

# 2025



## ★ MILITARY POLICE FORCE ★

# STRATEGIC PLAN



RECOGNIZED AS SOLDIER AND POLICE PROFESSIONALS







## MILITARY POLICE CORPS REGIMENTAL HISTORY




**The Military Police Corps** has a rich and illustrious history which extends far beyond its formal establishment on September 26, 1941. On 10 January 1776, General George Washington selected William Marony as his first Provost Marshal, his duties included maintaining the jail, supervising the guards, and serving as his executioner. The Regiment's traditions trace back to June 1, 1778 when, at Valley Forge, General Washington formed a special unit - a troop of light dragoons - Soldiers on horseback. General Washington believed the new Marechaussee Corps should "operate more in preventing than punishing crimes." Duties included patrolling the camp and surrounding areas; checking passes and papers in search of spies; arresting rioters, spies, drunkards, deserters, and stragglers; and ejecting merchants attempting to cheat the Soldiers. When the Continental Army was on the move, the Marechaussee Corps patrolled the roads to the rear and on the flanks, guarding against enemy encroachment, and safeguarded the baggage and supply trains.

During the Civil War, Soldiers of the Provost Corps, supported by the Veterans Reserve Corps, performed duties similar to Military Police of today. In the field, the Provost Corps duties included maintaining security for Division and Corps Headquarters, providing Soldiers to guard captured Confederates on their way to the rear, and providing security against Confederate guerrillas and raiders. Often the only law enforcement available to civilians after the Union Army arrived, it was vital the men be fair and honest in dealings with the local Civilian populace. The Veterans Reserve Corps supported the Provost Corps by performing other duties including guarding Union prison camps, providing details to arrest bounty jumpers, guarding railroads, and patrolling the Nation's Capital.

The roots for Army criminal investigation activities are also traced back to the Civil War, when Major General George McClellan commissioned Major Alan Pinkerton to create the first criminal investigation division. Army criminal investigation activities occurred in every war since; however, they were only formally codified on September 17, 1971 with the establishment of the U.S. Army Criminal Investigation Command as a major command. The CID Command is vested with command and control of all Army criminal investigation activities and resources worldwide. Major command status to the CID facilitates CID communications with all levels of the military and civilian governments while providing a centralized controlling authority over the Army's investigative resources and activities. The Commander of CID is directly responsible to the Chief of Staff of the Army and the Secretary of the Army.

In 1871, between the Civil War and the Spanish-American War, Congress approved the establishment of the United States Disciplinary Barracks (formerly the United States Military Prison at Fort Leavenworth). The original prison was once a quartermaster depot, supplying all military posts,



camps, and stations in the Indian Territory to the West. This Congressional act was the beginning of what today is called the Army Corrections System. The Army Corrections System has been the “center of correctional excellence” in the U.S. military for over 142 years, housing convicted service members in the armed forces, including maximum-custody inmates and those on death row.

On September 27, 1917 Major General Harry H. Bandholtz was named United States Army Provost Marshal General to General John J. Pershing’s American Expeditionary Force in France. He held this position until 1919. During this period he reorganized the Military Police Corps, established a Military Police School in Autun, France, and advocated a permanent Military Police Corps following the war. Major General Bandholtz is widely considered to be the “father” of our Military Police Corps.

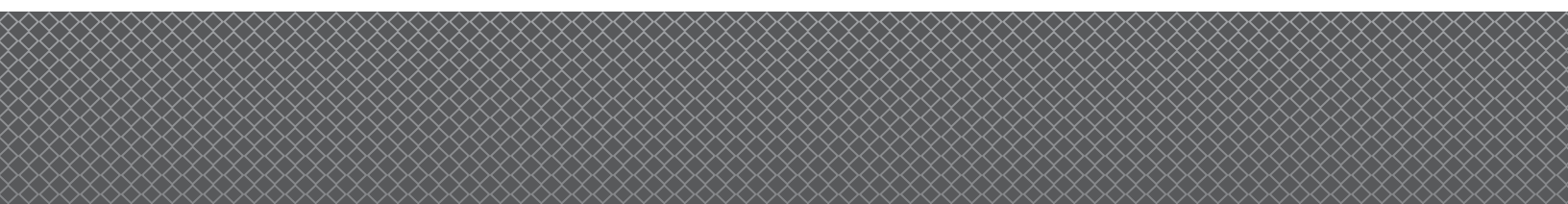
Military Police served with distinction in the Spanish-American War, WWI, WWII, the Korean conflict, and Vietnam. As a result of its distinguished service in Vietnam, the Military Police Corps was designated a combat support branch on 14 October 1968. Since Vietnam, the versatility of the Military Police Corps has made it a force multiplier for use in low-intensity conflicts and operations other than war in which our nation has been involved, such as Operations Urgent Fury in Grenada and Just Cause in Panama. During Operations Desert Shield and Storm, Military Police provided area security, conducted battlefield circulation control, and exercised custody over thousands of Iraqi prisoners of war. Since 1991, the Military Police have assisted in restoring hope to Somalia and upholding democracy in Haiti, maintaining order in war-torn Bosnia-Herzegovina, and conducting patrols, operating checkpoints, and conducting investigations in an effort to keep the peace in Kosovo.

The Military Police have played key roles in support to civil operations including the

enforcement of the U.S. Supreme Court ruling in *Brown v. Board of Education* that segregation in public schools was unconstitutional. In 1962 President Kennedy, ordered Military Police from the 503rd and 716th Military Police Battalions, to assist the U.S. Marshals, the U.S. Border Patrol and the federalized Mississippi National Guard to conduct riot control from students protesting the enrollment of James Meredith, a black US military veteran, at the University of Mississippi. Other notable civil operations include Olympic security support in Seoul Korea and support to the Virgin Islands in the aftermath of Hurricane Hugo.

After the terrorist attacks on 11 September 2001, Military Police Soldiers have been in constant action. Active, National Guard, Army Reserve, and Civilian investigative units mobilized to provide security and mobility support, police operations, assist in the development of ministerial capacity, reconstitute indigenous police forces, and on the battlefields of Iraq and Afghanistan, as well as guarding our Nation’s enemies at Guantanamo Bay, Cuba. The Military Police Corps has proven its versatility as a force multiplier both at war and during times of peace.

Active, National Guard, Reserve, and Civilian MP work together to prevent crime and continually develop professional skills through realistic training and experiential learning. Today’s Regiment is ideally suited to operate throughout the full spectrum of military conflict - simultaneously; providing area security, conducting battlefield circulation control, exercising custody over detainees, maintaining order, conducting patrols, operating checkpoints, conducting investigations, providing homeland defense, and providing defense support to civil authorities – all in an effort to keep the peace and uphold the rule of law. 🏆





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23 June 2016

## MEMORANDUM FOR THE TOTAL MILITARY POLICE FORCE

SUBJECT: Military Police Force 2025 Strategic Plan (STRATPLAN)

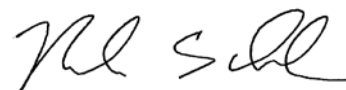
I am excited and enthusiastic to introduce the Military Police Force 2025 Strategic Plan to the field. This release of the STRATPLAN has been a collaborative, cooperative effort from all ranks and compositions across the Regiment. We took a wide view of the Military Police Corps to assess our current capabilities against our past experiences, anticipating future requirements for the Army. This document is derived from National Military Strategy, the Army Operating Concept, and the Army Campaign Plan. We scrutinized what the Military Police Force uniquely provides and focused on where the Army will need us in the future environment.

The Military Police Corps is a cohesive team, comprised of Soldiers and Civilians from the Active Army, the Army Reserve, and the Army National Guard, all united in our commitment to "assist, protect, and defend." In our shared vision of 2025, The Military Police Corps, recognized as Soldiers and Police Professionals, protects the total force, enables maneuver, and shapes the increasingly complex operational environment, with active engagement of people both home and abroad in order to uphold the Rule of Law.

In this STRATPLAN, we are forward thinking, anticipating needs and seeking to prepare our Regiment for the challenges ahead. We derive our three lines of effort from our vision statement – Ready and Professional MP, Protect the Total Force, and Shape the Security Environment – as we enable maneuver and preserve readiness for commanders. These lines of effort synchronize our internal activities and facilitate the achievement of our strategic vision.

The concepts presented here represent the future direction of the MP Corps. These ideas will be incorporated into our future planning and doctrine writing as we lead the MP Force into 2025.

It is an exciting time to be an MP. We will continue to build upon our core competencies of soldiering, policing, investigations, and corrections to enhance the professionalism of the total MP Force. Each Military Police Professional is empowered to take charge, lean forward, and prepare now for 2025. We have the opportunity now to shape the future by our own actions.



MARK S. INCH  
Major General, USA  
Provost Marshal General

# STRATEGIC PLANNING METHODOLOGY

This strategic plan establishes the direction for the MP Corps for 2025 and beyond. It is firmly anchored by our enduring mission and our vision. It provides rigor and focus on how we collectively describe, advocate, and articulate what we do, why we do it, for whom we do it, and what we must do in the future. The strategy is nested in the Army Campaign Plan, and is directly linked to our senior leaders' guidance and strategic vision. The Military Police Force Strategic Plan is strongly influenced by and aligned with the following key documents:

- National Security Strategy, February 2015
- National Military Strategy of the United States, June 2015, The United States Military's Contribution to National Security
- The 19th Chairman's Message to the Joint Force, 2 October 2015
- Secretary of the Army Top Priorities, October 2014
- The Army Vision, Strategic Advantage in a Complex World, 2015
- Army Strategic Planning Guidance 2014
- 39th Chief of Staff of the Army Initial Message to the Army
- The U.S. Army Operating Concept: Win in a Complex World, TRADOC Pamphlet 525-3-1, 7 October 2014
- Army Vision – Force 2025 White Paper, January 2014
- Army Campaign Plan, January 2014
- Army Warfighting Challenges, October 2015

The Military Police 2025 Strategic Plan is the third iteration of a strategic document, first developed in 2012, and continues with coordination amongst MP leaders throughout the organization, including active duty, Army National Guard, Army Reserve, and Civilians. This plan was updated by gaining inputs from key stakeholders through facilitated meetings, questionnaires, and the PMG Solarium. The contributions from these forums assisted the planning team in designing working groups and facilitating discussion of the Military Police Strategic Plan at the Senior Leader Forum in March 2016. The analysis focused on the status of current goals and objectives and whether they were still applicable to meeting the identified mission and vision.



## PLANNING ASSUMPTIONS

- Readiness is, and will continue to be, the Army's first priority. We must ensure the Army remains ready as the world's premier combat force. The principal role of Military Police is to enable the readiness and combat effectiveness of the Army.
- Military Police will continue to play a vital role in countering irregular, terrorist, criminal, and hybrid threats.
- The transnational nature of crime and terrorism will drive increased requirements for police interdependency, expertise, and interagency collaboration.
- Because of our policing, investigations, and corrections expertise, Military Police Reserve and National Guard forces will continue to be an integral part of future Military Police operations beyond the traditional installation law enforcement backfill.
- State governors will continue to view Army National Guard Military Police (Title 32 and State Active Duty) as their force of choice for Defense Support to Civil Authorities.
- Military Police will require enhanced detection, analysis, and assessment capabilities to support protection requirements driven by operational environments.
- Though the character of war will continue to evolve, the essential nature of war will not.







## THE STRATEGIC ENVIRONMENT

### OVERVIEW

**A series of powerful global trends continues to shape the current and future strategic environment: globalization and technological advances, population growth, increased demand for dwindling resources, urbanization, manmade and natural disasters, persistent regional conflict, empowered non-state actors, the proliferation of weapons of mass destruction, and failed states.<sup>1</sup>**

The lagging global economy will lead to diminished economic opportunities and drive an increase in global crime and criminality. Stagnating economies have already led our allies to seek economic savings through military reductions, further eroding their capability and capacity to conduct future coalition operations. This will cause our Army to continue to confront a series of complex, dynamic, and unanticipated challenges to both our national security and the collective security of our allies and partners. Our commitments in the future will be more frequent and continuous. Conflicts will arise unpredictably, vary in intensity and scope, and be less susceptible to traditional means of conflict resolution. There will be less willingness to conduct long-term stability operations; therefore, our focus will be on preventing conflict and building partner capability and capacity. This will be an even more difficult and complex task, with 90% of Army forces CONUS-based in the future. Concurrently, Soldiers and Civilians will respond to natural disasters and humanitarian emergencies in support of civil authorities both at home and abroad.<sup>2</sup>

## THE THREAT

The strategic environment is, and will remain, immensely complex. A variety of actors – friendly, malicious, threatening, and neutral – will interact, often in an uncoordinated manner, to produce complex environments across multiple potential operational environments.<sup>3</sup> Decline in global governance, shortfalls in state governance, proliferation of weapons of mass destruction, shifts in economic power, income inequality, economic interdependence, population growth, proliferation of information and communication technologies, urbanization, offensive cyber operations, competition over natural resources, and climate change are all conditions likely to have future implications across the strategic environment. The confluence of these conditions will manifest in uncertain security futures requiring concurrent decisive action operations as opposed to sequential, phased operations. During all phases of military operations, adversaries will continue to employ adaptive strategy – defined as taking the means provided to them in the strategic environment and using those means in conceptually enduring ways to achieve their ends – to act, react, and evolve with great speed and creativity.<sup>4</sup> The omnipresence of ever-evolving threat actors will require Military Police to execute the full range of policing operations within the strategic environment to apply pressure on threat networks while simultaneously preserving combat power. Regardless of environmental complexities, the ends that actors strive to achieve will be based on the timeless motivations of wealth, resources, political authority, influence, sovereignty, identity, and legitimacy.<sup>5</sup>

<sup>1</sup> 2012 Army Posture, The Nation's Force of Decisive Action, February 2012, p. 5.

<sup>2</sup> 2011 Army Posture Statement, March 2011, p. 11.

<sup>3</sup> 2012 Operational Environments to 2028: The Strategic Environment for Unified Land Operations, August 2012, p. 13.

<sup>4</sup> Ibid., p. 4.

<sup>5</sup> 2012 Operational Environments to 2028: The Strategic Environment for Unified Land Operations, August 2012, p. 32.

## CRIME'S EFFECT ON UNIFIED LAND OPERATIONS

Adversaries will seek to cooperate with and exploit the activities of criminal enterprises to acquire resources and damage the Joint Force. These criminal activities harm civilian populations, weaken developing security forces, destabilize governments, and threaten U.S. military sustainment operations in all environments. Sophisticated criminal organizations, such as transnational drug cartels or un-networked local criminals, can challenge security of Army installations and threaten U.S. forces, Family members, Civilian employees, equipment, and supplies. Criminal organizations will continue to leverage advancements in technology such as cyber capabilities and advanced military-grade weaponry to support their criminal enterprises and exploit the complex operational environment that are further exacerbated by the outsourcing of military operations.

