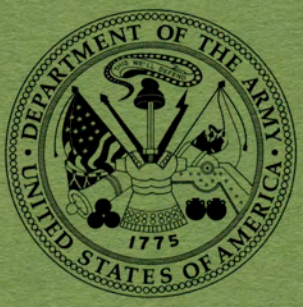
Department of the Army Historical Summary

Fiscal Year 1995



CENTER OF MILITARY HISTORY
UNITED STATES ARMY
WASHINGTON, D.C.

Department of the Army Historical Summary

Fiscal Year 1995

by
Stephen L.Y. Gammons
and
William M. Donnelly

CENTER OF MILITARY HISTORY
UNITED STATES ARMY
WASHINGTON, D.C., 2004

The Library of Congress has cataloged
this serial publication as follows:

Library of Congress Catalog Card 75–09647561

ISSN 0092–7850

This summary was edited and indexed by Cheryl Morai-Young

CMH Pub 101–26–1

Contents

Chapter	*Page*
1. INTRODUCTION	3
2. ORGANIZATION, MANAGEMENT, AND BUDGET	7
Organizational Changes	7
Management Information Systems	10
Economies, Efficiencies, and Management Improvement	11
Budget	17
3. PERSONNEL	23
Army Strength	23
Enlisted Personnel	23
Officer Personnel	27
Civilian Personnel	32
Special Topics	33
4. FORCE DEVELOPMENT, TRAINING, AND OPERATIONAL FORCES	37
Blueprint for the Future	37
Force Development	41
Training	43
Deployed Operational Forces	46
Counterdrug Operations	48
Military Intelligence	49
Nuclear, Biological, and Chemical	50
Military Support to Civilian Authorities	51
5. RESERVE FORCES	53
Force Structure	53
Strength and Personnel Management	55
Training and Readiness	59
Mobilization	61
Reserve Component Support to Civilian Authorities	62
Equipment and Maintenance	64

Tables

No.

1. FY 1995 Budget Appropriations and FY 1996 Requests 18
2. FY 1995 Regular Army Accessions 24
3. FY 1995 U.S. Army Reserve Accessions 24
4. FY 1995 Army National Guard Accessions 25
5. Active Army Enlisted Losses from Separation Programs 26
6. Commissioned and Warrant Officer Grade Distribution 28
7. Active Army Commissioned Officer Accessions 28
8. Defense Officer Personnel Management Act 31
9. Active Army Officer Losses from Separation Programs 31
10. Research, Development, and Testing Budget Figures 74
11. Acquisition Budget Figures 74
12. FY 1995 Military Construction Projects 90
13. Comparison of Courts-Martial for FY 1995 and FY 1994 96

Chapter *Page*

6. LOGISTICS 67
Management and Planning 67
Maintenance 72
Sustainability 73
Security Assistance 73
Research, Development, and Acquisition 74

7. SUPPORT SERVICES 81
Morale, Welfare, and Recreation 81
Quality of Life 84
Health and Medical 85
Housing 86
Army Safety Program 87
Army and Air Force Exchange Service 89
Command Information 89
Army Sports Program 90
Total Army Quality 90
Construction, Facilities, and Real Property 90
Legacy Program 92

8. SPECIAL FUNCTIONS 93
Civil Works 93
Environmental Protection 94
Army Energy Program 95
Small and Disadvantaged Business Utilization 95
Legal Affairs 96
Inspector General Activities 97
Army Marksmanship 99
The Army and Arms Control 99
World War II Commemoration 100

9. CONCLUSION 103

GLOSSARY 105

INDEX 109

APPENDIX. Organization of the Department of the Army ..... *(inside back cover)*

DEPARTMENT OF THE ARMY
HISTORICAL SUMMARY

FISCAL YEAR 1995

1

Introduction

Throughout Fiscal Year (FY) 1995, the Army faced challenges of change and transition because of continuing post–Cold War personnel and force reductions. These reductions have created an Army that is smaller than at any time since before World War II. As the Army has dealt with the effects of these reductions, it has had to support a national military strategy that requires the United States to remain engaged abroad, particularly in regions where its most important interests were at stake. The Army played a major role in FY 1995 in some of the principal elements of the U.S. strategy of engagement and enlargement: to enhance national security by maintaining a strong defense capability and championing cooperative security measures, and to promote democracy abroad through peacekeeping and security assistance missions. In support of this strategy, units and personnel were deployed overseas to numerous locations.

