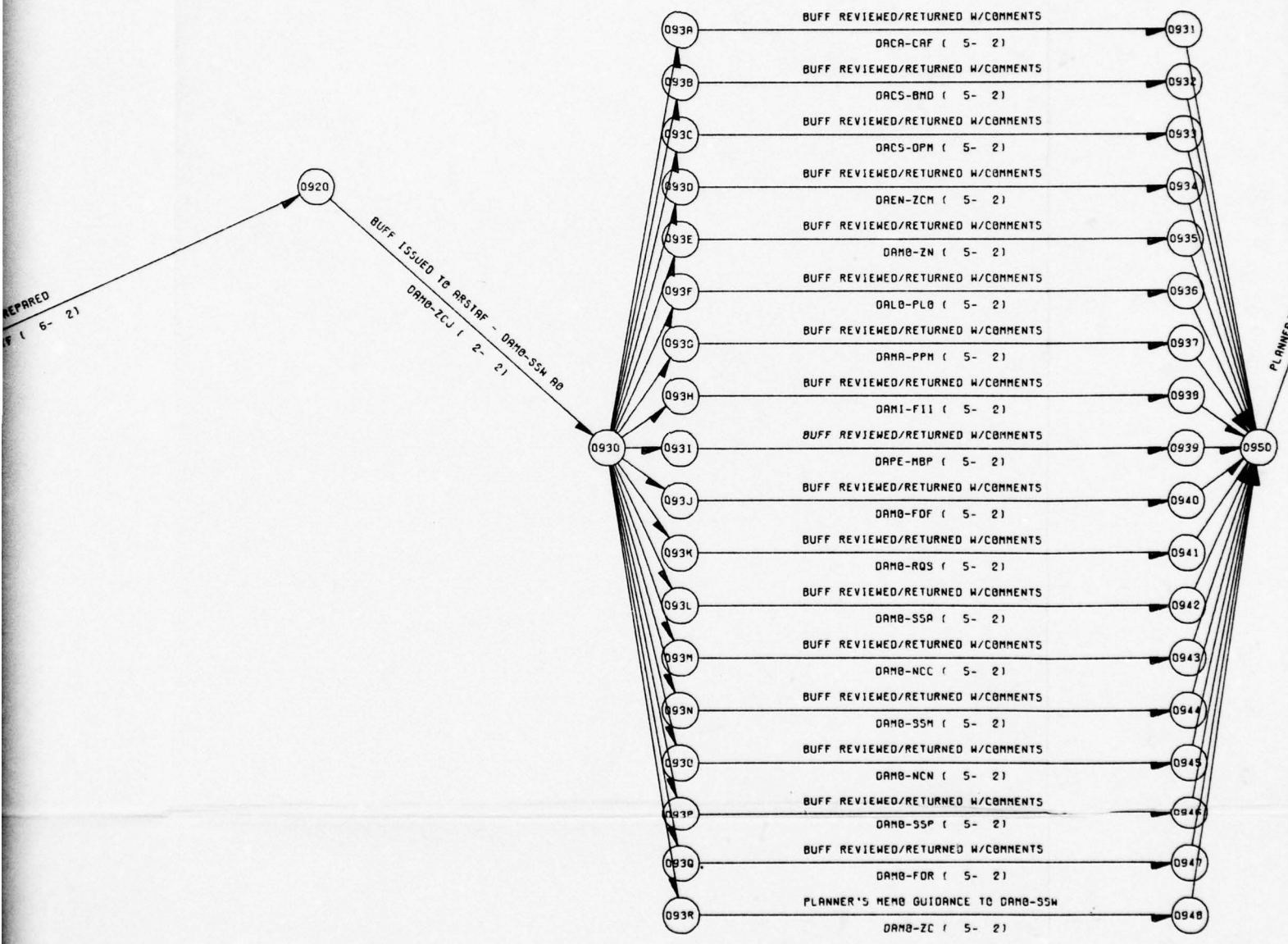
RK D

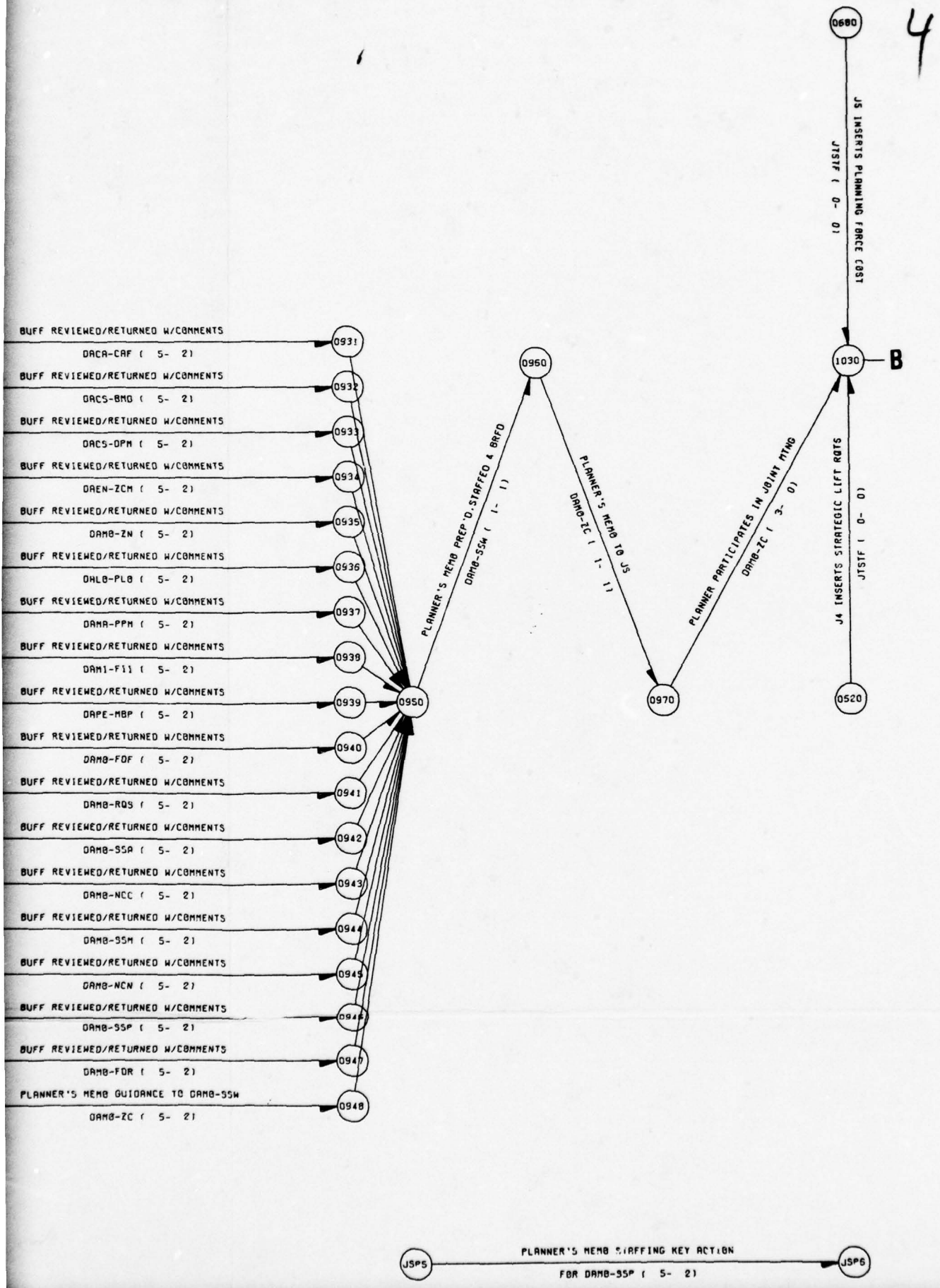
of 3


A
0800
JSPOSAJJ FLIMSY ISSUED TO DAM0-SSW
JTSTF (1- 0)
0510
FLIMSY REVIEWED & SENT TO ARSTAF
DAM0-SSW (1- 0)
0820
083A
FLIMSY REVIEWED/RETURNED W/COMNTS
DACA-CAF (8- 4)
083B
FLIMSY REVIEWED /RETURNED W/COMNTS
DACS-BMD (8- 4)
083C
FLIMSY REVIEWED /RETURNED W/COMNTS
DACS-DPM (8- 4)
083D
FLIMSY REVIEWED /RETURNED W/COMNTS
DAEN-ZCM (8- 4)
083E
FLIMSY REVIEWED /RETURNED W/COMNTS
DAM0-ZN (8- 4)
083F
FLIMSY REVIEWED /RETURNED W/COMNTS
DAL0-PL0 (8- 4)
083G
FLIMSY REVIEWED/RETURNED W/COMNTS
DAMA-PPM (8- 4)
083H
FLIMSY REVIEWED/RETURNED W/COMNTS
DAMI-FII (8- 4)
083I
FLIMSY REVIEWED/RETURNED W/COMNTS
DAPE-MBP (8- 4)
083J
FLIMSY REVIEWED/RETURNED W/COMNTS
DAM0-FDF (8- 4)
083K
FLIMSY REVIEWED/RETURNED W/COMNTS
DAM0-RQS (8- 4)
083L
FLIMSY REVIEWED/RETURNED W/COMNTS
DAM0-SSA (8- 4)
083M
FLIMSY REVIEWED/RETURNED W/COMNTS
DAM0-NCC (8- 4)
083N
FLIMSY REVIEWED/RETURNED W/COMNTS
DAM0-SSM (8- 4)
083O
FLIMSY REVIEWED/RETURNED W/COMNTS
DAM0-NCN (8- 4)
083P
FLIMSY REVIEWED /RETURNED W/COMNTS
DAM0-SSP (8- 4)
083Q
FLIMSY REVIEWED/RETURNED W/COMNTS
DAM0-FDR (8- 4)
JSP3
MULTIPLE ITERATIONS POSSIBLE/INFO TO
ARMY PLANNER (11- 4)


REVIEWED/RETURNED W/COMNTS
DACA-CAF (8- 4)
REVIEWED /RETURNED W/COMNTS
DACS-BMD (8- 4)
REVIEWED /RETURNED W/COMNTS
DACS-OPM (8- 4)
REVIEWED /RETURNED W/COMNTS
DAEN-ZCM (8- 4)
REVIEWED /RETURNED W/COMNTS
DAMO-ZN (8- 4)
REVIEWED /RETURNED W/COMNTS
DAL0-PL0 (8- 4)
REVIEWED/RETURNED W/COMNTS
DAMA-PPM (8- 4)
REVIEWED/RETURNED W/COMNTS
DAMI-FII (8- 4)
REVIEWED/RETURNED W/COMNTS
DAPE-M8P (8- 4)
REVIEWED/RETURNED W/COMNTS
DAM0-FDF (8- 4)
REVIEWED/RETURNED W/COMNTS
DAM0-RQS (8- 4)
REVIEWED/RETURNED W/COMNTS
DAM0-SSA (8- 4)
REVIEWED/RETURNED W/COMNTS
DAM0-NCC (8- 4)
REVIEWED/RETURNED W/COMNTS
DAM0-SSM (8- 4)
REVIEWED/RETURNED W/COMNTS
DAM0-NCN (8- 4)
REVIEWED /RETURNED W/COMNTS
DAM0-SSP (8- 4)
REVIEWED/RETURNED W/COMNTS
DAM0-FDR (8- 4)
0851
0852
0853
0854
0855
0856
0857
0858
0859
0860
0861
0862
0863
0864
0865
0866
0867
0870
FLIMSY RETURNED TO JS W/COMMENTS
DAM0-SSW (1- 0)
0880
DAM0-SSW PARTICIPATES IN AD MEETINGS
DAM0-SSW (1- 0)
0890
BUFF PREPARED
JTSTF (6- 2)
MULTIPLE ITERATIONS POSSIBLE/INFO TO
ARMY PLANNER (11- 4)
JSP4

3


REPARED
F (6- 2)
0920
BUFF ISSUED TO ARSTAF - DAM0-SSW A0
DAM0-ZCJ (2- 2)
0930
093A
BUFF REVIEWED/RETURNED W/COMMENTS
DACA-CAF (5- 2)
0931
093B
BUFF REVIEWED/RETURNED W/COMMENTS
DACS-BMD (5- 2)
0932
093C
BUFF REVIEWED/RETURNED W/COMMENTS
DACS-OPM (5- 2)
0933
093D
BUFF REVIEWED/RETURNED W/COMMENTS
DAEN-ZCM (5- 2)
0934
093E
BUFF REVIEWED/RETURNED W/COMMENTS
DAM0-ZN (5- 2)
0935
093F
BUFF REVIEWED/RETURNED W/COMMENTS
DAL0-PL0 (5- 2)
0936
093G
BUFF REVIEWED/RETURNED W/COMMENTS
DAMA-PPM (5- 2)
0937
093H
BUFF REVIEWED/RETURNED W/COMMENTS
DAMI-FII (5- 2)
0938
093I
BUFF REVIEWED/RETURNED W/COMMENTS
DAPE-MBP (5- 2)
0939
093J
BUFF REVIEWED/RETURNED W/COMMENTS
DAM0-FOF (5- 2)
0940
093K
BUFF REVIEWED/RETURNED W/COMMENTS
DAM0-RQS (5- 2)
0941
093L
BUFF REVIEWED/RETURNED W/COMMENTS
DAM0-SSA (5- 2)
0942
093M
BUFF REVIEWED/RETURNED W/COMMENTS
DAM0-NCC (5- 2)
0943
093N
BUFF REVIEWED/RETURNED W/COMMENTS
DAM0-SSM (5- 2)
0944
093O
BUFF REVIEWED/RETURNED W/COMMENTS
DAM0-NCN (5- 2)
0945
093P
BUFF REVIEWED/RETURNED W/COMMENTS
DAM0-SSP (5- 2)
0946
093Q
BUFF REVIEWED/RETURNED W/COMMENTS
DAM0-FOR (5- 2)
0947
093R
PLANNER'S MEMO GUIDANCE TO DAM0-SSW
DAM0-ZC (5- 2)
0948
PLANNER'S MEMO PREP'D,
0950
JSP5
JSP7


0680
JS INSERTS PLANNING FORCE COST
JTSTF (0- 0)
1030
B
0960
PLANNER'S MEMO PREP'D.STAFFED & BRFD
DAM0-SSW (1- 1)
PLANNER'S MEMO TO JS
DAM0-ZC (1- 1)
PLANNER PARTICIPATES IN JOINT MTNG
DAM0-ZC (3- 0)
J4 INSERTS STRATEGIC LIFT RQTS
JTSTF (0- 0)
0970
0520
0950
BUFF REVIEWED/RETURNED W/COMMENTS
DACA-CAF (5- 2)
0931
BUFF REVIEWED/RETURNED W/COMMENTS
DACS-BMD (5- 2)
0932
BUFF REVIEWED/RETURNED W/COMMENTS
DACS-OPM (5- 2)
0933
BUFF REVIEWED/RETURNED W/COMMENTS
DAEN-ZCM (5- 2)
0934
BUFF REVIEWED/RETURNED W/COMMENTS
DAM0-ZN (5- 2)
0935
BUFF REVIEWED/RETURNED W/COMMENTS
DALO-PLO (5- 2)
0936
BUFF REVIEWED/RETURNED W/COMMENTS
DAMA-PPM (5- 2)
0937
BUFF REVIEWED/RETURNED W/COMMENTS
DAM1-F11 (5- 2)
0938
BUFF REVIEWED/RETURNED W/COMMENTS
DAPE-MBP (5- 2)
0939
BUFF REVIEWED/RETURNED W/COMMENTS
DAM0-FDF (5- 2)
0940
BUFF REVIEWED/RETURNED W/COMMENTS
DAM0-RQS (5- 2)
0941
BUFF REVIEWED/RETURNED W/COMMENTS
DAM0-SSA (5- 2)
0942
BUFF REVIEWED/RETURNED W/COMMENTS
DAM0-NCC (5- 2)
0943
BUFF REVIEWED/RETURNED W/COMMENTS
DAM0-SSM (5- 2)
0944
BUFF REVIEWED/RETURNED W/COMMENTS
DAM0-NCN (5- 2)
0945
BUFF REVIEWED/RETURNED W/COMMENTS
DAM0-SSP (5- 2)
0946
BUFF REVIEWED/RETURNED W/COMMENTS
DAM0-FDR (5- 2)
0947
PLANNER'S MEMO GUIDANCE TO DAM0-SSW
DAM0-ZC (5- 2)
0948
JSP5
PLANNER'S MEMO STAFFING KEY ACTION
FOR DAM0-SSP (5- 2)
JSP6

FLIMSY REVIEWED /RETURNED W/COMNTS

DAM8-55P (8- 4)

FLIMSY REVIEWED/RETURNED W/COMNTS

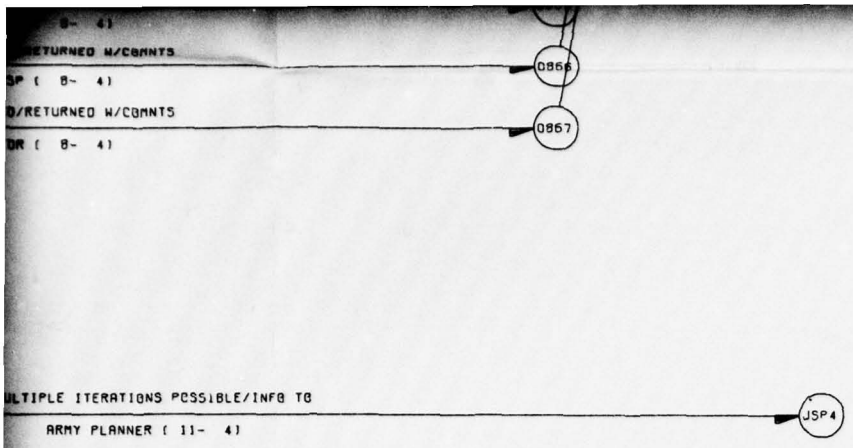
DAM8-FOR (8- 4)

MULTIPLE ITERATIONS POSSIBLE/INFO TO

ARMY PLANNER (11- 4)

5

08JUL79 09JUL79 10JUL79 11JUL79

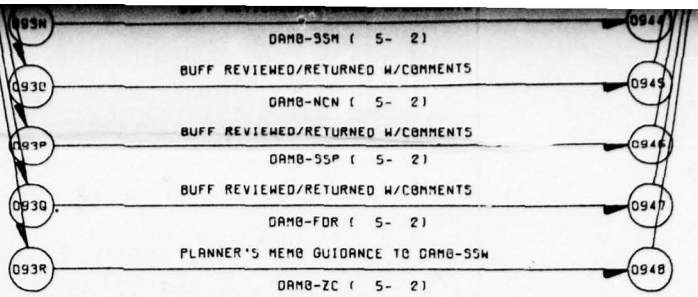


6.

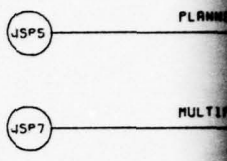
23JUL79 24JUL79 25JUL79 26JUL79 03AUG79

JSPDSA II/II DEVELOPMENT PROCESS PROJE

NETWORK D



7

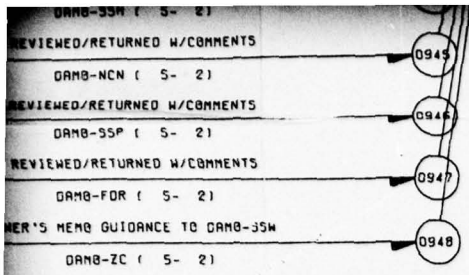


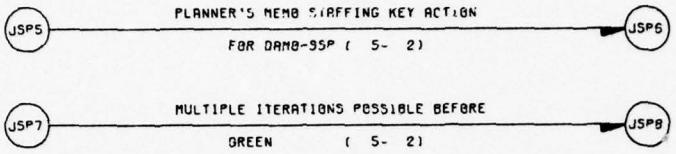
03AUG79 07AUG79 08AUG79 15AUG79 16AUG79 18AUG7

T PROCESS PROJECTION CY 79

TWORK D

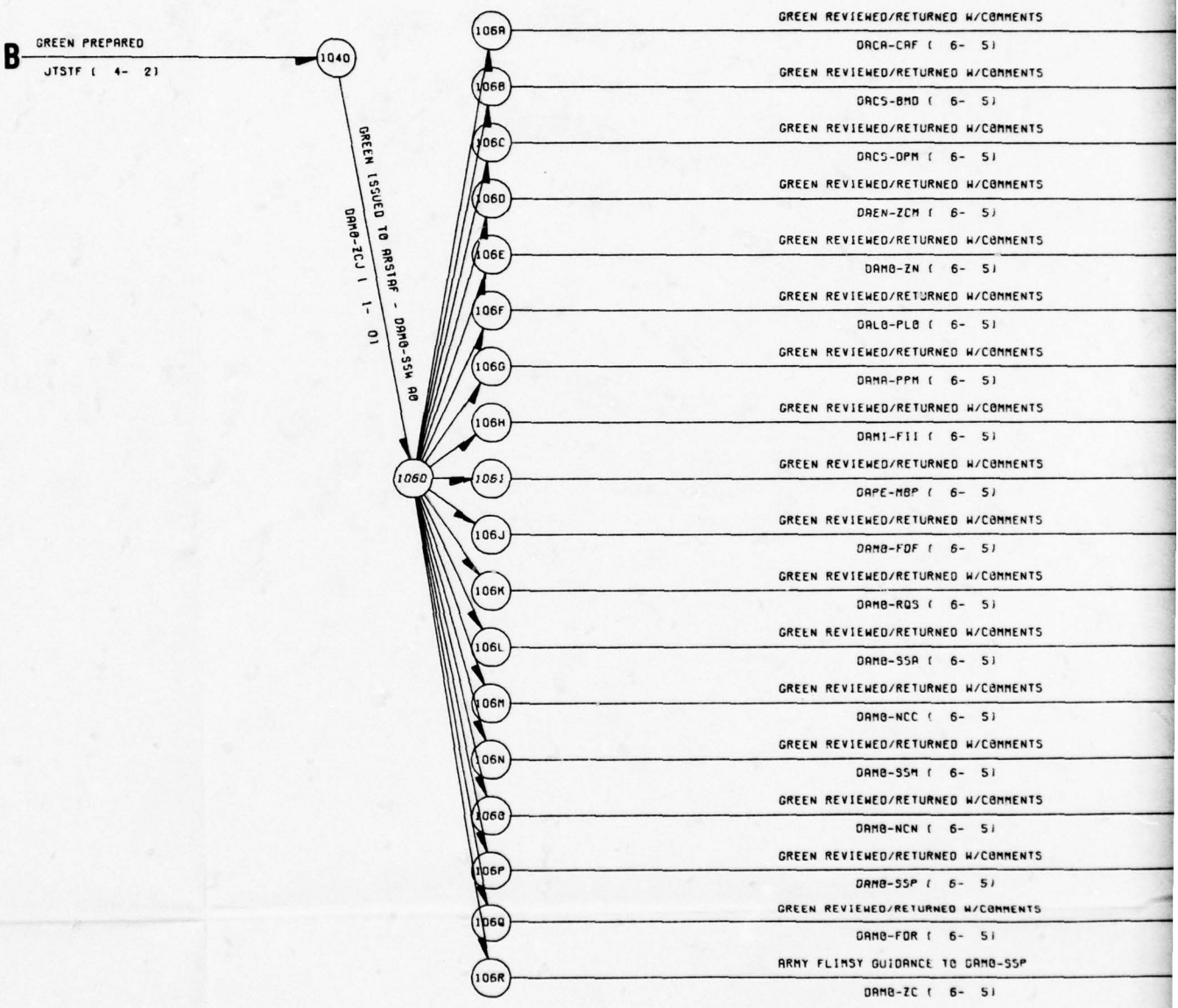
ge 2 of 3



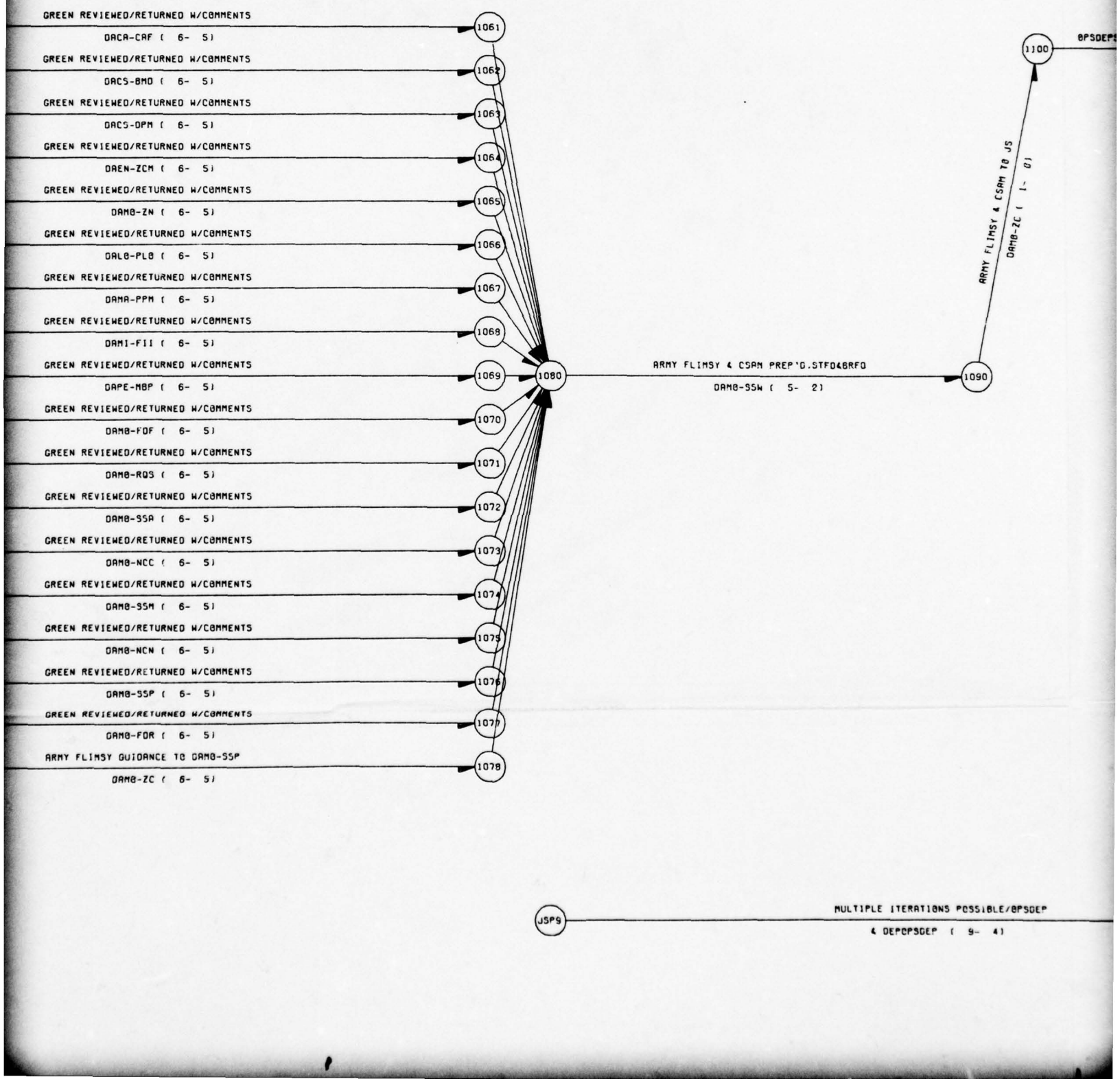


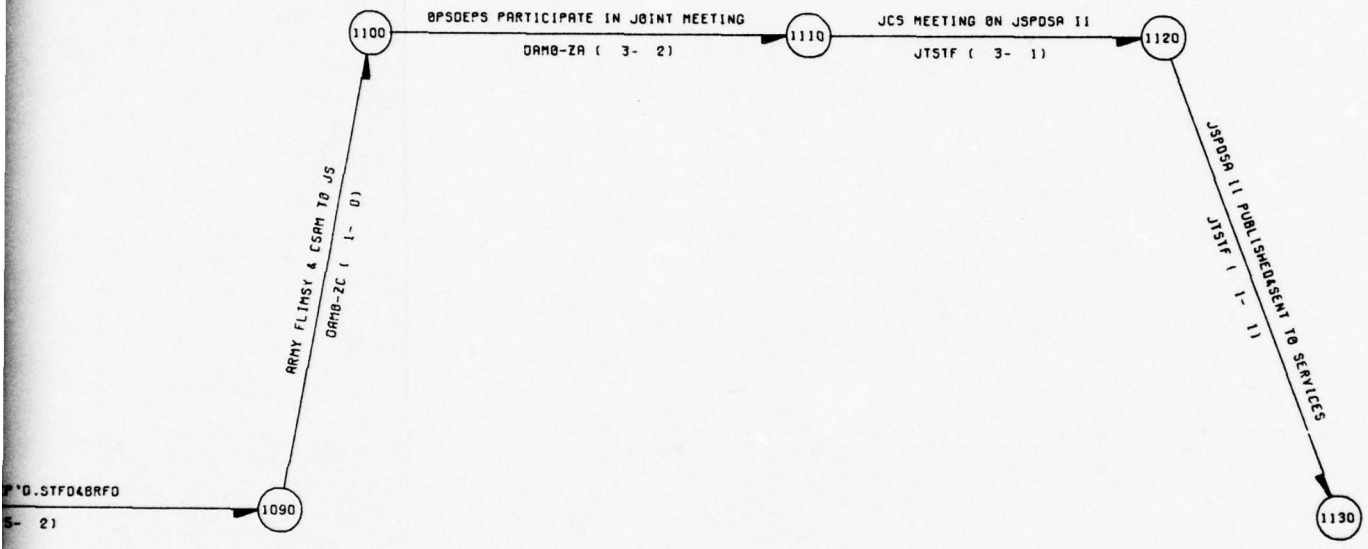
15AUG79 16AUG79 19AUG79 20AUG79 23AUG79

8


B
GREEN PREPARED
JTSTF (4- 2)
1040
GREEN ISSUED TO ARSTAF - DAM0-SSW AR
DAM0-ZCJ (1- 01)
1060
106A
GREEN REVIEWED/RETURNED W/COMMENTS
DACA-CAF (6- 5)
106B
GREEN REVIEWED/RETURNED W/COMMENTS
DACS-BMD (6- 5)
106C
GREEN REVIEWED/RETURNED W/COMMENTS
DACS-DPM (6- 5)
106D
GREEN REVIEWED/RETURNED W/COMMENTS
DAEN-ZCM (6- 5)
106E
GREEN REVIEWED/RETURNED W/COMMENTS
DAM0-ZN (6- 5)
106F
GREEN REVIEWED/RETURNED W/COMMENTS
DAL0-PL0 (6- 5)
106G
GREEN REVIEWED/RETURNED W/COMMENTS
DAMA-PPM (6- 5)
106H
GREEN REVIEWED/RETURNED W/COMMENTS
DAMI-FII (6- 5)
1061
GREEN REVIEWED/RETURNED W/COMMENTS
DAPE-M8P (6- 5)
106J
GREEN REVIEWED/RETURNED W/COMMENTS
DAM0-FDF (6- 5)
106K
GREEN REVIEWED/RETURNED W/COMMENTS
DAM0-RQS (6- 5)
106L
GREEN REVIEWED/RETURNED W/COMMENTS
DAM0-SSA (6- 5)
106M
GREEN REVIEWED/RETURNED W/COMMENTS
DAM0-NCC (6- 5)
106N
GREEN REVIEWED/RETURNED W/COMMENTS
DAM0-SSM (6- 5)
106O
GREEN REVIEWED/RETURNED W/COMMENTS
DAM0-NCN (6- 5)
106P
GREEN REVIEWED/RETURNED W/COMMENTS
DAM0-SSP (6- 5)
106Q
GREEN REVIEWED/RETURNED W/COMMENTS
DAM0-FDR (6- 5)
106R
ARMY FLIMSY GUIDANCE TO DAM0-SSP
DAM0-ZC (6- 5)

2

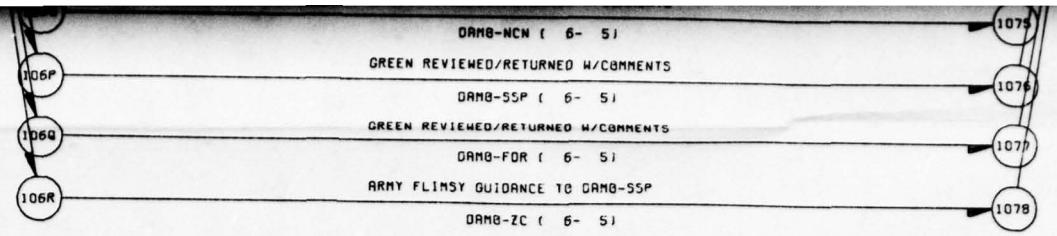

GREEN REVIEWED/RETURNED W/COMMENTS
DACA-CAF (6- 5)
1061
GREEN REVIEWED/RETURNED W/COMMENTS
DACS-BMD (6- 5)
1062
GREEN REVIEWED/RETURNED W/COMMENTS
DACS-DPM (6- 5)
1063
GREEN REVIEWED/RETURNED W/COMMENTS
DAEN-ZCM (6- 5)
1064
GREEN REVIEWED/RETURNED W/COMMENTS
DAMO-ZN (6- 5)
1065
GREEN REVIEWED/RETURNED W/COMMENTS
DALO-PLO (6- 5)
1066
GREEN REVIEWED/RETURNED W/COMMENTS
DAMA-PPM (6- 5)
1067
GREEN REVIEWED/RETURNED W/COMMENTS
DAMI-FII (6- 5)
1068
GREEN REVIEWED/RETURNED W/COMMENTS
DAPE-MBP (6- 5)
1069
GREEN REVIEWED/RETURNED W/COMMENTS
DAMO-FDF (6- 5)
1070
GREEN REVIEWED/RETURNED W/COMMENTS
DAMO-RQS (6- 5)
1071
GREEN REVIEWED/RETURNED W/COMMENTS
DAMO-SSA (6- 5)
1072
GREEN REVIEWED/RETURNED W/COMMENTS
DAMO-NCC (6- 5)
1073
GREEN REVIEWED/RETURNED W/COMMENTS
DAMO-SSM (6- 5)
1074
GREEN REVIEWED/RETURNED W/COMMENTS
DAMO-NCN (6- 5)
1075
GREEN REVIEWED/RETURNED W/COMMENTS
DAMO-SSP (6- 5)
1076
GREEN REVIEWED/RETURNED W/COMMENTS
DAMO-FDR (6- 5)
1077
ARMY FLIMSY GUIDANCE TO DAMO-SSP
DAMO-ZC (6- 5)
1078
1080
ARMY FLIMSY & CSAM PREP'D.STFD4BRFD
DAMO-SSW (5- 2)
1090
ARMY FLIMSY & CSAM TO JS
DAMO-ZC (1- 0)
1100
OPSDEPS
JSPS
MULTIPLE ITERATIONS POSSIBLE/OPSDEP
& DEPOPSDEP (9- 4)



MULTIPLE ITERATI0NS POSSIBLE/0PSDEP

4 DEP0PSDEP (9- 4)

JSP0



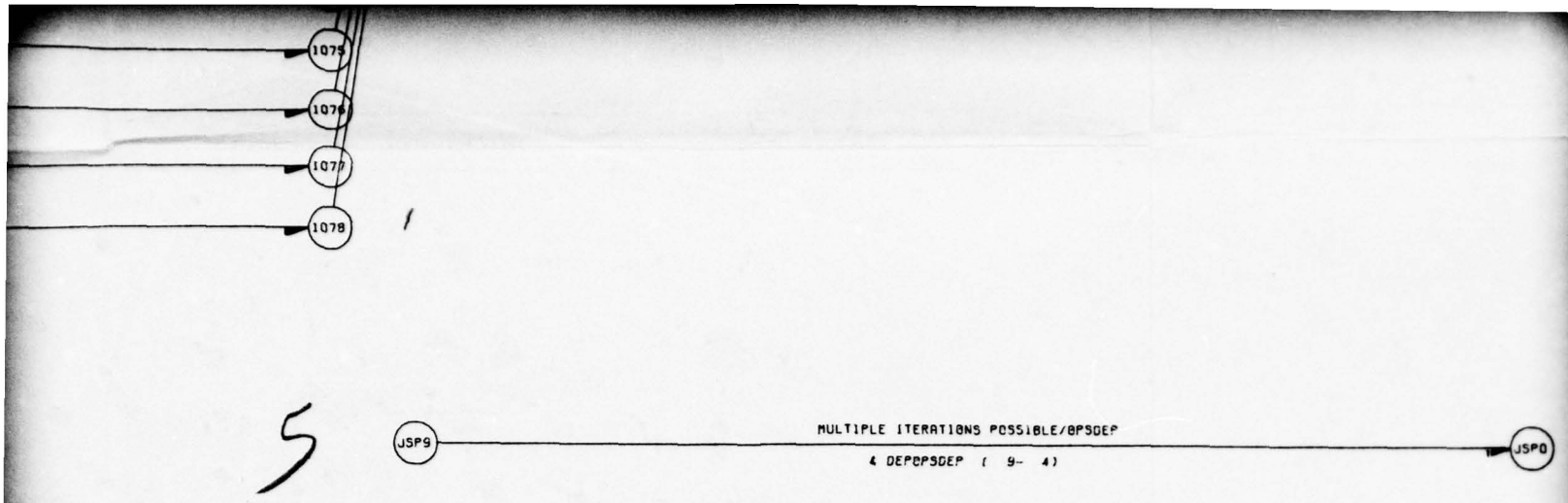
JSP9

4

29AUG79 30AUG79 31AUG79

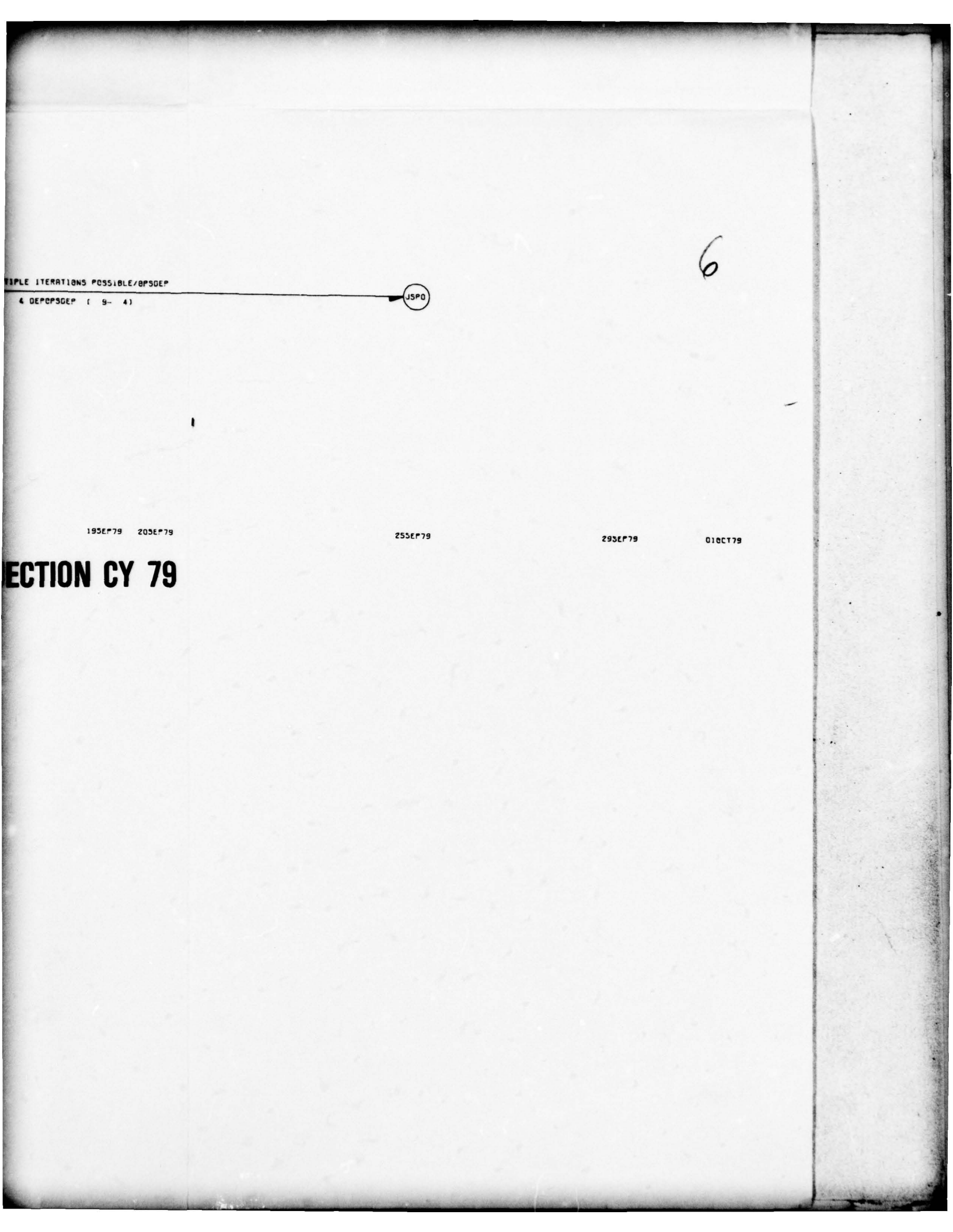
11SEP79 12SEP79

JSPDSA II/II DEVELOPM



SPDSA II/II DEVELOPMENT PROCESS PROJECTION CY 79

NETWORK D


6
TIPLE ITERATIONS POSSIBLE/OPSDEP
4 DEPDPSDEP (9- 4)
JSPO
19SEP79
20SEP79
25SEP79
29SEP79
01OCT79
ECTION CY 79

NETWORKE

Network E

JSPD Development Process Projection CY 79

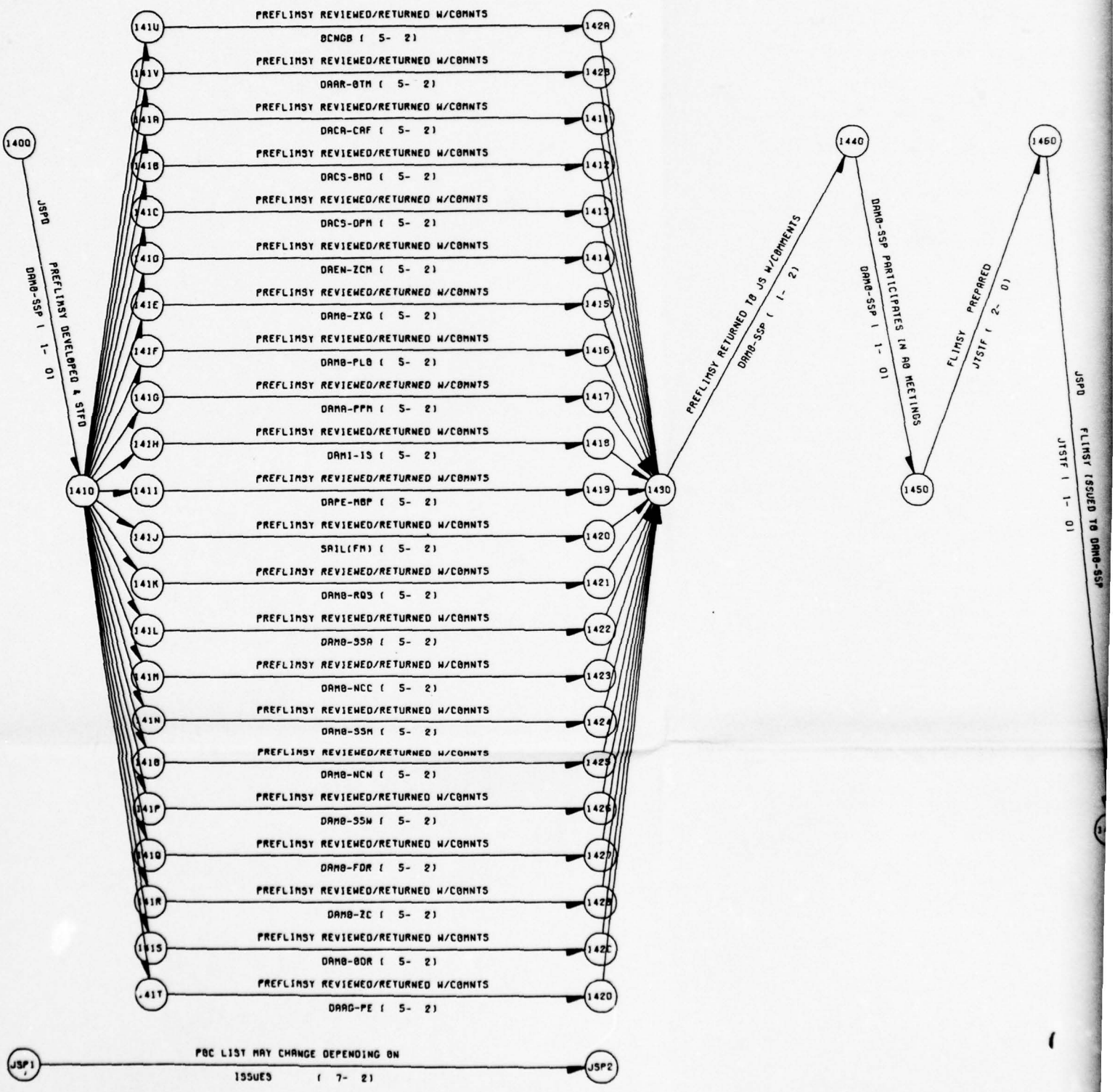
PURPOSE. The process develops the Army proposals for input to JSPD.

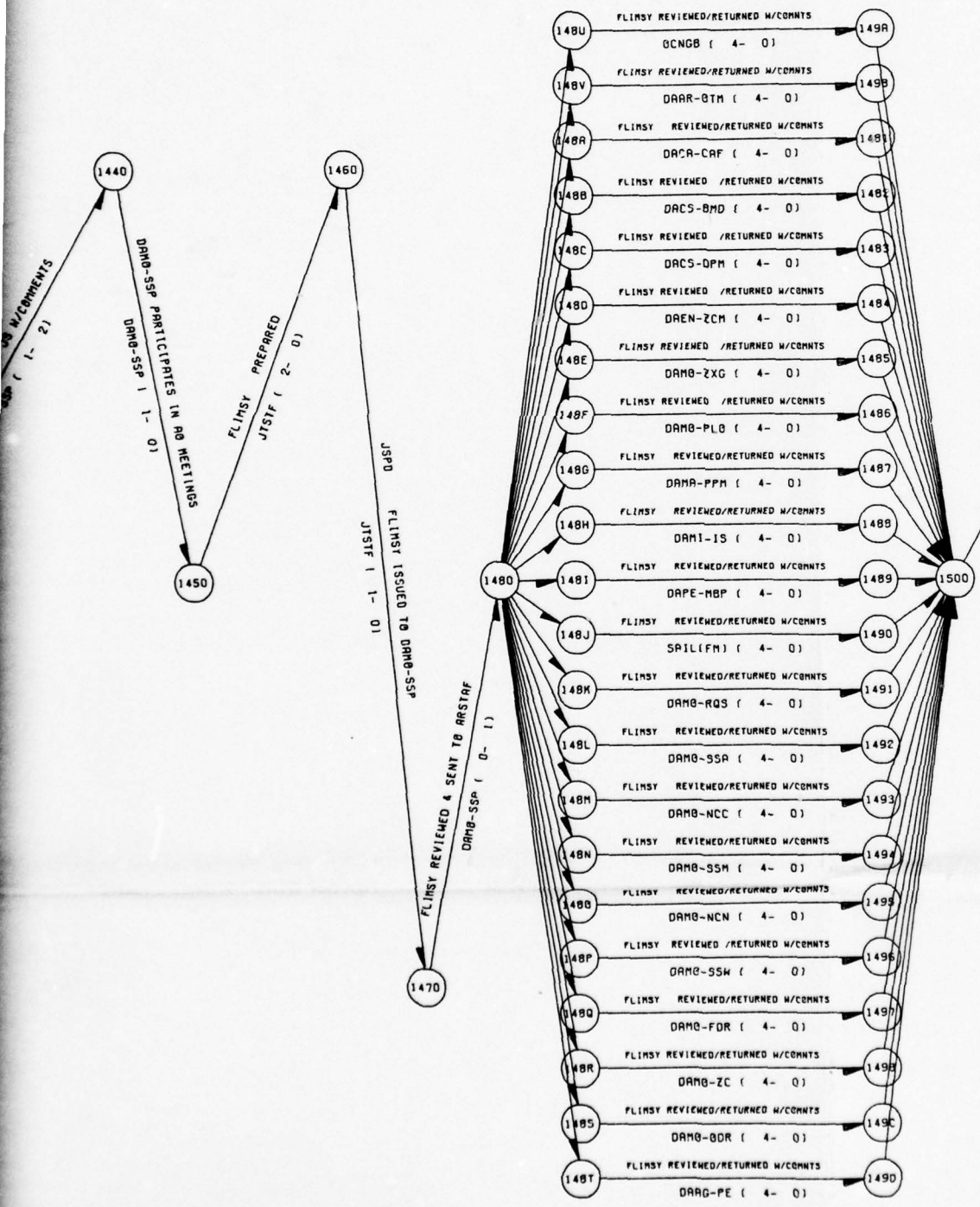
DESCRIPTION. The dates are displayed anticipating a completion 60 days prior to OSD coordination of the CG. The process follows Joint review procedures. ARSTAF participation down to division level is displayed. The process begins with the publication of the JSPD preflimsy. The process is anticipated to end 1 November 1979.

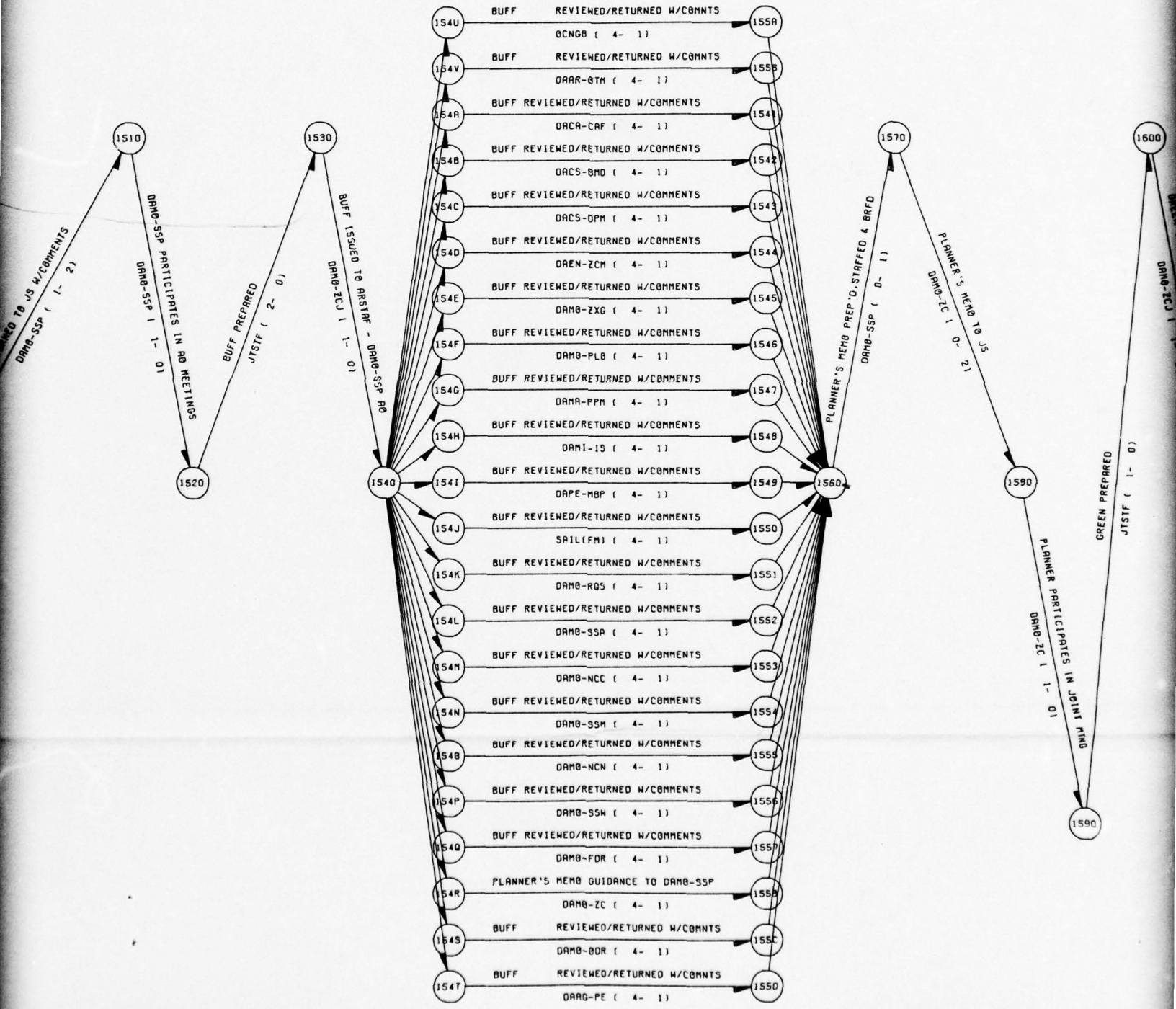
CRITICAL MILESTONE. The JSPD is used to influence OSD review and coordination of the CG which is anticipated to begin in November/ December.

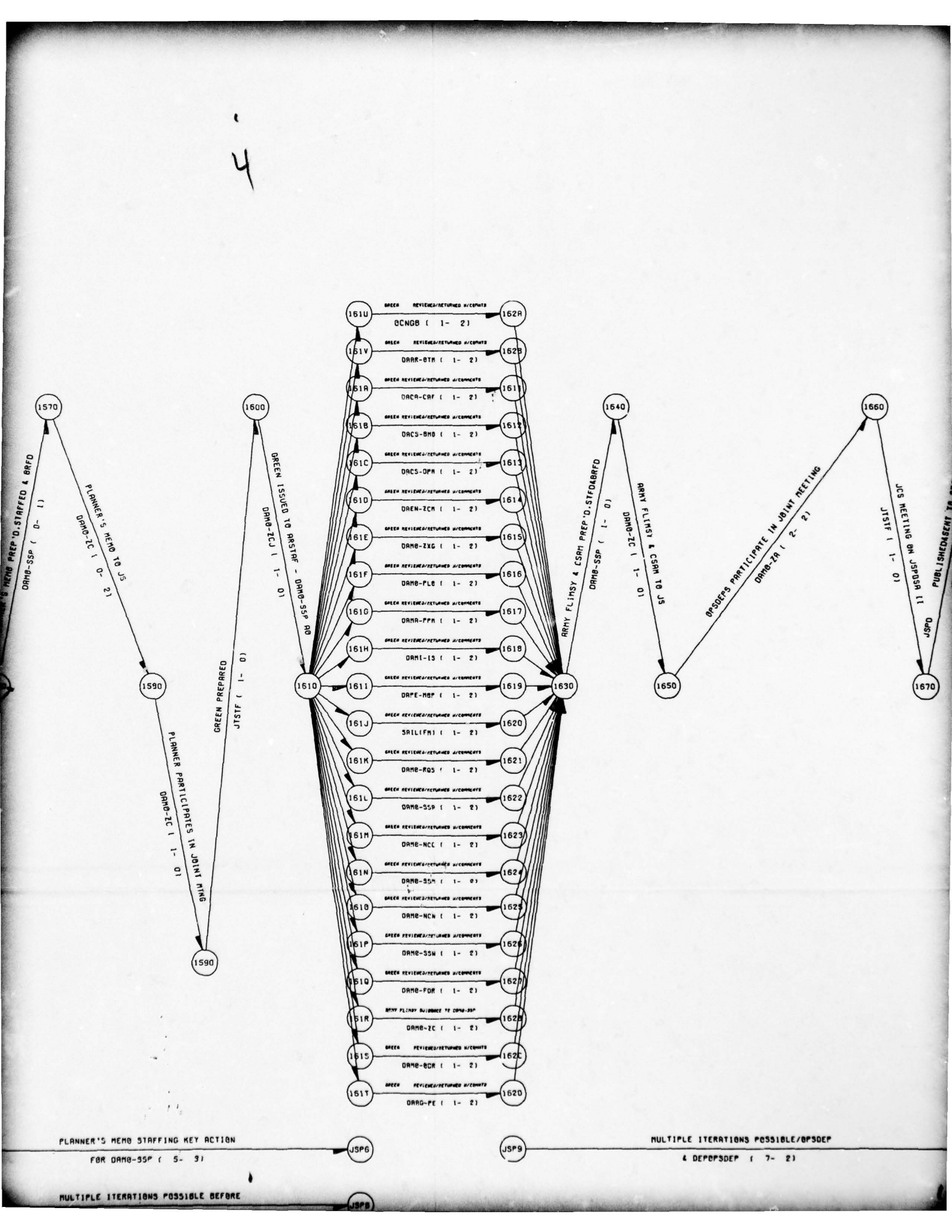
LINKAGES TO OTHER NETWORKS. The approved planning force is used as input for the guidance for program development process which appears on the Master Planning Process (Network A).

PRECEDING PAGE BLANK-NOT FILMED

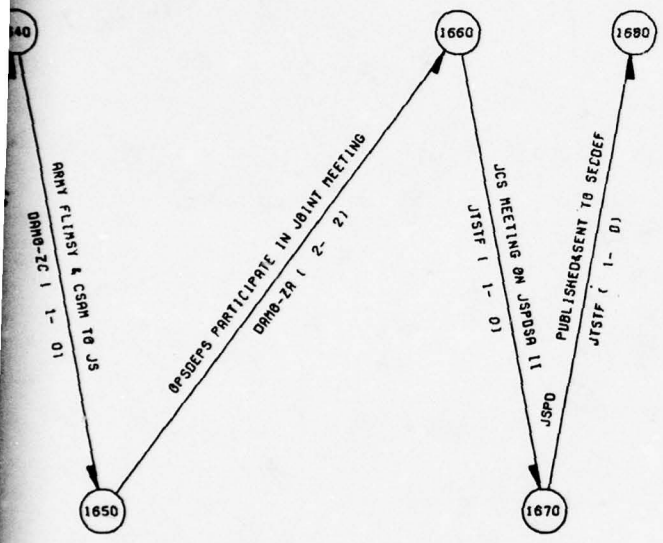



1440
1460
1450
1470
1480
1500
1510
1520
148U
149A
148V
149B
148A
149I
148B
149F
148C
149G
148D
149H
148E
149J
148F
149K
148G
149L
148H
149M
148I
149N
148J
149O
148K
149P
148L
149Q
148M
149R
148N
149S
148O
149T
148P
149U
148Q
149V
148R
149W
148S
149X
148T
149D
FLIMSY REVIEWED/RETURNED W/COMNTS
BCNGB (4- 0)
FLIMSY REVIEWED/RETURNED W/COMNTS
DAAR-BTM (4- 0)
FLIMSY REVIEWED/RETURNED W/COMNTS
DACA-CAF (4- 0)
FLIMSY REVIEWED /RETURNED W/COMNTS
DACS-BMD (4- 0)
FLIMSY REVIEWED /RETURNED W/COMNTS
DACS-DPM (4- 0)
FLIMSY REVIEWED /RETURNED W/COMNTS
DAEN-ZCM (4- 0)
FLIMSY REVIEWED /RETURNED W/COMNTS
DAM0-ZXG (4- 0)
FLIMSY REVIEWED /RETURNED W/COMNTS
DAM0-PL0 (4- 0)
FLIMSY REVIEWED/RETURNED W/COMNTS
DAMA-PPM (4- 0)
FLIMSY REVIEWED/RETURNED W/COMNTS
DAMI-IS (4- 0)
FLIMSY REVIEWED/RETURNED W/COMNTS
DAPE-MBP (4- 0)
FLIMSY REVIEWED/RETURNED W/COMNTS
SAIL(FM) (4- 0)
FLIMSY REVIEWED/RETURNED W/COMNTS
DAM0-RQS (4- 0)
FLIMSY REVIEWED/RETURNED W/COMNTS
DAM0-SSA (4- 0)
FLIMSY REVIEWED/RETURNED W/COMNTS
DAM0-NCC (4- 0)
FLIMSY REVIEWED/RETURNED W/COMNTS
DAM0-SSM (4- 0)
FLIMSY REVIEWED/RETURNED W/COMNTS
DAM0-NCN (4- 0)
FLIMSY REVIEWED /RETURNED W/COMNTS
DAM0-SSW (4- 0)
FLIMSY REVIEWED/RETURNED W/COMNTS
DAM0-FDR (4- 0)
FLIMSY REVIEWED/RETURNED W/COMNTS
DAM0-ZC (4- 0)
FLIMSY REVIEWED/RETURNED W/COMNTS
DAM0-BDR (4- 0)
FLIMSY REVIEWED/RETURNED W/COMNTS
DAAG-PE (4- 0)
JSPD
FLIMSY ISSUED TO DAM0-SSP
JTSTF (1- 0)
FLIMSY REVIEWED & SENT TO ARSTAF
DAM0-SSP (0- 1)
FLIMSY PREPARED
JTSTF (2- 0)
DAM0-SSP PARTICIPATES IN AO MEETINGS
DAM0-SSP (1- 0)
W/COMMENTS
SSP (1- 2)
FLIMSY RETURNED TO JS W/COMMENTS
DAM0-SSP (1- 2)
DAM0-SSP PARTICIPATES IN AO MEETINGS
DAM0-SSP (1- 0)
BUFF PREPARED
JTSTF (2- 0)
JSP3
MULTIPLE ITERATIONS POSSIBLE/INFO
ARMY PLANNER (5- 3)


1510
1520
1530
1540
1550
1560
1570
1590
1600
DAM0-SSP (1- 2)
DAM0-SSP PARTICIPATES IN A0 MEETINGS
DAM0-SSP (1- 0)
BUFF PREPARED
JTSTF (2- 0)
BUFF ISSUED TO ARSTAF - DAM0-SSP A0
DAM0-ZCJ (1- 0)
PLANNER'S MEM0 PREP'D,STAFFED & BRFD
DAM0-SSP (0- 1)
PLANNER'S MEM0 TO JS
DAM0-ZC (0- 2)
PLANNER PARTICIPATES IN JOINT MTNG
DAM0-ZC (1- 0)
GREEN PREPARED
JTSTF (1- 0)
154U BUFF REVIEWED/RETURNED W/COMNTS
OCNGB (4- 1)
155A
154V BUFF REVIEWED/RETURNED W/COMNTS
DAAR-0TM (4- 1)
155B
154A BUFF REVIEWED/RETURNED W/COMMENTS
DACA-CAF (4- 1)
1541
154B BUFF REVIEWED/RETURNED W/COMMENTS
DACS-BMD (4- 1)
1542
154C BUFF REVIEWED/RETURNED W/COMMENTS
DACS-DPM (4- 1)
1543
154D BUFF REVIEWED/RETURNED W/COMMENTS
DAEN-ZCM (4- 1)
1544
154E BUFF REVIEWED/RETURNED W/COMMENTS
DAM0-ZXG (4- 1)
1545
154F BUFF REVIEWED/RETURNED W/COMMENTS
DAM0-PLB (4- 1)
1546
154G BUFF REVIEWED/RETURNED W/COMMENTS
DAMA-PPM (4- 1)
1547
154H BUFF REVIEWED/RETURNED W/COMMENTS
DAM1-IS (4- 1)
1548
154I BUFF REVIEWED/RETURNED W/COMMENTS
DAPE-MBP (4- 1)
1549
154J BUFF REVIEWED/RETURNED W/COMMENTS
SAIL(FM) (4- 1)
1550
154K BUFF REVIEWED/RETURNED W/COMMENTS
DAM0-RQS (4- 1)
1551
154L BUFF REVIEWED/RETURNED W/COMMENTS
DAM0-SSA (4- 1)
1552
154M BUFF REVIEWED/RETURNED W/COMMENTS
DAM0-NCC (4- 1)
1553
154N BUFF REVIEWED/RETURNED W/COMMENTS
DAM0-SSM (4- 1)
1554
154O BUFF REVIEWED/RETURNED W/COMMENTS
DAM0-NCN (4- 1)
1555
154P BUFF REVIEWED/RETURNED W/COMMENTS
DAM0-SSW (4- 1)
1556
154Q BUFF REVIEWED/RETURNED W/COMMENTS
DAM0-FDR (4- 1)
1557
154R PLANNER'S MEM0 GUIDANCE TO DAM0-SSP
DAM0-ZC (4- 1)
155R
154S BUFF REVIEWED/RETURNED W/COMNTS
DAM0-0DR (4- 1)
155C
154T BUFF REVIEWED/RETURNED W/COMNTS
DAAG-PE (4- 1)
155D
MULTIPLE ITERATIONS POSSIBLE/INFO TO
ARMY PLANNER (5- 3)
JSP4
JSP5
PLANNER'S MEMO STAFFING KEY ACTION
FOR DAM0-SSP (5- 3)


1570
1600
1640
1660
1590
1610
1650
1630
1670
1590
PLANNER'S MEMO PREP'D, STAFFED & BRFD
DAMO-SSP (0- 1)
PLANNER'S MEMO TO JS
DAMO-ZC (0- 2)
GREEN ISSUED TO ARSTAF - DAMO-SSP AO
DAMO-ZCJ (1- 0)
GREEN PREPARED
JTSTF (1- 0)
PLANNER PARTICIPATES IN JOINT MTNG
DAMO-ZC (1- 0)
ARMY FLIMSY & CSAM PREP'D, STFO&BRFD
DAMO-SSP (1- 0)
ARMY FLIMSY & CSAM TO JS
DAMO-ZC (1- 0)
OPSDEPS PARTICIPATE IN JOINT MEETING
DAMO-ZA (2- 2)
JCS MEETING ON JSPDSA (1
JTSTF (1- 0)
PUBLISHED&SENT TO
JSPD
161U
GREEN REVIEWED/RETURNED W/COMMTS
OCNGB (1- 2)
162A
161V
GREEN REVIEWED/RETURNED W/COMMTS
DAAR-BTM (1- 2)
162B
161A
GREEN REVIEWED/RETURNED W/COMMENTS
DACA-CAF (1- 2)
161
161B
GREEN REVIEWED/RETURNED W/COMMENTS
DACS-BMO (1- 2)
1612
161C
GREEN REVIEWED/RETURNED W/COMMENTS
DACS-OPM (1- 2)
1613
161D
GREEN REVIEWED/RETURNED W/COMMENTS
DAEN-ZCM (1- 2)
1614
161E
GREEN REVIEWED/RETURNED W/COMMENTS
DAMO-ZXG (1- 2)
1615
161F
GREEN REVIEWED/RETURNED W/COMMENTS
DAMO-PLO (1- 2)
1616
161G
GREEN REVIEWED/RETURNED W/COMMENTS
DAMA-PPM (1- 2)
1617
161H
GREEN REVIEWED/RETURNED W/COMMENTS
DAMI-IS (1- 2)
1618
161I
GREEN REVIEWED/RETURNED W/COMMENTS
DAPE-MBP (1- 2)
1619
161J
GREEN REVIEWED/RETURNED W/COMMENTS
SAIL(FA) (1- 2)
1620
161K
GREEN REVIEWED/RETURNED W/COMMENTS
DAMO-RQS (1- 2)
1621
161L
GREEN REVIEWED/RETURNED W/COMMENTS
DAMO-SSP (1- 2)
1622
161M
GREEN REVIEWED/RETURNED W/COMMENTS
DAMO-NCC (1- 2)
1623
161N
GREEN REVIEWED/RETURNED W/COMMENTS
DAMO-SSM (1- 0)
1624
161O
GREEN REVIEWED/RETURNED W/COMMENTS
DAMO-NCW (1- 2)
1625
161P
GREEN REVIEWED/RETURNED W/COMMENTS
DAMO-SSW (1- 2)
1626
161Q
GREEN REVIEWED/RETURNED W/COMMENTS
DAMO-FDR (1- 2)
1627
161R
ARMY FLIMSY W/DRAFT TO DAMO-SSP
DAMO-ZC (1- 2)
1628
161S
GREEN REVIEWED/RETURNED W/COMMTS
DAMO-BDR (1- 2)
162E
161T
GREEN REVIEWED/RETURNED W/COMMTS
DAAG-PE (1- 2)
162D
PLANNER'S MEMO STAFFING KEY ACTION
FOR DAMO-SSP (5- 3)
JSP6
JSP9
MULTIPLE ITERATIONS POSSIBLE/OPSDEP
& DEPOPSDEP (7- 2)
MULTIPLE ITERATIONS POSSIBLE BEFORE
JSP8

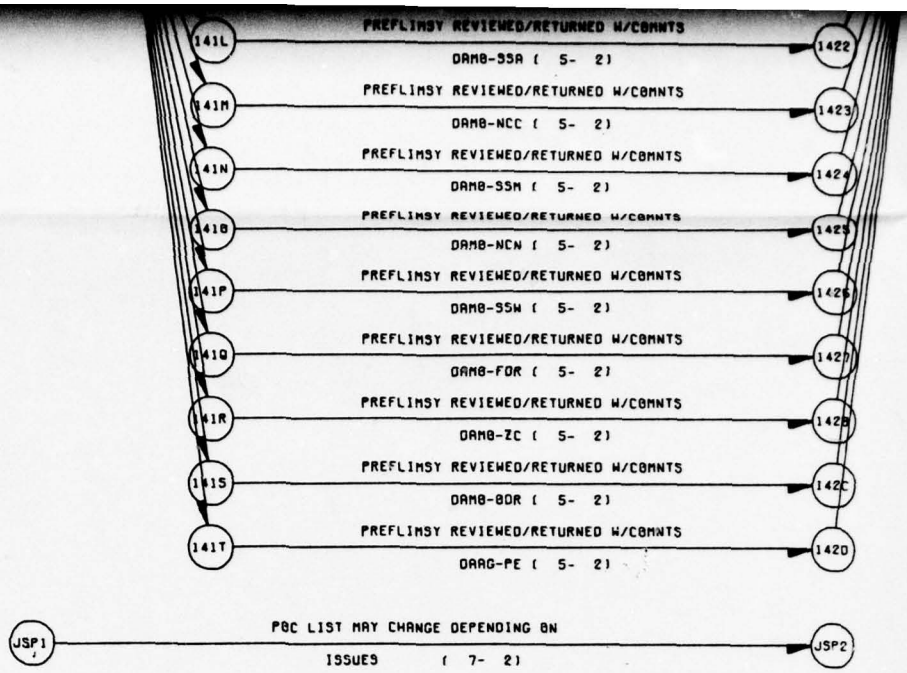
5



MULTIPLE ITERATIONS POSSIBLE/OPSDEP

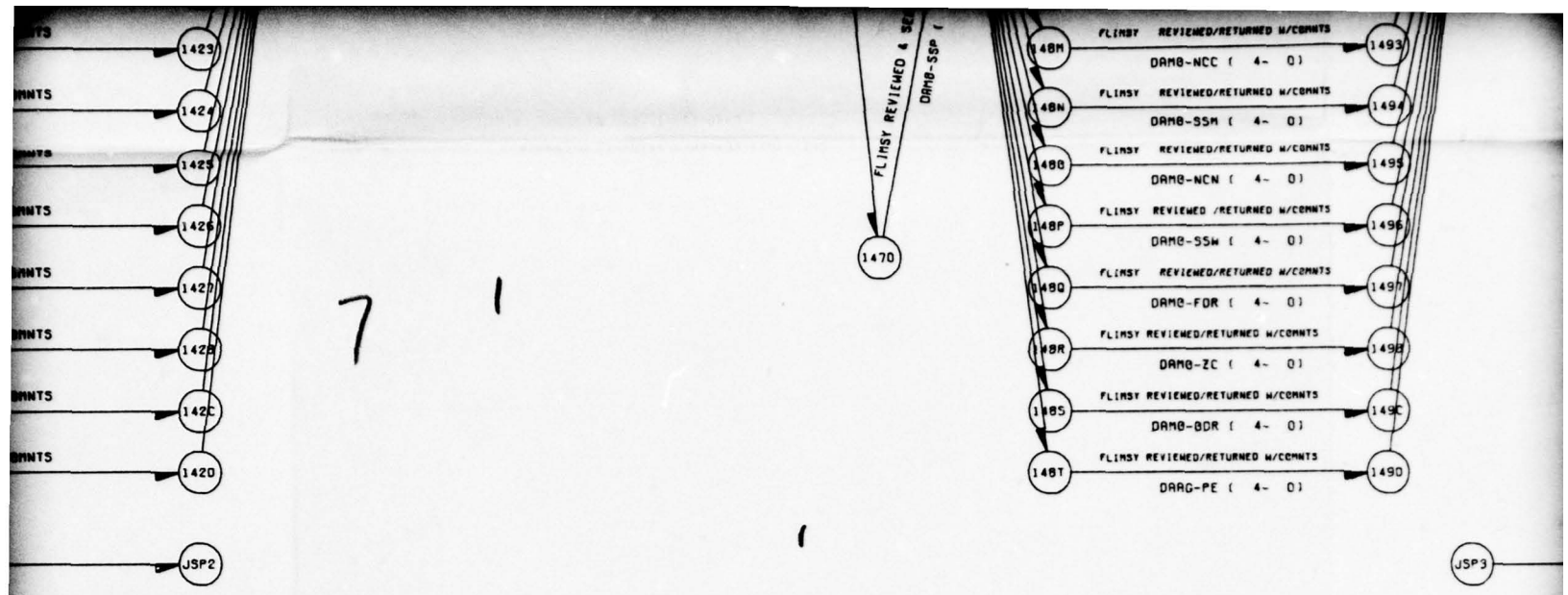
& DEPOPSDEP (7- 21)

JSPD

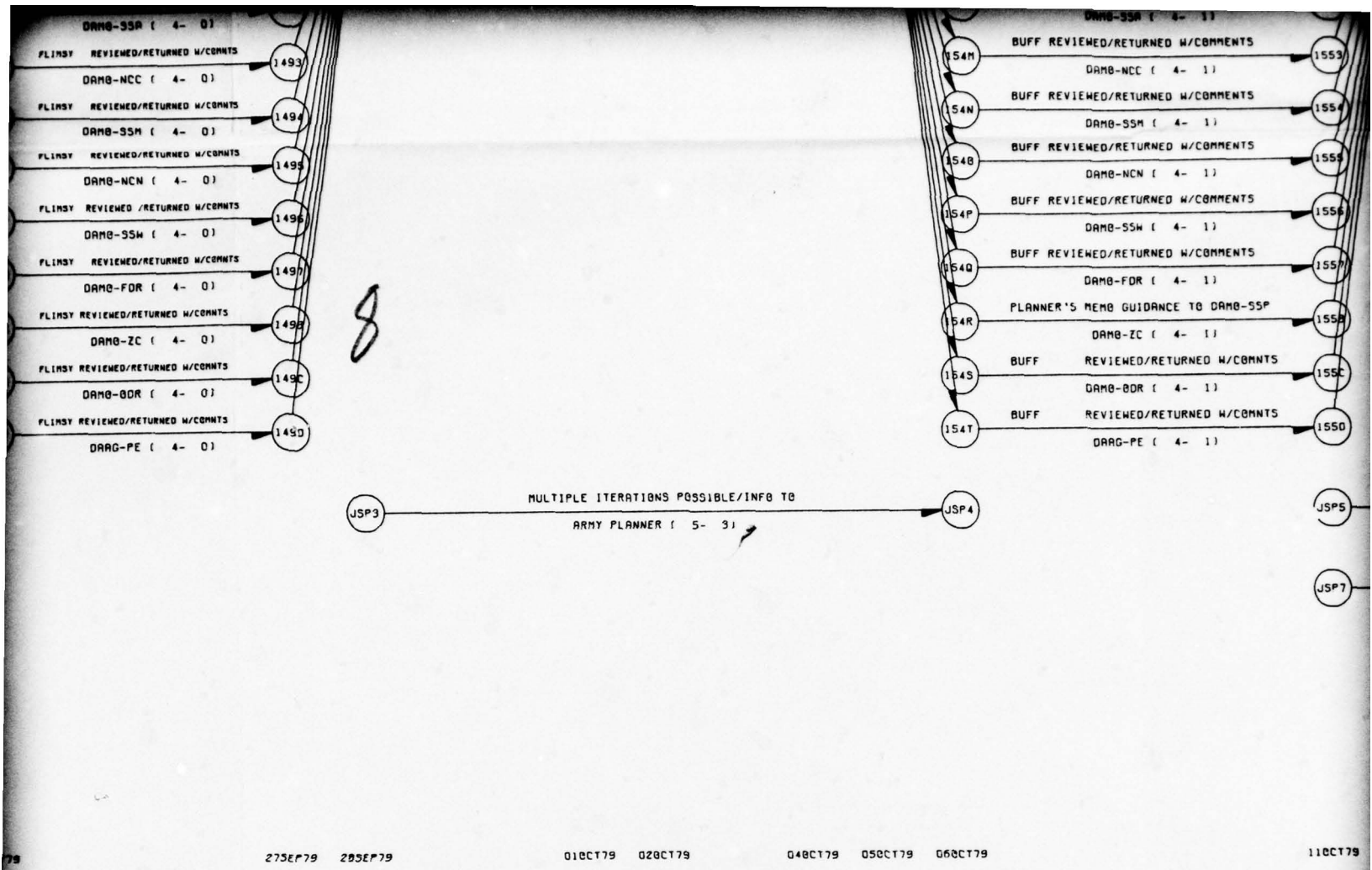


6

043EP79 053EP79 063EP79 133EP79 143EP79

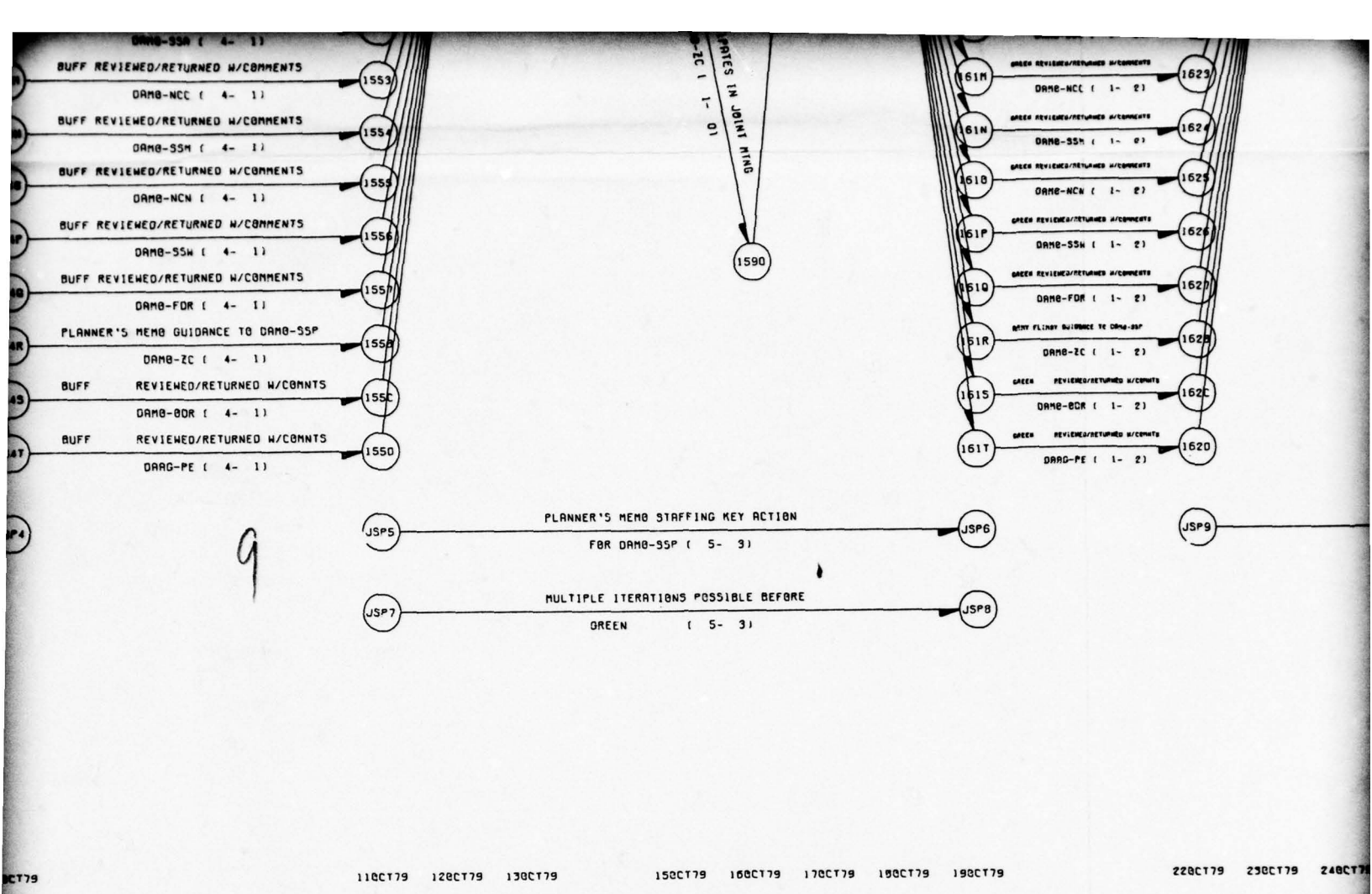

1423
1424
1425
1426
1427
1428
142C
1420
JSP2
1470
FLIMSY REVIEWED & SE
DAM8-SSP (
148M
FLIMSY REVIEWED/RETURNED W/COMNTS
DAM8-NCC (4- 0)
1493
148N
FLIMSY REVIEWED/RETURNED W/COMNTS
DAM8-SSM (4- 0)
1494
148O
FLIMSY REVIEWED/RETURNED W/COMNTS
DAM8-NCN (4- 0)
1495
148P
FLIMSY REVIEWED /RETURNED W/COMNTS
DAM8-SSW (4- 0)
1496
148Q
FLIMSY REVIEWED/RETURNED W/COMNTS
DAM8-FDR (4- 0)
1497
148R
FLIMSY REVIEWED/RETURNED W/COMNTS
DAM8-ZC (4- 0)
1498
148S
FLIMSY REVIEWED/RETURNED W/COMNTS
DAM8-BDR (4- 0)
149C
148T
FLIMSY REVIEWED/RETURNED W/COMNTS
DAAG-PE (4- 0)
1490
JSP3
7
1
1
13SEP79
14SEP79
17SEP79
18SEP79
20SEP79
21SEP79
22SEP79
23SEP79
27SEP79
28SEP79

JSPD DEV

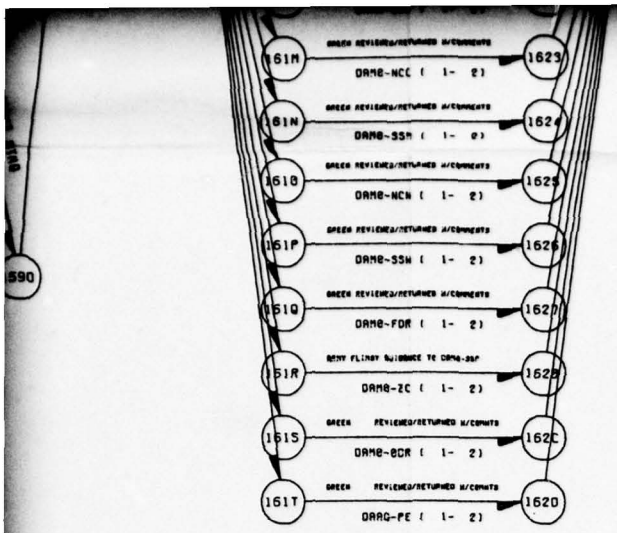


JSPD DEVELOPMENT PROCESS PROJECTION CY 79

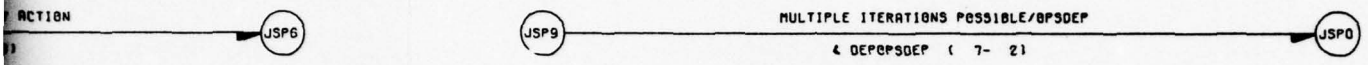
NETWORK E

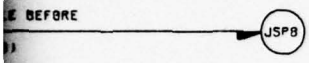

DAM8-SSA (4- 1)
BUFF REVIEWED/RETURNED W/COMMENTS
DAM8-NCC (4- 1)
BUFF REVIEWED/RETURNED W/COMMENTS
DAM8-SSM (4- 1)
BUFF REVIEWED/RETURNED W/COMMENTS
DAM8-NCN (4- 1)
BUFF REVIEWED/RETURNED W/COMMENTS
DAM8-SSW (4- 1)
BUFF REVIEWED/RETURNED W/COMMENTS
DAM8-FDR (4- 1)
PLANNER'S MEMO GUIDANCE TO DAM8-SSP
DAM8-ZC (4- 1)
BUFF REVIEWED/RETURNED W/COMNTS
DAM8-BDR (4- 1)
BUFF REVIEWED/RETURNED W/COMNTS
DAAG-PE (4- 1)
1553
1554
1555
1556
1557
1558
155C
1550
1590
1623
1624
1625
1626
1627
1628
162C
1620
JSP5
PLANNER'S MEMO STAFFING KEY ACTION
FOR DAM8-SSP (5- 3)
JSP6
JSP7
MULTIPLE ITERATIONS POSSIBLE BEFORE
GREEN (5- 3)
JSP8
JSP9
110CT79
120CT79
130CT79
150CT79
160CT79
170CT79
180CT79
190CT79
220CT79
230CT79

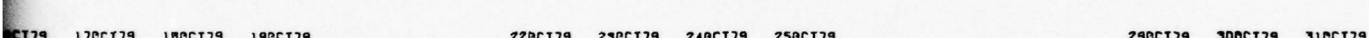
TION CY 79


161M
DAM8-MCC (1- 2)
1623
161N
DAM8-SSM (1- 0)
1624
161O
DAM8-MCM (1- 2)
1625
161P
DAM8-SSW (1- 2)
1626
161Q
DAM8-FDR (1- 2)
1627
161R
DAM8-ZC (1- 2)
1628
161S
DAM8-BCR (1- 2)
1629
161T
DAAQ-PE (1- 2)
1620

10


ACTION
JSP6
JSP9
MULTIPLE ITERATIONS POSSIBLE/BPSDEP
& DEPBPSDEP (7- 2)
JSP0


E BEFORE
JSP8


CT79
17OCT79
18OCT79
19OCT79
22OCT79
23OCT79
24OCT79
25OCT79
29OCT79
30OCT79
31OCT79

ANNEX II

PROGRAMING NETWORKS

INTRODUCTION. The programing network diagrams were developed over a period of two POM cycles (FY 80-84 and FY 81-85). Seven network diagrams are included here to describe the sequence and timing of programing activities. Three of the diagrams depict the activities that occurred during FY 80-84 POM development and that have not changed substantially (the FY 81-85 POM development schedule may cause minor date changes for some activities in these processes): Program Force Development, LOGSACS, and POM Issue Cycle. Three of the networks depict processes as specifically scheduled for FY 81-85 POM development. One depicts major POM development activities; some of these activities changed significantly after FY 80-84 POM development, and a new network was developed to reflect current procedures. The other two depict the Procurement and RDTE Appropriation Development processes and also were revised to reflect FY 81-85 schedules. All six of these networks combine to provide a current picture of Army programing activities. The seventh network which depicts the PARR Development Process is included to provide an indication of the type of effort conducted in the field to support Army programing; the network depicts the TRADOC experience in developing FY 80-84 PARR input. Recent changes have altered the form of the PARR and created the requirement for a PABE submission--see Chapter 4, paragraph 4-3d(3), page 4-19. These changes should alter significantly MACOM schedules; no current information was available for the Study Group to revise the network.

