



DEPARTMENT OF THE ARMY  
HEADQUARTERS UNITED STATES ARMY TRAINING AND DOCTRINE COMMAND  
102 MCNAIR DRIVE  
FORT MONROE VIRGINIA 23651-1047

REPLY TO  
ATTENTION OF

ATCS

10 MAY 2002

MEMORANDUM FOR Deputy Chief of Staff for Doctrine

SUBJECT: Tier I Homeland Security (HLS) Integrated Concept Team  
(ICT) Charter

1. The enclosed HLS ICT Charter is approved.
2. DCSDOC is directed to proceed with the concept development, as the executive agent, in accordance with the Charter and all other applicable regulatory instructions.

FOR THE COMMANDER:

A handwritten signature in cursive script that reads "Larry R. Jordan".

LARRY R. JORDAN  
Lieutenant General, U.S. Army  
Deputy Commanding General/  
Chief of Staff

Encl

CF: ICT Membership

TRADOC CHARTER

TIER 1

ARMY HOMELAND SECURITY  
INTEGRATED CONCEPT TEAM  
(ICT)

CHARTER

19 April 2002

# **ARMY HOMELAND SECURITY INTEGRATED CONCEPT TEAM (ICT) CHARTER**

**1. Originating Organization:** Homeland Security Directorate, Deputy Chief of Staff for Doctrine, HQ TRADOC, Fort Monroe VA.

**2. Title:** Tier I, Army Homeland Security Integrated Concept Team (ICT).

**3. Date of Request:** 19 April 2002.

## **4. References:**

a. Memorandum HQ TRADOC, ATCS, SUBJECT: Letter of Instruction - Maneuver Support Center (MANSCEN) Responsibilities as a Homeland Security Center of Excellence, 12 Feb 2002

b. TRADOC Pam 525-3, Objective Force Concept, Draft 18 Dec 01

c. TRADOC Pamphlet 71-9, Force Development Requirements Determination, Draft 16 Nov 01

d. TRADOC Pamphlet 525-5, Advanced Full Spectrum Operations, Draft Aug 01

e. TRADOC Pamphlet 525-66, Objective Force Capability (TBP)

f. FY 04-09 Defense Planning Guidance, Draft

g. Quadrennial Defense Review Report, 30 Sep 01

**5. Purpose:** The purpose of the HLS ICT is to develop the Army's Homeland Security Concept and refine/develop the associated Objective Force Capabilities (OFCs).

## **6. Scope:**

a. The HLS ICT will develop a Homeland Security Concept IAW the HQ TRADOC guidance in reference 4a. This is designated as a Tier I concept due to its high management interest and visibility. When approved by CG-TRADOC as a TRADOC 525-Series Pamphlet Subordinate Concept, it will serve as the Army's guide for Homeland Security initiatives across doctrine, training, leader development, organization, materiel, and soldier systems (DOTMLPF) for current and future forces. The concept will apply across Army components (Active, Reserve, Army National Guard) and will include input from external and civilian agencies. The ICT will focus on developing a Subordinate 525 Series concept

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which enables the TRADOC Pamphlet 525-3 Capstone Concept "Objective Force."

b. The concept will use the DOD-derived definitions for homeland security, homeland defense, and civil support, to include the operational measures of prepare, prevent, deter, preempt, defend, and respond. The concept will also nest with current and future Army and Joint HLS initiatives that are already under development. Critical to success is the creation of a new operational framework for the Objective Force that includes supporting Homeland Security operations.

### **7. Key Objectives:**

a. Develop the Homeland Security Concept document for the Army.

b. Apply the HLS Concept to developing Objective Force Capabilities.

c. Initiate DTLOMS Determination Analysis actions to determine possible solutions sets.

d. Develop a roadmap for Homeland Security technology thrust and DTLOMS activities.

e. Pursue DTLOMS initiatives as determined and required for ICT developments and transition to doctrine, training, and combat developers as required to achieve objective force capabilities.

### **8. Related Army Concepts, Joint concepts, and Operational Capabilities:**

a. The Army concept developed by this ICT will use the Draft TP 525-3-0 (Objective Force Concept), Draft TP 525-3-90 (Objective Force Unit of Action), Draft 525-3-100 (Objective Force Unit of Employment), Draft TP 525-3-14 (Army Space Operations), Draft TRADOC Pamphlet 525-91 (Theater Missile Defense, Oct 99), TRADOC Pamphlet 525-82 (Army National Missile Defense, Final Draft), Report by the Defense Science Board Task Force on Intelligence Needs for Homeland Defense dated January 2002, Army Vision 2010, and Joint Vision 2020.

b. The Army concept developed by this ICT will address Joint/Desired Operational Capabilities (DOC's) as a guide for development the Army ICT products.