Starting in 1989, the Army has been faced with several major changes. It is moving from a forward-positioned force to a largely U.S.-based power-projection force. The service is shifting from a Cold War focus on a single threat, the Soviet Union, to a force designed to counter a wide spectrum of unpredictable dangers and threats. Finally, the Army has gone from a force structure of 18 active divisions with end strength of 777,000 active duty soldiers to a force to be stabilized in 1996 at 10 active divisions with end strength of 495,000.

In addressing the challenges the service faced, senior Army leaders recognized that the Army's budget had decreased 38 percent since 1989 and that the service faced hard decisions during the fiscal year among readiness, investment in modernization and future readiness, and the need to maintain a high-quality force within budgetary constraints. Noting that the nation's resources available for defense were limited, senior Army leaders emphasized that uncertainties in the international strategic environment and our national strategy required an Army ready and capable of responding quickly and decisively to protect our national interests.

As the Army moved toward the twenty-first century, it confronted three major challenges: maintaining readiness, stabilizing its force, and becoming more efficient. To fund force levels and to recruit, train, and retain the

quality personnel that would enable the Army to carry out its missions required that the service defer some modernization programs during FY 1995. The Army was on track to meet its recruiting goal for the fiscal year of 63,000 personnel, but stopped recruiting when the accession level reached 62,931 personnel. This action was taken to stay within the Army's authorized strength level and alleviate a potential financial shortfall in the Military Pay, Army, account. Proper training ensured that soldiers, leaders, and units were prepared to fight and win. The combat training centers (CTC) continued to be the centerpiece of the Army's training program. In FY 1995, seventy-seven maneuver battalions trained at the three maneuver CTCs, where soldiers were exposed to an environment of unrestricted force-on-force training and live-fire exercises that simulated actual combat. Retaining high-quality soldiers, particularly those in their first term of service, was another important contribution to maintaining personnel readiness. Equally important was the retention of the skills and experience of soldiers leaving the active force through their affiliation with reserve component units. In FY 1995, the Army reenlisted 19,960 first-term soldiers and 23,358 mid-career soldiers. A total of 13,737 separating soldiers were assigned to the reserve components—8,413 to the Army National Guard (ARNG) and 5,324 to the U.S. Army Reserve (USAR).

Modernization was imperative as the Army prepared to enter a new century. A smaller army required weapons of increased lethality and precision through the replacement or improvement of older weapons systems and equipment. Because of budget constraints, the Army's modernization strategy for FY 1995 focused on selective upgrades of existing capabilities and the replacement of technically obsolete systems. The upgrades of the Abrams tank and the Bradley Fighting Vehicle were among programs continued during the fiscal year, while several programs such as the Multiple Launch Rocket System and the Avenger air defense system were discontinued.

Bringing stability to the force was another challenge the Army faced during the fiscal year. In FY 1995, the Army entered what appeared to be the last turbulent stages of personnel reductions, base closures, inactivations and unit realignments; however, the Army also continued to see increases in its operational commitments that added to the force's instability. The Army maintained 125,000 soldiers at forward installations in Europe, the Pacific, and Panama. In FY 1995, soldiers were engaged in many diverse operations such as counterdrug, noncombatant evacuation, nation assistance, and humanitarian and disaster relief. The Army conducted operations in support of national objectives in Somalia, Kuwait, Haiti, and other countries. Soldiers also performed disaster relief missions in the United States, providing earthquake relief in California, fighting forest fires in the West, assisting flood victims in the Midwest, and help-

ing law enforcement agencies to stem the flow of illicit drugs across the borders of the United States.

Over the same period, the Army experienced a threefold increase in operational deployments. On any given day in 1995, in addition to 100,000 soldiers stationed in Europe and Korea, the Army averaged over 20,000 soldiers deployed in over 80 countries. Meanwhile, a sharp decline in resources had reduced Army total obligation authority 36 percent. Fiscal reality exacted its toll: the Army barely maintained operational readiness and, then, only by deferring needed investment in modernization.

