

MANEUVER CENTER of EXCELLENCE



CAMPAIGN PLAN 2022



U.S. ARMY

Maj. Gen. Eric J. Wesley
MCoE Commanding General



Letter from CG/CSM

Over the past few years the Maneuver Center of Excellence (MCoE) has achieved much with a focus on “mastering the fundamentals.” The MCoE is sending quality infantrymen, tankers, scouts and combined-arms leaders to the force prepared to maneuver successfully in complex environments. We will continue to build upon these achievements as we cast a vision for the future of the MCoE and Fort Benning.

Our mission is dual faceted. First, we must sustain the readiness of the current maneuver force. This requires a commitment to maximizing our marksmanship skills, mastering our understanding and execution of maneuver, and physical fitness. Second, as we continue to conduct combat operations around the world, we must remember that the next war will present our Army with a set of unique challenges. Although we do not know where or when, we know that in the future our nation will face another threat and our Army, led by the maneuver force, will deploy in our nation’s defense. It is our duty, therefore, to ensure that the maneuver force of tomorrow is postured to meet and defeat this threat. We won’t rest on our current capabilities and knowledge, but must capitalize on the time available in this inter-war period to push the envelope of contemporary military thought. Today, our nation faces threats on multiple fronts including near-peer adversaries and rogue nations with improved capabilities. Therefore, the MCoE will pursue both materiel and non-materiel solutions that better position our Soldiers for success against a variety of future threats.

The following pages describe our vision to sustain and improve our mastery of fundamentals while also preparing for the next war. This vision, broken into four Lines of Effort (LOEs), takes everyone’s emphasis; Soldiers, leaders, DA civilians, contractors and families from all components of Fort Benning. While each of the efforts delineated in this campaign plan have a specific focus, they are all unified in their intent to ensure that the combined arms maneuver Soldiers of both today and tomorrow are postured to win on a hyperactive battlefield against a near-peer threat.

Command Sgt. Maj. Timothy L. Metheny
MCoE Command Sergeant Major



Purpose

The purpose of this campaign plan is to ensure that all Maneuver Center of Excellence units and directorates fully understand the lines of effort we have established in order to achieve our priorities between now and 2022.

- **Future Maneuver**
- **Master the Fundamentals and Develop Leaders**
- **Soldier, Civilian and Family Readiness**
- **Community**

Additionally, this campaign plan is intended to explain our desired organizational culture, which must enable innovation, collaboration, excellence and prudent risk taking, to accomplish our desired end state. The document is not meant to be prescriptive, but rather descriptive as it provides direction that facilitates a unity of effort within the Maneuver Center of Excellence and Fort Benning.

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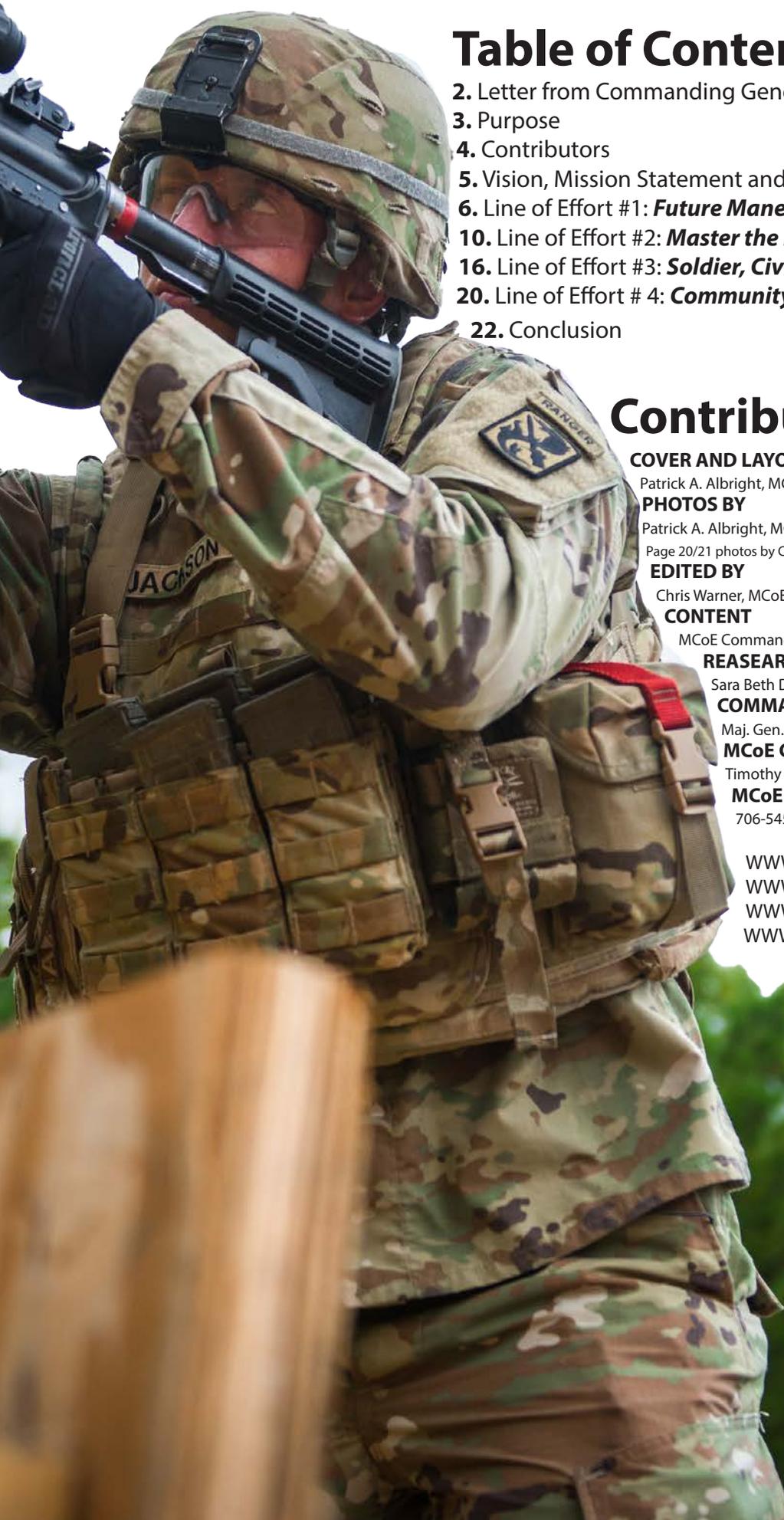
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Vision

In 2022, Fort Benning continues to be the Army's best training facility that delivers combat-ready, combined arms maneuver Soldiers to the force; is the primary driver in the Army for relevant and agile materiel and doctrinal development; is fully postured to receive up to and including an ABCT; is the installation on which Soldiers and families seek to serve and live; and is a valued partner in the Chattahoochee Valley Region.