PRECEDING PAGE BLANK-NOT FILMED

NETWORK F

Network F

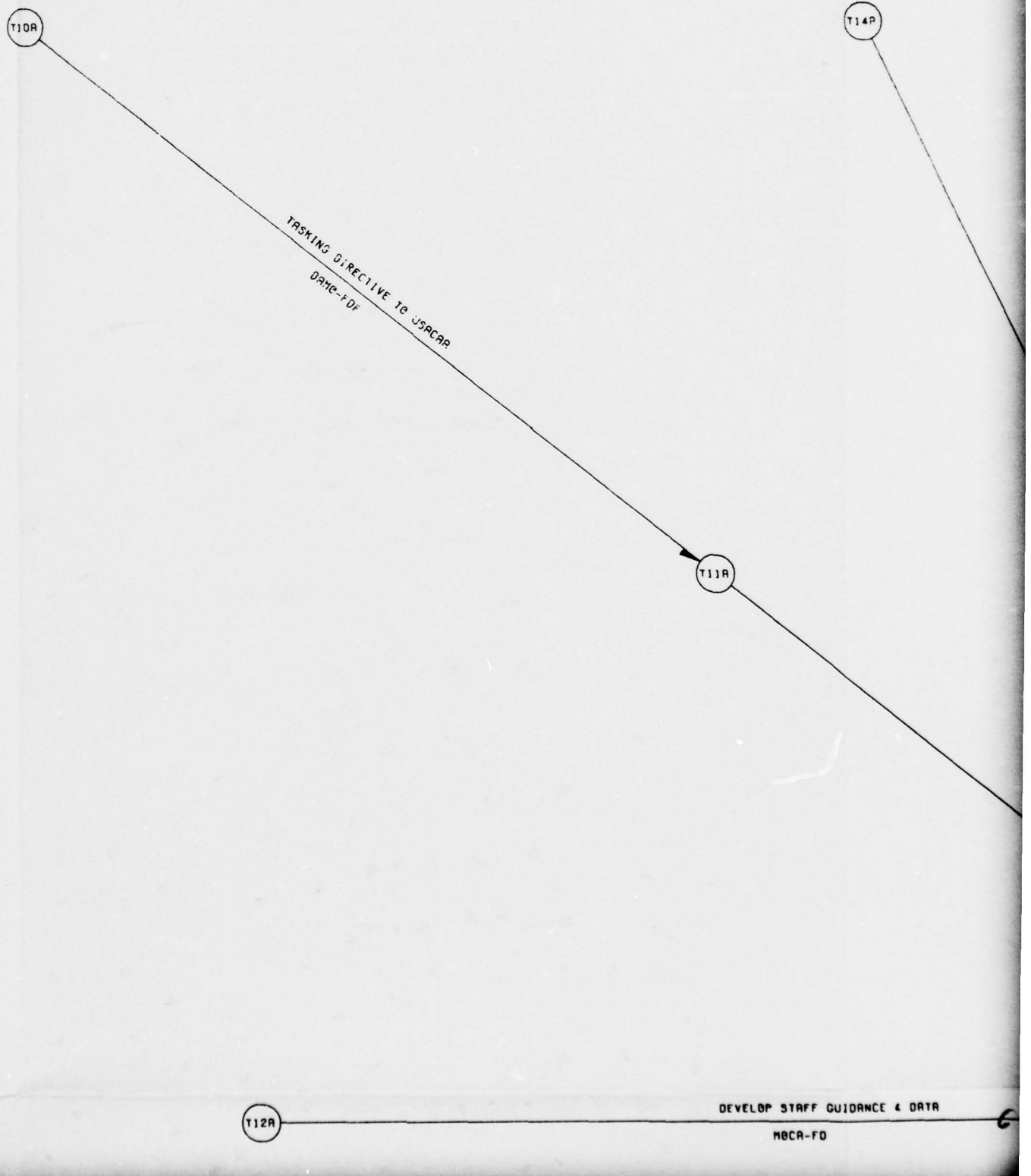
Program Force Development Process

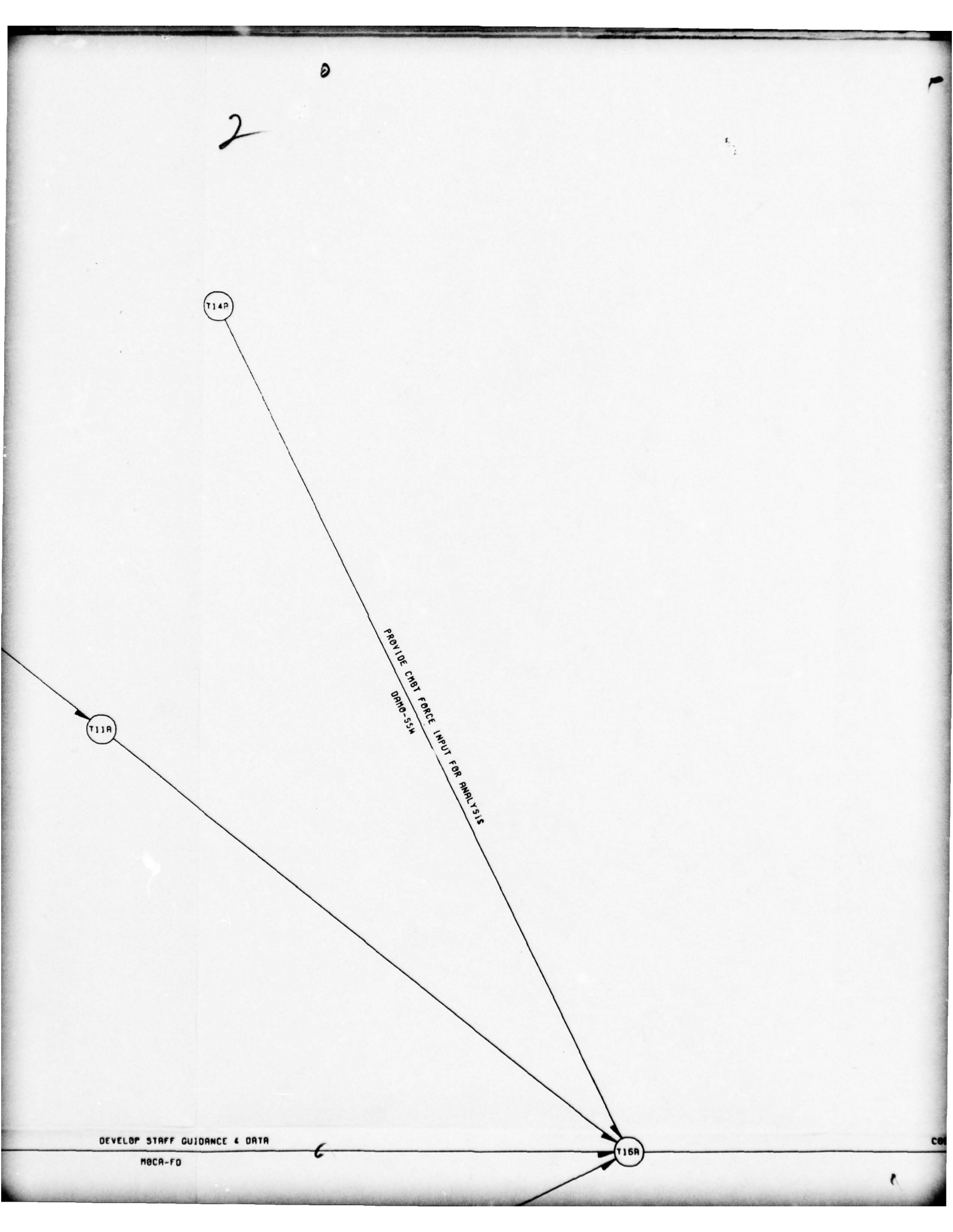
PURPOSE. The process uses the combat force provided by Army Planners as the basis for determining a total Army force structure suitable for program development.

DESCRIPTION. The US Army Concepts Analysis Agency (CAA) is tasked in May to perform Total Army Analysis (TAA), almost one year prior to POM publication. At that time, the combat and selected combat support portions of the force are forwarded for analysis and determination of combat service support (CSS) requirements. Since TAA is an annual requirement, CAA analysts begin preparation of the data base to be used in computerized combat simulations prior to receipt of the formal tasking directive in late May. Approximately three months are spent obtaining and encoding data for use in analytical models. In mid-June, this data is used in the Transportation Model (TRANSMO) to generate a deployment schedule. In generating this deployment schedule, lift requirements for CSS units are estimated--since the purpose of TAA is to determine CSS unit requirements. Beginning about mid-June, the Concepts Evaluation Model (CEM) is used to simulate theater level combat and generate CSS workloads. The CEM output becomes input for the FASTALS Model which determines CSS unit requirements. When CSS unit requirements are determined, the TRANSMO is employed again to check the deployability of the total force; recall that estimates of the movement requirements for CSS units were used to generate the original deployment schedule. If the results of this quality check indicate a problem, the deployment schedule must be regenerated and the process repeated. After a satisfactory result is obtained, the Computer-Assisted Match Program (CAMP) Model is used to compare unit requirements with current force projections. The results of the force match are sent to ODCSOPS in late August with unit shortages and excesses detailed. In September and early October, the total requirements generated through TAA are subjected to intensive analysis/review by ARSTAF action officers in order to achieve a force structure which is within projected resource constraints. In early October, the force is checked to insure that it conforms with documentation found in The Army Authorization Documents System (TAADS) and Table(s) of Organization and Equipment (TOE) data files. In mid-October, the force--referred to as the Program Master Force (M-Force)--is released for program development.

CRITICAL MILESTONES. The major milestone events are the forwarding of force input to CAA in late May, the forwarding of TAA results to ODCSOPS in late August, and the "freezing" of the force for program development purposes on/about 15 October.

LINKAGE TO OTHER NETWORKS. The force development process connects with the network depicting the LOGSACS Process at node L14A.


T10A
TASKING DIRECTIVE TO USACAA
DAMC-FDF
T11A
T14P
T12A
DEVELOP STAFF GUIDANCE & DATA
MDCA-FD


T14P
PROVIDE CMBT FORCE INPUT FOR ANALYSIS
DAMO-SSM
T11A
DEVELOP STAFF GUIDANCE & DATA
MOCA-FO
T16A

3

CODE DATA FOR INPUT TO ANAL MODEL

T17A

GENERATE DEPLOYMENT SCH

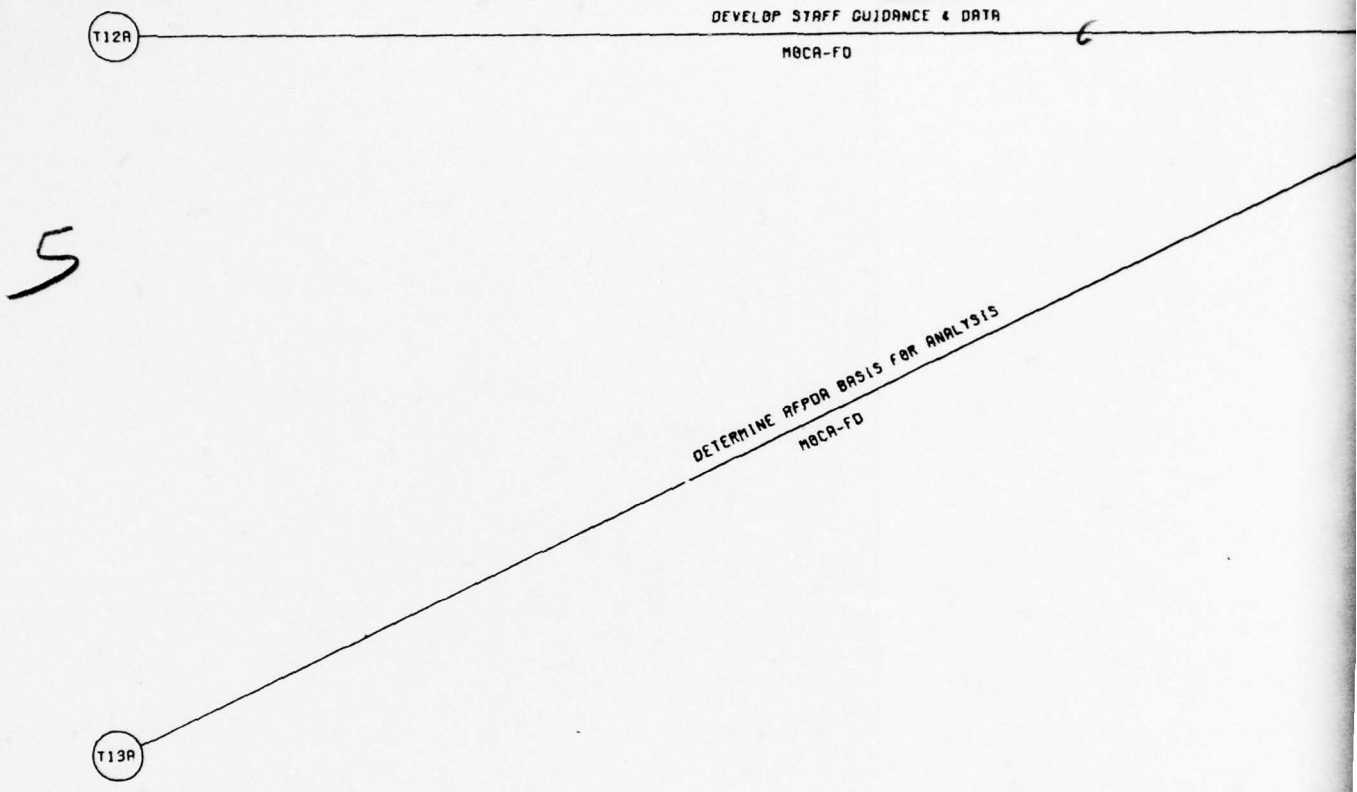
MOCA-FD (10- 4)

MOCA-FD (

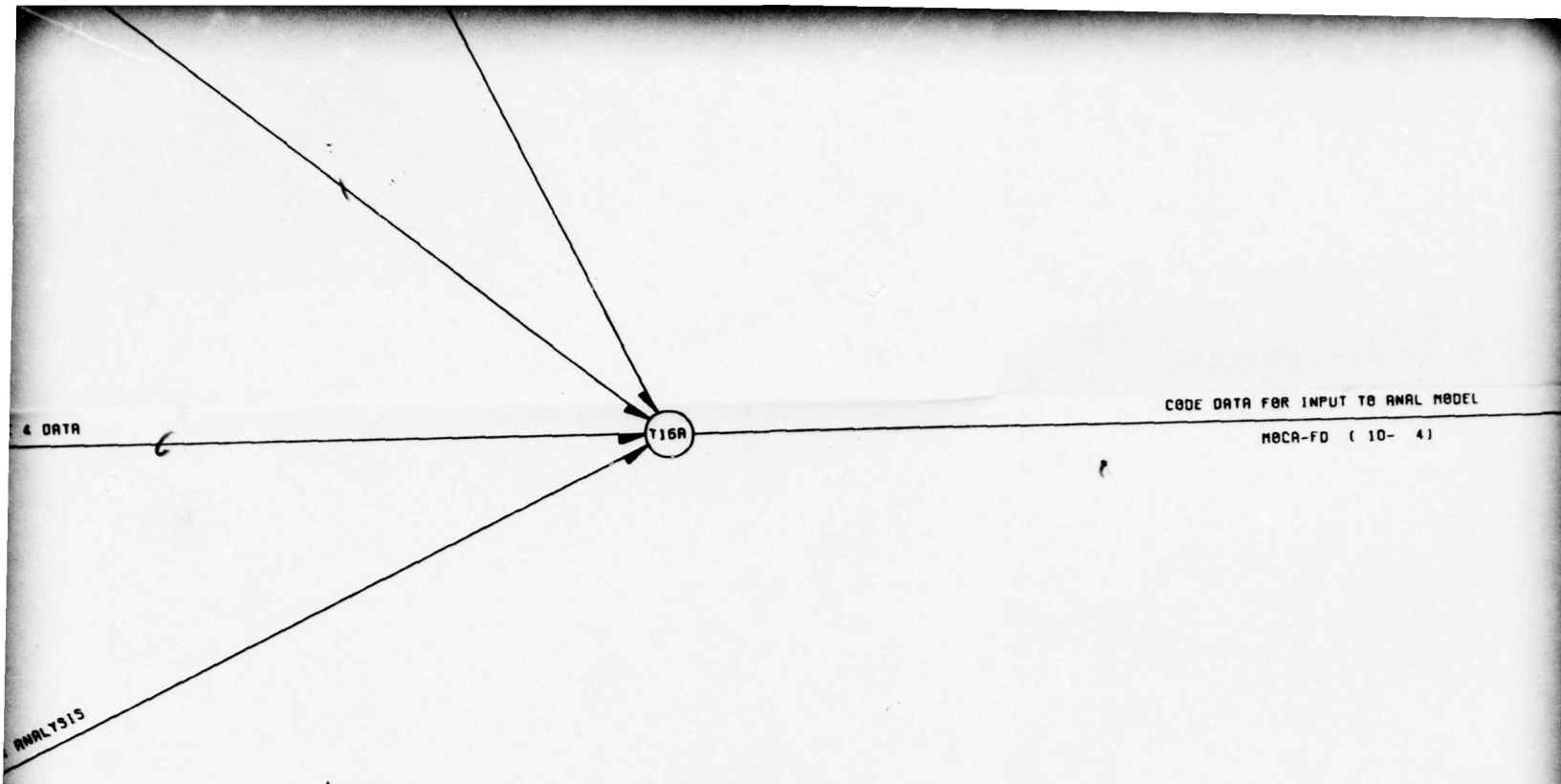
4

T17A GENERATE DEPLOYMENT SCHED (TRANSMC) T19A A

MACP-PD (4- 2)


T12A
DEVELOP STAFF GUIDANCE & DATA
MDCA-FD
5
DETERMINE AFPDA BASIS FOR ANALYSIS
MDCA-FD
T13A

25MAY77



01JUN77

PROGRAM FORCE DEVELOPMENT PROCESS

NETWORK F

Page 1 of 3

DE DATA FOR INPUT TO ANAL MODEL

MOCA-FD (10- 4)

T17A

GENERATE DEPLOYMENT SCHED (TRANSMO)

MOCA-FD (4- 2)

T18A

7

15JUN77

21JUN77

PMENT PROCESS

T17A — GENERATE DEPLOYMENT SCHED (TRANSMC)

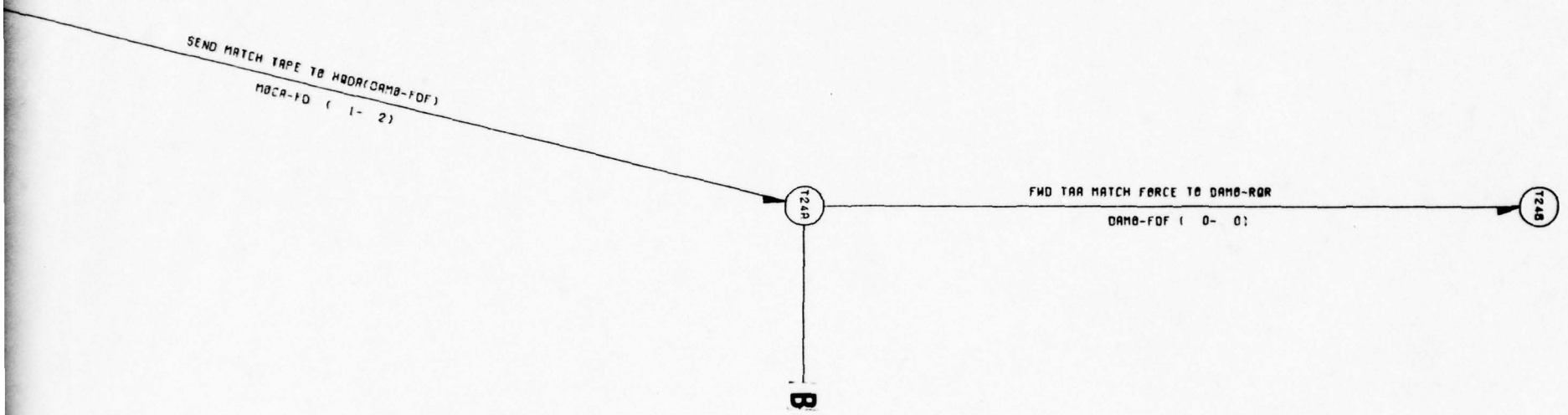
MACR-FD (4- 2)

T19A — A

8

15JUN77

21JUN77


SEND MATCH TAPE TO HQDA(DAMO-FDF)
MOCA-PO (1- 2)
T24A
FWD TAA MATCH FORCE TO DAMO-ROR
DAMO-FDF (0- 0)
T24B
B

2

A GENERATE CSS WORKLOADS (CEM MODEL)

MOCA-FD (17- 7)

3

T19A

DETERMINE CSS UNIT RQMTS (FR

MRCR-FD (11- 6

15JUL77

PROGRAM

4

DETERMINE CSS UNIT RQMTS (FASTALS)

MECA-FD (11- 5)

T20A

CHECK FORCE DEPLOY

MECA-FD

01AUG77

PROGRAM FORCE DEVELOPMENT PROCESS

NETWORK F

5

T20A — CHECK FORCE DEPLOYABILITY (TRANSMO)
MECA-FD (7- 2)

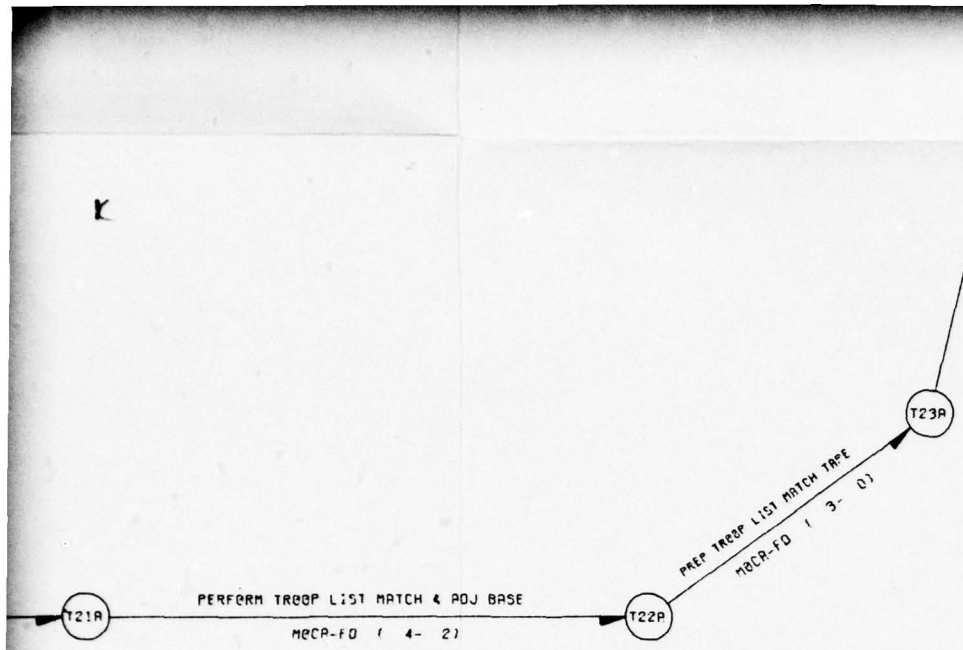
T21A — PERFORM TROOP LIST MATCH & ADJ BASE
MECA-FD (4- 2)

T22A

01AUG77 10AUG77 16AUG7

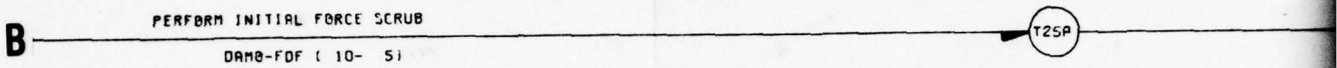
ROCESS

made in u.s.a.



6

10AUG77 15AUG77 19AUG77 22AUG77


B
PERFORM INITIAL FORCE SCRUB
DAM0-FDF (10- 5)
T25A

2

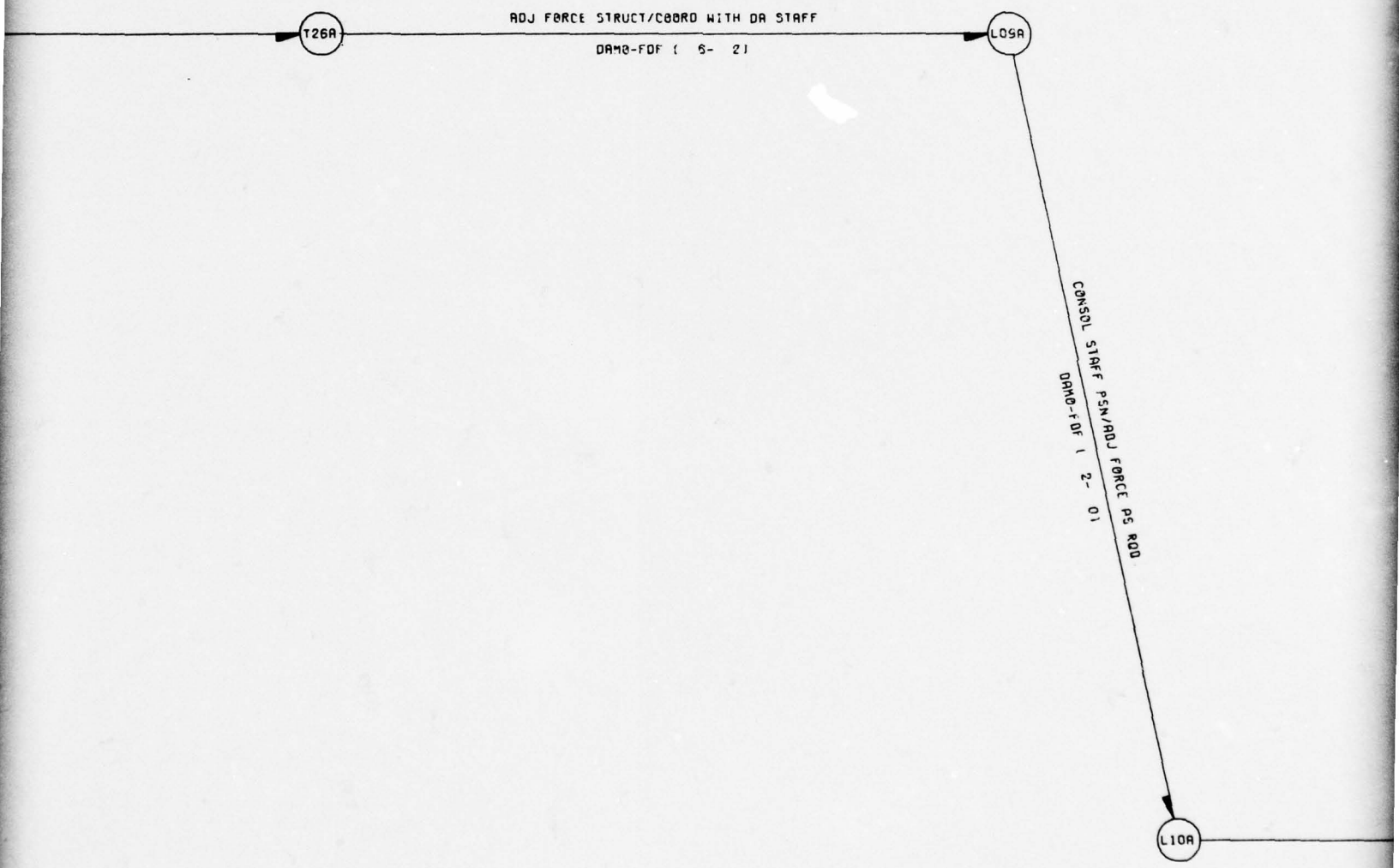
T25A

COORD FORCE STRUCT W/STF ACTION BFCR

T26A

DAMB-FDF (10- 4)

3


T26A
ADJ FORCE STRUCT/COORD WITH DA STAFF
DAM0-FOF (6- 21
L09A
CONSOL STAFF PSN/ADJ FORCE PS RQD
DAM0-FOF (2- 01
L10A

L10A
AUTS PREP OF FORCE
DAMA-FDA (5- 2)
L11A
JOINT REVIEW W/DAMA-FDF.FOP
DAMA-FDA (0- 3)
L12A
FINAL FORCE SCRUB W/DAMA-FOP
DAMA-FDF (4- 0)
L13A
RELEASE PROGRAM M FORCE TO STAFF
DAMA-FDF (0- 0)
L10P
FREEZE PROGRAM M FORCE IN FAS
DAMA-FDA (0- 0)

5

PROGRAM

6

28SEP77

28SEP77

PROGRAM FORCE DEVELOPMENT PROCESS

NETWORK F

7

07OCT77 10OCT77 14OCT77

NETWORK 6

Network G

LOGSACS Process

PURPOSE. This process is designed to compute the materiel required to equip the program force.

DESCRIPTION. After the Program M-Force is input into the Force Development Management Information System (FDMIS), the process begins with preparation of the force file for computational purposes. Units projected as unmanned and unequipped (COMP 4 Units) and units included in FAS "for display purpose only" are removed. Quality checks are conducted to insure that TAADS/TOE data files and the force structure file are consistent. The Program M-Force as revised for LOGSACS computation is referred to as the L-Force. The L-Force tape is forwarded to the computational agency (USAMSSA) about 20 October. This force tape is merged with TAADS/TOE data files in order to calculate the materiel requirements for the force structure according to approved TAADS/TOE documents. These calculations are referred to as "1st Stop Results." The results are analyzed by ARSTAF personnel to assess product quality. If errors are discovered, the force structure or TAADS/TOE files may require revision and "1st Stop" results may be recalculated. The "1st Stop" results are forwarded to DESCOM (for use in validating requisitions) in late October. If "1st Stop" results appear normal, Basis of Issue Plan (BOIP) and Short Hand Notes (SHN) data files will be merged with the other data files to reflect materiel changes projected due to force modernization, authorization document changes, etc. The computation of materiel requirements will, thus, be based on the best estimate of ARSTAF analysts as to what the Army will be equipped with during the program years. The first run of these final computations is normally available to ODCSOPS analysts about 1 November. The results are analyzed and corrections/revisions are made to data files as needed. Three iterations of this correction/revision/update procedure are normally performed before the LOGSACS results are released on 1 December.

CRITICAL MILESTONES. The early availability of LOGSACS data is essential to program development. The key event, therefore, is the required input (Program M-Force). Any delay in receipt of the force structure may result in a delay in the availability of the LOGSACS tape. It should be noted that LOGSACS computations are based on the 30 September updates to TAADS/TOE files. Any change aimed at beginning LOGSACS computations earlier should be analyzed

in light of the fact that this would require computations to be based on an earlier update of TAADS/TOE files.

LINKAGE TO OTHER NETWORKS. This process links to the Program Force Development Process at node L14A and to the Procurement Appropriation Development Process at node N90K.

Network G

LOGSACS Process

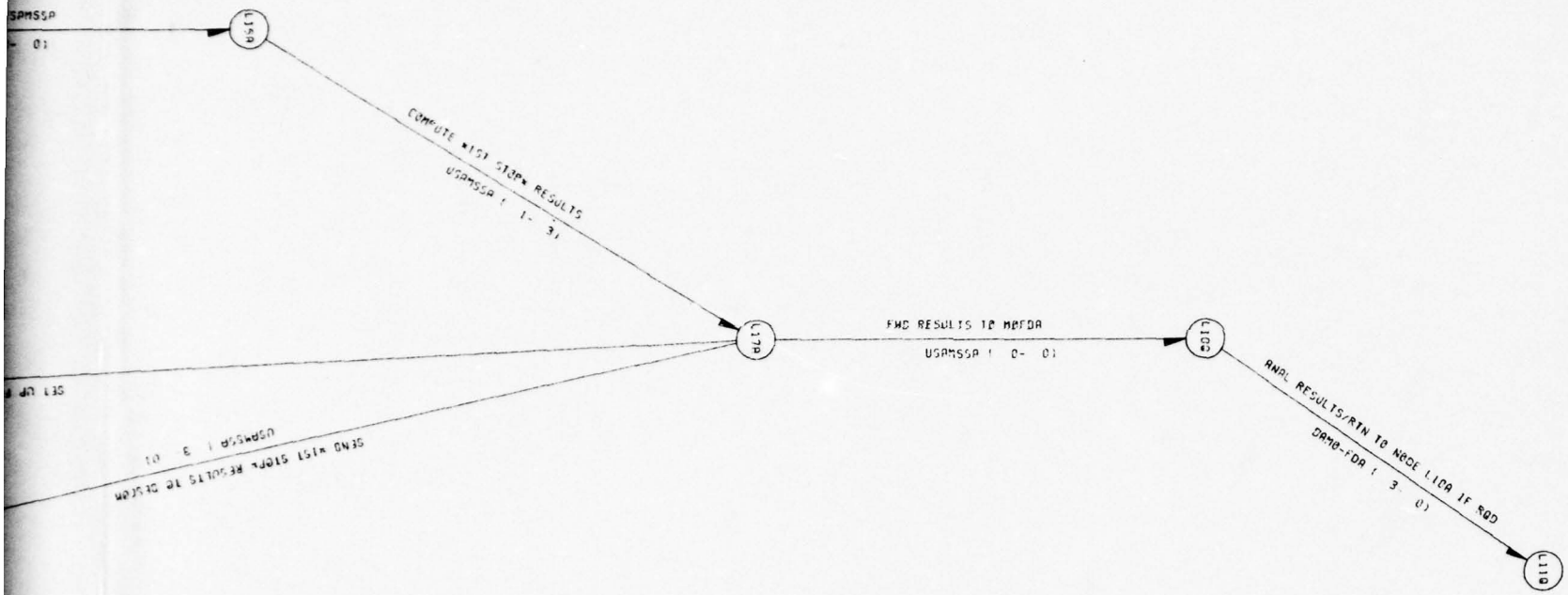
PURPOSE. This process is designed to compute the materiel required to equip the program force.

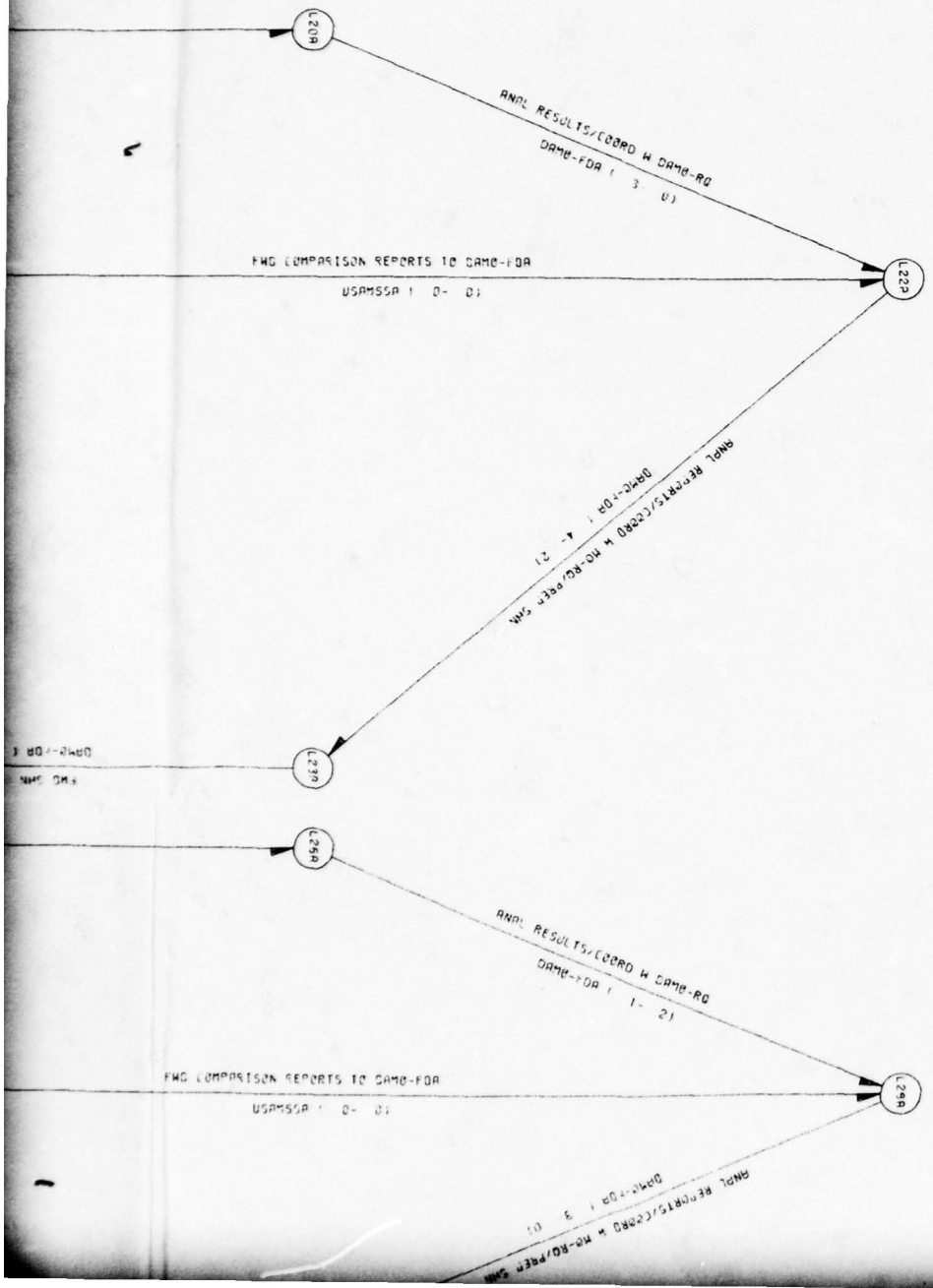
DESCRIPTION. After the Program M-Force is input into the Force Development Management Information System (FDMIS), the process begins with preparation of the force file for computational purposes. Units projected as unmanned and unequipped (COMP 4 Units) and units included in FAS "for display purpose only" are removed. Quality checks are conducted to insure that TAADS/TOE data files and the force structure file are consistent. The Program M-Force as revised for LOGSACS computation is referred to as the L-Force. The L-Force tape is forwarded to the computational agency (USAMSSA) about 20 October. This force tape is merged with TAADS/TOE data files in order to calculate the materiel requirements for the force structure according to approved TAADS/TOE documents. These calculations are referred to as "1st Stop Results." The results are analyzed by ARSTAF personnel to assess product quality. If errors are discovered, the force structure or TAADS/TOE files may require revision and "1st Stop" results may be recalculated. The "1st Stop" results are forwarded to DESCOM (for use in validating requisitions) in late October. If "1st Stop" results appear normal, Basis of Issue Plan (BOIP) and Short Hand Notes (SHN) data files will be merged with the other data files to reflect materiel changes projected due to force modernization, authorization document changes, etc. The computation of materiel requirements will, thus, be based on the best estimate of ARSTAF analysts as to what the Army will be equipped with during the program years. The first run of these final computations is normally available to ODCSOPS analysts about 1 November. The results are analyzed and corrections/revisions are made to data files as needed. Three iterations of this correction/revision/update procedure are normally performed before the LOGSACS results are released on 1 December.

CRITICAL MILESTONES. The early availability of LOGSACS data is essential to program development. The key event, therefore, is the required input (Program M-Force). Any delay in receipt of the force structure may result in a delay in the availability of the LOGSACS tape. It should be noted that LOGSACS computations are based on the 30 September updates to TAADS/TOE files. Any change aimed at beginning LOGSACS computations earlier should be analyzed

in light of the fact that this would require computations to be based on an earlier update of TAADS/TOE files.

LINKAGE TO OTHER NETWORKS. This process links to the Program Force Development Process at node L14A and to the Procurement Appropriation Development Process at node N90K.


L15A
COMPUTE *1ST STG** RESULTS
USAMSSA (1- 3)
L17A
FWD RESULTS TO MAFDA
USAMSSA (0- 0)
L10C
ANAL RESULTS/RTN TO NODE (LOA IF ROD
DAMO-FDA (3- 0)
L11A


L22A
ANAL RESULTS/CCBRD W DAMB-RQ
DAMB-FDA (3 0)
FWD COMPARISON REPORTS TO DAMB-FDA
USAMSSA (0- 0)
L22P
ANAL REPORTS/CCBRD W MD-RQ/PEER SMA
DAMD-FDA (4- 2)
L22D
L29A
ANAL RESULTS/CCBRD W DAMB-RQ
DAMB-FDA (1- 2)
FWD COMPARISON REPORTS TO DAMB-FDA
USAMSSA (0- 0)
L29B

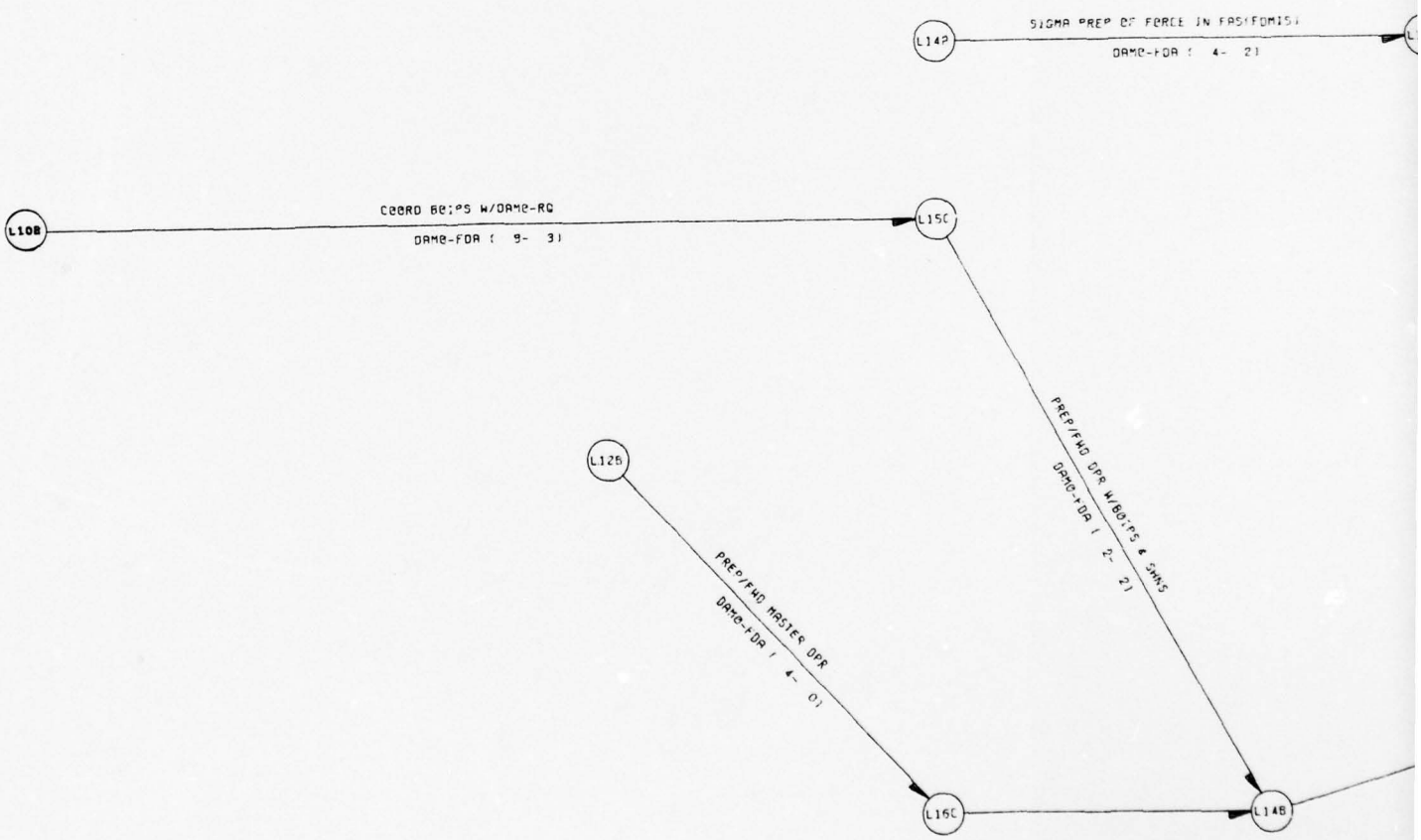
3

L29A
ANPL RESULTS/(CARD W CAMP-RG
CAMP-FOR (1- 2)
ANPL REPORTS/(CARD W MO-RG/PREP SMA
CAMP-FOR (3- 0)
FWD COMPARISON REPORTS IC CAMP-FOR
USAMSSA (0- 0)
L23A
L26A
L29A
L32A
L35A
L39A

4

L34A
L35A
L39A
L40A
ANAL REPORTS/RECRD W MIR-RQ/PREP SAR
DAMD-FOA (1- 2)
DAMD-DA (3 1)
ANL COMPARISON REPORTS TO DAMD-FOA
USAMSSA (0- 01
PREP FINAL COMPARISON REPORTS TO DAMD-FOA
USAMSSA (0- 01

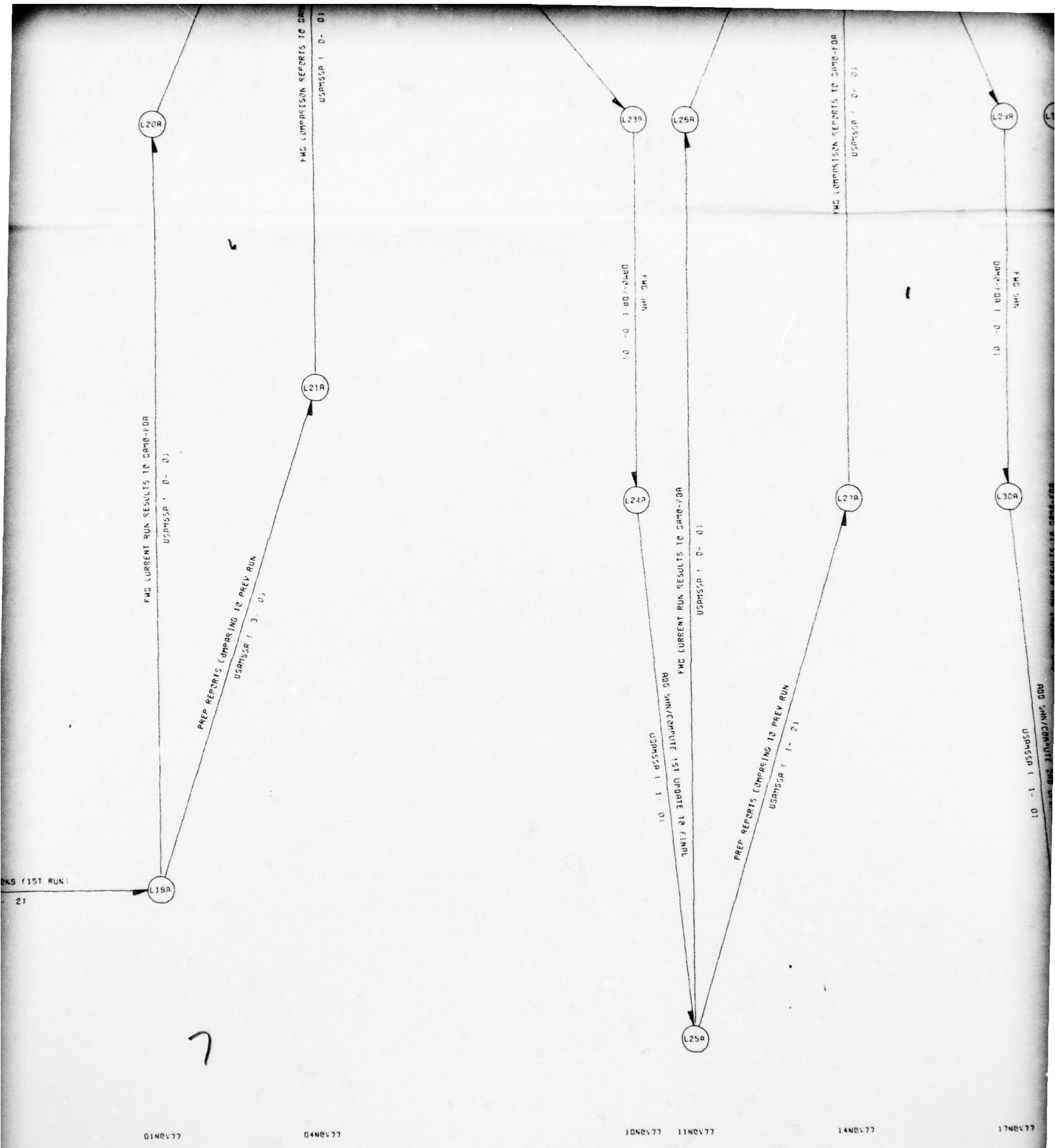
5



SEND FORCE TAPE TO USAMSAA

1030177 1405177 1905177

L15A
L20A
L10A
L19A
L19A
L14A
SEND FORCE TAPE TO USAMSSA
DAMO-FDA (0- 0)
SIGMA PREP OF FORCE IN FAS(FDMIS)
DAMO-FDA (4- 21)
SET UP FOR FINAL COMPUTATIONS
USAMSSA (1- 0)
SEND FIST SIGMA RESULTS TO DAMO-FDA
USAMSSA (3- 0)
FMD CURRENT RUN RESULTS TO DAMO-FDA
USAMSSA (0- 0)
PREP REPORTS COMPARING TO PREV RUN
USAMSSA (3- 0)
PERFORM FINAL COMPUTATIONS (1ST RUN)
USAMSSA (3- 21)
PREP/FMD OPR W/BOLTS & SNAS
DAMO-FDA (2- 21)
PREP TAPE FILES
USAMSSA (4- 3)



LOGSACS PROCESS
NETWORK G

FWC COMPARISON REPORTS TO SAME-FOR
USAMSSA (0- 0)
L24A
L32A
L27A
L30A
L33A
L35A
L39A
N50K
L31A
L37A
L109
FWC CURRENT RUN RESULTS TO SAME-FOR
USAMSSA (0- 0)
ADD CMM/COMPUTE 2ND UPDATE
USAMSSA (1- 1)
PREP REPORTS COMPARING TO PREV RUN
USAMSSA (1- 2)
ADD CMM/COMPUTE LAST UPDATE
USAMSSA (1- 2)
FWC LAST UPDATE
USAMSSA (0- 0)
FWC LARGES TAPE TO ROALSA
USAMSSA (3- 0)
FWC LARGES TAPE TO SIGCEN
USAMSSA (3- 0)
PREP FINAL COMPARISON REPORTS
USAMSSA (5- 2)
77JUL01
77AUG02
77AUG25
77AUG12
77AUG31
77AUG17
77AUG14

L35A
L39A
L35A
L37A
N40K
L109
L39A
FWG CAMA-FOR FAR LAST UPDATE
CAMA-FOR ! 0- 01
FWG CURRENT RUN RESULTS TO CAMA-FOR
USAMSSA ! 0- 01
FWG LARSCES TAPE TO ROLISA
USAMSSA ! 3- 01
FWG LARSCES TAPE TO SESCOM
USAMSSA ! 3- 01
PREP FINAL COMPARISON REPORTS
USAMSSA ! 5- 21
FWG COMPARISON REPORTS TO CAMA-FOR
USAMSSA ! 0- 01
ADD UNK/COMPUTE LAST UPDATE
USAMSSA ! 1- 21
25AUG77
26AUG77
01DEC77
05DEC77

NETWORK H

Network H

Procurement Appropriation Development Process

PURPOSE. This process is designed to develop the procurement appropriation portion of the POM.

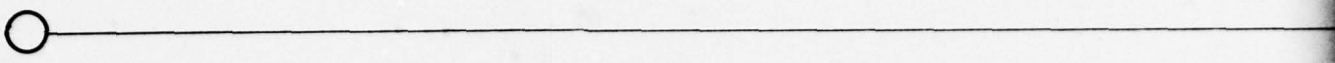
DESCRIPTION. In October and November, various types of materiel requirement data are gathered and forwarded to the US Army Management Systems Support Agency (USAMSSA). The materiel requirements of the Program Force are detailed in the LOGSACS tape which is available about 1 December. All requirements data are combined in determining the Authorized Acquisition Objective (AAO). The computation of the AAO requires about two weeks. The AAO results are forwarded to DARCOM in mid-December and these results provide a basis for development of the Army Materiel Plan (AMP). The first draft AMP is completed by Materiel Readiness Commands (MRC) and coordinated at HQ, DARCOM in mid-January. A joint review of the AMP is conducted in late January. This review is conducted at the MRC. DA, DARCOM, and MRC action officers participate in the coordination effort. After the review, the MRC produce the final AMP. It is forwarded in early February to DARCOM and to HQDA where it is interfaced with the Procurement Data Base (PDB), a MIS maintained at ODCSRDA to assist in program development. An iterative process is then followed to refine the AMP. The results are presented to the Research, Development, and Acquisition Committee (RDAC) in late March.

CRITICAL MILESTONES. It is difficult to specify critical milestones in this process since virtually all activities after 1 December are critical. Any delay in AAO computation or AMP development may impact the entire programing sequence since, to a significant extent, scheduling of key program reviews (Functional and Appropriation Reviews) is keyed to the completion of activities in this process. DARCOM uses the 1st draft AMP as a basis for PARR input prior to the Functional Review, and results of the RDAC Review are needed during the Appropriation Review. The availability of the LOGSACS tape on 1 December is necessary for AAO and AMP procedures to progress as scheduled.

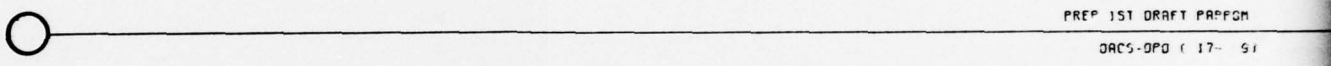
LINKAGE TO OTHER NETWORKS.* The procedure is linked to the LOGSACS process at node N90K.

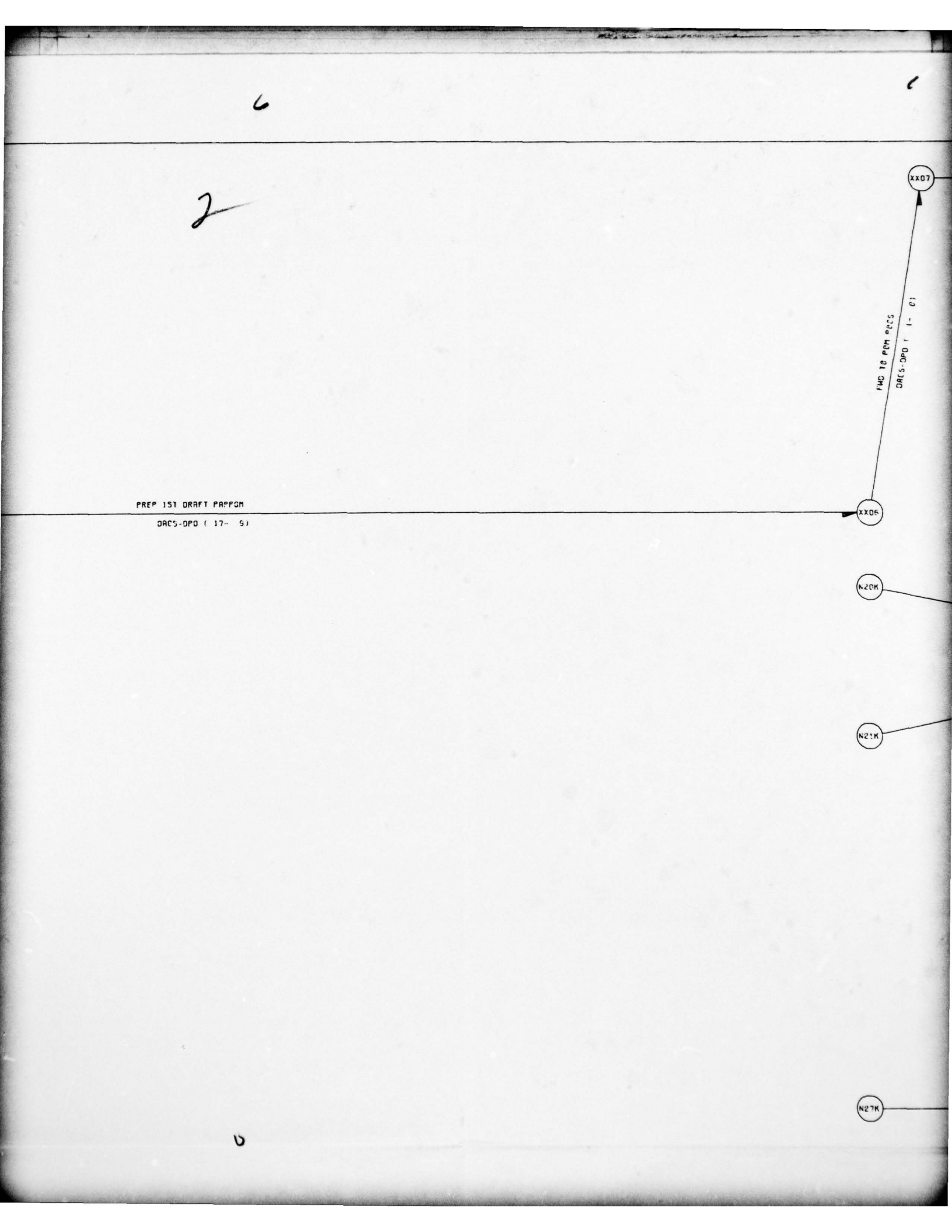
---

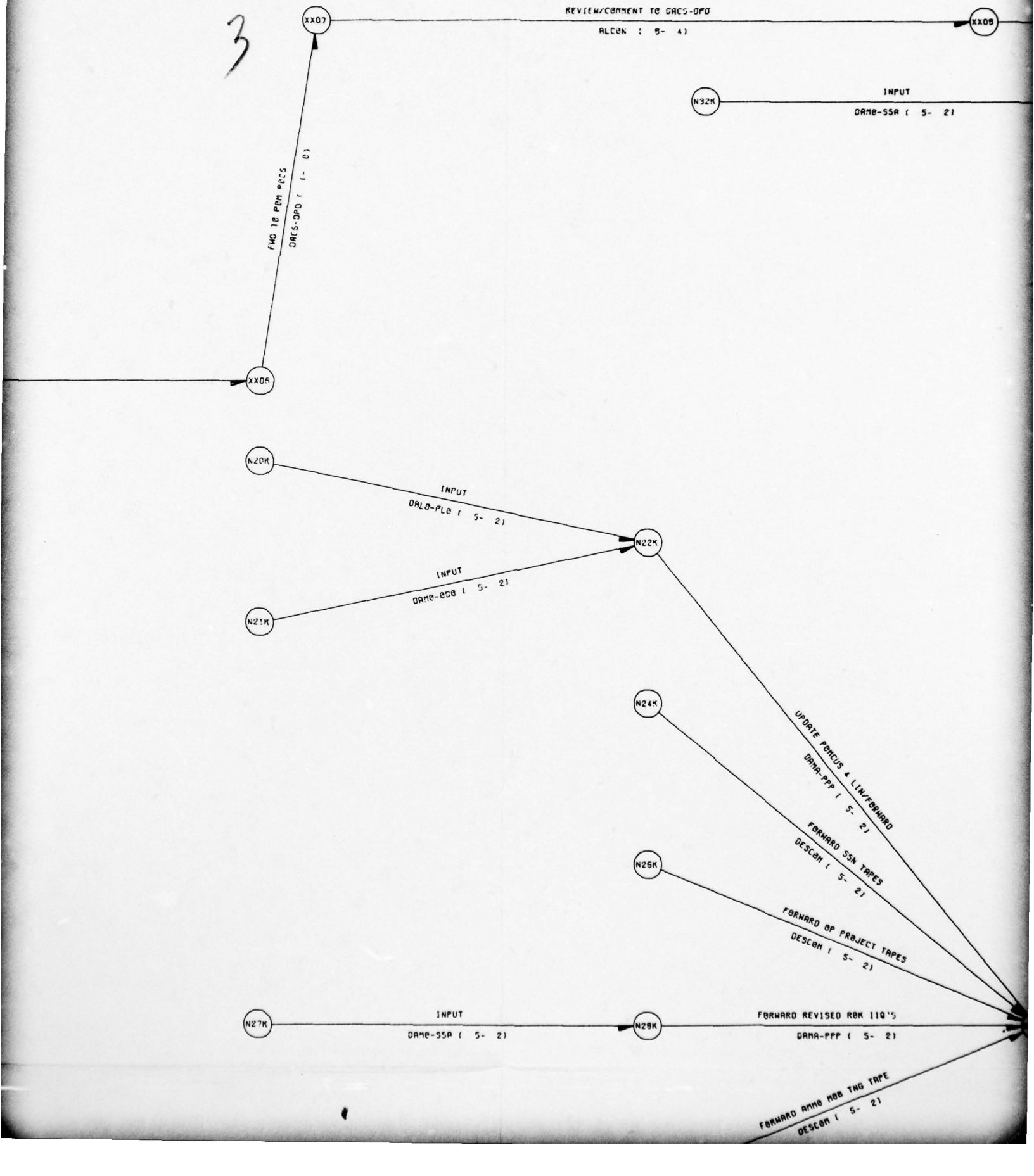
*This network was developed in coordination with ODCSRDA personnel who desired to use it as a management/scheduling tool and as a model for analysis in the AMP Improvement Study. At their request, a projected CY 79 schedule of major POM development activities was included as part of the network. In some cases, the dates of those activities may differ slightly from those shown in Network K (Master POM Development Process) which reflects a more current schedule.