Opponents will continue to attack U.S. interests and creatively employ military techniques and tactics to protect themselves from law enforcement and military forces as witnessed by drug cartels employing submarines to transport their drugs and their use of military-grade communications, night vision devices, and weapons to support their operations. We anticipate that this will only grow in scope and capability in the future. This degrades the Joint Force capabilities by requiring a redirection of resources.



## TRANSNATIONAL ORGANIZED CRIME

Criminal organizations are normally independent of nation-state control. However, large scale criminal organizations often extend beyond national boundaries to operate regionally or worldwide and frequently include a political influence component. Transnational organized crime (TOC) refers to those self-perpetuating associations of individuals who operate transnationally for the purpose of obtaining power, influence, monetary, and/or commercial gains, wholly or in part by illegal means, while protecting their activities through a pattern of corruption and/or violence, or while protecting their illegal activities through a transnational organizational structure and the exploitation of transnational commerce or communication mechanisms.<sup>6</sup>

## LOCALIZED INDIVIDUAL AND AFFILIATED CRIMINALS

As a critical component of the Joint Force, the Army employs land power throughout the range of military operations, from peacetime military engagement to major combat operations. Contact with violent and disruptive personnel, such as violent activists, local criminals, protestors, gangs, and computer hackers, will pose threats and hazards to the joint force, both at home and abroad. These adversaries may take advantage of technology and social media to coordinate their efforts and identify their targets. Some examples of localized and affiliated crimes:

**TERRORISM:** Individuals and affiliates home and abroad turn to unlawful violence or threat of unlawful violence to inculcate fear, intended to coerce or to intimidate governments or societies in the pursuit of goals that are generally political, religious, or ideological. Their activities may be funded by businesses they control or who are sympathetic to their cause.

### ENTREPRENEURIAL AND AFFILIATED CRIMES:

Localized criminals will turn to illegal narcotic and drug trafficking, weapon smuggling and sales, kidnapping for profit, and the theft of military equipment for black market sales.

### HATE CRIMES OR BIAS-MOTIVATED CRIMES:

Individuals or groups commit offenses (rape, assault, ethnic cleansing, bullying, and harassment) motivated by hatred against a victim based on his or her race,

religion, sexual orientation, handicap, ethnicity, or national origin are guilty of hate or bias-motivated crimes. These acts look to create fear and to control and destabilize a society or social group.

**INSIDER THREAT:** Anyone authorized access to an installation who is a threat to persons or entities may act as an insider threat. This includes uniformed personnel; current, former, or contract employees; and other civilians who meet this criterion. Insider threats may encompass threats of violence, violent actions, espionage, sabotage, or other criminal or noncriminal behaviors that may adversely affect good order and discipline.

**VIOLENT PROTESTS:** Supporters of violent activists may support their cause as independent actors or groups whose actions may disrupt or discredit joint operations and the local government.

**CONTRACT FRAUD:** Legitimate businesses, “front companies” for transnational criminal organizations, government officials and their representatives take advantage of the contracting process and U.S. high-volume demand for contracted logistics overseas to intentionally deceive the U.S. Government for personal gain or to damage joint operations.

**WHITE-COLLAR CRIME AND CORRUPTION:** Persons in positions of trust or power who engage in criminal behavior such as bribery, forgery, extortion, and embezzlement for illegal monetary gain are white-collar criminals. These types of criminal activities often support other criminal enterprises such as drug trafficking, money laundering, illegal weapon sales, and human trafficking for sexual exploitation.

**CYBERATTACKS:** Computer hackers conduct cyberattacks against the joint force and U.S. private- and public-sector organizations either to degrade our ability to conduct operations or to steal intellectual property and classified information for profit or to erode our national security capabilities.

Commanders maneuvering as part of the same task force and in the same country may find themselves operating simultaneously within a range of military operations. In addition to meeting adversaries in battle, units will regularly interact with the populace, multinational partners, civil authorities, local businesses, and civilian agencies.<sup>7</sup> This interaction will require



forces that are equally proficient in both combat and noncombat tasks with the added ability to close with and defeat an adversary as well as show restraint when the situation dictates.

By mutual agreement or when their interests coincide, criminal organizations may become affiliated with other actors (insurgents, individuals providing capabilities similar to a private army for hire). Insurgents or guerrillas controlling or operating in the same area as a criminal organization can provide security and protection to the criminal organization's activities in exchange for financial assistance, intelligence, arms and materiel, or general logistical support. Some criminals may form loosely affiliated organizations that have no true formal structure, operating as hierarchies, clans, networks, and cells. Nevertheless, even low-capability criminals sometimes impact events through opportunistic actions. Criminal violence degrades a social and political environment. As small criminal organizations expand their activities to compete with or support long-established criminal organizations, criminals may seek to neutralize or control political authority to improve their ability to operate successfully and discourage rival criminal enterprises.<sup>8</sup>

<sup>6</sup> White House, Strategy to Combat Transnational Organized Crime, July 2011.

<sup>7</sup> Field Manual 3-37.2, Antiterrorism, February 2011, p. 1-3.

<sup>8</sup> *Ibid.*, p. 2-3.





## CONCLUSION

Regardless of environmental complexities, the ends that actors strive to achieve will be based on the timeless motivations of: wealth, resources, political authority, influence, sovereignty, identity, and legitimacy.<sup>9</sup> The future strategic environment calls for a comprehensive range of activities to ensure that the future Military Police Force is properly led, trained, resourced, manned, and organized to serve as the expert professionals in both the military and policing aspects of our Force. These enduring qualities serve as key enablers for the joint force commander and aid in our support to freedom of maneuver, decisive action, promotion of the rule of law, and the ability to protect our Force and our families at home and abroad.

<sup>9</sup> 2012 Operational Environments to 2028: The Strategic Environment for Unified Land Operations, August 2012, p. 32.





## MILITARY POLICE OATH

I do hereby swear (or affirm) that I shall support and uphold the Constitution and the laws of the United States; that I shall endeavor to discharge my responsibilities as a United States Army Military Police law enforcement professional in accordance therewith; That I shall at all times seek diligently to assist, protect, and defend my fellow Soldiers, service members, Family members, and Civilians entrusted to my responsibility deterred neither by fear nor prejudice; and that I shall strive to be worth of the special trust reposed in me by my country, the United States Army, and the Military Police Regiment.

# MISSION

**Provide professional policing, investigations, corrections, and security support across the full range of military operations in order to enable protection and promote the rule of law.**

Our Military Police Regiment is composed of more than 50,000 active, guard, and reserve enlisted, warrant, and commissioned officers, along with thousands of Army Civilian Police Officers, special agents, and security and criminal intelligence professionals. We provide all policing, investigations, and corrections capabilities within the U.S. Army, serving a population of more than one million Soldiers, Civilians, contractors, and Family members worldwide. We are deployed globally, enabling the freedom of movement and maneuver necessary to meet mission objectives and provide security support with a focus on protection to populations, equipment, and facilities across the increasingly complex range of military

operations. Across the United States and around the world, wherever the Army operates, so, too, do Military Police. Military Police missions are not confined to installations, bases, and base camps, but are carried out as part of an expeditionary force during combat operations, humanitarian assistance and disaster relief efforts, and in support of the United States, its citizens, and its partners. The Soldiers and Civilians of the Military Police Corps are supported by the following primary organizations:

- Office of the Provost Marshal General (OPMG)
- U.S. Army Military Police School (USAMPS)
- U.S. Army Criminal Investigation Command (USACIDC)
- U.S. Army Corrections Command (ACC)
- Defense Forensics and Biometrics Agency (DFBA)



**On 20 March 2005, SSG Timothy Nein, squad leader, 4th Platoon, 617th MP Company (KYANG), 503rd MP Battalion, 18th MP Brigade, and his squad** were shadowing a supply convoy near the town of Salman Pak, Iraq when the supply convoy was ambushed by approximately fifty anti-Iraqi fighters. SSG Nein immediately led his squad to the sound of the gunfire. The squad's three HMMWVs rolled up on the right side of the convoy firing their M2 machine guns and Mk19 grenade launchers and drawing fire away from the convoy. They sped through the kill zone and moved to a side of the road, flanking the insurgents and cutting off their escape route. The three HMMWV provided a base of fire while SSG Nein and team leader, SGT Leigh Ann Hester, dismounted and assaulted the enemy trench line with M4s, grenades, and M203 grenade-

launcher rounds. The two NCOs cleared two trenches, during which SGT Hester killed three insurgents with her M4. When the fight was over, 27 insurgents were dead, six were wounded, and one was captured. They seized 22 AK-47s, 6x RPG launchers w/ 16 rockets, 13x RPK machine guns, 3x PKM machine guns, 40 hand grenades, 123 fully loaded 30-rd AK magazines, 52 empty mags, and 10 belts of 2500 rds of PK ammo. For their actions that day, 10 Soldiers received awards on 16 June 2005 at Camp Liberty, Iraq. SSG Timothy Nein received the Distinguished Service Cross; SGT Hester and SPC Jason Mike received the Silver Star; SPC Casey Cooper, SPC William Haynes II, and SPC Ashley Pullen received the Bronze Star w/ "V" device (SPC Cooper and SPC Haynes also received the Purple Heart); SGT Dustin Morris, SGT Joe Rivera, SPC Brian Mack and SPC Jesse Ordunez received the Army Commendation Medal with "V" device (SGT Rivera and SPC Mack also received the Purple Heart). SGT Hester was the first female Soldier since World War II to be awarded the Silver Star medal for her actions and the first female for direct combat action. A detailed account of the action on 20 March 2005 can be found at: [http://www.marshallarmyrotc.org/documents/PalmSundayAmbushReadAhead\\_000.pdf](http://www.marshallarmyrotc.org/documents/PalmSundayAmbushReadAhead_000.pdf)





## VISION

**The Military Police Corps, recognized as Soldiers and Police Professionals, protects the total force, enables maneuver, and shapes the increasingly complex operational environment with active engagement of people both home and abroad in order to uphold the rule of law.**

The Military Police Corps is a cohesive team, comprised of Soldiers and Civilians from the Active Army, the Army Reserve, and the Army National Guard, all united in our commitment to assist, protect, and defend. In our shared vision of 2025, we will be recognized universally, as Soldiers and Police Professionals. We achieve this by pursuing the industry standards of excellence for certification, credentialing, and accreditation to maintain our professional status. On and off the battlefield, MP provide commanders with capabilities that preserve readiness, effectiveness, and survivability by protecting the total force, including our mission partners and our communities. We enable maneuver by safeguarding populations, promoting

the rule of law, and protecting the force to consolidate gains and preserve freedom of action to enable joint combined arms operations. We collaborate with our unified action partners to develop security capacity to shape the increasingly complex operational environment of the 21st Century. MP dynamically develop a greater situational understanding of the operational environment through preventive policing and active engagement of people, both home and abroad. MP protect populations and consolidate gains by collaborating with law enforcement and host nation partners to uphold the rule of law. Foremost in our minds is that we are “of the troops and for the troops.”





## CORE VALUES

The Army Values serve as the fundamental building blocks that enable Soldiers to understand right from wrong in any situation. Living and displaying the Army Values characterize us as American Soldiers and what we stand for. In these values are the basis for the character and self-discipline that generate the will to succeed and the motivation to persevere even under the most challenging conditions.

As MP, our Army and Nation hold us to the highest standards of behavior as stewards of public trust with authority to apply force when lawfully justified. Every day, MP professionals decide and act against a range of threats, frequently with incomplete or inaccurate information, often in highly emotional and dynamic circumstances, and under pressure. Across the range of military operations, we protect combatants and noncombatants from unnecessary suffering and safeguard the fundamental human rights of civilians and detainees. Our core values guide and inspire us in our words and deeds. These values ensure that our personal and professional behavior is a model for all to follow and is the basis to generate trust with those whom we serve.

### These are the Army values:

**Loyalty** – Bear true faith and allegiance to the U.S. Constitution, the Army, your unit, and other Soldiers.

- We demonstrate loyalty by being committed to the mission, supporting our leaders, and standing up for Soldiers and Civilians.
- We prove our loyalty by keeping information imparted to us through the nature of our profession in complete confidence.

**Duty** – Fulfill your obligations; accomplish the mission as a team.

- We strive to be dedicated to enhancing safety and security while reducing the fear and incidence of crime.
- We endeavor to be experts in the performance of our soldiering, policing, investigations, and corrections duties.

**Respect** – Treat people with dignity as they should be treated.

- Our demonstrated professionalism and treatment of others will lead to our fellow MP, the Army, and the Nation to hold the MP Regiment in the highest regard.
- Demonstrating concern and empathy for victims of crime and treating violators of the law with fairness and dignity is a fundamental goal.

**Selfless service** – Put the welfare of the Nation, the Army and your subordinates before your own.

- We give our time, energy, and expertise to improve the lives of those we serve.
- Our personal investment in our profession is more than a 9-to-5 job.

**Honor** – Live up to Army values.

- We carry out, act, and live our values in everything we do, especially in enforcing the law and exercising discretion in the use of the power and authority entrusted to us.
- Our personal and professional behavior is a model for all to follow.

**Integrity** – Do what is right, legally and morally.

- We conduct ourselves in a manner that merits respect by all people, both on and off duty, at home and abroad.
- Honor and integrity go hand in hand, we demonstrate honest, ethical behavior in all of our efforts.