Mission Statement

The Maneuver Center of Excellence and Fort Benning provide trained, agile and adaptive combat-ready Soldiers and leaders; develop the doctrine and capabilities of the Maneuver Force and individual Soldier; and provide a world-class quality of life for our Soldiers, civilians and Army families to ensure our Army's Maneuver Force remains the world's premier combat force ready to "Win in a Complex World."



Key Tasks

- Continue to focus on maneuver Soldier fundamentals, sustain gains and produce combat ready leaders and Soldiers
- Enhance our understanding of the future of maneuver
- Identify gaps in our current capabilities and develop solutions to address these gaps and a strategy to fill them
- Recruit and train world class instructors and leaders
- Posture the installation to be ready to receive up to and including an Armored Brigade Combat Team
- Promote Fort Benning as a great place to live, work and train
- Strengthen ties with communities outside the gates of Fort Benning and develop a strategy for enabling the vitality of each



Line of Effort #1: Future Maneuver

The Maneuver Center of Excellence has the responsibility to ensure that our maneuver forces are organized, equipped and trained for success in the next war; a war that history tells us will be unlike the last. It was this same responsibility that spurred Fort Benning to adapt its mission many times over its century of service to our nation; Adaptations including welcoming the Armor School twice and developing the Army's vertical envelopment capabilities are but two examples of Fort Benning's long history of meeting new requirements and driving maneuver force innovation. It is upon this legacy that we build as we test new systems, publish modernization strategies and train adaptive combined arms maneuver Soldiers and leaders.

Each time our Army has engaged an enemy on the field of battle, it has confronted a unique set of operational and tactical challenges. Fort Benning and the MCoE must therefore capitalize on the time available in the current inter-war period to ensure the Maneuver Force of the future is prepared to face the challenges of the next war; not the last. To do so, the MCoE's team of Soldiers, leaders and civilians will function as the think tank, testing center and implementation platform for the Army's future of maneuver.

The Russian New Generation Warfare Study will drive our thinking and will inform our Movement and Maneuver Concept. The MCoE must lead in developing solutions for challenges such as adapting the Institutional Army and conducting Joint Combined Arms Maneuver. The organization within the MCoE leading this effort is the Concept Development and Integration Directorate (CDID). It is CDID's responsibility to ensure that the MCoE executes effectively across all subordinate Lines of Effort (LOEs) and truly becomes the primary driver of developing, planning and integrating Doctrine, Organization, Training, Materiel, Leadership, Personnel, Facilities and Policy (DOTMLPF-P) solutions for brigade maneuver elements and below.



LOE 1.1: Concept Development (CDID, DOTD, USAIS, USAARMS)

The MCoE, led by a partnership of CDID and the Directorate of Training and Doctrine (DOTD), will publish the Army Functional Concept for Movement and Maneuver that will lay the foundation for a future force prepared to address the Army Warfighting Challenges. Doing so will allow each of the maneuver support branches to in turn build their functional concepts in support of the way we fight. While each focusing on distinct areas, these functional concepts will develop the future force's capabilities to: present adversaries with multiple dilemmas, provide multiple options to joint force commanders, conduct joint forcible entry and project power across the maritime, air, space and cyberspace domains. It is through current initiatives like the Force Design Updates and the Future Force Development Strategy that we will shape the Functional Concept as well as the way in which the Maneuver Force will fight the next war.

LOE 1.1 Timetable/Activities**2017**

- Publish and update Army Functional Concept for Movement and Maneuver
- Develop and document Brigade Combat Team Force Designs
- Assess Critical Enabling Technologies
- Coordinate MCoE Science & Technology Priorities

2018

- Conduct Studies and Analysis (Obscuration, Close Air Support, Subterranean Operations)

“Our challenge today is to sustain the counterterrorist and counterinsurgency capabilities that we’ve developed with a high degree of proficiency over the last 15 years, while simultaneously rebuilding the capability to win in ground combat against higher-end threats...” — GEN Milley, Chief of Staff of the Army



LOE 1.2: Requirements Determination (CDID, SRD/MRD, USAIS, USAARMS)

With the functional concepts serving as our guide, we must identify accompanying requirements that enable Soldiers and leaders to win on future battlefields. These requirements are not strictly for materiel solutions, but also for training events, leader development and organizational structures that provide the force with the capability to execute assigned missions over a broad spectrum of operations. We must continue to pursue publications of both the Soldier and Combat Vehicle (V2) Modernization Strategies. The execution and completion of these two programs and many others like them are key milestones on the path to modernizing our force and ensuring it is equipped to face the challenges presented in the next war.

LOE 1.2 Timetable/Activities**2016**

- *Conduct review of the Requirements Determination Process*

2017

- *Develop Future Maneuver Force Modernization Strategy*
- *Publish Future Maneuver Force Modernization Strategy*
- *Publish Combat Vehicle Modernization Strategy v.2*
- *Publish and Execute Soldier Modernization Strategy*

2018

- *Update Future Maneuver Force Modernization*

LOE 1.3: Capabilities Integration (CDID, TCMs-I/S/A/Soldier, DOTD, USAIS, USAARMS)

The Army's Campaign of Learning identifies twenty Army Warfighting Challenges, representing capabilities and gaps that require study and concept development. Using the framework of the Movement and Maneuver Functional Concept, the MCoE will identify and examine current gaps in the maneuver force and then develop and integrate capabilities across DOTMLPF-P into Infantry, Armored and Stryker Brigade Combat Teams. These gaps will be identified and addressed by continued analysis of CTC rotations as well as a thorough review of the upcoming Army Warfighting Assessment (AWA) 17.1. The key to our success in this effort is collaboration that draws upon the many different areas of expertise on Fort Benning as well as the Army's other Centers of Excellence.