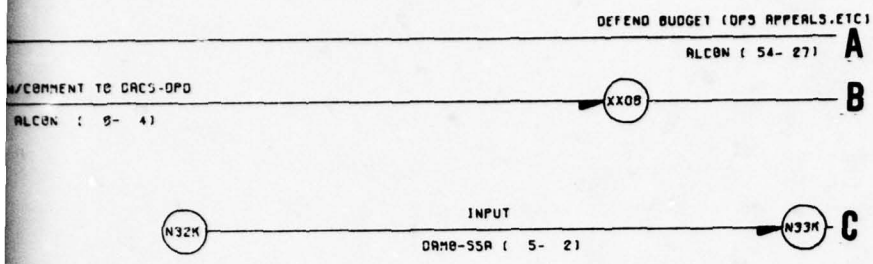


1



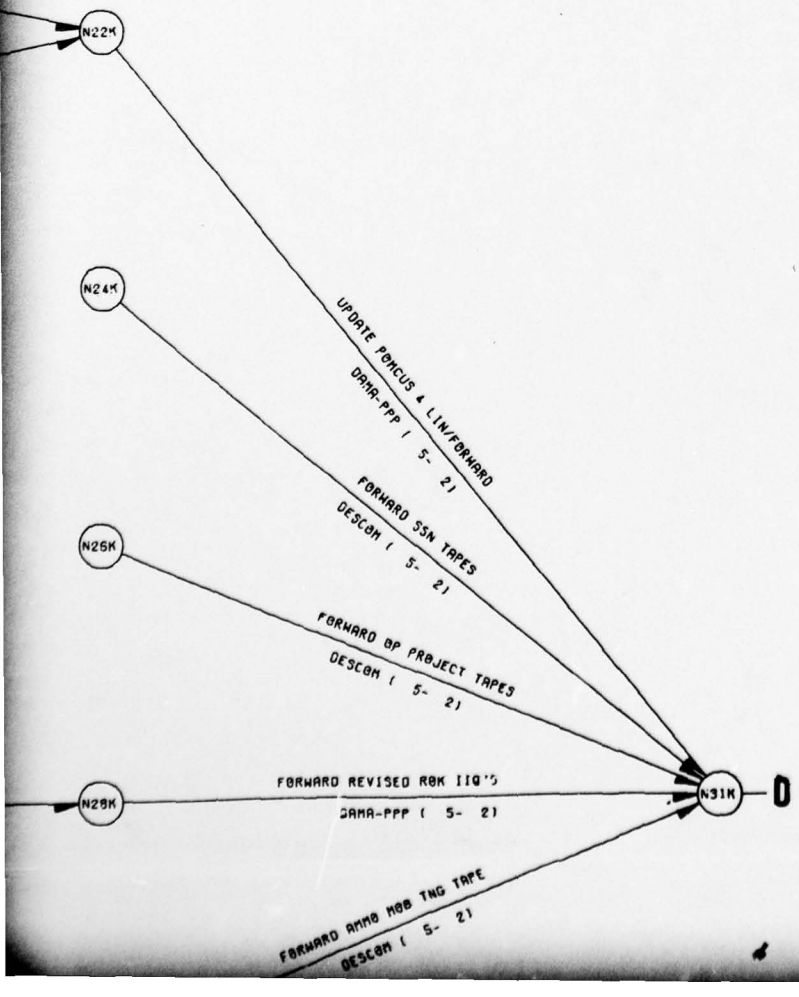

XX07
FWD 18 PGM pccs
DACS-DPD (1- 0)
PREP 1ST DRAFT PAPPSM
DACS-DPD (17- 9)
XX06
N20K
N21K
N27K

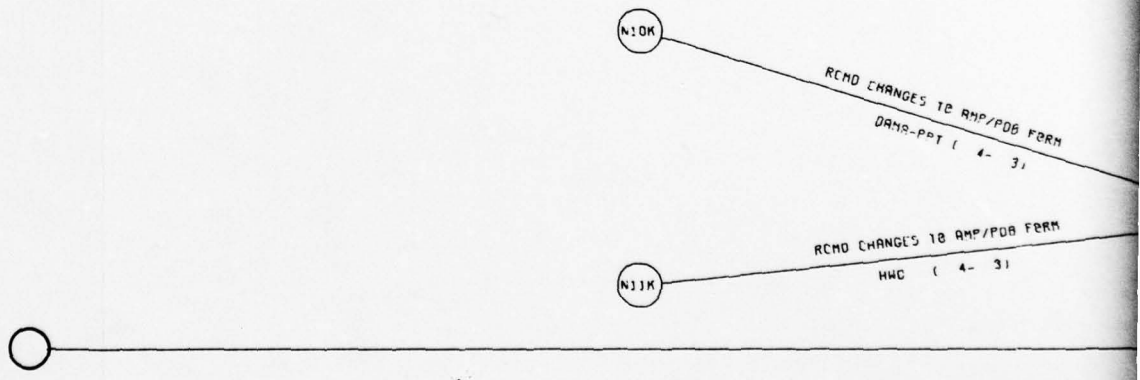

XX07
REVIEW/COMMENT TO OACS-OPO
ALCOK : 8- 41
XX08
N32K
INPUT
OAMO-SSA (5- 21
FWD TO PDM OECS
OACS-OPO (1- 0)
XX05
N20K
INPUT
OALO-PLO (5- 21
N22K
INPUT
OAMO-BOO (5- 21
N21K
N24K
UPDATE PDMCUS & LIN/FORWARD
OAMA-PPP (5- 21
FORWARD SSN TAPES
OESCOM (5- 21
N26K
FORWARD OP PROJECT TAPES
OESCOM (5- 21
N27K
INPUT
OAMO-SSA (5- 21
N28K
FORWARD REVISED ROK IIQ'S
OAMA-PPP (5- 21
FORWARD AMMO MOO TNG TAPE
OESCOM (5- 21


DEFEND BUDGET (OPS APPEALS,ETC)
ALCON (54- 27)
A
W/COMMENT TO OACS-OPD
ALCON (8- 4)
XX08
B

N32K
INPUT
DAMA-SSA (5- 2)
N33K
C

4

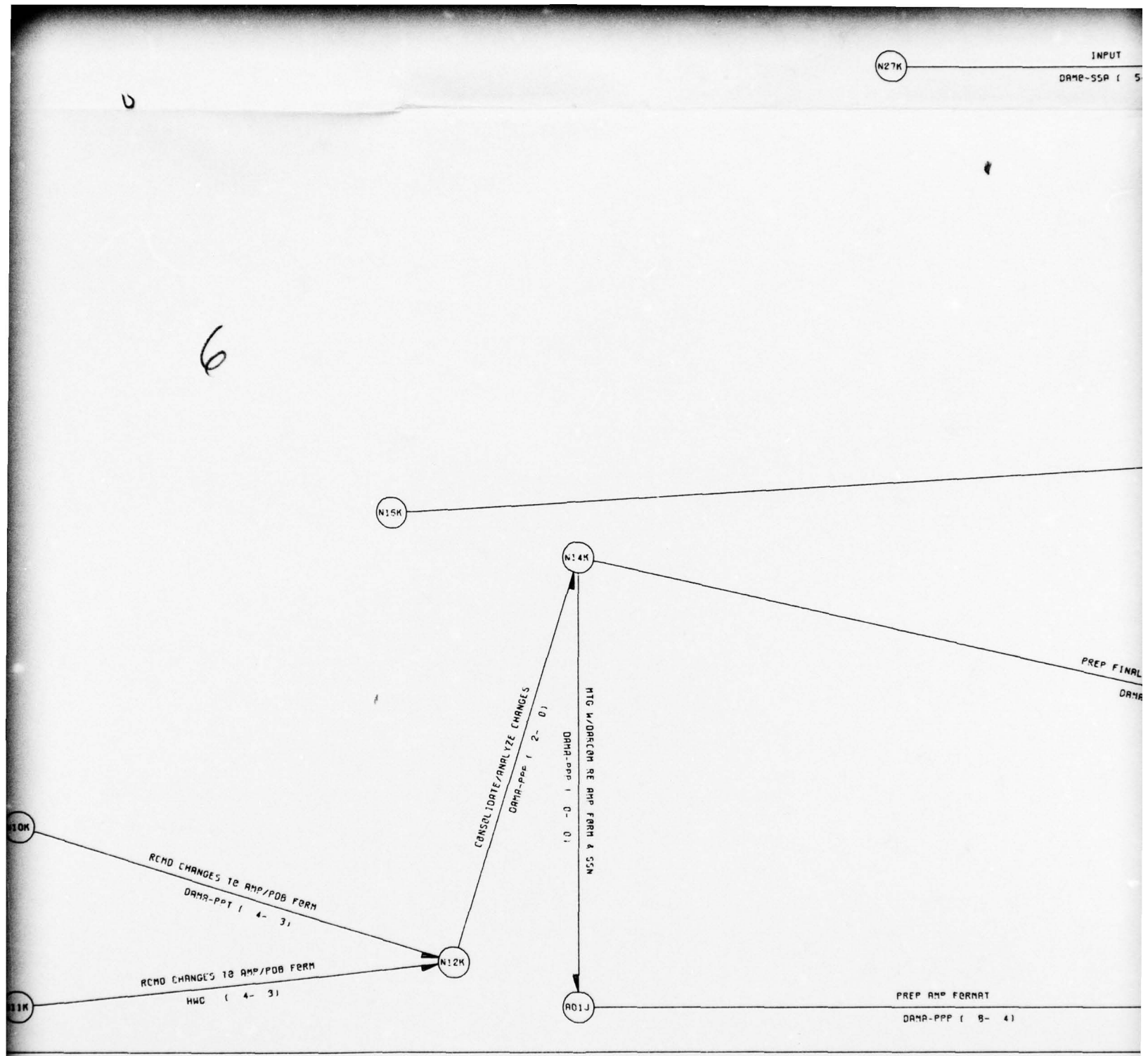

N22K
N24K
N26K
N28K
UPDATE PDMCUS & LIN/FORWARD
DAMA-PPP (5- 2)
FORWARD SSN TAPES
DESCOM (5- 2)
FORWARD BP PROJECT TAPES
DESCOM (5- 2)
FORWARD REVISED R8K IIQ'S
DAMA-PPP (5- 2)
FORWARD AMMO M88 TNG TAPE
DESCOM (5- 2)
N31K
D



27SEP78

J4OCT78

PROCURE

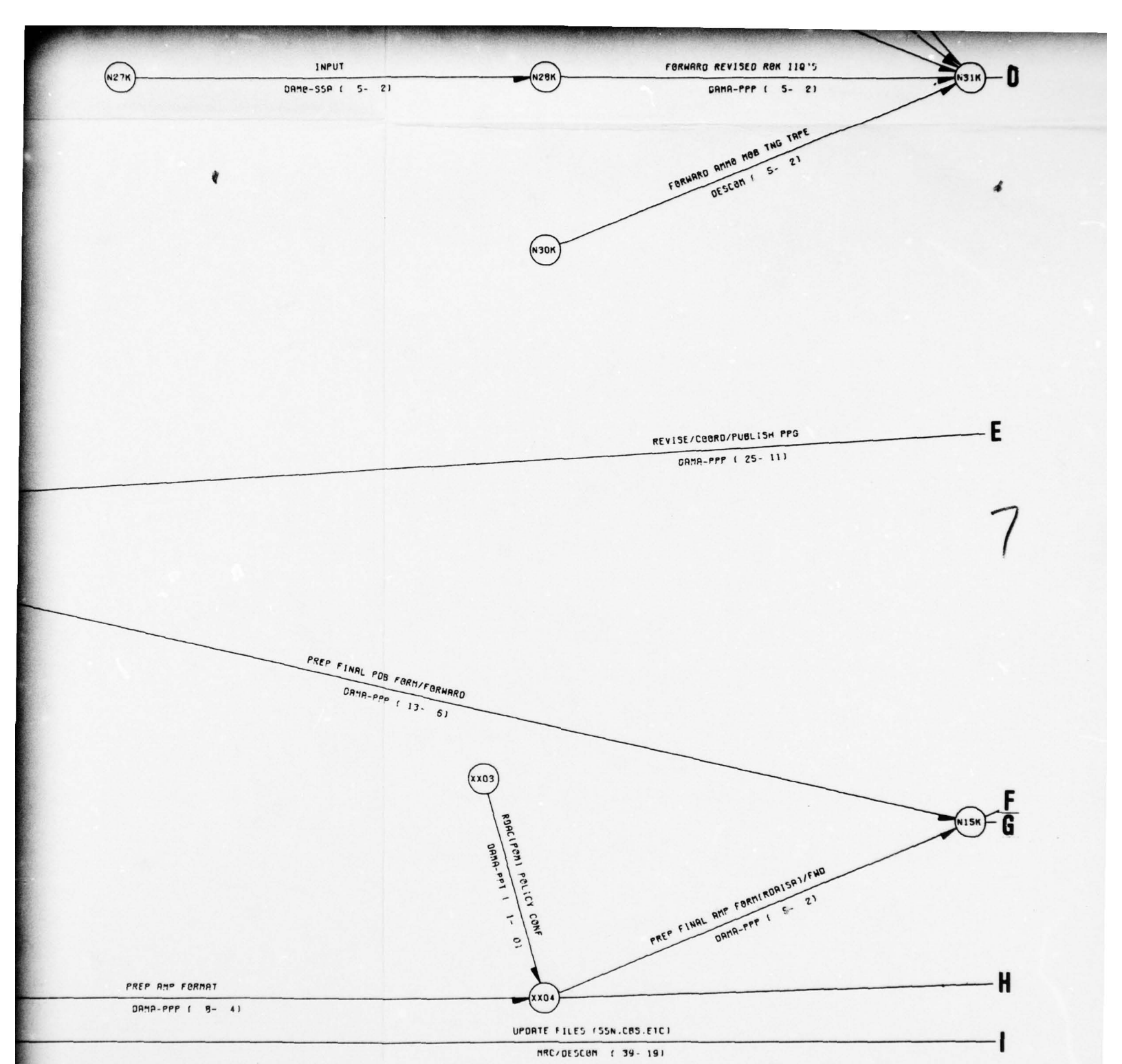


108CT78 110CT78 130CT78 180CT78 190CT78

PROCUREMENT APPROPRIATION DEVELOPMENT PROCESS

NETWORK H

Page 1 of 6

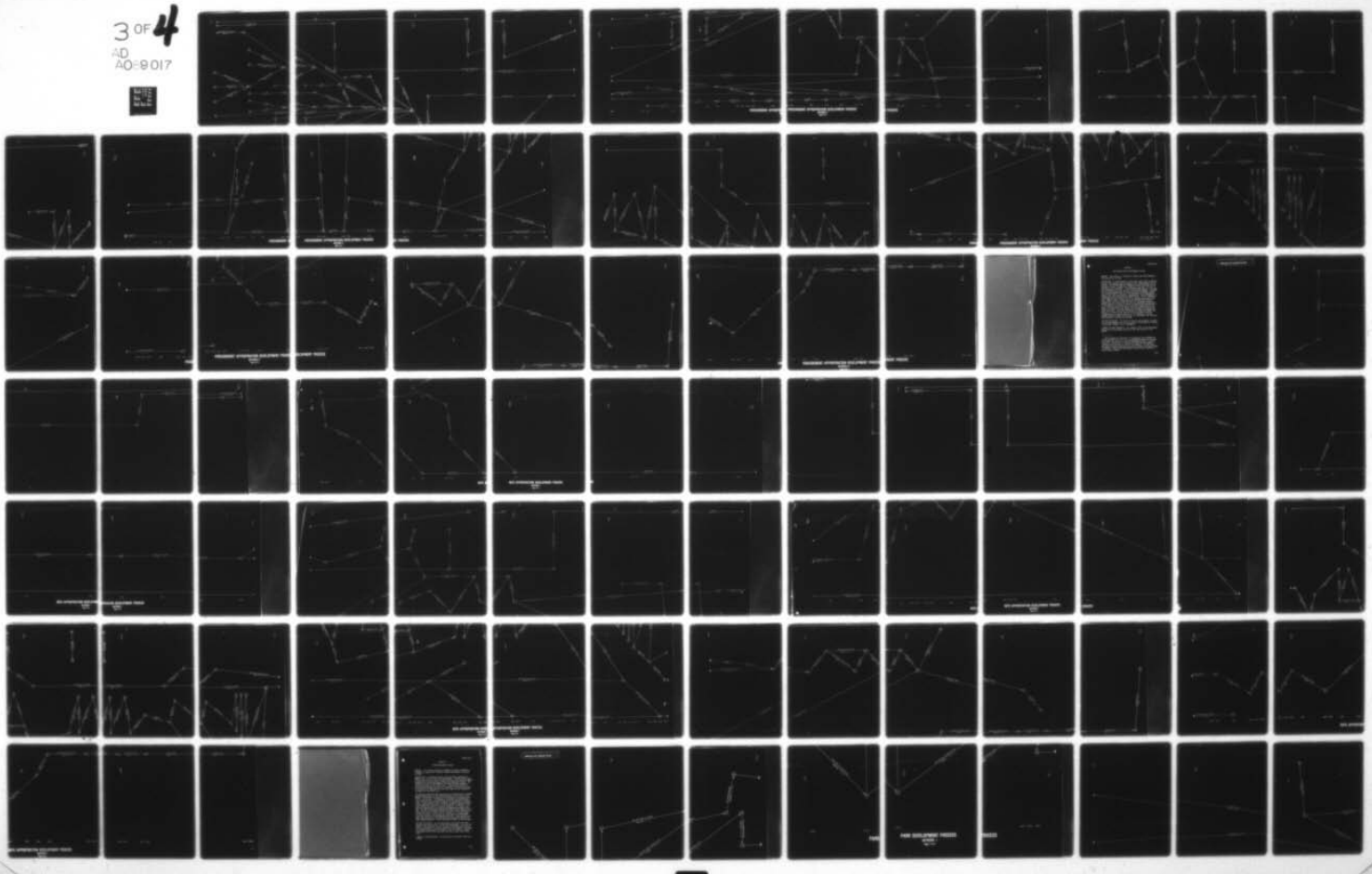


190CT78 190CT78 240CT78 250CT78 260CT78 310CT78 01NOV78 02NOV78

ELOPMENT PROCESS

AD-A069 017 ARMY CONCEPTS ANALYSIS AGENCY BETHESDA MD F/G 5/1
MANAGEMENT ANALYSIS OF KEY RESOURCE OPERATIONS (MAKRO). VOLUME --ETC(U)
MAR 79 F A DISTASIO, G E ARMSTRONG
UNCLASSIFIED CAA-SR-79-6-VOL-2-APP-E-A NL

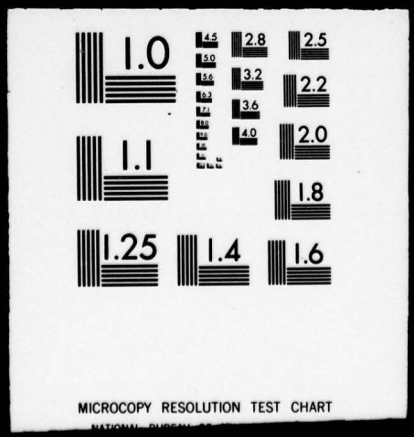
3 OF 4
AD
A069017

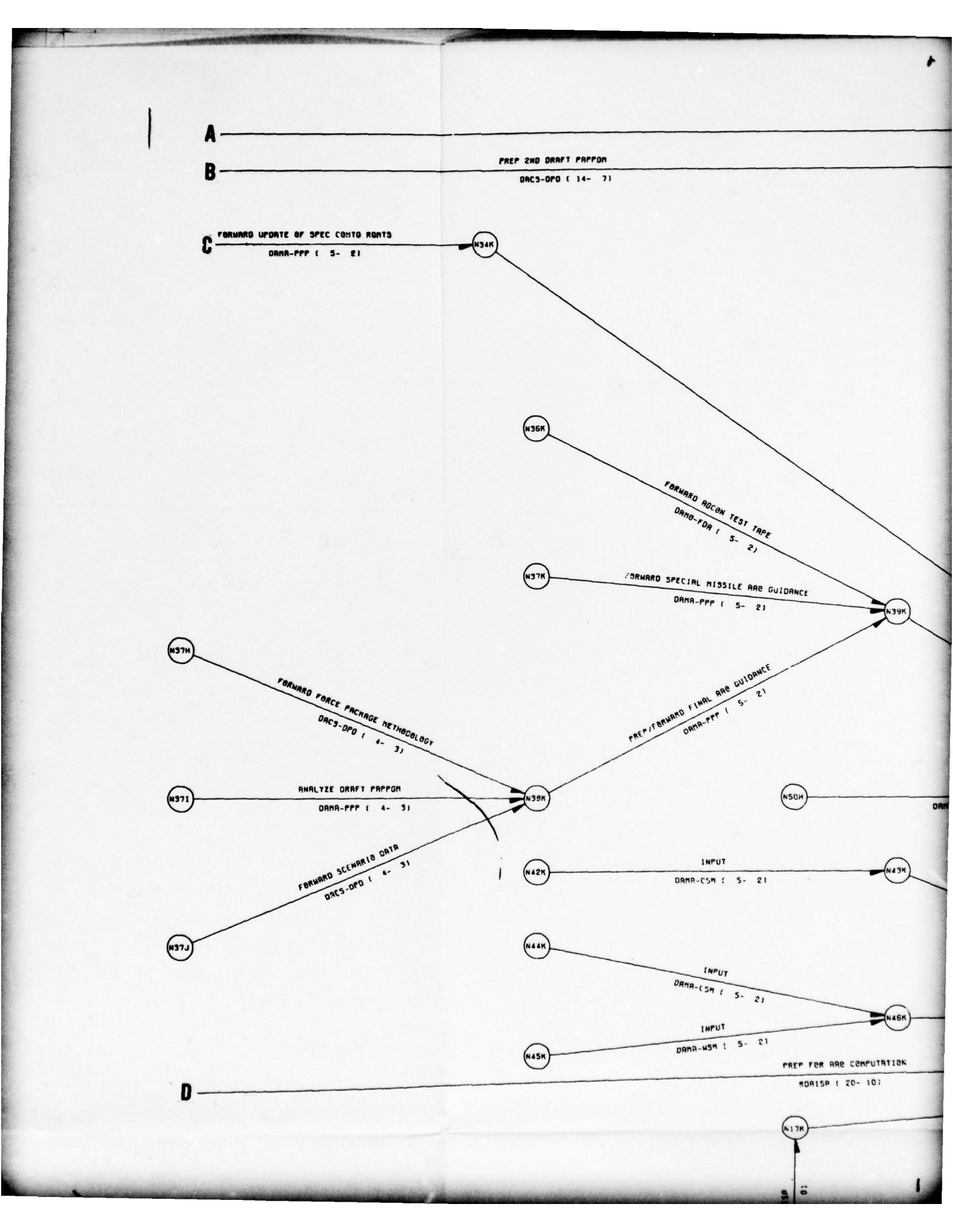


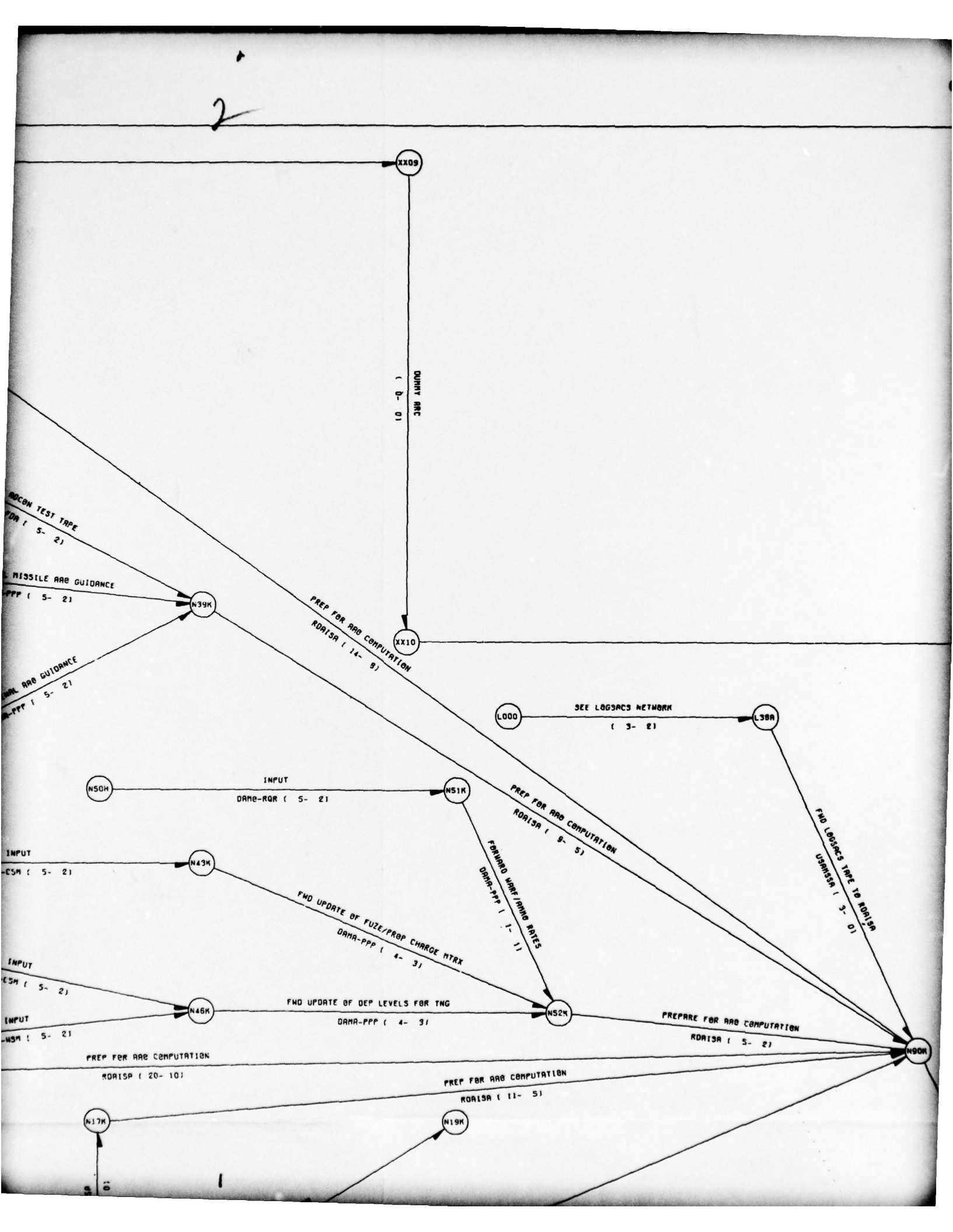
3 OF 4

AD

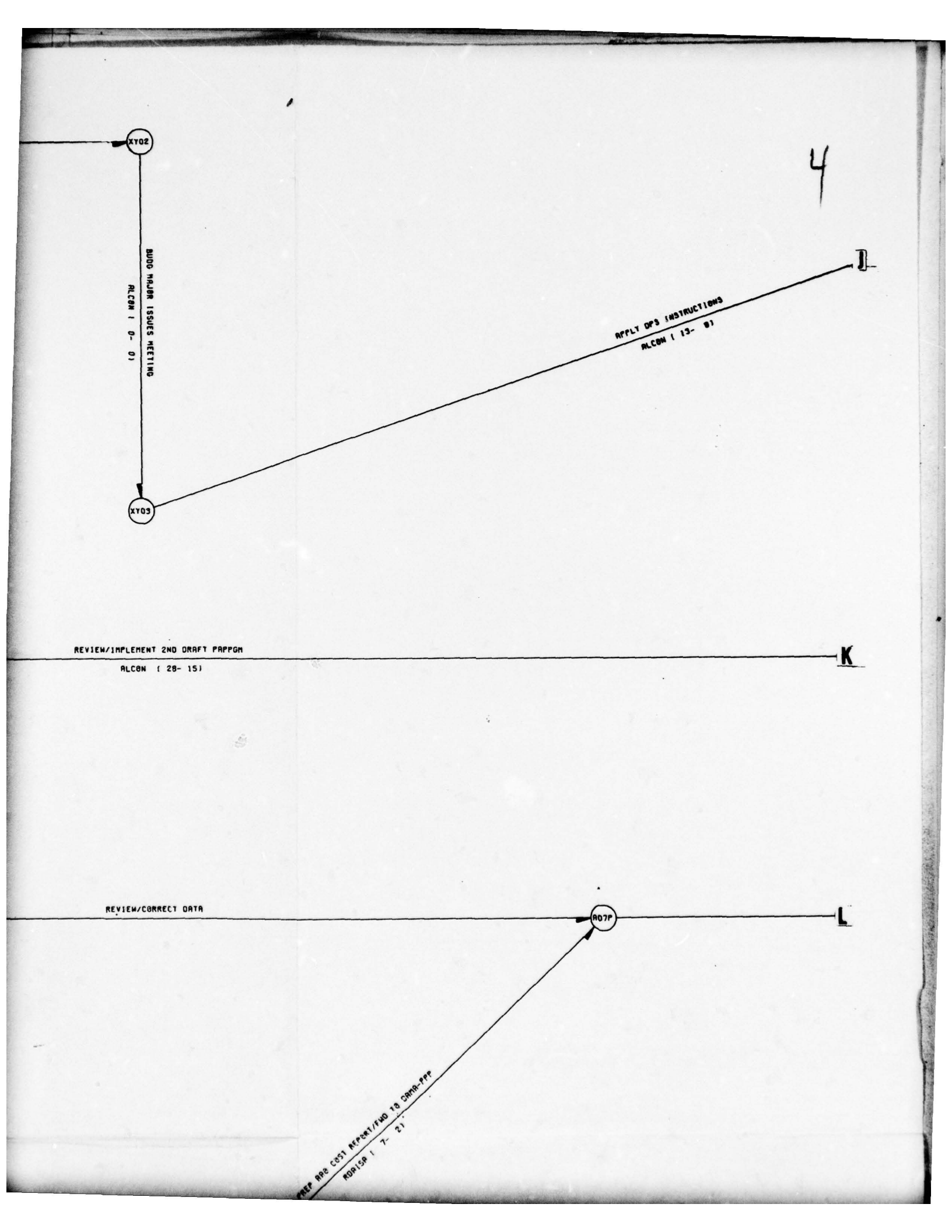
A069017

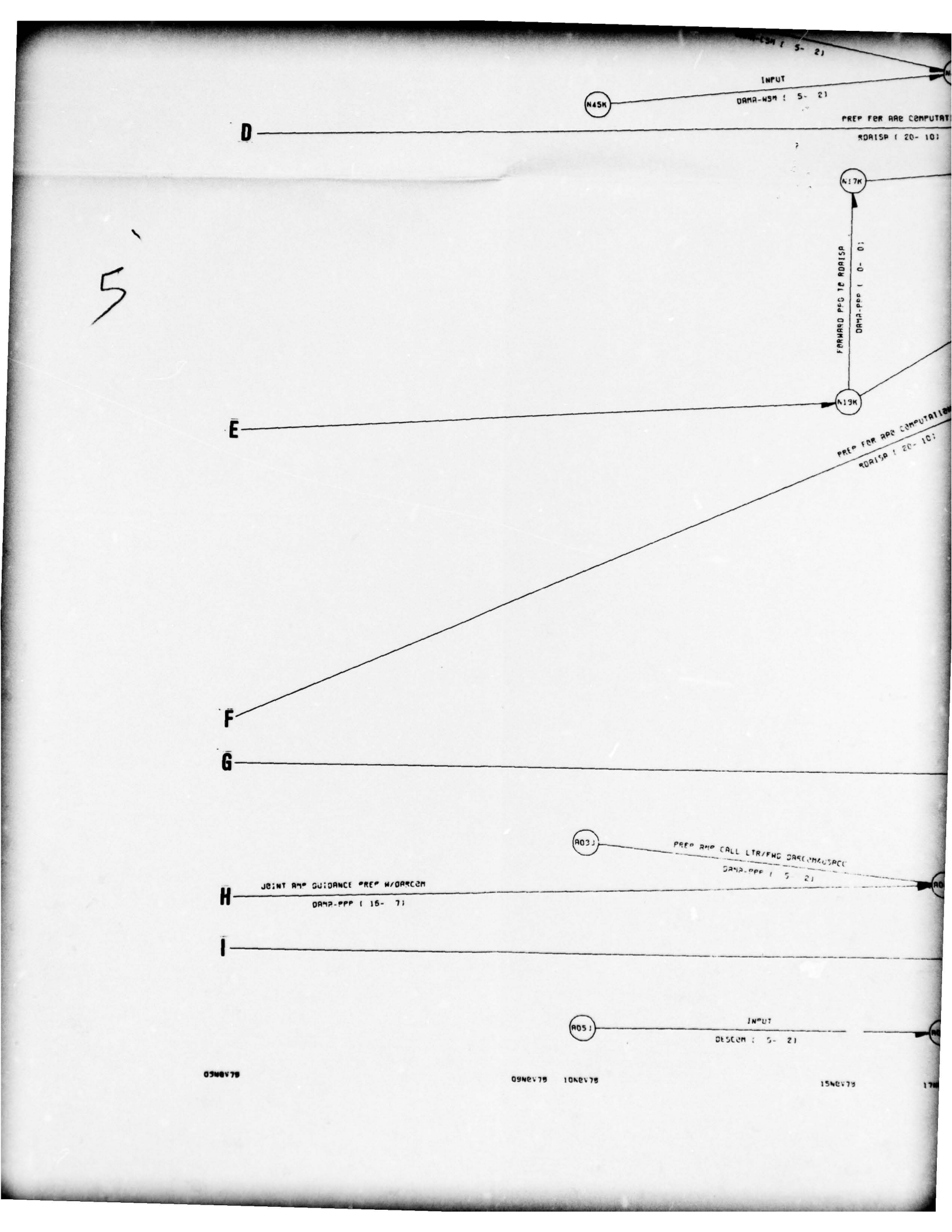


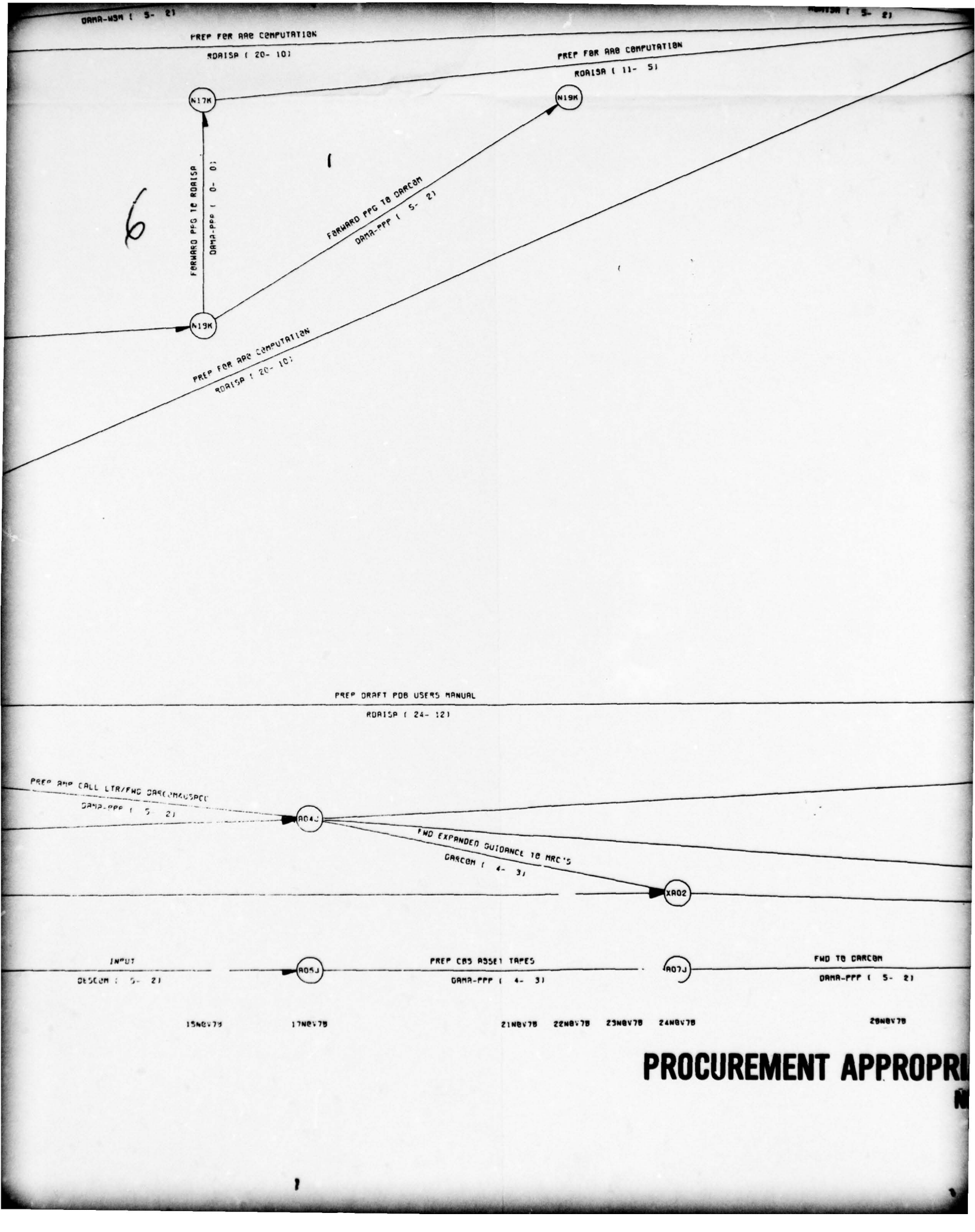

A
B
PREP 2ND DRAFT PAPPOM
DACS-DPD (14- 7)
C
FORWARD UPDATE OF SPEC CONTG RQMTS
DAMA-PPP (5- 2)
N34K
N36K
FORWARD AOCON TEST TAPE
DAMA-FDA (5- 2)
N37K
FORWARD SPECIAL MISSILE AAC GUIDANCE
DAMA-PPP (5- 2)
N39K
N37H
FORWARD FORCE PACKAGE METHODOLOGY
DACS-DPD (4- 3)
PREP/FORWARD FINAL AAC GUIDANCE
DAMA-PPP (5- 2)
N37I
ANALYZE DRAFT PAPPOM
DAMA-PPP (4- 3)
N38K
N50H
FORWARD SCENARIO DATA
DACS-DPD (4- 3)
N37J
N42K
INPUT
DAMA-CSM (5- 2)
N43K
N44K
INPUT
DAMA-CSM (5- 2)
N46K
INPUT
DAMA-WSM (5- 2)
N45K
PREP FOR AAC COMPUTATION
RDAISP (20- 10)
D
N17K


XX09
DUMMY ARC
(0- 0)
AAGCN TEST TAPE
FDA (5- 2)
MISSILE AAG GUIDANCE
-PPP (5- 2)
N39K
XX10
PREP FOR AAG COMPUTATION
RDAISA (14- 9)
NAL AAG GUIDANCE
A-PPP (5- 2)
L000
SEE LOGSACS NETWORK
(3- 2)
L38A
N50H
INPUT
DAMG-RQR (5- 2)
N51K
PREP FOR AAG COMPUTATION
RDAISA (9- 5)
INPUT
-C5M (5- 2)
N43K
FWD UPDATE OF FUZE/PROP CHARGE MTRX
DAMA-PPP (4- 3)
FORWARD WARP/AMMO RATES
DAMA-PPP (1- 1)
FWD LOGSACS TAPE TO RDAISA
USAMSSA (3- 0)
INPUT
-C5M (5- 2)
INPUT
-W5M (5- 2)
N46K
FWD UPDATE OF DEP LEVELS FOR TNG
DAMA-PPP (4- 3)
N52K
PREPARE FOR AAG COMPUTATION
RDAISA (5- 2)
N90K
PREP FOR AAG COMPUTATION
RDAISA (20- 10)
PREP FOR AAG COMPUTATION
RDAISA (11- 5)
N17K
N19K

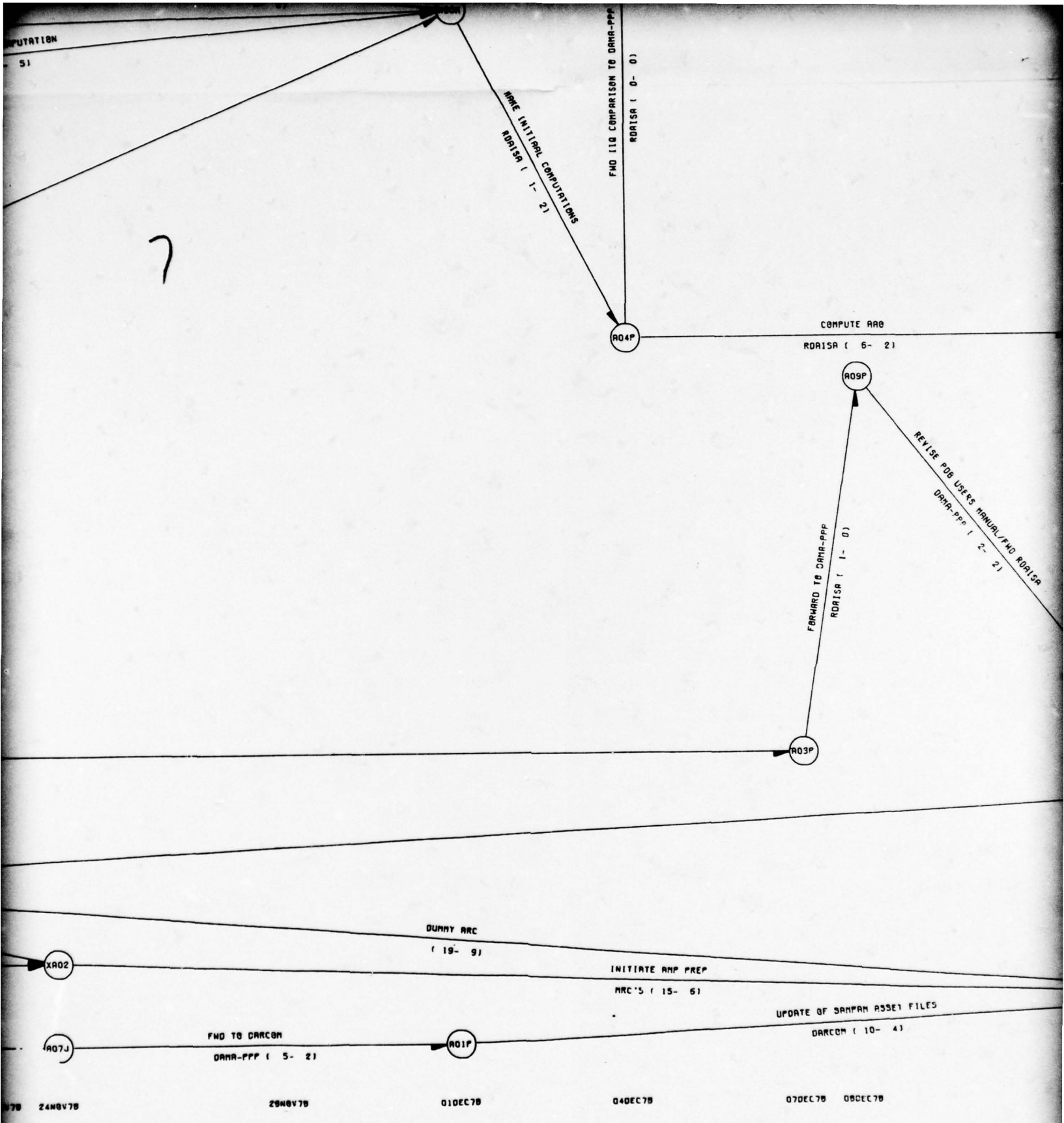
XY02
BUDD MAJOR ISSUES MEETING
ALCON (0- 01
XY03
REVIEW/IMPLEMENT 2ND DRAFT PAPPGM
ALCON (28- 15)
L38A
FND LOGSACS TAPE TO RDAISA
USAMSSA (3- 01)
AAB COMPUTATION
(5- 2)
N90A
A05P
REVIEW/CORRECT DATA
IIQ COMPARISON TO DANA-PPP
RDAISA (0- 01)
NAME INITIAL


XY02
BUDG MAJOR ISSUES MEETING
ALCON (0- 0)
J
APPLY OPS INSTRUCTIONS
ALCON (13- 8)
XY03
REVIEW/IMPLEMENT 2ND DRAFT PAPPGM
ALCON (28- 15)
K
REVIEW/CORRECT DATA
R07P
L
PREP APB COST REPORT/FWD TO CAMA-PPP
ADPISA (7- 2)


INPUT
DAMA-WSM (5- 2)
N45K
D
PREP FOR AAS COMPUTATI
RDAISP (20- 10)
N17K
FORWARD PFG TO RDAISP
DAMA-PPP (0- 0)
N19K
E
PREP FOR AAS COMPUTATI
RDAISP (20- 10)
F
G
A03J
PREP AMP CALL LTR/FWD DATA/MAG/SPCC
DAMA-PPP (5- 2)
H
JOINT AMP GUIDANCE PREP W/DARCOM
DAMA-PPP (15- 7)
I
A05J
INPUT
DESCOM (5- 2)

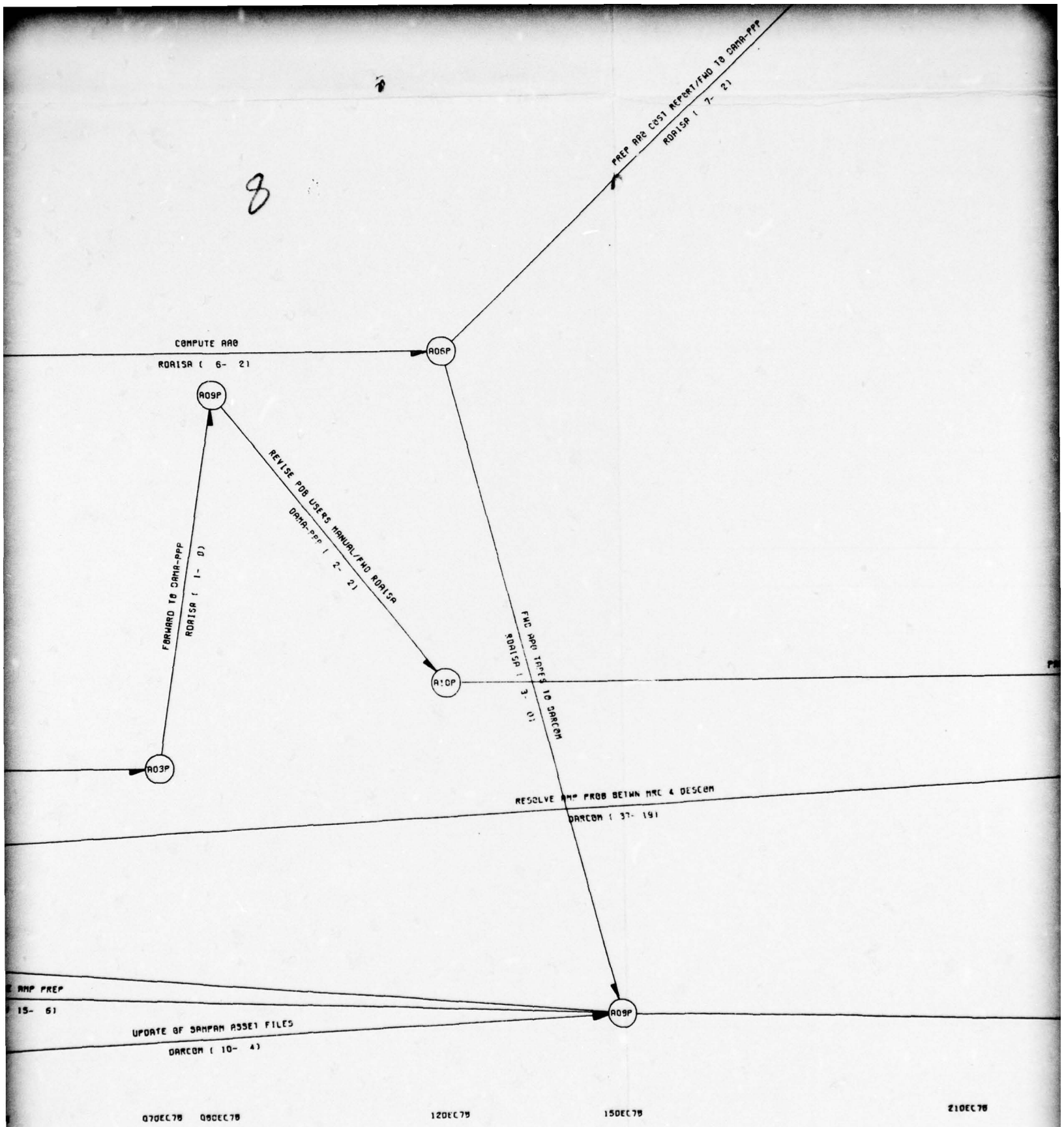


PROCUREMENT APPROPRI

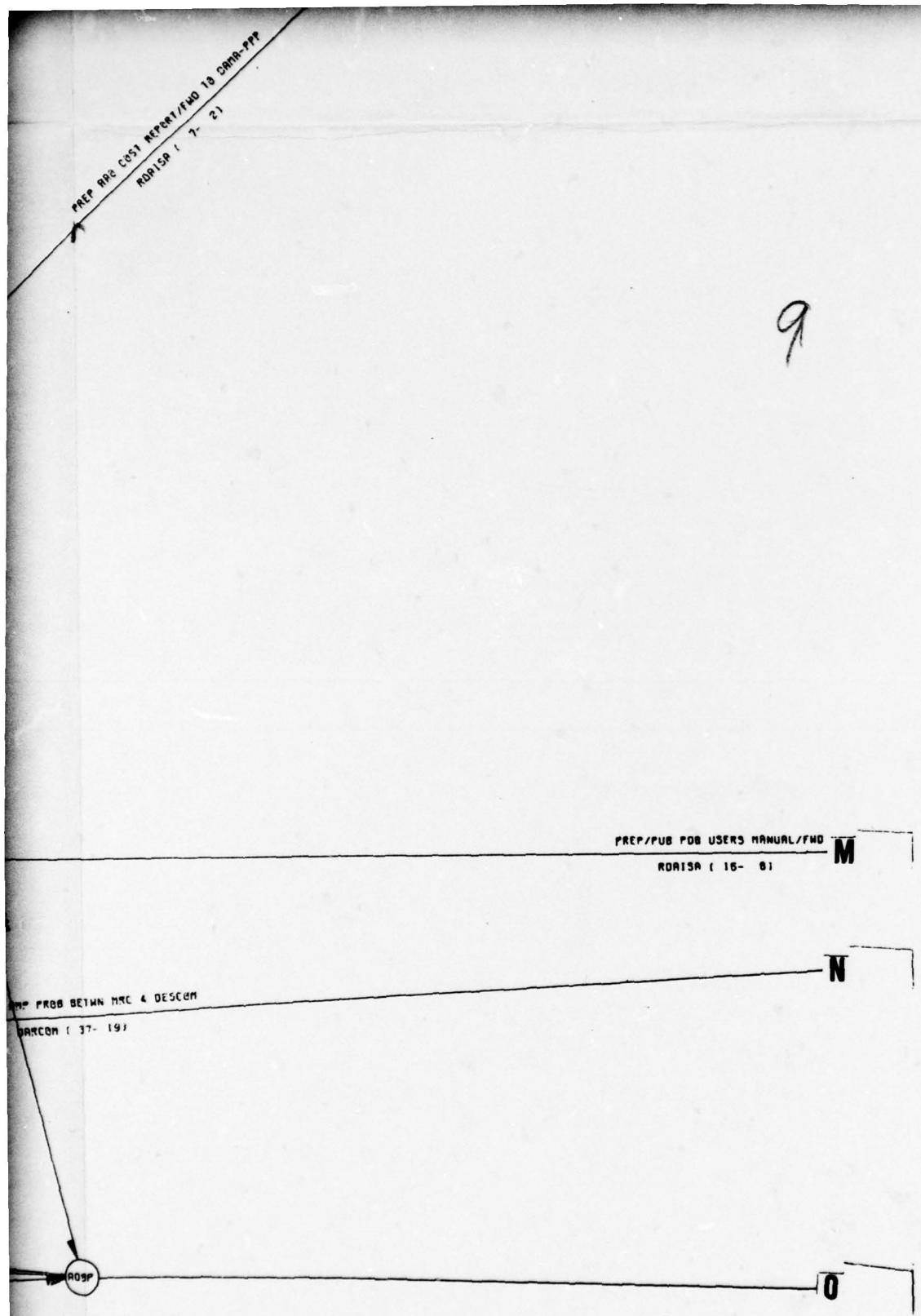


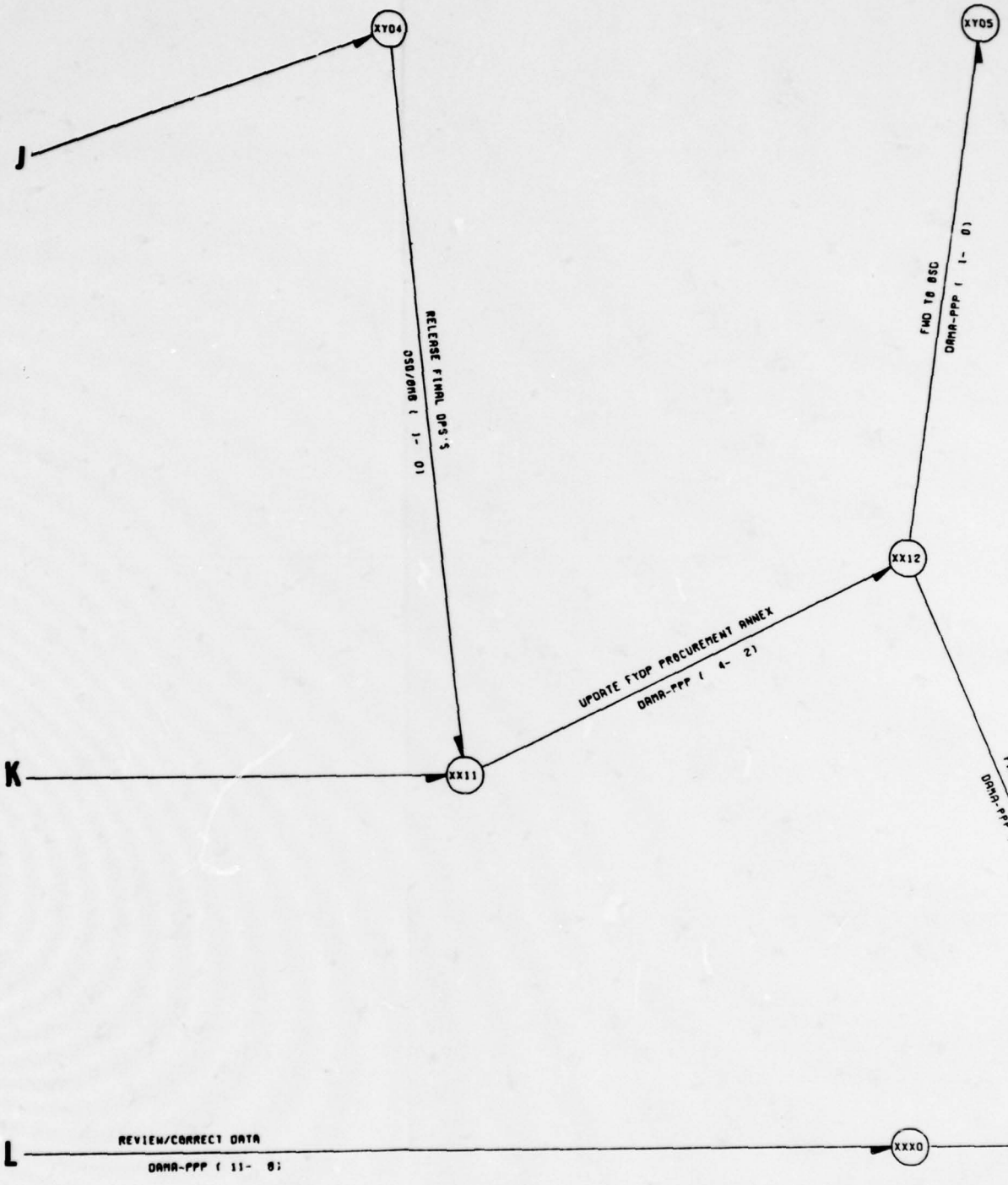
PROCUREMENT APPROPRIATION DEVELOPMENT PROCESS

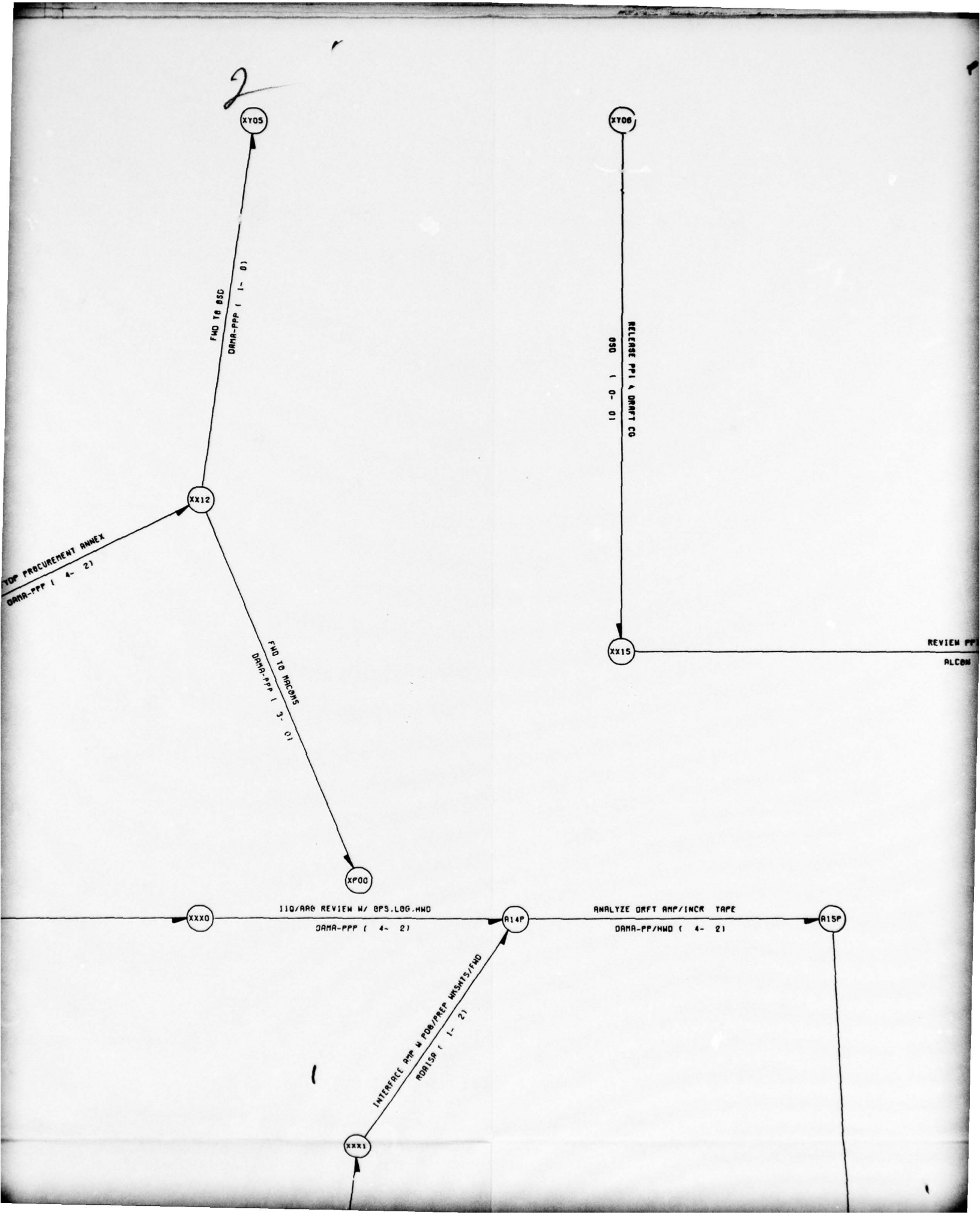
NETWORK H

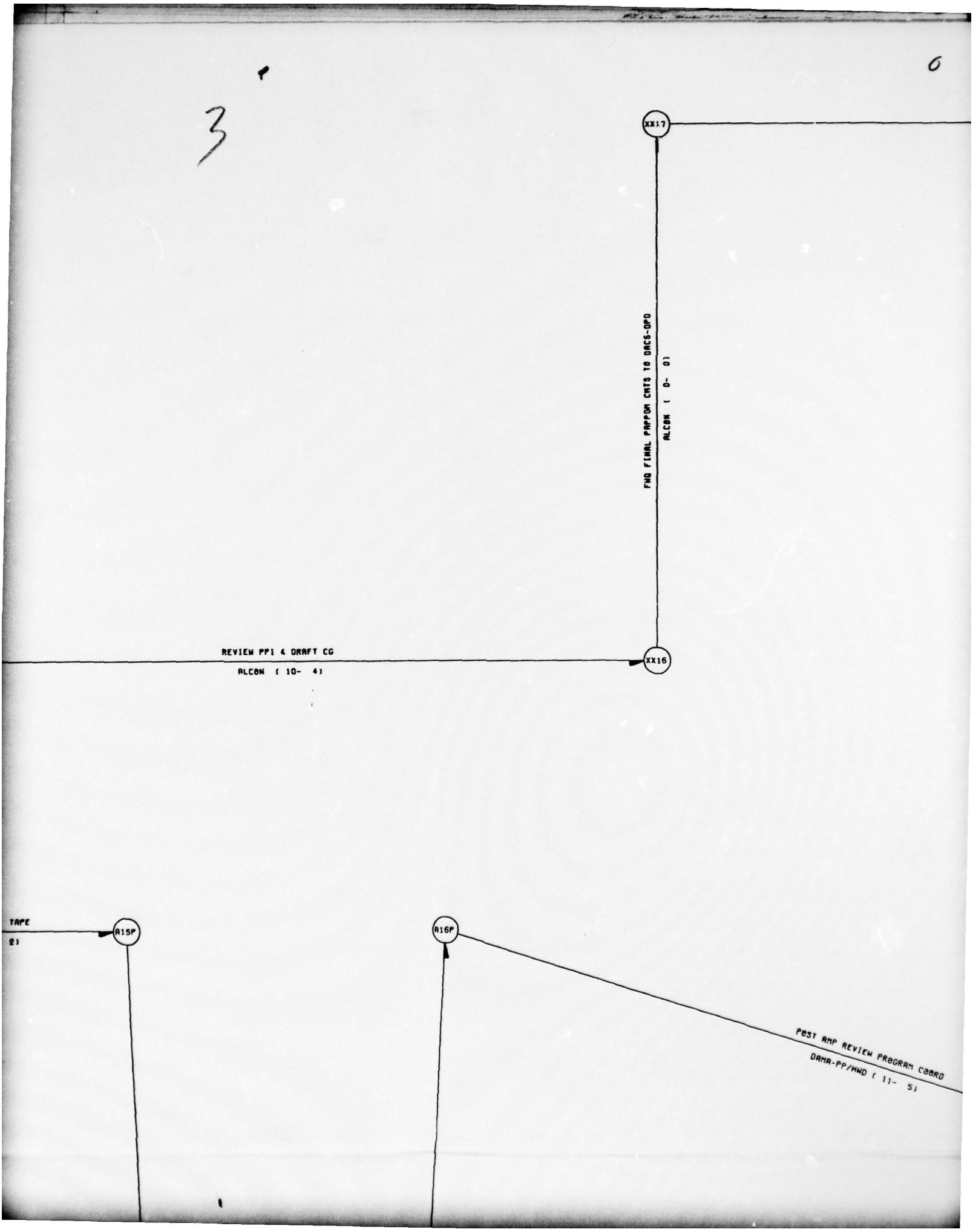

PREP AR8 COST REPORT/FWD TO DAMA-PPP
RDAISA (7- 2)
COMPUTE AR8
RDAISA (6- 2)
A06P
A09P
REVISE PDB USERS MANUAL/FWD RDAISA
DAMA-PPP (2- 2)
FORWARD TO DAMA-PPP
RDAISA (1- 0)
A10P
FWD RPD TAPES TO DARCOM
RDAISA (3- 0)
A03P
RESOLVE AMP PROB BETWN MRC & DESCOM
DARCOM (37- 19)
AMP PREP
15- 6)
A09P
UPDATE OF SAMPAM ASSET FILES
DARCOM (10- 4)
07DEC78
09DEC78
12DEC78
15DEC78
21DEC78

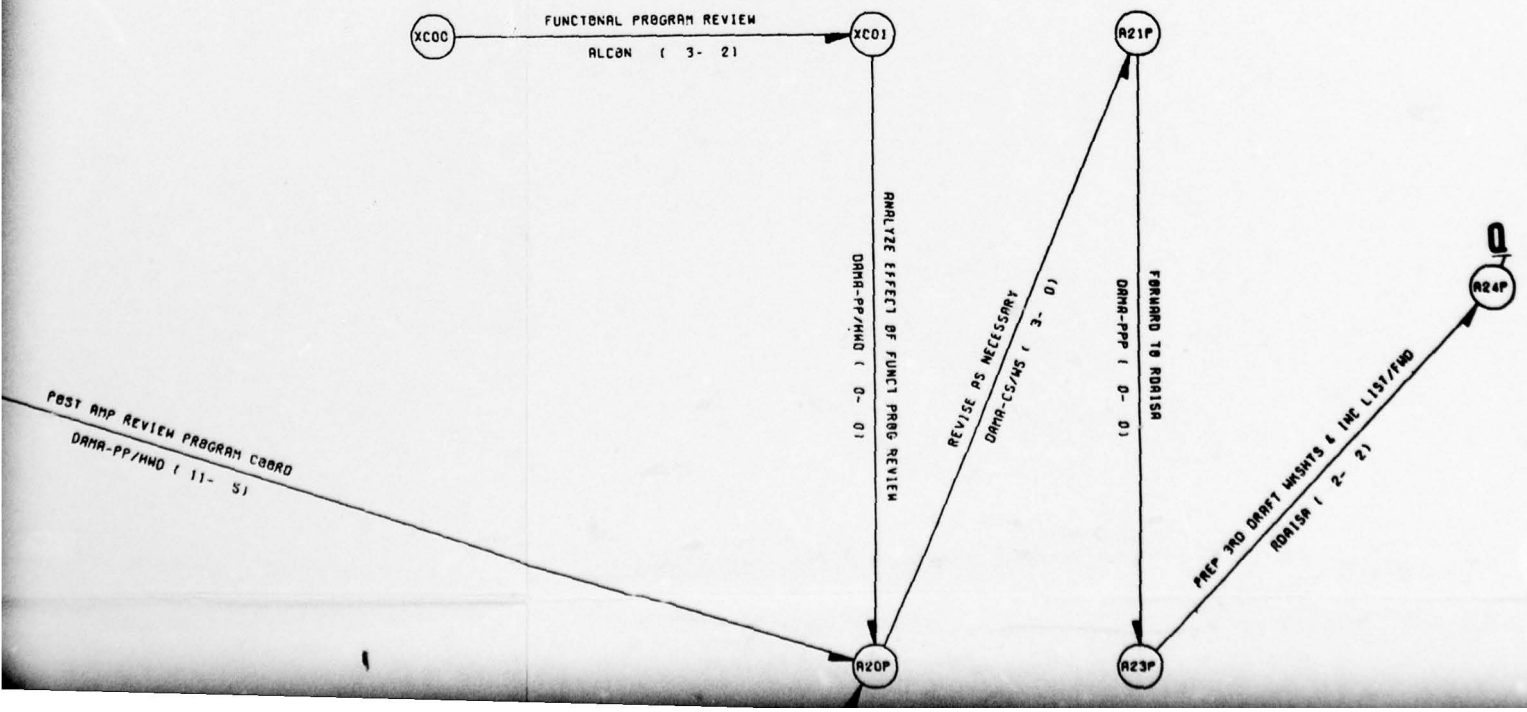
T PROCESS


PREP RPR COST REPORT/FWD TO OAMA-PPP
RDAISA (7- 21
9
PREP/PUB PDB USERS MANUAL/FWD
RDAISA (16- 81
M
N
PREP PROB BETWN MRC & DESCOM
OARCOM (37- 197
AOSP
O
15DEC78
21DEC78

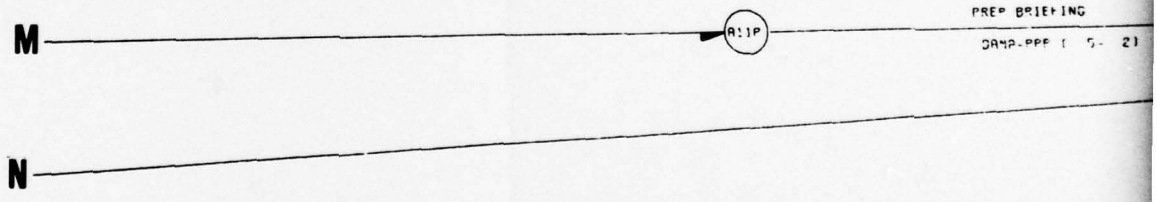

XY04
XY05
J
RELEASE FINAL OPS'S
OSD/OAB (1- 01
FWD TO OSC
DAMA-PPP (1- 01
XX12
UPDATE FYDP PROCUREMENT ANNEX
DAMA-PPP (4- 21
K
XX11
FWD TO MACOMS
DAMA-PPP (3- 01
L
REVIEW/CORRECT DATA
DAMA-PPP (11- 81
XXX0

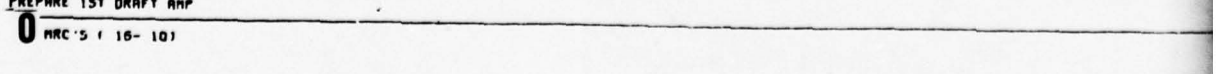

XY05
XY06
FWD TO OSD
DAMA-PPP (1- 01)
RELEASE PPI & DRAFT CO
OSD 1 0- 01
XX12
XX15
REVIEW PPI
ALCOM
TOP PROCUREMENT ANNEX
DAMA-PPP (4- 2)
FWD TO MACOMS
DAMA-PPP (3- 01)
XP00
XXX0
IIO/AAG REVIEW W/ OPS.LOG.HWD
DAMA-PPP (4- 2)
A14P
ANALYZE DRFT AMP/INCR TAPE
DAMA-PP/HWD (4- 2)
A15P
INTERFACE APP W POB/PREP WRSMTS/FWD
RDA1SP (1- 2)
XXX1

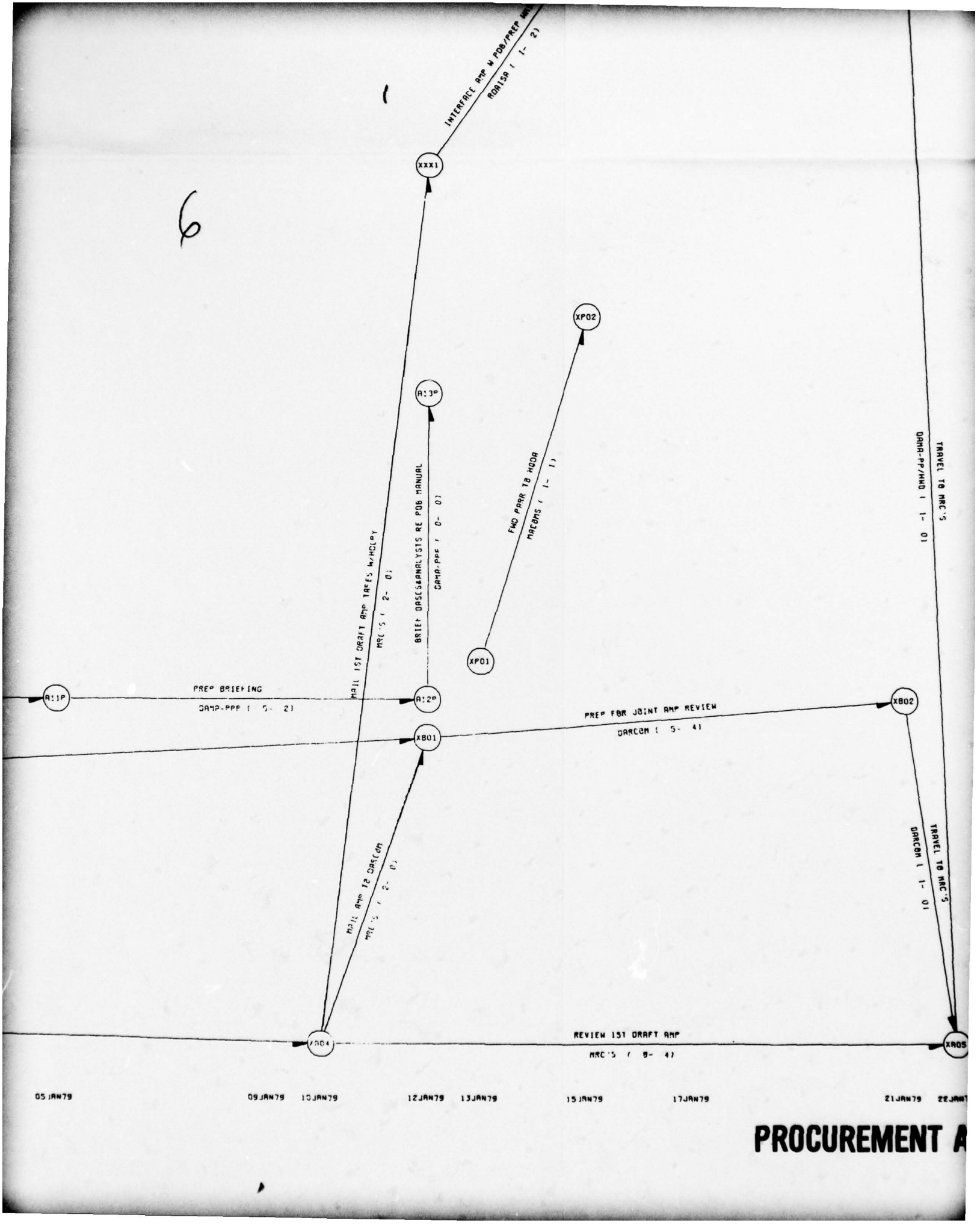

XX17
FWD FINAL PAPPGM CMTS TO DACS-DPD
ALCON (0- 0)
REVIEW PPI & DRAFT CG
ALCON (10- 4)
XX16
TAPE
2)
A15P
A16P
POST AMP REVIEW PROGRAM CaaRD
DAMA-PP/HWD (11- 5)


XCOC
FUNCTIONAL PROGRAM REVIEW
ALCON (3- 21)
XCO1
A21P
ANALYZE EFFECT OF FUNCT PROG REVIEW
DAMA-PP/HWD (0- 0)
REVISE AS NECESSARY
DAMA-CS/WS (3- 0)
FORWARD TO RDAISA
DAMA-PPP (0- 0)
A24P
PREP 3RD DRAFT WKSHTS & INC LIST/FMD
RDAISA (2- 2)
POST AMP REVIEW PROGRAM CHRD
DAMA-PP/HWD (11- 5)
A20P
A23P

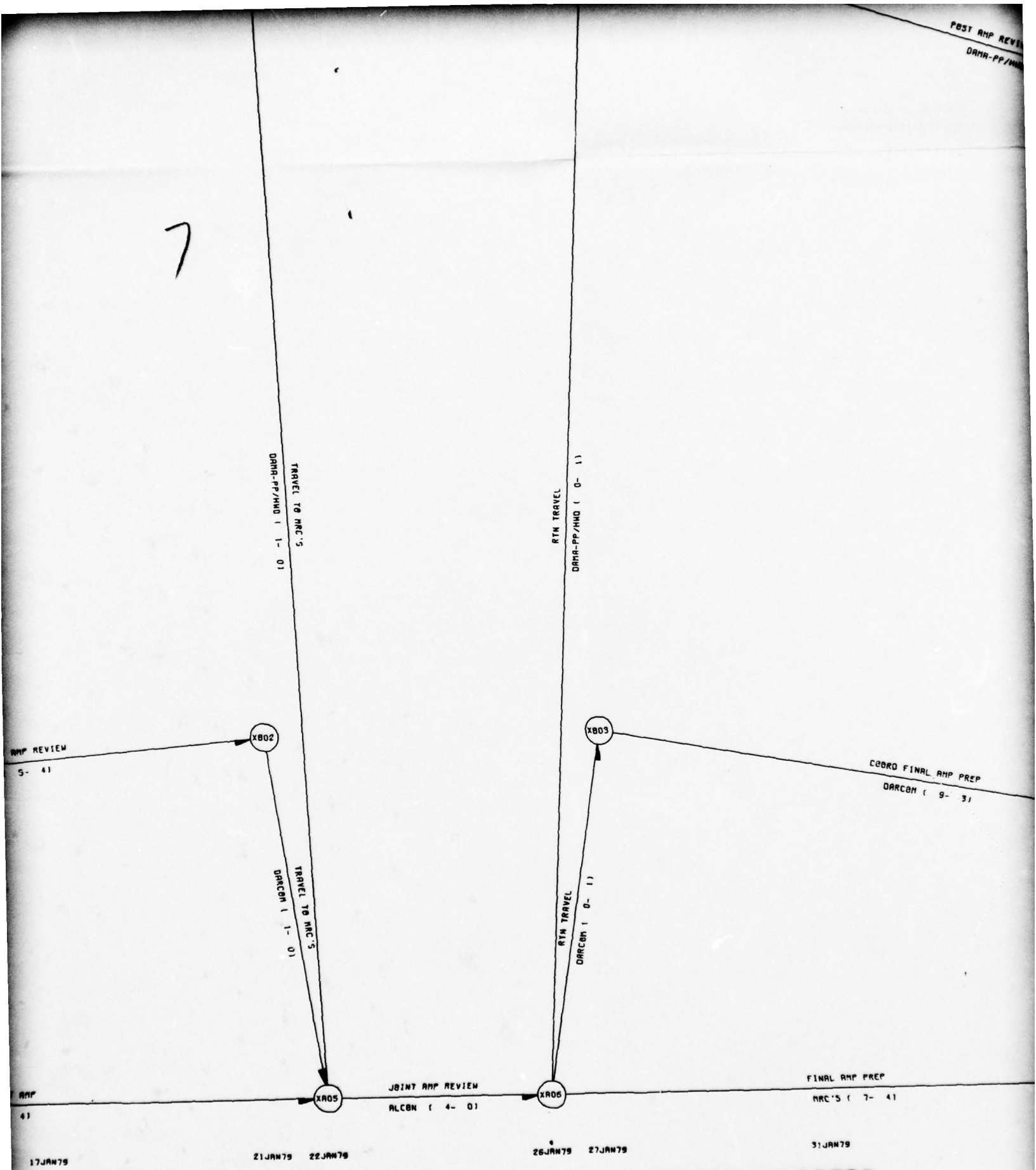
5


M
A:1P
PREP BRIEFING
DAMP-PPF (5- 21
N


PREPARE 1ST DRAFT AMP
0
ARC'5 (16- 10)

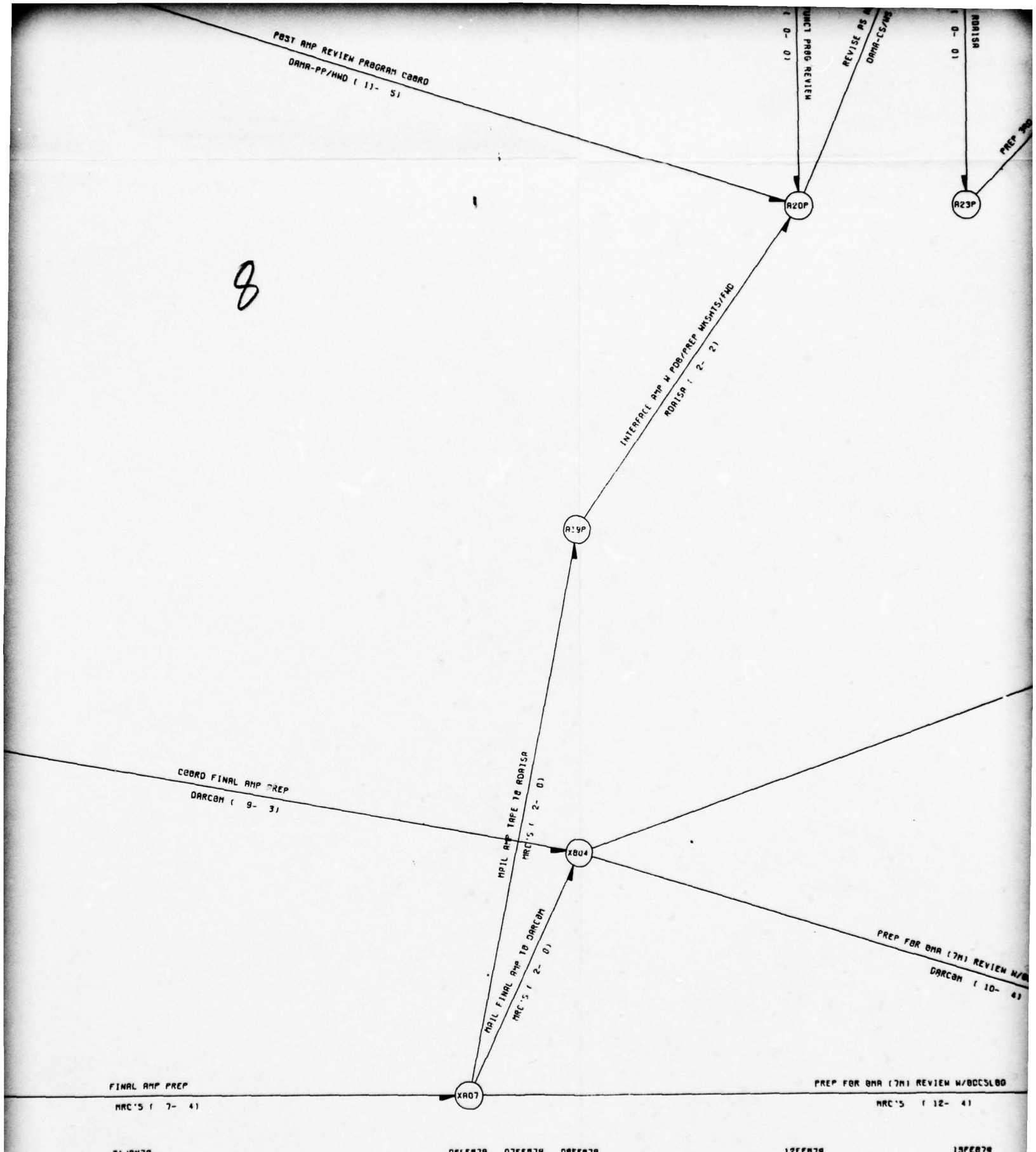


PROCUREMENT A



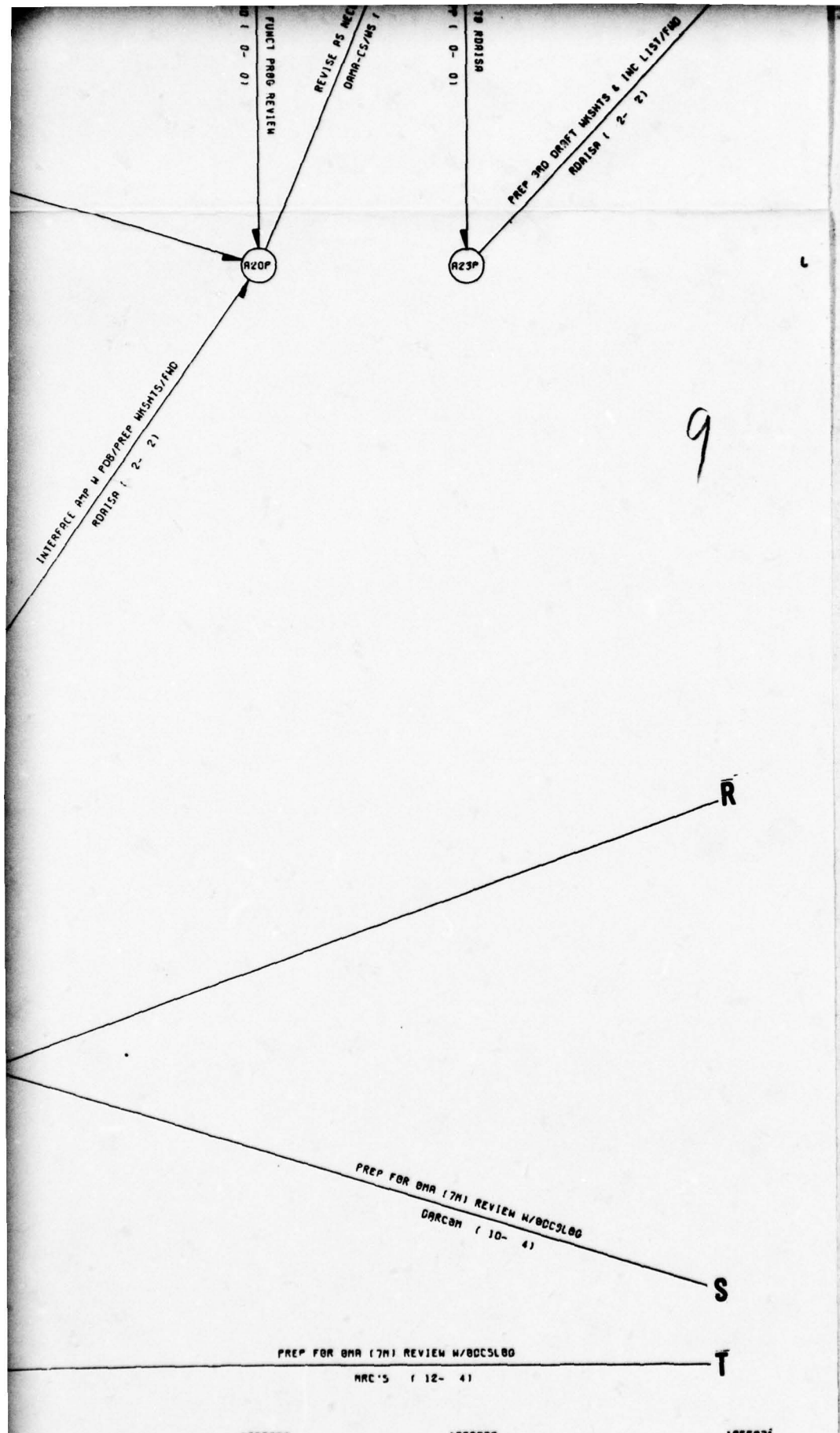
PROCUREMENT APPROPRIATION DEVELOPMENT PROCESS

NETWORK H

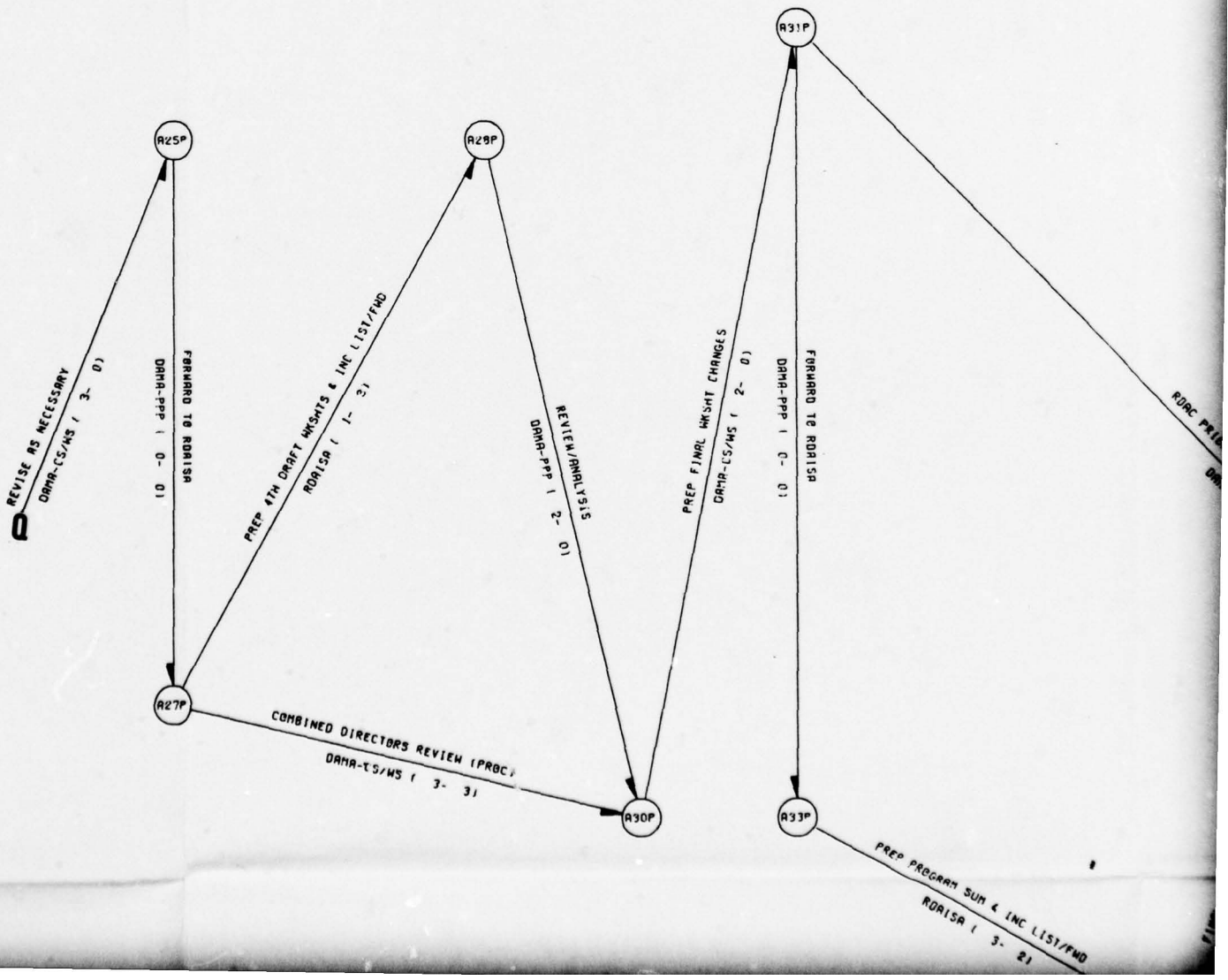


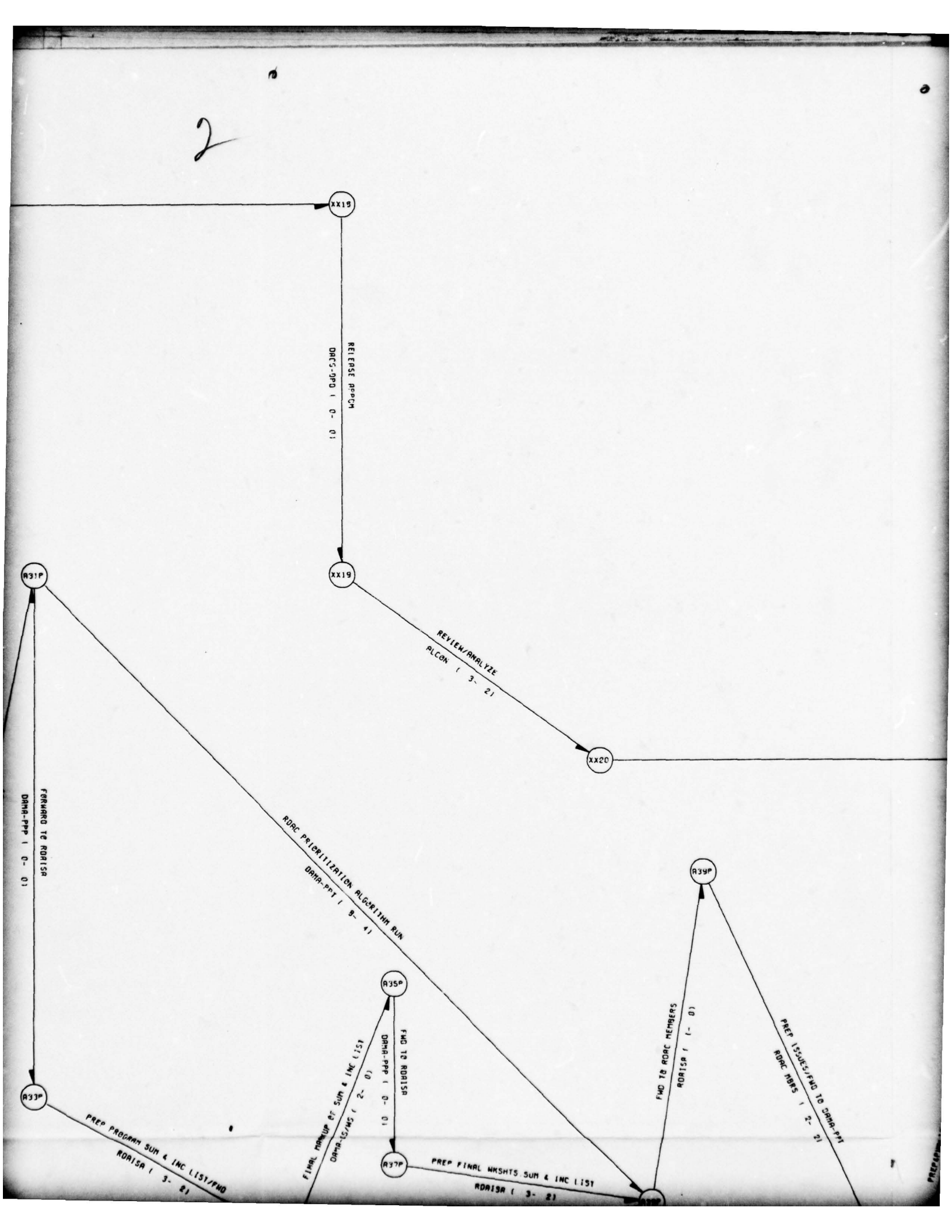
8

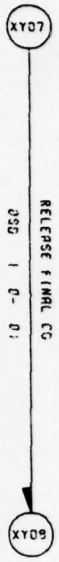
ENT PROCESS


FUNCT PROG REVIEW
REVISE PS MEC
DAMA-CS/MS
TO RDAISA
PREP 3RD DRAFT WKSHTS & INC LIST/FND
RDAISA (2- 2)
A20P
A23P
INTERFACE AMP W PDB/PREP WKSHTS/FND
RDAISA (2- 2)
R
PREP FOR BMA (7M) REVIEW W/BDC9L80
DARCBM (10- 4)
S
PREP FOR BMA (7M) REVIEW W/BDC9L80
MRC'S (12- 4)
T
12FEB79
15FEB79
19FEB79