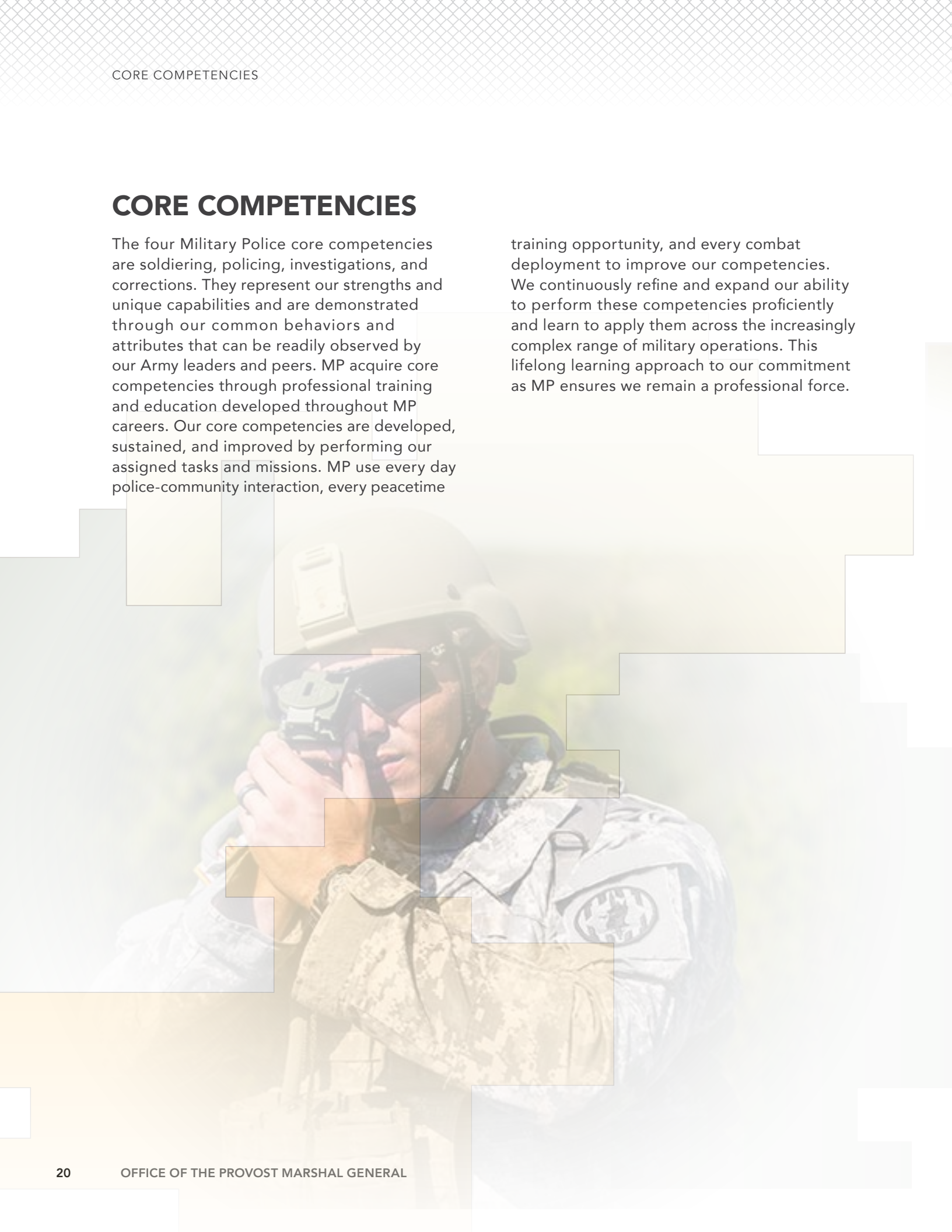
**Personal courage** – Face fear, danger or adversity (physical or moral).

- We recognize the inherent dangers of our profession and willingly place the safety of others above our own.
- We seek diligently to discover the truth, deterred neither by fear nor prejudice.

## CORE COMPETENCIES

The four Military Police core competencies are soldiering, policing, investigations, and corrections. They represent our strengths and unique capabilities and are demonstrated through our common behaviors and attributes that can be readily observed by our Army leaders and peers. MP acquire core competencies through professional training and education developed throughout MP careers. Our core competencies are developed, sustained, and improved by performing our assigned tasks and missions. MP use every day police-community interaction, every peacetime

training opportunity, and every combat deployment to improve our competencies. We continuously refine and expand our ability to perform these competencies proficiently and learn to apply them across the increasingly complex range of military operations. This lifelong learning approach to our commitment as MP ensures we remain a professional force.





## SOLDIERING

Military Police Soldiers are the Army's Warrior Police, fully supporting the Army mission to fight and win our Nation's wars. If called upon, the U.S. Army will win decisively and dominantly against our enemies. As Military Police Soldiers shoot, move, and communicate on the battlefield, we position ourselves to support commanders at all echelons for prompt, sustained land dominance across the full range of military operations. We will display unparalleled strength and endurance as we prevent conflict, shape outcomes, create multiple options for resolving conflict, and, when necessary, win decisively in combat. Our Regiment of Warrior Police fully embraces the Soldier's Creed and the Warrior Ethos in all we do.

Our MP Soldiers exist "of the troops and for the troops." We are proud volunteers trusted with the mission of protecting our formations and our communities both at home and abroad. Our dedication as Soldiers and our commitment to defense of the United States and the Constitution is an inherent part of each individual. MP Soldiers, at all levels, are empowered to think creatively and find solutions that rapidly exploit unforeseen opportunities. The MP Soldier possesses the

confidence, competence, and critical thinking skills necessary to respond to unexpected situations under austere and complex conditions. Our Soldiers, fully supported by our dedicated Civilians, form a cohesive team of Trusted Professionals that are capable of improving and thriving in the ambiguity and chaos of 2025 to uphold the rule of law.







## POLICING

The MP core competency of policing summarizes all the technical capabilities Military Police provide to enable commanders in maintaining safe and secure environments while preserving readiness and combat power, enhancing the Army's ability to consolidate operational gains to achieve sustainable security outcomes, and building partner capacity to shape the security environment. Our policing skills are improved through experiential training every day, both deployed and at home. This unique opportunity to exercise our technical capabilities under various operational conditions distinguish Military Police as playing a vital role in countering hybrid threats, reducing crime, establishing order, preserving readiness, and enforcing rule of law. No other force is as uniquely resourced, trained, and organized to provide policing capabilities in support of the Army and its joint partners. Policing has three components – maintaining civil order, preventing crime or threats, and enforcing the law – executed through active engagement with communities.

MP ability to *maintain order through voluntary civil compliance* is critical. In future operating environments, the Army will anticipate confronting more people and space than what it can directly control. MP assist commanders in achieving a community's compliance at the lowest possible force threshold. Voluntary compliance is more effective than coercing or purchasing compliance from a population and stems from public trust in the government and the police. MP build voluntary compliance through ethical and measured use of force to establish order, along with collaborative community approaches that enhance shared responsibility. This voluntary compliance assists the MP Corps in maintaining civil order within a population, where the population recognizes the government and its rules. At home, this can be civil compliance with local and federal laws and regulations. In a deployed environment, this can be assisting the host nation security forces with the local populace's compliance with their laws. Part of maintaining civil order is the noticeable absence of crime and threats.



Secondly, MP *prevent crime and other threats by identifying and, when possible, solving underlying problems and conditions* in the environment. Without intervention, underlying threat conditions will allow adversaries to evolve and MP enhance the Army's ability to prevent a threat's evolution into something more dangerous. Effective policing is absence of crime, not presence of police in dealing with it. Preventive policing is understanding the causes of environmental threats and influencing them before the risk arises or harm occurs. In the military context, commanders want to anticipate and prevent high-risk behaviors and crime before they occur. MP work with commanders and communities to reduce opportunities for crimes and threats, providing deterrence through police presence and response.

Thirdly, policing is *enforcing the law through professional discretion*. MP must enforce the law when the public has not been compliant and threats have not been fully prevented. Professional discretion enables

MP to evaluate behavior in context of the situation, while still operating within the borders of the law and meeting commanders' intent. Police discretion benefits the overall police function in support of the community goals because it is responsive to the needs of the environments in which police responsibilities function.

The three components of policing may occur simultaneously or in varying orders while the MP adapt their approaches and utilize different resources, based on the operational environment. Collectively, it is through the conduct of policing that allow Military Police to demonstrate their critical and inherent value to the Army beyond what other services and defense agencies deliver. Under deployed environments, MP conduct policing to establish or preserve civil security, civil control, and the rule of law with the host nation. Within the military community, our policing skillsets enable the commander's inherent responsibility to protect the force and preserve readiness.





## INVESTIGATIONS

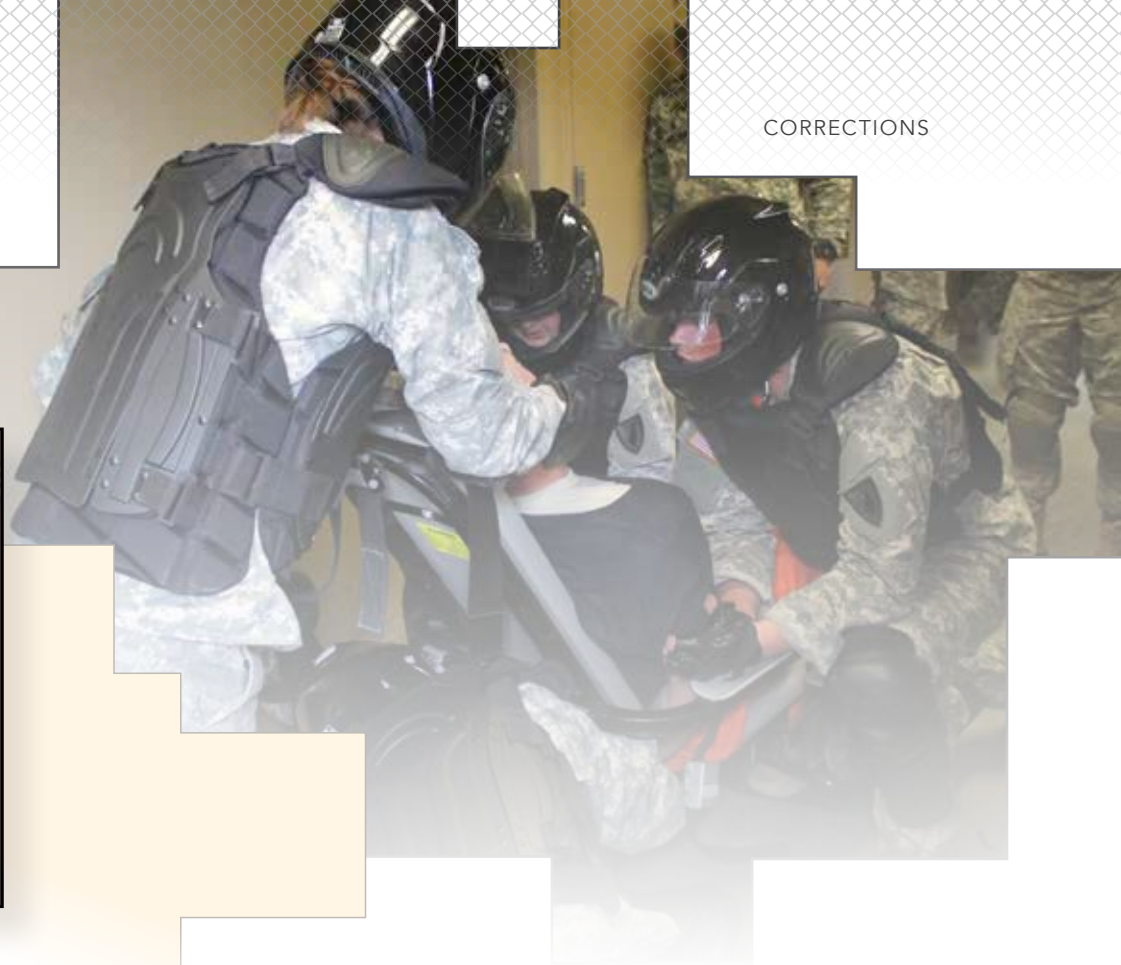
MP Soldiers and Civilians provide expertise to the Army for the conduct of criminal investigations. This expertise is employed in many forms, from the traffic accident and investigations common to our installations, to the complex procurement fraud and felony-level criminal investigations conducted by Criminal Investigation Division (CID) special agents worldwide. Investigative skills developed in garrison in the performance of law enforcement duties translate directly to the contingency operations environment.

For example, the Sensitive Site Exploitation (SSE) task is crime scene processing focused through the lens of austere, combat conditions. The evidence collected during SSE is available for expeditionary forensic and biometrics exploitation. The forensic analysis of the evidence collected supports the identification of threat actors for targeting in multiple forms, to include kinetic attack, detention, or potential prosecution under the rule of law. Investigative capability is an enabler that enhances decision-making, from tactical to strategic, in contingency environments.

Traditionally, the Army has focused investigative capability on war crimes, the prevention of profiteering and loss through theft in the supply lines, and the maintenance of good order and discipline. More recently, Army investigative capability has been employed to support detainee operations and prosecution by military commissions, host nation counter-corruption efforts and embedded with special operations forces to conduct SSE.

Moving forward, the Army must grow in its capacity to apply investigative skills to identifying and targeting criminal networks supporting and financing enemy forces, to address corruption by partner governments, and to ensure the integrity of the lines of supply when local or host nation contracting of services and transport are desired or required. In a smaller Army, we must continue to seek ways to expand the skill sets of our MP Force at the platoon, squad, and individual MP Soldier levels. To train as we fight, MP units must master the fundamental investigative skills of collecting and analyzing physical, digital, and testimonial evidence.





## CORRECTIONS

The MP Corps, through the Army Corrections System (ACS), administers the confinement of military prisoners for the purposes of deterrence, incapacitation, punishment, and rehabilitation, in accordance with DoD policy. Corrections is the broad term that refers to the incarceration of U.S. military prisoners. ACS provides safe, secure, and humane environments for the worldwide incarceration of military prisoners to protect society while simultaneously preparing applicable prisoners for their release. In concert with partners within and outside of the Army, the Corrections System provides focused treatment programs along with transitional vocational training services to rehabilitate military prisoners.

Detainee Operations encompasses the capture, initial detention and screening, transportation and protection, housing, transfer, and release of the wide range of persons who could be categorized as detainees. During the conduct of military operations, the potential requirement to detain individuals exists and therefore MP Professionals are expected to expertly lead and conduct these operations to ensure all detainees are treated humanely in accordance with U.S. law, the rule of law, law of war, applicable policy, and the Geneva

Conventions. Performance of detention operations serves as the foundation for the reestablishment of host nation correction systems. Conducting detainee operations in a complex security and joint/multi-national environment requires detention experts at all echelons of our Corps to provide unparalleled and unwavering support to leaders operating in Joint Operations Areas.

The accomplishment of the corrections mission generates corrections experts in the Army whom, when combined with core soldiering and unique interpersonal communication skills, are able to execute tailorable detainee operations during all phases of military operations.

## COMMITMENT

As MP professionals, we are committed in our service to the Nation. We are committed to perform our duties with discipline and to standards. We are committed to strive to successfully and ethically accomplish the mission despite adversity, obstacles, and challenges. We hold each other accountable to the character and competence standards of our profession.



MILITARY POLICE FORCE

# LINES OF EFFORT



## MISSION

PROVIDE PROFESSIONAL

POLICING,

INVESTIGATIONS,

CORRECTIONS, AND SECURITY

SUPPORT ACROSS THE FULL RANGE OF MILITARY

OPERATIONS IN ORDER TO ENABLE PROTECTION AND

PROMOTE THE RULE OF LAW.





## LOE 1 – Ready & Professional MP

**TRAINING & EDUCATION** Building competent and committed leaders of character

**PROFESSIONALIZATION** Achieving documented industry standards

**EVOLUTION** Evaluating competencies and capabilities

**POLICE STANDARDIZATION** Projecting the visible MP brand

**BROADENING OPPORTUNITIES** Enhancing capabilities and partnerships

## LOE 2 – Protect the Total Force

**POLICING STRATEGY** Executing the MP Preventive Policing Model (MP3M)

**CORRECTIONS** Providing humane care, custody, and rehabilitation

**ANTITERRORISM** Preventing terrorist threats as the first line of defense

**PHYSICAL SECURITY** Securing installations to ensure force readiness

## LOE 3 – Shape the Security Environment

**ENABLE MANEUVER** Preserving the Joint Force’s freedom of action

**CRIMINT CAPABILITY** Understanding to defeat criminal effects

**FORENSICS & BIOMETRICS** Determining who they are and what they have done

**PARTNER CAPACITY** Promoting the rule of law and enhancing interoperability

**COLLABORATION** Sharing information for situational awareness

## VISION

THE MILITARY POLICE CORPS, RECOGNIZED AS **SOLDIERS AND POLICE PROFESSIONALS, PROTECTS THE TOTAL FORCE, ENABLES MANEUVER, AND SHAPES THE INCREASINGLY COMPLEX OPERATIONAL ENVIRONMENT, WITH ACTIVE ENGAGEMENT OF PEOPLE BOTH HOME AND ABROAD IN ORDER TO UPHOLD THE RULE OF LAW.**

## LINES OF EFFORT

The lines of effort provide a thematic structure and focus efforts when implementing the strategic plan. Supported by fourteen objectives, the three lines of effort synchronize our internal activities and facilitate the achievement of our strategic vision.