LOE 1.3 Timetable/Activities**2016**

- *Review the Capabilities Development and Integration Process*
- *Approve CDID FY19 TDA Change*

2017

- *Complete CDID Task Org Phase I*
- *Complete CDID Task Org Phase II*

2018

- *CDID FY19 TDA E-Date*

LOE 1.4: Experimentation (MBL, FM OPT, USAIS, USAARMS)

To successfully prepare the Army's future maneuver force, we must properly vet our materiel and non-materiel solutions through effective experimentation in both live and virtual environments. Through this process and the application of lessons learned we will continue to refine and validate solutions to each of the Warfighting Challenges. Specifically, our experimentation must provide us with data that not only supports but drives our DOTMLPF-P recommendations in support of force development and the modernization of the Brigade Combat Team. Initiatives such as the DARPA Squad X and the BCT Force 2025 SIMEX are archetypal examples of this type of experimentation, but we cannot stop there. Validating concepts through experimentation is an ongoing process to which we must continually dedicate ourselves. The Maneuver Force of the future depends upon it.

LOE 1.4 Timetable/Activities**2016**

- *Review Live Virtual Constructive Gaming Capabilities*

2017

- *Develop Live Virtual Constructive Gaming Modernization Strategy*
- *Initial Operating Concept of Upgrade SIM System Hardware and Software*

2019

- *Establish Combined Arms Maneuver Battle Lab and Mission Command Training Center*
- *Refresh and Upgrade Live Virtual Constructive Gaming Capabilities*



Line of Effort #2: Master the Fundamentals and Develop Leaders

In 1927, George C. Marshall arrived at Fort Benning and revolutionized the training of Soldiers. His experiences in WWI taught Marshall that the Army needed to break away from memorization-type instruction and teach in a way that developed a new, more adaptive officer. Today, Fort Benning builds upon the foundation laid by Marshall and continues the development of innovative commissioned and non-commissioned officers through multi-echelon combined arms maneuver exercises. In doing so, we prepare the Maneuver Force of tomorrow for success in the face of a variety of challenges presented by future threats.

In addition to adaptive leadership, it is imperative that the Maneuver Force of tomorrow is composed of Soldiers and leaders who have mastered their warfighting fundamentals. Developed as a partnership between multiple MCoE units, the Marksman Master Training Course (MMTC) is one MCoE initiative that is solidifying our maneuver Soldier's skills. The MMTC provides noncommissioned officers with in-depth marksmanship instruction that enables them to instruct, train, plan and implement a unit's marksmanship strategy. On the installation, the MMTC has improved the marksmanship capabilities of Soldiers at Initial Entry Training. Beyond Fort Benning, it is building a cohort of marksmanship instructors to better train the maneuver force.

Led by the Infantry and Armor commandants, the MCoE will continue to develop similar initiatives that provide the Maneuver Force with relevant training across the fundamental maneuver tasks. Specifically, as near peer threats continue to strengthen, we must refocus on the combined arms maneuver of Infantry and Armor elements. These two branches form the core of our Army and their ability to maneuver effectively in a unified effort is critical to our success in the next war.

LOE 2.1: World Class Instructors, Cadre, & Staff (OPR: DOTD Assist: USAIS, USAARMS, CATD, CMD Teams)

World class instructors are critical to developing Soldiers and leaders that are competent, motivated and prepared to fight and win in a complex world. The MCoE must work with HRC to ensure that we receive the most capable, knowledgeable and experienced professionals. The right person, at the right time in his or her career, with the right skills is an invaluable asset to our educational courses. We must work to foster an Army-wide understanding that serving as a leader or instructor within the MCoE is a rewarding, career-enhancing assignment, to be sought at every opportunity. While serving on Fort Benning, instructors will have access to exceptional professional development opportunities to enhance their classroom instruction abilities, increase their professional competence, and ensure they return to the force more capable Soldiers, mentors and leaders.



Lt. Gen. Krueger, Gen. MacArthur and Gen. Marshall, late 1943.

LOE 2.1 Timetable/Activities

- Initiate semi-annual VTCs w / HRC
- Update the Instructor Certification and Recognition Programs
- Create an Instructor Development Program that includes MCoE credentialing policy and post-certification professional development guidelines and opportunities
- Develop a holistic talent acquisition strategy
- Re-evaluate Facilitator/Leader Assessment Program (FLAP)
- Implement MCoE Instructor Certification Policy
- Implement MCoE Instructor Recognition Program

2018

- Decision Point: Continue FLAP
- Develop a feedback mechanism to evaluate the effectiveness of the Instructor Development Program

2019

- Fully implement Tuition Assistance strategy

2020

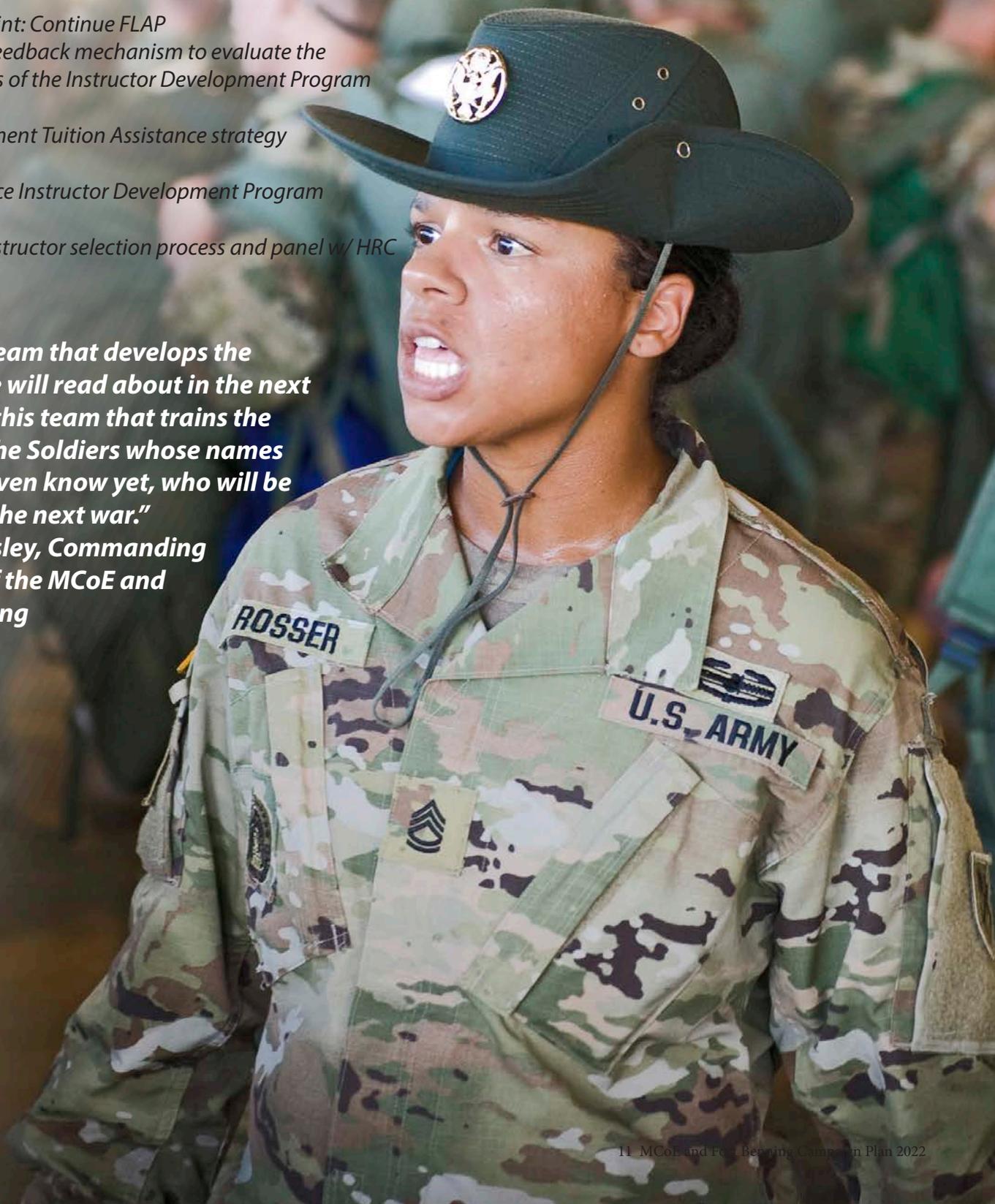
- Fully resource Instructor Development Program