9


A31P
A25P
A28P
A27P
A30P
A33P
REVISE AS NECESSARY
DAMA-CS/WS (3- 01
FORWARD TO RDAISA
DAMA-PPP (0- 01
PREP 4TH DRAFT WHSHTS & INC LIST/FWD
RDAISA (1- 31
REVIEW/ANALYSIS
DAMA-PPP (2- 01
PREP FINAL WHSHT CHANGES
DAMA-CS/WS (2- 01
FORWARD TO RDAISA
DAMA-PPP (0- 01
COMBINED DIRECTORS REVIEW (PROC)
DAMA-CS/WS (3- 31
PREP PROGRAM SUM & INC LIST/FWD
RDAISA (3- 21

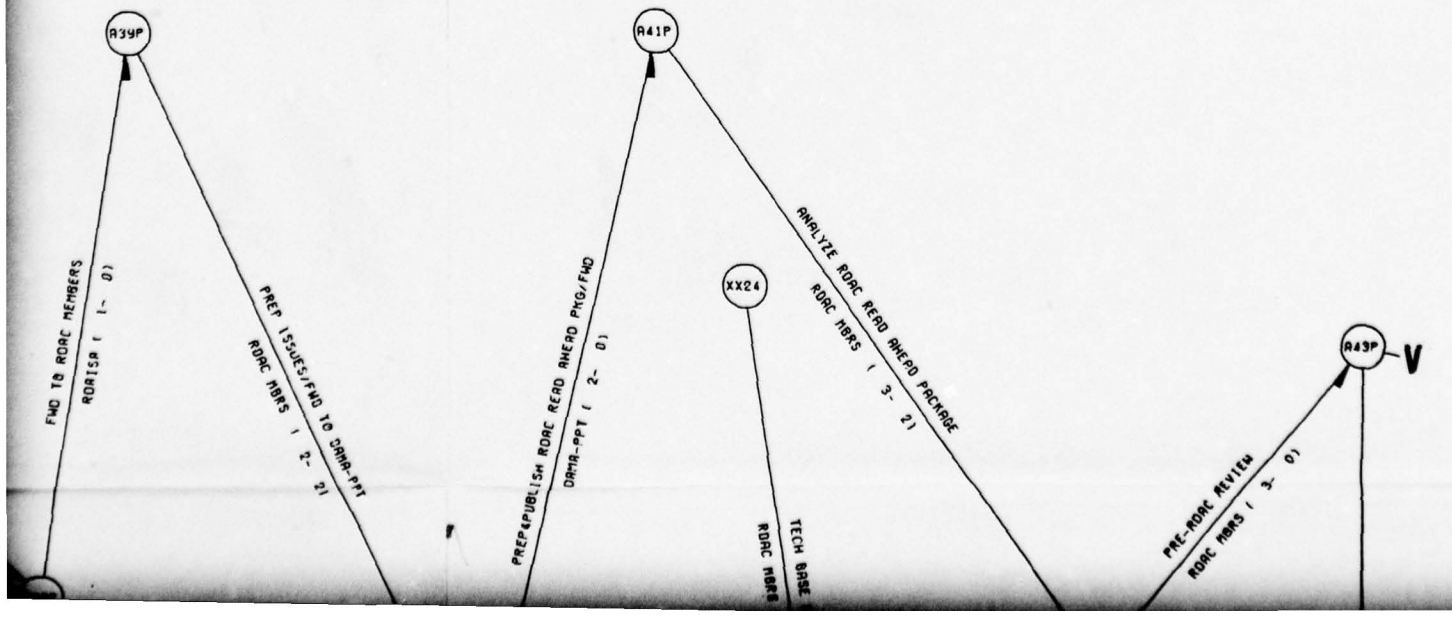

XX19
RELEASE APPCM
DAFS-DPD (0 - 0 1)
XX19
REVIEW/ANALYZE
ALCON (3- 2)
XX20
A31P
FORWARD TO RDAISA
DAMA-PPP (0- 0)
ROAC PRIORITIZATION ALGORITHM RUN
DAMA-PPT (9- 4)
A33P
PREP PROGRAM SUM & INC LIST/PMO
RDAISA (3- 2)
A35P
FINAL MARKUP OF SUM & INC LIST
DAMA-ICAMS (2- 0)
A37P
FWD TO RDAISA
DAMA-PPP (0 -0 0)
PREP FINAL WKSHTS SUM & INC LIST
RDAISA (3- 2)
A39P
FWD TO ROAC MEMBERS
RDAISA (1- 0)
PREP ISSUES/FWD TO DAMA-PPT
ROAC MBRS (2- 2)

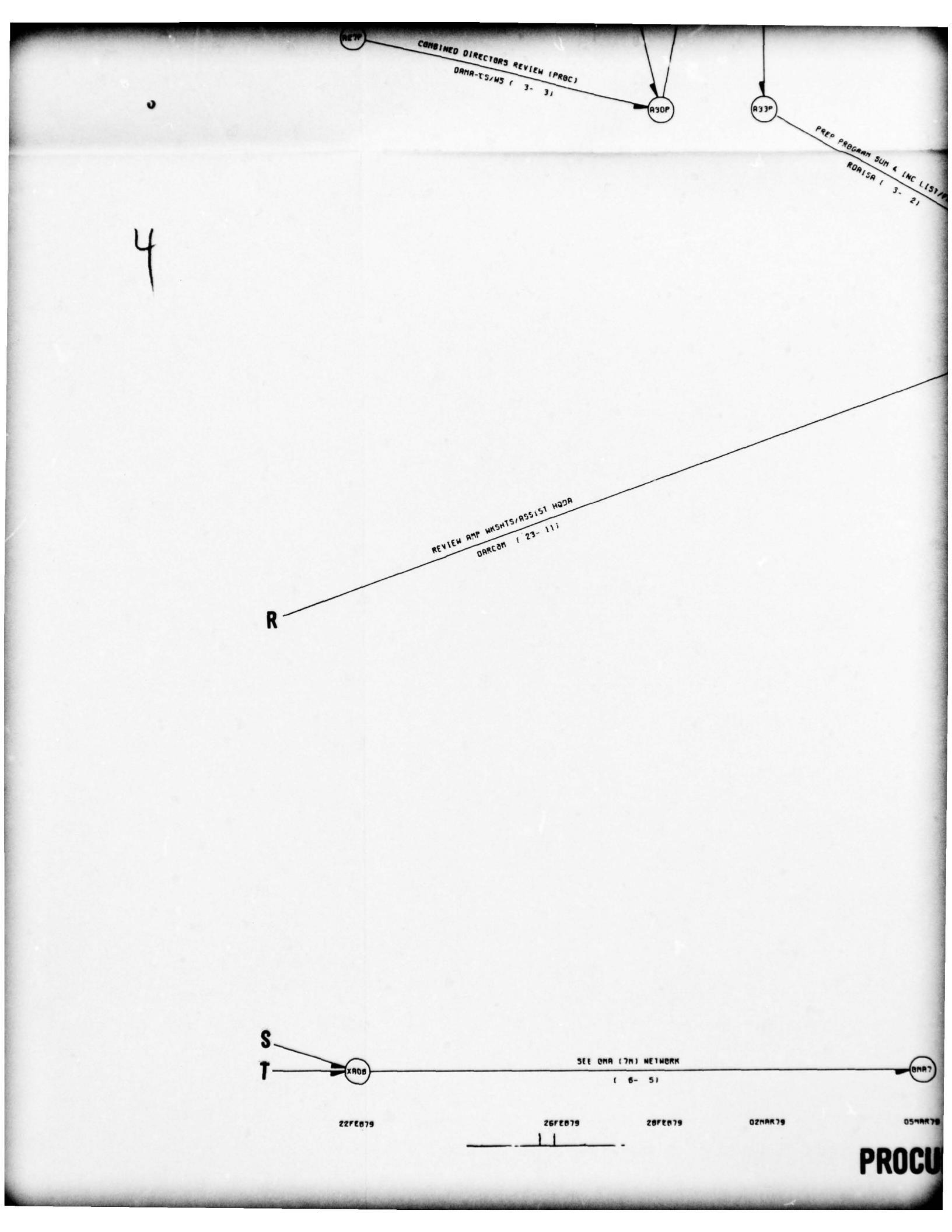


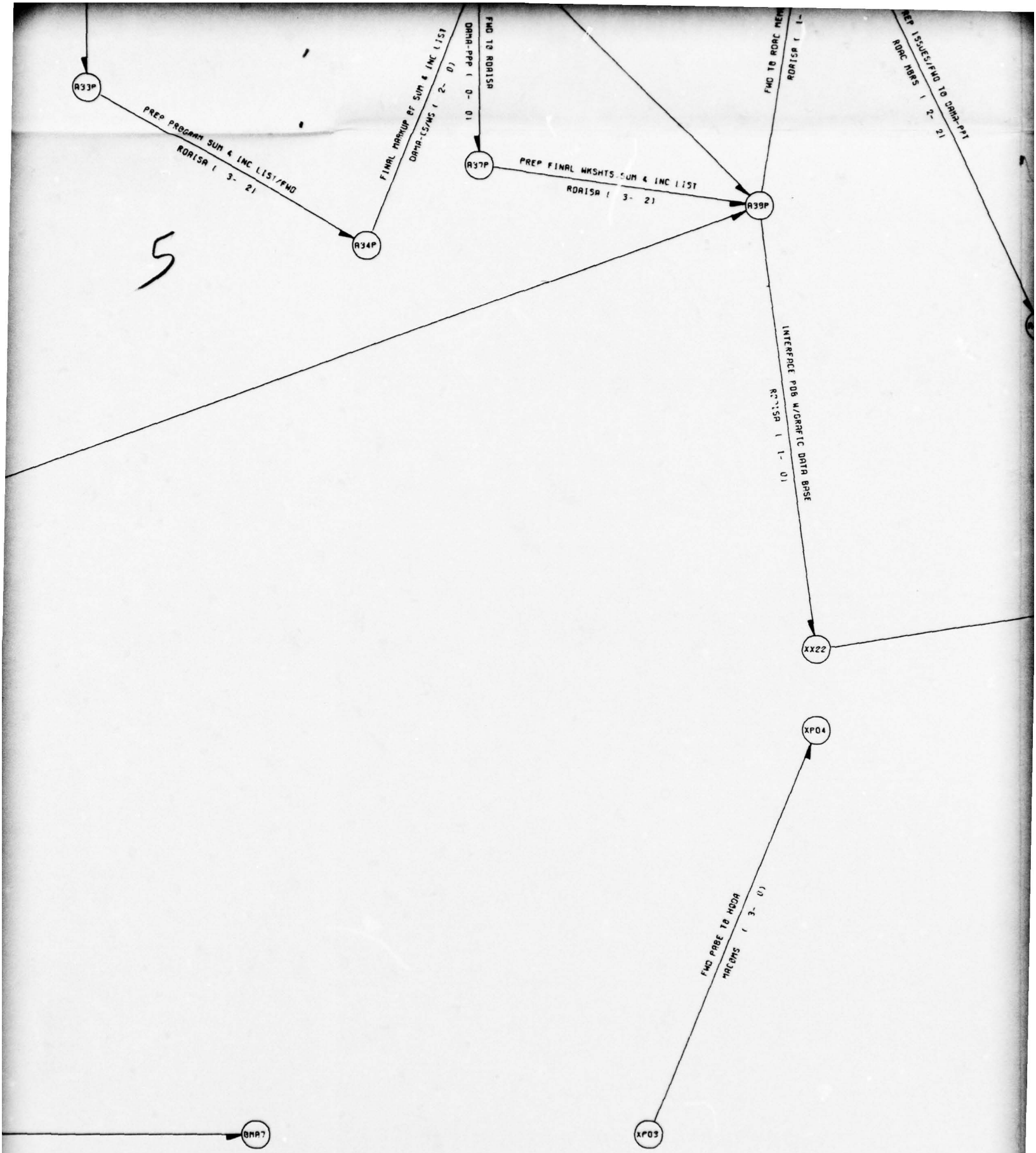
PREP PRECMT SECTN 1ST DRAFT PGM/FWD

DAMA-PP (14- 6)

U

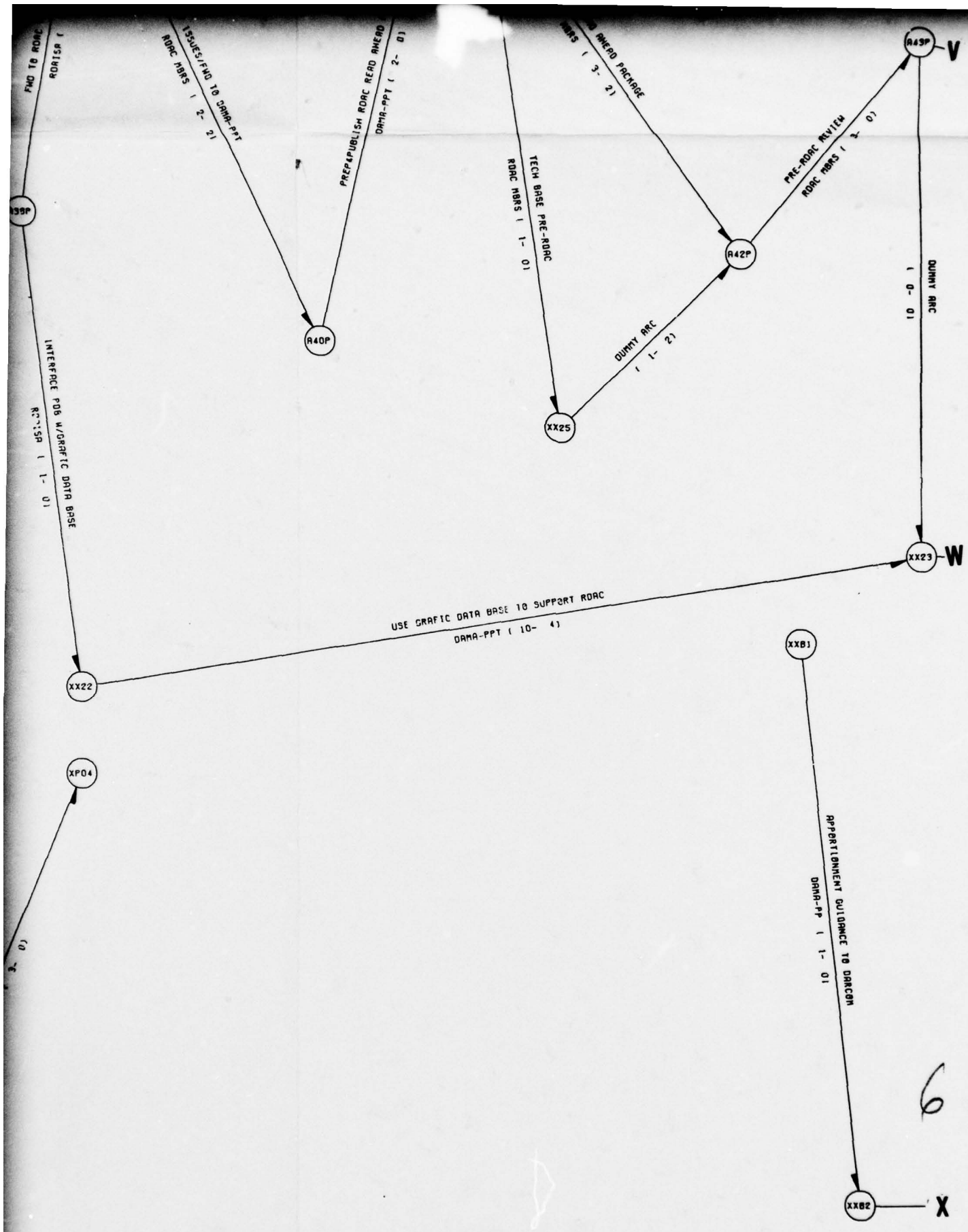



A27P
COMBINED DIRECTORS REVIEW (PROC)
DAMA-CS/WS (3- 3)
A30P
A33P
PREP PROGRAM SUM & INC LIST/D
RDAISA (3- 2)
4
REVIEW AMP WKSHTS/ASSIST HQDA
DARCOM (23- 11)
R
S
T
XA08
SEE DMA (7M) NETWORK
(6- 5)
DMA7
22FEB79
26FEB79
28FEB79
02MAR79
05MAR79
PROCU

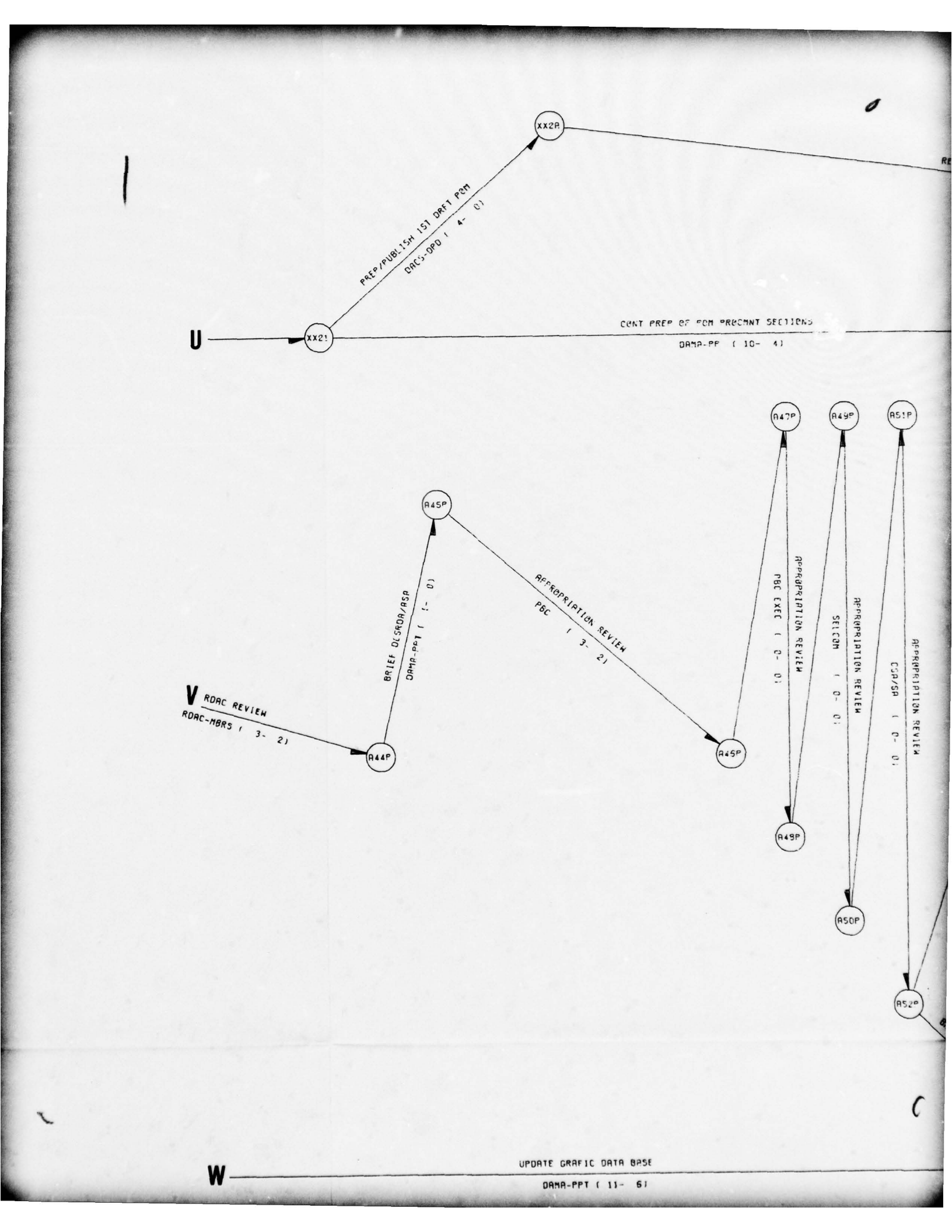


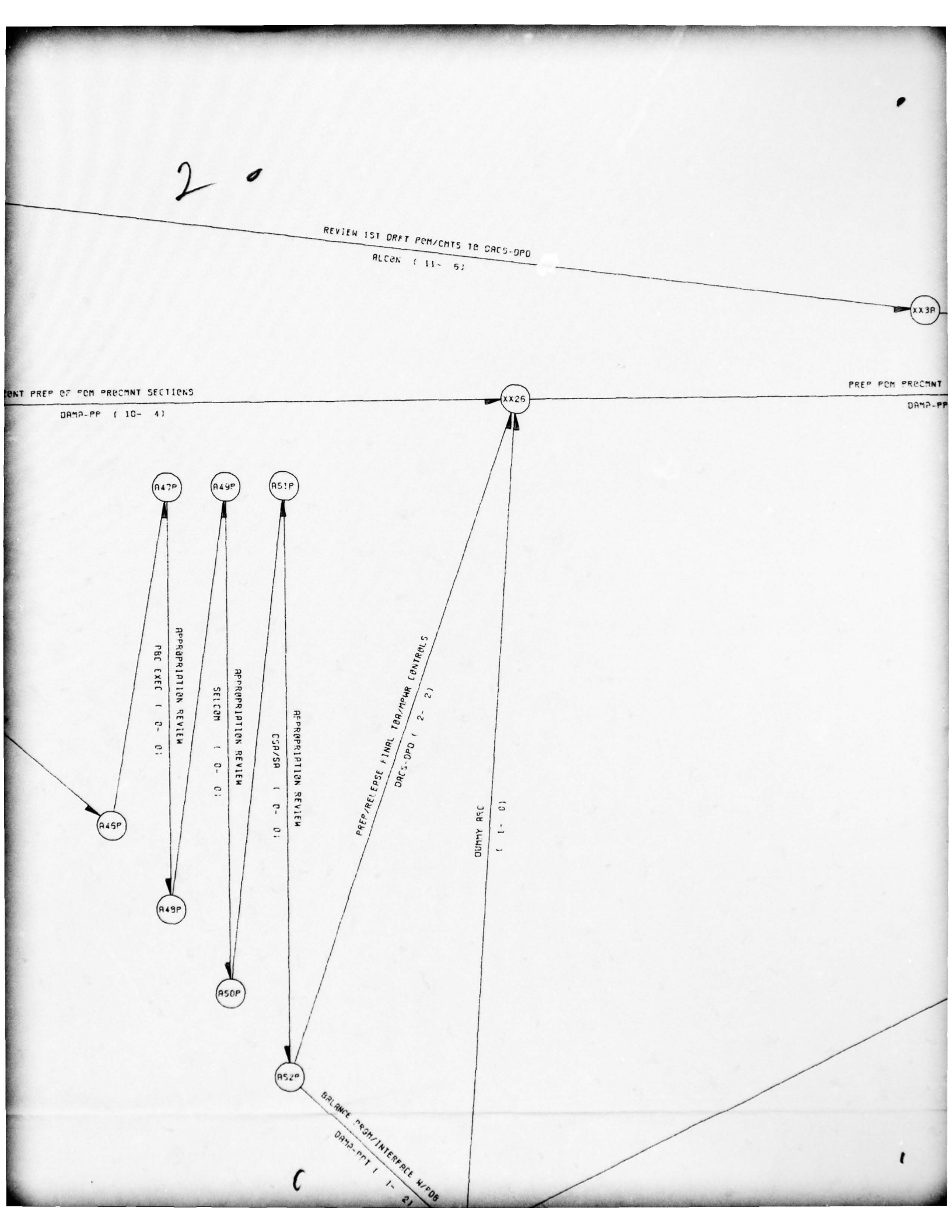
PROCUREMENT APPROPRIATION DEVELOPMENT PROCESS

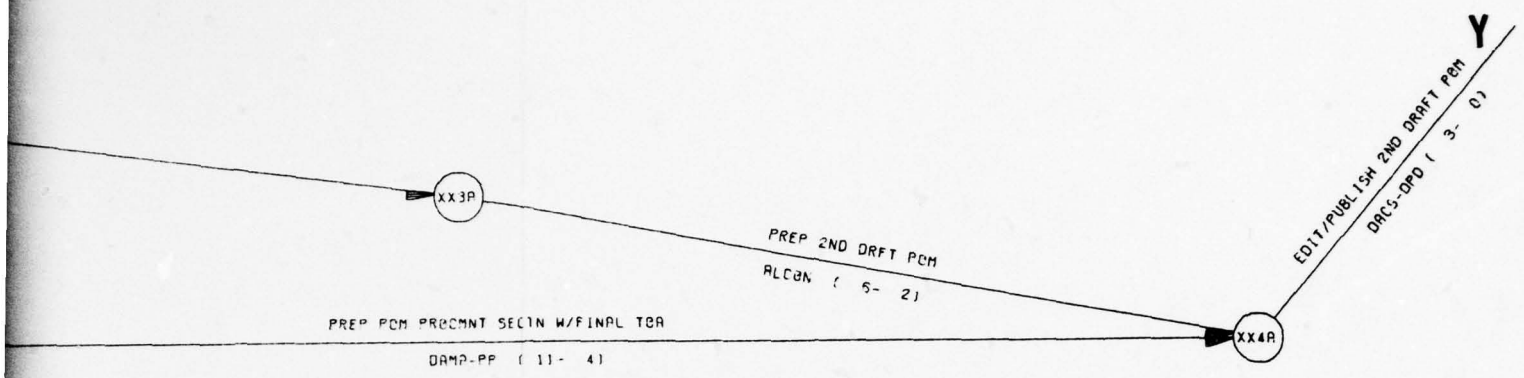
NETWORK H

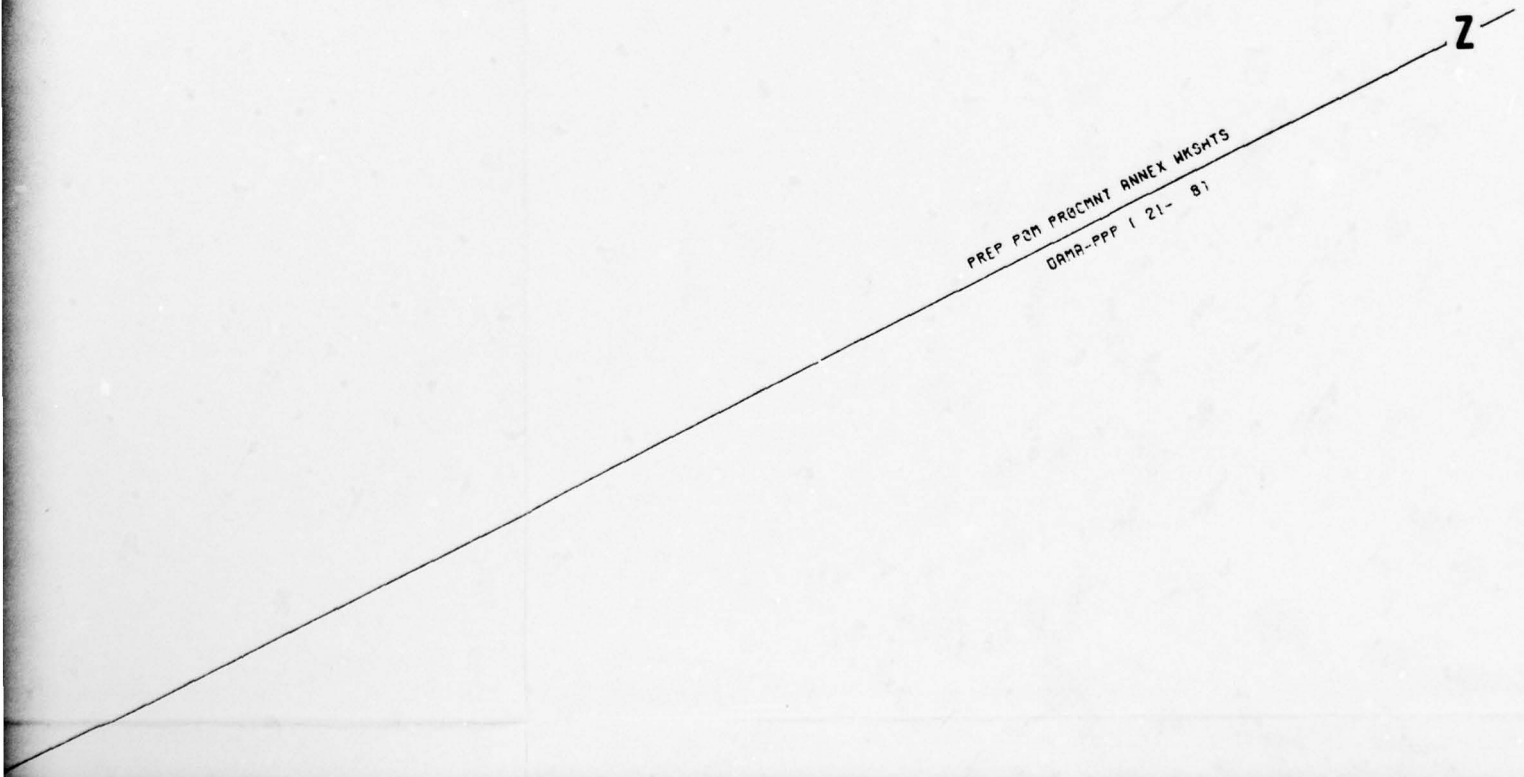


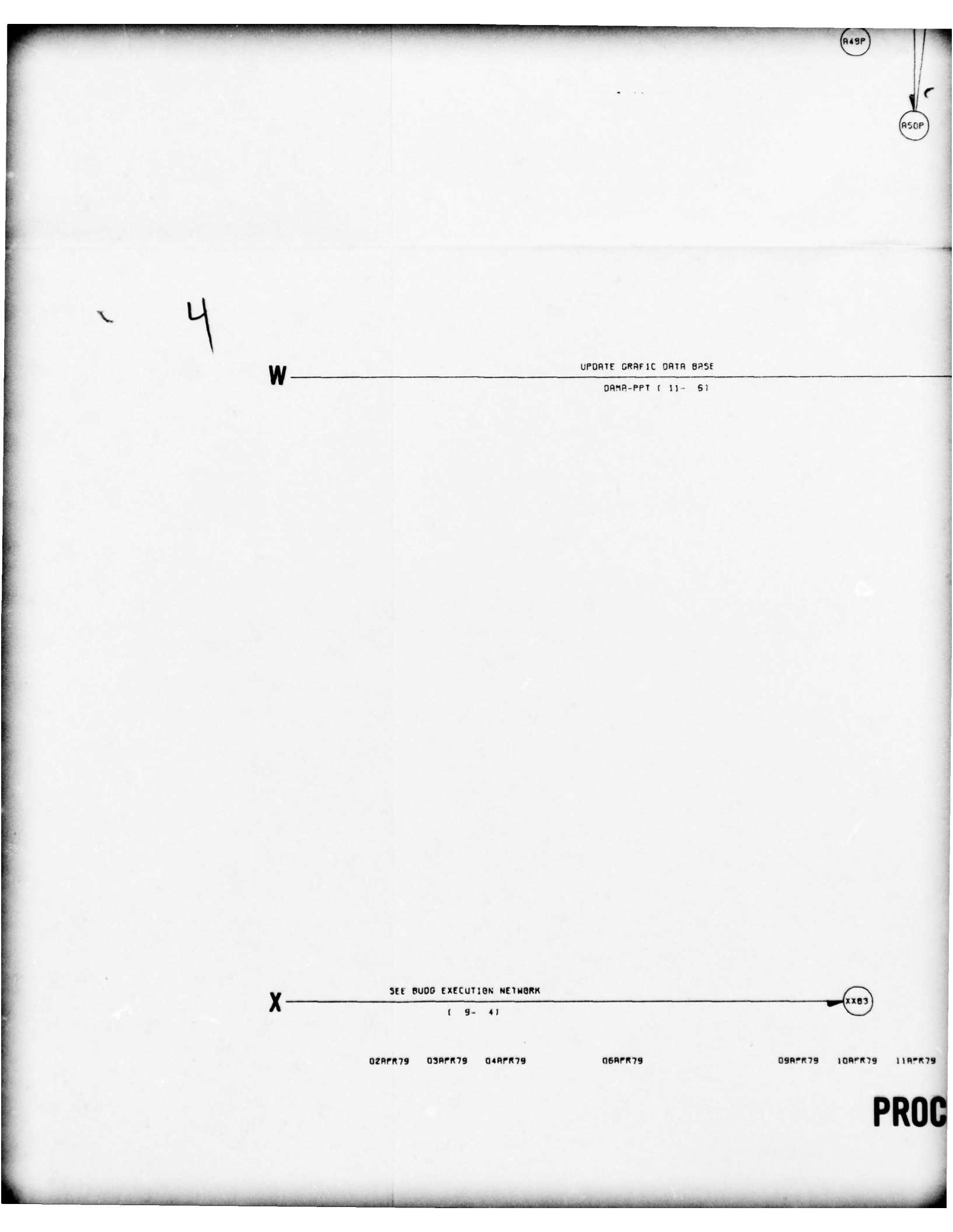
MENT PROCESS

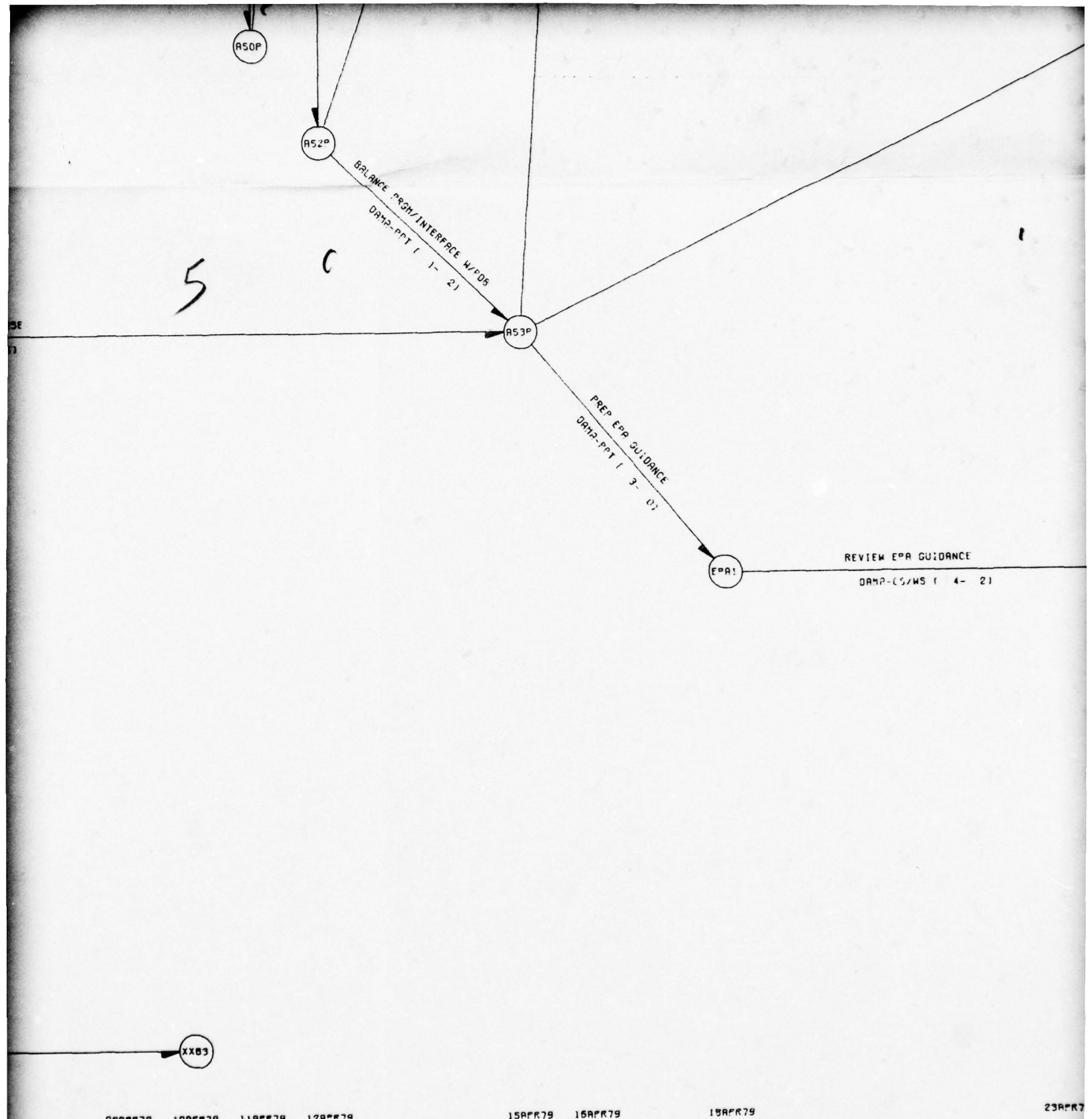

XX2A
PREP/PUBLISH 1ST DRFT PGM
DACS-DPD (4- 0)
U
XX2I
CONT PREP OF PGM PRGMNT SECTIONS
DAMA-PP (10- 4)
A47P
A49P
A51P
A45P
BRIEF DLSRDA/ASA
DAMA-PPT (1- 0)
APPROPRIATION REVIEW
P&C (3- 2)
V
RDAC REVIEW
RDAC-MBRS (3- 2)
A44P
A45P
JBC EXEC (2- 0)
APPROPRIATION REVIEW
SECDEF (2- 0)
APPROPRIATION REVIEW
CSA/SA (2- 0)
APPROPRIATION REVIEW
A49P
A50P
A52P
W
UPDATE GRAFIC DATA BASE
DAMA-PPT (11- 6)


2 0
REVIEW 1ST DRFT PGM/CMTS TO OACS-DPD
ALCOM (11- 5)
XX3P
ENT PREP OF PGM PRGMNT SECTIONS
DAMA-PP (10- 4)
XX26
PREP PGM PRGMNT
DAMA-PP
A47P
A49P
A51P
A45P
A49P
A50P
A52P
PBD EXEC (0- 0)
APPROPRIATION REVIEW
SECDA (0- 0)
APPROPRIATION REVIEW
CSA/SA (0- 0)
APPROPRIATION REVIEW
PREP/RELEASE FINAL TOA/MPMR CENTRALS
OACS-DPD (2- 2)
DUMMY ASC
(1- 0)
BALANCE PRGM/INTERFACE W/PDB
DAMA-PPT (1- 2)
C
1


XX3P
PREP 2ND DRFT PCM
ALCOM (5- 2)
PREP PCM PRGCMNT SECTN W/FINAL TGA
DAMA-PP (11- 4)
XX4A
EDIT/PUBLISH 2ND DRAFT PCM
DACS-DPD (3- 0)
Y

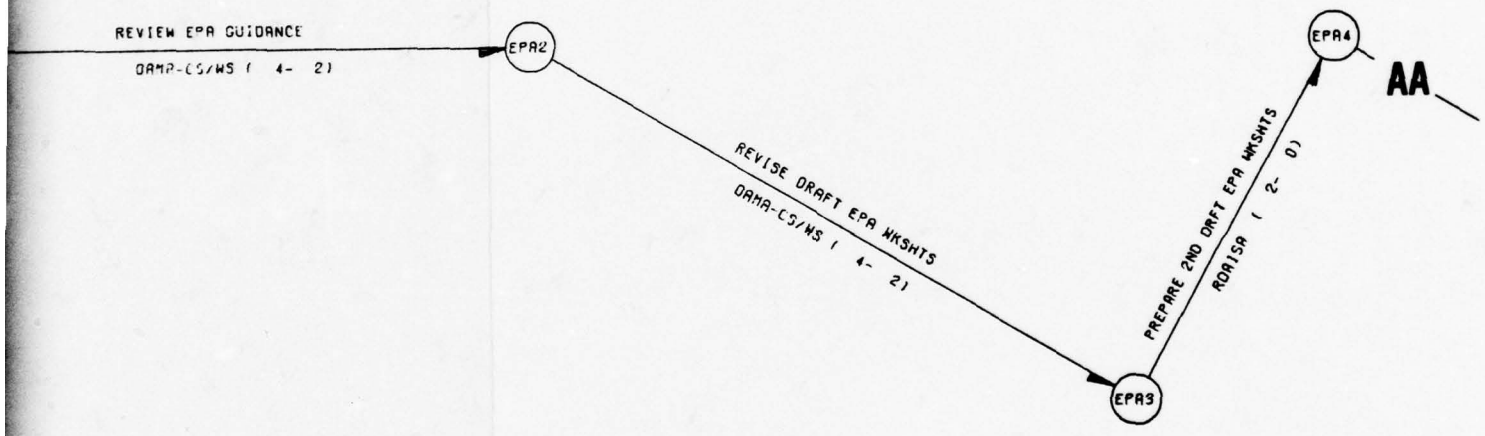

PREP PCM PRGCMNT ANNEX WKSHTS
DAMA-PPP (21- 8)
Z


A49P
A50P
4
W
UPDATE GRAFIC DATA BASE
DAMA-PPT (1)- 5)
X
SEE BUDG EXECUTION NETWORK
(9- 4)
XX83
02APR79
03APR79
04APR79
06APR79
09APR79
10APR79
11APR79
PROC



PROCUREMENT APPROPRIATION DEVELOPMENT PROCE

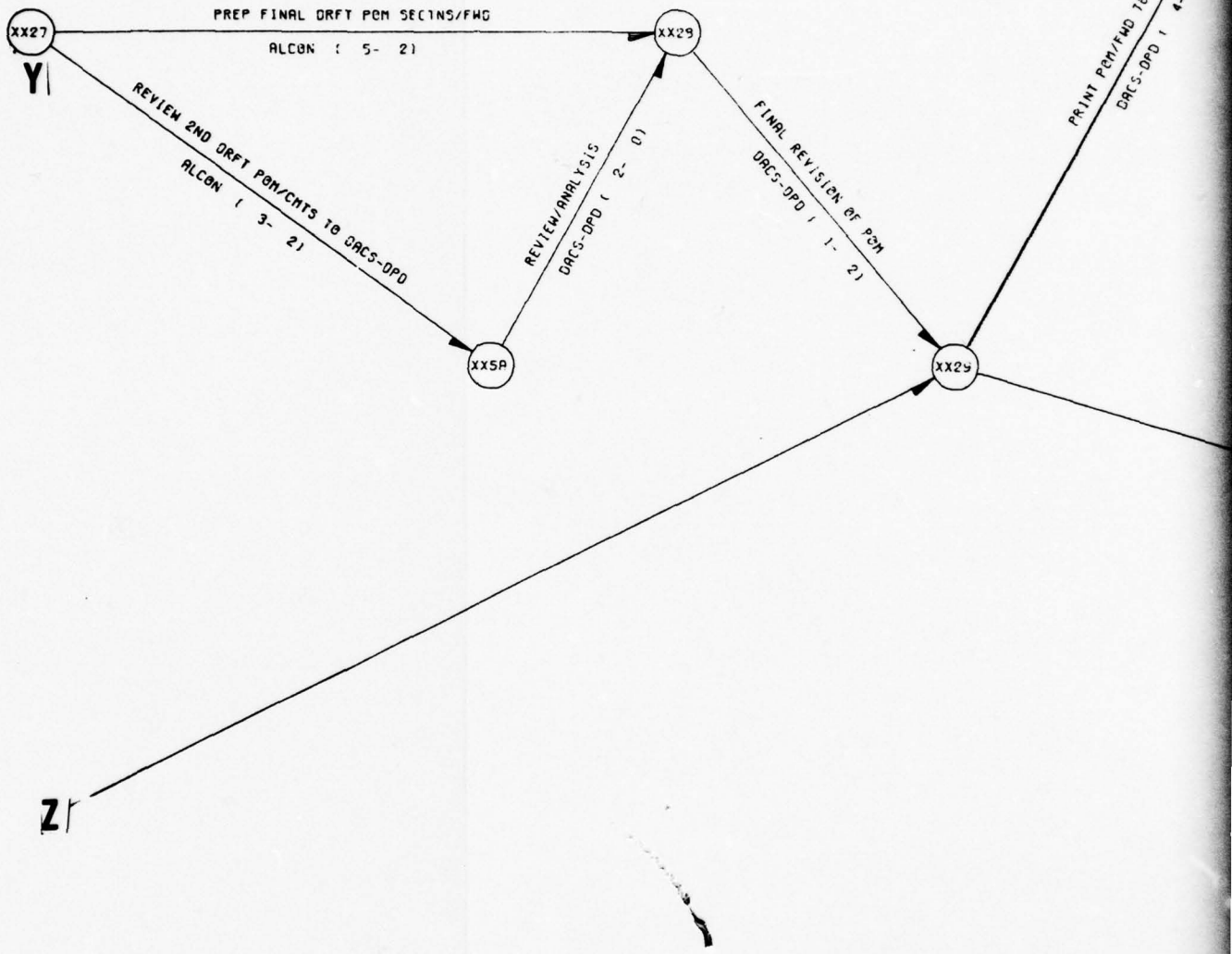
NETWORK H

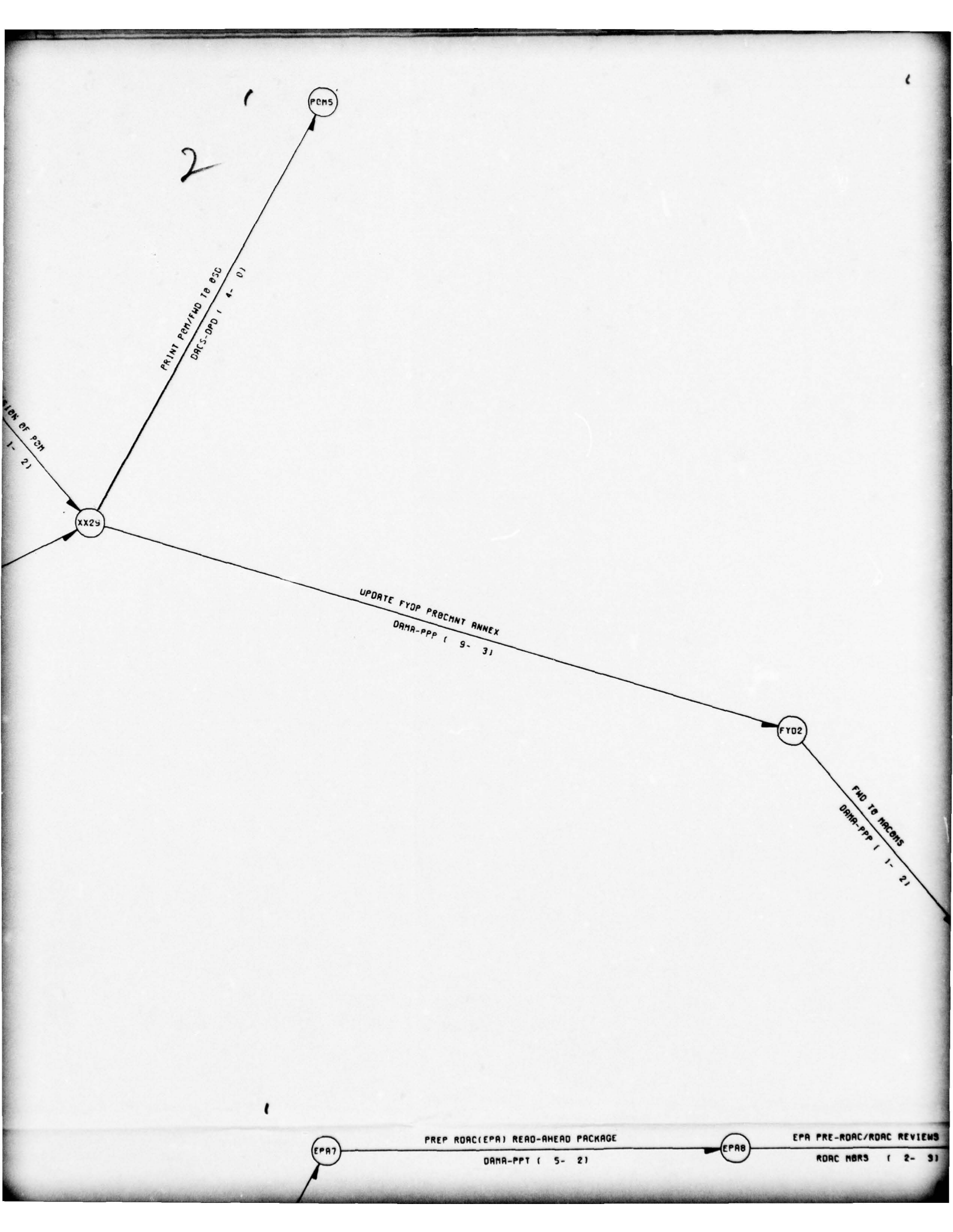


23APR79 24APR79

30APR79 01MAY79 - 02MAY79

VELOPMENT PROCESS

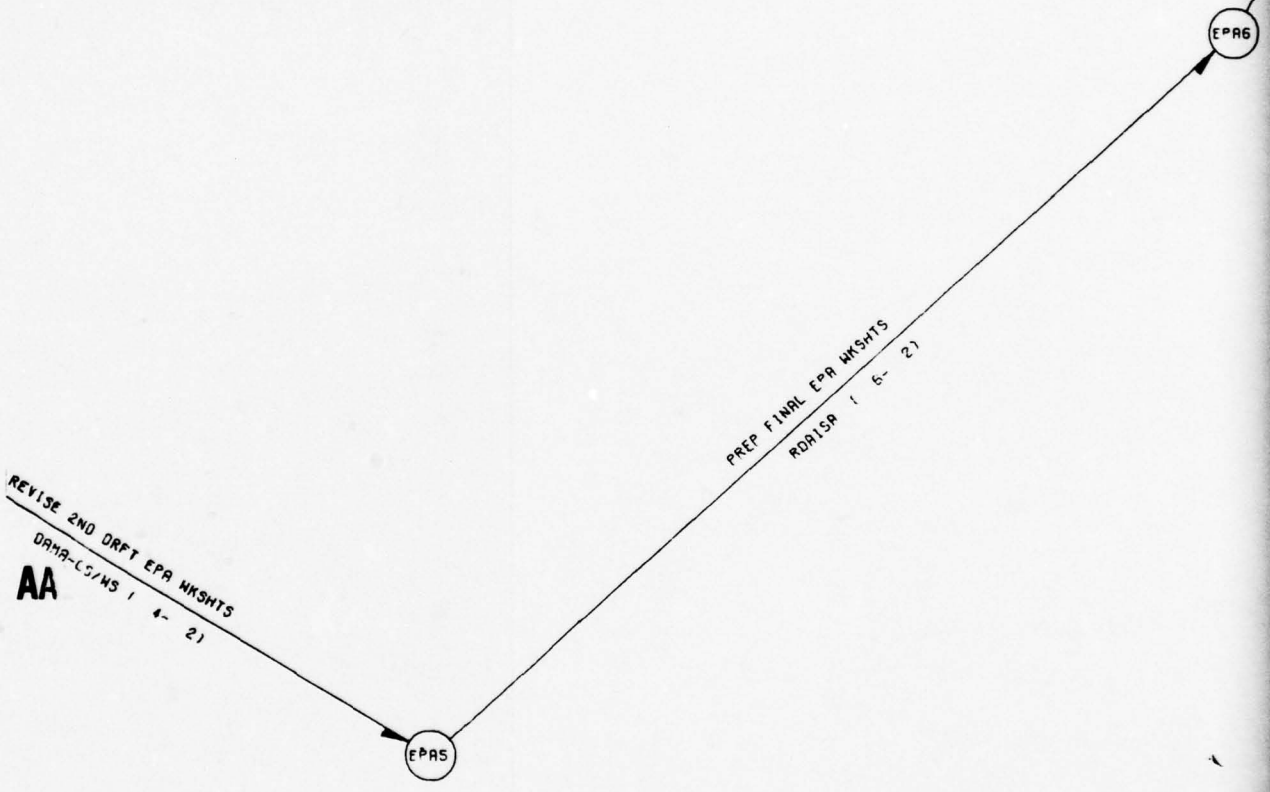

XX27
PREP FINAL DRFT PDM SECTNS/FWD
ALCON (5- 2)
XX29
Y
REVIEW 2ND DRFT PDM/CMTS TO DACS-DPD
ALCON (3- 2)
REVIEW/ANALYSIS
DACS-DPD (2- 0)
FINAL REVISION OF PDM
DACS-DPD (1- 2)
PRINT PDM/FWD TO DSC
DACS-DPD (4- 0)
XX5A
XX29
Z


PCM5
PRINT PCM/FWD TO OSD
OACS-OPD (4- 0)
XX29
UPDATE FYOP PRBCMNT ANNEX
OAMA-PPP (9- 3)
FY02
FWD TO MACOMS
OAMA-PPP (1- 2)
EPA7
PREP ROAC(EPA) READ-AHEAD PACKAGE
OAMA-PPT (5- 2)
EPA8
EPA PRE-ROAC/ROAC REVIEWS
ROAC MBRS (2- 3)

3

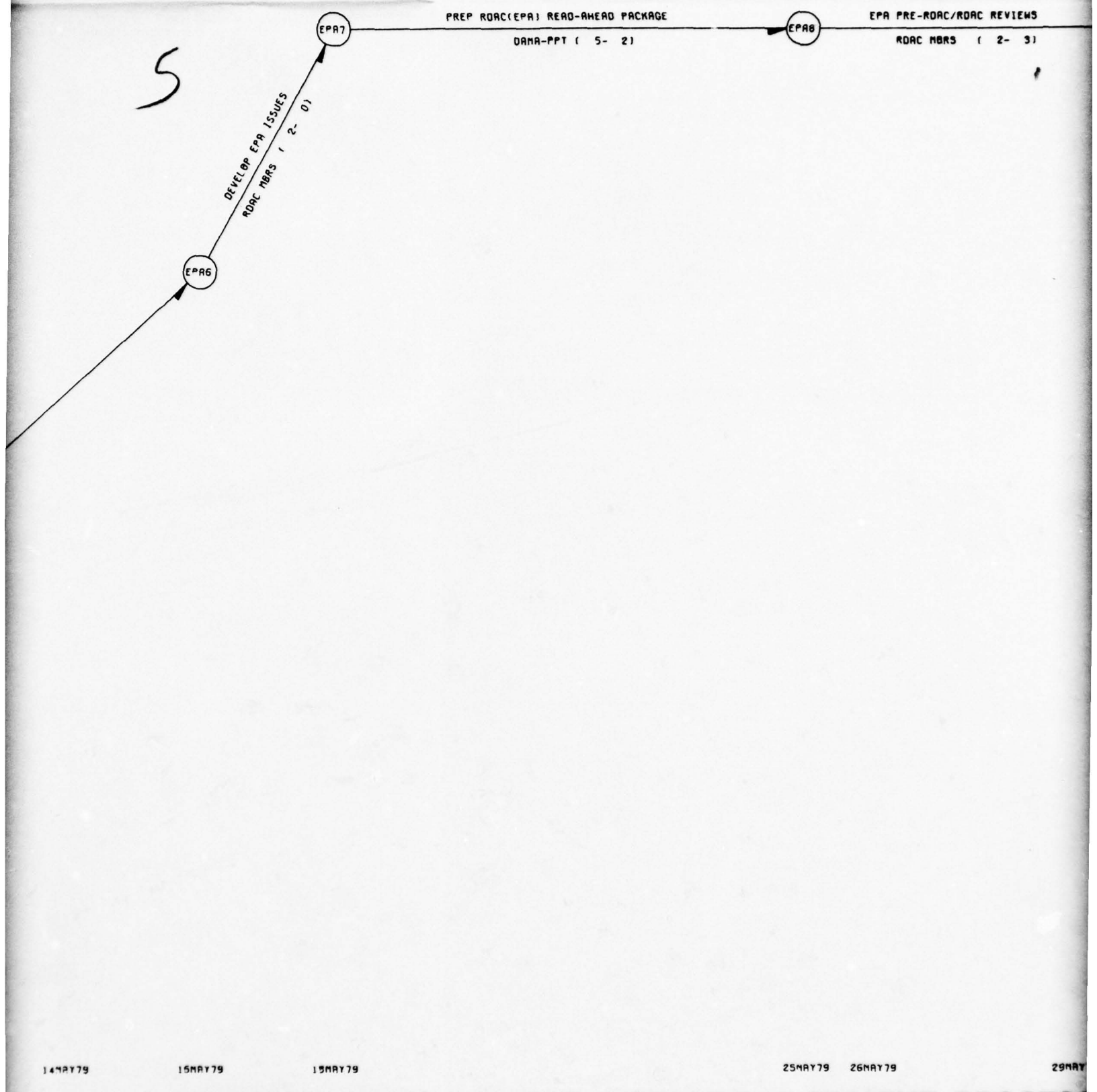
EP11
FY02
FMO TO MACOMS
DAMA-PPP (1- 2)
MAC1
EPA INPUT TO OACS-OP
DAMA-PPT (0- 1)
EPA PRE-ROAC/ROAC REVIEWS
ROAC MBRS (2- 3)
EPA8
FINALIZE EPA INPUT
DAMA-PPT (7- 2)
EP10

4



04MAY79 09MAY79 09MAY79 11MAY79 14MAY79 15MAY79

PR



14MAY79 15MAY79 15MAY79 25MAY79 26MAY79 29MAY

PROCUREMENT APPROPRIATION DEVELOPMENT PROCESS

NETWORK H

EPA PRE-RDAC/RDAC REVIEWS

RDAC MBRS (2- 3)

EPA9

FINALIZE EPA INPUT

DAMA-PPT (7- 2)

EP10

6

26MAY79 29MAY79 30MAY79 05JUN79 09JUN79

PMENT PROCESS

NETWORK

Network I

RDTE Appropriation Development Process

PURPOSE. This process is designed to develop the RDTE Appropriation portion of the POM.

DESCRIPTION. An understanding of the basic logic used in developing the RDTE program should provide a clear understanding of this network. Developing agencies (DARCOM, etc) are provided with an estimate of Total Obligational Authority (TOA) levels for use in developing their programs. The developing agencies, in turn, forward estimated TOA levels to their subordinate commands. Programs and associated Modernized Army Research and Development Information System (MARDIS) data are then forwarded to the developing agency level for consolidation, coordination, and development of a combined program with associated MARDIS data. This is forwarded to ODCSRDA in early January for use in developing the Army Program. MARDIS input is interfaced with the RDTE Data Base to restructure data and provide the type of information needed by ARSTAF analysts in order to develop a balanced RDTE program which is responsive to the needs and the resource limitations of the Army. From mid-January to March, the various RDTE projects proposed for inclusion in the program are reviewed and analyzed by staff personnel. Iterative corrections are made to project worksheets as a result of the analysis and coordination efforts. Throughout the procedure, data files are adjusted to reflect changes caused by other PPBS events. In late March, the resultant RDTE program is reviewed by the RDAC.

CRITICAL MILESTONES. In order for the developing agency to submit consolidated MARDIS data in early January, an estimate of TOA must be provided by HQDA in early September.

LINKAGE TO OTHER NETWORKS.* This network links to the Procurement Appropriation Development Network at the RDAC Review in late March.

---

*This network was developed in coordination with ODCSRDA personnel who desired to use it as a management/scheduling tool and as a model for analysis in the AMP Improvement Study. At their request, a projected CY 79 schedule of major POM development activities was included as part of the network. In some cases, the dates of those activities may differ slightly from those shown in Network K (Master POM Development Process) which reflects a more current schedule.

PRECEDING PAGE BLANK-NOT FILMED

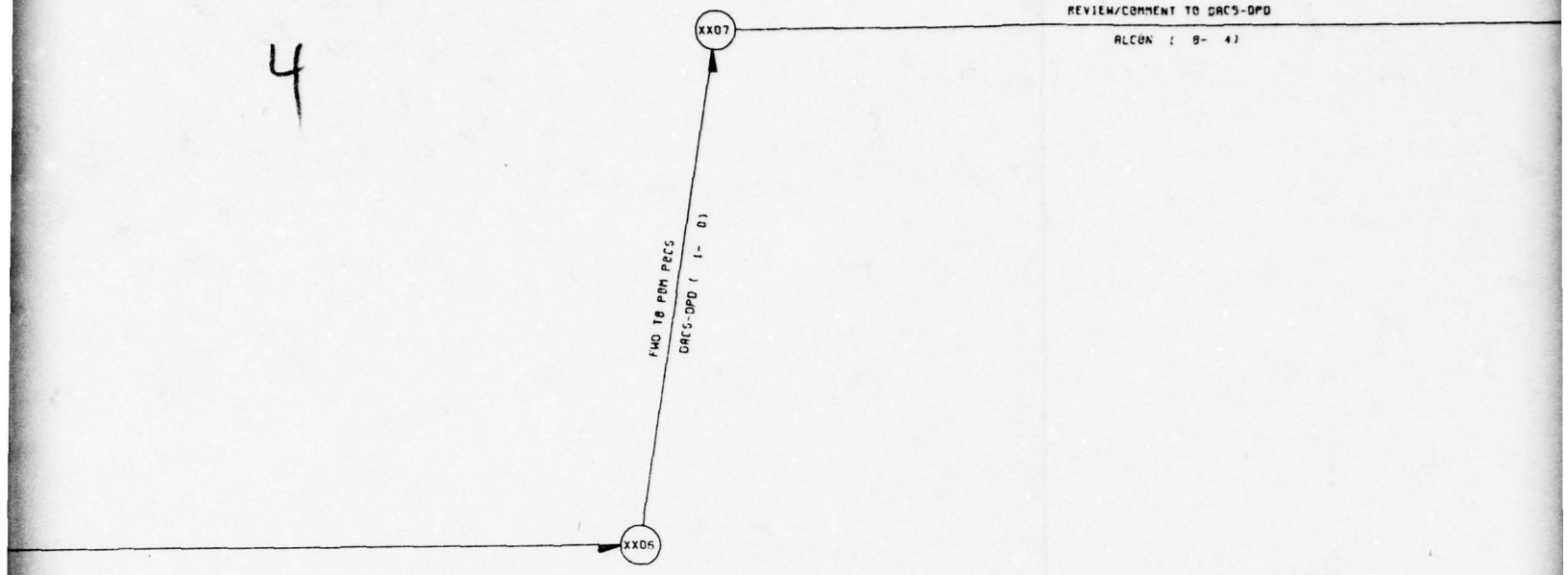
XY01
XX05
FMC BUDG ESTIMATE TO OSD
DATA-SUB (0- 01)
0132
PUBLISH FY92-94 BUDGET ESTIMATE
DATA-SUB (5- 21)
0131
UPDATE FYDP
PLCHK (5- 21)

3

PREP 1ST DRAFT PAPPGM

DACS-DPD (17- 8)

4


XX07
REVIEW/COMMENT TO DACS-DPD
ALCON : 8- 47
FWD TO PDM PECS
DACS-DPD (1- 0)
XX06

5

DEFEND BUDGET (OPS APPEALS.ETC)

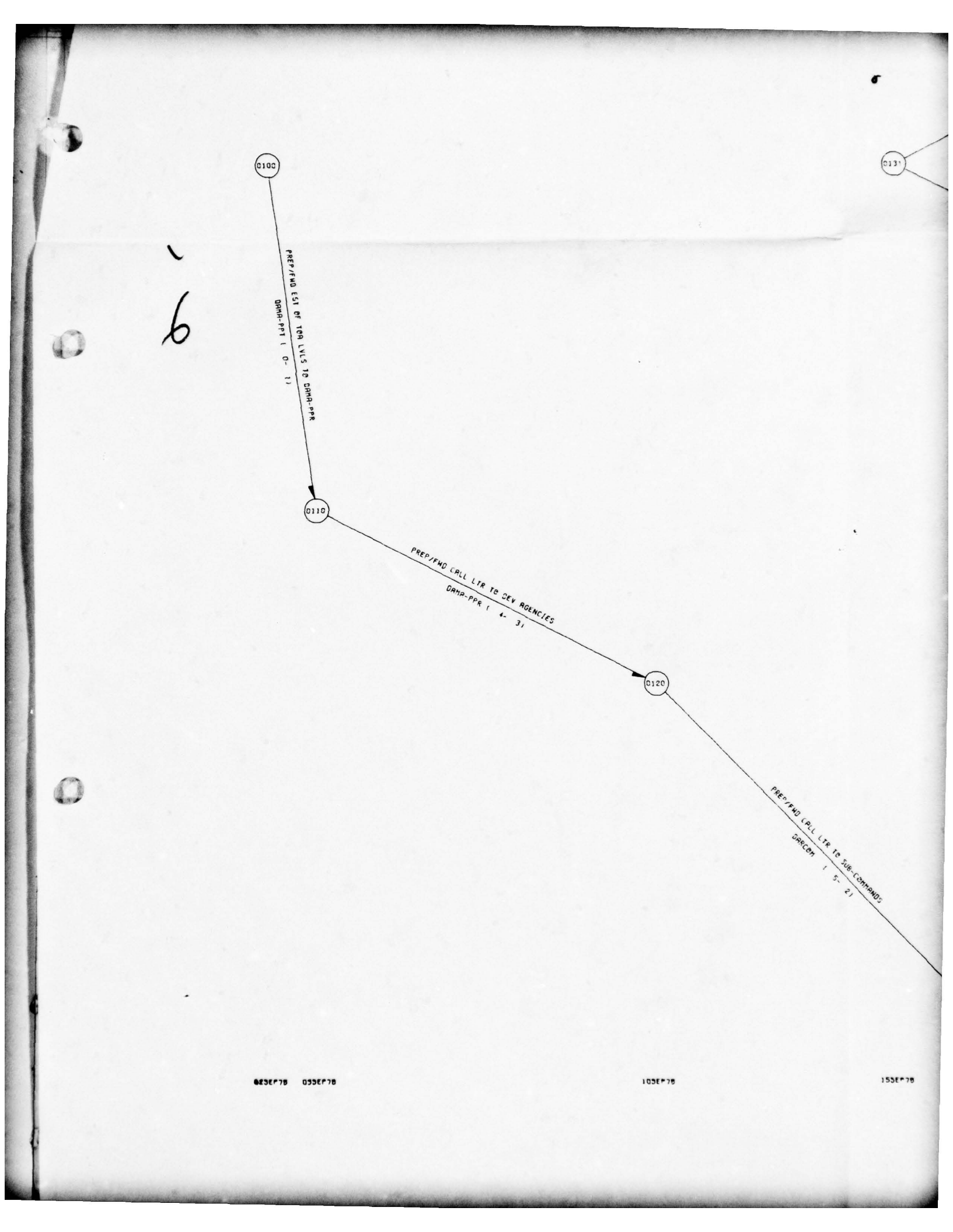
A

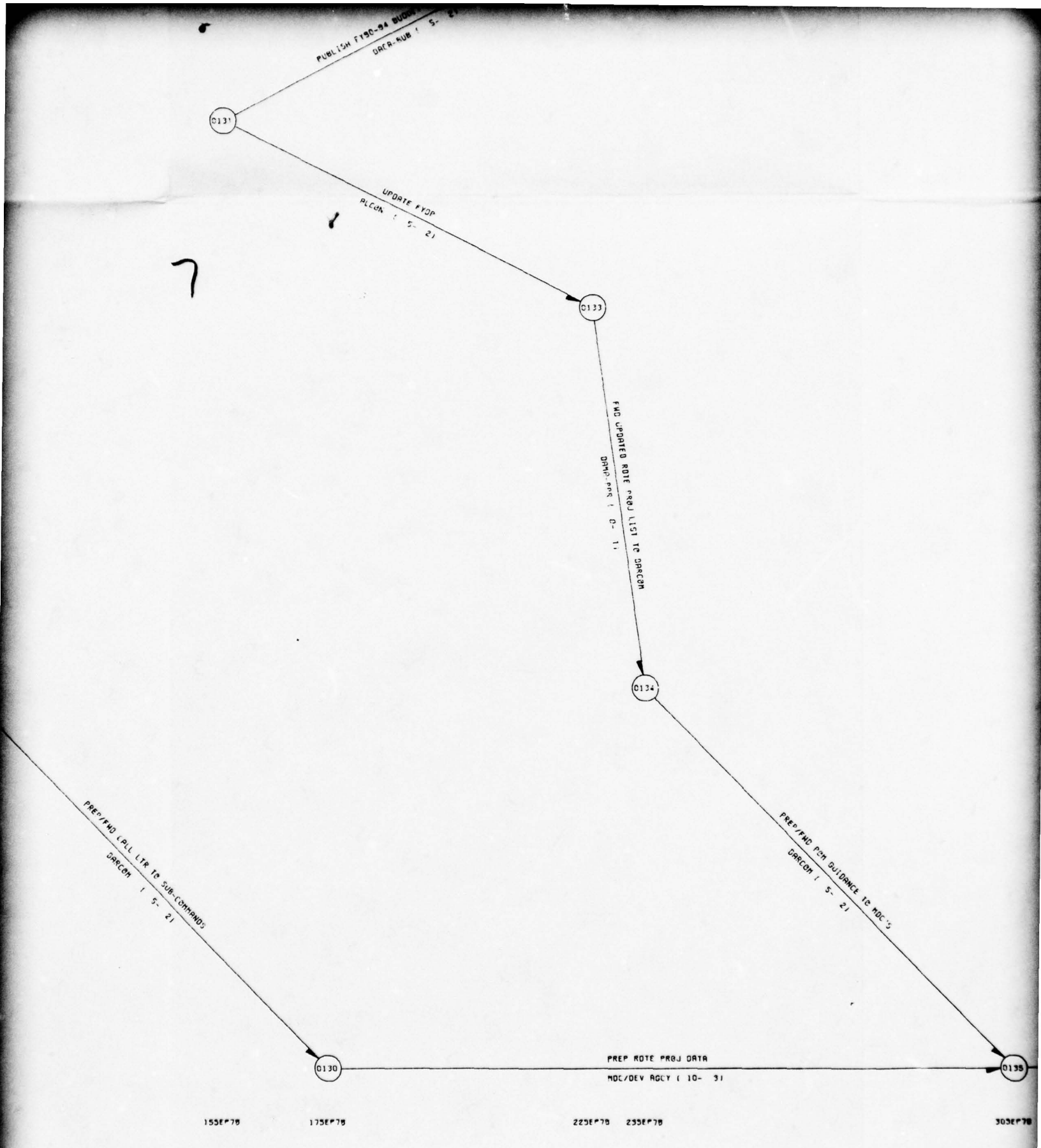
ALCON (54- 27)

-OPD

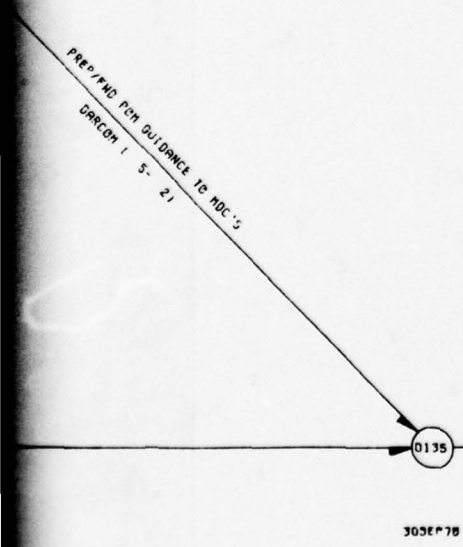
XX09

B


0100
PREP/FWD EST OF TDA LVLS TO DAMA-PPR
DAMA-PPT (0- 1)
0110
PREP/FWD CALL LTR TO DEV AGENCIES
DAMA-PPR (4- 31
0120
PREP/FWD CALL LTR TO SUB-COMMANDS
DARCOM (5- 21
0131
6
05SEP78
05SEP78
10SEP78
15SEP78


PUBLISH FTSC-94 BUDGET
DARCOM (5- 21
0131
UPDATE FYDP
PLCOM (5- 21
0133
FWD UPDATED RDTE PROJ LIST TO DARCOM
DARCOM (5- 21
0134
PREP/FWD (ALL LTR TO SUB-COMMANDS
DARCOM (5- 21
PREP/FWD PGM GUIDANCE TO MDC'S
DARCOM (5- 21
0130
PREP RDTE PROJ DATA
MDC/DEV AGCY (10- 31
0135
15SEP78
17SEP78
22SEP78
23SEP78
30SEP78

RDTE A



30SEP78

RDTE APPROPRIATION DEVELOPMENT PROCESS

NETWORK I

9

PREPARE PROGRAM

MDC/DEV AGLY (29- 15)

19OCT78 19OCT78

SS

10

REPARE PROGRAM

DEV AGLY (29- 15)

C

B

PREP END DRAFT PAPPOR

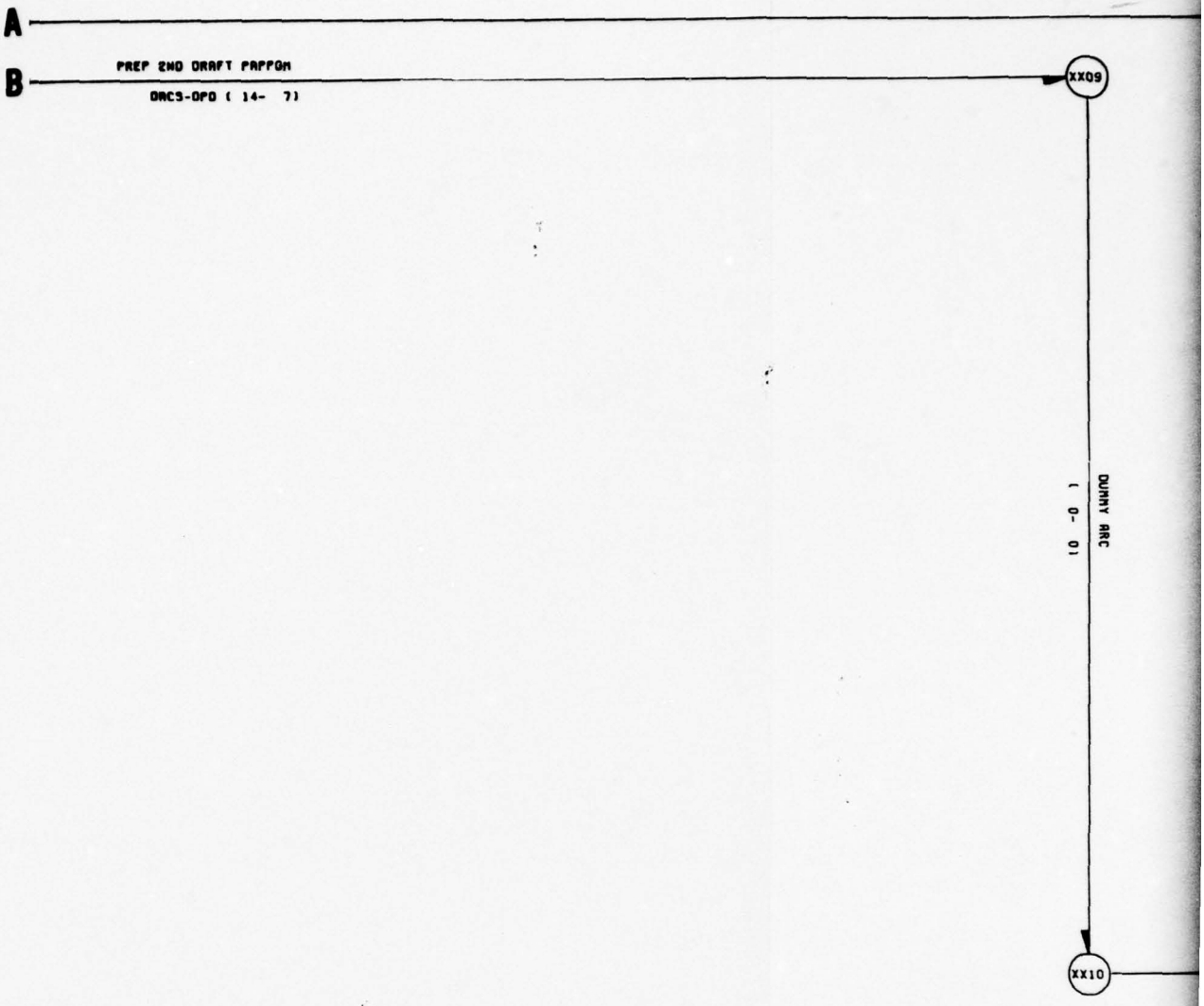
ORCS-OPD (14- 7)

