

## INFORMATION PAPER

## Contingency Program Management, Concept of Operations

**Purpose.** Provide information on the Contingency Program Management (CPM) Capability Based Assessment (CBA), Concept of Operations (CONOPS) in support of the Campaign-Level Unified Action.

**BLUF.** CPM will be the means to integrate DOD's interagency planning and synchronization efforts<sup>1</sup>. CPM describes potential best practices for awareness, engagement with, and integration of interagency and interorganizational stakeholder capabilities into joint operations. Those best practices include capabilities provided by or available to DOD from partners, as well as awareness of other stakeholder capabilities that together promote unified action and potentially reduces operational costs. The CPM CBA will determine and implement DOTMLPF-P solutions to achieve campaign-level unified action.

**Scope.** CPM proposes a comprehensive, programmatic approach whereby a Combatant Command (CCMD) systematically assesses, plans for and integrates Department of Defense, Whole of Government, Coalition, Host Nation, International Governmental Organization and Non-Governmental Organization capabilities to effectively acquire and efficiently deliver goods, services, and capabilities across all phases (0-V) resulting in unified action. CPM capitalizes on persistent activities conducted during steady-state (phase 0), where habitual relationships with and situational awareness of interorganizational partners are cultivated and inform operational planning.

CPM provides CCMD and JTF planners with a framework to evaluate, consider and incorporate the contributions and capabilities of interorganizational partner stakeholders to fill appropriate joint operational requirements before resorting to a U.S. Forces or DOD contract solution. The CPM framework provides a systematic process including: guiding principles, common operating precepts, course-of-action development options and engagement options built upon organizational, process and procedural changes that together deliver the potential to reduced operational costs, and reduce the footprint of U.S. forces while still achieving the desired operational outcome through unified action.

**Way Ahead.** Final signature of the CPM CBA will deliver a practical approach to institutionalize elements of the CPM framework across the near term (2016) and longer (2020 and beyond) timeframes. Plans are now in effect to operationalize the CPM framework in collaboration with USEUCOM to develop an initial operating capability within their J-9 Partnership Directorate. Practical application of CPM within USEUCOM and will inform follow-on CPM CBA Supporting Documentation, create an extant capability and ultimately lead to detailed DOTMLPF-P Change Recommendations that result in the institutionalization of CPM.

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<sup>1</sup> IW Working Group Chairman's Task #1, Date \_\_\_\_\_