2021

- Establish instructor selection process and panel w/ HRC

“It is this team that develops the leaders we will read about in the next war... it’s this team that trains the Soldiers, the Soldiers whose names we don’t even know yet, who will be heroes in the next war.”

— MG Wesley, Commanding General of the MCoE and Fort Benning



LOE 2.2: Lethality and Tactical Fundamentals (OPR: CMD Teams Assist: DOTD, G3, CDID)

The MCoE integrates proven lethality concepts into structured doctrine and institutional training, such as the MMTC and the Sniper Course, to deliver Soldiers to the Operating Force capable of conducting decisive action. Furthermore, Fort Benning educates the total force through the publishing of a combined arms lethality strategy that supports unit home station training and the sponsoring of Army-wide lethality competitions for individuals as well as organizations through the platoon level. The end result of these efforts is to increase overall unit lethality through individual training and prescribed unit collective task standards.

LOE 2.2 Timetable/Activities

2016

- *Implement Scout of the Future (SofF)*

2017

- *Integrate U.S. Army Counter-IED Strategy/Program into POI training*
- *Develop & publish comprehensive “lethality strategy”*
- *Document combined arms, small arms & platform marksmanship initiatives in POI*
- *Pilot MCoE “Lethality Competition” for multiple weapon systems*

2018

- *SVT & STE capability production document approved*
- *Conduct 1st Annual MCoE “Lethality Competition”*

2019

- *Combined Arms, Small Arms and Heavy Weapons training initiatives fully resourced*

2020

- *Establish multi-Center of Excellence Combined Arms Maneuver exercise battle rhythm*

“If you’re in an Armored Brigade Combat Team, I expect you to be a master gunner; if you’re in an Infantry Brigade Combat Team, I fully expect you to be Airborne qualified, Jumpmaster, Ranger.” — CSM Metheny, Command Sergeant Major of the MCoE and Fort Benning



LOE 2.3: Human Performance – Physically and Cognitively (OPR: DOTD Assist: CMD Teams)

As near peer threats continue to emerge, it is imperative that we prepare our Soldiers to operate in more diverse and hyperactive environments. This means that we not only develop their technical and tactical knowledge, but that we also leverage the human dimension. It is vitally important they are physically, mentally and emotionally prepared to meet any challenge and able to operate effectively in ambiguous situations. We need adaptive leaders that are able to use their judgement with disciplined initiative to achieve success. Through partnerships with professionals outside of the Army community, the MCoE will continue developing a more physically and mentally fit force.

LOE 2.3 Timetable/Activities**2017**

- *Initiate Performance and Recovery bar with Initial Entry Training*
- *Begin pilot & assess Military Nutrition Environment Assessment Team*
- *Implement Performance Triad across Fort Benning*
- *Publish MCoE Performance Optimization strategy*
- *Red Phase optimization added to POI*

2018

- *Decision Point: Implement Character Development program in all Initial Entry Training*
- *Decision Point: RRIPP- Action Omega-3 Study recommendations*
- *Decision Point: Expand Initial Entry Training Physical Resiliency Enhancement Program to all COEs*

2022

- *Establish Human Performance Integration Center at MCoE*

LOE 2.4: Training and Education (OPR: DOTD Assist: CMD Teams)

The MCoE is known as the premiere training institution for the world's most lethal and effective Maneuver Force. Today, we continue that legacy by striving for new and innovative ways to educate our combined arms maneuver Soldiers and leaders. Fort Benning has already incorporated the principles of the Adaptive Soldier Leader Training and Education (ASLTE) method of training into a number of courses taught at the MCoE including: ARC, SLC, CLC. Going forward, we will continue to implement the ASLTE method into the remaining Fort Benning courses as well as begin the implementation of the One Army School System, which will synchronize education opportunities across each of the Army components.

LOE 2.4 Timetable/Activities**2017**

- *Publish Squad Overmatch Warrior Training Support Package.*
- *Implement Army Learning Strategy*
- *Implement Civilian Development Program*

2018

- *Integrate Squad Overmatch into IMT & PME POI*
- *Revise branch/MOS competencies and tasks*

2019

- *Implement One Army School System*

LOE 2.5: Soldier 2020 (OPR: G3 Assist: USAIS, USAARMS, CMD Teams)