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c. The Army concept developed by this ICT will use future products, as yet undefined, developed by HQDA and the Joint Staff.

d. The Army concept developed by this ICT will use applicable Future Operational Capabilities (FOCs) identified in TRADOC Pam 525-66, Future Operational Capability (Draft).

### **Objective Force Capabilities (OFCs):**

FLC-02-01: Responsiveness  
FLC-03-01: Deployability  
FLC-04-01: Maneuver  
FLC-04-03: Operations in Urban and Complex Terrain  
FLC-04-04: Maneuver Support  
FLC-04-05: Military Engineering  
FLC-04-06: Information Operations  
FLC-04-07: Command and Control  
FLC-04-09: Advanced Collection, Processing, Analysis, Management, and Sharing of Information  
FLC-04-18: Intelligence, Surveillance, and Reconnaissance / Target Acquisition (ISR / TA)  
FLC-06-01: Survivability and Force Protection  
FLC-08-01: Training and Leader Development

### **9. Products of the ICT will be:**

a. A Homeland Security Concept that addresses Homeland Security and defines which missions require specific Army preparation.

b. New Future Operational Capabilities (FOCs), if appropriate, that clearly addresses the Army's Homeland Security requirements in the preparation, prevention, deterrence, preemption, defense, and response to threats and aggressions directed towards U.S. territories, sovereignty, domestic population and infrastructure; as well as crisis management, consequence management, and other domestic civil support.

c. DTLOMS Requirement Analysis Report.

d. Integration Plan for the Army's Homeland Security technology thrust and acquisition decision.

e. Develop appropriate requirements documents as required.

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f. Develop recommendations for changes to Joint/DOCs as a result of the HLS ICT.

**10. Participants:** This ICT will consist of an executive agent, chairman, a vice-chairman, ICT process manager, dedicated core members, and on-call members from the organizations listed below. The participating and supporting organizations will designate members. Membership is by name. Once ICT members are designated by the participating organizations, individuals should not be changed, except for emergency or change of job assignment.

a. Executive Agent: DCSDOC, TRADOC, Fort Monroe VA.

b. Chairman: Director, Homeland Security Directorate, Fort Monroe, VA.

c. Vice-Chairman: MANSCEN, Deputy Director Homeland Security Office, Fort Leonard Wood, MO.

d. ICT Process Manager: Deputy Director, Homeland Security Directorate, Fort Monroe, VA.

e. ICT Working Group Product Team Leaders: One Team Leader for each Working Group Product Team

f. Dedicated Core Members:

(1) HQ TRADOC, DCSDOC: Executive Agent for the HLS Concept development.

(2) CAC: Responsible for combined arms oversight, to include information operations, force protection, and stability and support operations (SASO).

(3) MANSCEN:

(a) Provides member to serve as the Vice-Chairman of the Homeland Security ICT.

(b) Responsible for chemical, MP, and engineer oversight to the HLS concept.

(c) MANSCEN HLS Office integrates, coordinates, and synchronizes common HLS requirements for the Chemical, Engineer, and Military Police proponents.

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(d) MANSCEN maintains the Maneuver Support Battle Lab (MSBL) to validate concepts, ideas, and technologies as appropriate to their mission areas.

(4) CASCOM: Responsible for ordinance, quartermaster, transportation, and soldier support oversight.

(5) AMEDD: Responsible for medical oversight.

(6) USASOC: Responsible for SOF, to include civil affairs and psyop oversight.

(7) Intelligence School: Responsible for Intelligence support to Homeland Security.

(8) National Guard Bureau (NGB): Responsible for National Guard oversight.