The Army also sought to improve its efficiency during FY 1995. Among its goals, the service sought to achieve savings that would pay for a force structure commensurate with the Army's operational commitments, to increase investment in crucial modernization programs, and to increase spending on quality-of-life programs. Army leaders worked with the Department of Defense (DOD) and other federal agencies throughout the fiscal year on a variety of cost-cutting initiatives, such as streamlining the work force, implementing acquisition reform, and simplifying and reducing regulations pertaining to the contracting of goods and services. In developing its efficiency strategy, the Army looked to the private sector for examples. By specifying how a system should perform instead of specifying how it should be manufactured, for example, the Army saved money on the costs of developing weapons systems, such as the Comanche helicopter, and on facilities maintenance contracts at Army installations. The Army's goal was to create significant savings by driving down the cost of doing business, carefully managing constrained fiscal resources, and continuing to adopt sound business practices.

In FY 1995, the Army began to see the end of the turbulent post–Cold War period of restructuring its forces and reducing its personnel strength, military and civilian. At the same time, the service was engaged in several initiatives, such as Army XXI, to shape the Army of the future. The Army had done more than prudently downsize the force that won the Cold War and Operation DESERT STORM. It had begun converting from an Army rooted in the industrial age to an army exploring the imperatives of the information age. In the vanguard of new and rapidly developing technologies, the Army was already aggressively seeking ways to apply digital technologies to the battlefield. An early step in 1994 inaugurated Force XXI. Neither a force nor even a force design, Force XXI painted a vision of the twenty-first century Army. Already in place, the vision for the future Army meshed comfortably with *Joint Vision 2010* issued in mid-1995. The joint vision guided the transformation of new concepts of dominant maneuver, precision engagement, full dimensional projection, and focused logistics into joint operational capabilities. The conceptual template helped the armed

forces channel innovation and leverage technology to exploit the full array of capabilities, allowing the joint team to dominate adversaries across the range of military operations. Through Army XXI, the service's leaders sought to define the capabilities that the Army would need to operate in an operational environment dominated by information warfare, highly mobile forces, and more lethal and precise weapons. Thus, FY 1995 was a year in which Army leaders searched for ways to maintain and stabilize the force so that it continued to be responsive to the national strategy while maintaining a vital commitment to transforming the Army so that it remains a force of decision in the next century.

2

Organization, Management, and Budget

Organizational Changes

The position of Deputy Under Secretary of the Army was redesignated on 21 July 1995 as Deputy Under Secretary of the Army (International Affairs) (DUSA-IA). The former position was very general with no specific functional responsibility, whereas the DUSA-IA is responsible for the oversight of all international activities and affairs for the Department of the Army. Reporting directly to the Secretary of the Army, the DUSA-IA coordinates, integrates, and oversees all international activities and affairs, including those within the functional responsibility of other Army officials.

The DOD underwent significant reorganization during FY 1995 to improve management of space systems. These changes included establishment of three new offices: the Joint Space Management Board, the Office of the Deputy Under Secretary of Defense (Space), and the Office of the Department of Defense Space Architect. The Chief of Staff, Army, directed that space management be accomplished in a joint environment and, in accordance with this directive, the Army appointed representatives to each of the new organizations. The Joint Space Management Board, composed of DOD senior leaders and the intelligence community, approves national security space policy and space architectures and provides acquisition oversight for space systems. The Army members are the Vice Chief of Staff, Army, and the Army Acquisition Executive. The Office of the Deputy Under Secretary of Defense (Space) is responsible for space policy formulation and staff oversight for space architectures and acquisition. Army representation in this new office consists of two positions. In the Office of the Department of Defense Space Architect, which is responsible for developing various functional space architectures, the Army established five positions. The following organizations contributed manpower billets to establish these five positions: the Training and Doctrine Command (TRADOC); the Space and Strategic Defense Command; the Office of the Deputy Chief of Staff for Operations and Plans (ODCSOPS); the Office of the Deputy Chief of Staff for Intelligence; and the Office of the Director of Information Systems for Command, Control, Communications, and Intelligence.