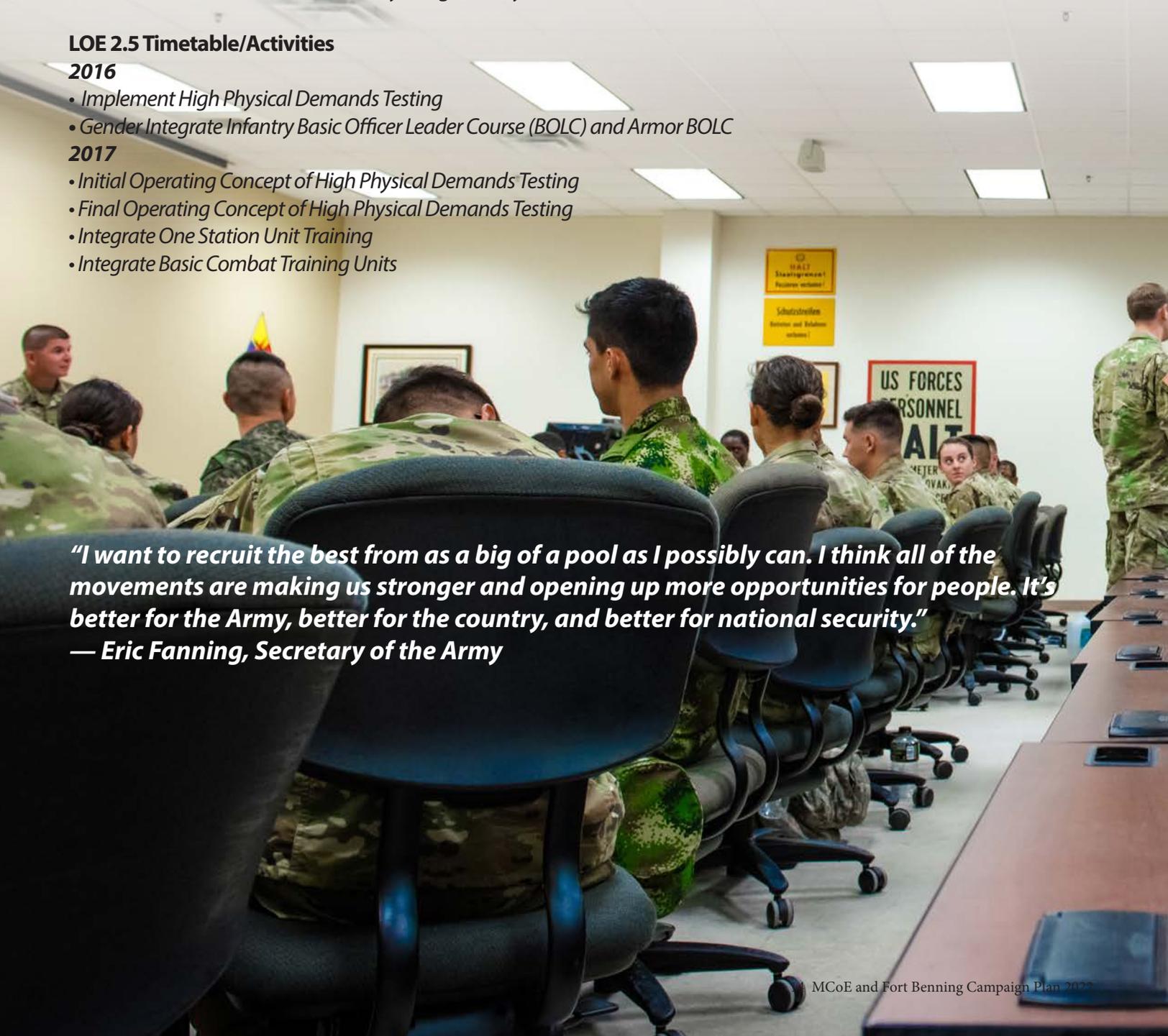
To build the best all-volunteer force of the future the Army must have access to the very best talent. Anyone who is able to meet operationally relevant, gender neutral standards must have the opportunity to serve in any position. The Army of the future requires mental agility, teamwork and resilience from all service members. Our most qualified Soldiers, regardless of gender, will continue to have the opportunity to serve in the Infantry and Armor branches. As we conduct a professional integration of these branches, our Maneuver Force's readiness will be maintained by a standards-based approach based on occupational rigor. Currently the MCoE is working with Training and Doctrine Command (TRADOC) and with the U.S. Army Research Institute of Environmental Medicine (USARIEM) to develop valid, accurate, and reliable physical performance tests to predict an applicant's ability to perform the critical, physically demanding tasks of previously gender restricted Military Occupational Specialties. The Army is managing the assignments of women through a 'leader first' approach; females will be able to serve as Infantry and Armor officers in designated brigade combat teams, followed by female enlisted Soldiers to ensure they are assigned to operational units with integrated female leadership. This program began at the MCoE with the first female officers reporting to Infantry and Armor Basic Officer Leader Courses. MCoE will continue expanding this effort and projects that all maneuver courses will be fully integrated by the end of 2017.

LOE 2.5 Timetable/Activities**2016**

- *Implement High Physical Demands Testing*
- *Gender Integrate Infantry Basic Officer Leader Course (BOLC) and Armor BOLC*

2017

- *Initial Operating Concept of High Physical Demands Testing*
- *Final Operating Concept of High Physical Demands Testing*
- *Integrate One Station Unit Training*
- *Integrate Basic Combat Training Units*



"I want to recruit the best from as a big of a pool as I possibly can. I think all of the movements are making us stronger and opening up more opportunities for people. It's better for the Army, better for the country, and better for national security."
— Eric Fanning, Secretary of the Army

LOE 2.6: Develop Doctrine (OPR: DOTD Assist: CDID, CMD Teams)

The MCoE, as the executive agent for Brigade Combat Team level and below doctrine, collective and weapons training strategies, will publish the doctrine that provides the operating force with the means to integrate each Warfighting Function into effective Combined Arms Operations. Maintaining currency and accuracy requires updating maneuver and weapon systems manuals to provide the Army authoritative doctrinal references for training across the range of military operations. The MCoE will lead the way in publishing doctrine across all formats, including standard print and living doctrine, to facilitate learner centric access at the point of need. Living doctrine in particular, will allow the force to continually update and adapt techniques, which will provide real time benefits for the Maneuver Force.

LOE 2.6 Timetable/Activities**2016**

- Publish first "Living Doctrine" pilot (ATP 3-21.8)

2017

- Complete revision of current Army Technique Publications
- Complete publication of gunnery Training Circulars
- Implement agile development process
- Assess living doctrine pilot with Operational Force and consider further revision

2018

- Begin revision of Infantry, Armor, Combined Arms, Gunnery and Weapons Field Manuals
- Submit requirements for full implementation of living doctrine

2019

- Establish capacity to develop all as living doctrine



Line of Effort #3: Soldier, Civilian & Family Readiness

Fort Benning has been a key training installation for a variety of Army functions since its establishment in 1918. Through its near century of service to our nation, Fort Benning has prepared countless numbers of Soldiers, NCOs, and Officers for service through Basic Combat Training, Professional Military Education and a variety of Functional Schools.