XX09

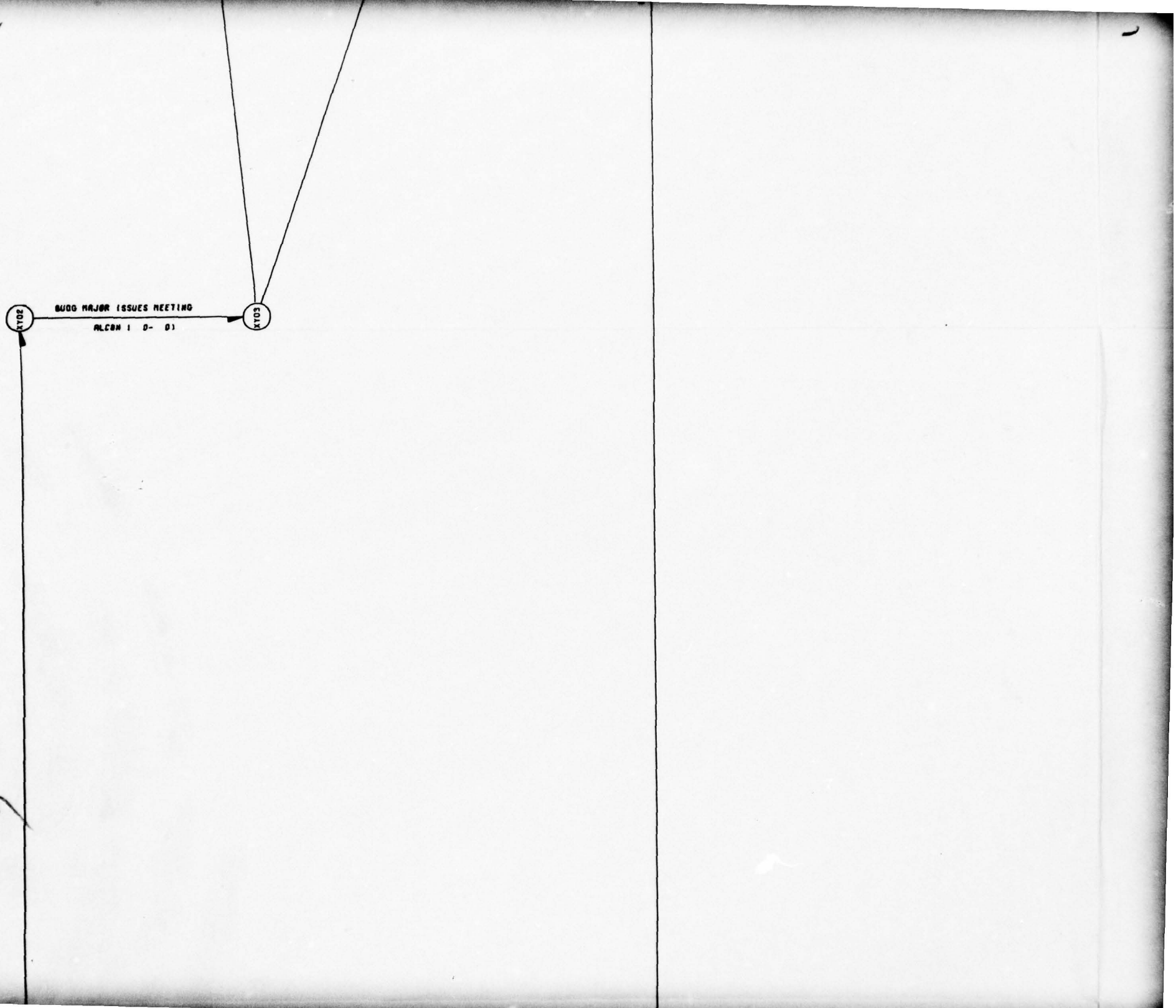
DUMMY ARC

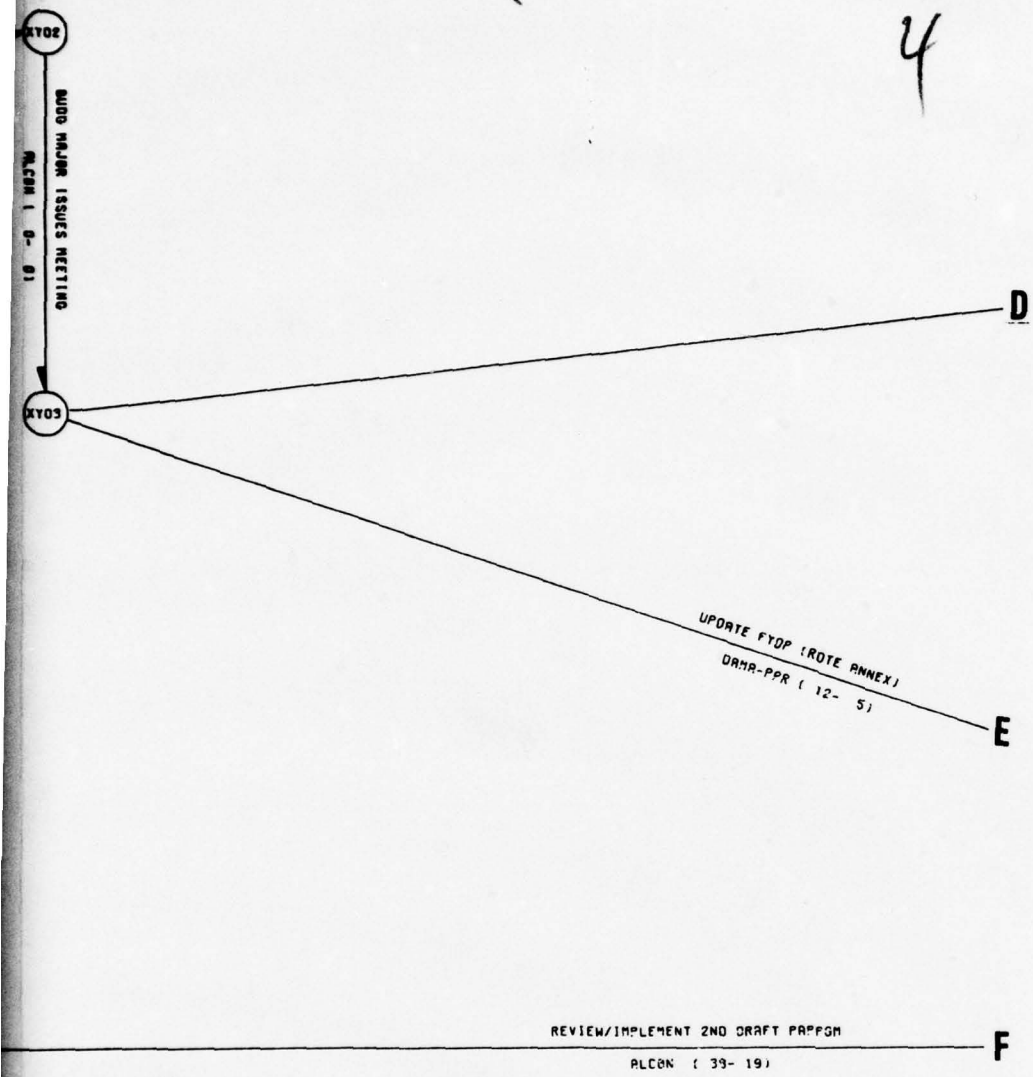
1 0- 01

XX10


A
B
PREP 2ND DRAFT PAPPGM
DACS-DPD (14- 7)
XX09
DUMMY ARC
(0- 0)
XX10

2


XY02
BUDG MAJOR ISSUES MEETING
ALCAN 1 0- 01
XY03


XY02
BUDD MAJOR ISSUES MEETING
ALCON (9- 81
XY03
D
UPDATE FYDP (ROTE ANNEX)
DAMA-PPR (12- 5)
E

REVIEW/IMPLEMENT 2ND DRAFT PAFFSM
ALCON (39- 19)
F

5

0141
MAIL LEVEL 2 MODIS DATA TO ORGDM
MOL (3. 0)
C
0140
12NOV78
15NOV78
21NOV78

6

PROC PDF/OTHER DOCS-PHASED RELEASE

0145

DARCAM(OP1) (12- 7)

04DEC78

RDTE APPROPRIATION DEVELOPME

NETWORK I

7

0145

REVIEW PDF/DEVELOP TOTAL PROGRAM

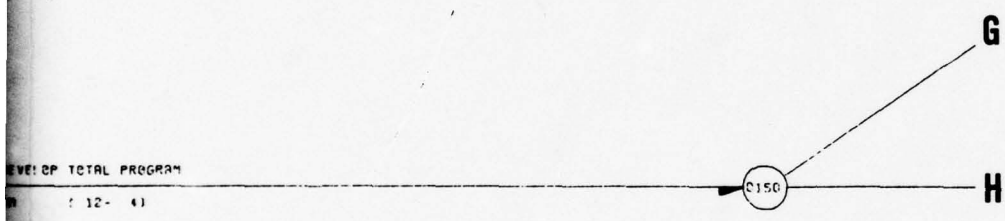
DARCOM (12- 4)

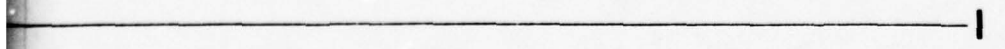
04DEC78

12DEC78

DPRIATION DEVELOPMENT PROCESS

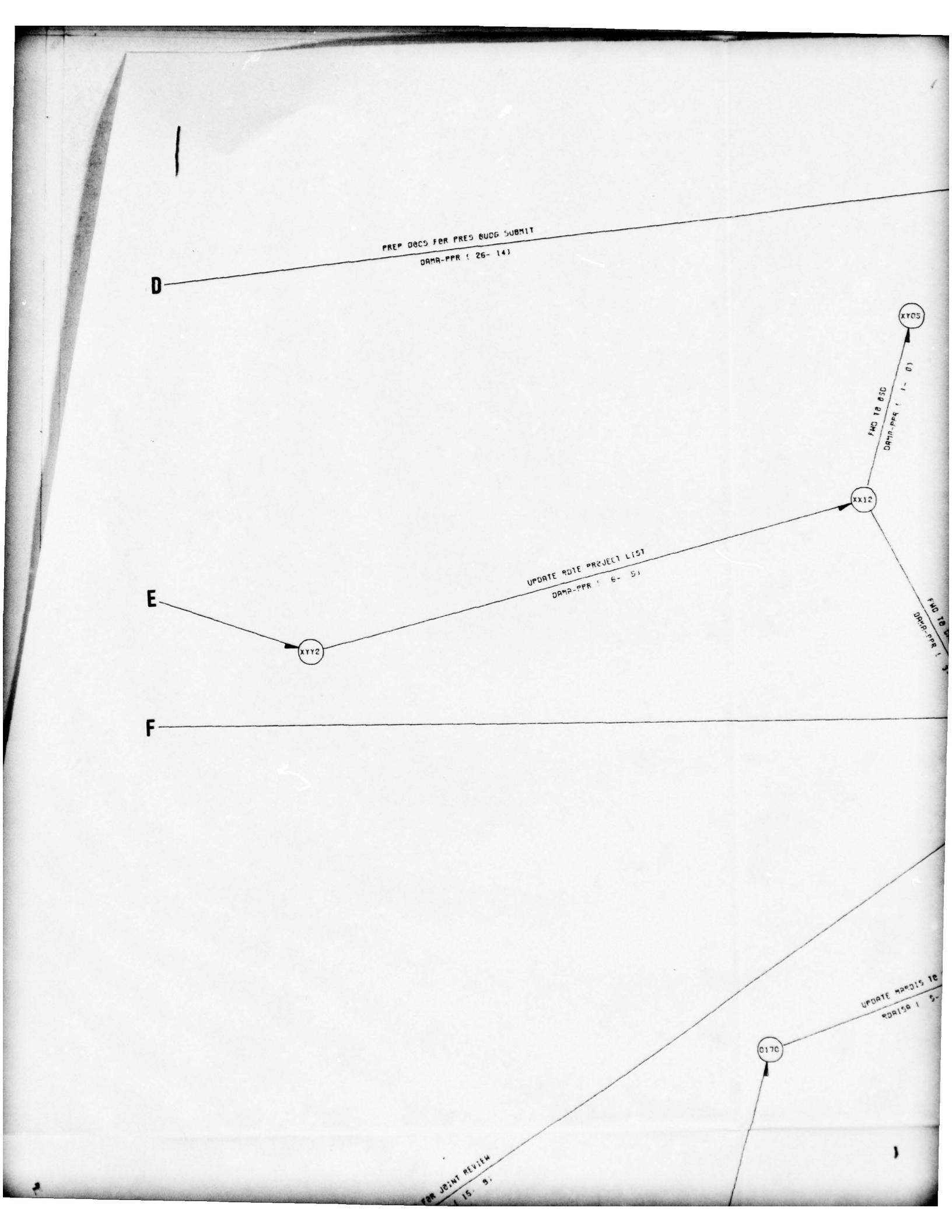
NETWORK I

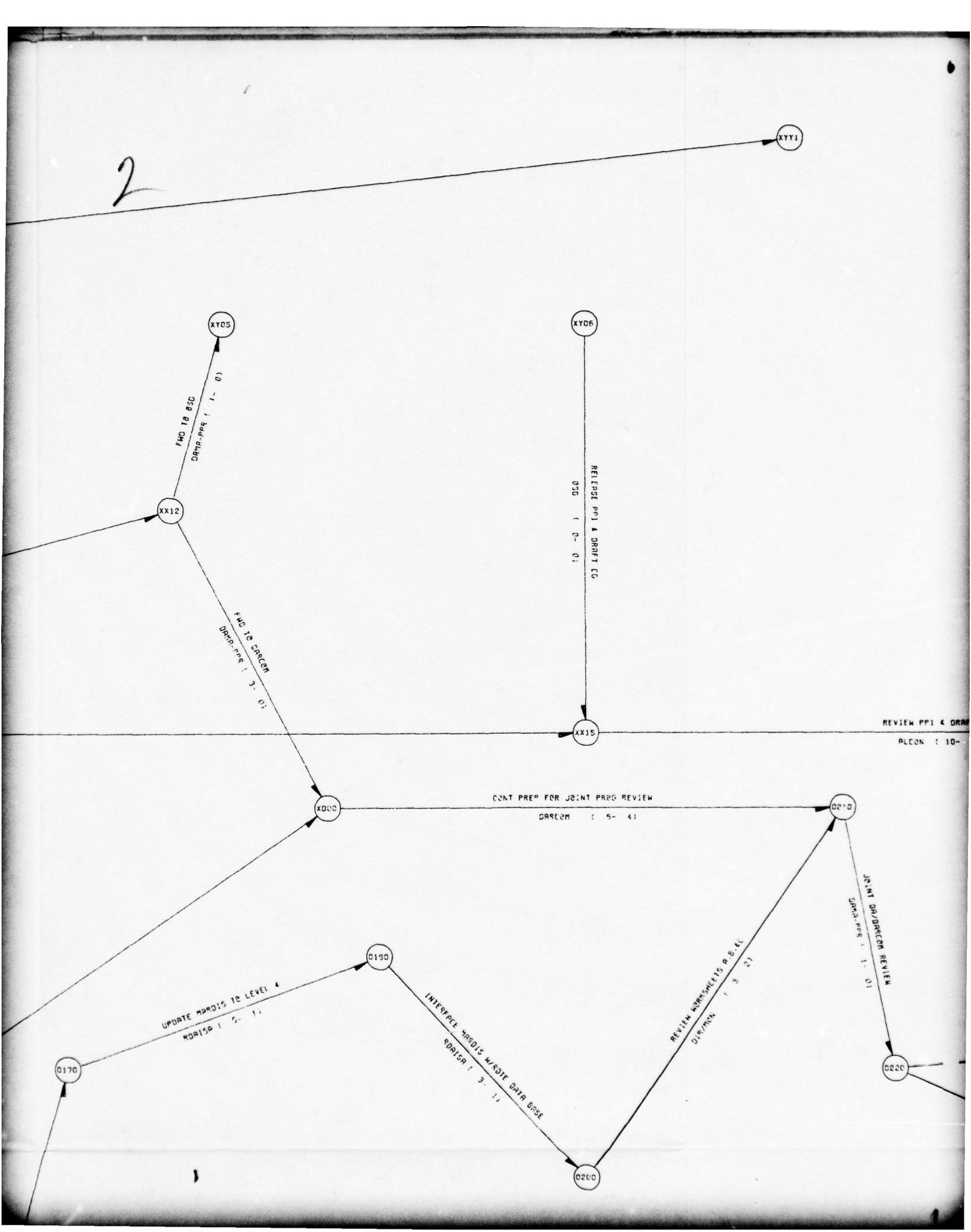


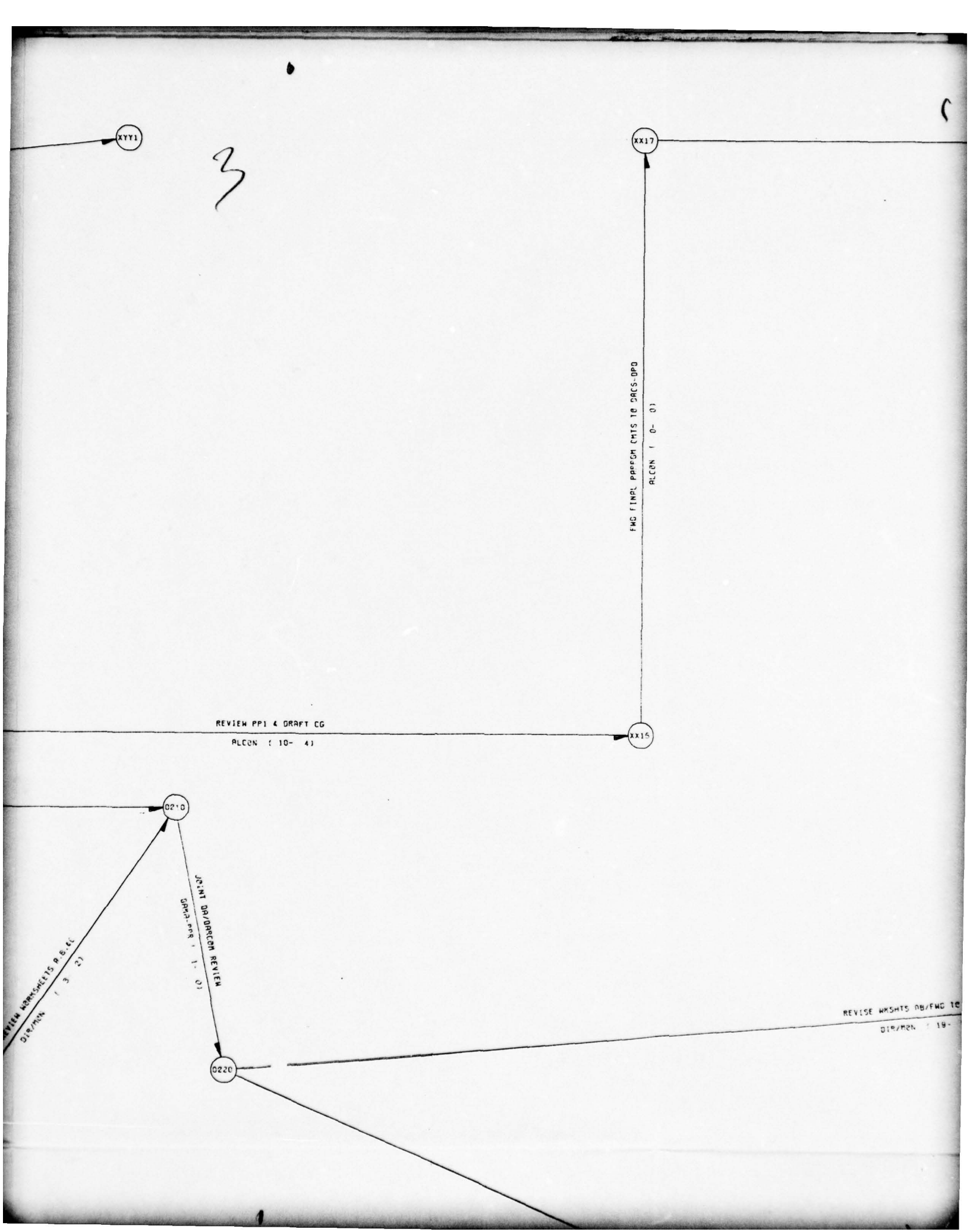


12DEC78

20DEC78


D
PREP OBCS FOR PRES BUDG SUBMIT
DAMA-PPR (26- 14)
XY05
FWD TO OSD
DAMA-PPR (1- 0)
XX12
E
UPDATE RDTE PROJECT LIST
DAMA-PPR (6- 5)
XYY2
F
UPDATE MAPDIS TO
MDAISA (5-
G170
FOR JOINT REVIEW
(15- 9.


2
XYY1
XY05
XY06
FWD TO BSC
DAMA-PPR (1- 0)
XX12
RELEASE PP1 & DRAFT CG
10 - 0 - 01
FWD TO DARCOM
DAMA-PPR (3- 0)
XX15
REVIEW PP1 & DRAF
ALCON (10-
XD00
CONT PREP FOR JOINT PROG REVIEW
DARCOM (5- 4)
0210
JOINT DA/DARCOM REVIEW
DAMA-PPR (1- 0)
0220
0170
UPDATE MARDIS TO LEVEL 4
RDAISA (5- 1)
0190
INTERFACE MARDIS W/RDTE DATA BASE
RDAISA (3- 1)
0200
REVIEW WORKSHEETS A,B,&C
DIR/MGR (3 2)


XYY1
XX17
FWG FINAL PPFSM CMTS TO OACS-OPD
ALCON (0- 0)
REVIEW PPI & DRAFT CG
ALCON (10- 4)
XX15
0210
JOINT OA/OARCOM REVIEW
0220
REVISE WKSHTS OB/FWG TO
DIR/MGN (19-

PREP AFFGM

DACS-DPD (25- 11)

4

0221 FUNCTIONAL PROGRAM REVIEW

ALCEN (5- 2)

0222

0230

REVISE WKSHTS DB/FWC TO RDAISA

DIR/MSN (19- 9)

PREP APPSM

DACS-DPD (25- 11)

J

5

0222

0230

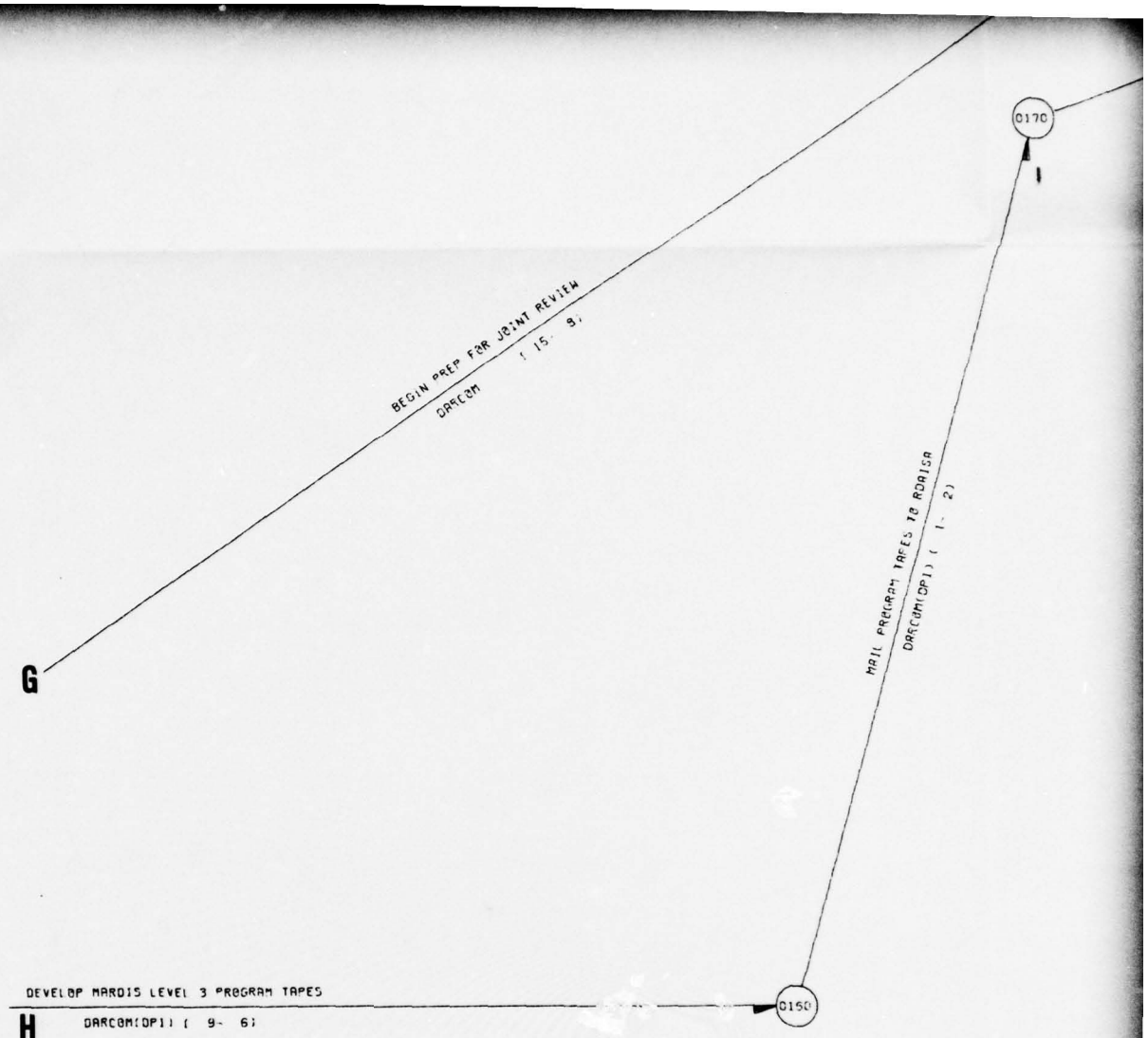
POST FILES/FWD WKSHTS AB TO CIR/MRN

RDAISA (4- 3) K

1

6

6

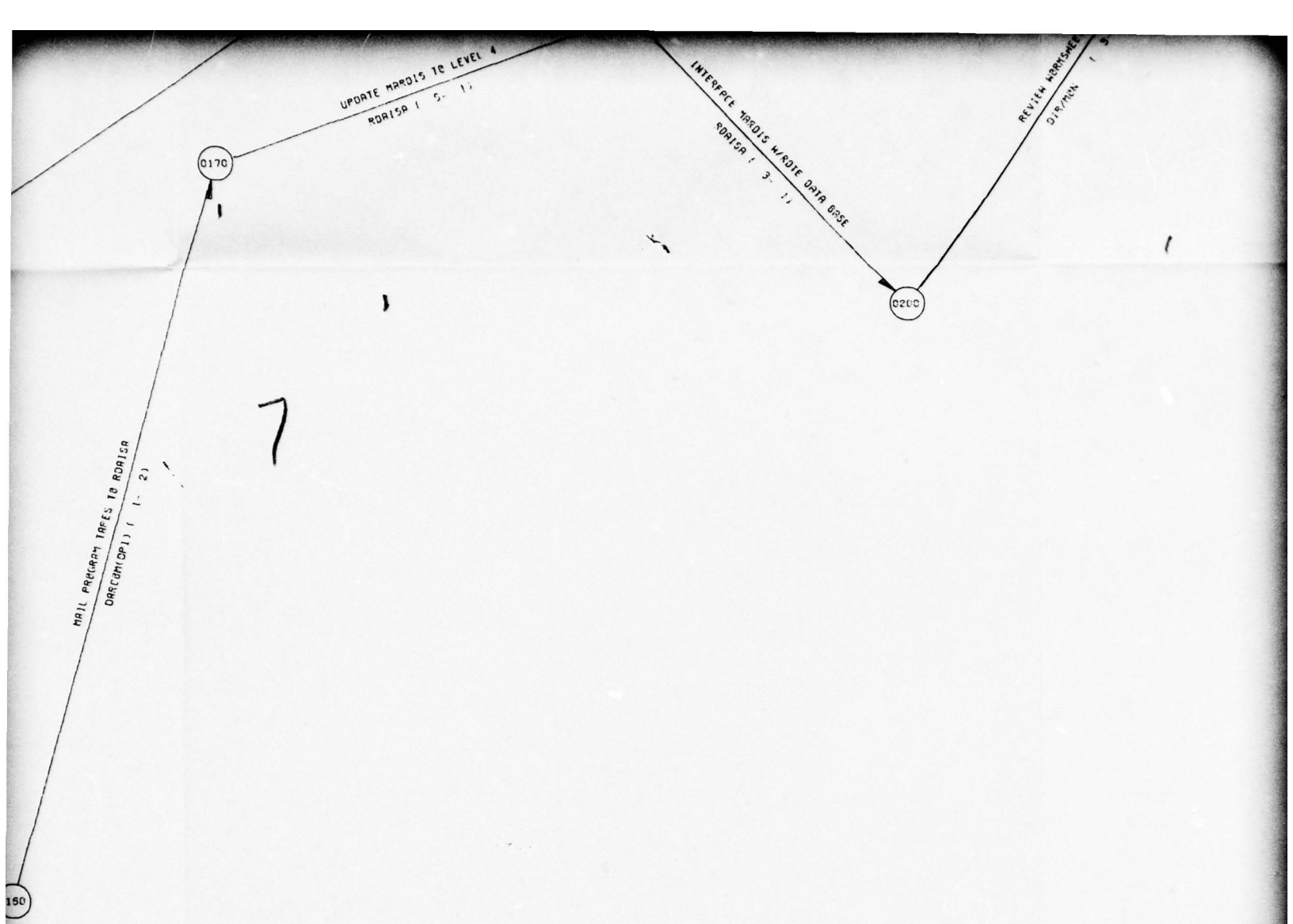


I

PREV PROJ DATA AS REQD BY DARCOM

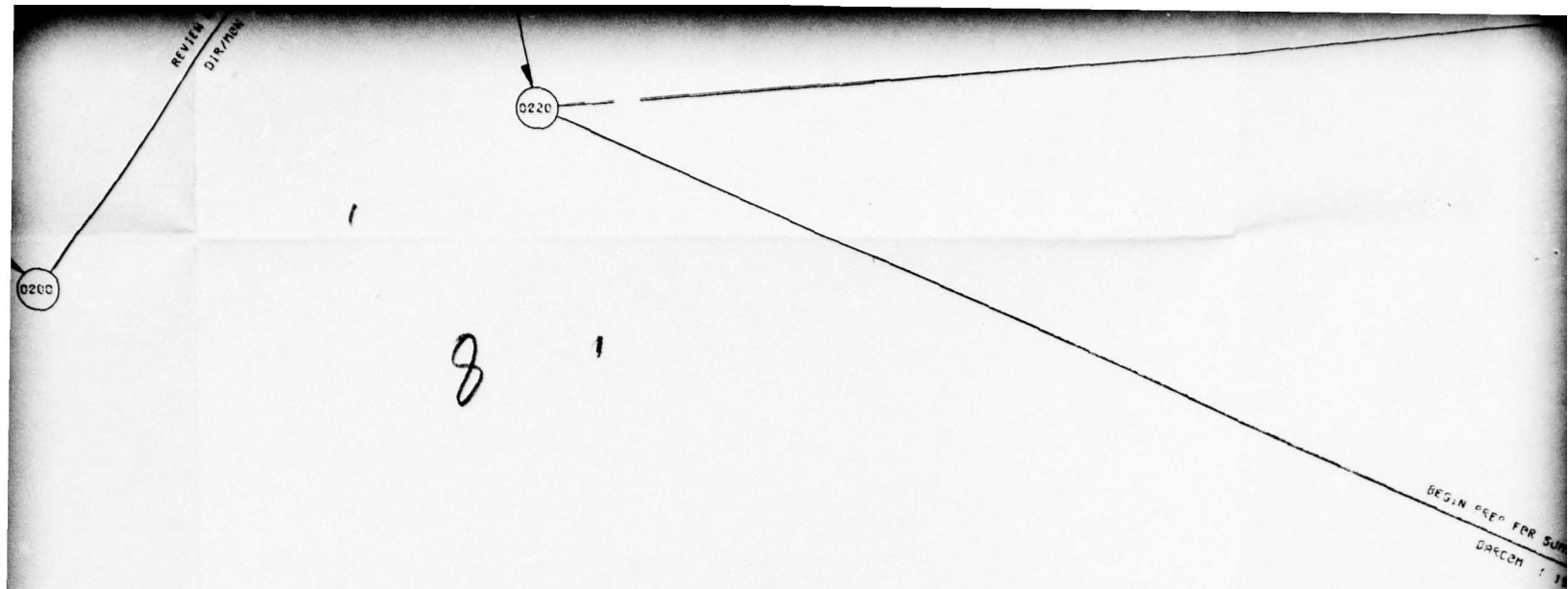
MDL/DEV AGCY (72- 31)

29DEC78 04JAN79 07JAN79



07JAN79 09JAN79 10JAN79 12JAN79 13JAN79 17JAN79 21JAN79 22JAN79

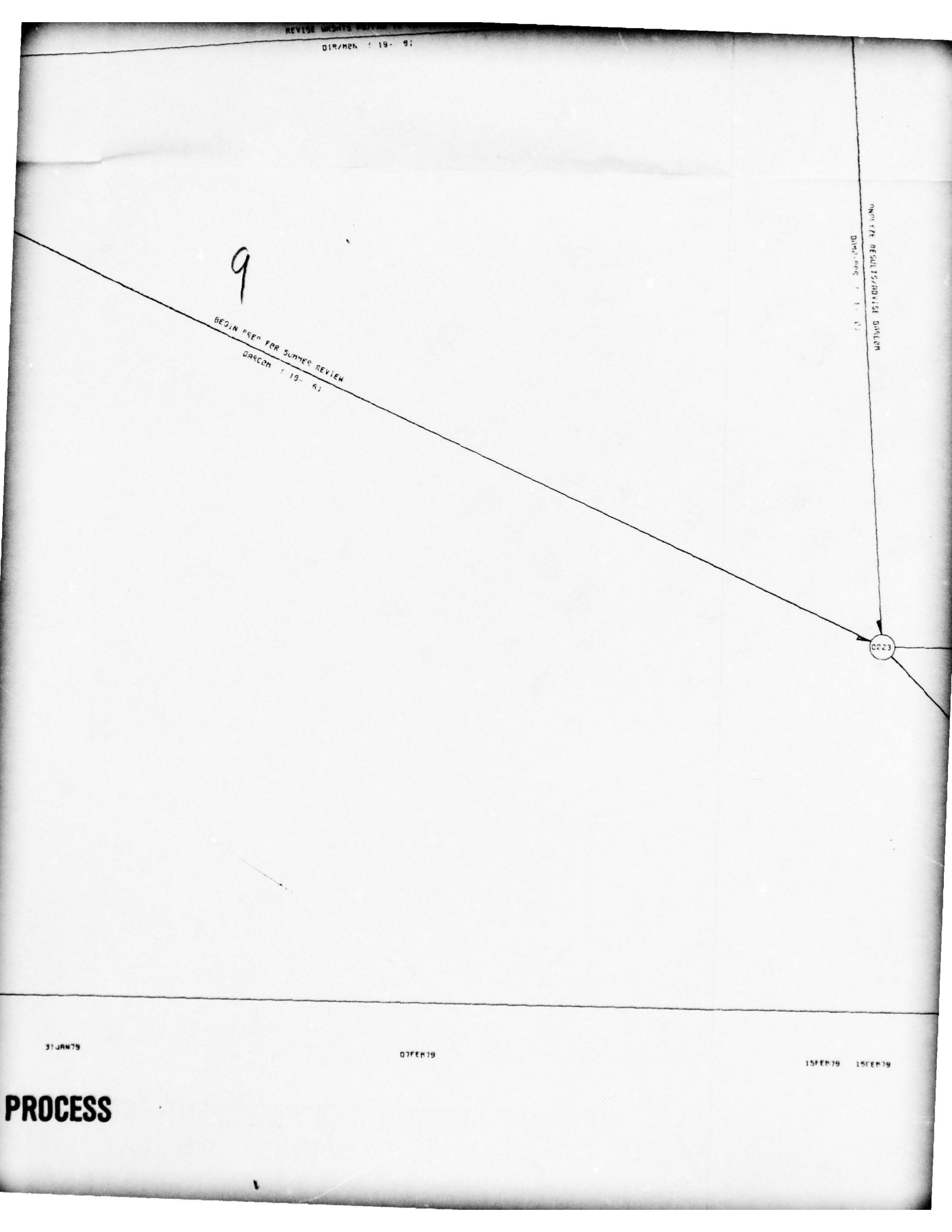
RDTE



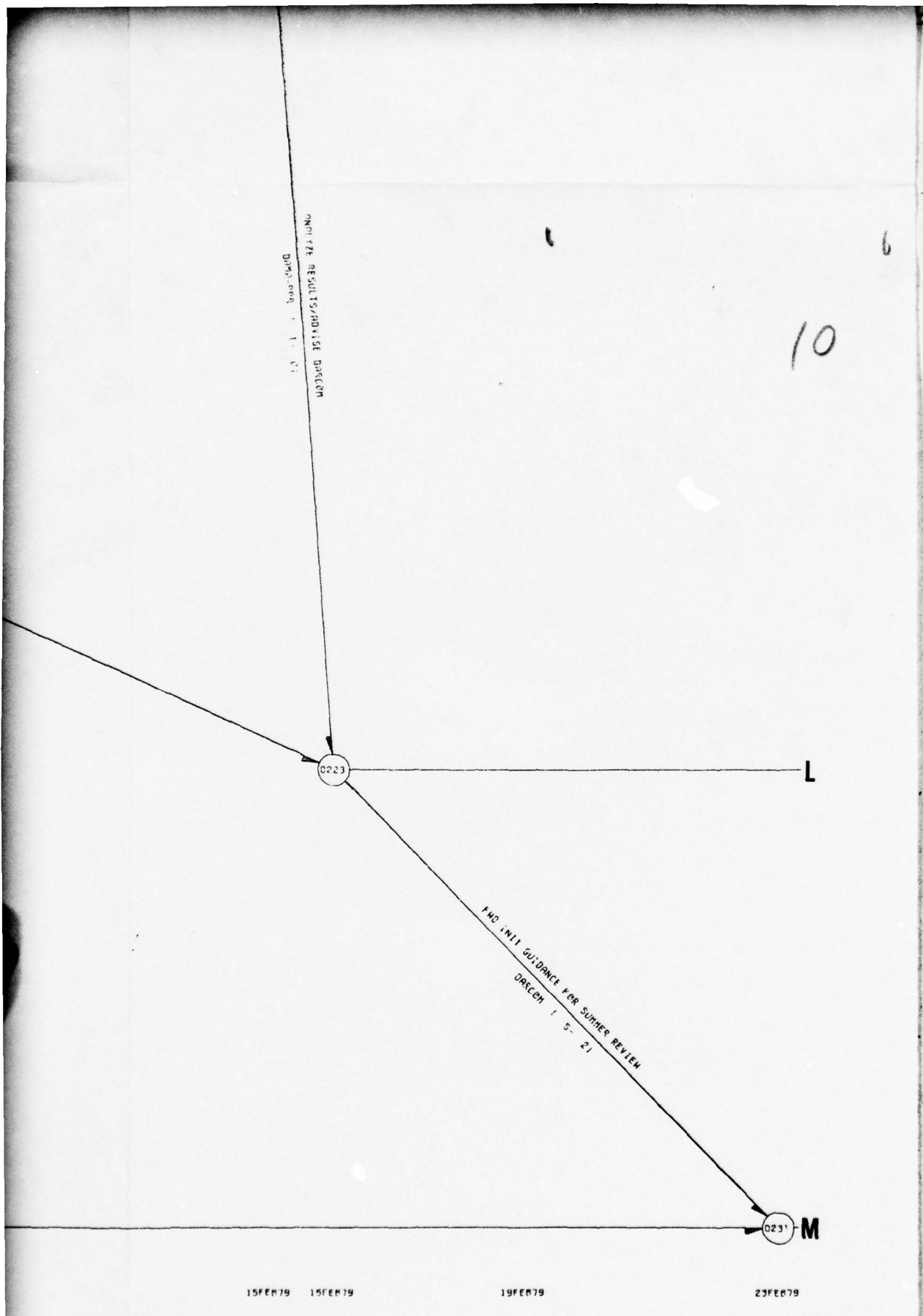
17JAN79 21JAN79 22JAN79 23JAN79 31JAN79

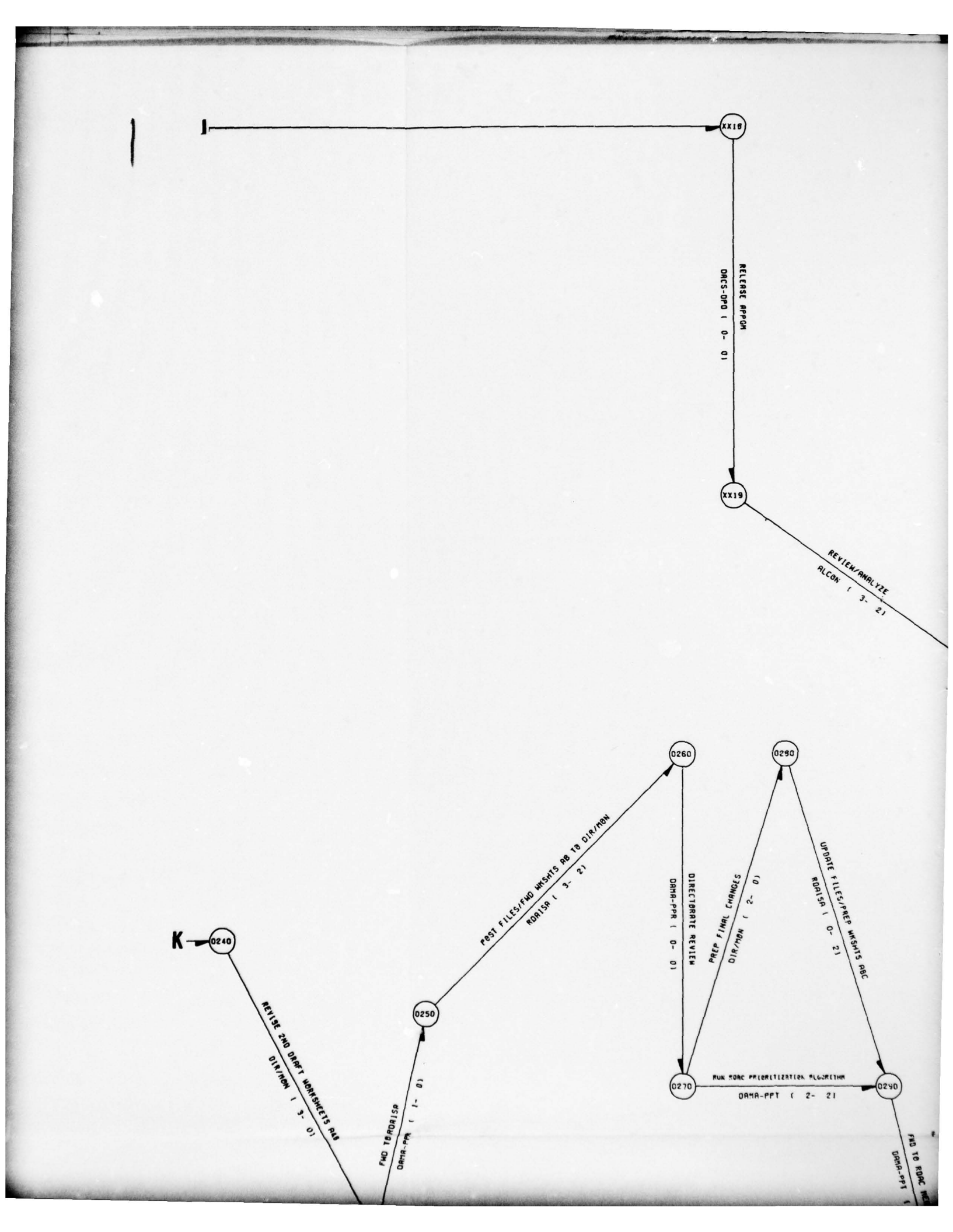
RDTE APPROPRIATION DEVELOPMENT PROCESS

NETWORK I


9
BEGIN PREP FOR SUMMER REVIEW
DASCOM
0223
31JAN79
07FEB79
15FEB79
15FEB79

PROCESS


0223
L
0231
M
15FEB79
15FEB79
19FEB79
23FEB79


J
XX18
RELEASE APPOM
DACS-DPD (0- 0)
XX19
REVIEW/ANALYZE
ALCOM (3- 2)
0260
POST FILES/FWD WKSHTS RB TO DIR/MON
RDAISR (3- 2)
0290
PREP FINAL CHANGES
DIR/MON (2- 0)
UPDATE FILES/PREP WKSHTS ABC
RDAISR (0- 2)
DIRECTORATE REVIEW
DAMA-PPR (0- 0)
K
0240
REVISE 2ND DRAFT WORKSHEETS RAB
DIR/MON (3- 0)
0250
FWD TO RDAISR
DAMA-PPR (1- 0)
0270
RUN RDAC PRIORITIZATION ALGORITHM
DAMA-PPT (2- 2)
0240
FWD TO RDAC
DAMA-PPT

2

XX19

RELEASE APPCH

DACG-APP (0- 0- 0)

XX19

REVIEW/ANALYZE

ALCON (3- 2)

XX20

PREP ROTE SECTN 1ST DRAFT FOR/FWD

DAMA-PP (14- 6)

XY07

RELEASE FINAL CO

DSO (0- 0- 0)

XY08

0290

PREP FINAL CHANGES

OIR/MON (2- 0)

UPDATE FILES/PREP WKSHTS ABC

RDAISA (0- 2)

OUR RDAC PRIORITIZATION ALGORITHM

DAMA-PPT (2- 2)

0290

FWD TO RDAC RE

DAMA-PPT

0300

PREP/FWD TECH BASE PRE-RDAC READ PKG

DAMA-PPT (2- 0)

0310

TECH BASE PRE RDAC REVIEW

RDAC MBRS (0- 0)

0320

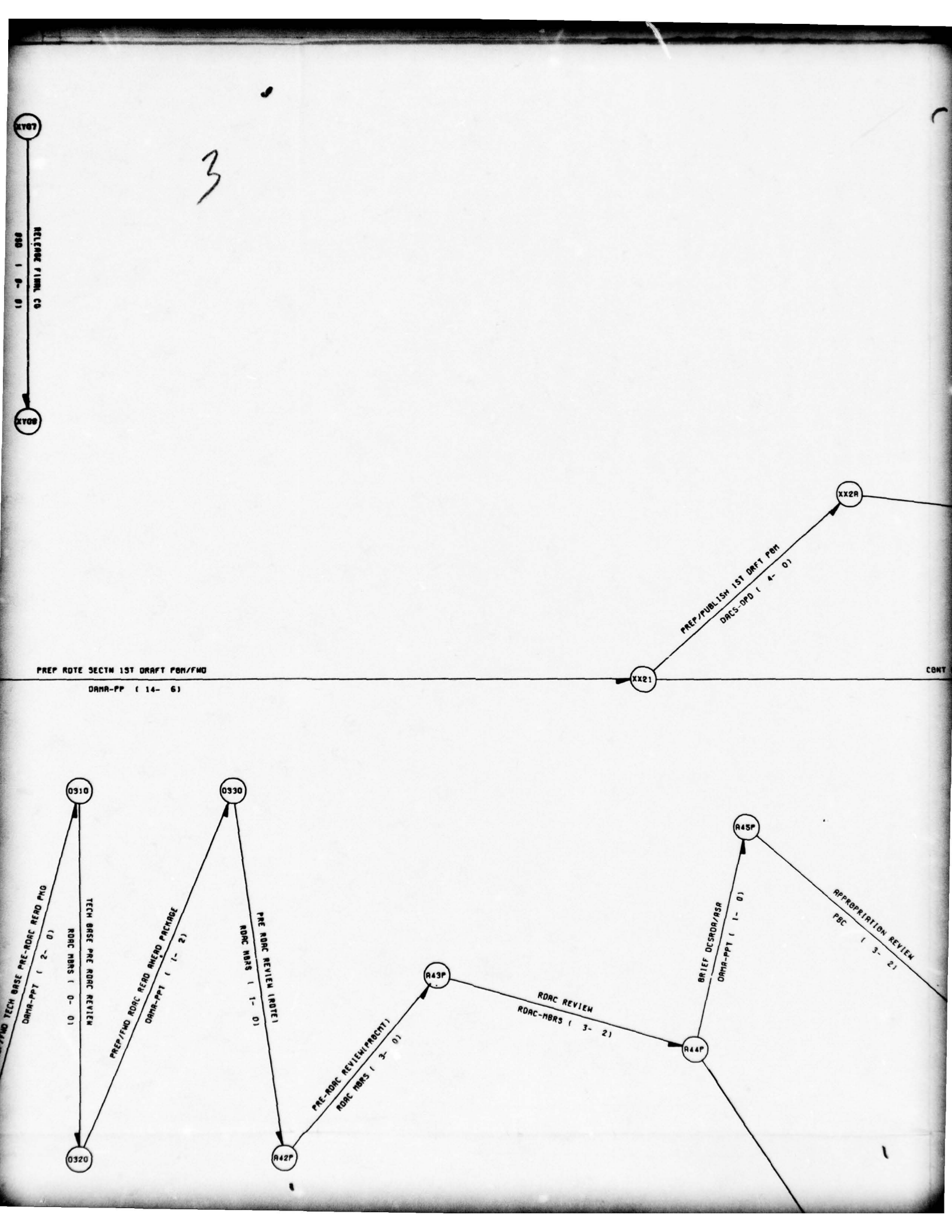
PREP/FWD RDAC READ AHEAD PACKAGE

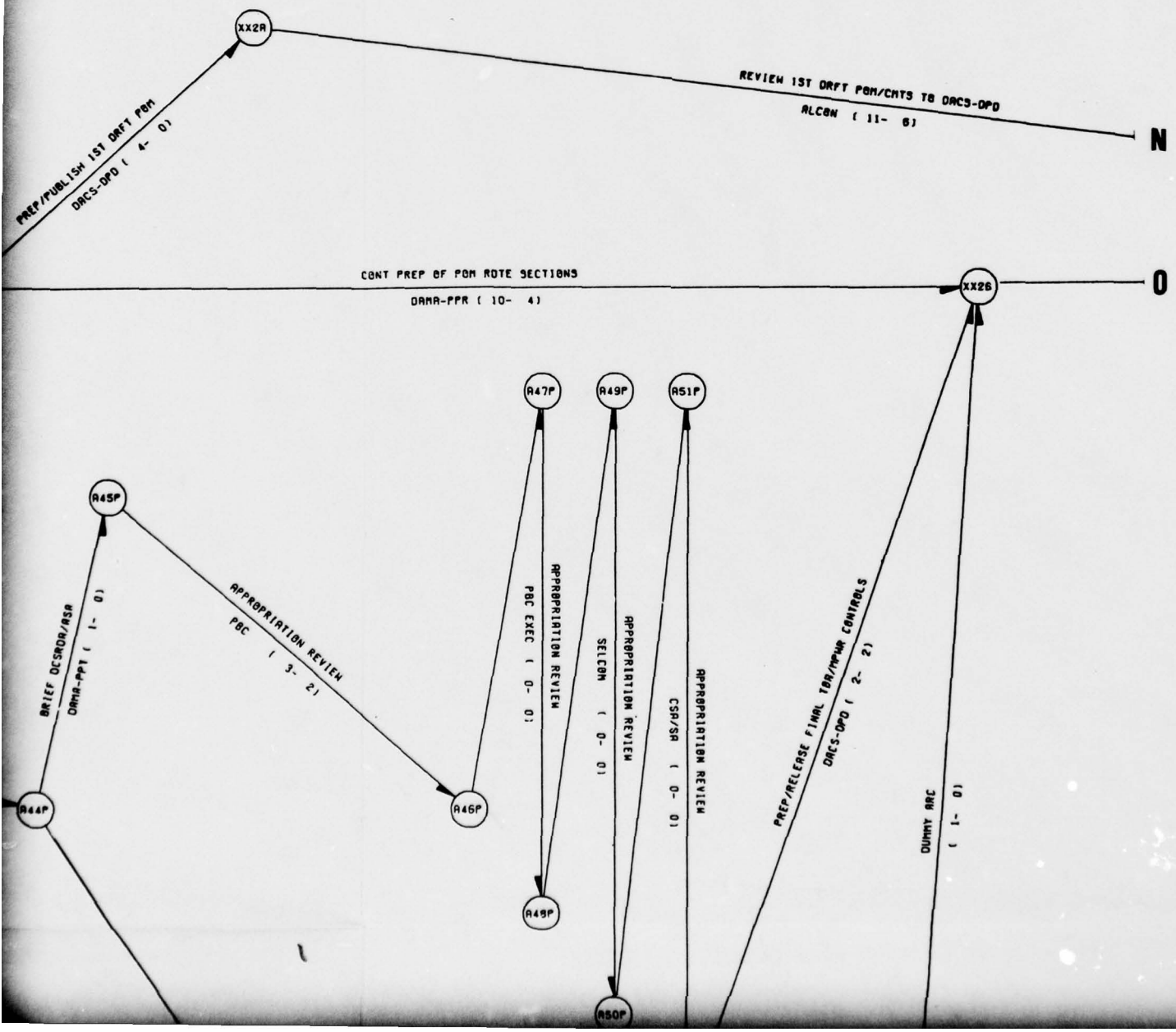
DAMA-PPT (1- 2)

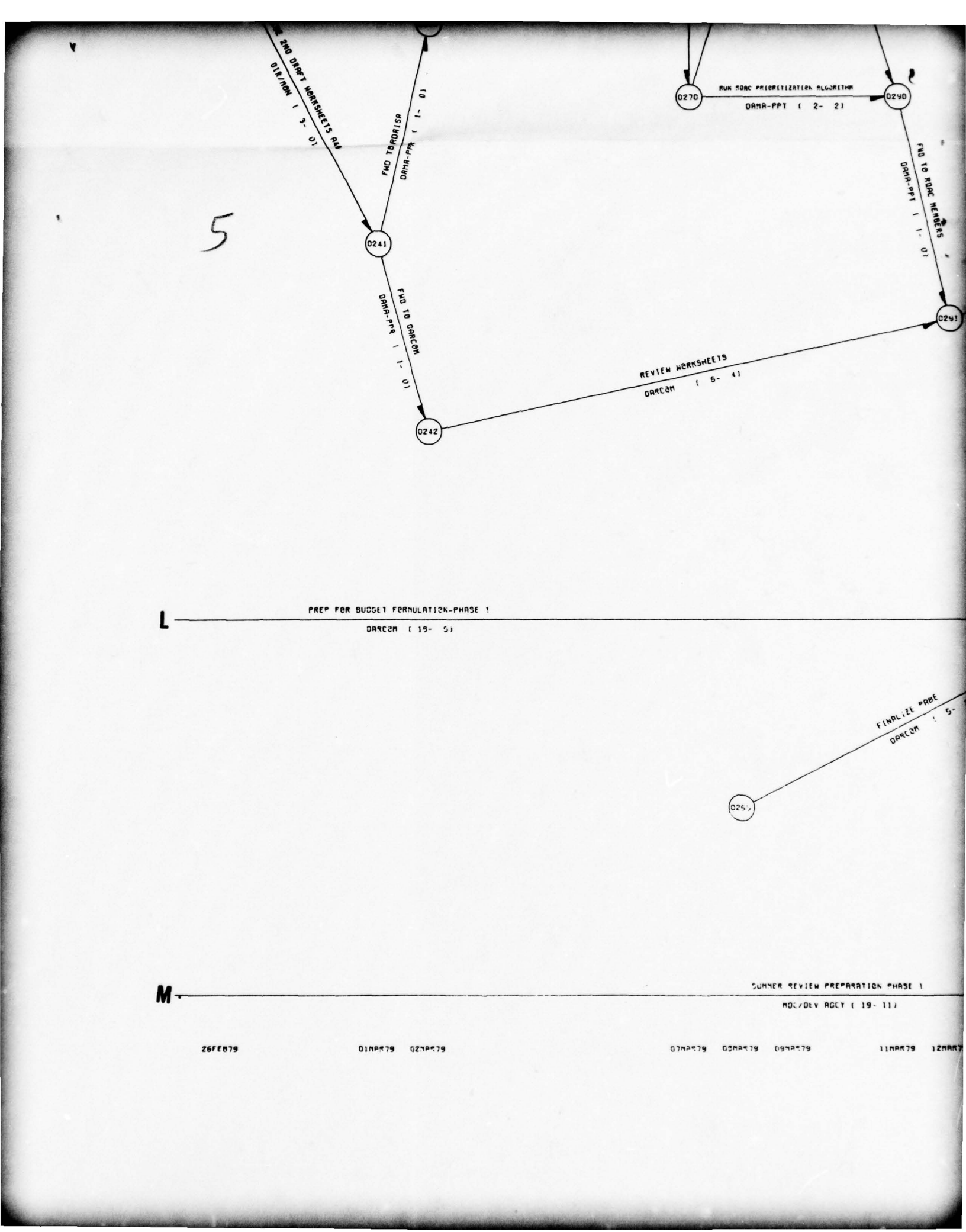
0330

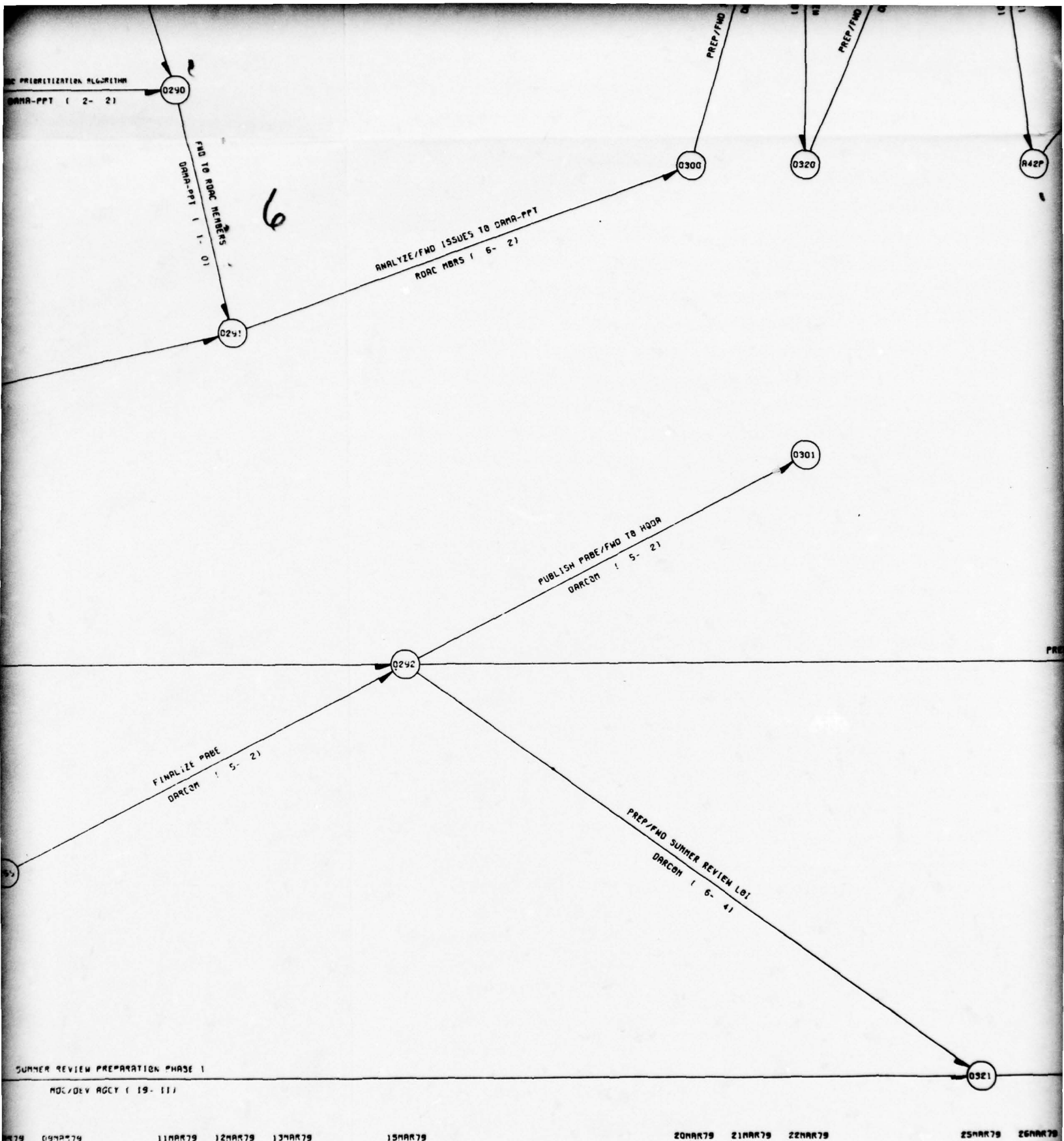
PRE RDAC REVIEW (ROTE)

RDAC MBRS (1- 0)


XY07
RELEASE FINAL CO
080 1 0- 01
XY08
XX2A
PREP/PUBLISH 1ST DRFT FOM
DACS-DPD (4- 0)
PREP RDTE SECTN 1ST DRAFT FOM/FWD
DAMA-PP (14- 6)
XX21
CONT
0310
0330
A45P
A43P
A44P
A42P
0320
TECH BASE PRE-RDAC REVD PKG
DAMA-PPT (2- 0)
RDAC MBRS (0- 0)
TECH BASE PRE RDAC REVIEW
PREP/FWD RDAC REVD AMEND PACKAGE
DAMA-PPT (1- 2)
PRE RDAC REVIEW (RDTE)
RDAC MBRS (1- 0)
PRE-RDAC REVIEW(PROCMT)
RDAC MBRS (3- 0)
RDAC REVIEW
RDAC-MBRS (3- 2)
BRIEF DESRDR/ASR
DAMA-PPT (1- 0)
APPROPRIATION REVIEW
PBC (3- 2)

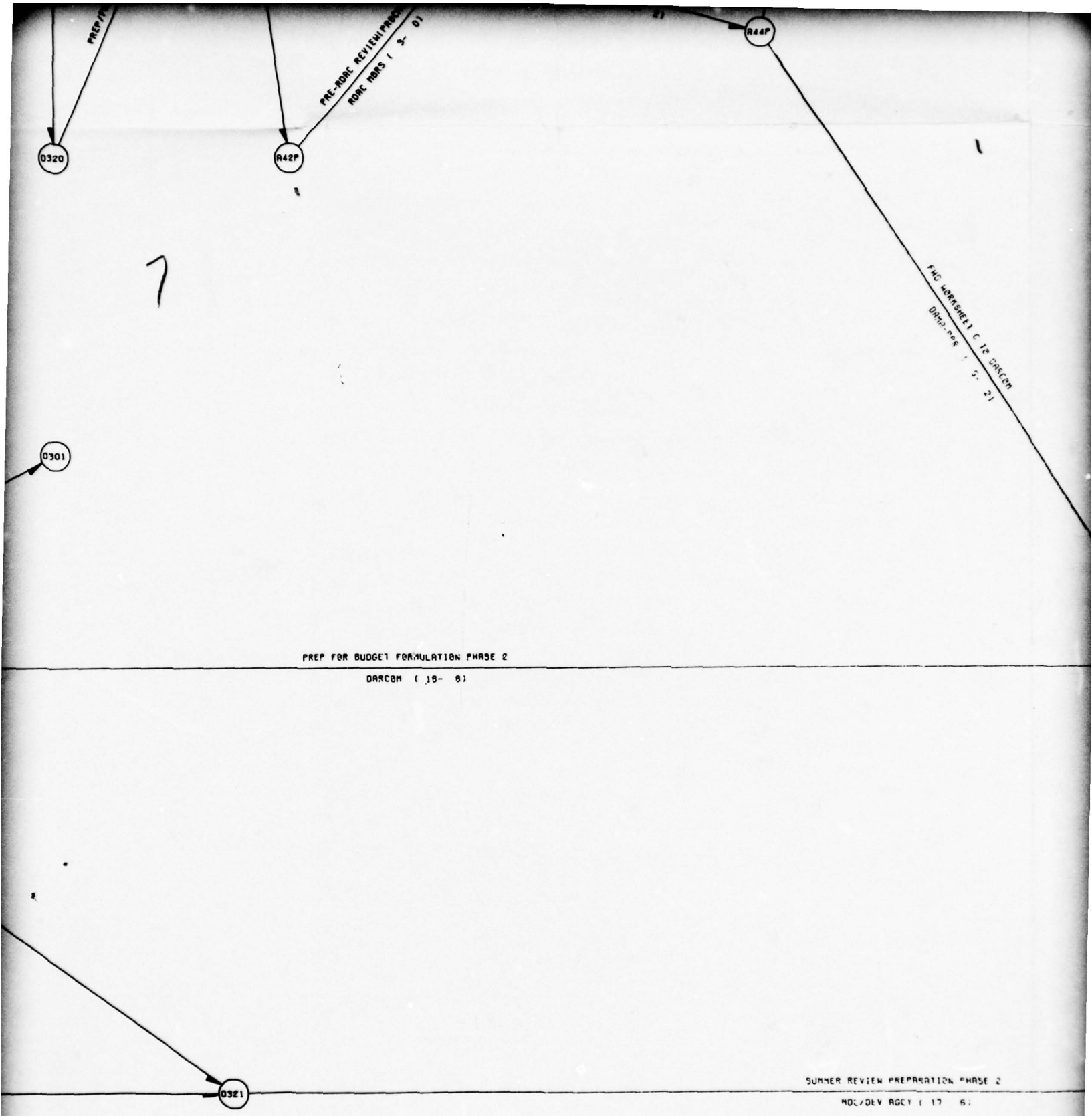

XX2A
REVIEW 1ST DRFT PGM/CMTS TO DACS-OPD
ALCON (11- 6)
N
PREP/PUBLISH 1ST DRFT PGM
DACS-OPD (4- 0)
CONT PREP OF PGM RQTE SECTIONS
DAMA-PPR (10- 4)
XX26
O
A47P
A49P
A51P
A45P
APPROPRIATION REVIEW
PBC (3- 2)
BRIEF OCSROR/ASA
DAMA-PPT (1- 0)
A44P
A46P
PBC EXEC (0- 0)
APPROPRIATION REVIEW
SELCON (0- 0)
APPROPRIATION REVIEW
CSR/SR (0- 0)
APPROPRIATION REVIEW
PREP/RELEASE FINAL TOR/RPWM CONTRCTS
DACS-OPD (2- 2)
DUMMY SRC
(0 -1)
A49P
A50P


2ND DRAFT WORKSHEETS A&M
DIR/NON (3- 01)
FWD TO RDAC
DAMA-PPR (1- 01)
0241
FWD TO DARCOM
DAMA-PPR (1- 01)
0242
REVIEW WORKSHEETS
DARCOM (6- 41)
0270
RUN RDAC PRIORITIZATION ALGORITHM
DAMA-PPT (2- 21)
0290
FWD TO RDAC MEMBERS
DAMA-PPT (1- 01)
0291
5
L
PREP FOR BUDGET FORMULATION-PHASE I
DARCOM (19- 91)
FINALIZE PBBE
DARCOM (5-
0252
M
SUMMER REVIEW PREPARATION PHASE I
MDL/DEV AGCY (19- 11)
26FEB79
01MAR79
02MAR79
07MAR79
08MAR79
09MAR79
11MAR79
12MAR7



RDTE APPROPRIATION DEVEL

NETWORK I



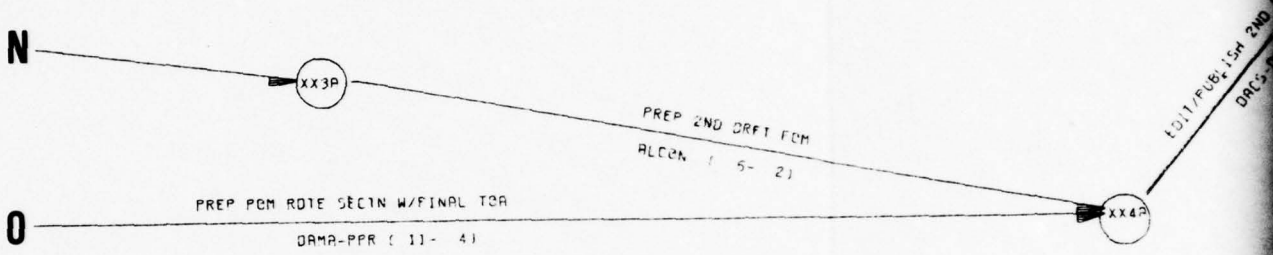
APPROPRIATION DEVELOPMENT PROCESS

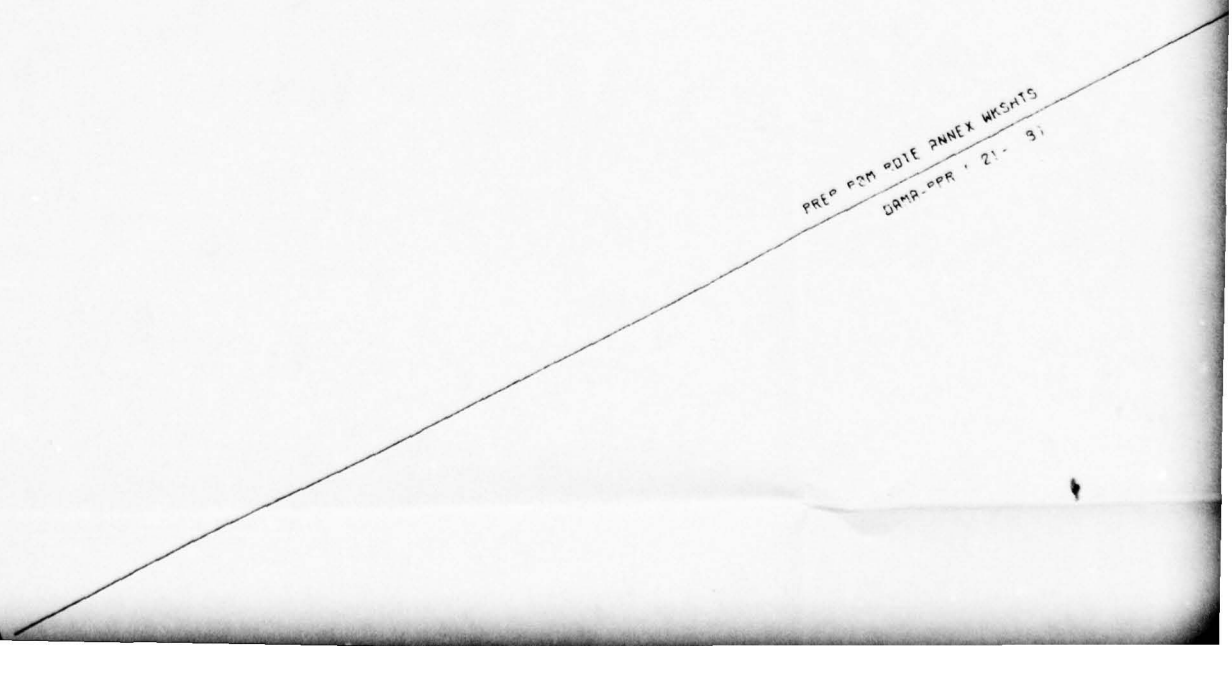
NETWORK I

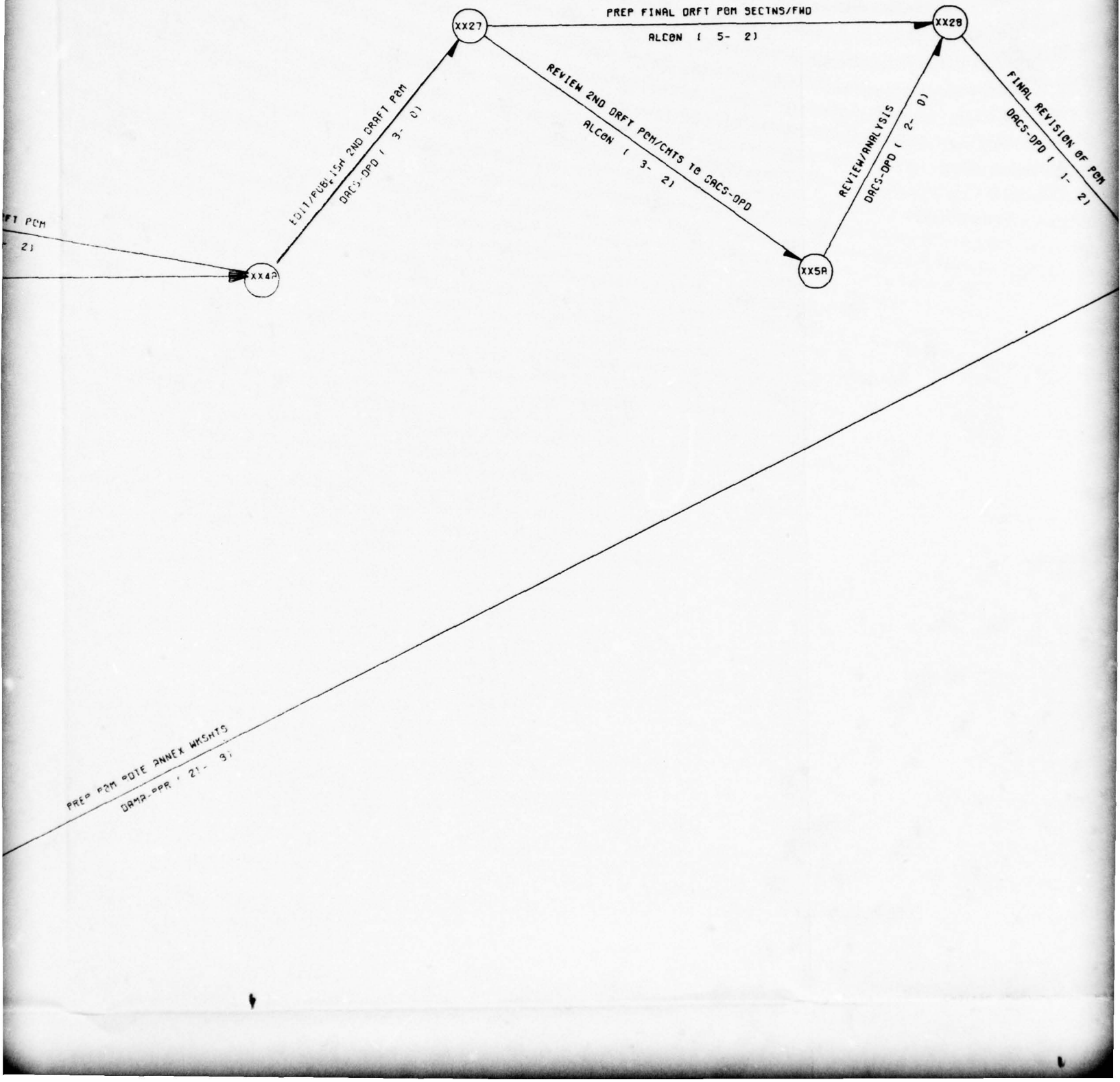
SUMMER REVIEW PREPARATION PHASE 2

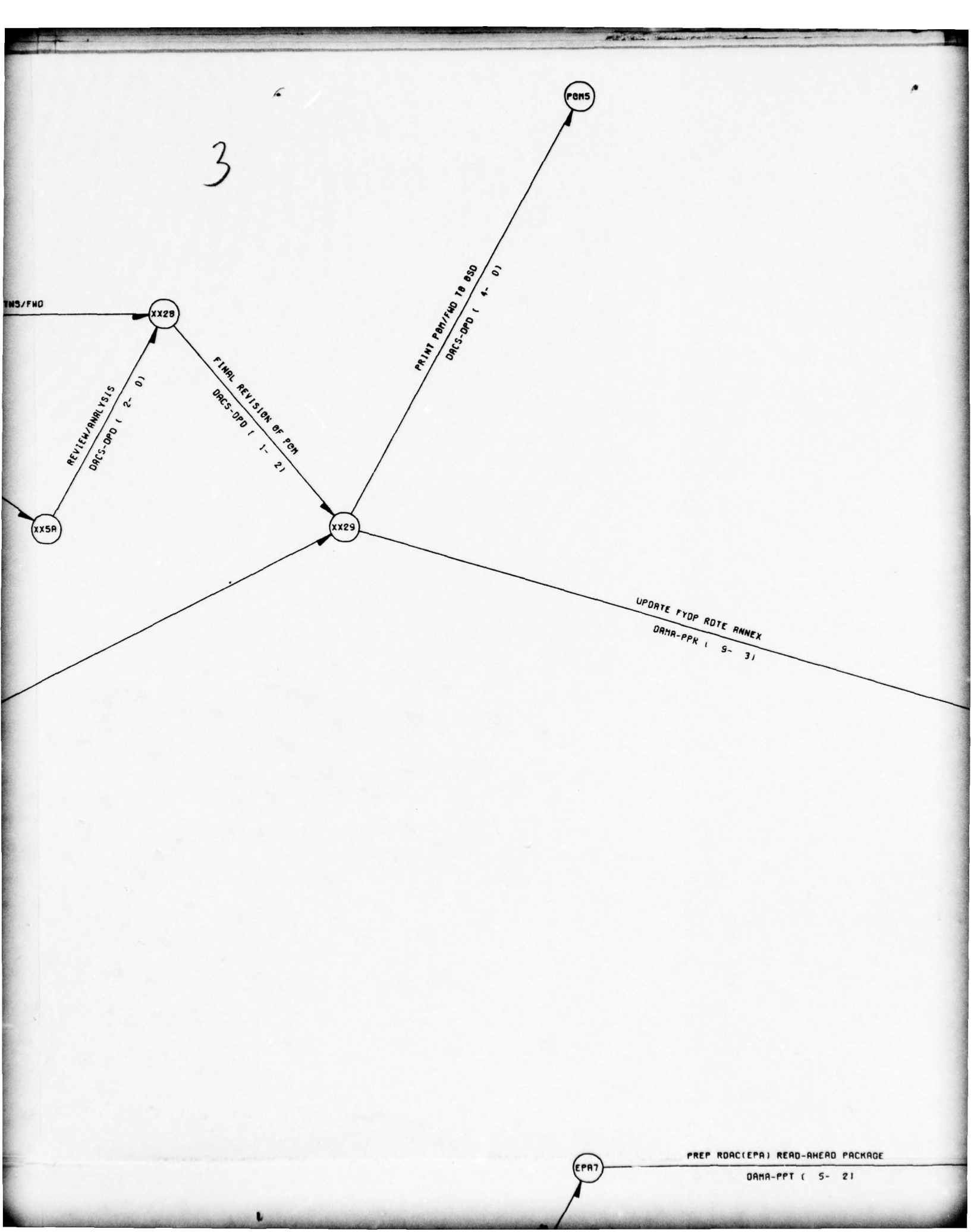
MDC/DEV AGEY (17 6)

04APR79 05APR79 09APR79 10APR79 11APR79 12APR79 15APR79 16APR79 17APR79 18APR79

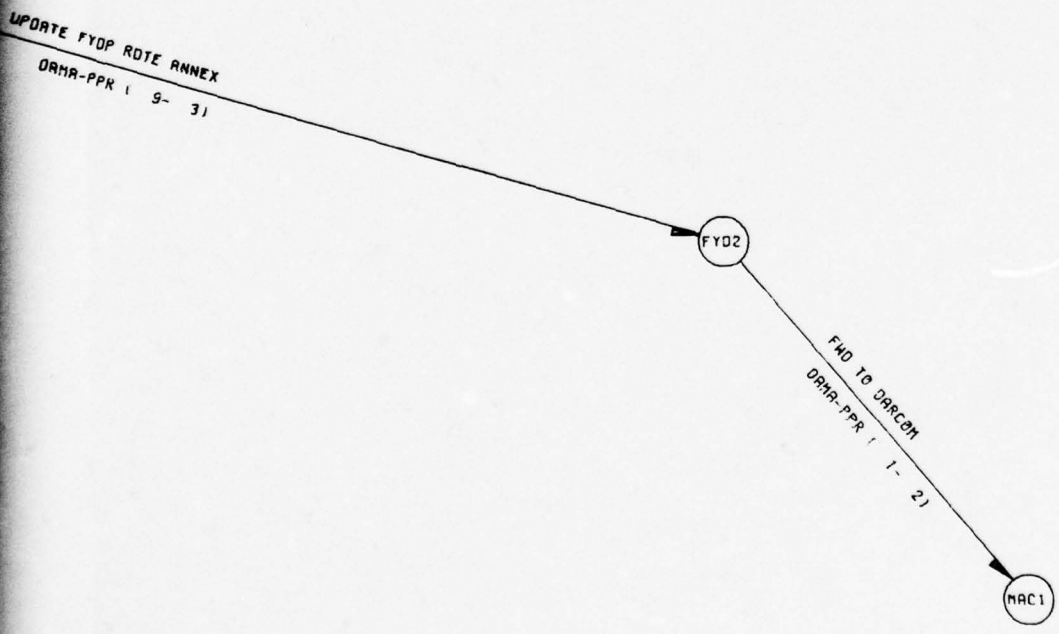

N
XX3P
PREP 2ND DRFT PCM
ALCOM (5- 2)
EDIT/PUB; ISH 2ND
O
PREP PCM RQTE SECTN W/FINAL TQA
DAMA-PPR (11- 4)
XX4P


PREP PCM RQTE ANNEX WKSHTS
DAMA-PPR (21- 9)


XX27
PREP FINAL DRFT PDM SECTNS/FWD
ALCON (5- 2)
XX28
EDIT/PUBLISH 2ND DRAFT PDM
DACS-DPD (3- 0)
REVIEW 2ND DRFT PDM/CMTS TO DACS-DPD
ALCON (3- 2)
REVIEW/ANALYSIS
DACS-DPD (2- 0)
FINAL REVISION OF PDM
DACS-DPD (1- 2)
XX4A
XX5A
PREP PDM NOTE ANNEX WKSHTS
DAMA-PPR (21- 3)


3
PGM5
PRINT PGM/FWD TO OSD
OACS-OPD (4- 0)
TNS/FWD
XX28
REVIEW/ANALYSIS
OACS-OPD (2- 0)
FINAL REVISION OF PGM
OACS-OPD (1- 2)
XX5A
XX29
UPDATE FYDP RDTE ANNEX
OAMA-PPR (9- 3)
EPA7
PREP RDAC(EPA) READ-AHEAD PACKAGE
OAMA-PPT (5- 2)

4



PREP RDAC(EPA) READ-AHEAD PACKAGE
OAMA-PPT (5- 2)