The Defense Authorization Act for FY 1994 directed the creation of an independent commission to reexamine the roles and missions of the armed forces in light of the end of the Cold War. The commission was to deliver its report to Congress and the Secretary of Defense by May 1995. The Commission on the Roles and Missions of the Armed Forces first met in May 1994. In June 1994, Headquarters, Department of the Army (HQDA), established a Roles and Missions Office in ODCSOPS. In July 1994, the Roles and Mission Office became the Directorate of Roles and Missions in ODCSOPS. The missions of this directorate were to (1) assess existing and future Army roles and missions, (2) assist the service's civilian and military leadership in identifying the critical issues, (3) provide intellectually defensible and doctrinally sound positions on all future Army roles and missions, and (4) coordinate the actions of the Army Staff and the Army Secretariat in providing support to the Commission on the Roles and Missions of the Armed Forces. The Commission delivered its report in May 1995, and, in July 1995, the Directorate of Roles and Missions in ODCSOPS was disestablished. Responsibility for oversight and staff coordination of roles and missions questions reverted to the Strategy, Plans, and Policy Directorate of ODCSOPS.

The Director of Army Safety established the position of Director of Army Radiation Safety in January 1995 to consolidate overall proponency and responsibility for the Army's radiation protection program at the Department of the Army level. The Army Inspector General (IG) had identified the need to establish an Army Radiation Safety Program proponency in HQDA. Major duties assigned to the Director of Army Radiation Safety included developing Army ionizing and non-ionizing radiation protection policies and promoting good radiation protection practices, chairing the Army Radiation Protection Coordination Committee, and representing the Army on radiation protection issues in relations with non-Army agencies. Pending resolution of issues concerning the position's authorization and the Tables of Distribution and Allowances (TDA) of its accompanying organization, the Director of Army Safety designated a Health Physics officer, in the grade of colonel, from the Center for Health Promotion and Preventive Medicine, to perform duties as the Director of Army Radiation Safety in the Army Safety Office.

Within the Strategy, Plans, and Policy Directorate, ODCSOPS, the Nuclear Division was discontinued on 1 May 1995. The division's functions were integrated into the directorate's Strategic Plans and Policy Division.

In August 1995, the Office of the Director of Environmental Programs, in the Office of the Assistant Chief of Staff for Installation Management, was reorganized into three divisions: Environmental Quality; Environmental Readiness; and Strategy, Plans, and Programming.

The U.S. Total Army Personnel Command's (PERSCOM) Force Integration Division conducted an internal reorganization in January 1995. Prior to the reorganization, each branch of the division consisted of force development officers and system managers who were aligned functionally with the branches and functional areas of the Army. The force development officers produced the Personnel Management Authorization Document, the only document that establishes personnel authorizations for the Army. The system managers analyzed the impact of force structure changes on personnel issues. The reorganization merged the duties of force development officers and system managers, and the job title became Force Management Officer. The reorganization decreased the size of the Force Integration Division from twenty-eight personnel to sixteen, and created a more efficient organization in that those who developed the Personnel Management Authorization Document were responsible for analyzing its effects on Army personnel.

The Joint Requirements Oversight Council (JROC) is a DOD instrument used to identify critical deficiencies, redundancies, and opportunities in joint warfighting mission areas that affect future warfighting requirements and capabilities. The JROC influences all future warfighting requirements and capabilities. Before June 1995, responsibility for JROC matters was divided among different parts of the Army Staff as an additional duty. This approach placed the Army in a reactive mode of operation, which adversely affected the service's ability to contribute to the JROC process.

The Director of the Army Staff, therefore, approved a concept plan on 5 June 1995 for the establishment of the JROC division under ODCSOPS, creating a full-time staff dedicated to JROC matters. The JROC division consisted of 1 new civilian and 11 new military positions, and 1 officer and 2 civilian positions transferred internally from the Force Development Division of ODCSOPS to the JROC division. Funding for the new officer and civilian positions for FY 1996 and beyond came from the Force Integration and Management Division of ODCSOPS.

In April 1995, the U.S. Army Information Systems Command and the Air Force Pentagon Communications Agency formed a new Single Agency Manager for Pentagon Information Technology Services to comply with a 1994 DOD directive to consolidate management and administration of common information technology services in the Pentagon.