Today, the MCoE's mission is dual faceted. First, we must sustain the readiness of our current Maneuver Force by continuing to providing well-trained Soldiers and leaders. Second, we must innovate and implement new solutions to ensure the force of tomorrow is postured for success in the next war. We must therefore shape Fort Benning's human and physical terrain in a way that facilitates world class training, vibrant communities and long lasting infrastructure. To do so we have identified a number of key sub lines of effort: continue to make Fort Benning a safe environment to live, work and train; build a stronger network of on and off-post community services; ensure our Soldiers, DA civilians and their families are pursuing healthy life styles; and update our infrastructure to be postured to respond to the demands of tomorrow.

We know that at some point the Army will grow again. When it does, we want to make it clear that Fort Benning is postured to activate another Brigade Combat Team. We must, therefore, sustain Kelley Hill to be ready to receive a new Armored Brigade Combat Team at a moment's notice. Other investments in installation infrastructure must facilitate the same.

The Infantry commandant, working closely with the Garrison Commander, will lead the MCoE in this effort. Their leadership, as well as the support of the broader Fort Benning community, will ensure that our Soldiers, civilians and family members are empowered through personal resilience & readiness and postured to surge in crisis or war.

LOE 3.1: Safe Environment to Live, Work & Train (USAG CDR, CMD Teams)

Fort Benning's first responders enjoy a solid relationship with community partners and have mutual aid agreements that ensure quick and appropriate response to any incident or hazard. Going forward, Fort Benning will continue to build upon its reputation of safety and security. Our Soldiers must know that their loved ones are safe as they leave for training or deployments. For the installation itself, we will continue to pursue greater levels of sustainability in power consumption and energy independence. Not only is energy independence important to Fort Benning's and our Nation's security, but it also helps reduce cost in the day-to-day operation of all parts of the installation.

LOE 3.1 Timetable/Activities

2017

- *Develop & execute the Installation Sustainability Plan to meet all goals in accordance with Executive Order 13693*

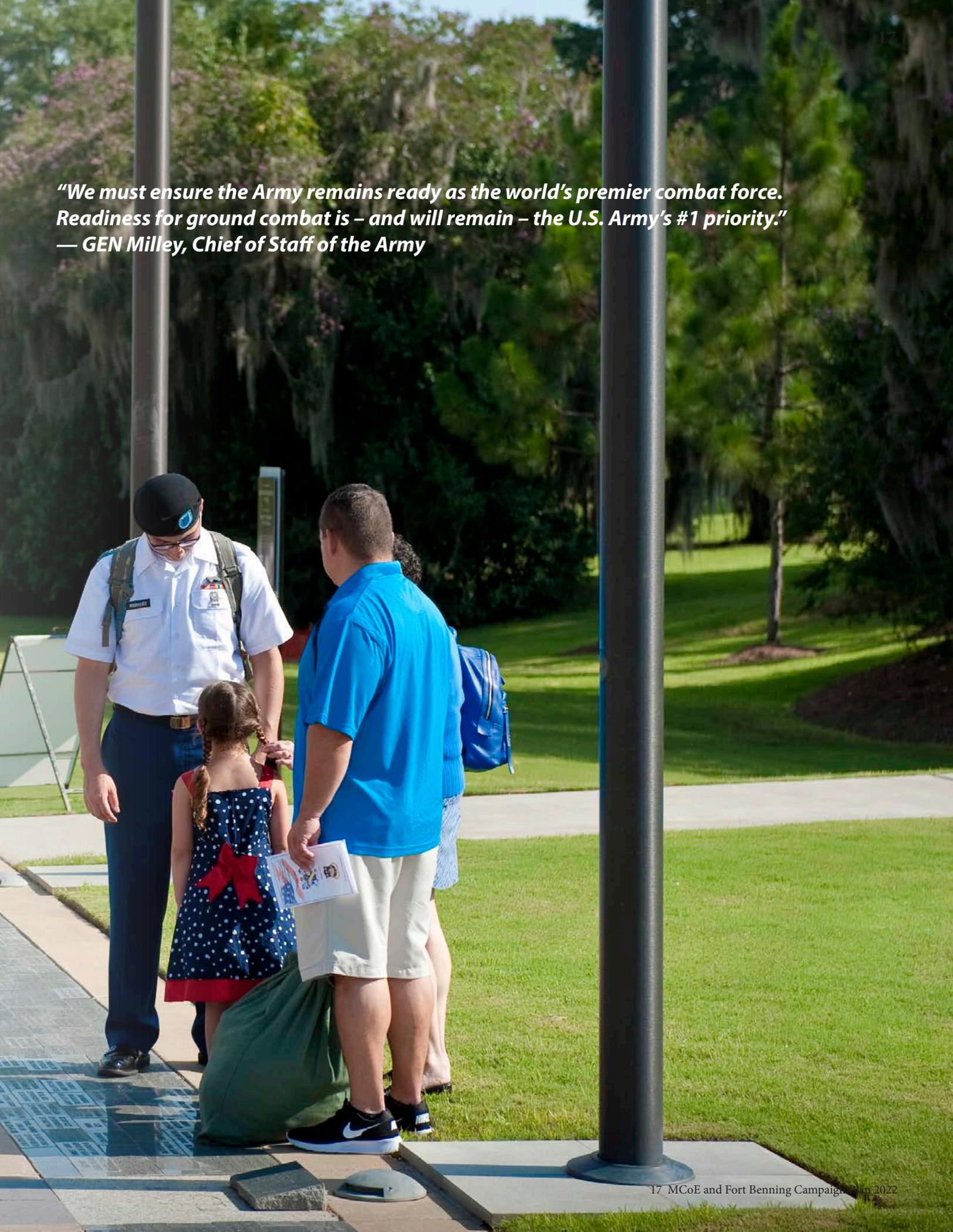
2018

- *Enable emergency services to meet all daily and contingency operations*

2021

- *Reconcile & implement Camp Merrill physical security measures*

***“We must ensure the Army remains ready as the world’s premier combat force. Readiness for ground combat is – and will remain – the U.S. Army’s #1 priority.”
— GEN Milley, Chief of Staff of the Army***



LOE 3.2: Community Services (USAG CDR, MACH CDR, CMD Teams)

The Fort Benning community extends beyond the gates of the installation. Not only are we physically nested with Columbus and Phenix City but many of our Soldiers and DA civilians live in these communities. The combination of the surrounding communities, as well as the one on post, form the foundation for our warfighters. This 3-part community will remain a focus as we seek to draw closer ties between each of its three components. Most immediately, we will ensure our on-post housing communities remain financially viable and available to our Soldiers by sustaining an occupancy rate of at least 88%.