(9) Office of the Chief, Army Reserves (OCAR): Responsible for USAR oversight.

g. Dedicated On-Call Core ICT Members:

TRADOC Schools and Centers not specified  
ADA  
ATSC  
FORSCOM  
Army G3  
Army War College  
Director of Military Support (DOMS)  
U.S. Army Corps of Engineers (USACE)  
SMDC  
MTMC  
Joint Forces Command

h. Staffing ICT Members:

HQ TRADOC DCSCD  
TRADOC DCDs as required

i. Other Information Sources:

Office of Homeland Security  
OSD  
Academia  
Joint Staff

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FEMA  
DOJ  
DOE  
Treasury Dept.  
DOT  
NDU  
Defense Threat Reduction Agency

## 11. Schedule:

a. The ICT Charter is due to DCG/Chief of Staff, CofS NLT: 26 April 2002.

b. The Army Homeland Security Concept final draft will be due to HQ, TRADOC NLT 30 September 2002.

**12. Joint Implications:** By its nature, the Army Homeland Security Concept will have implications among all the services. As such, the ICT may solicit information from the other services and joint commands.

## 13. Responsibilities:

a. The Executive Agent -

(1) Forming the ICT and sub-panels as required.

(2) Performing duties as Executive Agent for the Charter.

(3) Setting meeting dates and coordinating facility requirements.

(4) Establishing funding requirements for the ICT.

(5) Leading resolution of all Homeland Security issues from US Army perspective.

b. The ICT Chairman -

(1) Executive of the Charter

(2) Formation of the ICT including sub-panels.

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(3) Setting of meeting dates, Video Teleconferences (VTC's), In-Progress Reviews (IPRs), and internal product milestone.

(4) Ensure the ICT work environment fosters and atmosphere that encourages and promotes crossing organizational boundaries and free flow of dialogue.

(5) Establish funding requirements for conducting the ICT.

(6) Reports through DCSDOC to CG TRADOC.

(7) Lead the resolution of all Homeland Security related issues, from the US Army perspective, for Joint initiatives.

### **c. The ICT Vice-Chairman:**

(1) Assist the chairman in execution of his duties.

(2) Ensure the ICT work environment fosters an atmosphere that encourages and promotes crossing organizational boundaries and a free flow of dialogue.

(3) Report Working Group progress to ICT Chairman.

### **d. ICT Process Manager-**

(1) Day-to-day management of the ICT process.

(2) Recommending/announcing venues and meeting dates.

(3) Conduct/coordinating/administering ICT meetings.

(4) Documenting decisions in minutes and distributing minutes to the membership.

(5) Distribute read-ahead information prior, generally two weeks, to all meetings.

(6) Maintaining the ICT membership list.

(7) Monitor progress for Homeland Security participation in and function as HLS lead of working groups, as directed by ICT Chairman.

(8) Report Working Groups progress to ICT Co-Chairman.

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### e. ICT Sub-group Team Leaders:

(1) Serve as Team Leader for participation in and, if required, function as HLS Subgroup Lead of working group, as directed by ICT Chairman.

(2) Assure appropriate administrative actions are conducted.

(3) Facilitate workshop activities.

(4) Report Working Groups progress to ICT Co-Chairman.

### f. ICT Membership:

(1) Execution of all taskings that require research, writing, and briefing.

(2) Actively participate in the ICT by attending and supporting the ICT Meetings.

(3) Keep the chain of command informed of ICT progress as a condition of being empowered to act on behalf of their organizations.

(4) Identify potential good ideas/solutions across DTLOMS areas.

(5) Identify budget restraints necessary for participation in the ICT meetings of for completing ICT taskings to the subgroup Team Leader in a timely manner.

**14. Resource & support Summary:** TDY requirements for the ICT meetings will be the responsibility of the individual commands. However, the use of electronic staffing, VTC, and teleconferences will be maximized in order to minimize costs.

**15. Authorities:** Authorities for chartering this ICT will be through HQ TRADOC, DCSDOC to HQ TRADOC CofS for approval.

**16. Criteria for completion:** Completion of the ICT will be upon accomplishment of ICT Objectives and Products and terminates upon HQ TRADOC approval of ICT Objectives and ICT Products.

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**17. Chairman:** The chairman for the Army Homeland Security ICT is identified as COL Ronald Davis, DSN 680-4668, Commercial (757) 788-4668, davisrv@monroe.army.mil.

**18. Point of contact:** The points of contact for the Homeland Security ICT are listed below:

a. LTC Ted Martinell, DSN 680-4665, Commercial (757) 788-4665, martinet@monroe.army.mil.

b. Mr. Larry Heystek, DSN 680-4517, Commercial (757) 788-4517, heystekl@monroe.army.mil.