### **Line of Effort 1 – READY AND PROFESSIONAL MP**

Our Military Police force will achieve and maintain a constant level of readiness to deter and defeat our nation's enemies. We will be universally recognized for our professional competencies in every skill set, and our education and leader development specifically develops intellectual and experiential capacity. Recognition of the Military Police conveys the readiness of our force to assist, protect, and defend with consistent, quality police support.

### **Line of Effort 2 – PROTECT THE TOTAL FORCE**

MP are the United States Army's first line in safeguarding the total force, both in garrison and deployed environments. Protection safeguards the force, personnel, systems, and physical assets of the United States and unified action partners. MP preserve the force and mitigate effects of threats and hazards so commanders can fulfill their primary mission and apply maximum combat power.

### **Line of Effort 3 – SHAPE THE SECURITY ENVIRONMENT**

Our unique MP capabilities and skill sets allow us to shape and influence security environments, enabling commanders to better engage key actors and consolidate gains. The knowledge and access gained from criminal intelligence, forensics, and biometrics is a force multiplier when shared with commanders to influence their understanding of the security environment. Military Police partnering capacity promotes the rule of law and builds the capacity and capability of our partners to achieve sustainable security outcomes.







## Line of Effort 1 – READY AND PROFESSIONAL MP

TRAINING & EDUCATION *Building competent and committed leaders of character*

Training and Education focuses on improving the individual through training, education, and experience based on the concepts of Army Leader Development and the Army Profession. Leader Development must build the next generation of competent and committed leaders of character who will evolve and thrive. We will train, educate, and provide experiences to develop Soldiers and leaders to prevail in Unified Land Operations using Mission Command. The Army Profession encompasses a unique vocation of experts in the effective and ethical application of land power. It reinforces an ethos of trust that supports honorable service, military expertise, stewardship, and esprit de corps. Supporting components include:

- *Intellectual optimization* - Build innovative and individualized learning programs to equip MP Professionals with the intellectual diversity and capacity to succeed.
- *Social intelligence* - Develop trusted MP Professionals as effective team members who are agile, adapt to diverse cultures, communicate effectively, and build relationships.
- *Decision-making* - Improve the decision-making ability and ethical conduct of MP leaders through learning programs that challenge them in complex operational and ethical situations.
- *Talent management* - Recruit, assess, develop, and manage MP leaders throughout their careers, with increased focus on individual competencies and attributes, to build effective teams and meet Army needs. MP professionals will be well versed in the full spectrum of military police competencies in order to lead our forces (service or joint) and advise senior leadership of the full power of MP capabilities.
- *Education* - Increase educational effectiveness and agility through academic rigor and relevance, faculty development, accreditation, credentialing, and access to relevant civilian degree programs to prepare MP leaders to succeed regardless of situations and conditions.





## PROFESSIONALISM *Achieving documented industry standards*

Military Police Soldiers and Civilians provide a unique service to our communities through the ethical enforcement of laws and responsible application of force. This tremendous responsibility obligates our force to proactively pursue opportunities to professionalize and improve our expert knowledge. We will leverage accreditations and certifications as a means to achieving increased professionalism within the MP organization. Moreover, attaining industry best standards in accreditation and certification will promote public trust, enhance interoperability with our interagency and intergovernmental partners, and instill a culture of life-long learning. Additionally, by pursuing policing related industry standards we will provide our MP Soldiers with technical skills that have direct application for potential civilian employment and supports the Soldier For Life Program.

- *Certification.* Certification standardizes training requirements and promotes interoperability. A certification is an official document that provides proof of an individual's professional reliability, educational, or training achievements and recognition of one's ability to perform a specific function. Under this description, a certification can be awarded both internally within the MP enterprise (e.g. law enforcement certification via Department of Defense Peace Officer Standards and Training (DoD POST)) or externally by an independent third party (e.g. American Correctional Association). By 2025, we will seek to certify each of our technical skillsets.
- *Accreditation.* We will enhance the professionalism of our organizations by establishing an accreditation process based on industry standards. For our purposes, accreditation is defined as an official recognition awarded by an independent, third party body of subject matter expert (SME) peers within a related field. We will strive to have all our technical organizations officially recognized through accreditation and validated by industry standards in policy and procedures. To this end, accreditation will further our vision of being recognized as Soldiers and Police Professionals with skillsets only available within our Regiment.
- *Credentials.* Credentials will be issued and recorded to identify our MP Soldiers and Civilians as

recognizable professionals who have achieved industry standards of certification. In this case, a credential is an internally issued official document that authorizes a person's position, authority, or status. By 2025, our MP force will update, codify in policy, and resource MP credentials with a photo identification and a badge. These credentials will come with strict training requirements, individual reliability standards, continuing education guidelines, and detailed command oversight to promote professionalism throughout the force.

Operationalizing the accreditation, certification, and credentials objective at the MP brigade and installation Directorate of Emergency Services (DES) level can be achieved through a variety of initiatives. Organizations may proactively align internal policies and procedures with industry standards that lead to an accreditation within their skillset. Additionally, organizations will allocate resources and adjust training for large groups to attain certification as applicable. Leaders must promote an organizational culture that views certification, credentials, and accreditations as an avenue toward increased professionalism and competency as Police Professionals.

## EVOLUTION *Evaluating competencies and capabilities*

Evolution is the continuous development of the Military Police Corps to support changing Army needs and constraints. The MP Corps continuously evaluates internal and external competencies and capabilities against rapidly changing environments to measure its ability to adapt, integrate, and reconfigure. The unpredictability of future threats, warfighter requirements, fiscal constraints, and garrison environments necessitates MP leaders to define, shape and measure policing capabilities essential to future mission success.

This objective is operationalized at the brigade level through proactive leader engagement not less than annually. Through structured dialogue with institutional stakeholders (including OPMG, USAMPS, IMCOM, and Army Service Component Commands (ASCC) provost marshals), brigades communicate their unique perspectives on opportunities and risks associated with leader development, equipment, and capability gaps. This collaborative approach ensures a total Army approach to developing policing solutions, allowing the MP Corps to continue to evolve to meet future challenges.





**POLICE STANDARDIZATION** *Projecting the visible MP brand*

One of the foundations of a truly professional force is standardization. Our MP and Civilians must be trained and equipped with the proper police capabilities and systems regardless of the theater or installation. In most cases, this will result in a uniformed type and appearance of all specialty equipment. The immediate benefits of standardization will reduce procurement costs; decrease training requirements, while promoting interoperability and user proficiency. These advantages work collectively to increase organizational efficiencies across the MP enterprise. To accomplish this endeavor, we will identify best practices across the policing community such as the National Institute for Standards and Technology, the International Association for Chiefs of Police, and other industry partners for equipment, technology, and terminology. This collaboration will assist our efforts to recognize innovative trends, understand lessons learned, and justify additional procurement requests. We will codify in policy the standardized MP brand and deliver a consistent message of professionalism both internal to the MP force and to our joint partners.

Our MP brigade and installation DES level organizations operationalize the standardization objective through a variety of means to include, but not limited to, ensuring emerging industry related best practices are benchmarked and shared throughout the MP enterprise, maintaining a pulse on key MP strategic messaging themes, and by becoming an advocate of the MP brand at the installation or theater level.



## BROADENING OPPORTUNITIES *Enhancing capabilities and partnerships*

Broadening is the purposeful expansion of a Leader's capabilities and understanding provided through opportunities internal and external to the Army throughout their career, gained through experiences and/or education in different organizational cultures and environments resulting in a Leader who can operate up to and including the strategic level in multiple environments.

Broadening experiences will enable the Military Police Corps to gain an in-depth understanding of the capabilities, missions, procedures, and requirements of Federal agencies and other organizations both inside and outside of the Department of Defense. Broadening will give us the capability to successfully interact at the human level with Soldiers, but also with joint, intergovernmental, and multinational (JIM) partners. This objective will produce a steady flow of talented, agile leaders who are proficient in leadership and functional competencies across the operational themes. The result of broadening is a continuum of leadership capability at direct, operational, and strategic levels, which bridges diverse environments and organizational cultures. Additionally, it will help in the conduct of stability operations, disaster response, and humanitarian assistance by building relationships between the MP Corps and other partner agencies. Broadening will improve the nation's overall security-related capabilities through the synchronization of common missions, cohesiveness, and unity of effort with Army and interagency players. It will expand the MP Corps' ability to interact and leverage the capabilities of various agencies through understanding their cultures and development of working relationships. The MP Corps will capitalize on our gains from broadening assignments through communication and appropriate application in the field.

Unit level leaders will support opportunities for broadening, and will employ individuals in accordance with their experiences to best benefit the MP Corps and the Army. This requires programs that employ military and civilian education, leverage assignments



in operational and generating force units, and self-development activities that are wide ranging. Opportunities must continue to change in response to the Army's emerging missions, evolving structure and professional culture. Units must seek out those opportunities that will build upon our currently growing initiatives.







## Line of Effort 2 – PROTECT THE TOTAL FORCE

### POLICING STRATEGY *Executing the MP Preventive Policing Model (MP3M)*

The MP3M (see ANNEX B) will serve as the foundation for all policing operations and guide decision making efforts for our MP both on the installation and in a deployed environment. This model seeks to reduce the emphasis placed on reacting to crime and instead promotes a proactive problem solving approach to addressing issues involving public safety. Specifically, MP3M assists commanders in identifying the immediate underlying conditions contributing to degradation in public safety and readiness. Moreover, MP3M encourages innovative solutions to detect, deter, mitigate, and prevent threats and crime before it occurs.

Through the MP3M, MP build equity in the community and enable commanders by reducing crime conducive conditions, preserving readiness of the force, identifying emerging trends, and creating holistic solutions. This model guides the MP Corps into 2025 and provides a comprehensive commitment to a policing philosophy – an enabling force for training, resourcing, equipping, and building partnerships in both garrison and deployed environments. In application, MP3M is an approach to policing. This philosophy drives training and operations. It

incorporates concepts from several different civilian models of policing. While neither prescriptive nor restrictive, it is empowering to develop creative solutions, while ensuring that all installations are maintaining a common operating picture.

### CORRECTIONS *Providing humane care, custody, and rehabilitation*

The MP Corps will continue to lead the DoD in pursuit of a Joint Corrections capability to synchronize processes and gain operational and policy related efficiencies. The MP Corps will consistently demonstrate to the world that its humane care, custody, and rehabilitative treatment of prisoners are beyond reproach. U.S. Military Prisoners will continue to receive world-class care and custody while the MP Corps strives to develop innovative rehabilitative programs aimed to reduce recidivism and improve safety and security. ACC will spearhead efforts to ensure the Army's Corrections/ Detention experts are always proficient in their core corrections competencies.

The MP Corps will ensure absolute security, custody, and control of prisoners in our facilities to established DoD and Army Regulations, as well as American Correctional Association (ACA) standards. We engage in professional collaboration with civilian corrections counterparts and



stay current with administration initiatives and legislative requirements. We provide quality rehabilitation programs and services commensurate with the mission of each ACS facility. The experiential learning allows our Soldiers to achieve operational adaptability across the full spectrum of operations, leveraging the corrections skill-set in our trained and professional units, leaders, and individual Soldiers.

### **ANTITERRORISM** *Preventing terrorist threats as the first line of defense*

Antiterrorism (AT) is an integral part of Army efforts to defeat terrorism, and Military Police implement AT programs throughout the Corps. AT consists of defensive measures that are used to reduce the vulnerability of individuals and property to terrorist acts, including limited response and containment by local military and civilian forces. MP consider AT during all military operations, understanding that terrorists can target Army elements at any time and in any location. By effectively preventing and, if necessary, responding to terrorist attacks, MP help to protect all activities and people so that Army missions can proceed unimpeded. While AT is neither a discrete task nor the sole responsibility of the MP Corps, AT is integrated into all MP operations and considered at all times. MP build AT awareness into every mission, every Soldier, every leader, and the entire military community.

Military Police units fully operationalize AT measures by executing a comprehensive AT program that identifies, deters, defeats, or mitigates an all hazards threat. The independent nature of policing develops leadership and problem solving skills uniquely suited to the vigilance that AT requires.

### **PHYSICAL SECURITY** *Securing installations to ensure force readiness*

Military Police direct Army Physical Security Programs to protect installations, facilities, and assets across The Total Force. Physical Security supports Army Command (ACOM), Direct Reporting Unit (DRU), and ASCC installation security, AT, and insider threat missions. The physical security program provides the physical protective means to secure warfighter assets essential to mission readiness. The program funds Army procurement of automation for access control, installation access control point and perimeter modernization and lifecycle

replacement of intrusion detection systems to safeguard arms, ammunition, and explosives (AAE), and chemical, nuclear, biohazard material, information, and other critical assets. Physical security Research Development Test and Evaluation efforts are critical to develop and employ future protection capabilities that incorporate biometrics, IT-based architectures, and criminal intelligence.

MP Soldiers and Civilian physical security specialists are trained and certified experts to manage physical security programs and conduct operational unit and generation force inspections and surveys. MP train and oversee security forces (including contract, Civilian and Unit Mission Tasking Soldiers) performing access control under garrison and operational conditions. Physical Security Programs, as part of provost marshal operations, control access to installations so that all visitors are initially vetted against authoritative databases, including National Crime Information Center Interstate Identification Index (NCIC III) and Terrorist Screening Database (TSDB). Physical Security Programs employ automation to enable Army installations to connect to enterprise architectures to continuously vet all personnel entering installations against government databases and share threat and access control information.





### Line of Effort 3 – SHAPE THE SECURITY ENVIRONMENT

**ENABLE MANEUVER** *Preserving the joint force's freedom of action*

Military Police forces must organize for purpose, provide technical experts and capabilities that enable maneuver forces. This requires an understanding of the threat, the operational environment, and the significant challenges that pose threats across the range of future military operations. MP forces, along with other maneuver support forces, must integrate with joint combined arms maneuver teams to provide capabilities to enhance the Army's ability to control terrain, secure populations, consolidate gains, and defeat enemy organizations, preserving the joint force's freedom of action.