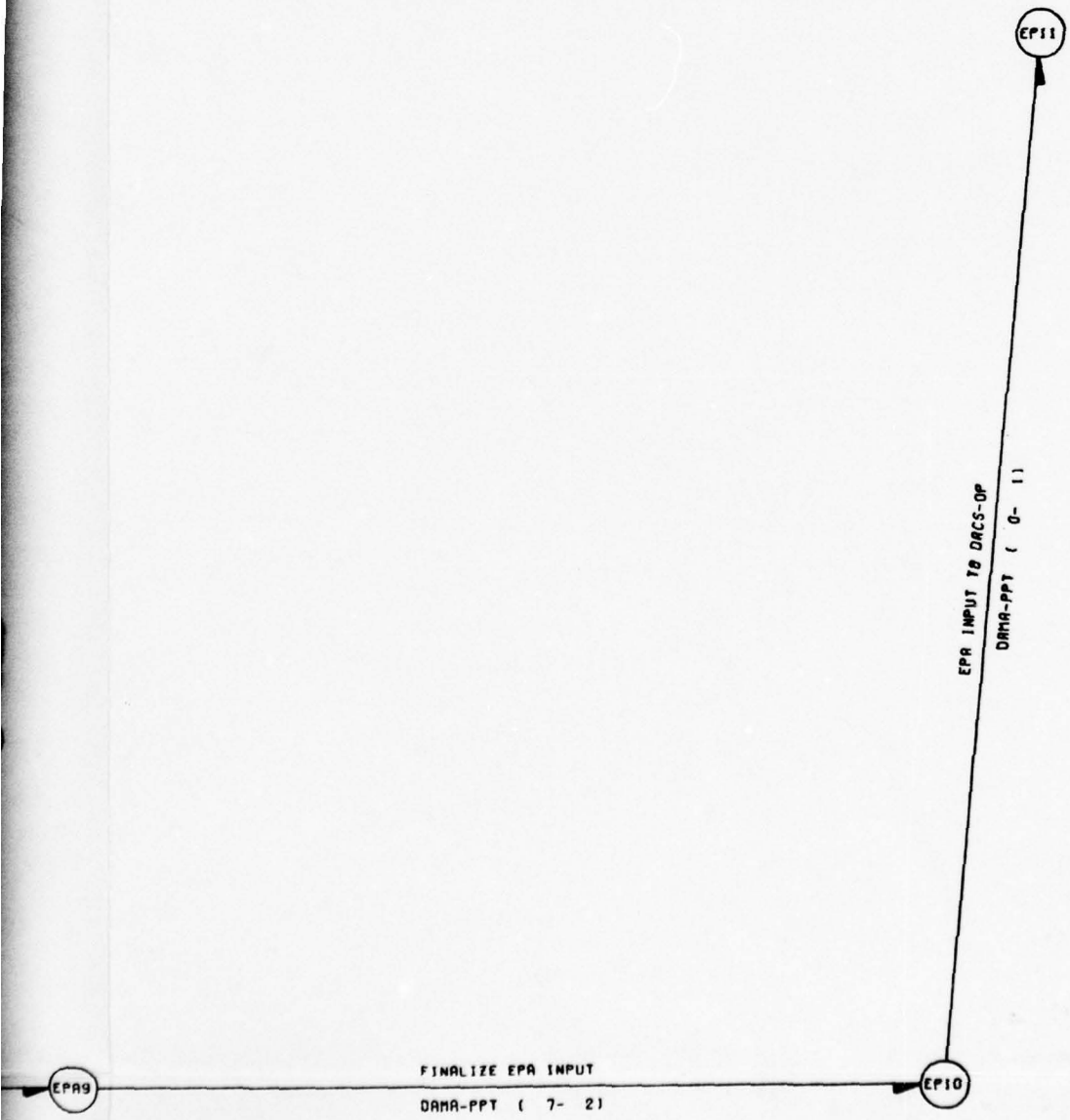
EPA8

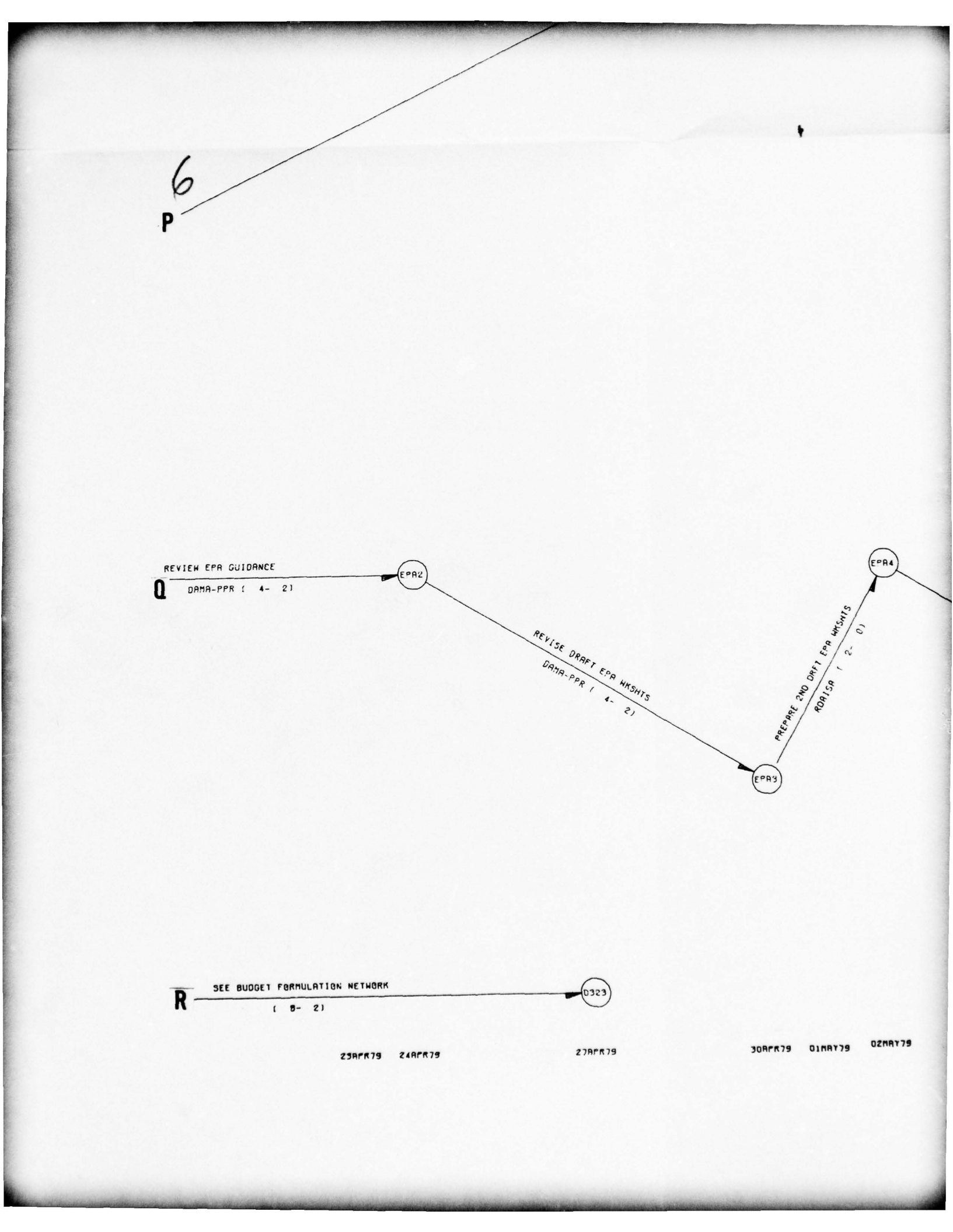
EPA PRE-RDAC/RDAC REVIEWS
RDAC MBRS (2- 3)

EPA9

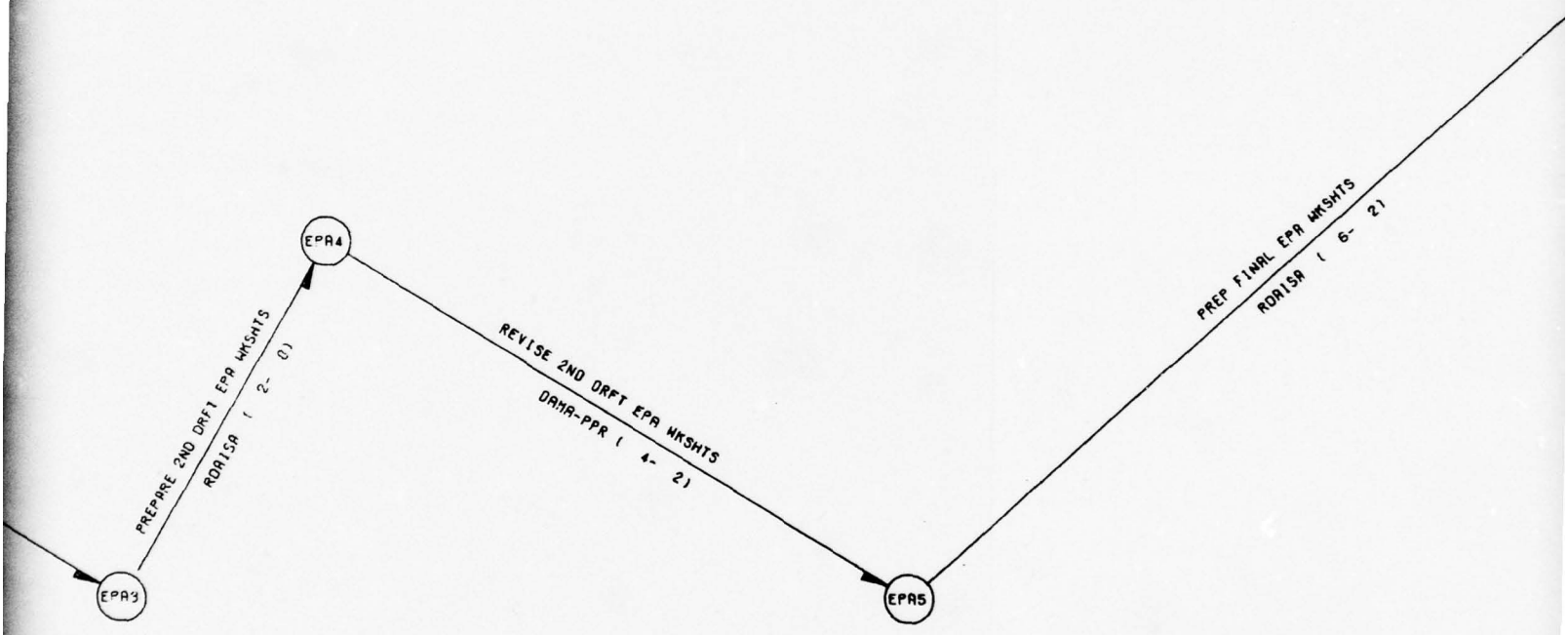
FINALIZE EPA
OAMA-PPT (7-

5


EP11
EPA INPUT TO DACS-OP
DAMA-PPT (0- 1)
EP9
FINALIZE EPA INPUT
DAMA-PPT (7- 2)
EP10

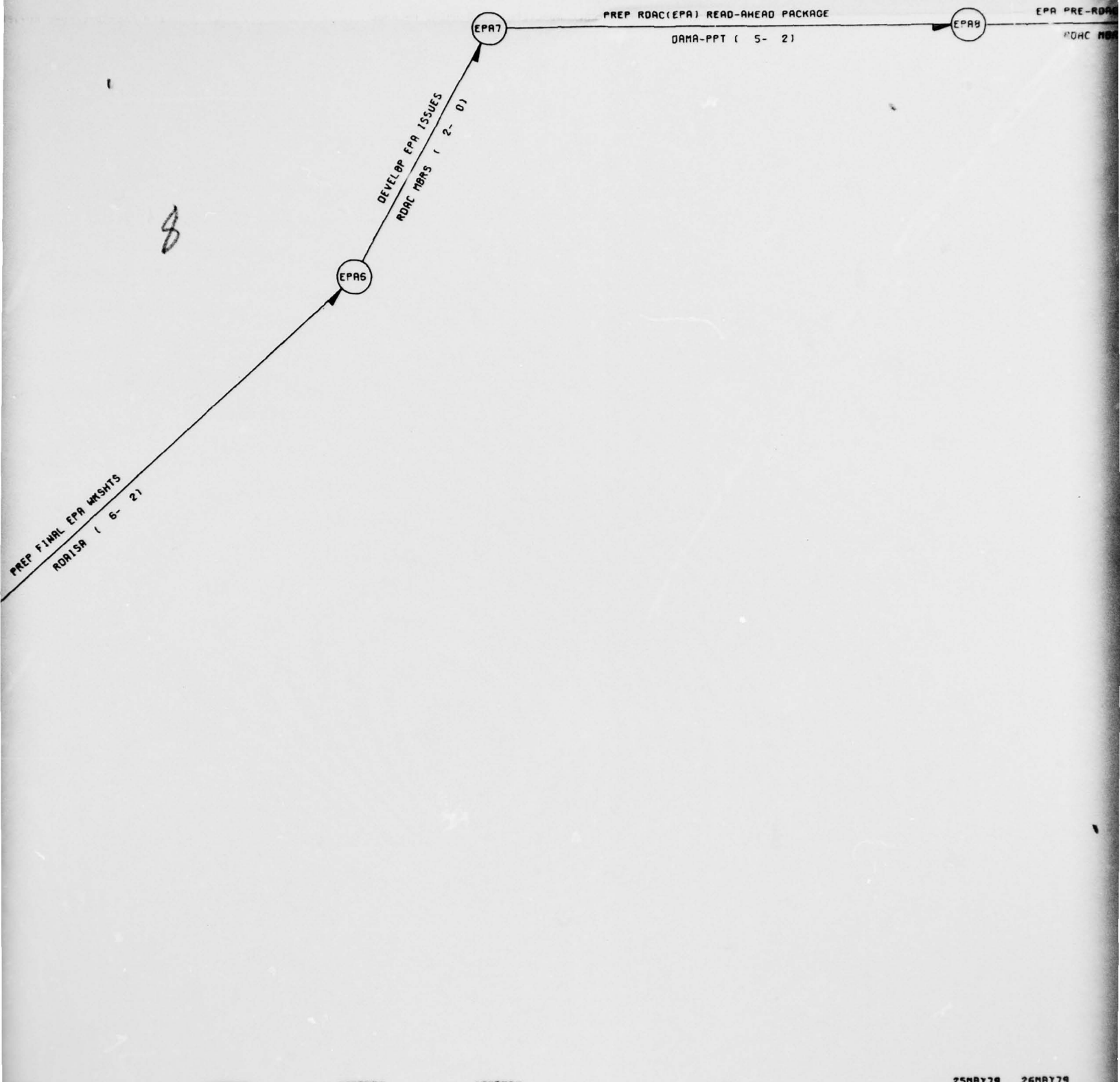

6
P
REVIEW EPA GUIDANCE
Q
DAMA-PPR (4- 2)
EPA2
REVISE DRAFT EPA WKSHTS
DAMA-PPR (4- 2)
EPA3
PREPARE 2ND DRFT EPA WKSHTS
RDA1SA (2- 0)
EPA4
SEE BUDGET FORMULATION NETWORK
R
(8- 2)
D323
25APR79
24APR79
27APR79
30APR79
01MAY79
02MAY79

7



30APR79 01MAY79 02MAY79 04MAY79 08MAY79 09MAY79 11MAY79 14MAY79

RDTE APPROPRIA



ROTE APPROPRIATION DEVELOPMENT PROCESS

NETWORK I

PACKAGE

2)

EPA9

EPA PRE-RDAC/RDAC REVIEWS

RDAC MBRS (2- 3)

EPA9

FINALIZE EPA INPUT

DAMA-PPT (7- 2)

9

25MAY79 26MAY79 29MAY79 30MAY79

FINALIZE EPA INPUT

DAMA-PPT (7- 2)

EP10

08JUN78 08JUN78

10

NETWORK J

Network J

PARR Development Process

PURPOSE. This process enables the MACOM to develop information required to support and influence program development activities at HQDA.

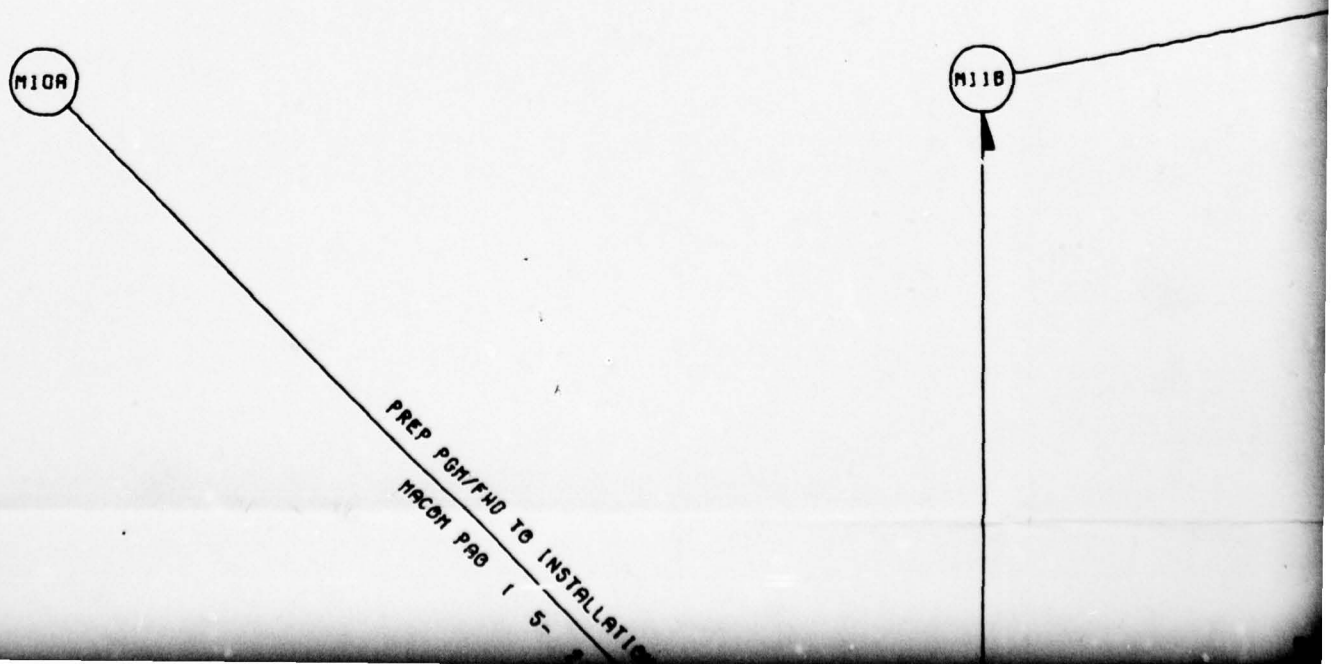
DESCRIPTION. The network depicts the activities conducted at MACOM level during FY 80-84 POM development. Recent changes have occurred which significantly change the nature and timing of MACOM submissions during the program cycle--see paragraph 4-3d(3). Information as to how the MACOM will develop the new documents is not yet available to the study team. A description of the FY 80-84 PARR development process is, therefore, included to provide an indication of the type of activities required for program development at the MACOM level.

The process began with the preparation and forwarding of a Program Guidance Memo (PGM) by the Program Analysis Office (PAO) at the MACOM. The PGM was forwarded to installations and program directors in late August. In September, programers at installation level developed and forwarded proposals to the MACOM for program input. These proposals were evaluated by MACOM program directors as they developed programs in light of guidance contained in the draft PAPPGM and other DA guidance documents. In January, the various program directors forwarded recommended programs to the PAO. The PAO edited/coordinated/consolidated these submissions in early January and informed program directors of any revisions required as a result of the draft CG received on 17 January 1978. In early February, the program was coordinated with the MACOM staff and approved by the Commanding General. Approximately two weeks were required to administratively process and publish the very lengthy document. It was forwarded to HQDA in late February.

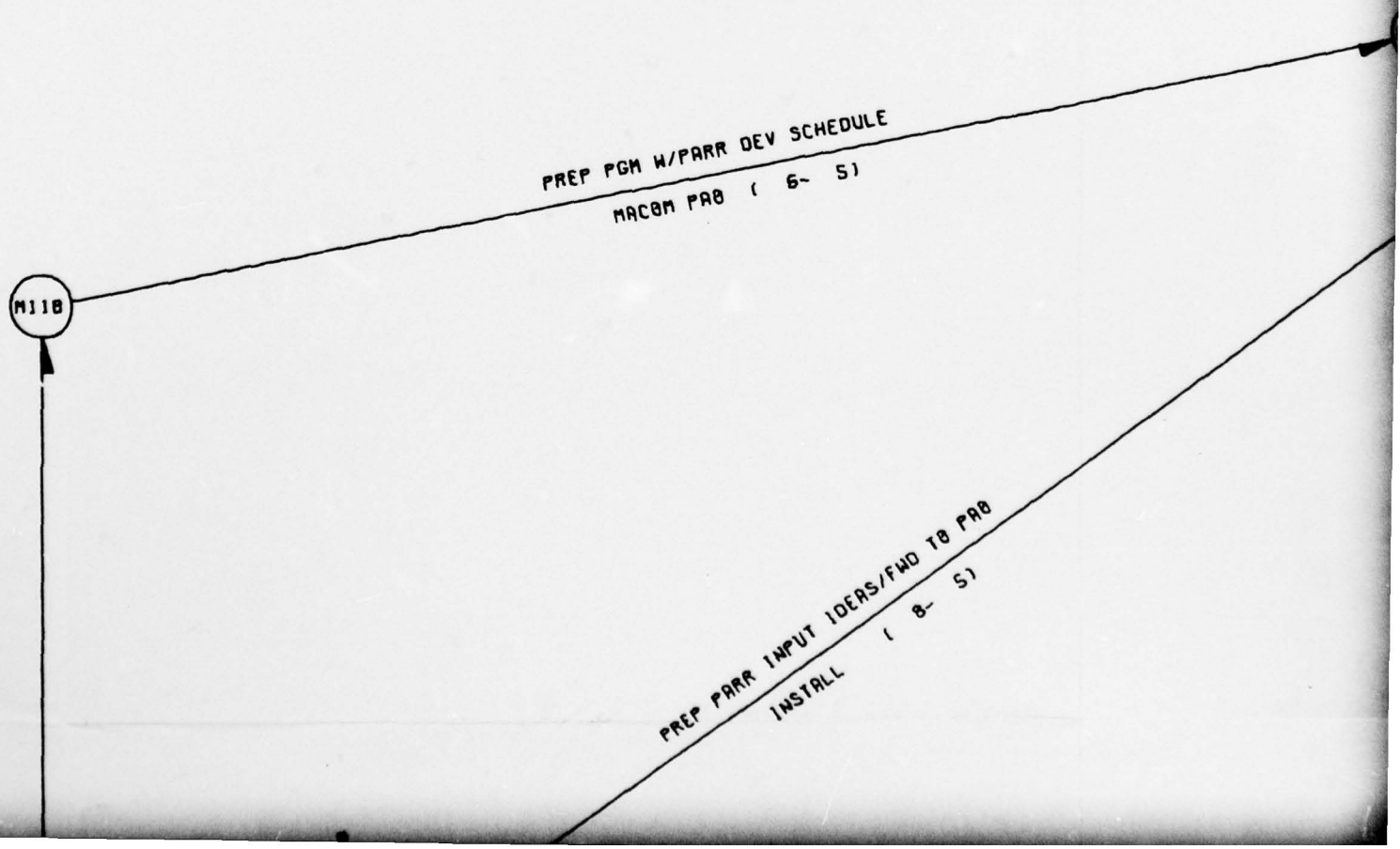
CRITICAL MILESTONES. As discussed above, the process has been changed significantly for FY 81-85 POM development. This was due mainly to the fact that the 27 February 1978 submission was too late for the MACOM to influence materially the program. Proposals for program change must be at HQDA in time for analysis and consideration prior to the Functional Review in order to be effective.

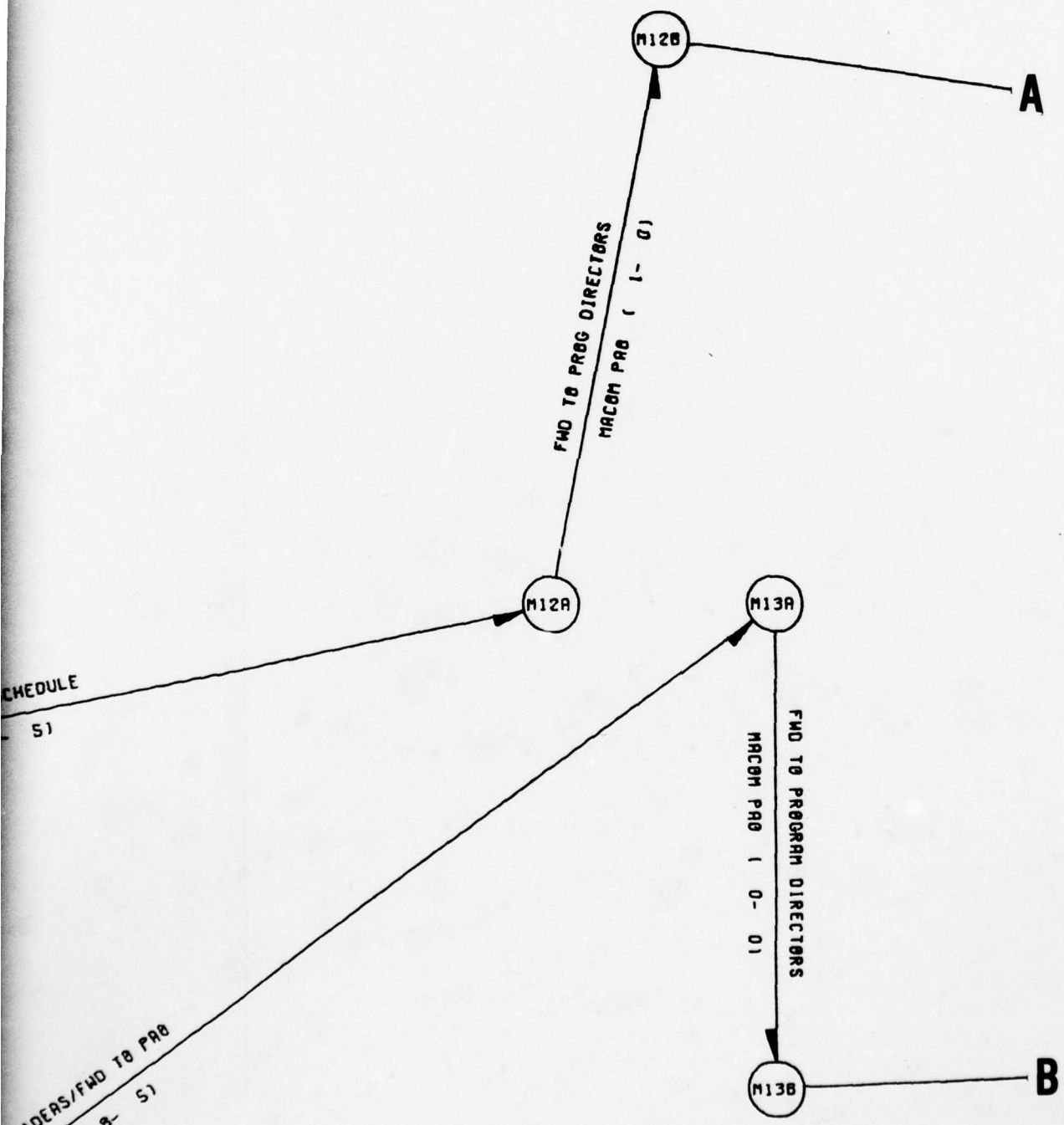
LINKAGE TO OTHER NETWORKS. Not applicable for reasons cited previously.

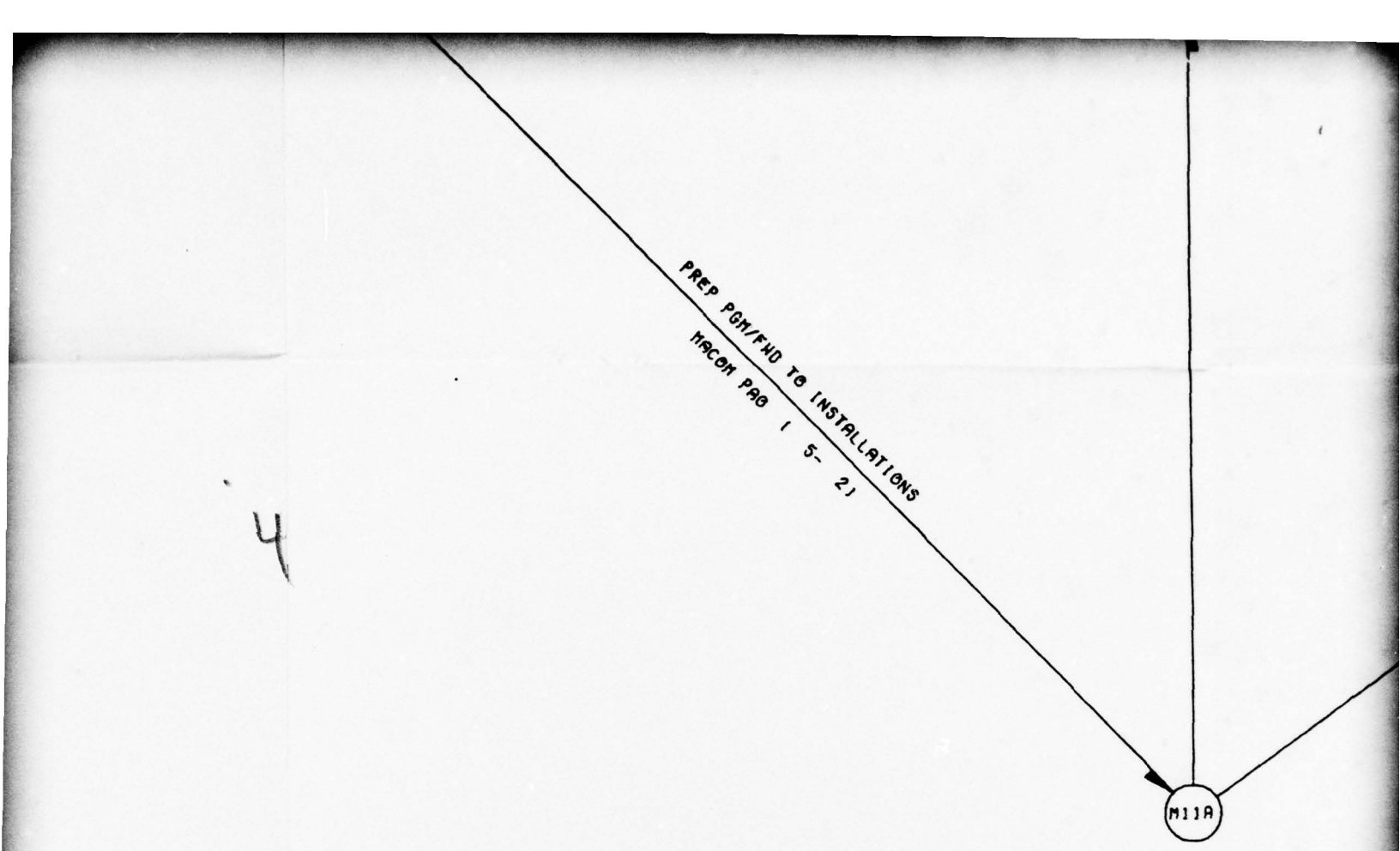
PRECEDING PAGE BLANK-NOT FILMED



2


PREP PGM W/PARR DEV SCHEDULE
MACOM PAO (6- 5)
M118
PREP PARR INPUT IDEAS/FWD TO PAO
INSTALL (8- 5)


M12B
A
FWD TO PROG DIRECTORS
MACOM PAO (1- 0)
M12A
M13A
CHEDULE
- 5)
FWD TO PROGRAM DIRECTORS
MACOM PAO (0- 0)
T IDEAS/FWD TO PAO
ALL (8- 5)
M13B
B

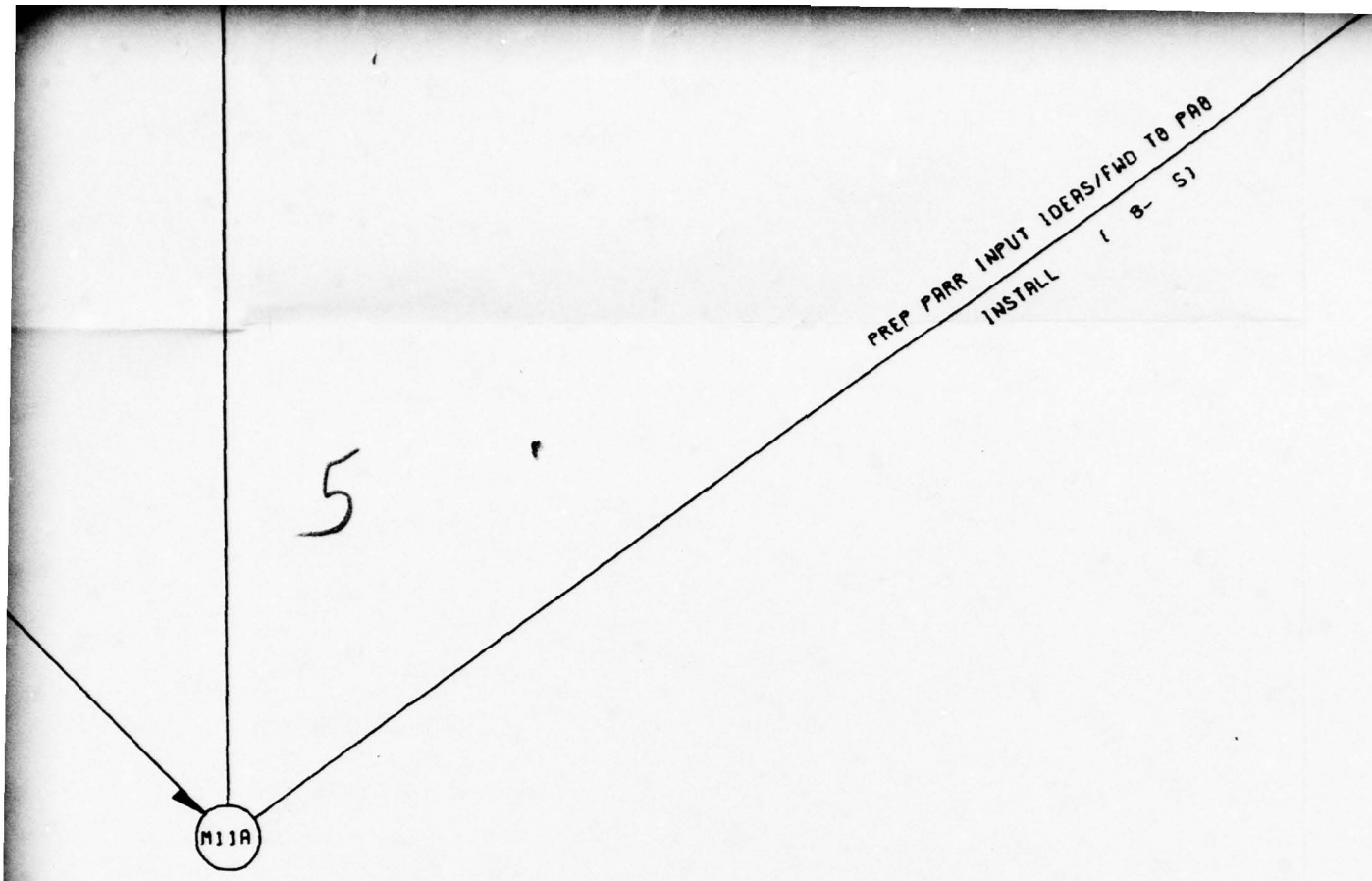


4

25AUG77

01SEP77

PARR



01SEP77

PARR DEVELOPMENT PROCESS

NETWORK J

6

12SEP77 13SEP77 14SEP77

PROCESS

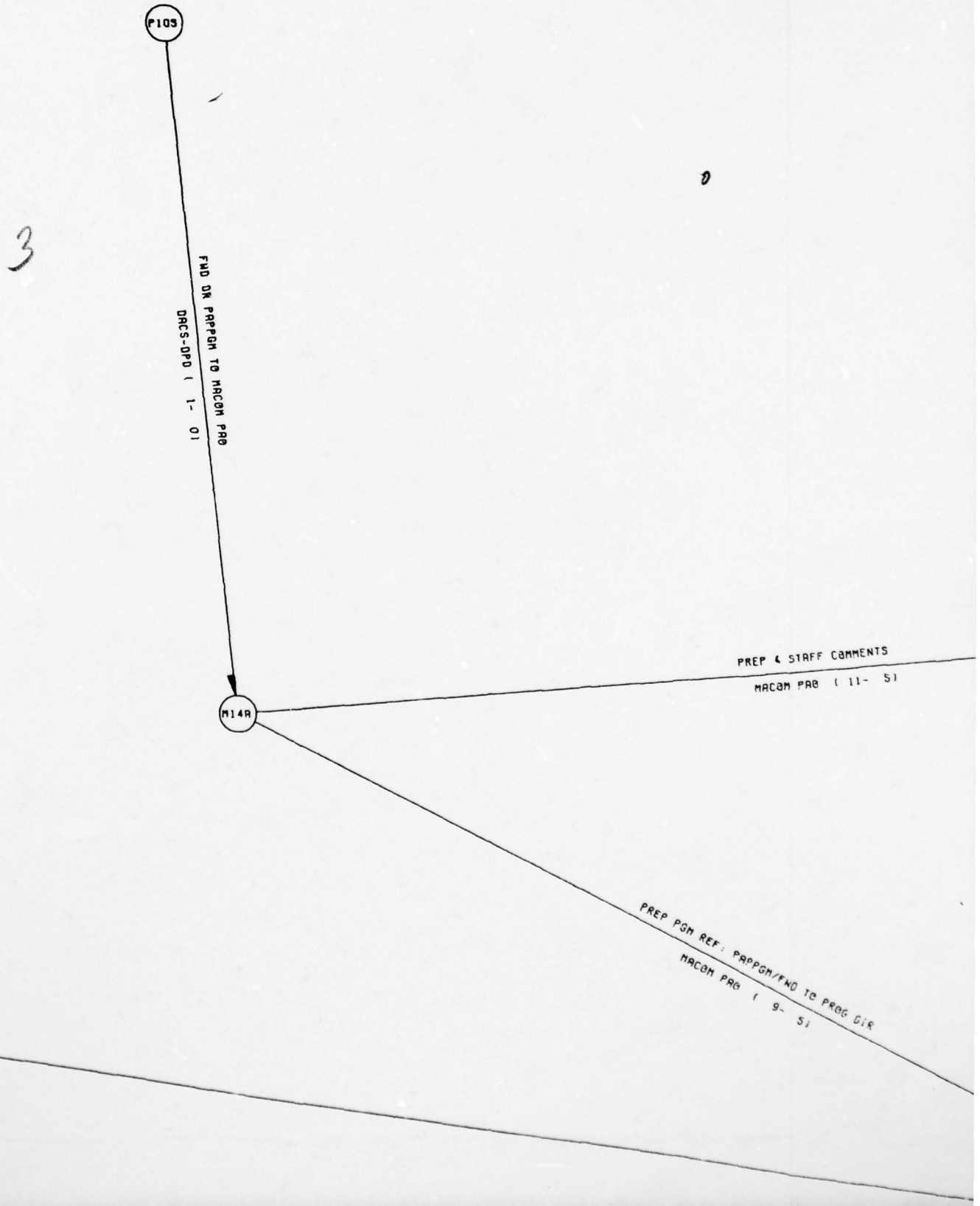
A
B

BEGIN PARR DEVELOPMENT

PROG DIR (33- 16)

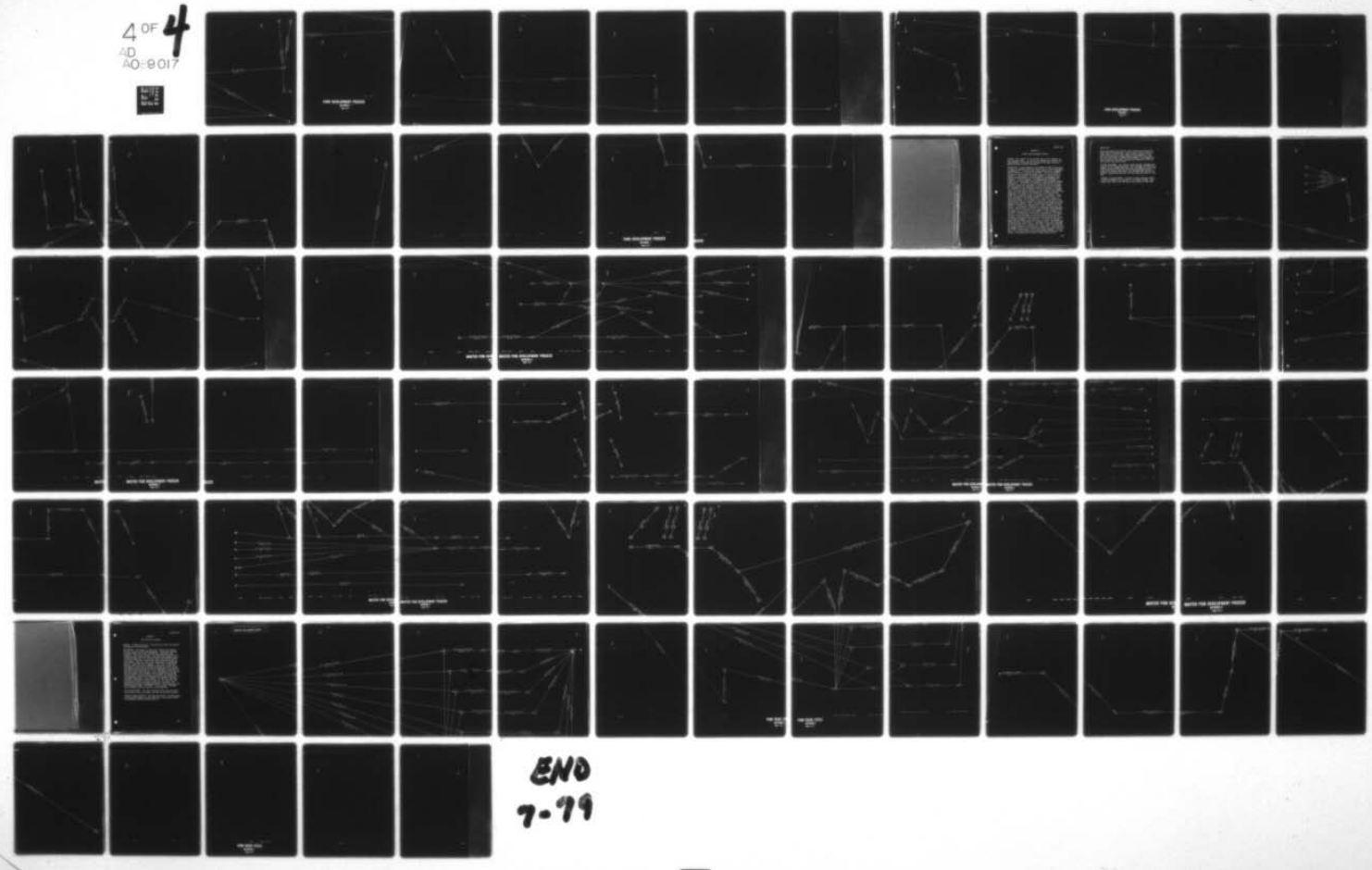
ANALYZE IDEAS/FWD CMTS TO PAB

PROG DIR (32- 16)


P10S
FWD DR PAPPGM TO MACOM PAB
DACS-DPD (1- 01
M14A
PREP & STAFF COMMENTS
MACOM PAB (11- S)
PREP PGM REF: PAPPGM/FWD TO PROG DIR
MACOM PAB (9- S)

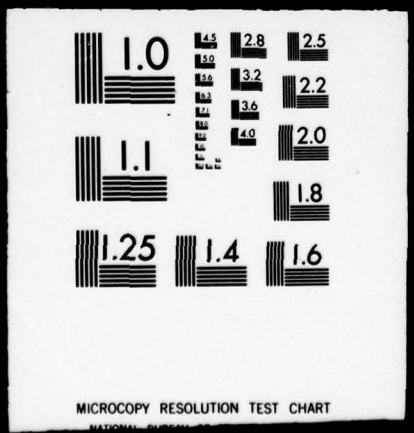
AD-A069 017 ARMY CONCEPTS ANALYSIS AGENCY BETHESDA MD F/G 5/1
MANAGEMENT ANALYSIS OF KEY RESOURCE OPERATIONS (MAKRO). VOLUME --ETC(U)
MAR 79 F A DISTASIO, G E ARMSTRONG
UNCLASSIFIED CAA-SR-79-6-VOL-2-APP-E-A NL

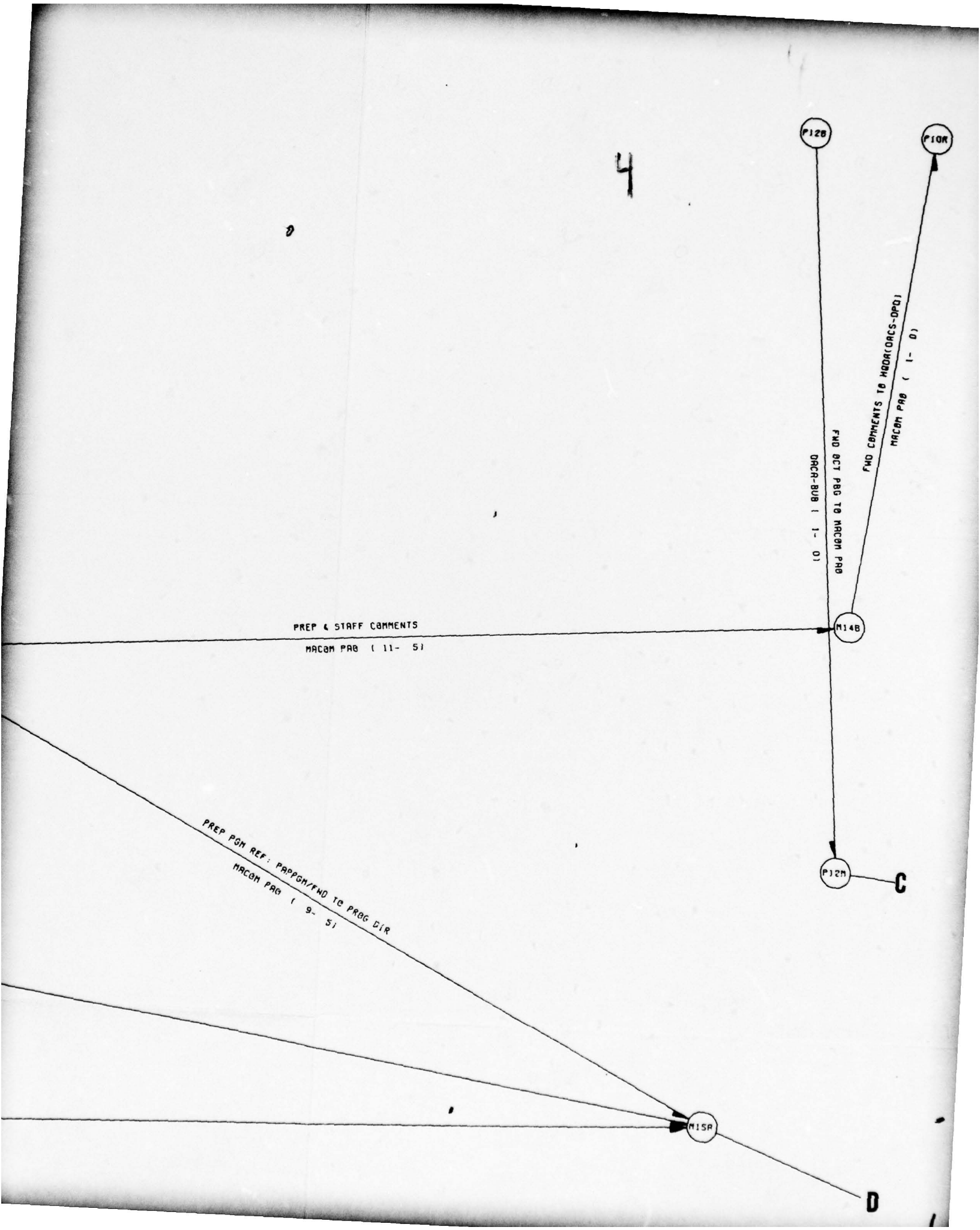
4 OF 4
AD
A069017



END
7-79

4 OF 4
AD
A069017




4
P12B
P10R
DACA-BUB (1- 0)
FWD BCT PBG TO MACOM PAO
FWD COMMENTS TO HQDA(DACS-DPO)
MACOM PAO (1- 0)
PREP & STAFF COMMENTS
MACOM PAO (11- 5)
M14B
PREP PGM REF: PAPPGM/FWD TO PROG DIR
MACOM PAO (9- 5)
P12M
M15A
C
D

ANALYZE IDEAS/FWD CMTS TO PRB

PRBG DIR (32- 16)

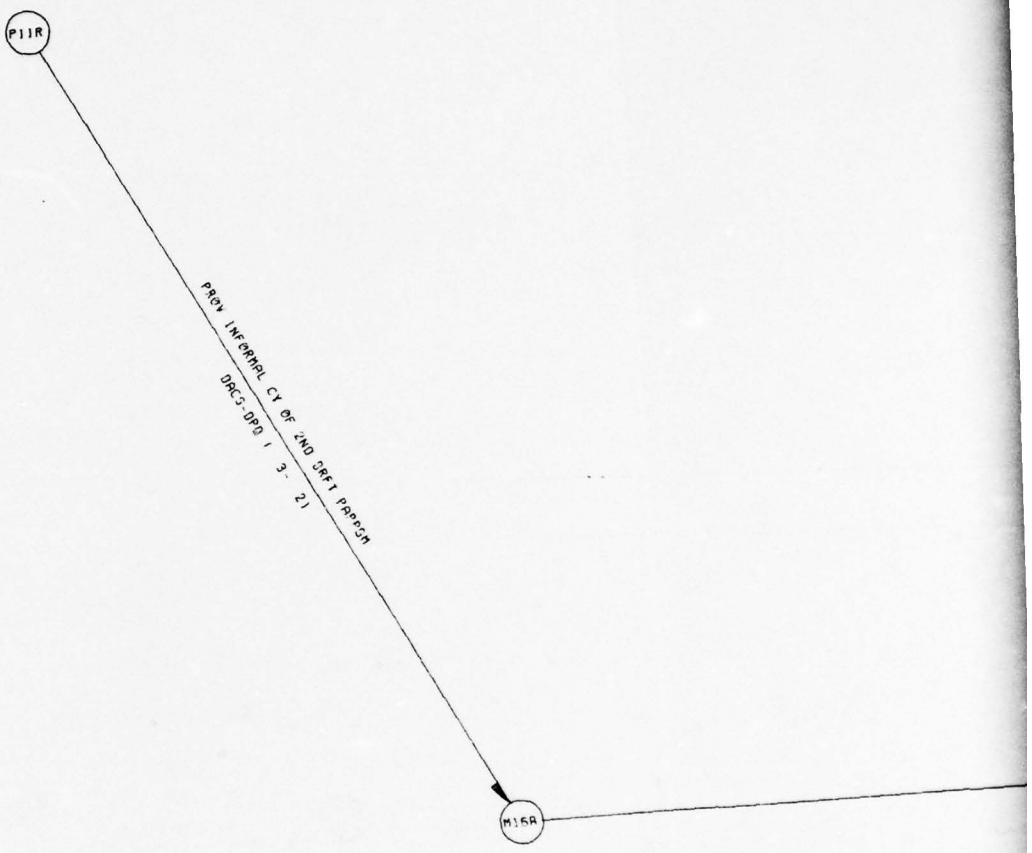
5

1

17OCT77 19OCT77

PARR DEVELOPMENT PROCESS

NETWORK J



C

D PREP FEED

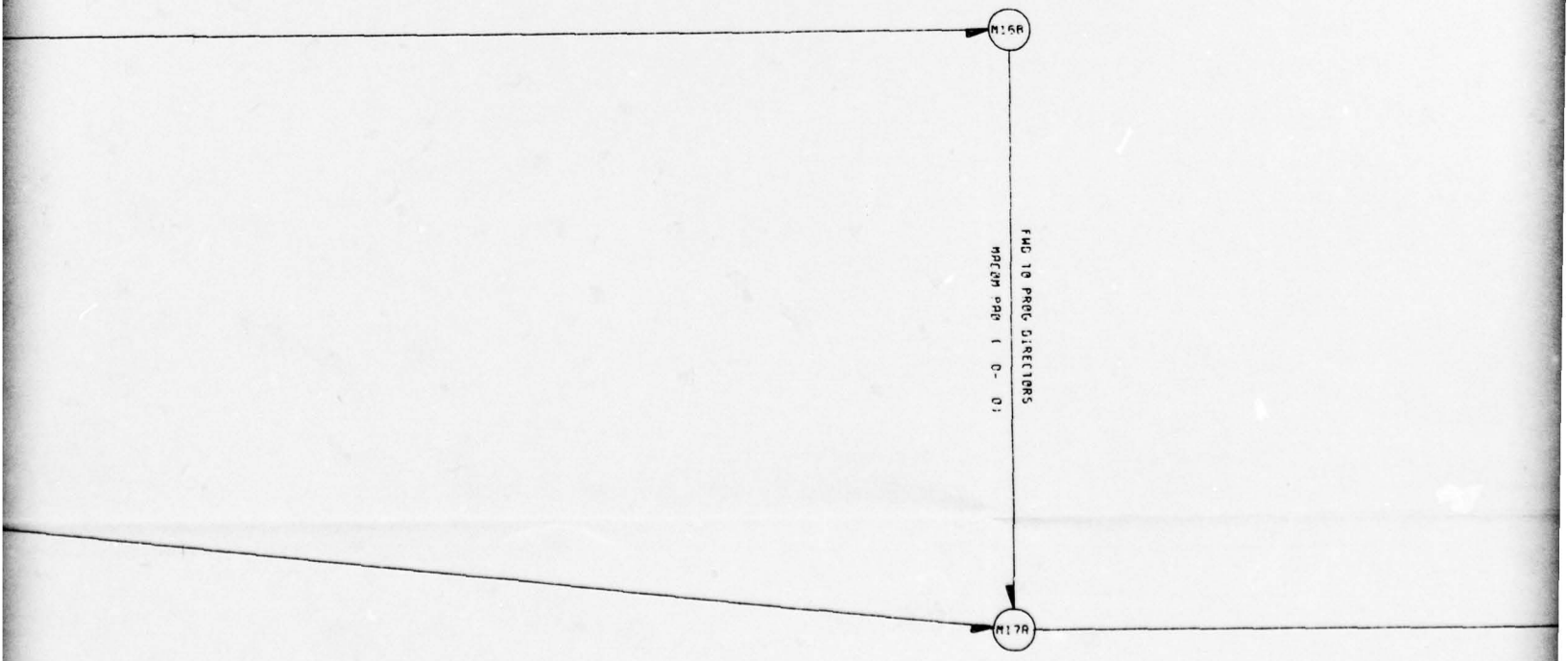
PREP PGM REF PAPPGM REVISIONS

MACRO PAP (19- 9)

ANALYZE EFFECT OF PROGRAM

MACRO PAP (27- 13)

3

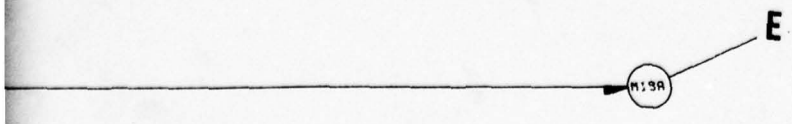


4

FORMALIZE PROGRAM/FWD TO PRO

PROG DIR (15- 7)

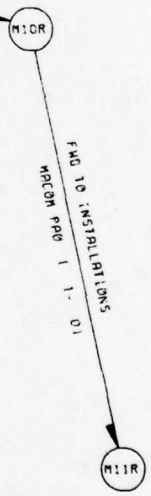
5



C

6

D PREP FEEDBACK REF: PARR INPUT
MACOM PRG (9- 4)



11N0V77 14N0V77 15N0V77 16N0V77

ANALYZE EFFECT ON PROGRAM

MACOM PAR (27- 13)

7

FMD 10 INSTALLATIONS

In- 01

M:1R

15N8V77 15N8V77

13DEC77

PARR DEVELOPMENT PROCESS

NETWORK J

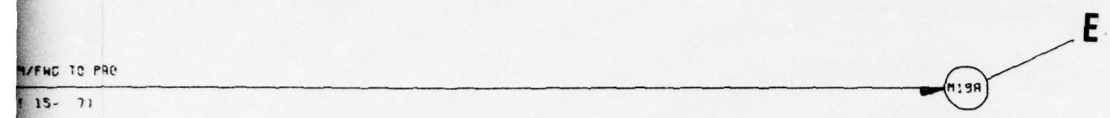
9

FWD TO PROG DIRECTORS

FORMALIZE PROGRAM/FWD TO PRG

PROG DIR 7 15- 71

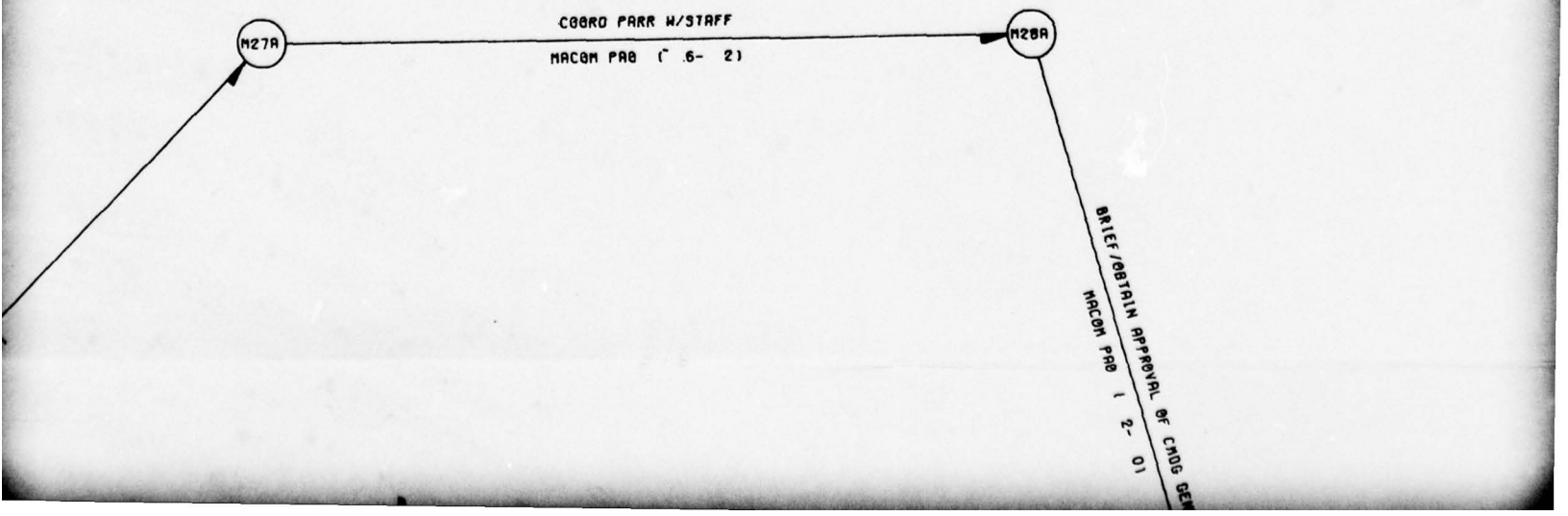
10



04JAN78

G10S
FWD DRAFT CG TO MACOM PAE
OSD (1- 0)
C10S
FWD DR JAN PBG TO MACOM PAE
DACA-BUB (1- 0)
P10Q
FWD PAPPGM TO MACOM PAE
DACS-DPD (1- 0)
M24A
REVIEW/ANALYSIS
MACOM PAE (2- 0)
M22A
REVIEW/ANALYSIS
MACOM PAE (3- 0)
M25A
REVIEW/ANALYSIS
MACOM PAE (6- 2)
M20A
EDIT PROGRAM INPUT
MACOM PAE (12- 4)
REV GUID AS
MACOM PAE

0103
FWD DRAFT CG TO MACOM PAO
OSD (1- 01
M24A
REVIEW/ANALYSIS
MACOM PAO (2- 01
FWD PAPCOM TO MACOM PAO
M22A
REVIEW/ANALYSIS
MACOM PAO (3- 01
M25A
- 21
REV GUID AS RQD/ATN PROGRAM M
MACOM PAO (2- 21
M27A
REV PROG/REWRITE/ATN TO PAO
PROG DIR (5- 21


M27A
COORD PARR W/STAFF
MACOM PAO (.6- 2)
M28A
BRIEF/OBTAIN APPROVAL OF CHOG GEN
MACOM PAO (2- 01

4

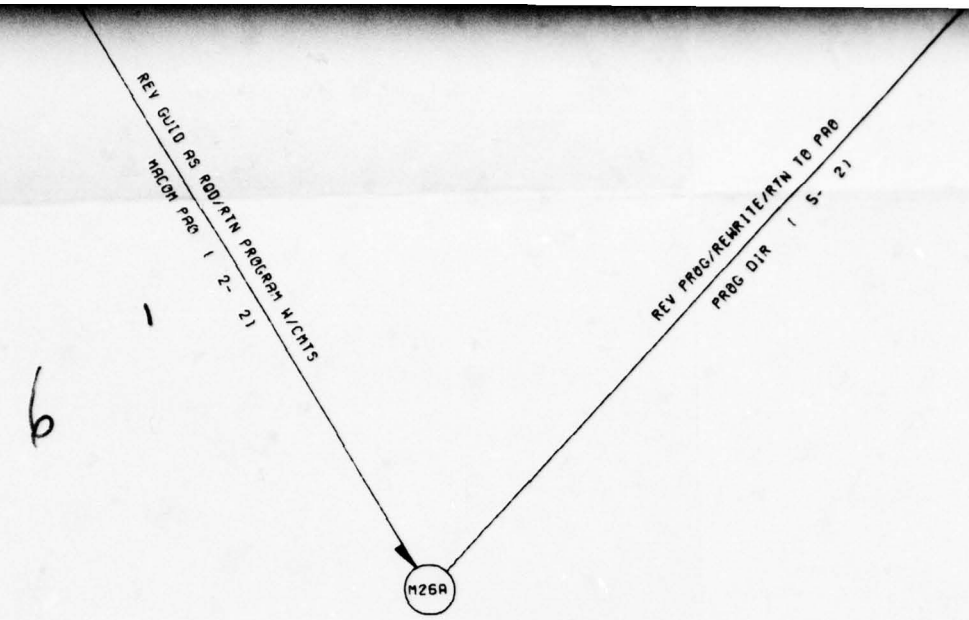
P:0X

FWD PARR TO HQDA(DAES-DPO)
MACOM PAB (1- 2)

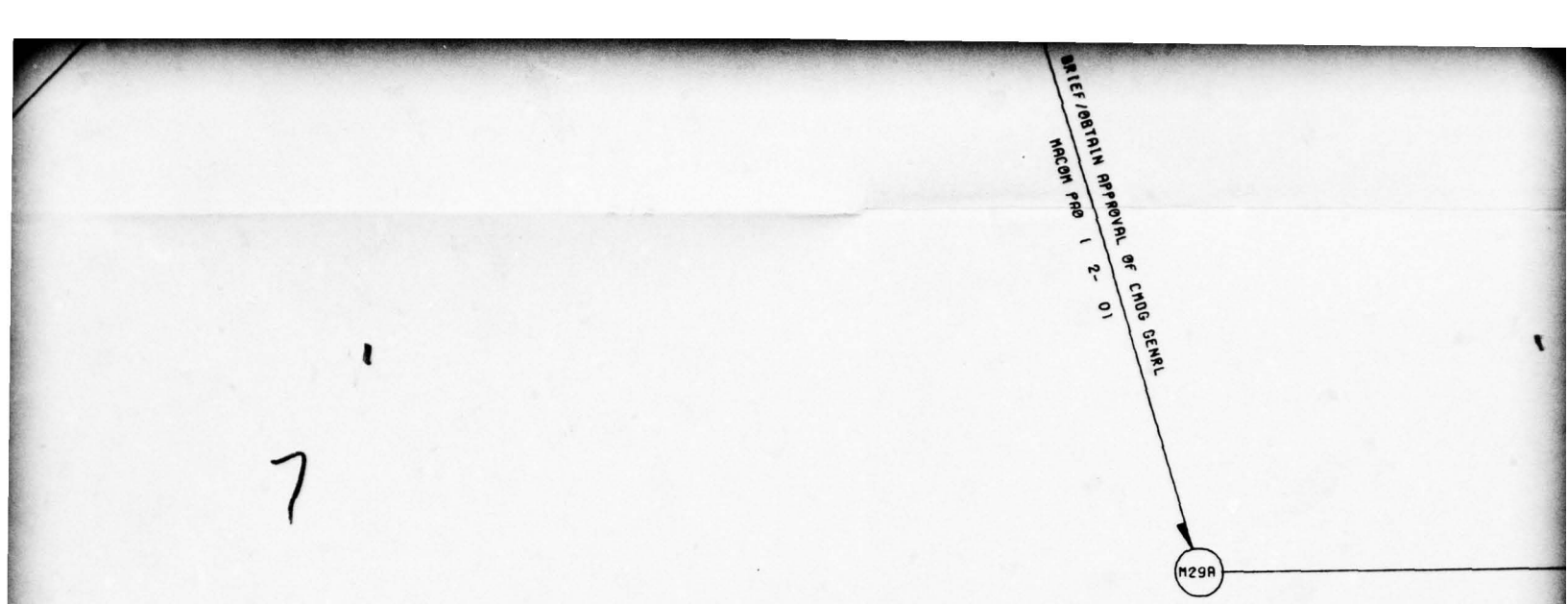
EDIT PROGRAM INPUT
MACSM PAB (12- 4)

.5 E

11JAN79 12JAN79 16JAN79 17JAN79 18JAN79 20JAN79



17JAN79 18JAN79 20JAN79 24JAN79 31JAN79

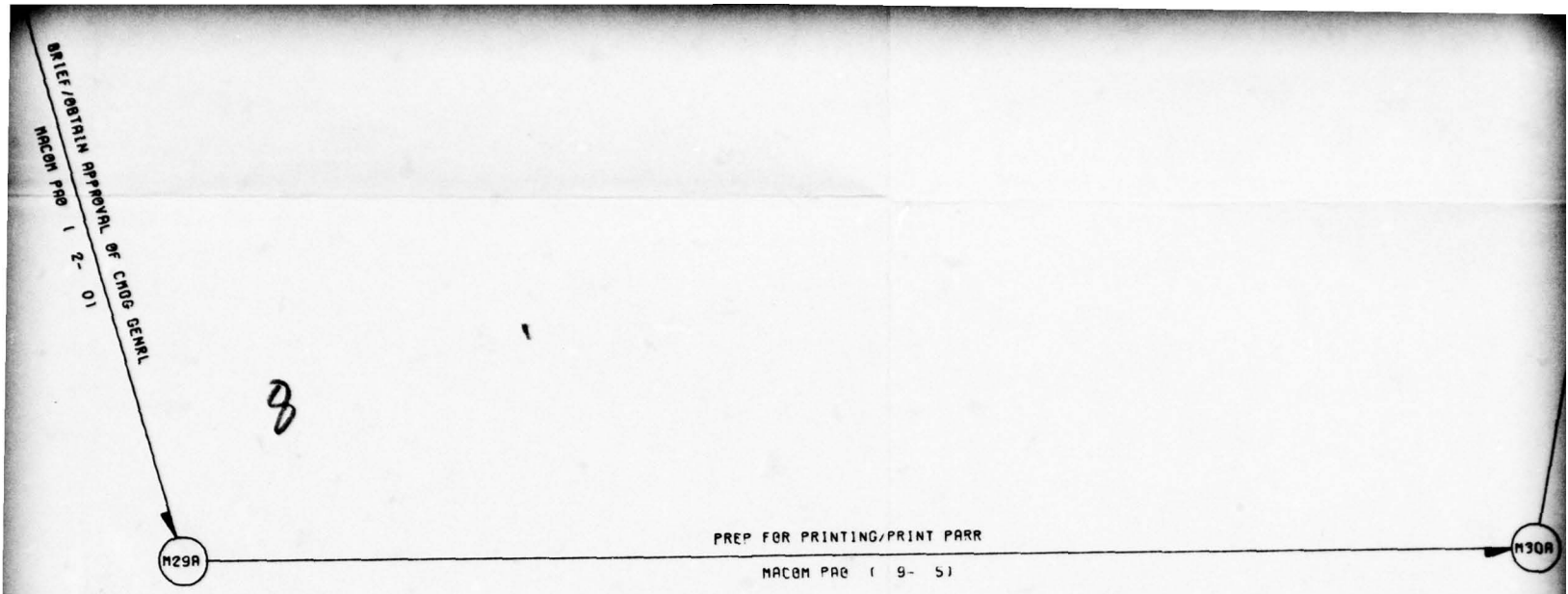


7

31JAN79 08FEB79 10FEB79

PARR DEVELOPMENT PROCESS

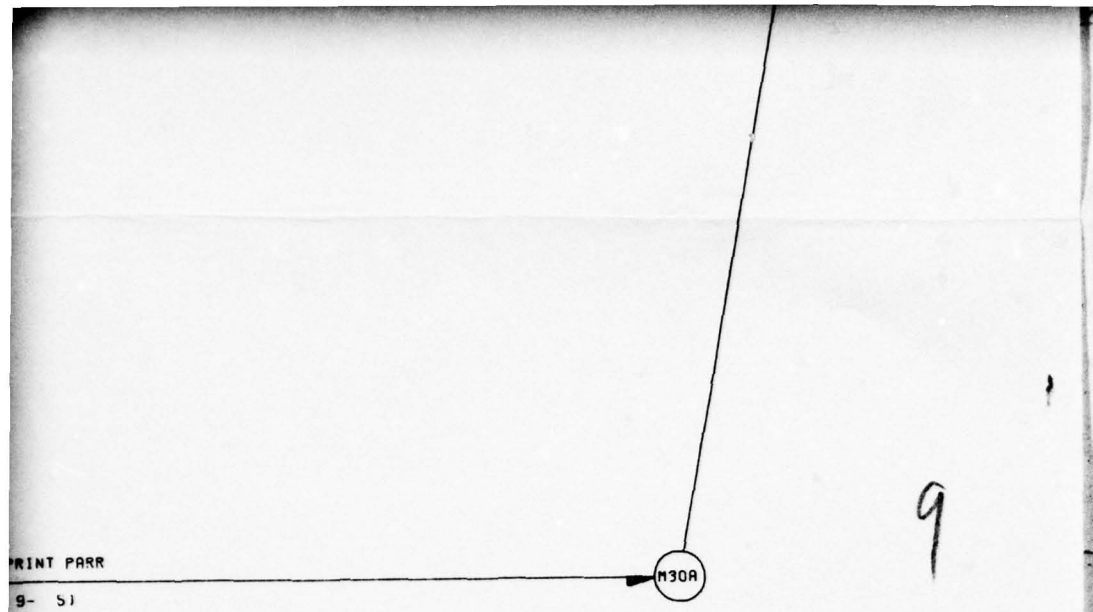
NETWORK J



10FEB78

24FEB

ROCESS



9

NETWORK

Network K

Master POM Development Process

PURPOSE. This network is the skeletal base for all networks in the programing phase. It depicts the sequence and timing of program guidance, review/decision briefings, and other actions of general interest to staff programers.

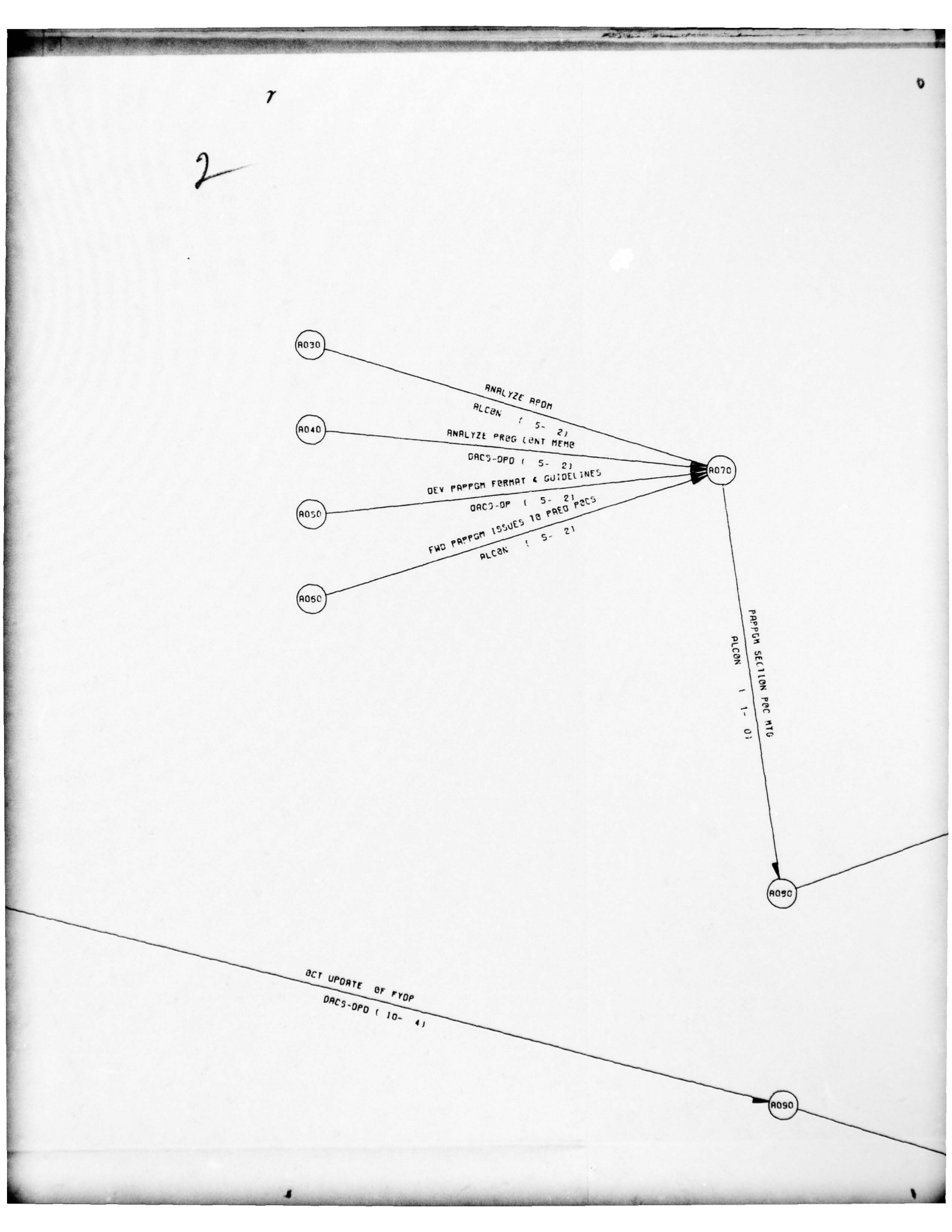
DESCRIPTION. The development of the PAPPGM and PARR instructions is begun in September while the program force is under development (see Network F). In mid-October, the program force is released and TAA results are available to ODCSOPS. This allows ODCSOPS analysts to develop program guidance and to initiate efforts to identify a core program. The draft PAPPGM is released in mid-October and forwarded for review/comment to DA and MACOM staff elements. In early November, a Program/Budget Conference is scheduled to discuss MACOM participation in the upcoming Program/Budget cycle. The ARSTAF is scheduled to develop and cost core decrement issues during November in order that the core program may be presented for leadership review at the end of that month. On 1 December two key programing events are scheduled: the publishing of core resource controls and the release of the LOGSACS tape. Decisions made in the DPS portion of Budget Formulation are reflected in the January FYDP Update and in the January PBG. MACOM input of program issues is received on 15 January. These issues are assigned an ARSTAF proponent for coordination of further development. The Program Force is revised in January to reflect the impact of any change to the FYDP. The force is then (mid-January) sized by ODCSPER to determine MPA Appropriation and manpower requirements. This provides a basis for eventual development of training requirements and the April ARPRINT. In late January, a conference is scheduled to coordinate the ARSTAF position on resource allocation priorities with major Army commanders. The draft CG is forwarded for DA comment in early February, and the ARSTAF develops and presents major CG issues for OSD consideration. In mid-February, all PDIP are considered by the leadership during the Functional Review and relative priorities are assigned. Resource guidance resulting from the Functional Review is provided to MACOM in late February. In mid-March, the CSA meets with the SECDEF concerning CG major issues. The APPGM with POM preparation instructions is published in early March and POM narrative preparation is begun. The PABE is received from MACOM on 15 March and used by the ARSTAF to refine PDIP. The final Consolidated Guidance is received about 23 March and a memo update to the APPGM is published to reflect any guidance changes. In early April, the 1st draft POM is published and the RDAC Review is completed. The Appropriation Review is begun about 12 April.

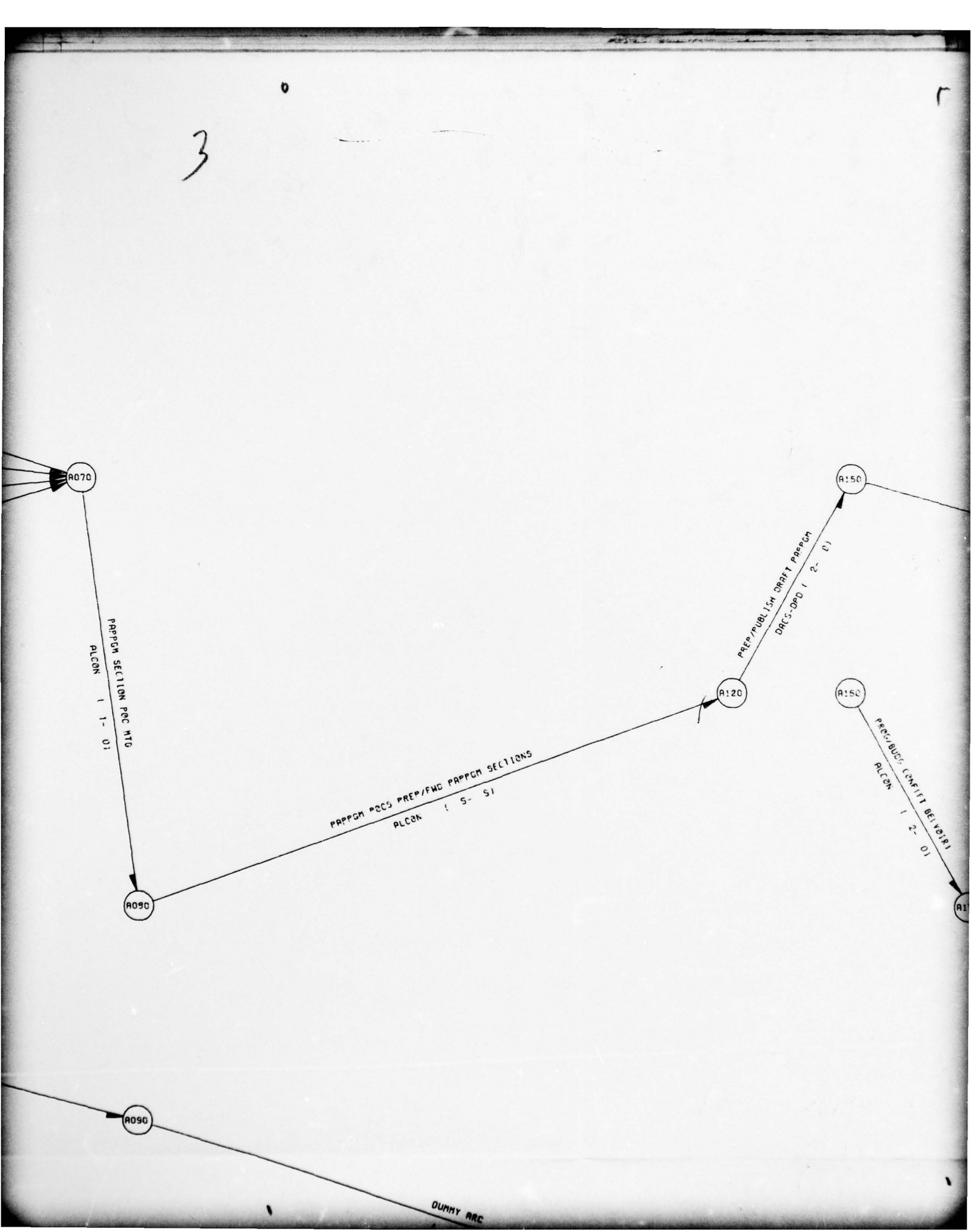
After the Appropriation Review, final controls for TOA and Manpower (MPR) are established. These controls and the results of staff reveiw of the 1st draft POM are used to prepare a final draft of the POM and to begin update of the FYDP in early May. The final draft POM is reviewed by the ARSTAF, final changes are made by PAED, and the POM is printed and forwarded to OSD (with the current FYDP) about 18 May.