The Army's efforts to reduce unnecessary infrastructure began with the Secretary of Defense's Commission on Base Realignment and Closure (BRAC) in 1988. Between 1988 and 1994, the Army closed 77 installations in the United States and more than 500 sites overseas. The Army reached an important milestone for the BRAC program in 1995, closing the last of the installations scheduled for closure by the Secretary of Defense's Commission of 1988: Cameron Station, Virginia, and Army

Materials Technology Laboratory, Massachusetts. The year also witnessed approval of the final list of installations to be closed or realigned under the BRAC Act of 1990. During FY 1995, the service began the process to implement the twenty-nine closures and eleven realignments recommended by the 1995 BRAC Commission. These closures and realignments, the Army's largest and most complex reduction of infrastructure, is estimated to take six years and cost $2.1 billion.

Although overseas closures did not receive the same publicity as those in the United States, they were extensive and represented the Army's fundamental strategic shift from a forward-deployed force to an overseas presence and a power-projection force. In Europe, the Army reduced the number of installations by 67 percent. By the end of FY 1995, most of the reductions were complete. These necessary base closures and realignments caused short-term turbulence but in the long term resulted in a more efficient infrastructure and, ultimately, more stability throughout the Army.

Management Information Systems

The ODCSOPS created the Army Power Projection Operations Center at Fort Huachuca, Arizona, to provide a clearinghouse and troubleshooting center for the Army's communications and automation communities. The center manages the service's internal communications to improve the manner in which information flows throughout the Army. In addition to monitoring systems and networks used by the Army around the world, the center created a customer assistance unit designed to help identify problems, rectify as many as possible, and refer the rest to a problem resolution group. Besides solving problems, the center remotely collects performance and status information from telecommunications networks and automated systems and provides analysis and guidance.

The Community and Family Support Center (CFSC) distributed five computer-based management systems to Nonappropriated Fund (NAF) and Morale, Welfare, and Recreation (MWR) activities worldwide during FY 1995. Fielding of the Time Labor Management System, the NAF work force management system, was completed to 147 locations worldwide. The Financial Management and Budget System was fielded to eighty-three locations worldwide during the year. This system is a development tool for NAF's annual budget. The Recreational Tracking System, which provides facility and activity reservation and registration, league and tournament management, and a point-of-sale system for rentals and snack bars, was fielded to eight locations worldwide. Child development centers and sixty-three other locations worldwide received the version 2.4 upgrade of the Child Development Services Automated Management System. The development of version 3.0 began in August 1995.

Economies, Efficiencies, and Management Improvement

During FY 1995, all major Army commands (MACOM) worked on reengineering and redesign initiatives that would institutionalize the best methods of managing organizational change. The service worked directly with DOD and other federal agencies, addressing specific cost-cutting initiatives, such as streamlining the work force, improving service, implementing acquisition reform, and reducing regulations in accordance with the ongoing National Performance Review. One provision of the National Performance Review chartered reinvention laboratories to allow agencies to test new ways of doing business. In FY 1995, the Army intensified its efforts in this area by increasing the number of reinvention labs. More significantly, the Army created the only two reinvention centers within the DOD, one each at TRADOC and at Forces Command (FORSCOM). The commanders of the reinvention centers had broad powers to establish their own reinvention labs, to waive regulations to further reinvention, and to coordinate directly with the DOD regarding legislative changes necessary to support reinvention.

In August 1994, the Secretary of the Army approved a new policy enabling installation commanders to request waivers of Army or DOD regulations or policy directives that impede good business practices. This policy, part of the Army's efforts to implement National Performance Review initiatives, will allow installations to develop innovative and more efficient management and administrative systems. On 23 May 1995, the Secretary of Defense signed a memorandum to streamline the waiver request process and allow DOD reinvention labs and centers to send waiver requests directly to the appropriate functional proponent. The Office of the Deputy Assistant Secretary of the Army for Resource Analysis and Business Practices, Office of the Assistant Secretary of the Army for Financial Management and Comptroller (OASA [FM&C]), is the action office for all financial management–related waiver requests. Army resource managers have been encouraged to send waiver requests directly to this office for expeditious handling. The Secretary of the Army on 14 August 1995 extended to Army reinvention labs and centers the authority to waive Army regulations and directives.