Our unique policing, detention, security, and mobility support capabilities will become increasingly important in future operations. Our unique capabilities are ideally suited in environments where the threat has criminal elements and struggles against adversaries who fight amongst the populations. MP Commanders and leaders must be capable of integrating MP capabilities in support of joint combined arms maneuver and wide area security operations regardless of the operating environment or phase of an operation. At home stations, commanders will require MP to perform their unique technical

capabilities to maintain safe and secure environments. This will enable commanders to protect and generate combat power during training, deployment, and redeployment efforts that are associated with Army Sustainable Readiness requirements in support of unified land operations.

We must deliver technical experts in policing, investigations, and corrections capable of providing support that upholds the rule of law, enables the freedom of action, protects populations and resources, and preserves the force in support of unified land operations. We will enable future Army forces to win in a complex world through the execution of our complementary and reinforcing technical capabilities and tactical tasks that are grouped together to form the MP disciplines.

- *Police operations.* MP conduct police operations to establish and maintain civil security and civil control, enable the rule of law, and neutralize enemy organizations and criminal networks and activities. Future MP forces support and develop strategies to maintain order and enforce the rule of law across the range of military operations. Police operations include law enforcement, use of Military Working





Dogs (MWD), traffic management and enforcement, criminal investigations, host nation police training and support, police engagement, forensics and biometrics, and U.S. customs support. Future forces will counter hybrid threats by providing expert knowledge in policing and investigative techniques, police intelligence capabilities, and human aspects of military operations. Military Police will use the Preventive Policing Model and policing techniques, capabilities, and technologies to prevent, reduce, and control crime, disorder and the fear of crime, in order to help maintain readiness, and to counter hybrid threats. Future MP forces also provide criminal investigation support to Army cyberspace operations.

- *Detention operations.* MP conduct detention operations to shelter, sustain, guard, protect, and document populations or groups (detainees and U.S. military prisoners) caused by military or civil conflict or criminal prosecution. Detention operations occur in every operational environment, where intelligence, forensics, and biometrics gathered inform commanders at all levels. MP enable maneuver by reducing the detainee impact on maneuver forces, controlling and protecting U.S. military prisoners and detainees, supporting the rule of law, building partner capacity efforts, and ensuring commanders retain freedom of action to accomplish the mission. Future MP units perform detention operations to preserve the combat effectiveness of units that capture detainees by taking responsibility for securing and caring for detainees as far forward as the situation allows. MP units conduct host nation corrections training and support, as needed, during stability operations.

Advanced technologies, to include nonlethal capabilities and unmanned systems, combine with detention operations to improve operational effectiveness and prisoner, detainees, guard, and operations staffs' protection.

- *Security and mobility support.* Military Police conduct security and mobility support to protect friendly forces and noncombatants, and preserve the commander's freedom of action. Future MP units must develop proactive measures to detect, deter, and defeat threat forces operating within the area of operations. They possess techniques to expedite the secure movement of theater resources to ensure that commanders receive the forces, supplies, and equipment needed to support the operational plan and changing tactical situations. MP must retain and enhance their capabilities to protect bases, base camps, and installations, routes, convoys, critical assets, high-risk personnel, ports, and terminals, conduct response force operations, area damage control, antiterrorism, support wide area and local security operations, physical security and execute MWD operations across the range of military operations and during all phases of operations.

#### *CRIMINT CAPABILITY Understanding to defeat criminal effects*

Criminal Intelligence (CRIMINT) will emerge as a unique MP capability to achieve effects, support commands, and improve readiness. Across the Army, detailed understanding of the criminal threat protects the force, informs policy and resourcing decisions, and enables threat prevention and reduction strategies. CRIMINT contributes to the theater intelligence estimate. Crime must be considered an element of the funding structure of any non-state adversary. The force will likely be reliant upon contracting and host nation support for services and sustainment. Profiteering by contractors degrades readiness. Corrupt host nation officials are a conduit to threat financing. Partnering with profiteering contractors and corrupt host nation officials degrades the confidence of the American public, our essential allies, and the at-risk people who may be the center of gravity in the theater of operations.

At the operational and tactical levels, military police and USACIDC personnel conducting criminal intelligence support (forensics, crime and criminal threat analysis,





corruption analysis, crime and criminal target analysis, and criminal intelligence fusion) provide commanders with a clear understanding of known criminal and security threats throughout the operational environment. CRIMINT skills developed in garrison to protect the military community from traditional criminal, insider, and terrorist threats are directly translated to contingency operations. CRIMINT employed in the garrison environment develops analytical systems and skills, exercises essential information-sharing practices with civilian police partners and Army counterintelligence units, and ensures the ability to define, understand and defeat criminal threats. CRIMINT collection and reporting, enabled by biometrics and forensics, contributes to the mapping of the population. Potential host nation local government and business partners are vetted against criminal activity information. CRIMINT informs the training of host nation police forces and the successful transition of mission to those forces under the rule of law. CRIMINT fills the gap in the intelligence preparation of the battlefield relative to the effects criminality creates on the operational environment and providing maneuver leaders with a continual feed of information to develop targeting opportunities, enhance protection, enable sourcing, support prosecution, and

conduct evidence and warrant based operations to disrupt known criminal threats and consolidate gains.

**FORENSICS & BIOMETRICS** *Determining who they are and what they have done*

Forensics and biometrics are powerful complementary capabilities that support multiple joint force and partner mission areas. Biometrics help us establish an individual's identity, or who they are, while forensics



can help us determine what they've done, as well as identify adaptive adversary networks, supply chains, and material points of origin. By removing anonymity and revealing actions of adaptive adversaries, forensics and biometrics can help enable maneuver, protect friendly forces, inform operational decisions, and support the rule of law. The information can also be shared with partners to further collective security.

In order to apply forensics and biometrics to their full potential and meet operational requirements, they must be integrated with U.S. military operational and policing activities, and partner efforts at all levels. This requires further development of interoperable systems that help make up an enterprise wide architecture, the use of flexible and responsive processes, and the appropriate inclusion of forensics and biometrics into the organization, training, and equipping of the joint force.

#### **PARTNER CAPACITY** *Promoting the rule of law and enhancing interoperability*

The MP Corps must provide the Army with multiple options, integrate the efforts of multiple partners, and operate across multiple domains. MP Force 2025 will be the premier force for promoting international rule of law and public order. Post-conflict and stability operations environments will require international policing support to reestablish or sustain the rule of law. This will be accomplished through Building Partner Capacity (BPC) for interoperability. BPC remains an Army key objective to strengthen and enable international and regional security. A combatant commander's theater security cooperation plan often includes developing an effective local police force, operating in international norms, to prevent domestic conflict. The MP Corps can also assist with the enhancement of a partner nation's ability to attack their transnational criminal organizations and terrorist; enhance corrections, military working dog programs, and introduce forensic and biometric into the equations. The Military Police will focus and participate in the Regional Alignment of Forces (RAF), the Military Police Security Force Assistance Team (MPSFAT) integration with Special Operating Forces (SOF), and as part of the National Guard's State Partnership Program. These capabilities will provide combatant commanders an agile, responsive, and effective tool to build partner policing and corrections capacity enhancing regional stability.



The breadth and scope of different activities and programs under BPC leaves commanders the flexibility to attack this objective in many directions. Participation in exercises, engaging in multinational military planning and discussions on capability development, training foreign military and security forces, fostering specific MP capabilities in a country or region, and embedding advisors into partner nation militaries and security ministries are a few examples. Commanders must ensure their efforts help the U.S. maintain long-term and low-visibility presence, focus on counter terrorism and counter insurgency, and deal with improving security environments so fragile states do not fail. This must be done in concert with our combatant commander's Theater Security Plans as to ensure unity of effort.

#### **COLLABORATION** *Sharing information for situational awareness*

Effective collaboration will enhance Military Police information sharing, promote situational awareness, increase performance, improve decision making and support successful mission accomplishment. Relevant, accurate, timely, and usable knowledge products will be available online to enhance organizational learning and effectiveness. Implementation of Knowledge Management capabilities throughout the MP enterprise will improve individual and organizational effectiveness and efficiency, integrate people, processes and technology in a collaborative environment, and deliver the right information to the right people at the right time.



At the unit level, the integration of people, processes, tools, and technology enables Commanders and Soldiers with continuous access to the best and most current information available. Reach-back capability to the Subject Matter Expert allows for the speedy transfer of expertise and experience and is readily available to the Soldier in the operational environment. Communication in the shared knowledge network can provide a common operational picture and enable improved synchronization and situational awareness. The collaboration effort must contribute to the accomplishment of the mission by serving the needs of the commander and the unit by helping leaders become more agile and adaptive during operations.

## SUMMARY

Each of these lines of effort and objectives is dynamic, determined by what is known today. The lines of effort and objectives are tied directly to the STRATPLAN mission and vision and within the context of the strategic environment and assumptions. Through the Operationalization and Management Process (see ANNEX C), we will assign Offices of Primary Responsibility to lead the execution, tracking, and maintenance of the objectives. Within the process, the key players will also be able to recommend modifications, deletions, or additions of objectives, as appropriate. To achieve the vision, the strategic plan must remain flexible with well-defined lines of effort, objectives, and supported metrics. 🏆









## ANNEX A: COMMUNICATIONS SYNCHRONIZATION PLAN

### Overview

In the execution of duties, MP must effectively communicate on all levels, able to both gather and share information. The MP CSP will benefit the MP Corps and key stakeholders such as commanders, key staff and community leaders by ensuring maximum information dissemination regarding all MP related issues. Information and open communication breeds trust, and the more trust between leaders and units, the more participative, involved and interdependent they become. As a mutually beneficial cycle, garnering and keeping trust through open and consistent communication is our goal.

The CSP will provide the Military Police Force with communication goals and objectives required to achieve the 2025 Military Police Force vision. The plan accentuates important messages, themes, and talking points focused on professional soldiering, policing, investigations, and corrections capabilities in support of the Army and partnerships home and abroad. Messaging will focus on MP Force priorities, initiatives, and emerging issues to ensure MP leaders are situationally aware and capable of messaging these issues to key audiences whenever possible.

Our CSP will consist of the following two communications products:

- The MP Corps STRATPLAN Synchronization Messaging Product for dissemination to MP Senior Leaders globally. This product will outline our top line messages, key messages and associated talking points in support of the STRATPLAN Lines of Effort.
- The quarterly MP STRATCOM product for dissemination to MP senior leaders globally. This quarterly product will focus on synchronizing messages and talking points targeting specific MP related topics emerging during the upcoming quarter for MP senior leader to socialize and educate their respective senior leaders and formations as appropriate.

Implementation of the CSP follows a deliberate process, where emphasis is placed on the focused effort to

maintain a two-way continuous feedback loop. This is the opportunity to revise messages, audience, or goals as necessary.

### COMMUNICATIONS SYNCHRONIZATION APPROACH

1. Define communication goals that address strategic lines of effort and objectives.
2. Identify key audiences and the frequency of contact and priorities.
3. Identify the key message identified to support lines of effort and objectives.
4. Identify opportunity events that are important places to communicate the message.
5. Identify communication methods for articulating the message to the audience.

### STRATEGIC MISSION, VISION AND COMMUNICATION GOAL

*Military Police Corps Mission:* Provide professional policing, investigations, corrections, and security support across the full range of military operations in order to enable protection and promote rule of law.

*Strategic Vision:* The Military Police Corps, recognized as Soldiers and Police Professionals, protects the total force, enables maneuver, and shapes the increasingly complex operational environment with active engagement of people both home and abroad in order to uphold the rule of law.

*Communication Goal:* All Military Police Force members understand the importance of achieving expert knowledge across the core competencies and disciplines of our profession and do their part to reach our vision of being recognized as Soldiers and Police Professionals.

*Identify Key Audiences:* Determining our communication audiences is critical to successfully achieving our vision. Outreach to key audiences depends on the communication event, timing, demographics, priorities, current events, social media, and recent trends. To



make the key messages beneficial, we must know and understand our key audiences.

### PRIMARY TARGET AUDIENCE

*Combatant commanders and commanders at all levels:* The primary customers of our Military Police capabilities. We must educate commanders and their staffs on our unique capabilities. We do this by fully integrating into units' operational environment and ensure we advise them in the full application of our capabilities to achieve the effects most needed by commanders to accomplish their mission. The goal is for the Military Police to be their force of choice for their full-spectrum policing, investigations, corrections, and rule of law requirements.

*Army senior leaders:* Army senior leaders make critical, time-sensitive, risk-based resource and policy decisions that impact force readiness, operational employment, and future force planning. We must keep senior leaders well informed of the unique Military Police Force capabilities and how they directly support the Army's mission and overall readiness.

*Military Police leaders:* MP leaders influence, shape, and deliver the entire Military Police Force into the future. As both key communication audience members and messengers, the Military Police leaders must know and understand the direction of the Military Police force so they may properly advise senior Army leaders from a well-informed officer and staff NCO perspective. MP leaders operate throughout the MP Force as well as key positions in DoD, including OSD, the Joint Staff, combatant commands, Army subordinate commands, and interagency billets. Therefore, all MP leaders must be fully aware of and skillfully articulate the unique MP Force capabilities in order to educate and communicate the message that MP are Soldiers and Police Professionals. Military Police leaders must continuously educate themselves, and encourage their Soldiers and civilians to do the same, via PME, self-development, and cross-training in order to gain the requisite skills of a MP, policing, investigations, and corrections professional to ensure they can properly speak towards and advise along all MP core competencies.

*Military Police Soldiers and Civilians:* The Army Military Police Soldier and Civilians are the backbone of the force. We must educate them on the core values, core competencies, disciplines and capabilities of the

Military Police Force and know how each is significant to the future of the Army. They should receive, understand, and communicate various Military Police Force-specific messages for a wide array of audiences, including the Soldiers, Civilians, leaders and Families they serve while in the capacity of their duties.

### SECONDARY TARGET AUDIENCE

*Families, government employees, contractors, and visitors to Army installations:* Numerous unique groups live/work within and enter military installations. All of these groups interact with Government employees daily. Informing Family members is part of improving Family and community support services and promotes the health of the force. Proactive informing of government employees, contractors and visitors by military police is quality communication that fosters community relations and maintains a positive two-way relationship in our customer service to the installation.

*Interagency and intergovernmental partners:* All MP leaders must seek ways to continue or start effective communication with our interagency and intergovernmental departments/agencies in order to strengthen key relationships (from local communities to state and federal). These relationships will increase our expertise, capacity to conduct ongoing criminal investigations, feed the preventive policing model, and improve correctional capabilities while simultaneously reinforcing a whole-of-government approach. These relationships will be cultivated and maintained.

*Joint-Service, Joint, and OSD staff senior leaders:* Joint-Service and joint and OSD staff senior leaders make critical, time-sensitive, risk-based resource and policy decisions that impact force readiness, operational employment, and future force planning. Therefore, senior leaders must be well informed of the unique capabilities of the Military Police Force.