LOE 3.2 Timetable/Activities**2017**

- *Identify and implement community collaboration initiatives with the surrounding communities*
- *Highlight the benefits of living on Fort Benning through the #BetteratBenning campaign*
- *Increase on-post housing occupancy to at least 88% to remain economically viable*

LOE 3.3: Health & Wellness (USAG CDR, CMD Teams, MACH CDR)

The Army's most valuable asset is its people. Therefore, to sustain readiness we will institute a variety of efforts that ensure our Soldiers and civilians are not only well cared for when medical treatment is required, but that they also have opportunities to pursue activities that support their physical, mental and emotional health. Brigade Health Promotion Teams will be an integral part of this effort as well as installation-wide plans that focus on how we, as a community, can exercise more and make wise dietary choices.

LOE 3.3 Timetable/Activities**2016**

- *Institute a quarterly Installation Prevention Team report to all brigade Health Promotion Teams*
- *Develop an MCoE High Risk Soldier Protocol to assist commanders' identification and intervention of high risk personnel*

2017

- *Establish and maintain Community Health Provider Council work group framework*
- *Institute an installation annual healthy lifestyle assessment focusing on exercise & dining options*
- *Create an Annual Fort Benning Health & Wellness Plan addressing the last year's top 5 high risk behaviors and brigade Health Promotion Team trends*
- *Implement the Army's Soldier For Life cycle actions for initial, career and transition phases*

2018

- *Increase medical readiness to 90%*



LOE 3.4: Installation Infrastructure (DPTMS, DOTD, CDID, G2, Garrison)

For our facilities to meet current and future demands we must optimize the spending of our limited resources. In an era of austerity it is imperative that we focus on the projects that increase our ability to complete our mission of providing the force with qualified Soldiers and adaptive leaders. To this end, we will continue to expand the Good Hope Maneuver Training Area, which will give Fort Benning the ability to expand mounted maneuver training, and replace the aging Lawson Army Airfield Control Tower. We will also assess the LOE 4 strategic long-term plan with Columbus and investigate mutual long-term strategic infrastructure opportunities.

LOE 3.4 Timetable/Activities**2016**

- Continue executing infrastructure planning objectives in accordance with the Installation Master Plan

2017

- Retain dual multi-purpose range complex functional capabilities
- Complete Good Hope Maneuver Training Area 1

2018

- Complete Good Hope Maneuver Training Areas 2-6

2019

- Replace the Lawson Army Airfield Control Tower and operate 24/5
- Increase Lawson Army Airfield MVA by the stationing of Aviation attack units
- Validate off-road maneuver capacity

2021

- Fort Benning best postured to receive up to and including an Armored Brigade Combat Team
- Reduce excess facility footprint by 25%

“We do know, the Army is going to grow someday and we want to be the ones they go to.”
— MG Wesley, Commanding General of the MCoE and Fort Benning



Line of Effort # 4: Community

The Army's greatest asset, its people, are directly supported by the families who entrusted them to the service of our nation. No matter what the future holds, we know that our Army will always need people to step forward and answer the call to serve. Therefore, our Army families must always be not only a consideration, but a priority. Seventy percent of Fort Benning's population lives outside the gates of the installation in one of the surrounding communities. Our focus on community then, must reflect this fact and consider the greater Fort Benning, Columbus, Phenix City and nearby counties as one. As a part of this focus, the MCoE will continue to build new and strengthen ongoing relationships with local organizations as well as regional partners. We will also seek to extend the sphere of influence to broader metropolitan areas such as Atlanta. Pursuant to this, we will firmly establish our continuing partnership with the Atlanta Falcons. Their partnership with Fort Benning affords both parties opportunities to learn from each other's years of fitness and leadership experience. It also provides our Soldiers with opportunities to be seen with and share the Fort Benning brand alongside athletic heroes. The Armor Commandant, working closely with the Special Assistant to the Commanding General, will lead the MCoE in this effort. It is under their leadership that the MCoE will continue to strengthen Fort Benning's ties with communities in our area.

LOE 4.1: Outreach(SACG, USAG CDR, Protocol, CMD Teams)

Fort Benning does not operate in a vacuum and we cannot afford to have the mindset that it does. We cannot allow the physical walls of this installation to inhibit our ability or desire to reach out into the surrounding communities. A mentality of isolationism will lead to a reality of isolationism and undermine all of our efforts to share our message and build our combined community. Therefore, we will continue to engage in various levels of civic partnerships beyond the walls of Fort Benning and utilize each of these tie as an avenue to share our message.