CRITICAL MILESTONES. The critical events are the 1 December publication of Core Resource Controls, the 1 December availability of LOGSACS, the 15 January PARR input, the late January or early February publishing of the draft CG, the mid-February Functional Review, the 15 March PABE input, the late March RDAC review, the mid-April Appropriation Review, and the 18 May publication of the POM.

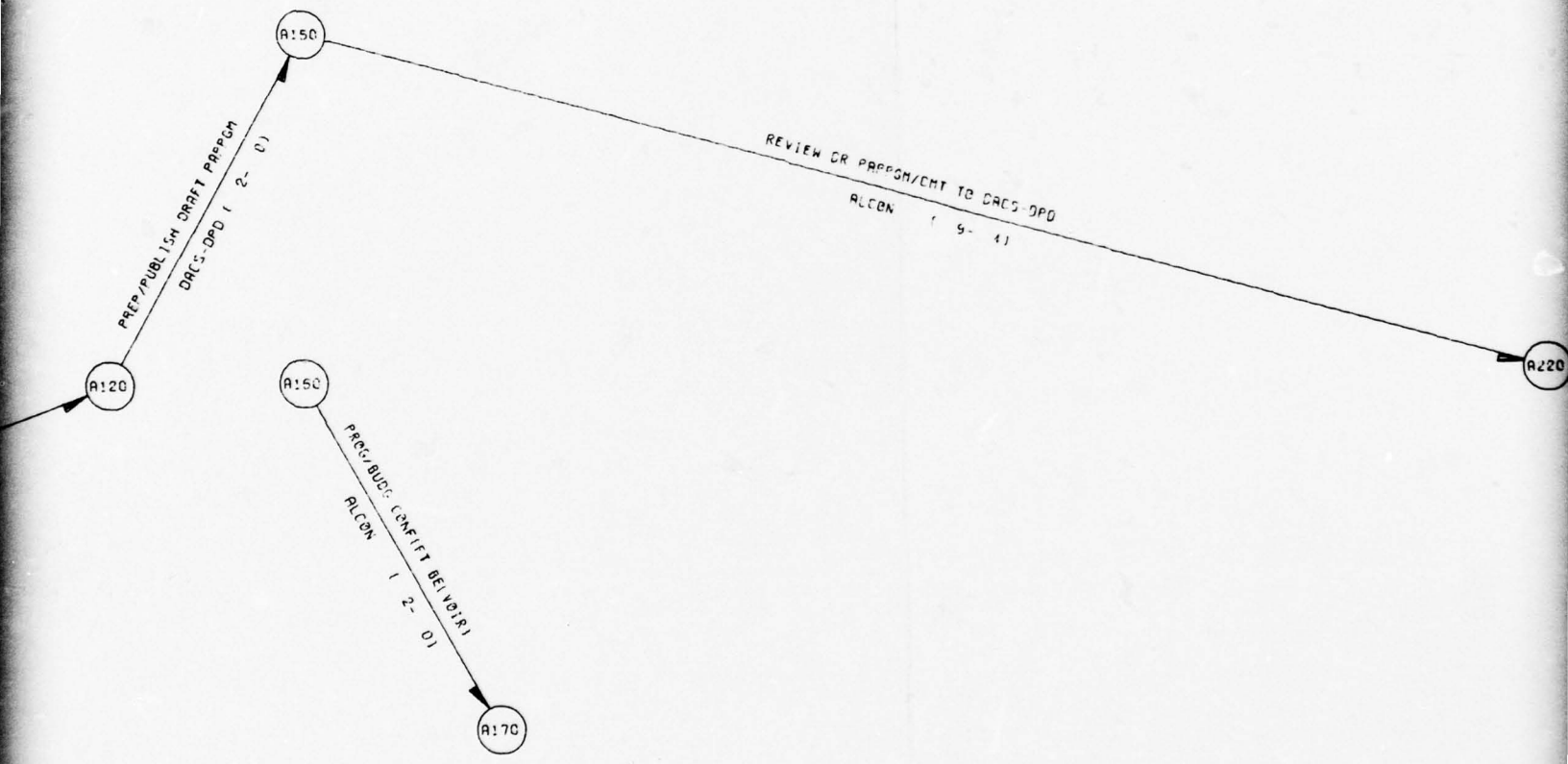
LINKAGES TO OTHER NETWORKS. Linkages to other processes supporting POM development are indicated in the network diagram. This network also links to the POM Issue Cycle Network at Node POM5.

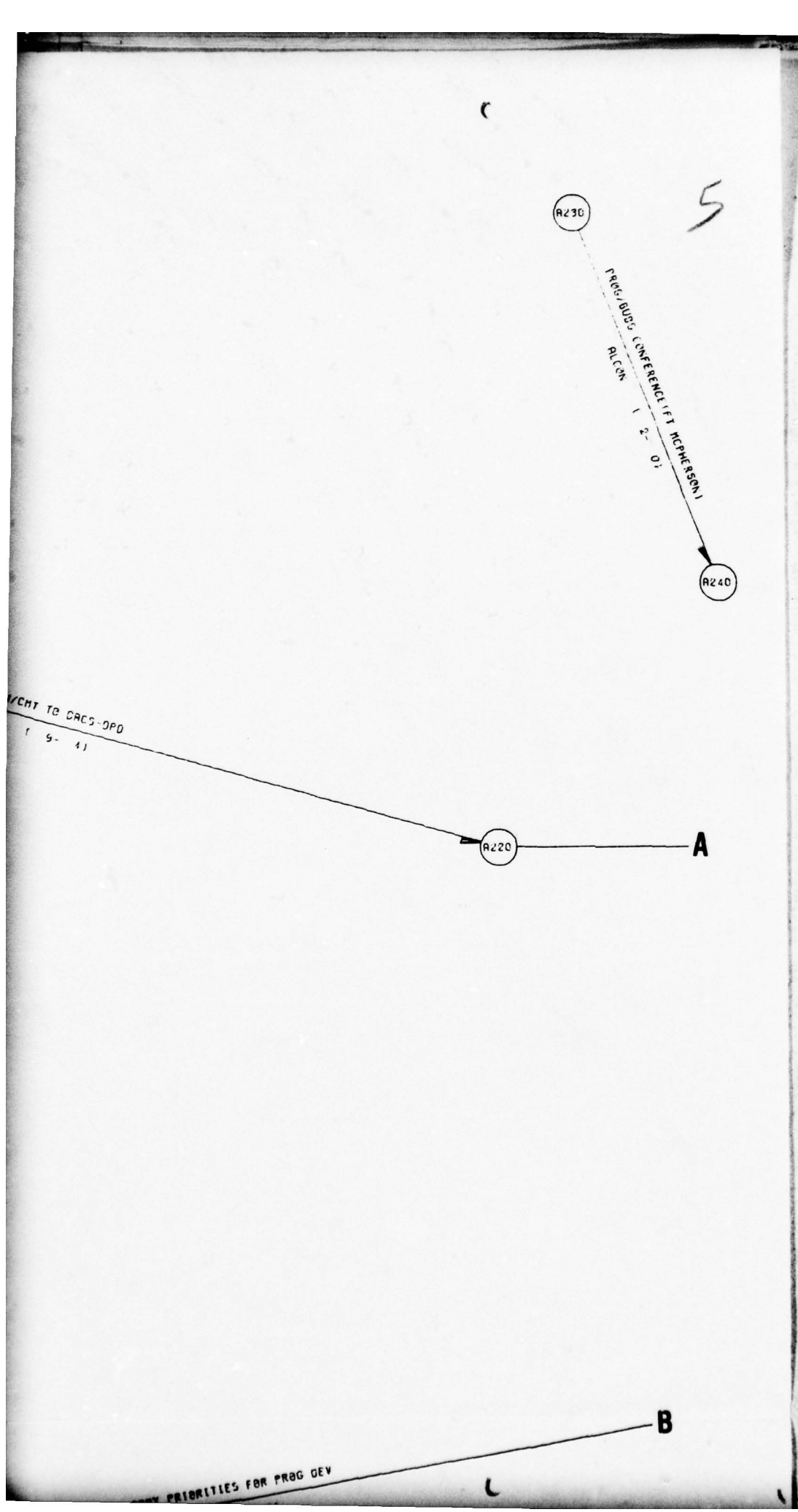
A010
SUBMIT BUDGET ESTIMATE TO OSD
DACA-BUB (5- 2)
A020


A030
ANALYZE RPDM
ALCON (5- 2)
A040
ANALYZE PROG CONT MEMO
DACS-DPD (5- 2)
DEV PAPPGM FORMAT & GUIDELINES
A050
DACS-DP (5- 2)
FWD PAPPGM ISSUES TO PARD POCS
ALCON (5- 2)
A060
A070
PAPPGM SECTION POC MTG
ALCON (1- 0)
A080
BCT UPDATE OF FYDP
DACS-DPD (10- 4)
A090


A070
PAPPGM SECTION PRC MTG
PLCON 1 1- 01
A090
PAPPGM PCCS PREP/FWD PAPPGM SECTIONS
PLCON 1 5- 51
A120
PREP/PUBLISH DRAFT PAPPGM
DRCS-DPD 1 2- 01
A150
A150
PREP/BUDG CONFLT RELVBRI
PLCON 1 2- 01
A090
DUMMY ARC

4


A150
REVIEW OR PREPSM/CMT TO DACS-DPD
ALCON (9- 1)
A220
PREP/PUBLISH DRAFT PAPSM
DACS-DPD (2- 0)
A120
A150
PROG/BUDG CONFLCT RELVO(R)
ALCON (2- 0)
A170


A230
PROG/BUDG CONFERENCE (FT MCPHERSON)
ALCOM 1 2- 0
A240
/CMT TO CACS-DPD
1 9- 41
A220
A
B
PRIORITIES FOR PROG DEV

6

A090

7

A092

A065

PREP/FWD DRAFT PARR INSTRUCTIONS

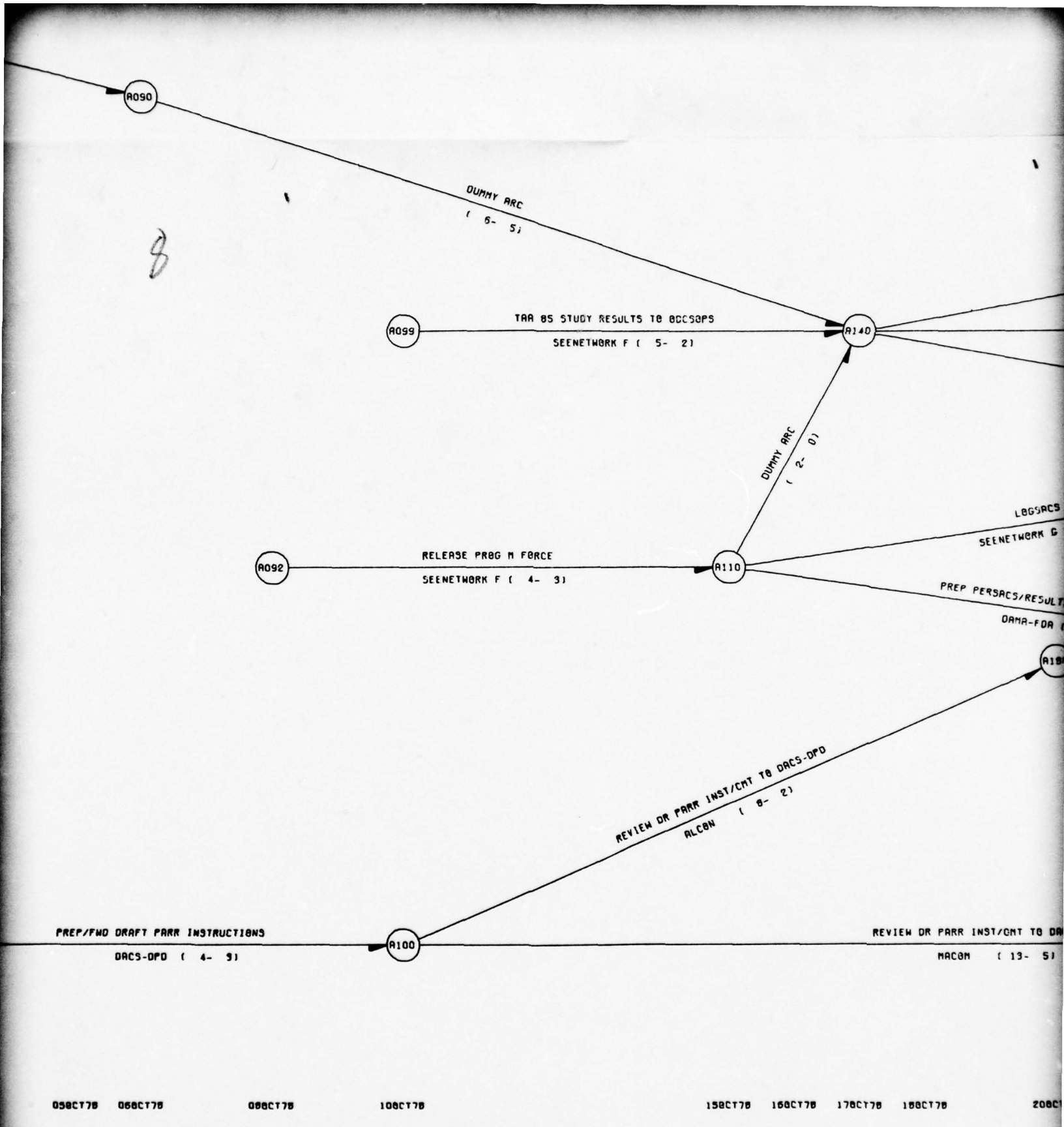
DACS-DPD (4- 9)

28SEP78 030CT78 050CT78 060CT78 080CT78

MASTER POM DEV

NET

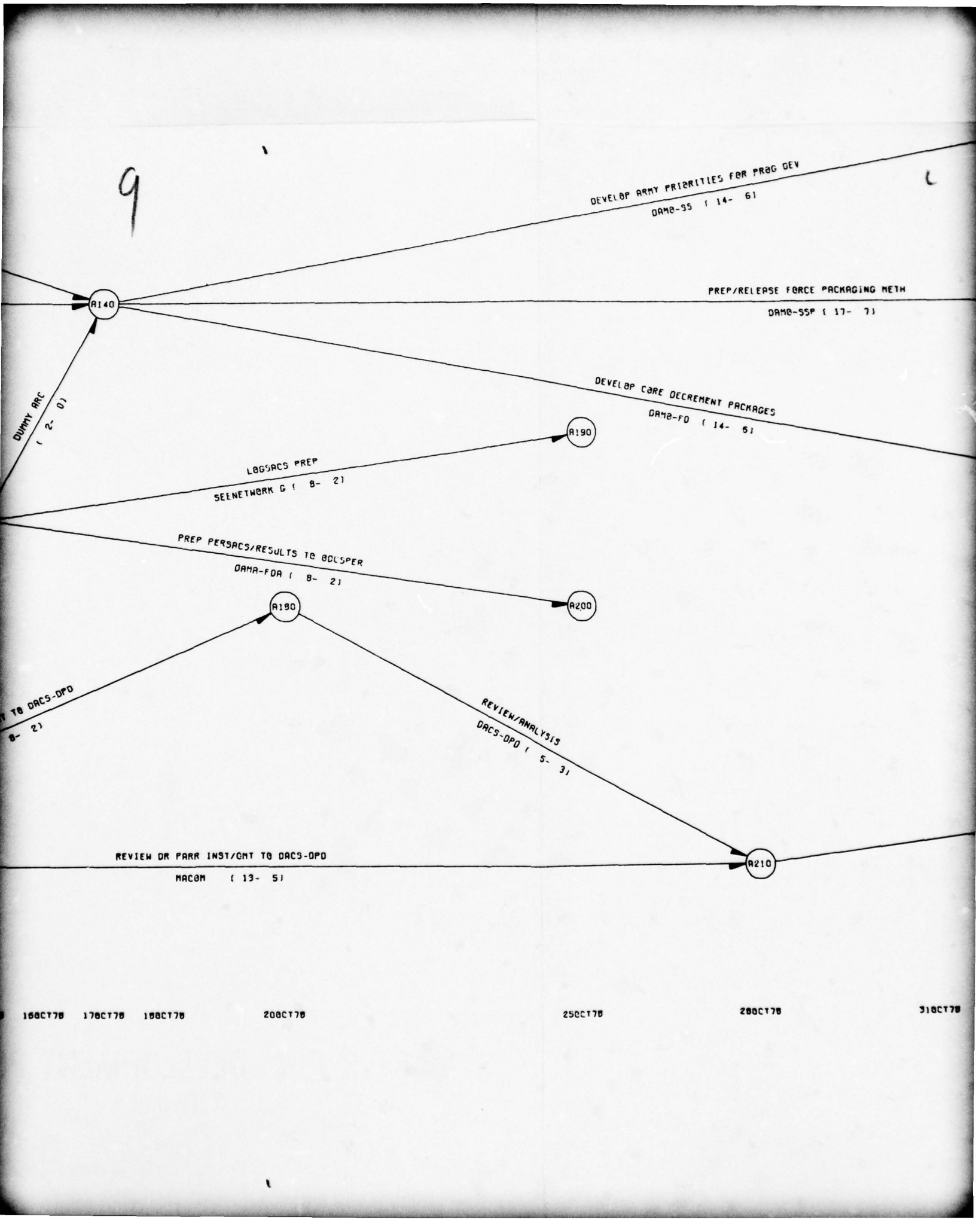
Pa

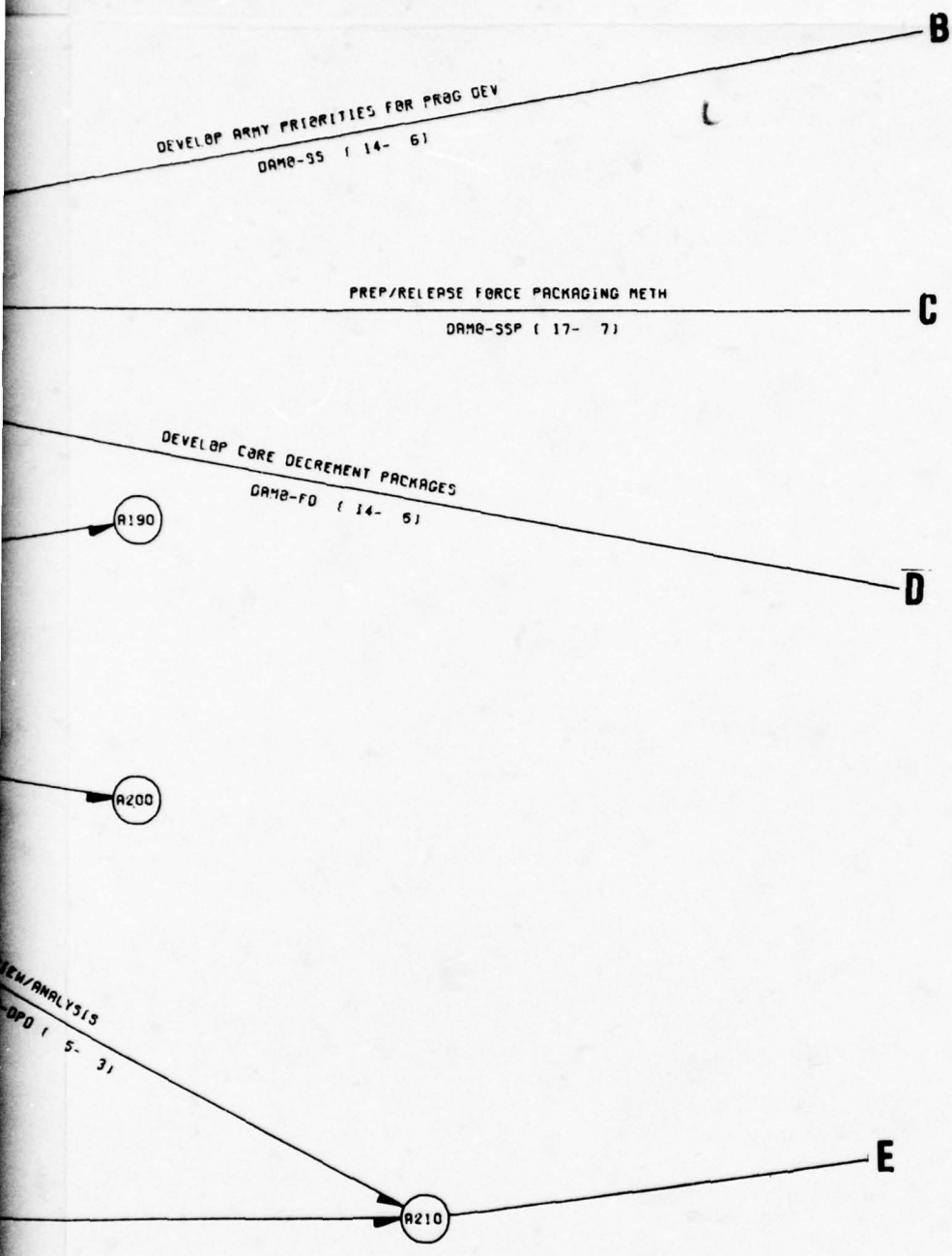


MASTER POM DEVELOPMENT PROCESS

NETWORK K

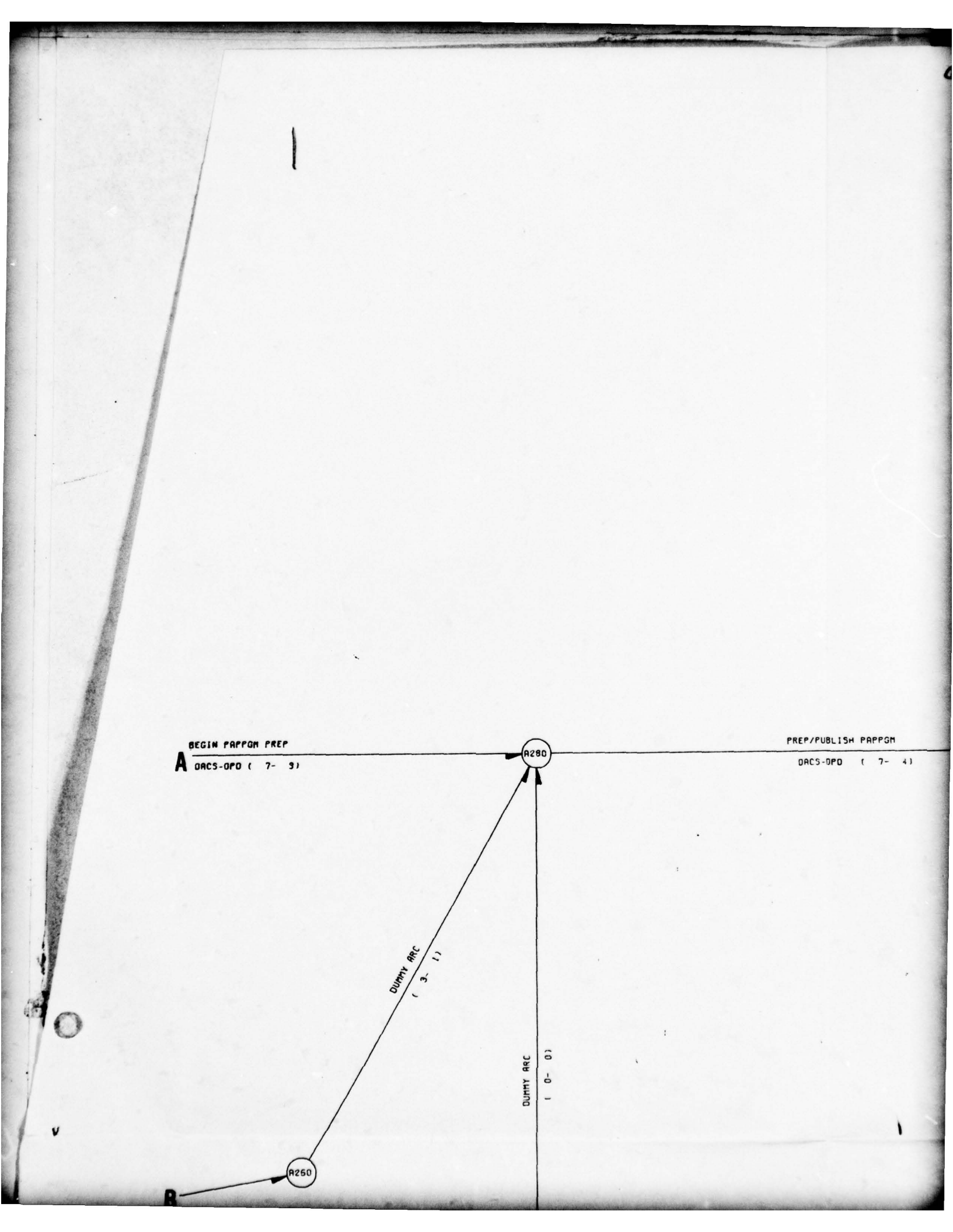
Page 1 of 5

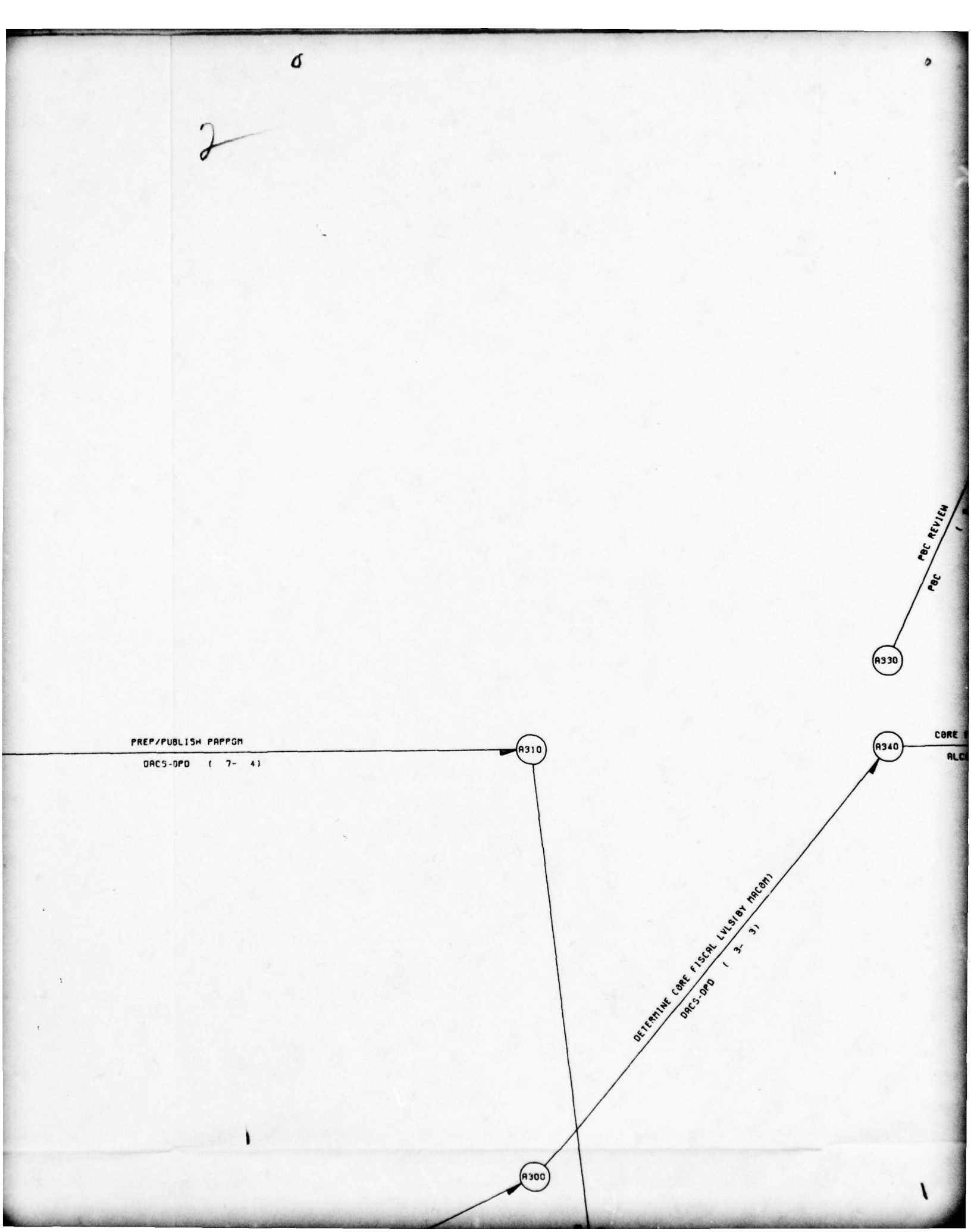

9
DEVELOP ARMY PRIORITIES FOR PROG DEV
DAMO-SS (14- 6)
A140
PREP/RELEASE FORCE PACKAGING METH
DAMO-SSP (17- 7)
DEVELOP CORE DECREMENT PACKAGES
DAMO-FD (14- 5)
DUMMY ARC
(2- 0)
A190
LOGSACS PREP
SEENETWORK G (8- 2)
PREP PERSACS/RESULTS TO BDCSPER
DAMA-FDA (8- 2)
A200
A180
T TO DACS-DPD
8- 2)
REVIEW/ANALYSIS
DACS-DPD (5- 3)
REVIEW OR PARR INST/CMT TO DACS-DPD
MACOM (13- 5)
A210
160CT78
170CT78
180CT78
200CT78
250CT78
280CT78
310CT78



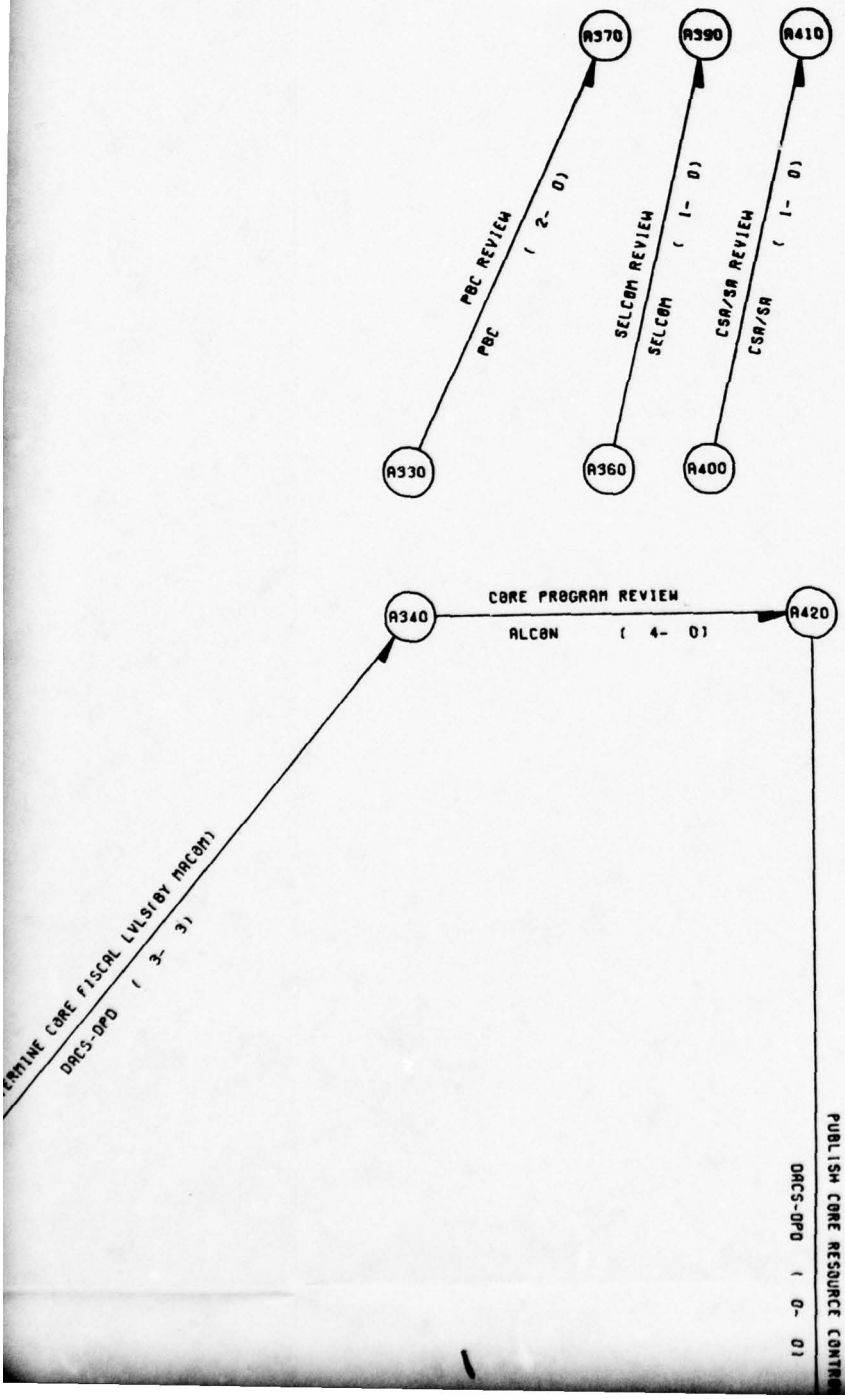
25OCT78 28OCT78 31OCT78 01NOV78

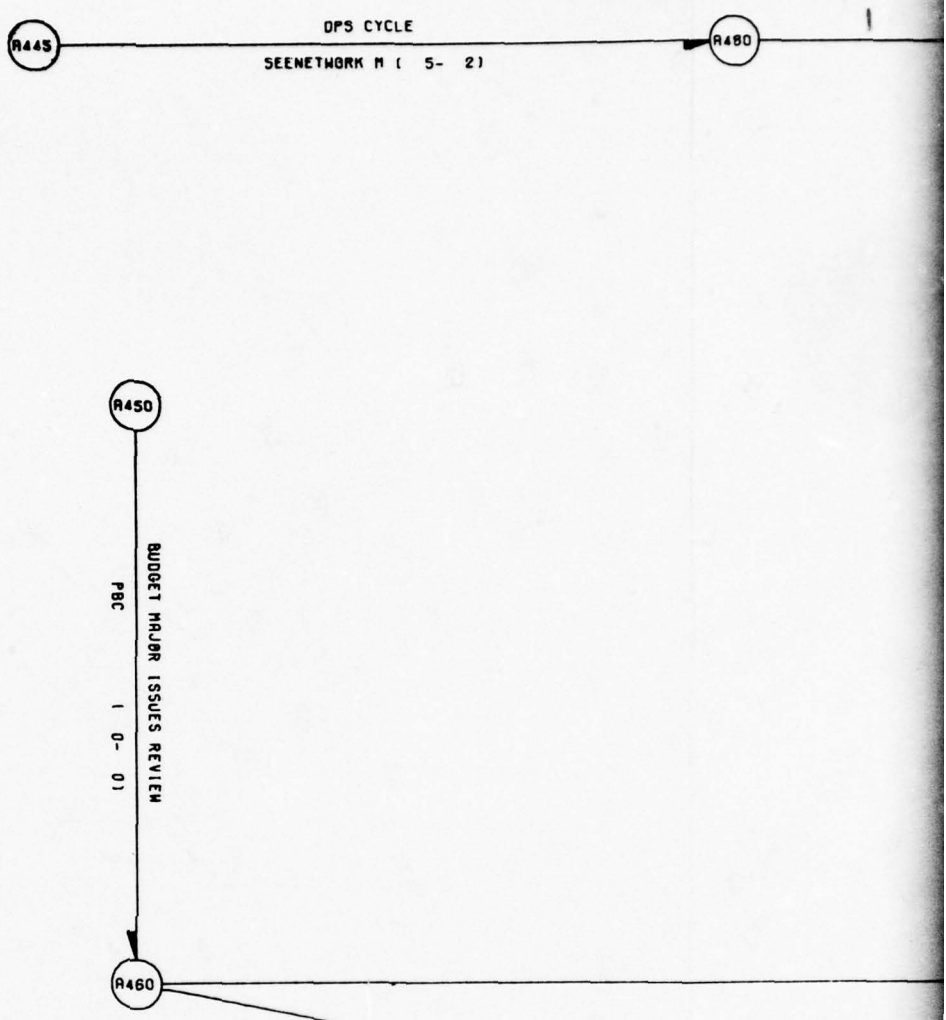
10

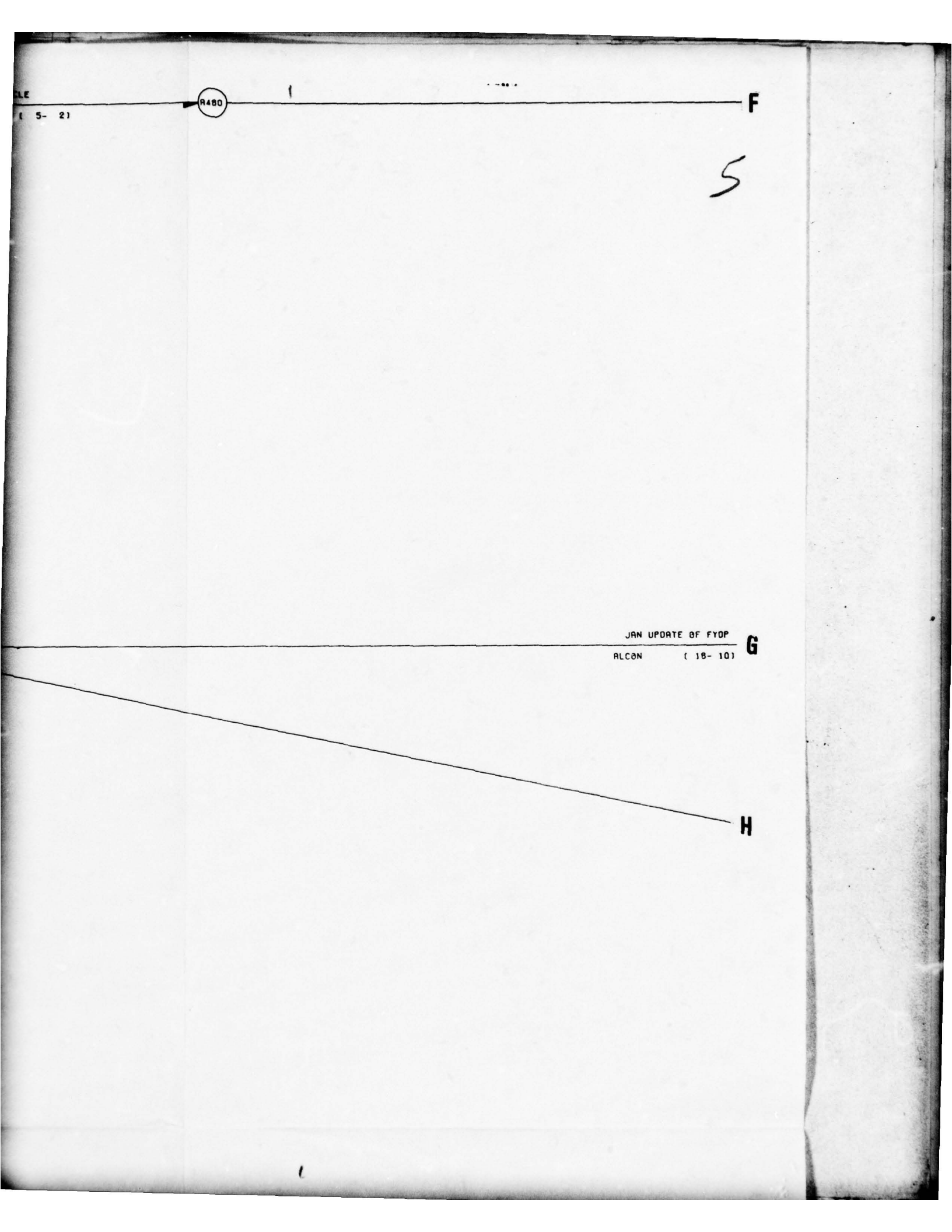

BEGIN PAPPGM PREP
A
DACS-DPD (7- 9)
A280
PREP/PUBLISH PAPPGM
DACS-DPD (7- 4)
DUMMY ARC
(3- 1)
DUMMY ARC
(0- 0)
A260
B

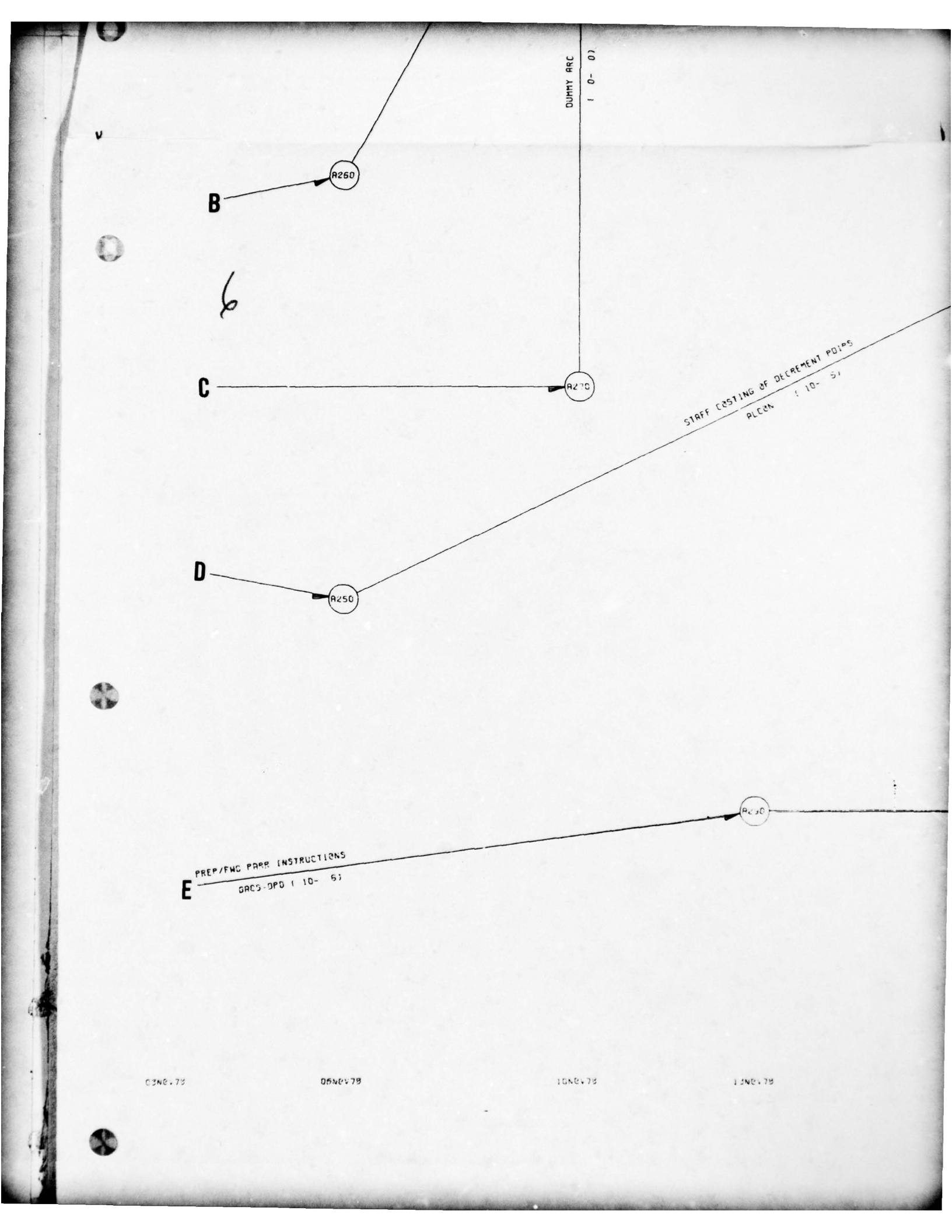

PREP/PUBLISH PAPPGM
DACS-DPD (7- 4)
A310
A300
DETERMINE CORE FISCAL LVLSIBY MACOM)
DACS-DPD (3- 3)
A340
A330
PBC REVIEW
PBC

3

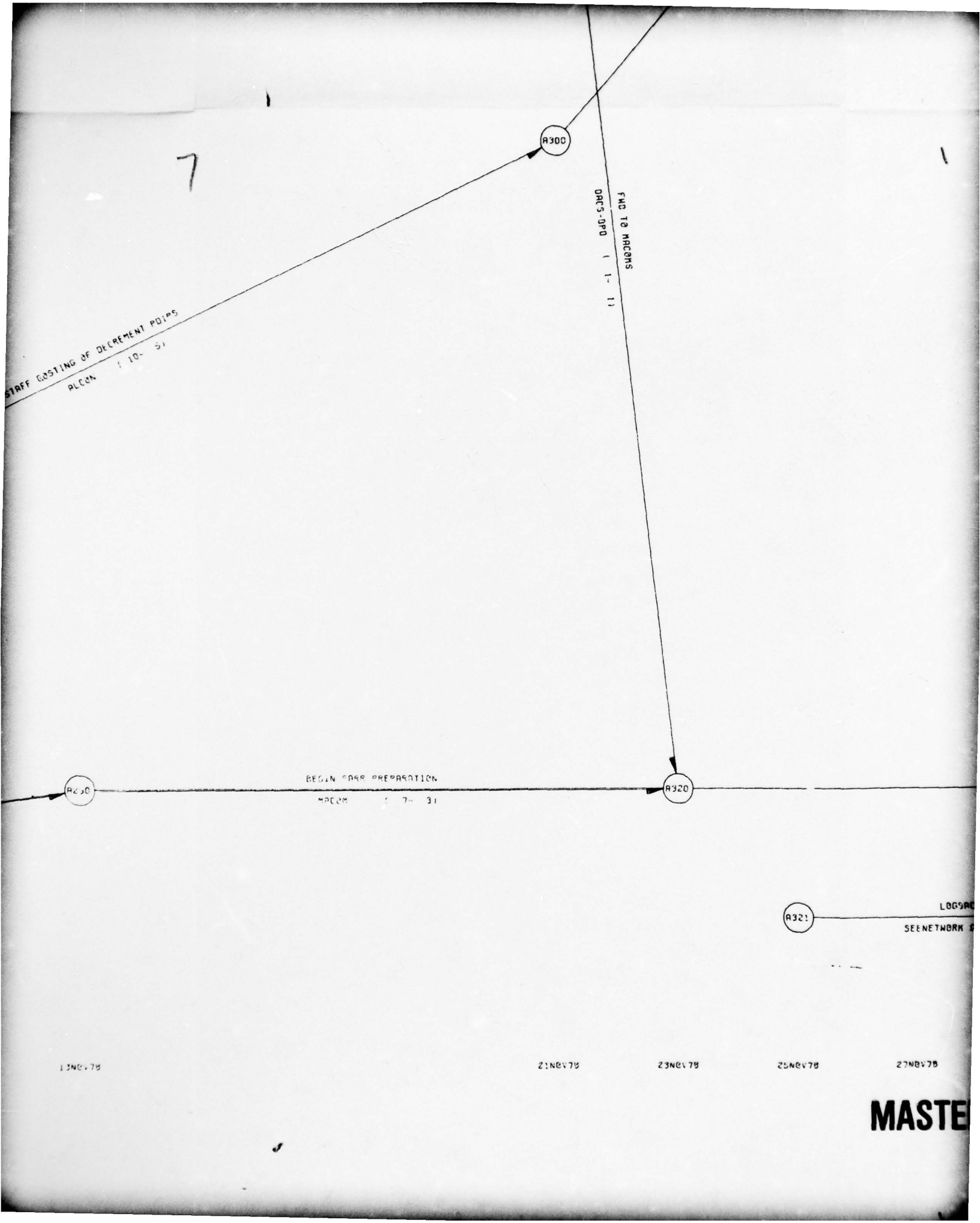

A370
A390
A410
PBC REVIEW
(2- 0)
PBC
SELCOM REVIEW
(1- 0)
SELCOM
CSA/SR REVIEW
(1- 0)
CSA/SR
A330
A360
A400
A340
CORE PROGRAM REVIEW
ALCON (4- 0)
A420
ERMINE CORE FISCAL LVLS(BY MACOM)
DACS-DPD (3- 3)
PUBLISH CORE RESOURCE CONTR
DACS-DPD (0- 0)


A445
DPS CYCLE
SEENETWORK M (5- 2)
A480
A450
BUDGET MAJOR ISSUES REVIEW
PBC
(0- 0)
A460

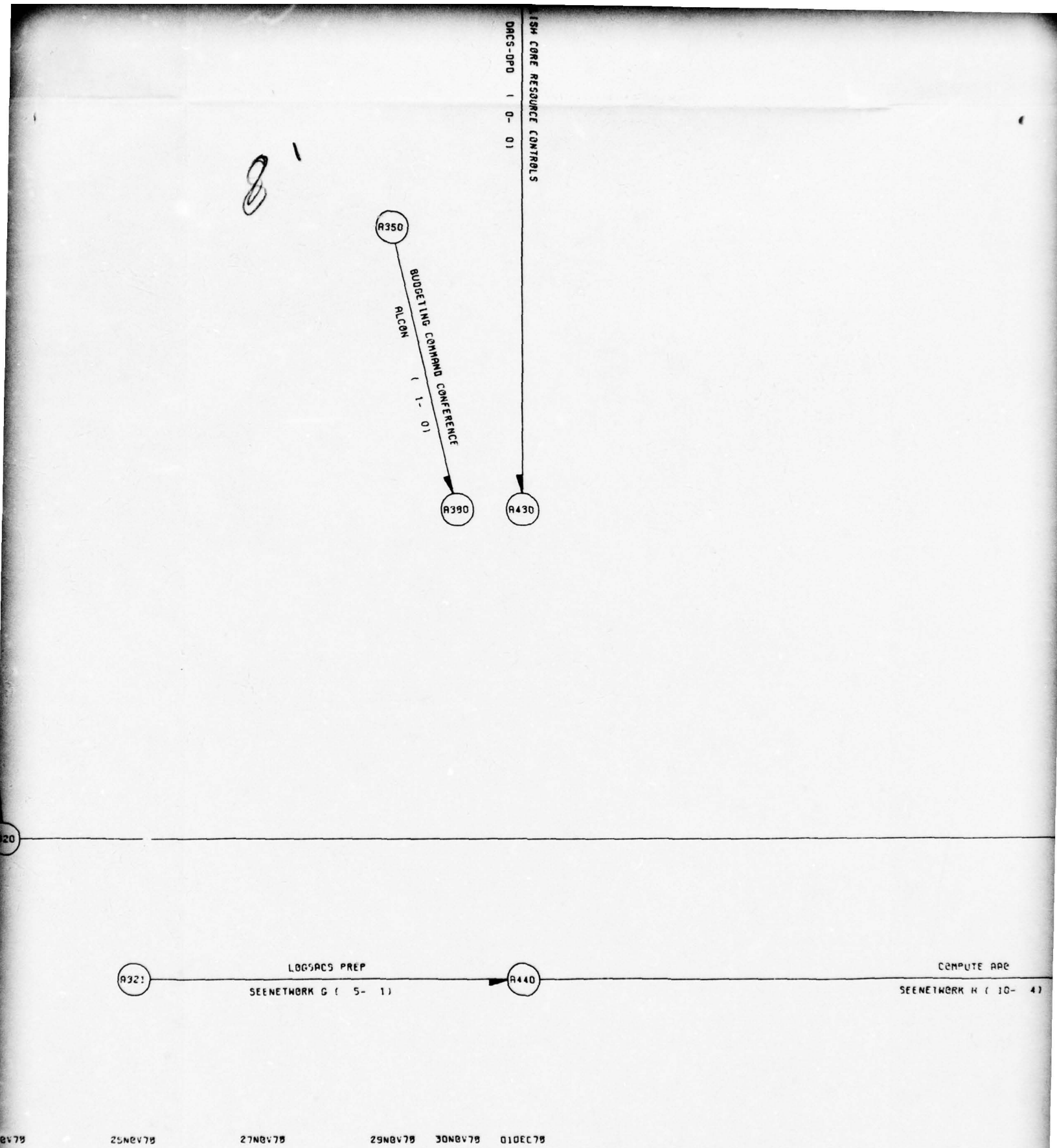

LE
(5- 2)
R480
1
F
5
JAN UPDATE OF FYOP
ALCON (18- 10)
G
H



03N0.78 05N0.78 10N0.78 12N0.78


A300
FWD TO MACOMS
DACS-DPD (1- 11
STAFF COSTING OF DECREMENT POINTS
PLCOM (10- 5)
A250
BEGIN BASE PREPARATION
MACOM (7- 31)
A320
A321
LOGSAC
SEENETWORK
13NOV78
21NOV78
23NOV78
25NOV78
27NOV78

MASTE



MASTER POM DEVELOPMENT PROCESS

NETWORK K

Page 2 of 5

9

PREP/FWD PARR TO DACS

MAC2M (35-

COMPUTE APC

SEENETWORK H (10- 4)

A470

11DEC78 12DEC78 15DEC78 15DEC78

OCESS

10

PREP/FWD PARR TO CACS-OPO

MAC2M (35- 18)

A470

15DEC78

19DEC78

F — FINALIZE ARMY BUDG/FWD TO CONGRESS

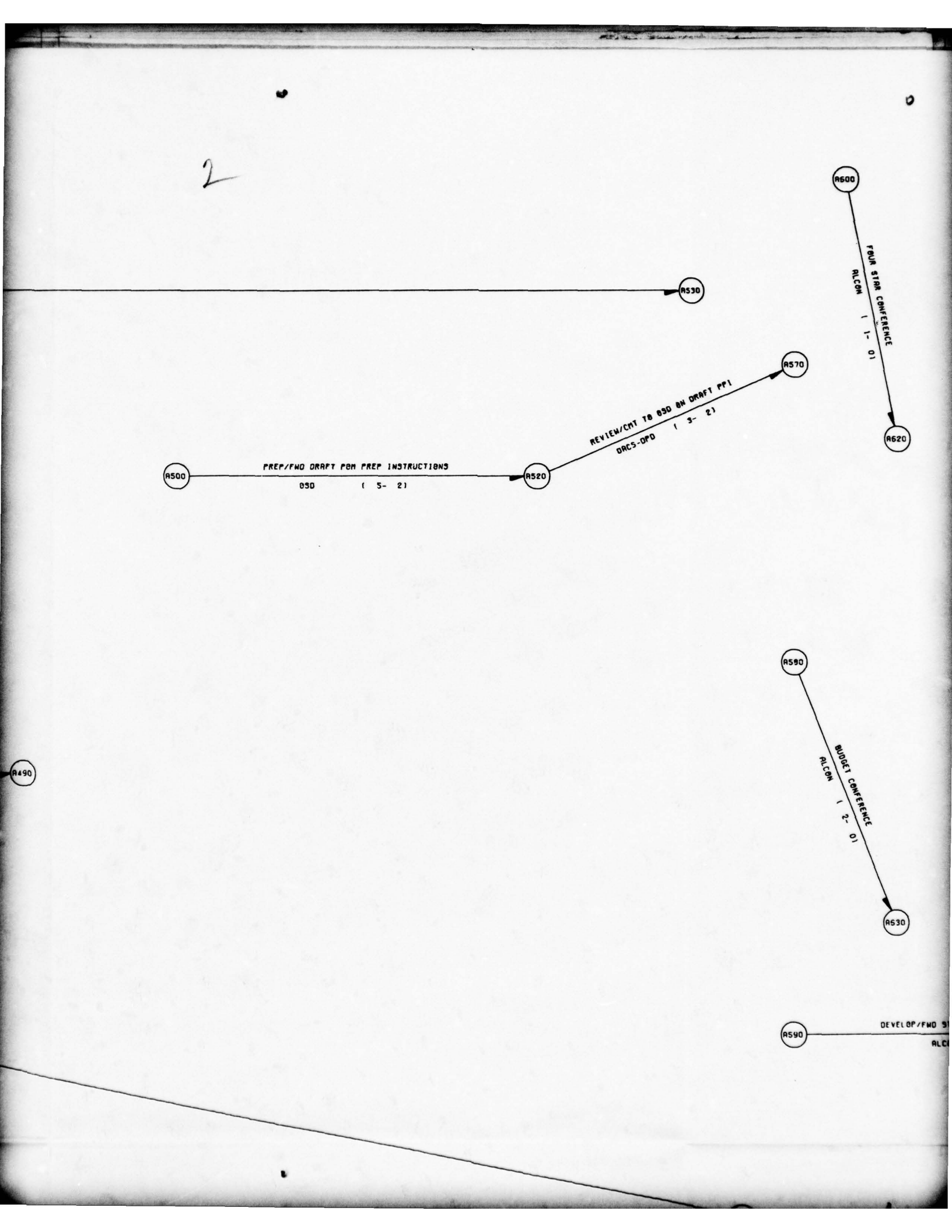
SEENETWORK M (23- 12)

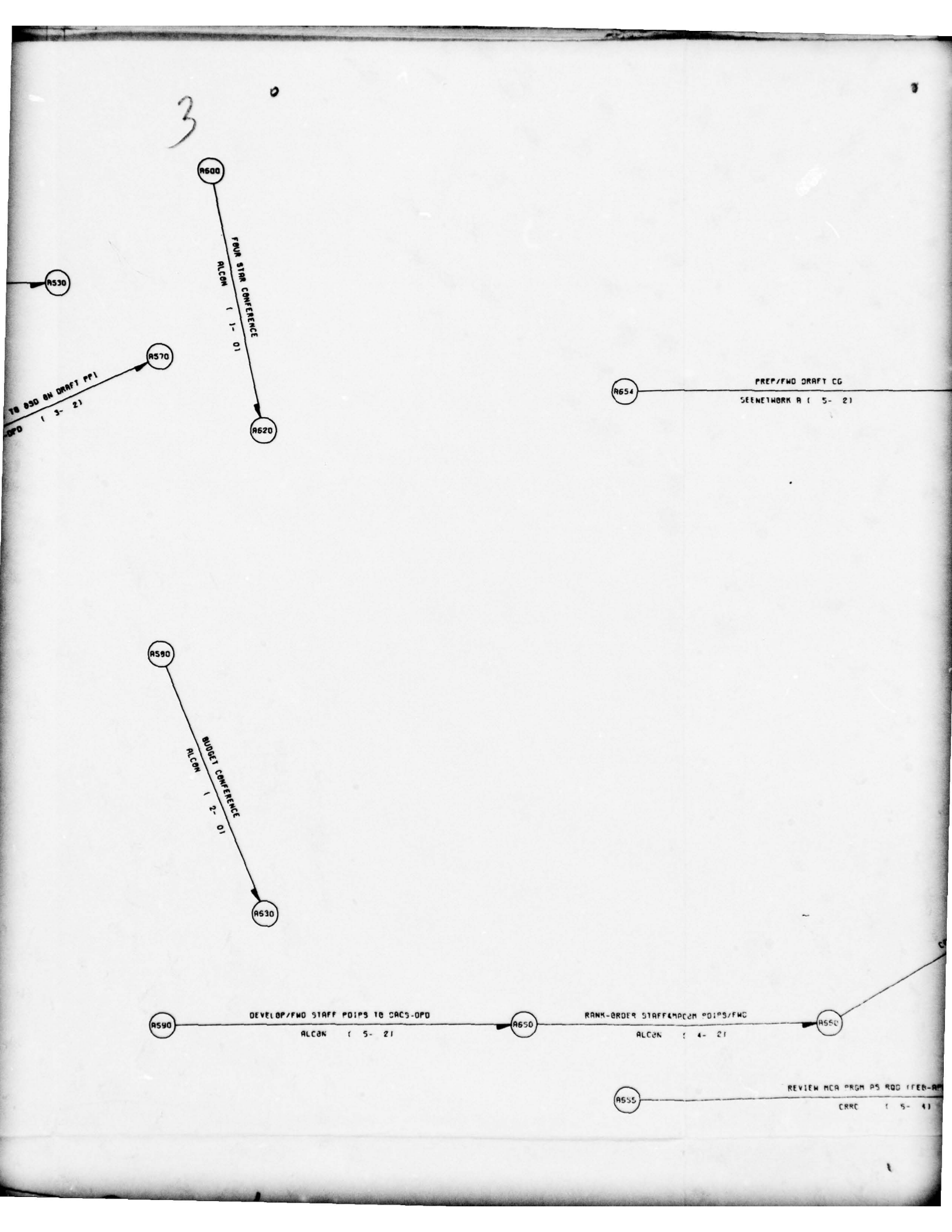
A500 — PREP/FWD

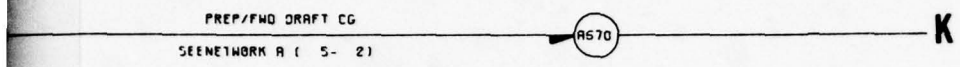
G — A490

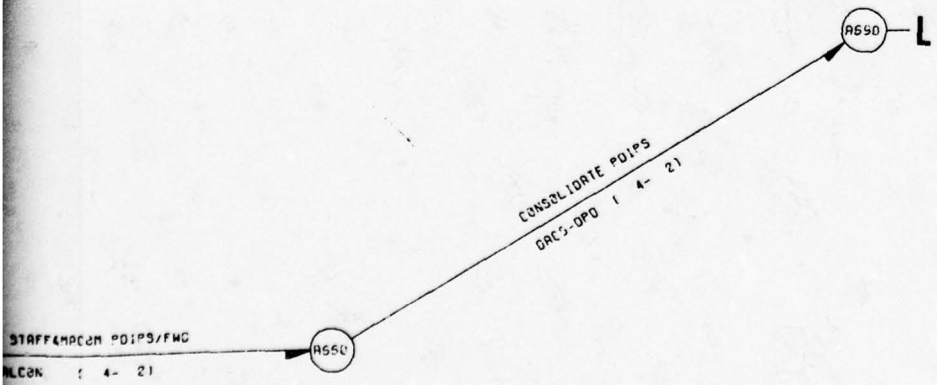
H — FINALIZE/FWD JAN PBG

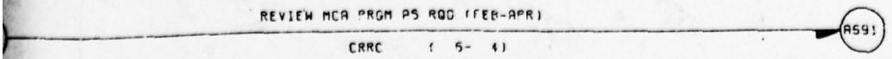
CACA-SUB (28- 14)

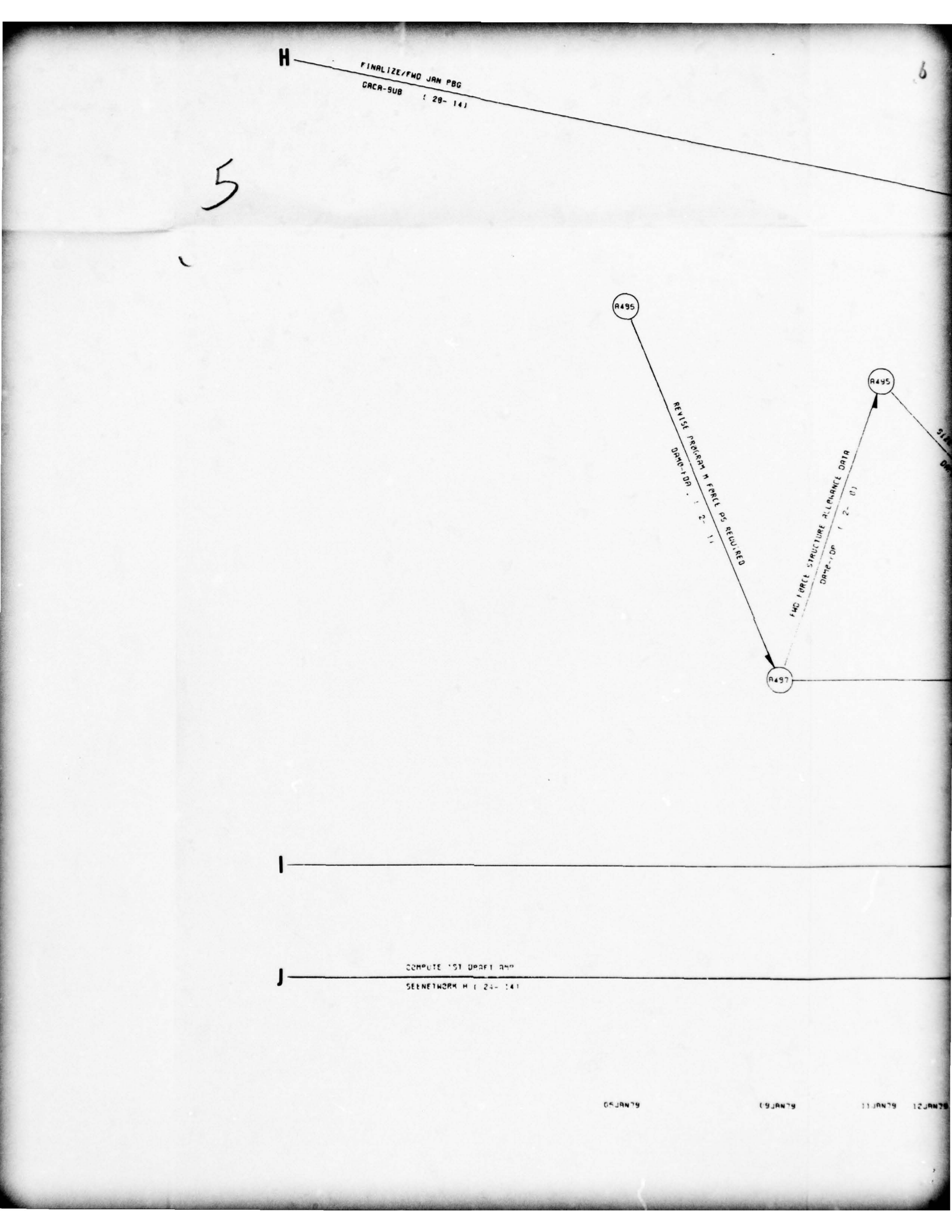

2
A600
FOUR STAR CONFERENCE
ALCOM (1- 01)
A620
A530
A570
REVIEW/CAT TO OSD ON DRAFT PPI
OACS-OPD (3- 2)
A500
PREP/FWD DRAFT POM PREP INSTRUCTIONS
OSD (5- 2)
A520
A590
BUDGET CONFERENCE
ALCOM (2- 01)
A530
A490
A590
DEVELOP/FWD
ALC

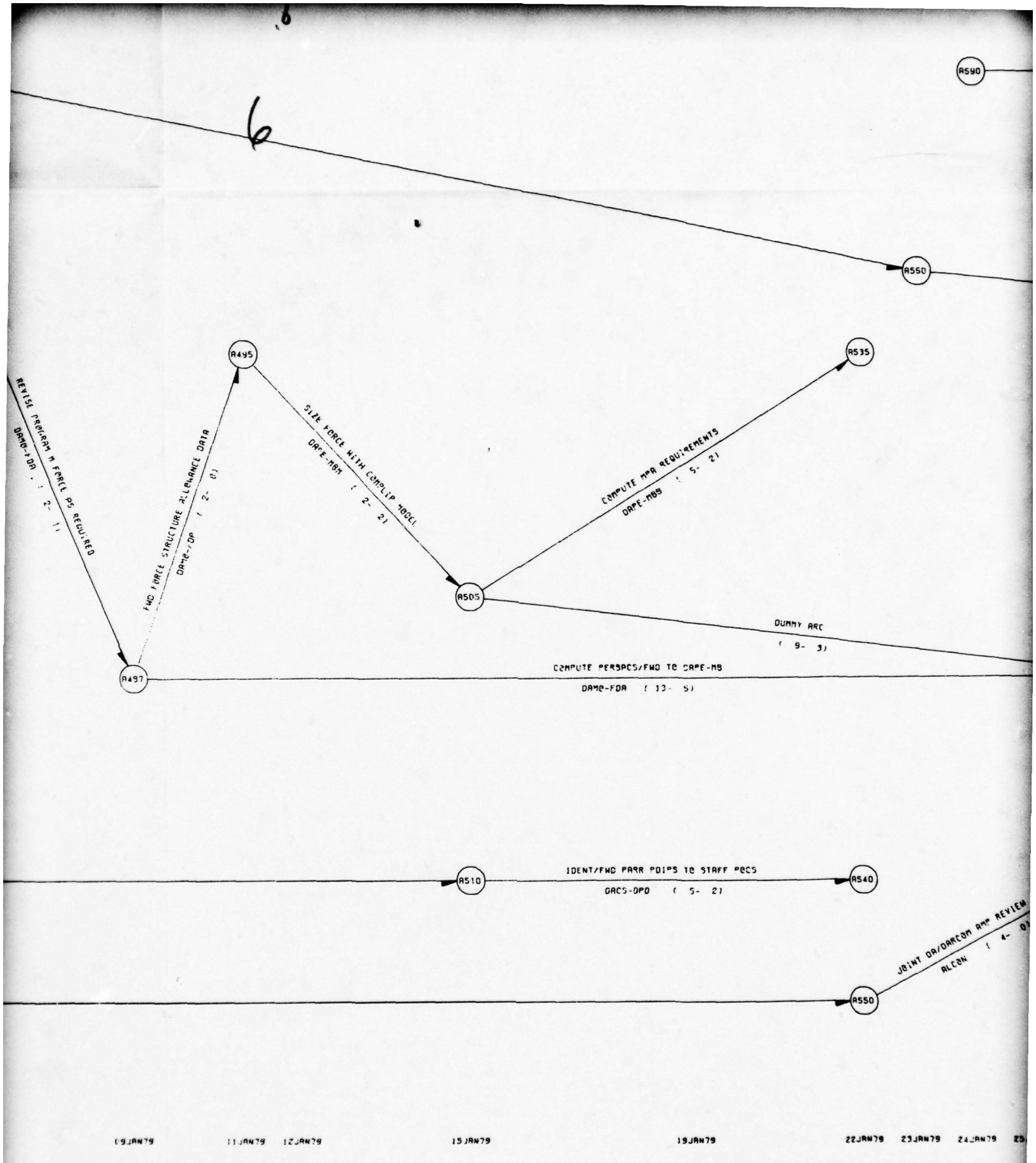

3
A600
FOUR STAR CONFERENCE
ALCON (1- 01
A530
A570
TO BSD ON DRAFT PPI
-OPD (3- 21
A620
A654
PREP/FWD DRAFT CG
SEENETWORK A (5- 21
A590
BUDGET CONFERENCE
ALCON (2- 01
A630
A590
DEVELOP/FWD STAFF POIPS TO DACS-DPD
ALCON (5- 21
A650
RANK-ORDER STAFF&MAJCOM POIPS/FWD
ALCON (4- 21
A550
A555
REVIEW MCA PRGM PS RQD (FER-AF
CRRC (5- 41


PREP/FWD DRAFT CG
SEENETWORK A (5- 2)
A570
K


A650
L
CONSOLIDATE POIPS
OACS-OPO (4- 2)
STAFF&MPCOM POIPS/FWD
ALCON (4- 2)
A550

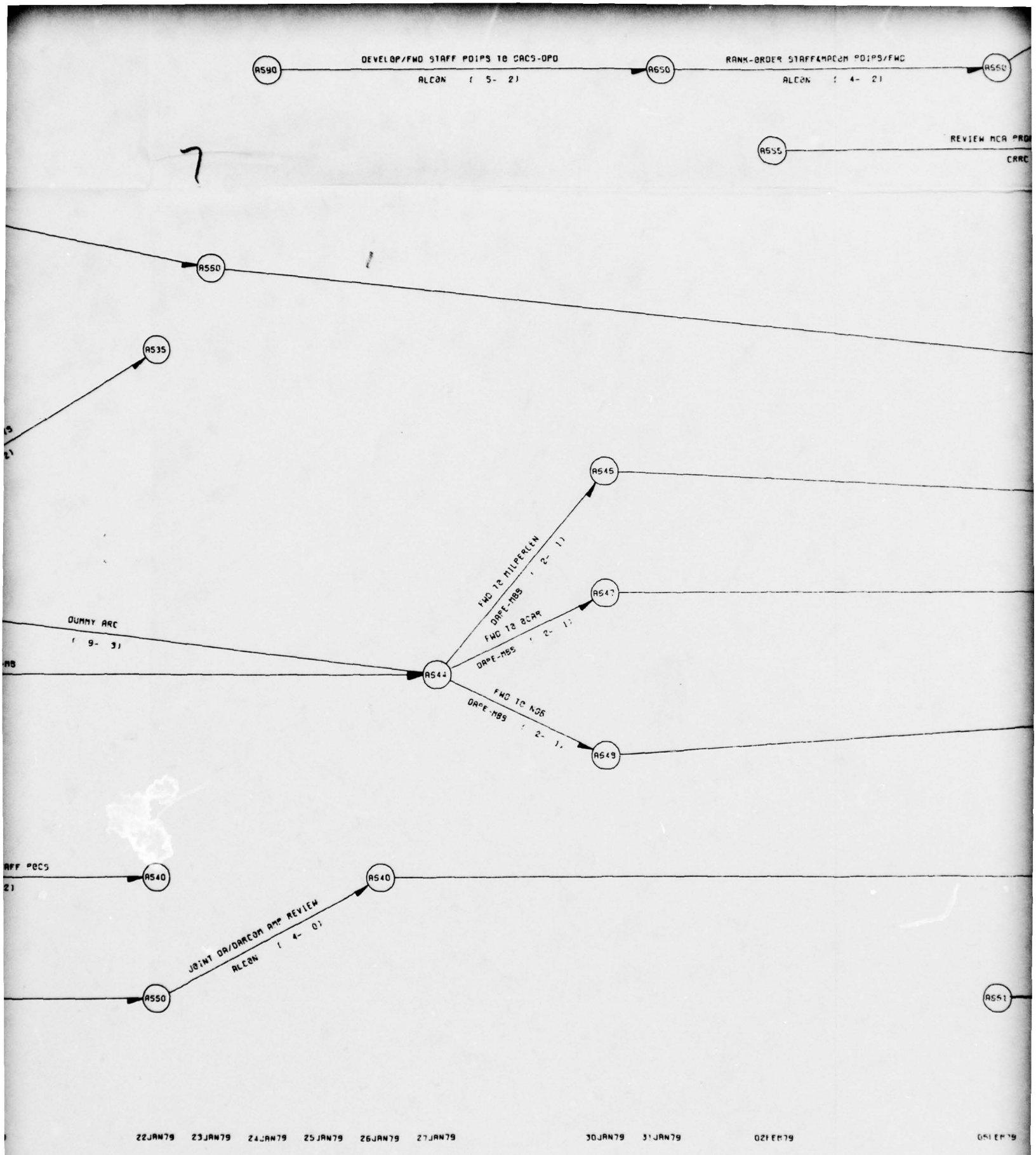

REVIEW MCA PRGM AS REQ (FEB-APR)
CRRC (5- 4)
A591


H
FINALIZE/FWD JAN PBG
CACA-SUB
(28- 14)
A495
REVISE PROGRAM M FORCE AS REQUIRED
DAMO-FDA
(2- 11)
A497
FWD FORCE STRUCTURE ALLOWANCE DATA
DAMO-FDA
(2- 0)
A495
I
J
COMPUTE 1ST DRAFT RMP
SEENETWORK H (24- 14)
05JAN79
09JAN79
11JAN79
12JAN79



MASTER POM DEVELOPM

NETWORK K



MASTER POM DEVELOPMENT PROCESS

NETWORK K

RANK-ORDER STAFF&MACOM PDIPS/FWC

ALCOM (4- 21)

A550

A555 — REVIEW MCA PRGM AS RQD (FEB-APR) — A591

CRRC (5- 4)

8

BEGIN PABE PREPARATION

MACOM (23- 11)

M

N

O

P

A571 — FWD SOLICITED INP RQMTS TO CAMP-IRI

ALCOM (5- 21) Q

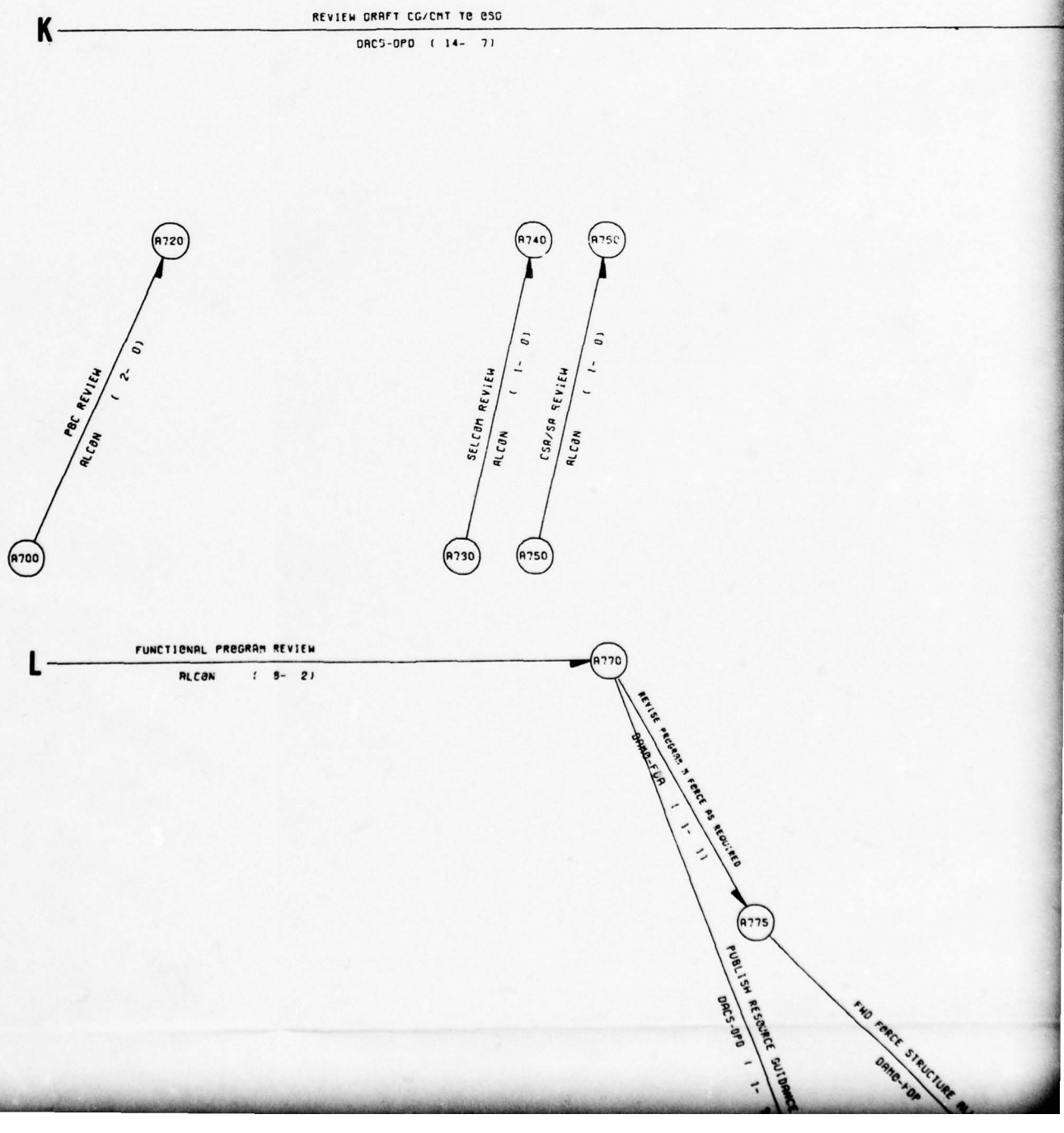
R

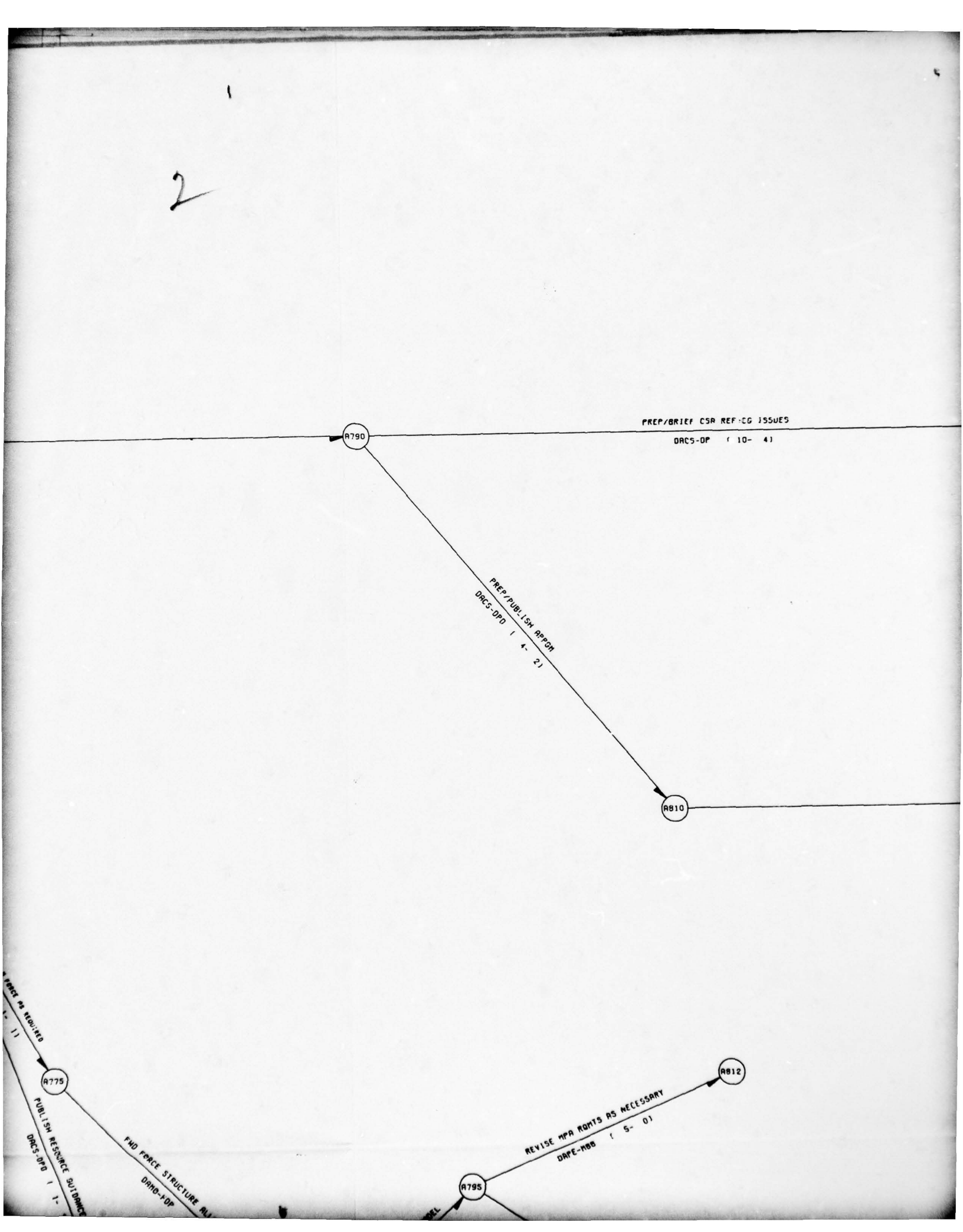
A551 — ISSUE DRAFT CDR INSTRUCTIONS — A710