*U.S. Congress:* Clear and precise communication with Congress assists the Army's vision to be a "force of decisive action, ready today and prepared for tomorrow." Planned and proactive engagements regarding the impact of Military Police on Army readiness and ability to successfully accomplish its missions with key members of Congress can pay huge dividends by ensuring they understand the value of the Military Police Force to the Army, DoD, and the Nation.

*Foreign country police and interagency partners:* MP already have one of the best partnership outreach programs and need to continue building partner capacity in policing, investigations, and corrections—the hallmark of Military Police security force advising. Professional foreign police capabilities are vital to reestablishment and sustainment of the rule of law in all societies.

**TOP LINE THEMES, KEY MESSAGES, AND KEY MESSENGERS**

**KEY MESSENGERS**

- OPMG leaders
- USAMPS/MSCoE leaders
- ACC leaders
- CID leaders
- DFBA leaders
- MP senior leaders at all echelons (platoon, company, battalion, brigade, corps, ASCC, ACOM, DRU, Joint, DoD)
- CTC MP operations groups

**PRIMARY COMMUNICATIONS SYNCHRONIZATION METHODS**

- OPMG website (open source )
- Defense Information Systems Agency OPMG Portal (SharePoint)
- MP Corps messaging product
- Quarterly MP STRATCOM messaging product
- Global MP senior leader engagements

**IMPLEMENTATION AND EXECUTION**

The Chief, Strategic Initiatives Group (SIG), is responsible for synchronizing the Military Police Force 2025 CSP. The SIG will develop the STRATPLAN Synchronization Messaging Product and Quarterly MP STRATCOM product for approval by the PMG and will serve as the principal point of contact for any proposals or issues relating to Military Police Force strategic communication, recommendations to the themes, messages and talking points outlined in the products mentioned above.

**DELIVERY AND ASSESSMENT**

SIG leads the quarterly Strategic Communications Executive Council (SCEC), chaired by the Deputy Provost Marshal General (DPMG) that is recorded on the OPMG’s operational battle rhythm. The SCEC reviews any recommended changes to the CSP product and approve the proposed quarterly MP STRATCOM product for dissemination. The DPMG chairs the SCEC and it contains senior representatives from the following organizations:

Meeting	Strategic Communications Executive Council
Minimum Frequency	Quarterly
Chair	DPMG
Participants (at a minimum)	<ul style="list-style-type: none"> <li>• Branch chiefs from: OPMG AT, CP19, LE, PP, and PS Branches</li> <li>• Provost Sergeant Major</li> <li>• Director, DFBA</li> <li>• CoS, OPMG</li> <li>• Chief, OPMG Operations Division</li> <li>• Chief, OPMG SIG</li> <li>• Deputy Commander, USACIDC</li> <li>• Director, ACC</li> <li>• CID Public Affairs Officer</li> <li>• Assistant Commandant, USAMPS</li> <li>• CID, USAMPS warrant officers</li> <li>• OPMG, CID, ACC, USAMPS senior command sergeants major</li> </ul>


Effective implementation of the CSP requires the engagement by every OPMG staff member and all Military Police Force senior leaders. Every leader must read and understand the Military Police Force 2025 STRATPLAN and use the STRATPLAN messaging products in the conduct of their duties and engagements with Army senior leaders, community members and subordinates.

MP FORCE 2025 STRATPLAN MESSAGING		
<p><b>Military Police Corps Vision and Strategic Message:</b> The Military Police Corps, recognized as Soldiers and Police Professionals, protects the total force, enables maneuver, and shapes the increasingly complex operational environment with active engagement of people both home and abroad in order to uphold the rule of law.</p>		
<p><b>Military Police Corps Mission:</b> Provide professional policing, investigations, corrections and security support across the full range of military operations in order to enable protection and promote rule of law.</p>		
<p><b>Top Line Messages</b></p> <ul style="list-style-type: none"> <li>• MP are key enablers for commanders to achieve objectives based on our unique capabilities (policing, investigations, and corrections) across complex environments and military operations.</li> <li>• MP are expertly trained to enable maneuver by securing populations (human domain), shaping security environments through wide area security and preserving freedom of movement to enable joint combined arms operations.</li> </ul>		
Message	Talking Points	Audience
<p>Policing capabilities directly support Army and unit readiness ensuring preservation of combat power by assisting and protecting their force</p>	<ul style="list-style-type: none"> <li>• Law enforcement and investigations enables commanders to establish safe and secure environments while preserving readiness, combat power, good order and discipline.</li> <li>• MP Preventive Policing Model (MP3M) reduces fear, crime, and disorder in communities.</li> <li>• Prevention of crime is the goal. MP3M is analysis-driven with intent of predicting crime patterns and applying resources to prevent it. Prevention is more effective, cheaper and sustains readiness for commanders. Commanders are in the feedback loop of MP3M.</li> <li>• MP are Army and DoD SME – accredited and certified experts in law enforcement, investigations, corrections, and physical security.</li> </ul>	<p>Maneuver CDRs, Installation CDRs, ASCC/ACOM CDRs, HQDA, Congress</p>
<p>MP are key enablers for Army and DoD as SME for safeguarding the total force and its equipment in all environments</p>	<ul style="list-style-type: none"> <li>• CRIMINT analysis feeds the MP3M home and abroad.</li> <li>• Preventive Policing and Force Protection extends beyond bases and FOBs.</li> <li>• Forensics and biometrics utilize cutting edge science/technology to deny anonymity of our adversaries.</li> <li>• Physical security programs enable Army installations to continuously vet all personnel entering installations against databases and share threat/access information.</li> <li>• Antiterrorism programs facilitate visible proactive defense measures to prevent and deter terrorist attacks against our Soldiers and our property.</li> <li>• MP forces are integrally involved in theater opening/closing and customs planning for safeguarding units and Soldiers with the purpose of concentrating combat power and enabling readiness.</li> </ul>	<p>Maneuver CDRs, Installation CDRs, ASCC/ACOM CDRs, HQDA, Congress</p>
<p>Multi-faceted policing capabilities are a valuable enabler for commanders to shape their security environment both home and abroad</p>	<ul style="list-style-type: none"> <li>• MP support the rule of law and the three institutions of police, prisons, and courts.</li> <li>• Commanders must plan for populace control at the beginning of every operation – it must occur simultaneously to combined arms maneuver. It cannot wait until Phase IV to consolidate gains.</li> <li>• MP are best suited for human domain: establish/preserve civil security, civil control and rule of law in a host nation. Population control is fundamental to mission success.</li> <li>• MP are expertly suited for host nation police &amp; corrections engagement and development for building partner capacity and preventing future conflict.</li> <li>• MP are maneuver commander SME for detainee operations and internal populace control/ resettlement planning and execution.</li> <li>• MP are a security enabler for a maneuver commander’s area of operation.</li> <li>• MP and CID agents are especially suited for crime scene analysis in a host nation with sensitive site exploitation and in the identification/targeting criminal networks supporting enemy forces, addressing corrupt partner governments and contract fraud.</li> </ul>	<p>Maneuver CDRs, Installation CDRs, ASCC/ACOM CDRs, HQDA, Congress</p>
<p>USAR and ARNG MP Integration is a necessity for combat effectiveness</p>	<ul style="list-style-type: none"> <li>• USAR and ARNG Military Police Units are essential to the MP corps mission support to maneuver commanders ISO CSA’s Total Force Concept.</li> <li>• We must shape USAR and ARNG MP units’ integration within all law enforcement and operational support requirement opportunities to best train our MP units ISO the Total Force.</li> </ul>	<p>Maneuver CDRs, Installation CDRs, ASCC/ACOM CDRs, HQDA, Congress</p>



**DESIRED EFFECT**

An increased ability to leverage opportunities to:

- Effectively support commanders in the current and future fights.
- Ensure commanders and Army senior leaders at all levels comprehend how MP serve as an enabler by providing capabilities essential to secure success for all missions.
- Seek out and facilitate military police unit and maneuver unit relationships.
- Assist and protect the Soldiers, Civilians, and Families who support the Army at home station and abroad.
- Support the prevention of crimes against personnel, property, and resources, along with recovery and restitution, to provide security and stability for the Soldier, Families, the Nation, and allied partners.
- Meet our missions within fiscal and resource constraints. 



## ANNEX B: Military Police Preventive Policing Model (MP3M)

As the Army transitions from operations to readiness, retrains and recapitalizes, the Military Police Corps must respond to the needs of the Army while operating within fiscal constraints. The Army will respond to emergent missions and future threats, and Military Police offer the most capable force to work with local governments and populations in unstable, unpredictable and increasingly complex global security environments.<sup>10</sup> The Army will continue to face unique hybrid threats that challenge the rule of law, and commanders need to develop effective countermeasures. MP support commanders by providing them actionable criminal intelligence to anticipate and prevent crime, disorder, and maintain readiness. Preventive policing anticipates threats and the future operational environment, which is a core concept in The U.S. Army Operating Concept: Winning in a Complex World (AOC). Preventive policing provides a capability to commanders and Army leaders to identify opportunities to improve force capabilities.<sup>11</sup>

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*“The test of police efficiency is the absence of crime and disorder, not the visible evidence of police action in dealing with it.”*

– Robert Peel

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Crime in the Army is decreasing overall, but the information requirement from commanders on crime trends and analysis is increasing. Commanders want to anticipate and prevent high-risk behaviors presented by their Soldiers and community and target criminal behavior and crimes before they occur. Through the MP3M, Military Police and the Directorate of Emergency Services (DES) build capacity in the community to prevent crime and threats, explore new ways of solving community problems, and anticipate the crime trends. This model guides the MP Corps into 2025 and provides a comprehensive commitment to a policing philosophy – an enabling force for training, resourcing, equipping, and building partnerships in both garrison and deployed environments.

Policing is understanding threats to the operational environment, and influencing the operational environment to mitigate risk and reduce harm. Preventive policing is understanding the causes of

the threats to influence them before the risk arises or harm occurs. The ultimate goal is to reduce crime, reduce disorder, and reduce fear of both.

A Preventive Policing Model provides four organizational benefits over our current reactive policing mindset. The first is hindsight, supported by analysis. The organization now has the ability to look backwards and extract useful information from data as it moves ahead with foresight. The second is through foresight, which allows MP organizations to predict and prevent crime and other hybrid threats, improve resource allocation, service delivery, and strategic planning. Third, it provides focus by shifting emphasis from compliance of regulation to managing for results. Finally, results matter, and the preventive policing model provides a logical means of assessing and managing military police activity in order to determine what works, what does not work, and why.

An effective policing strategy has four fundamentals. First, it focuses on statistical concentrations; using data to analyze place, times, offenders, events, and victims. Second, effective policing uses a variety of interventions; some delivered by the MP and some delivered by stakeholders and other participants. Third, the strategy is based upon using resources by working more effectively through preemptive actions.

Finally, the strategy is continually evaluated and reevaluated to determine where changes and adjustments should be made to continue to improve its application.

### POLICE STRATEGY FUNDAMENTALS

1. Statistical data
2. Suite of intervention
3. Effective resources
4. Reevaluation

Our preventive policing model is an approach to policing. In application, this philosophy drives training and operations. It incorporates concepts from several different civilian models of policing. While neither

<sup>10</sup> The Army Vision: Strategic Advantage in a Complex World, 2015 pp. 1, 4.

<sup>11</sup> TRADOC Pamphlet 525-3-1, Army Operating Concept: Win in a Complex World (2020-2040), 31 October 2014, p. 7.



prescriptive nor restrictive, it is empowering to develop creative solutions, while ensuring that all installations are maintaining a common operating picture.<sup>12</sup>

## MODEL

Military Police provide policing and security support across the full range of military operations. The MP3M promotes organizational strategies, which support the systematic use of partnerships, criminal intelligence analysis, and problem-solving techniques to proactively address the conditions that give rise to public safety issues – crime, high risk behaviors, and hybrid threats – both in garrison and on the battlefield. The MP3M will serve as the foundation for conducting policing operations to continuously deter, detect, and mitigate threats to personnel, facilities, and equipment in any operating environment. These efforts, in both garrison and deployed environments, will reduce fear, control crime, and help commanders preserve combat power while maintaining good order and discipline.

There will always be a need for an emergency response capability at law enforcement organizations. However, preventive policing models reduce fear, crime, attacks and are more cost effective than other reactive models of crime response. This analytically-led, preventive model is executable in any environment from a garrison community, to a forward area, to a main supply route, to an assembly area, or to dense urban environments.

## APPLICATION

To apply the Preventive Policing Model, Military Police must think holistically about the operational environment and use analytics to be better informed, ultimately developing creative solutions tailored to their environments. Conceptually, we must view the operating environment as a series of dynamic, inter-dependent systems, influenced by the human domain.<sup>13</sup> To understand the communities, we must understand the populations within the communities, whether they are units, organizations, tribes, or other groups.

MP must effectively communicate both internally and externally. Within the organization, knowledge about the environment must be shared both vertically and horizontally to draw connections and affect change. MP must also invest and participate in community infrastructure about local issues in order to engage other government, non-government, and community groups

in problem-solving partnerships. The police cannot solve all community challenges, but will work in cooperation with or support of other groups. Problems are identified and responded to on a local level with the support of U.S. Army Criminal Investigation Command (USACIDC), state, and national agencies, when required.

In execution, preventive policing is the responsibility of all MP, irrespective of role or rank. Leadership must be able to empower discretion and innovation, encouraging each participant to be an active contributor. MP and Department of the Army Civilian Police (DACP) are visible, accessible, and familiar with their community, and it is the individual patrol officer's understanding of their environment and the people within it that contributes the most to policing.

## COMPONENTS

The MP3M has three primary components – stakeholders, organization, and problem solving.