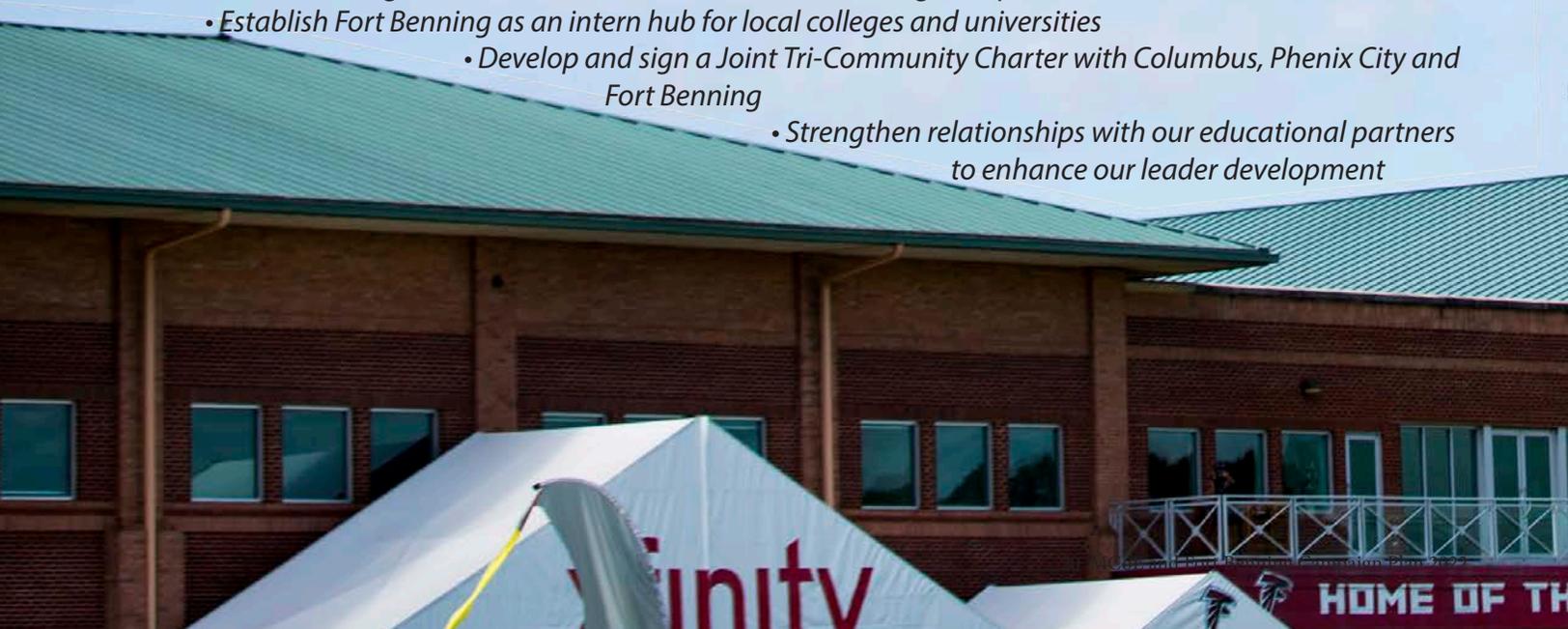
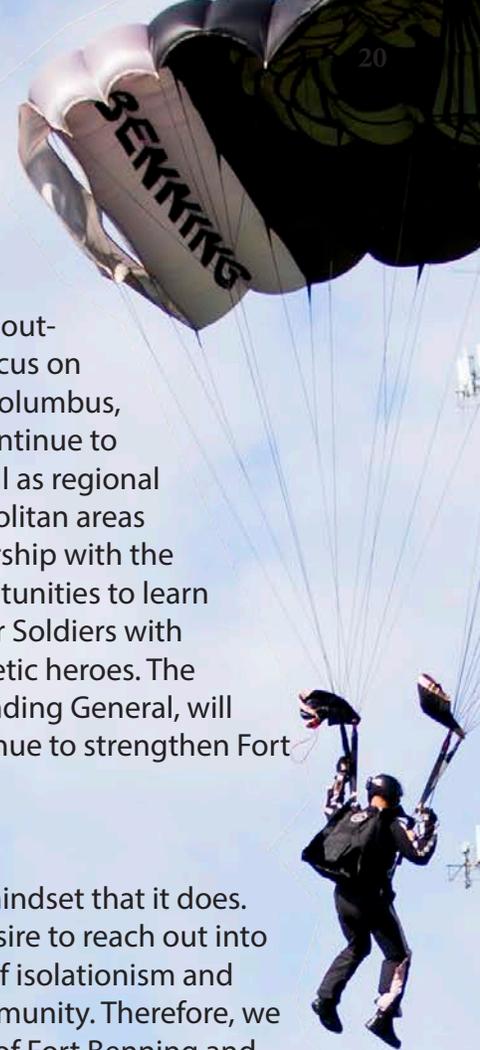
LOE 4.1 Timetable/Activities Through 2022

2016

- *Establish a Community Engagement Work Group with selected civic leaders to develop a community/Fort Benning Mutual Strategic Charter*
- *Sustain the formal Community Partnership Program*

2017

- *Develop a formal partnership with the Atlanta Falcons*
- *Establish a Fort Benning/Columbus Centennial Celebration Working Group*
 - *Establish Fort Benning as an intern hub for local colleges and universities*
 - *Develop and sign a Joint Tri-Community Charter with Columbus, Phenix City and Fort Benning*
 - *Strengthen relationships with our educational partners to enhance our leader development*



LOE 4.2 Strategic Messaging(CAG, SACG, PAO, Protocol, CMD Teams)

The Army has a long tradition of breaking down social barriers and leading the American public toward a culture of greater equality. The MCoE will build upon this tradition by presenting a unified, positive message in every interaction we have with the American public. We must capitalize on the time afforded to us in this inter-war period to shape the way Fort Benning is perceived regionally as well as the way the Army is perceived around the world. Doing so will not only ensure that our service members are supported as they train and deploy but also that following generations will be drawn toward military service.

LOE 4.2 Timetable/Activities**2017**

- *Submit articles to professional journals that highlight Fort Benning's initiatives*
- *Establish the strategic messaging communications plan*
- *Participate in the Georgia/Alabama delegations Base Realignment and Closure studies*
- *Develop Falcon Charter-like agreements with other major organizations in Georgia and Alabama to expand our Soldier for Life Program*

2018

- *Commemorate the 100-year anniversary of Fort Benning*

LOE 4.3: Branding (CAG, SACG, PAO, Protocol, CMD Teams)

Fort Benning's brand is deeply rooted in its century of service to our nation. As we pivot our focus to the next war we cannot forget this legacy, but rather build upon it and push the Fort Benning brand to be future-facing. Our brand is building the Maneuver Force of tomorrow and setting the standard for on-post communities. It is composed as well as transmitted by, each person who calls Fort Benning home.

LOE 4.3 Timetable/Activities**2017**

- *Refine the Fort Benning Brand*
- *Market the Fort Benning Brand*

2021

- *Assume responsibility for the National Infantry Museum*

"Every soldier out there is a strategic communicator..."
— CSM Dailey, Sergeant Major of the Army

Conclusion

Despite our continued involvement in conflicts around the world, our Army currently finds itself in between major wars and must capitalize on this time to prepare for the next war. This preparation requires more than just technological advances. It requires a re-affirmation and in some cases a re-evaluation of the ways in which we man, train, equip and care for our Soldiers. It also requires that we strengthen connections with the American public and honor the families that support their sons and daughters who step forward and volunteer to serve our nation.

While each of our Lines of Effort support these Army-wide points of emphasis, the responsibility of Maneuver Force modernization falls uniquely upon the Maneuver Center of Excellence. This campaign plan delineates the path that will ensure we fulfill our duty to current maneuver readiness while fulfilling our responsibility to posture the Maneuver Force of tomorrow for success in the next war. We must not forget this objective nor what is at stake, but rather take ownership of the task before us. We must prepare for the next war.



“Right now we are in the inter-war years. History tells us there will be another war; precedent tells us that. Now is the time for Fort Benning to drive the maneuver force to be postured for that future war.” — MG Wesley, Commanding General of the MCoE and Fort Benning