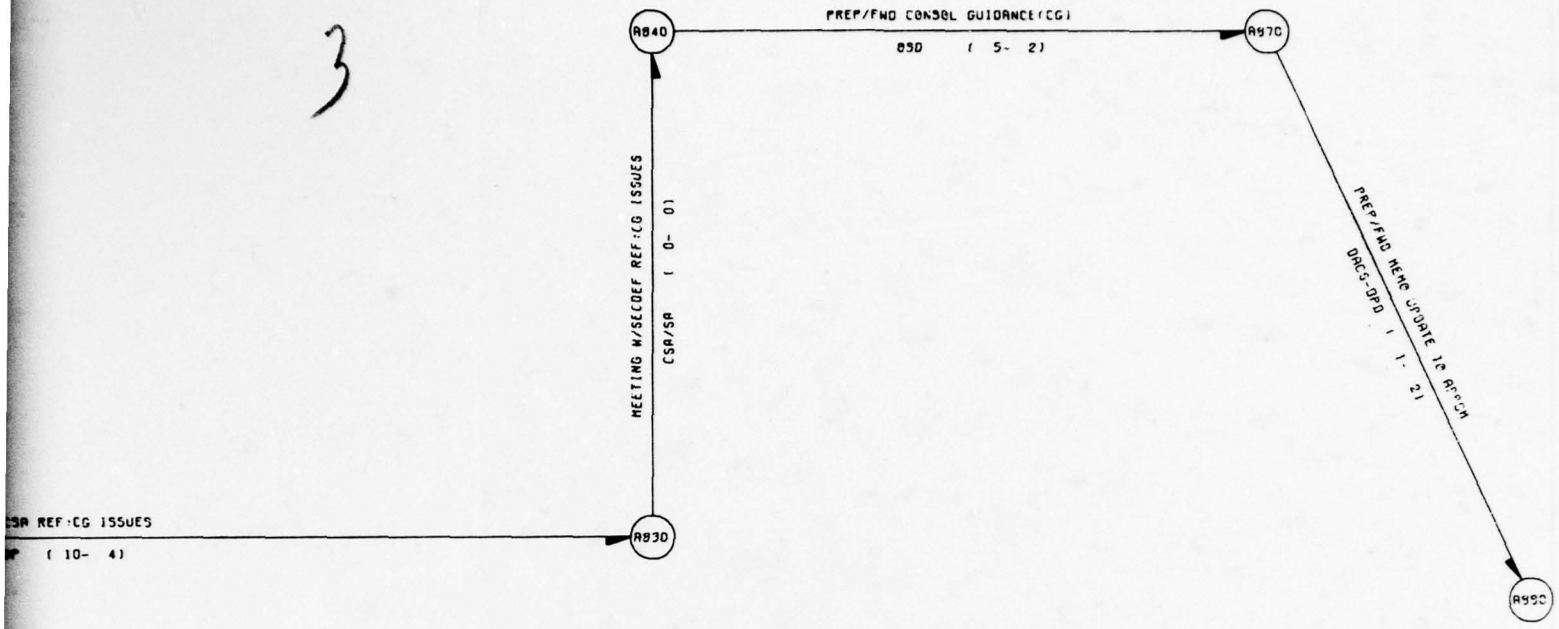
DACA-SCB (5- 21)

S

02FEB79 05FEB79 09FEB79 12FEB79 14FEB79


K
REVIEW DRAFT CG/CMT TO OSD
DACS-DPD (14- 7)
A720
PBC REVIEW
ALCON (2- 0)
A700
A740
SELCOM REVIEW
ALCON (1- 0)
A730
A750
CSA/SA REVIEW
ALCON (1- 0)
A750
L
FUNCTIONAL PROGRAM REVIEW
ALCON (8- 2)
A770
REVISE PROGRAM & FORCE AS REQUIRED
DRMD-FYR (1- 1)
A775
PUBLISH RESOURCE GUIDANCE
DACS-DPD (1-
FWD FORCE STRUCTURE
DRMC-FDP


A790
PREP/BRIEF CSA REF:CG ISSUES
DACS-DP (10- 4)
PREP/PUBLISH APPGM
DACS-DPD (4- 2)
A810
A775
FWD FORCE STRUCTURE AL
DAMO-FDP
A795
REVISE MPA RQMTS AS NECESSARY
DAPE-MBB (5- 0)
A812



FWD IST OR PEM SECTNS TO PAED PECS

PLCBN (13- 6)

A812

A970

PREP/FMC MEMO UPDATE TO APFCN
DACS-DPD 1 1- 21

A990

A990

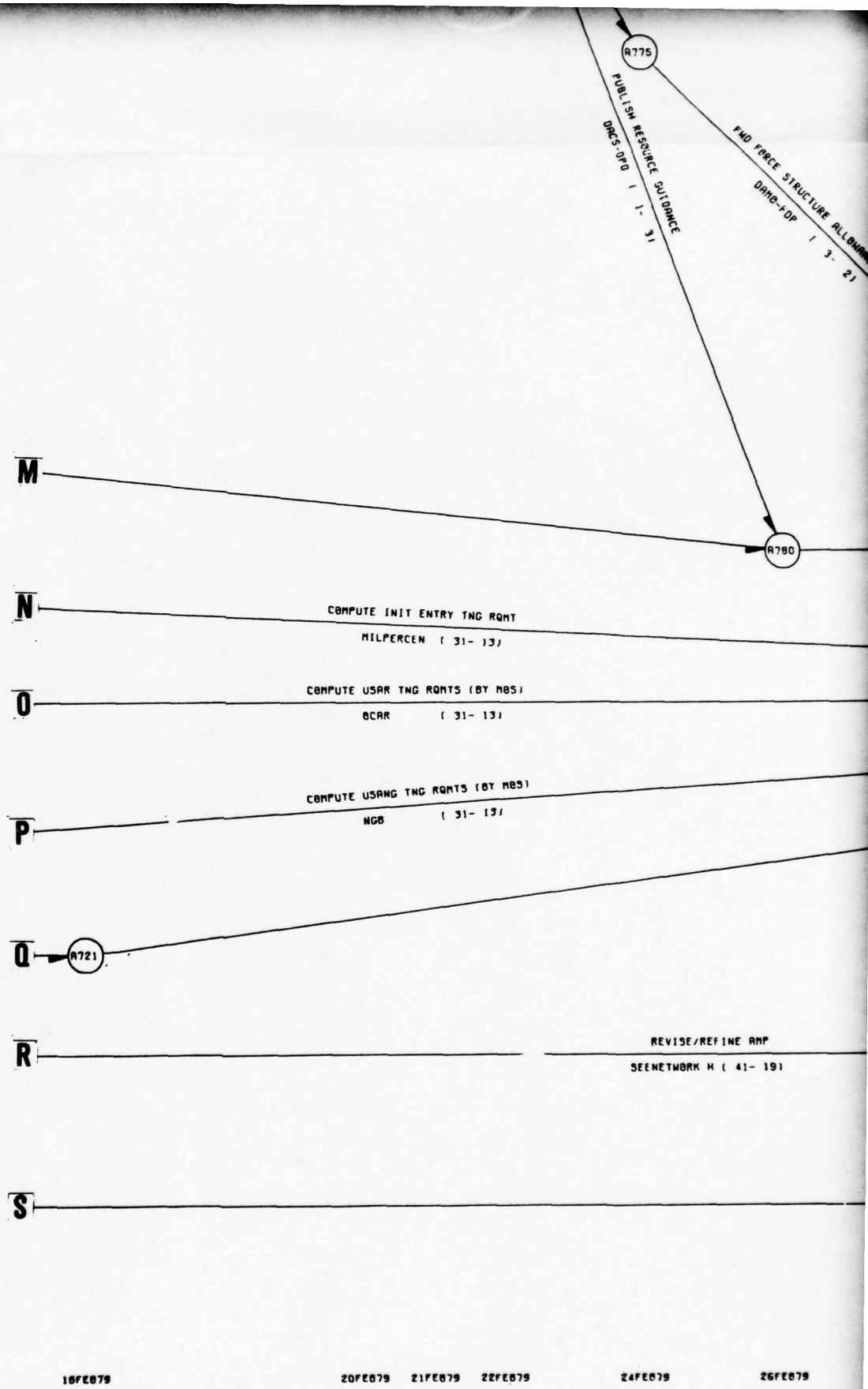
FMC IST OR FGM INPUT TO DACS-DPD
PAED PACS 1 3- 21

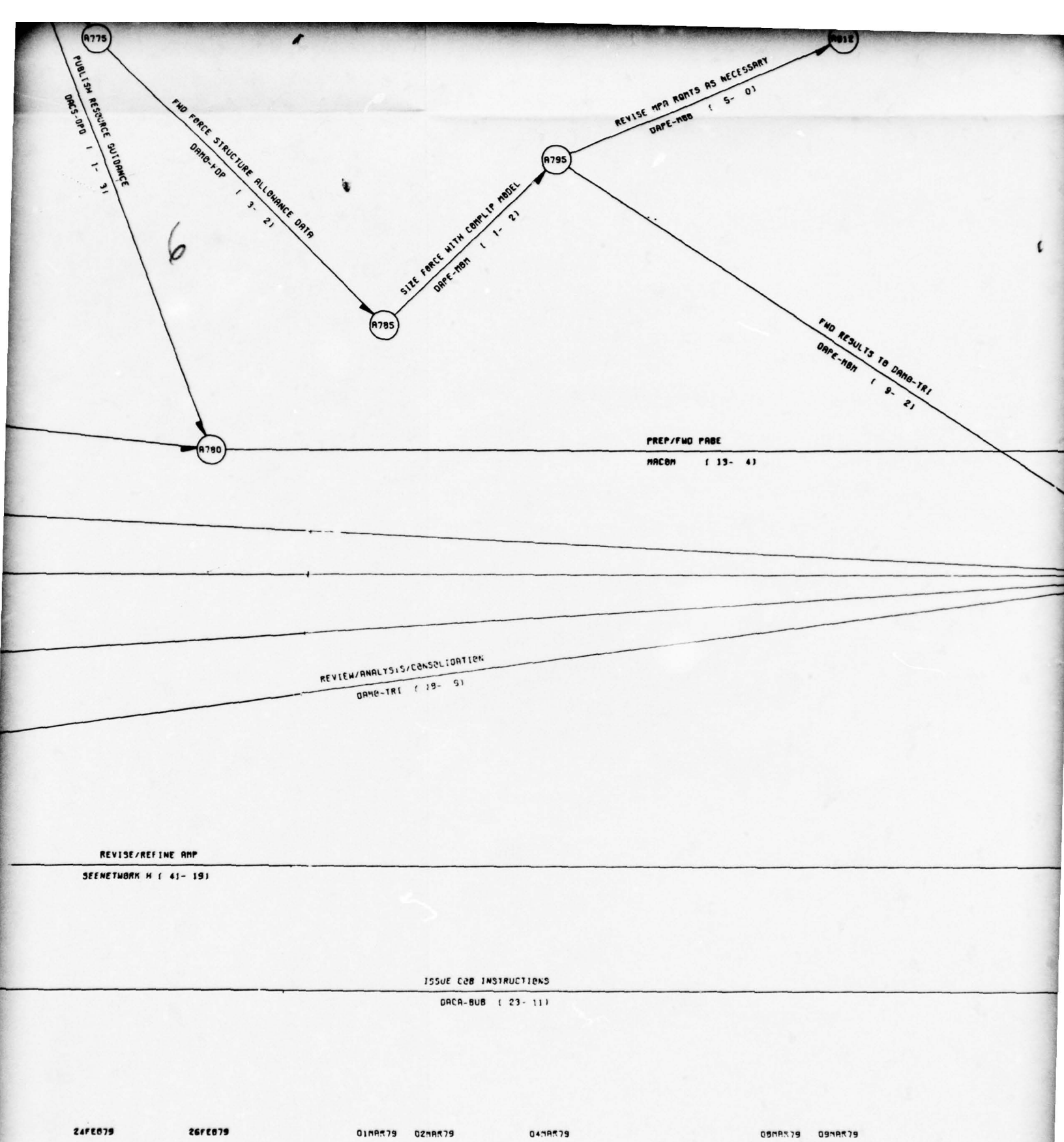
A910

A940

T

5

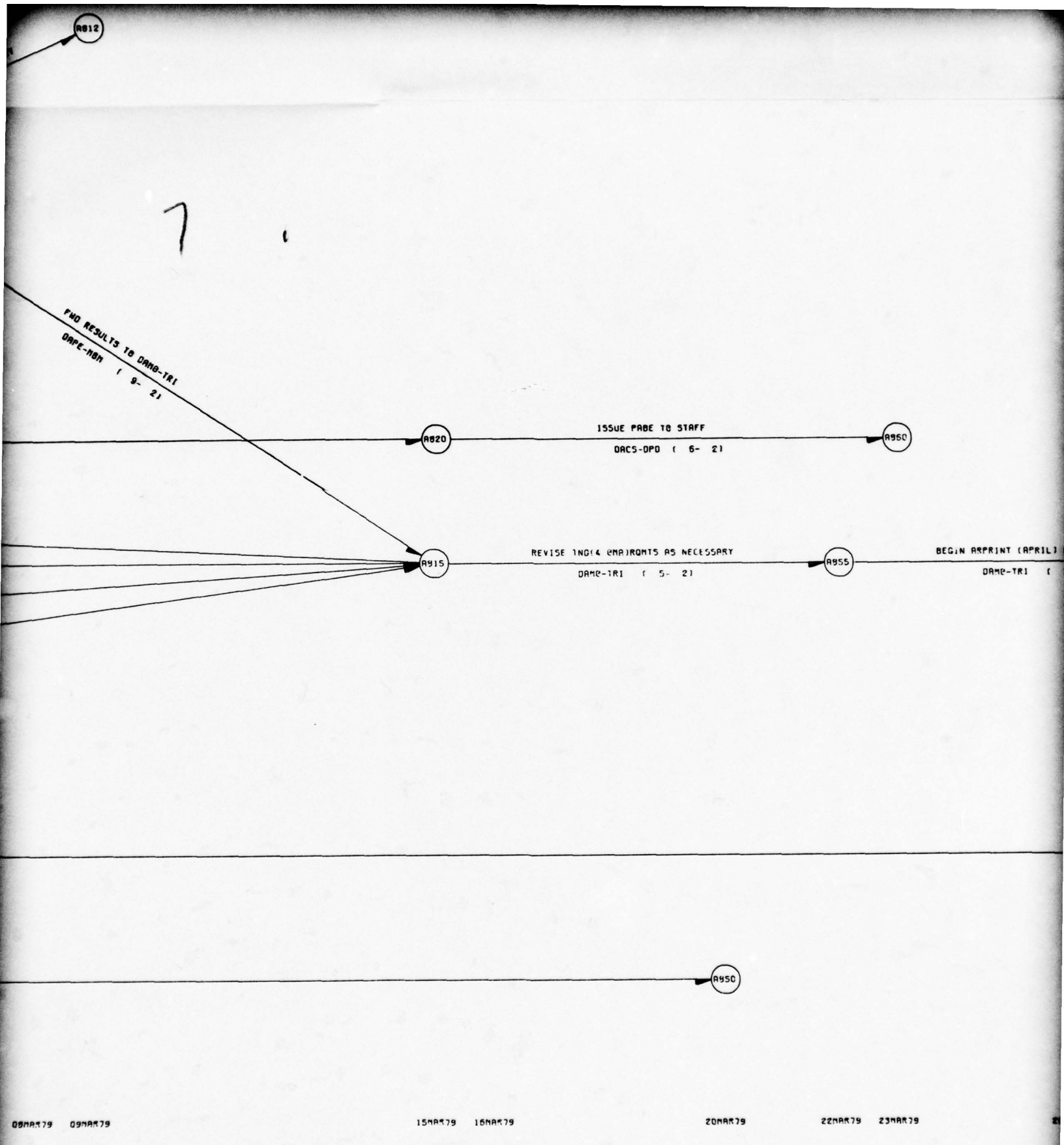

A775
PUBLISH RESOURCE GUIDANCE
DACS-DPD (1- 31
FWD FORCE STRUCTURE ALLOWA
DAMO-FDP (3- 21
M
A780
N
COMPUTE INIT ENTRY TNG RQMT
MILPERCEN (31- 13)
O
COMPUTE USAR TNG RQMTS (BY MOS)
8CAR (31- 13)
P
COMPUTE USANG TNG RQMTS (BY MOS)
NG8 (31- 13)
Q
A721
R
REVISE/REFINE AMP
SEENETWORK H (41- 19)
S
16FE879
20FE879
21FE879
22FE879
24FE879
26FE879



MASTER POM DEVELO

NETWO

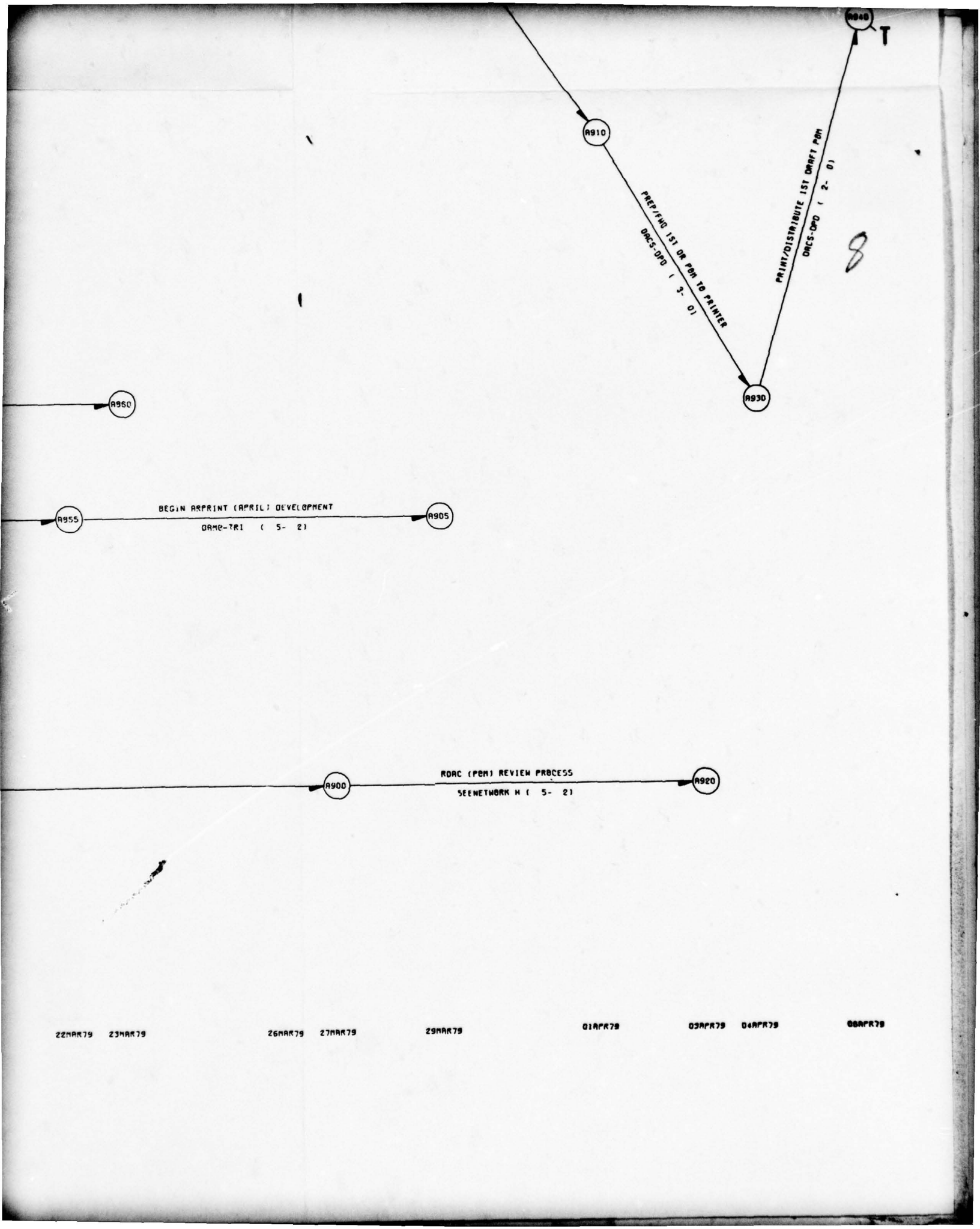
Page 4

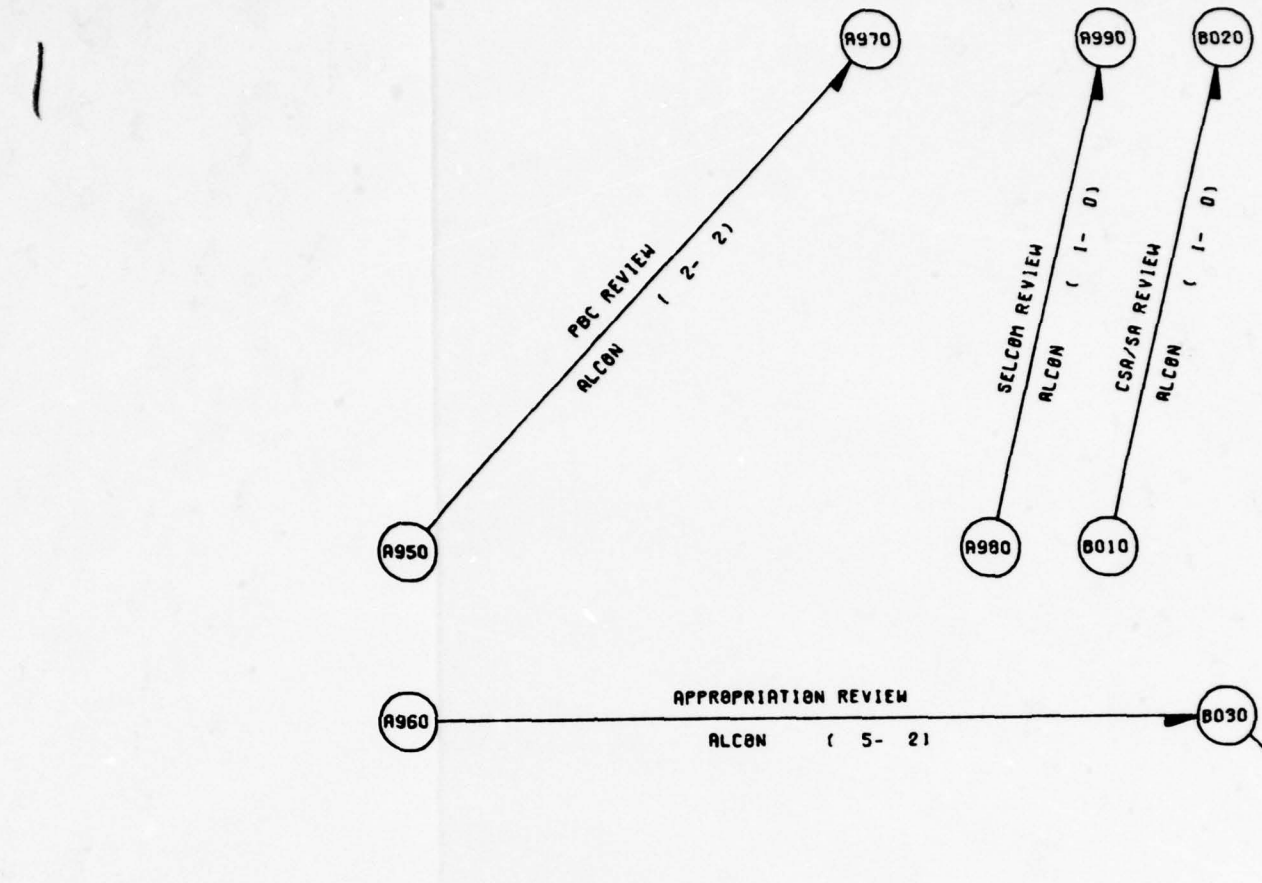


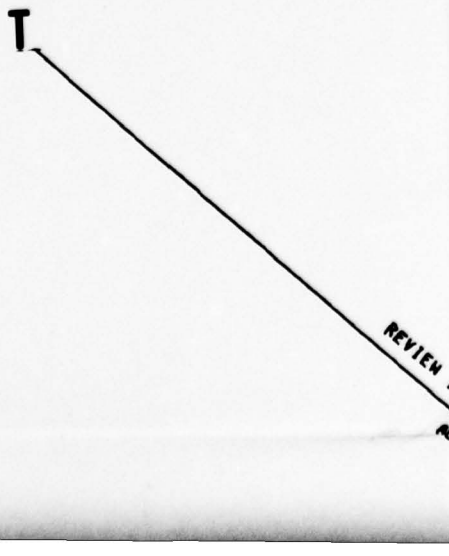
MASTER POM DEVELOPMENT PROCESS

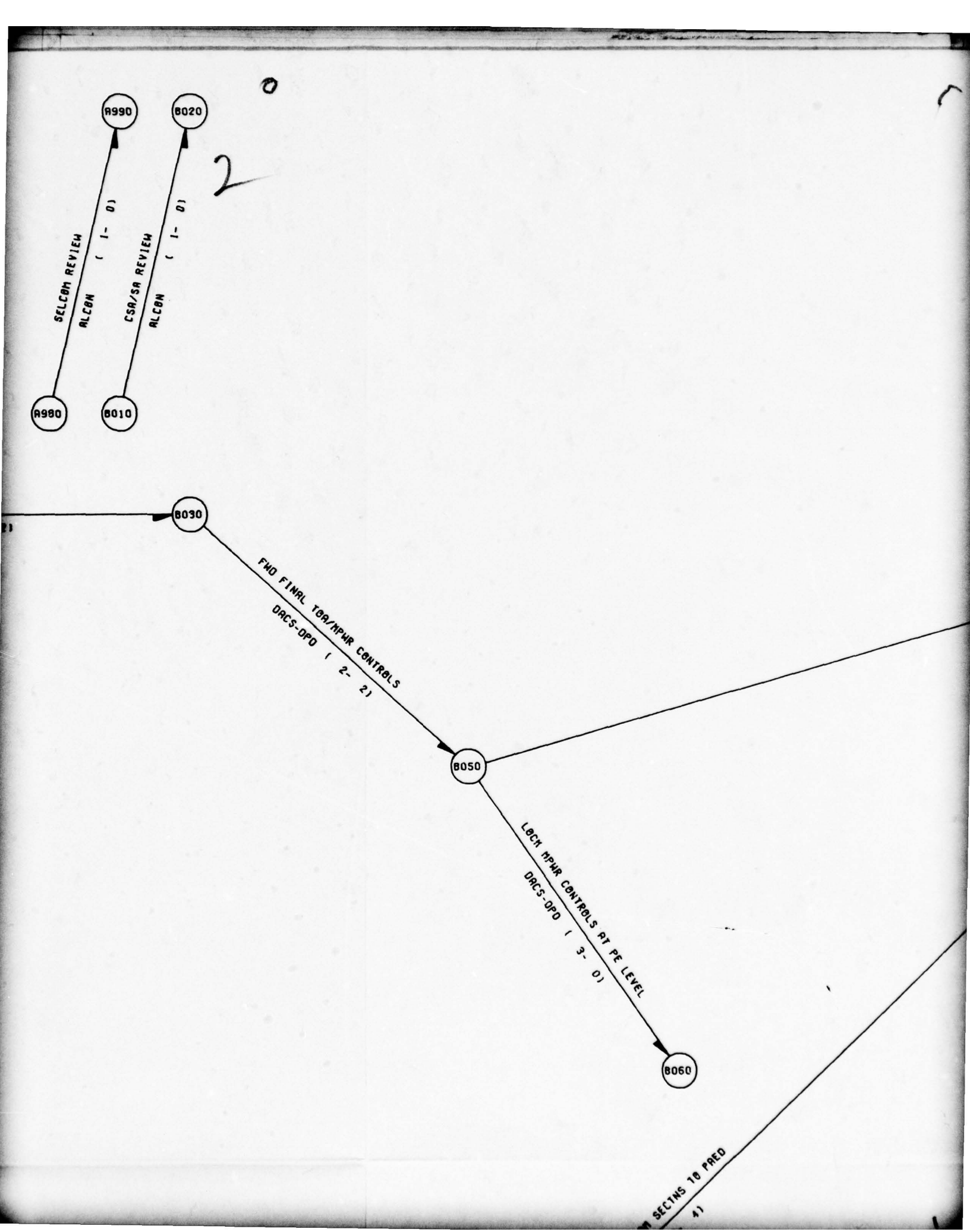
NETWORK K

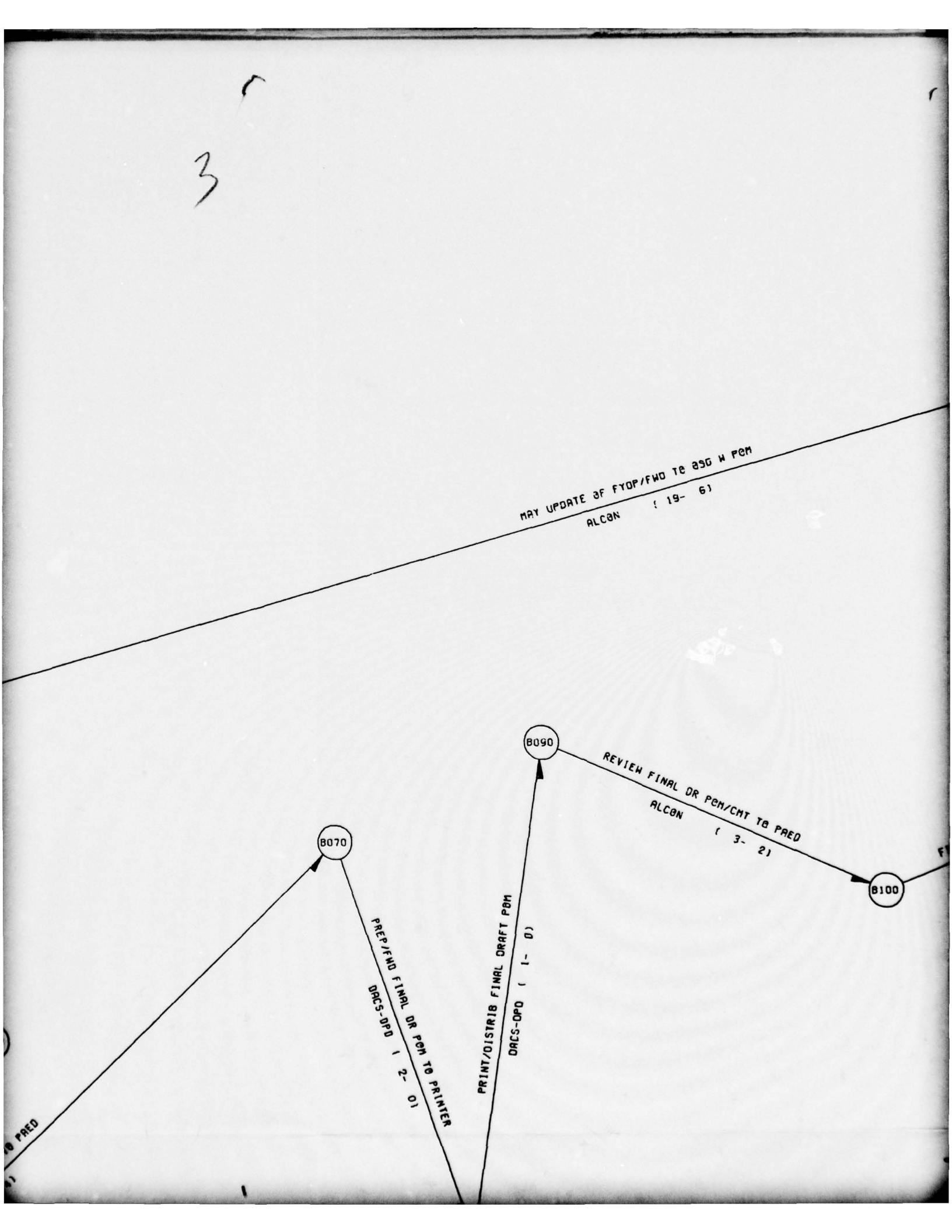
Page 4 of 5

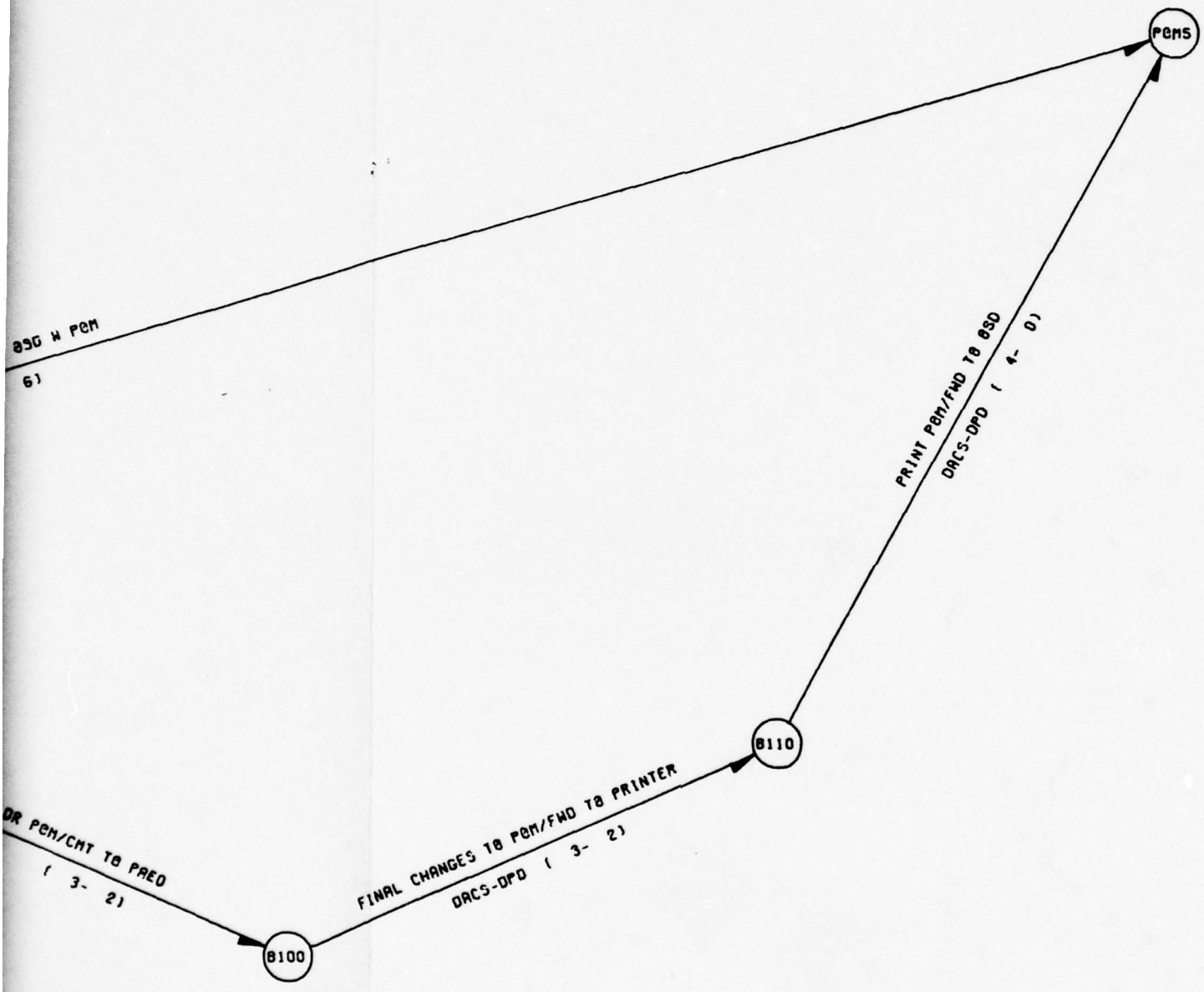

A940
T
A910
PREP/FWD 1ST DR PBR TO PRINTER
DACS-DPD (3- 0)
PRINT/DISTRIBUTE 1ST DRAFT PBR
DACS-DPD (2- 0)
8
A930
A960
A955
BEGIN ARPRINT (APRIL) DEVELOPMENT
DAMO-TRI (5- 2)
A905
A900
RDAC (PBR) REVIEW PROCESS
SEENETWORK H (5- 2)
A920
22MAR79
23MAR79
26MAR79
27MAR79
29MAR79
01APR79
03APR79
04APR79
06APR79


A970
A990
B020
PBC REVIEW
ALCON (2- 2)
SELCOM REVIEW
ALCON (1- 0)
CSA/SA REVIEW
ALCON (1- 0)
A950
A980
B010
A960
APPROPRIATION REVIEW
ALCON (5- 21)
B030
FWD FI
DACS


T
REVIEW 1ST DRAFT POM/CMT TO
ALCON
(10-


A990
B020
SELCOM REVIEW
ALCON (1- 0)
CSA/SA REVIEW
ALCON (1- 0)
A980
B010
B030
FWD FINAL TGA/MPWR CONTROLS
DACS-DPD (2- 2)
B050
LOCH MPWR CONTROLS AT PE LEVEL
DACS-DPD (3- 0)
B060
SECTNS TO PRED
41)


3
MAY UPDATE OF FYDP/FWD TO OSD W POM
ALCON (19- 6)
B090
REVIEW FINAL DR POM/CMT TO PAED
ALCON (3- 2)
B100
B070
PREP/FWD FINAL DR POM TO PRINTER
OACS-DPD (2- 0)
PRINT/DISTRIB FINAL DRAFT POM
OACS-OPD (1- 0)
TO PAED

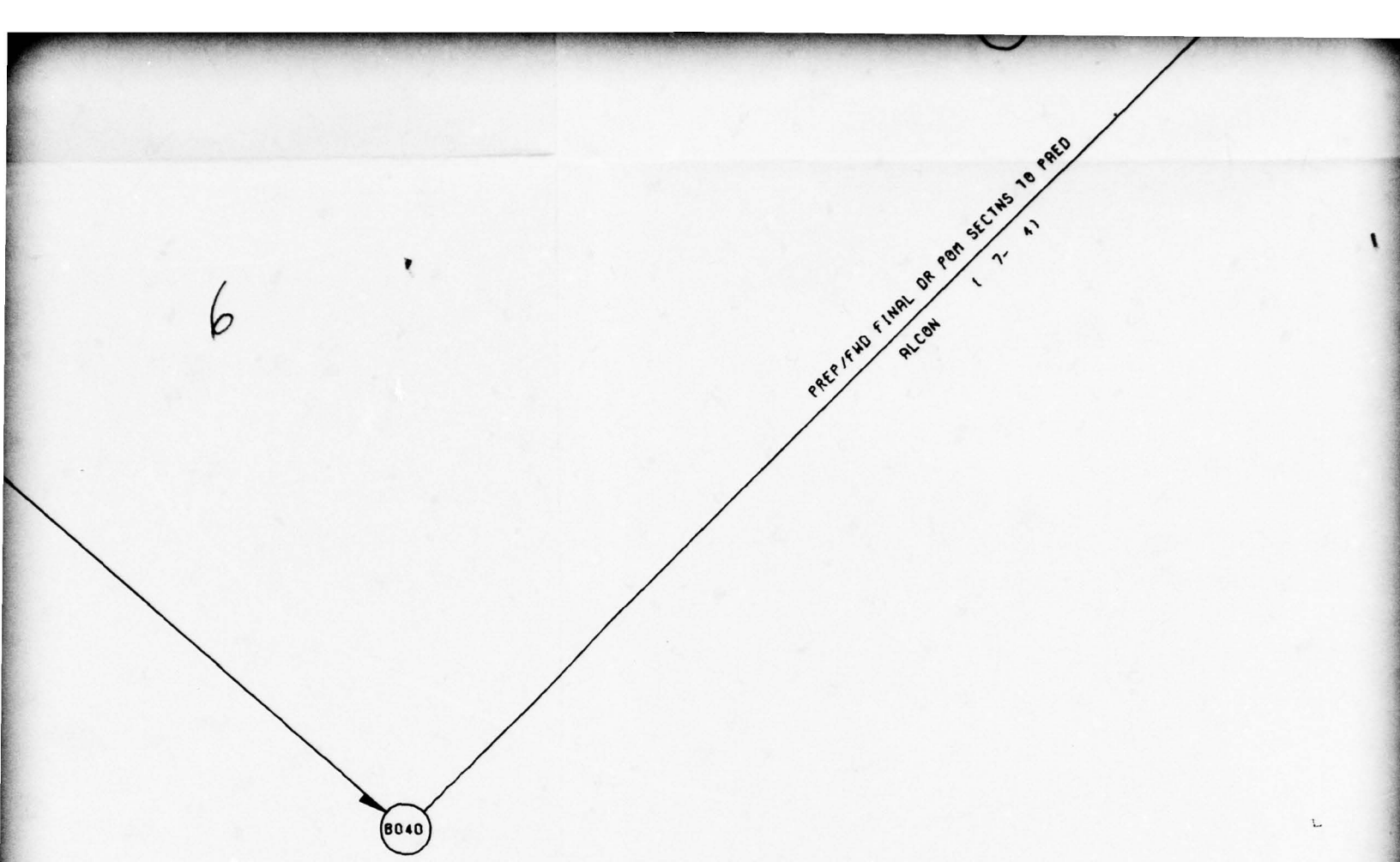

PCMS
8SD W PCM
6)
PRINT PCM/FWD TO 8SD
ORCS-OPD (4- 0)
8110
FINAL CHANGES TO PCM/FWD TO PRINTER
ORCS-OPD (3- 2)
OR PCM/CMT TO PRED
(3- 2)
8100

REVIEW 1ST DRAFT PGM/CMT TO OACS-OPO

ALCON (10- 41)

5

12APR79 16APR79 17APR79 18APR79 19APR79

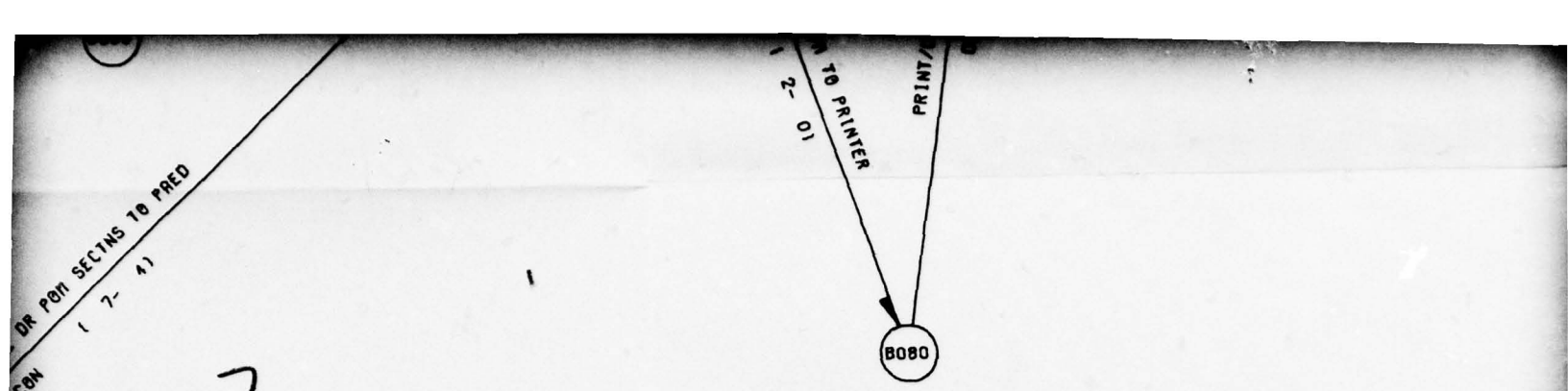


R79 17APR79 18APR79 19APR79 20APR79 23APR79 26APR79

MASTER POM DEV

NE

P



7

26APR79 01MAY79 03MAY79 04MAY79

MASTER POM DEVELOPMENT PROCESS

NETWORK K

8

09MAY79 14MAY79 18MAY79

NETWORK L

Network L

POM Issue Cycle Process

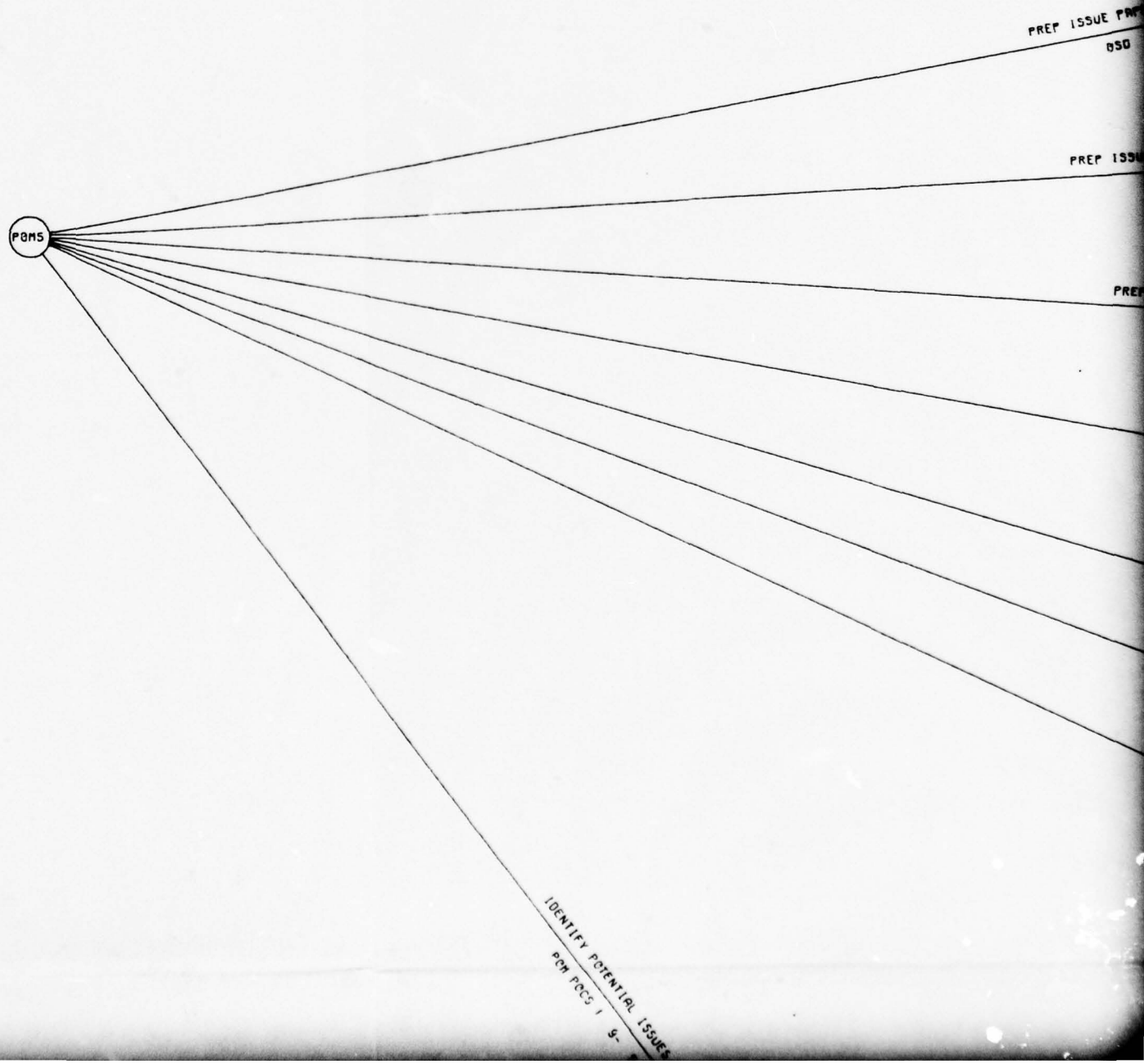
PURPOSE. The POM Issue Cycle is the process by which OSD analyzes and approves the Army Program.

DESCRIPTION. The process, as described, reflects the schedule followed during FY 80-84 POM development. The process followed this year should not differ substantively (dates may differ slightly). The process begins in late May with DA analysts surfacing potential issues for PGRC review while OSD analysts are reviewing the Army POM. For about one month, OSD analysts prepare and staff (within OSD) "issue papers" which question aspects of the program. From 20-27 June, issue papers for various program areas are forwarded for DA response. The ARSTAF is required to develop, staff, and return comments on the issues in one week. The degree to which earlier efforts successfully forecast issues and develop coordinated staff positions determines to a great extent how effective the Army will be in responding to the issues in the short time period available. After the Army has responded to the issue papers, the CSA meets with the SECDEF to discuss the issues raised. OSD then prepares and forwards the Program Decision Memorandum (PDM). This represents the tentative decision of the SECDEF regarding the Army Program. In late July, the Army prepares and forwards a reclama to the PDM. The CSA meets with the SECDEF to discuss the Army reclama in early August. The Amended Program Decision Memorandum (APDM) is then prepared by OSD and forwarded to HQDA. The APDM is received about 1 September. This represents the final decision on the Army POM.

CRITICAL MILESTONES. The major milestone events are the forwarding to HQDA of the issue papers, the PDM, and the APDM from OSD.

LINKAGE TO OTHER NETWORKS. The POM Issue Process is linked to the POM Development Network at node "POM5" and to the Budget Formulation Network at PDM and APDM publication.

PRECEDING PAGE BLANK-NOT FILMED



2

PREP ISSUE PAPERS REF: STRAT FORCES

OSD (19- 9)

PREP ISSUE PAPERS REF: TH NUC FORCE

OSD (20- 9)

PREP ISSUE PAPERS REF: GEN PURP FOR

OSD (21- 9)

PREP ISSUE PAPERS REF: C3

OSD (22- 9)

PREP ISSUE PAPERS REF: RDTE

OSD (22- 9)

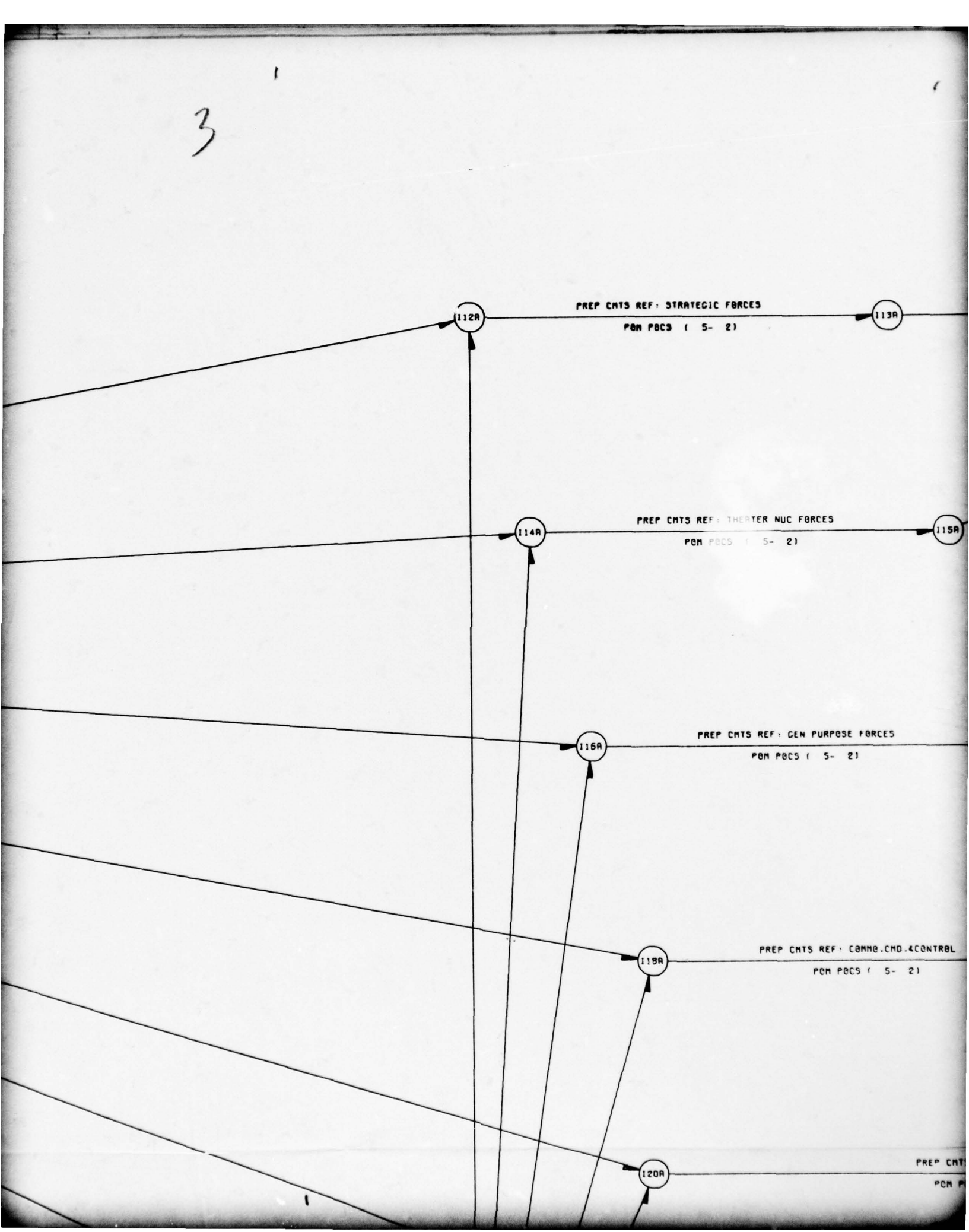
PREP ISSUE PAPERS REF: MANPOWER

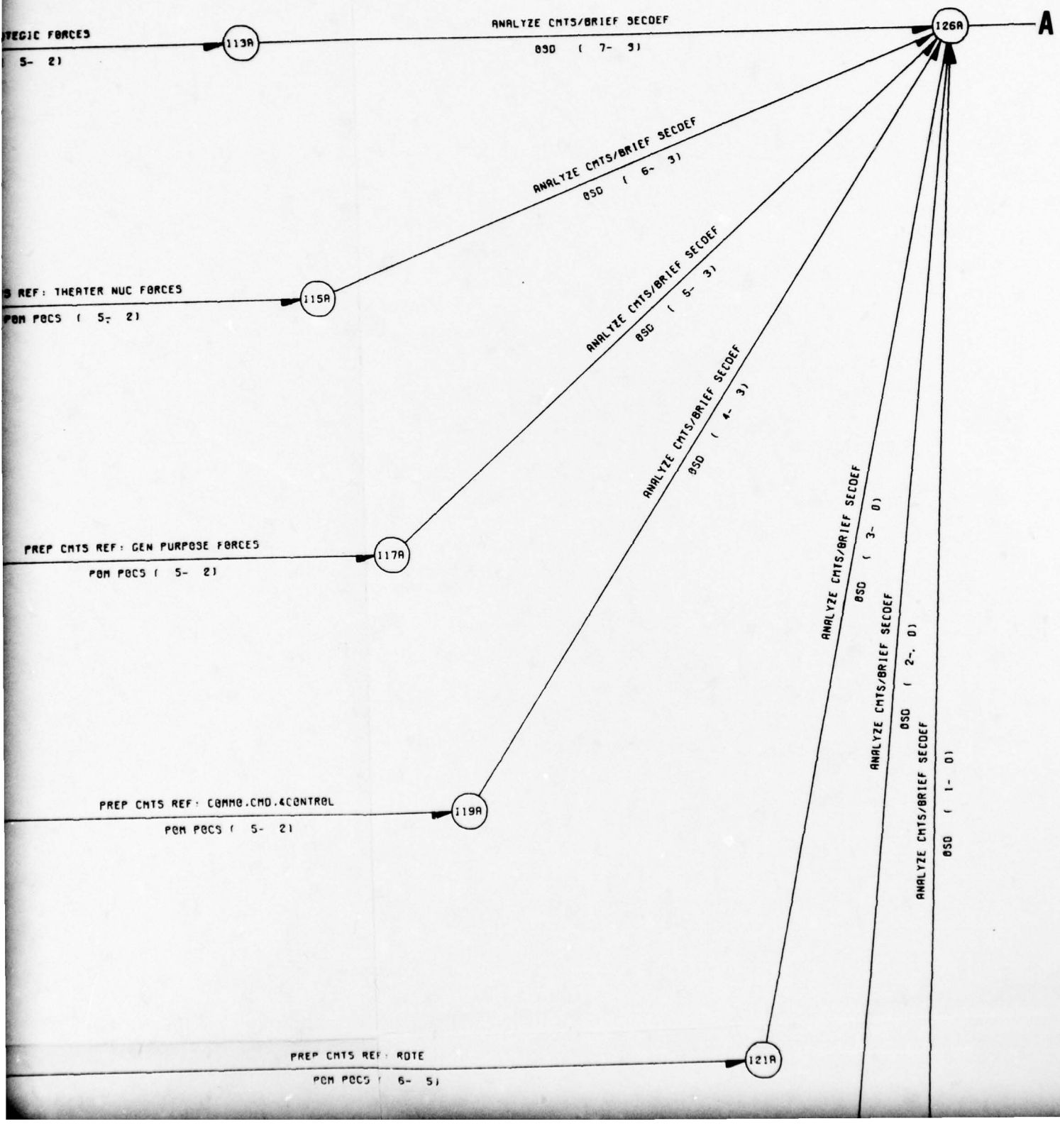
OSD (23- 11)

PREP ISSUE PAPERS REF: LOGISTICS

OSD (24- 11)

3

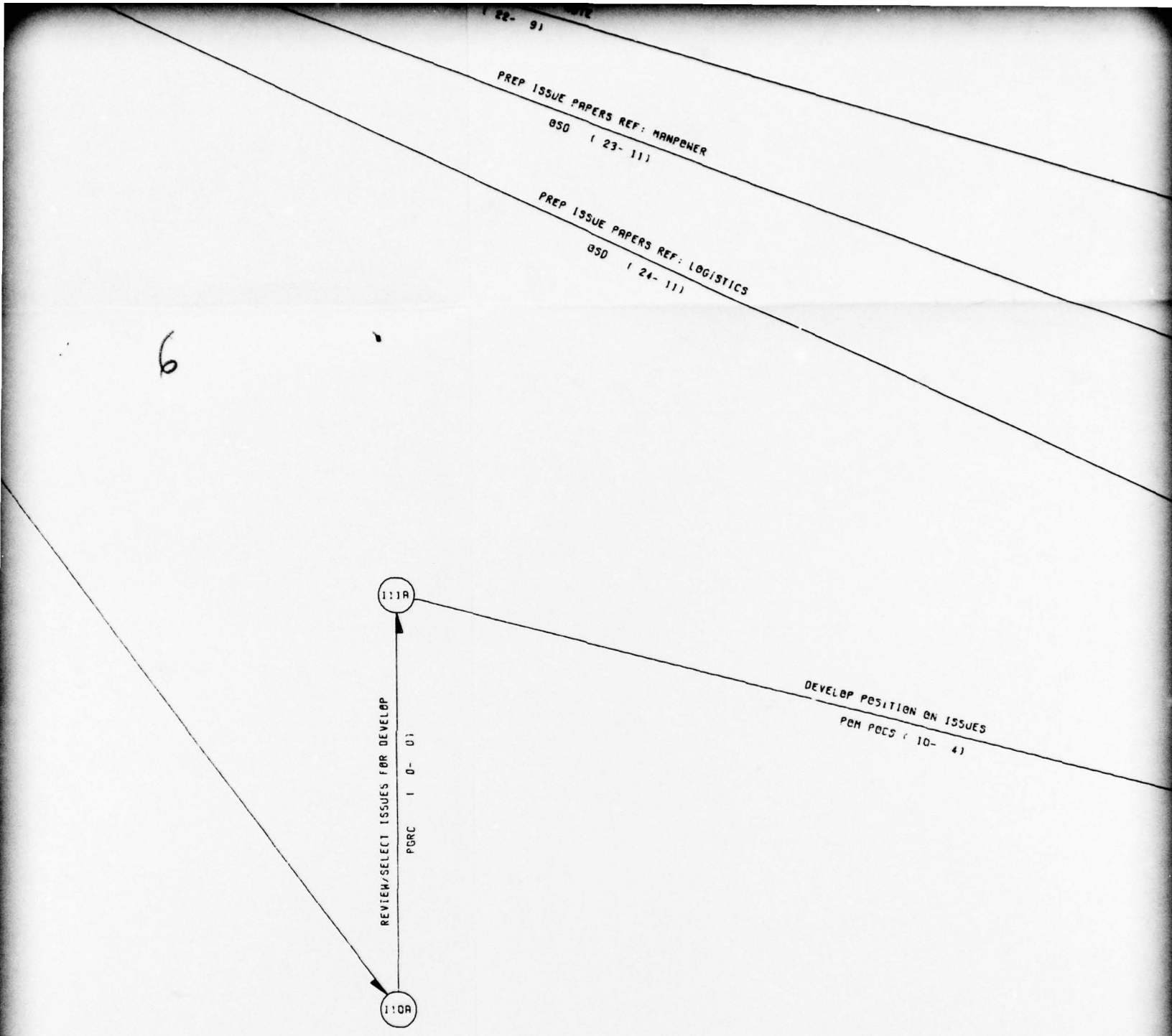

112A
PREP CMTS REF: STRATEGIC FORCES
PGM PBCS (5- 2)
113A
114A
PREP CMTS REF: THEATER NUC FORCES
PGM PBCS (5- 2)
115A
116A
PREP CMTS REF: GEN PURPOSE FORCES
PGM PBCS (5- 2)
118A
PREP CMTS REF: COMM.CMD.&CONTROL
PGM PBCS (5- 2)
120A
PREP CMT
PGM P


TEGIC FORCES
5- 2)
113A
ANALYZE CMTS/BRIEF SECDEF
OSD (7- 3)
126A
A
ANALYZE CMTS/BRIEF SECDEF
OSD (6- 3)
S REF: THEATER NUC FORCES
POM POCS (5- 2)
115A
ANALYZE CMTS/BRIEF SECDEF
OSD (5- 3)
ANALYZE CMTS/BRIEF SECDEF
OSD (4- 3)
PREP CMTS REF: GEN PURPOSE FORCES
POM POCS (5- 2)
117A
ANALYZE CMTS/BRIEF SECDEF
OSD (3- 0)
ANALYZE CMTS/BRIEF SECDEF
OSD (2- 0)
ANALYZE CMTS/BRIEF SECDEF
OSD (1- 0)
PREP CMTS REF: COMMD.CMD.&CONTROL
POM POCS (5- 2)
119A
PREP CMTS REF: ROTE
POM POCS (6- 5)
121A

5

IDENTIFY POTENTIAL ISSUES

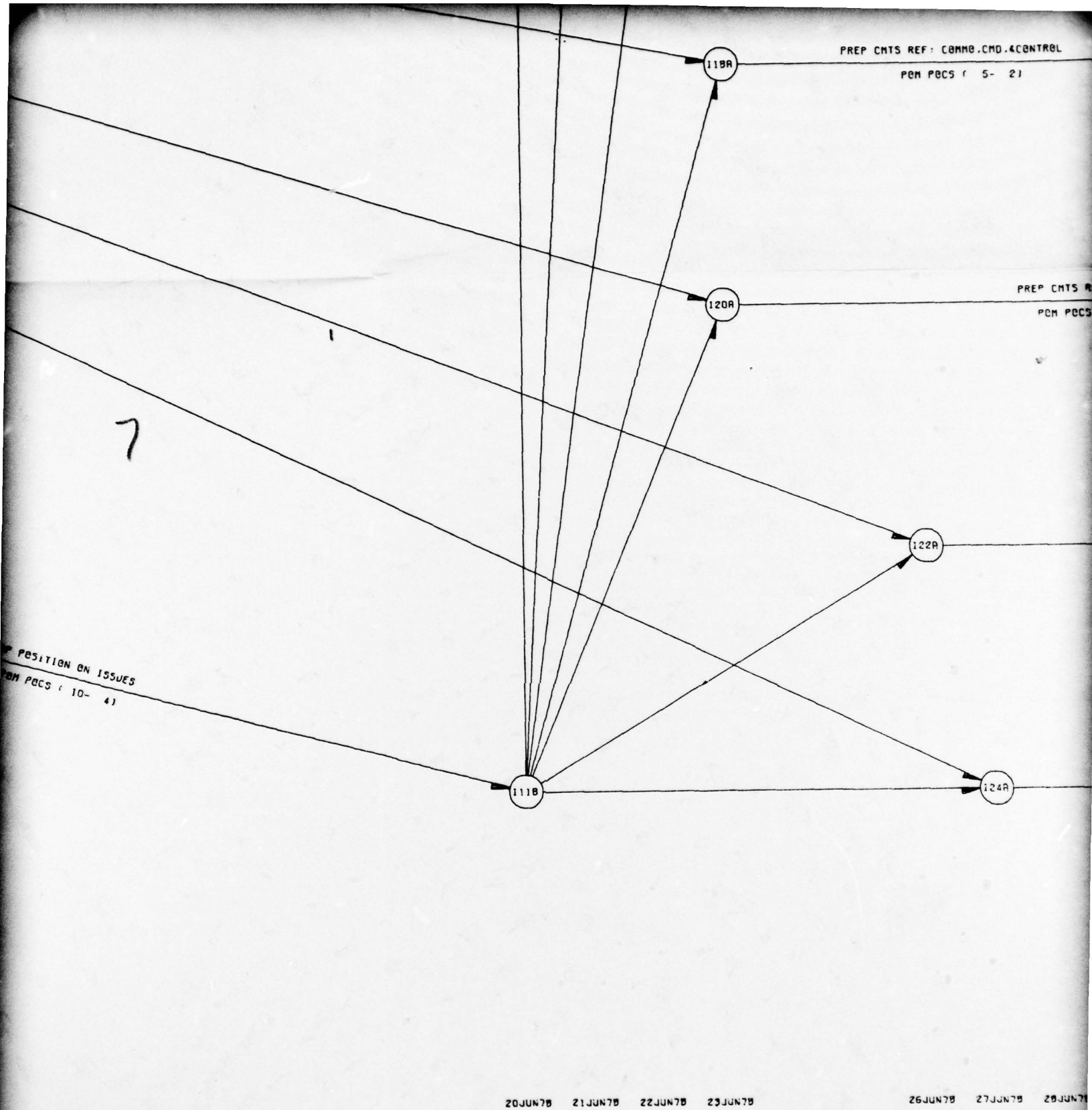
PCM PCCS 1 9- 5)



05JUN78

POM ISSUE CY

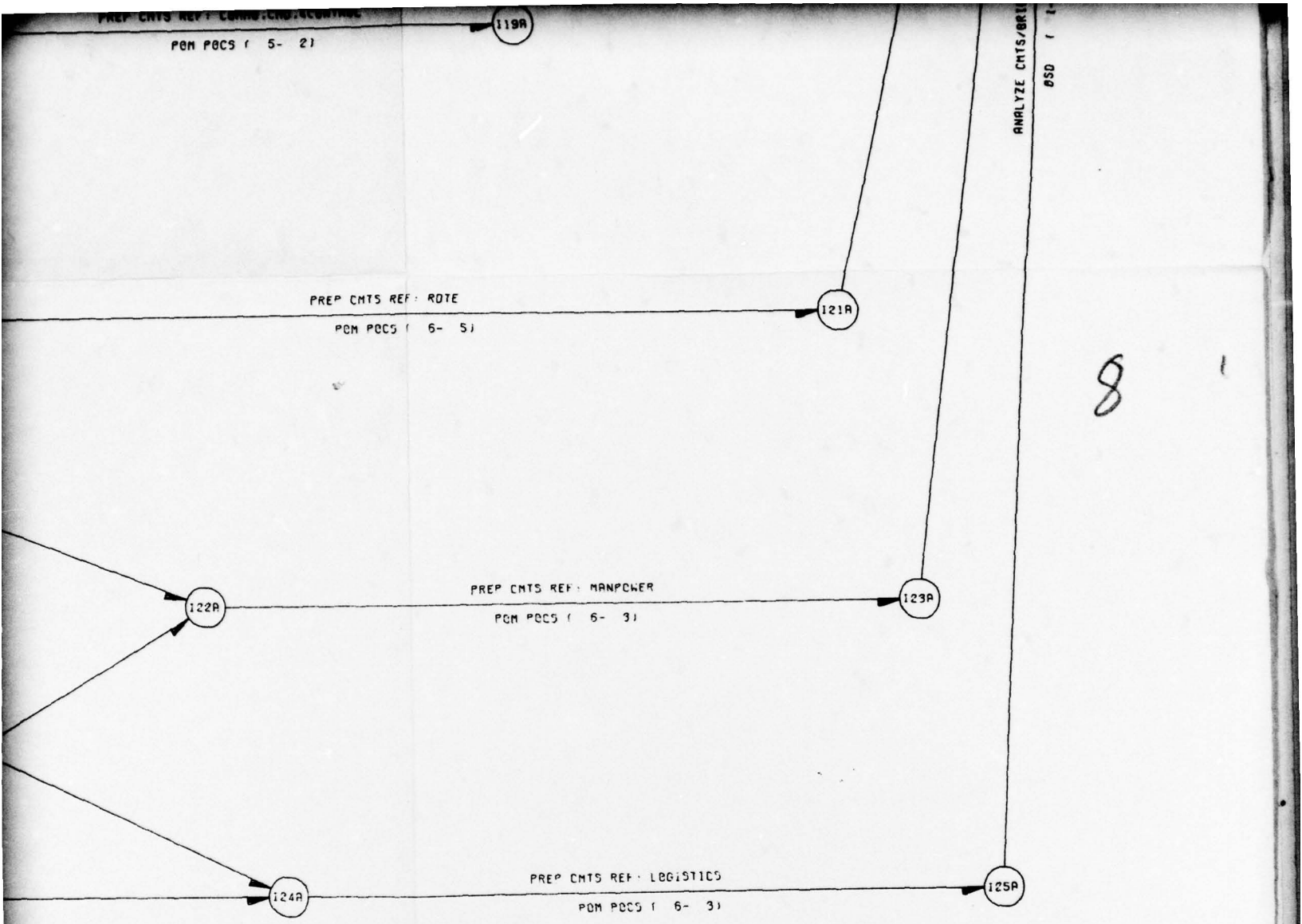
NETWORK L



POM ISSUE CYCLE

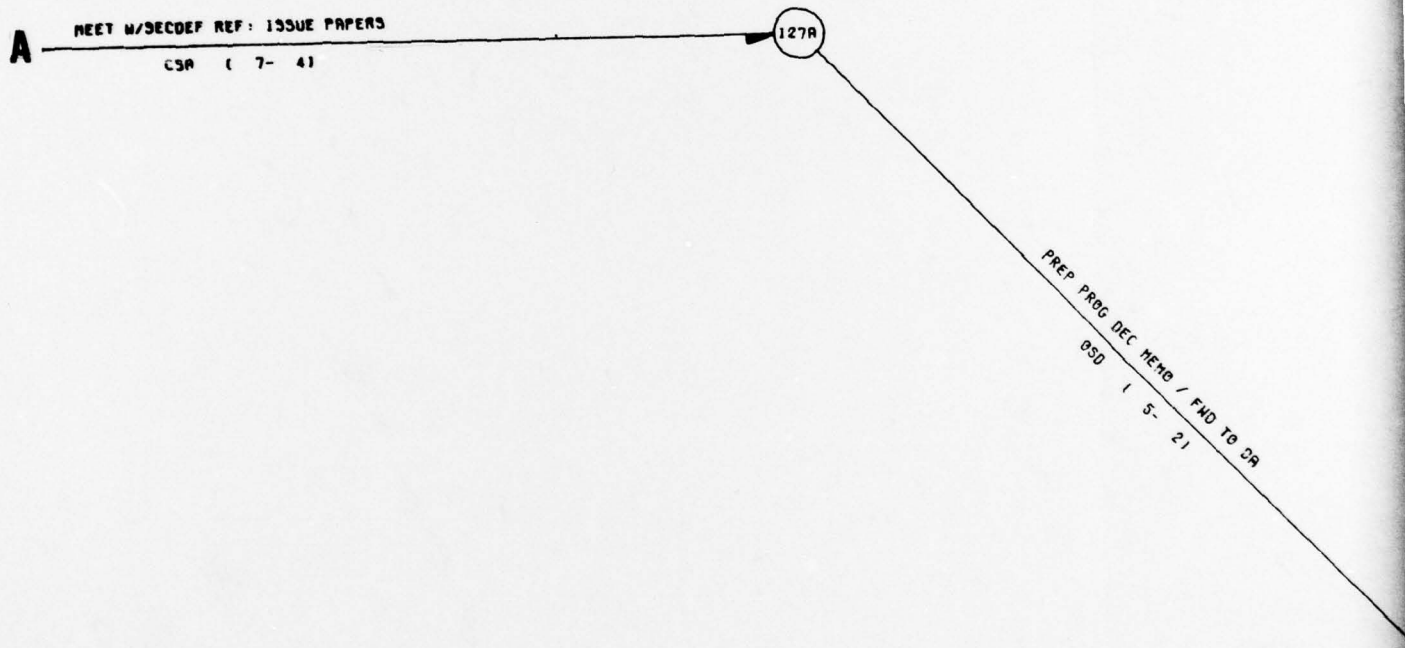
NETWORK L

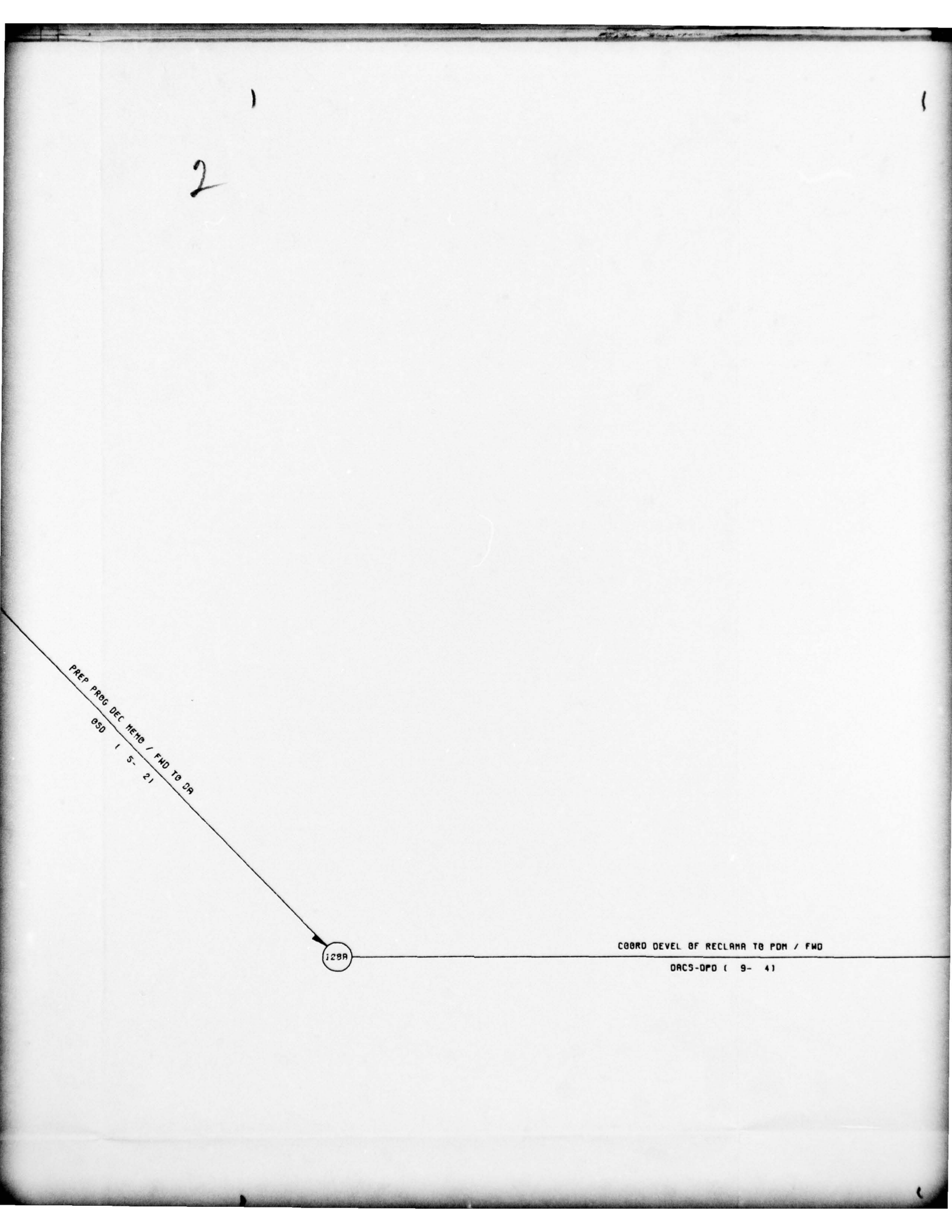
Page 1 of 2



8

26JUN78 27JUN78 28JUN78 29JUN78 30JUN78 04JUL78 05JUL78 06JUL78 07JUL78


A
MEET W/SECDEF REF: ISSUE PAPERS
CSA (7- 4)
127A
PREP PROG DEC MEMO / FWD TO OA
OSD (5- 21


2
PREP PROG DEC MEMO / FWD TO OA
OSD (5- 21
128A
COORD DEVEL OF RECLAMA TO POM / FWD
OACS-OPD (9- 41

PREP STATUS RPT FOR PRESIDENT / FWD
OSD (6- 2)
191A
MEETING W/SECDEF REF: POM RECLAMA
CSA (1- 0)
130A
ANALYSIS OF RECLAMA
OSD (2- 0)
129A
EL OF RECLAMA TO POM / FWD
DACS-DPD (9- 4)

1
PREP STATUS RPT FOR PRESIDENT / FWD
OSD (6- 2)
1318
132A
4
MEETING W/SECDEF REF: POW RECLAMA
CSA (1- 0)
PREP AMENDED PROG DEC MEMO / FWD
OSD (16- 6)
1

132A
5
PREP AMENDED PROG DEC MEMO / FWD
OSD (16- 6)
133A

6

7

07AUG78 09AUG78 10AUG78

POM ISSUE CYCLE

NETWORK L

1

8

1

9