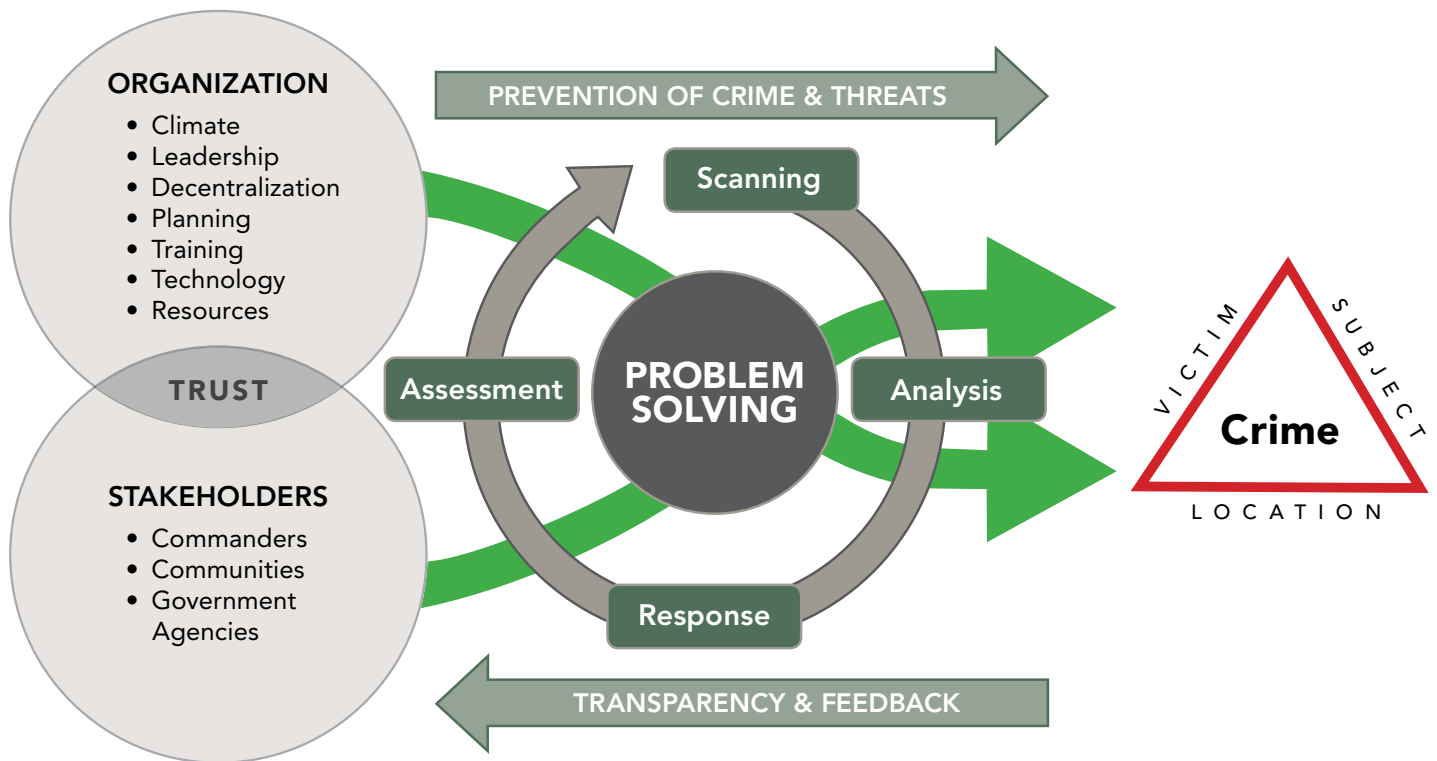
**STAKEHOLDERS.** Stakeholders assist in prioritizing and addressing public safety problems. Collaborative partnerships between the MP, the community, and organizations they serve may develop solutions to problems, increase trust, reduce crime, and maintain good order and discipline. The law enforcement community recognizes that police rarely can solve public safety problems alone. Interactive partnerships with relevant stakeholders will develop solutions to problems through collaborative problem solving and improving public trust. Working in collaboration with capable partners while pursuing a whole-of-community approach enables preemptive actions to avert crime or keep it from escalating.

**COMMANDERS.** Commanders are key stakeholders as MP conduct policing to assist, protect, and defend. These stakeholders include commanders of installations, functional units, Brigade Combat Teams, garrisons, and other units. We assist commanders in performing their mission, safeguarding their communities, and maintaining discipline, law, and order. The model assists commanders in discharging their responsibilities to foster a positive environment and promote and

<sup>12</sup> Planning Considerations for Police Operations, ATP 3-39.10, Police Operations, January 2015.

<sup>13</sup> "Operating in the Human Domain," USSOCOM Concept, 3 August 2015.

## MILITARY POLICE PREVENTIVE POLICING MODEL (MP3M)



Preventive Policing preserves readiness for commanders by reducing fear, crime, and disorder in both garrison and deployed environments.

safeguard the morale, physical well-being, and general welfare of Soldiers.

**COMMUNITIES.** This is the population the police directly serve who live, work, or otherwise have an interest in the community—volunteers, Family Readiness Groups, formal and informal community leaders, residents, visitors, and commuters. Community members are a valuable resource for identifying local concerns. These groups can be engaged in achieving specific goals at town hall meetings, neighborhood association meetings, and outreach programs. Communities can be represented by individuals or mobilized groups, in both our neighborhoods and our deployed environments.

**OTHER GOVERNMENT AGENCIES.** MP partnerships with other government agencies can identify community concerns and offer alternative solutions. Agencies include public works departments, neighboring law enforcement agencies, health and human services, child support services, Army Community Services, and local schools. In a deployed environment, partnerships with host nation police, prosecutors, protection programs, and the judiciary can be key to building partner capacity and promoting the rule of law.

**ORGANIZATION.** The MP3M is a management model that influences the policing community and allows the focus to be changed to support the philosophical shift behind the model. It encourages the application of modern management practices to increase efficiency and effectiveness while at the same time reducing fear, crime, and disorder. Changes in organizational focus can institutionalize prevention of crime through intelligence driven analysis affecting the entire organization, including the way it is managed and organized, its personnel, and its technology.

Performance management is a systematic effort to improve operations through an ongoing process of establishing desired outcomes, setting performance standards, then collecting, analyzing and reporting on information to improve police station collective performance. Performance management structure, supported by crime analysis, will be implemented. Everything within policing is subject to measurement; however, MP leaders must be keenly aware to measure outcomes (reduced crime and disorder) versus reactive police metrics focus on outputs (number of patrols).

**CLIMATE AND CULTURE.** Changing the policing climate and culture means supporting a proactive organization that values systematic problem solving and partnerships. The preventive policing philosophy is adopted organization-wide, with a cohesive team founded on mutual trust. This environment should emphasize critical thinking, teamwork and collaboration internally and externally.

**LEADERSHIP.** Leaders serve as role models for taking risks and building collaborative relationships to implement MP3M and leaders use their position to influence and educate others about it. Leaders must constantly emphasize and reinforce preventive policing's vision, values, and mission within their organization and demonstrate a commitment to preventive policing as the primary operational approach. Preventive policing includes leaders having geographic accountability and responsibility.

**DECENTRALIZATION.** Preventive policing follows the Army's philosophy of mission command and calls for decentralization in both command structure and decision-making. Decentralized decision-making allows each MP or DACP to take responsibility for their role in

preventive policing, whether in garrison or in a forward area. When an MP is able to create solutions and take prudent risks, they ultimately feel accountable for those solutions and assume a greater responsibility for the well-being of their community. Decentralized decision-making involves flattening the hierarchy of command, increasing tolerance for risk-taking in problem-solving efforts, and allowing MP discretion in handling responses.

**OPERATIONAL PLANNING.** A unit-wide commitment to preventive policing implements a plan that matches operational needs, available resources, and expertise to the specific environment. When a strategic plan has value, the members of the organization have internalized it and are able to give examples of their efforts that support the plan. The organization's mission and values are simple and communicated widely. Preventive policing affects the nature and development of policies and procedures to ensure that the policing has a measurable effect on activities on the street. Problem solving and partnerships should be institutionalized in policies, procedures, working groups, and collaborative efforts.

**ORGANIZATIONAL EVALUATIONS.** Preventive policing calls for a more sophisticated approach to evaluation—one that looks at how feedback information is used, not only how outcomes are measured. In addition to the typical measures of police performance (arrests, response times, tickets issued, and crime rates) preventive policing requires a broadening of police outcome measures to include such things as greater community satisfaction, reduced fear of crime, alleviation of problems, improved quality of life, reduced attacks to combat logistics patrols, freedom of maneuver in a rear area, capability of host nation police, and more. This holistic approach looks at factors beyond police controls that still impact the community, and encourages collaboration with other agencies that can affect change in these arenas.

**TRAINING.** Training at all levels of the MP Corps supports preventive policing principles and tactics. This training encourages creative thinking, a proactive orientation, communication, analytical skills, and techniques for dealing with quality-of-life concerns. MP are trained to identify and correct conditions that could lead to threats of crime and disorder,



while raising public awareness and engaging the stakeholders to develop solutions. This requires a move away from the principle of “train as we fight,” to a more effective “operate as we fight” philosophy. This will enable MP to take advantage of the training and leader development opportunities that are present in the conduct of daily policing duties. The skills and techniques MP use in garrison law enforcement operations will transition between the types of military operations and environments. Training also includes the proper methods to collect information and evidence while accurately recording the information in record management systems vital to the reliability and quality of the data. Data validation and quality control is integral when scanning and analyzing the data for actionable results.

**TECHNOLOGY.** Preventive policing is information-intensive and technology plays a central role in helping to provide access to quality information. Accurate and timely information makes problem-solving efforts more effective and ensures that MP are informed about crime and community conditions. In addition, technological enhancements greatly assist with improving two-way communication with commanders and in developing accountability systems and performance outcome measures. Preventive policing also encourages the use of technology to develop accountability and performance measurement systems that are timely and contain accurate metrics and a broad array of measures and information. Technology and equipment standardization across the LE community provides leverage to achieve preventive policing goals as we stay abreast of emerging law enforcement technologies.

**UTILIZATION OF RESOURCES.** This is an environment with limited resources and continued budget constraints. Utilizing resources efficiently and effectively is core to the model. Decentralizing resources to respond quickly to criminal activity. Localizing personnel, information, and equipment gives patrols more flexibility when a crime is reported. Ensure patrols and specialized resources are focused on geographic locations based on the statistical frequency determined by mapping analysis of patterns of behavior.

**PROBLEM SOLVING.** The problem solving process requires engagement in the proactive and systematic examination of identified problems to develop and

evaluate effective responses. Preventive policing emphasizes proactive problem solving in a systematic and routine fashion. Rather than responding to crime only after it occurs, MP3M encourages MP to proactively develop solutions to the immediate underlying conditions contributing to public safety problems and crime conducting conditions. Problem solving must be infused into all MP operations and guide decision-making efforts. MP units are encouraged to think innovatively about their responses and view making arrests as only one of a wide array of potential responses.

**USING THE CRIME TRIANGLE.** To understand a problem, the MP must understand links among the victim, subject, and location and those factors that could have an impact on them. One tool for doing so is the utilizing the crime triangle.<sup>14</sup> A crime occurs with the convergence of a victim, subject, and location, and that each of these elements has an influencer that affects it that could prevent that crime, for example - capable guardians for victims (e.g. security guards, teachers, and neighbors), handlers for subjects (e.g. parents, friends, probation, unit chain of command), and managers for locations (e.g. chain of command, merchants, employees, and motel clerks). Rather than focusing primarily on addressing the root causes of a problem, the police focus on the factors that are within their reach, such as limiting criminal opportunities and access to victims, increasing guardianship, and associating risk with unwanted behavior.

A major conceptual vehicle for helping MP to think about problem solving in a structured and disciplined way is the Scanning, Analysis, Response, and Assessment (SARA) problem-solving model. The SARA model is a foundational approach of the Problem-Oriented Policing model.

**SCANNING.** Scanning is identifying and prioritizing problems. The objectives of scanning are to identify a basic problem, determine the nature of that problem, determine the scope or seriousness of the problem, and establish baseline measures. An inclusive list of stakeholders for the selected problem is typically identified in this phase. A problem can be thought of as two

<sup>14</sup> Derived from the routine activity theory. Center for Problem-Oriented Policing. <http://www.popcenter.org/learning/60steps/index.cfm?stepNum=8>

or more incidents similar in one or more ways and that is of concern to the police, commanders, and/or the community.

**ANALYSIS.** The analysis involves researching known facts about the problem, and is the heart of the problem-solving process. The objectives of analysis are to develop an understanding of the dynamics of the problem, develop an understanding of the limits of current responses, establish correlation, and develop an understanding of cause and effect. As part of the analysis phase, it is important to find out as much as possible about each aspect of the crime triangle – asking Who, What, When, Where, How, Why, and Why Not.

**RESPONSE.** The response develops solutions for lasting reductions in the number and extent of problems. This involves developing and implementing strategies to address an identified problem by searching for strategic responses that are both broad and uninhibited. The response should follow logically from the knowledge learned during the analysis and should be tailored to the specific problem. The goals of the response can range from either totally eliminating the problem, substantially reducing the problem, reducing the amount of harm caused by the problem, or improving the quality of community cohesion.

**ASSESSMENT.** Finally, the assessment phase evaluates the success and efficacy of the responses. Assessment attempts to determine if the response strategies were successful by understanding if the problem declined and if the response contributed to the decline. This information not only assists the current effort but also gathers data that builds knowledge for the future. Strategies and programs can be assessed for processes, outcomes, or both. If the responses implemented are not effective, the information gathered during analysis should be reviewed. Additional information may have to be collected before new solutions can be developed and tested. The entire process should be viewed as circular rather than linear meaning that additional scanning, analysis, or responses may be required.

## **OUTCOMES**

Overall, preventive policing preserves readiness for commanders by reducing crime conducive conditions. Additionally, preventive policing develops and cultivates trust between the Military Police and our stakeholders,

the commanders and the communities we serve. MP are valuable enablers to interpret and reduce crime and disorder problems within Army commands. By reducing crime, preventive policing improves safety and reassures the community. MP3M improves the technical professionalism of the MP to achieve security objectives abroad and our public safety requirements at home. The future operating environment will continue to see a nexus between insurgents, terrorists, and criminal activity as a threat to the United States and the Department of Defense. Equipped with the problem-solving process of preventive policing, MP leaders will tackle and solve dynamic crime and disorder problems first at home station in support of installation policing, and use the same processes to solve tactical problems in a deployed operating environment.

Preventive policing requires no additional expenses to implement; MP can reallocate already assigned patrols to specifically target hotspots and use existing technologies to map and develop trends and analysis. A commitment to working more effectively and efficiently requires leaders to leave the traditional reactive policing model of running from one call for service to the next to efficiently manage the resources entrusted them. The LE team works with the stakeholders to identify concerns and crime trends, thereby preventing or reducing crime on the installation and local communities.

Preventive policing is the fiscally responsible choice. Analysis-driven policy and programs improve the value of MP in a resource-constrained environment.

## MP LEADER ENGAGEMENT TALKING POINTS

- Good policing is measured by the absence of crime and police activity, not the visible evidence of police action in dealing with it.
- Prevention is more effective and efficient than reactive activities.
- We will prevent what can be prevented and respond to what cannot be prevented.
- Preventive Policing builds trust between the law enforcement and the people we protect.
- The model emphasizes shared understanding and common practices for policing in both garrison and deployed environments.
- Preventive Policing is analysis-driven, develops capability to measure crimes, and applies our resources accordingly.
- Preventative Policing preserves readiness for commanders by reducing crime-conducive conditions.





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## ANNEX C: 2025 OPERATIONALIZATION AND MANAGEMENT

### PURPOSE

This annex outlines OPMG's approach to monitor the operationalization of the 2025 STRATPLAN on behalf of the MP Corps. The assessment process makes decisions and allocates resources for future operationalization efforts. The process increases accountability and understanding of our Lines of Effort and objectives, improves transparency, and increases communication and collaboration.

### THE ASSESSMENT PROCESS

Assessment is the determination of the progress toward accomplishing a task, creating an effect, or achieving an objective. Operating continuously, the assessment process includes monitoring the current situation to collect relevant information; evaluating progress toward attaining end state conditions, achieving objectives, and performing tasks; and recommending or directing action for improvement.<sup>15</sup>

The assessment process for the operationalization of the 2025 STRATPLAN is designed to assist the PMG and Senior MP Leaders in making informed decisions regarding the establishment of priorities and the allocation of resources.

To maximize collaboration, ACC, DFBA, USACIDC, USAMPS, MSCoE, and the MP Community as a whole are all invited to participate in the process. The PMG and subordinate leaders recognize that USAMPS and MSCoE are subordinate commands under TRADOC; their participation is requested to ensure synchronization of OPMG efforts with USAMPS and MSCoE equities, thereby avoiding unnecessary duplication of effort.

### Monitoring

Monitoring is continuous observation of those conditions relevant to the current operation, where the collaborating participants determine if facts and assumptions are still relevant and valid, and if new conditions emerged that affect the execution of the plan. To effectively monitor, the STRATPLAN assigns accountable offices for each of the fourteen objectives.

Office of Primary Responsibility (OPR). The OPR is responsible for:

- Identifying the tasks necessary to execute the objective
- Proposing any changes to tasks for approval
- Developing metrics for assigned tasks
- Identifying and coordinating with other organizations necessary for task accomplishment
- Developing timelines and milestones as necessary for task completion
- Ensuring the objective is on track to be operationalized / implemented
- Reporting the quarterly completion of tasks supporting the objective

*Office of Coordinating Responsibility (OCR).* Organizations identified as OCRs will actively support OPRs by providing expertise and substantial and timely input. This is a collaborative effort between the OPR and OCR; the OCR need not wait for OPR direction to provide input.

*Action Officer (AO).* Each OPR will have a minimum of one AO designated; each OCR will have AO(s) designated as appropriate. OPR and OCR AOs will coordinate and collaborate on a monthly basis at a minimum. OPR AOs are responsible for reporting quarterly completion of objective tasks, which includes all actions accomplished, ongoing, and planned.

<sup>15</sup> ADRP 5-0, The Operations Process, May 2012.

LoE	Objective	OPR	OCR
1	Training & Education	USAMPS DoT	ACC, CID, MSCoE, OPMG LE, USAMPS
1	Professionalization	OPMG LE	ACC, IMCOM, USAMPS, CID, OPMG CP19
1	Evolution	OPMG PP	All
1	Police Standardization	OPMG LE	IMCOM, MSCoE, OPMG CP 19, USAMPS
1	Broadening Opportunities	OPMG PP	USAMPS, HRC
2	Policing Strategy	OPMG LE	USAMPS, IMCOM, CID
2	Corrections	ACC	USAMPS
2	Antiterrorism	OPMG AT	USAMPS
2	Physical Security	OPMG PS	IMCOM, USAMPS
3	Enable Maneuver	USAMPS, MSCoE	ACC, OPMG OPS, FORSCOM
3	CRIMINT Capability	CID	OPMG LE, USAMPS DoT
3	Forensics & Biometrics	DFBA	CID, MSCoE, OPMG, USAMPS
3	Partner Capacity	OPMG PP	MSCoE, FORSCOM, USAMPS DoT
3	Collaboration	OPMG KM	CID, DFBA, OPMG LE

## Evaluating

Evaluating is using criteria to measure progress toward the desired conditions. Metric criteria in the forms of measures of effectiveness (MOE) and measures of performance (MOP) aid in determining this progress to determine if a task is achieving intended results.

**MOE.** A MOE is a criterion to assess changes in system behavior, capability, or operational environment that is tied to measuring the attainment of an end state, achievement of an objective, or creation of an effect (JP 3-0). MOEs help measure changes in conditions, both positive and negative. MOEs help to answer the question “Are we doing the right things?” MOEs are commonly found and tracked in formal assessment plans.

**MOP.** A MOP is a criterion to assess friendly actions tied to measuring task accomplishment. MOPs help

answer questions such as “Was the action taken?” or “Were the tasks completed to standard?” A MOP confirms or denies that a task has been properly performed. MOPs are commonly found and tracked at all levels in execution matrixes. MOPs are also commonly used to evaluate training. MOPs help to answer the question “Are we doing things right?”

Strategic Management System (SMS) Dashboard Reporting. SMS is the Army Program of Record for Performance Management. OPMG utilizes the SMS Dashboard to track the evaluated progress of each objective. The Dashboard is a user-friendly, Common Access Card (CAC) authenticated tool to track progress and make adjustments, if necessary, to the 2025 STRATPLAN objectives and metrics.

The OPR AO is responsible for logging the quarterly updates for each objective in SMS, to document the OPR’s evaluated progress of the objective. Input is required on the first of the month for January, April, July, and October for actions from the previous quarter. Each reported metric will be detailed in quantification and accompanied by a brief written narrative outlining the progress reported.

Contact the OPMG Operations Division, Policy and Plans Branch for access to the 2025 Dashboard in SMS and SMS training packages.

SMS website: <https://www.sms.army.mil/cms/spring/login>

## Recommending or Directing Action

Monitoring and evaluating are critical activities; however, assessment is incomplete without recommending or directing action. OPMG Plans and Policy Branch is responsible for facilitating the three collaborative entities convening to support the STRATPLAN assessment progress.

*STRATPLAN Working Group (WG).* The WG is charged with coordinating, implementing, and operationalizing the STRATPLAN and is the principle body to develop, review, staff, and adjudicate comments and recommendations regarding Lines of Effort, objectives, tasks, and metrics. The WG works to clarify issues, develop action plans, and coordinate with stakeholders to successfully operationalize the STRATPLAN. The WG will seek guidance and brief actions requiring decision to the STRATPLAN Council of Colonel, in



addition to briefing change recommendations to Lines of Effort, objectives, tasks, and metrics. The WG is an AO level forum chaired by the OPMG Plans and Policy (PP) Branch Chief.

*STRATPLAN Council of Colonels (CoC).* The STRATPLAN CoC adjudicates issues or concerns briefed by the WG and recommends objectives closures or additions to the next higher authority, the PMG Council. Additionally, this body may make recommendations regarding changes in philosophical direction for future strategic initiatives. The CoC is an O-6/GS-15 level forum chaired by the Deputy Provost Marshal General (DPMG).

*PMG Council.* This is the overall 2025 STRATPLAN decision making body regarding strategic issues affecting the MP STRATPLAN. It makes decisions and resolves issues that cannot be resolved by the STRATPLAN CoC. The PMG Council provides guidance on STRATPLAN operationalization efforts, establishes priorities, allocates resources, and provides guidance for emerging strategic issues. Here, the PMG connects with senior MP leaders from OPMG, USACIDC, USACC, USAMPS, and Commands and Brigades from all components to establish priorities, synchronize efforts with the USAMPS enterprise in a forum for collaborative discussion on strategic issues.

Meeting	Working Group	Council of Colonels	PMG Council
Minimum Frequency	Monthly	Quarterly	Biannually
Chair	Policy & Plans Branch Chief	DPMG	PMG
Participants (at a minimum)	<ul style="list-style-type: none"> <li>Action Officers from: OPMG Operations Division, AT, CP19, LE, PP, and PS Branches</li> <li>OPMG SIG</li> <li>DFBA</li> <li>USAMPS</li> <li>U.S. Army Maneuver Support Center of Excellence (MSCoE)</li> <li>USACIDC</li> <li>ACC</li> <li>MP Command/Group/Brigade S-3s and SGMs</li> <li>Representatives from ACOMs, ASCCs, and DRUs</li> <li>Group/Brigade Deputy Cdrs and SGMs</li> <li>Division PMs</li> </ul>	<ul style="list-style-type: none"> <li>Provost Sergeant Major</li> <li>Chief of Staff (CoS), OPMG</li> <li>Chief, OPMG Operations Division</li> <li>OPMG Branch Chiefs</li> <li>Chief, OPMG SIG</li> <li>Regimental Command Sergeant Major, USAMPS</li> <li>Assistant Commandant, USAMPS</li> <li>Deputy Assistant Commandants, USAMPS</li> <li>CoS, USACIDC</li> <li>Director, ACC</li> <li>Deputy Director, DFBA</li> <li>MP Command CoSs and CSMs</li> <li>ACOMs, ASCC, and DRU senior personnel</li> <li>Group/Brigade Cdrs and CSMs</li> <li>Corps PMs</li> <li>Directors of Emergency Services (DES)</li> </ul>	<ul style="list-style-type: none"> <li>DPMG</li> <li>Provost Sergeant Major</li> <li>Director, DFBA</li> <li>CoS, OPMG</li> <li>Chief, OPMG Operations Division</li> <li>OPMG Branch Chiefs</li> <li>Chief, OPMG SIG</li> <li>Deputy Commander, USACIDC</li> <li>Director, ACC</li> <li>Commandant, USAMPS</li> <li>Regimental Command Sergeant Major, USAMPS</li> <li>MP Command Cdrs, General Officers, and CSMs</li> <li>ACOMs, ASCC, and DRU senior personnel</li> <li>Group/Brigade Cdrs and CSMs</li> <li>Corps PMs</li> <li>Directors of Emergency Services (DES)</li> </ul>





## ANNEX D: DEFINITIONS

**Accreditation:** An official recognition awarded by an independent, third party body of subject matter expert peers within a related field to an agency, organization, or institution.

**Building partner capacity:** Building partner capacity involves conducting security cooperation, security assistance, foreign internal defense, security force assistance, and training on the use of social media and web-based applications. These efforts will necessitate working in close cooperation with, and in support of, country teams and in partnership with non-Defense USG departments and agencies.

**Certification:** Certification standardizes training requirements and promotes interoperability. A certification is an official document that provides proof of an individual's professional reliability, educational or training achievements, and recognition of individual ability to perform a specific function. A certification can be awarded both internally within the MP Corps and externally by an independent third party.

**Corrections:** Refers to the broad term that integrates the act of confinement of individuals accused of or convicted of criminal activity with treatment programs geared toward rehabilitation and the reduction of recidivism.

**Detainee:** Includes any person captured, detained, or otherwise under the control of DoD personnel. (JP 3-63)

**Credential:** An internally issued official document that authorizes a person's position, authority, or status. These credentials come with training requirements, individual reliability standards, continuing education guidelines, and detailed command oversight to promote professionalism throughout the force.

**Combined arms maneuver:** The application of the element of combat power in unified action to defeat enemy ground forces; to seize, occupy, and defend land areas; and to achieve physical, temporal, and psychological advantages over the enemy to seize and exploit the initiative. (ADP 3-0)

**Crime analysis:** MP conduct crime and criminal analysis to assess the criminal environment, to include the existence of organized criminal elements, crime-

conductive conditions, and general levels of criminal activity. This helps identify crime trends and criminal patterns to assist in policing decision making. (ATP 3-39.20)

**Criminal intelligence:** A category of police intelligence derived from the collection, analysis, and interpretation of all available information concerning known potential criminal threats and vulnerabilities of supported organizations. (FM 3-39)

**Detainee operations:** Capture, initial detention and screening, transportation and protection, housing, transfer, and release of the wide range of persons who could be categorized as detainees. (JP 3-63)

**Expeditionary force:** An armed force organized to accomplish a specific objective in a foreign country. (JP 3-0)

**Hybrid threat:** The diverse and dynamic combination of regular forces, irregular forces, terrorist forces, and/or criminal elements unified to achieve mutually benefitting effects. (ADRP 3-0)

**Intelligence operations:** The variety of intelligence and counterintelligence tasks that are carried out by various intelligence organizations and activities within the intelligence process. (JP 2-01)

**Interoperability:** The ability to operate in synergy in the execution of assigned tasks. (JP 3-0)

**Investigation:** Military Police Investigators and CID investigators conduct criminal investigations. Criminal investigation is the process of identification, collection, preservation, documentation, analysis, preparation, and presentation of both physical and testimonial evidence to prove the truth or falsity of a criminal allegation. (ATP 3-39.12)

**Knowledge management:** The process of enabling knowledge flow to enhance shared understanding, learning, and decision making. (ADRP 6-0)

**Line of effort:** A line that links multiple tasks using the logic of purpose rather than geographical reference to focus efforts toward establishing operational and strategic conditions. (ADRP 3-0)



**Military Police:** The Military Police Force carries the primary responsibility for executing policing, criminal investigations, corrections, and security missions that enable the Army's decisive action in unified land operations. For the purpose of this document, the term Military Police and/or Military Police Force encompasses the total organization within the Regular Army, Army National Guard, and Army Reserve, including all Soldiers, warrant officers, officers, and Civilians (including affiliated contractors and agencies within the civilian community).

**Operational environment:** A composite of the conditions, circumstances, and influences that affect the employment of capabilities and bear on the decisions of the commander. Replaces the term battlespace, which was frequently misused as a synonym for area of operations. Operational environment does not refer to a piece of ground denoted by boundaries and assigned to a unit, nor does it refer to the security environment at large.

**Performance management:** A systematic effort to improve performance through an ongoing process of establishing desired outcomes, setting performance standards, then collecting, analyzing, and reporting on streams of data to improve individual and collective performance.

**Police intelligence operations:** An integrated function within all Military Police operations; it supports the operations process through analysis, production, and dissemination of information collected as a result of police activities to enhance situational understanding, protection, civil control, and law enforcement.

**Policing:** The application of control measures within an area of operations to maintain law and order, safety, and other matters affecting the general welfare of the population. (FM 3-39)

**Policing operations:** Police operations encompass the associated law enforcement activities to control and protect populations and resources to facilitate the existence of a lawful and orderly environment. (FM 3-39)

**Rule of Law:** A principle under which all persons, institutions, and entities, public and private, including the state itself, are accountable to laws that are publicly promulgated, equally enforced, and independently

adjudicated and that are consistent with international human rights principles. (ADRP 3-07)

**Threat:** Any combination of actors, entities, or forces that have the capability and intent to harm U.S. forces, U.S. national interests, or the homeland. (ADRP 3-0)

**Transnational organized crime:** Transnational organized crime involves organized criminal networks, not necessarily linked financially or by one coherent ideology, with extraordinary capabilities. They operate transnationally for the purpose of obtaining power, influence, monetary and/or commercial gains, wholly or in part by illegal means, while protecting their activities through a pattern of corruption and/or violence. They vary from hierarchies to clans, networks, and cells, and may evolve to other structures. The crimes they commit also vary. (White House Strategy to Combat Transnational Organized Crime)

**Unified action partners:** Those military forces, governmental and nongovernmental organizations, and elements of the private sector with which Army forces plan, coordinate, synchronize, and integrate during the conduct of operations. (ADRP 3-0)

**Unified land operations:** How the Army seizes, retains, and exploits the initiative to gain and maintain a position or relative advantage in sustained land operations through simultaneous offensive, defensive, and stability operations in order to prevent or deter conflict, prevail in war, and create the conditions for favorable conflict resolution. (ADP 3-0)

**Wide area security:** The application of the elements of combat power in unified action to protect populations, forces, infrastructure, and activities; to deny the enemy positions of advantage; and to consolidate gains in order to retain the initiative. (ADP 3-0) 