In FY 1995, the Business Practices Directorate, Office of the Deputy Assistant Secretary of the Army for Resource Analysis and Business Practices, processed 39 separate requests for a regulatory waiver, of which 12 resulted in the approval of 10 separate waivers; 8 were withdrawn by the originating commands; 4 did not involve prohibitive regulations and were resolved without using the waiver process; 4 were transferred to other Army functional proponents; and 1 was based in public law and could not be waived. As FY 1995 came to a close, ten requests for a waiver were still being processed.

A provision of the Chief Financial Officers Act of 1990 required financial statements and an independent audit opinion for revolving funds, trust funds, and substantially commercial functions. The Army, as one of only ten federal agencies designated as a pilot project under this law, has prepared audited annual financial statements since FY 1991 covering all Army funds. In March 1995, the Army submitted its financial report for FY 1994. The report consisted of a financial statement prepared by the Defense Finance and Accounting Service's Indianapolis Center and an overview prepared by HQDA of key Army missions and the service's performance in FY 1994. Under the Government Management Reform Act of 1994, all agencies covered by the Chief Financial Officers Act will be required to have agency-wide financial statements, beginning in FY 1996.

The Army established a senior-level Efficiency Working Group to develop methods to save money because, during the Program Objective Memorandum (POM) 97–01 update, it became obvious that the service could not sustain essential modernization, improve quality of life, and maintain end strength of 495,000 active duty personnel and still conduct business as usual. The working group began a review of policies and procedures to identify potential efficiencies, with the goal of generating significant savings each year by driving down the cost of doing business, preserving constrained resources, and continuing to adopt sound business practices. The Army Audit Agency and the Cost and Economic Analysis Center reviewed proposals developed by the working group, and those proposals approved by the Army's senior leaders will be implemented.

Created in 1970, the Select Committee (SELCOM) was for twenty-five years the senior committee in HQDA for review, coordination, and integration of the Army's Planning, Programming, Budgeting, and Execution System (PPBES) actions. The committee reviewed Army policy, plans, programs, and budgets, including the performance of programs and the financial execution of budgets. SELCOM referred issues of major importance to the Secretary of the Army and the Chief of Staff, Army, presenting, as appropriate, alternatives and recommendations for decision. With twenty-eight members, SELCOM was a large group composed of the assistant secretaries of the Army, the deputy chiefs of staff, and all of the other principal officials of HQDA. The Under Secretary of the Army and the Vice Chief of Staff, Army, co-chaired the committee.

During the summer of 1995, the Secretary of the Army determined that the Army needed a more effective process for resource allocation. Rather than merely endorsing or adjusting final products, the Secretary believed that senior leaders should be involved in the framing and assessment of alternatives. Also, the decision-making body should be more streamlined than SELCOM. On 20 July, the Secretary announced the abolishment of SELCOM and the establishment of the Army Resources

Board (ARB). The ARB was now the senior-level forum in HQDA for the review of Army policy and resource allocation issues, making it the final decision authority regarding policy, plans, programs, and budgets. The Secretary of the Army serves as chair of the ARB and the Chief of Staff, Army, as vice chair. The other members of the ARB are the Under Secretary of the Army; the Vice Chief of Staff, Army; four Assistant Secretaries of the Army (for Financial Management and Comptroller; Installations, Logistics, and Environment; Manpower and Reserve Affairs; and Research, Development, and Acquisition); and the Deputy Chief of Staff for Operations and Plans. The Special Assistant to the Assistant Secretary for Financial Management and Comptroller serves as Executive Secretary. The Deputy Assistant Secretary for Army Budget and the Director, Program Analysis and Evaluation, provide support to ARB.

Shortly after ARB was chartered, the ARB Support Group was founded to enable leaders in the Army Secretariat and the Army Staff to oversee jointly the PPBES and support the ARB processes. This group's role is to identify emerging problems in planning, program development, and budget formulation, and then resolve the problems or refer issues and recommendations to the ARB. All issues considered by the ARB are first reviewed by the ARB Support Group. When consideration of issues would benefit from a broader exchange of information within HQDA, the group is to convene with an expanded membership and be called the ARB Support Group–Ad Hoc.

The chair of the ARB Support Group is the Assistant Secretary for Financial Management and Comptroller. Membership of the ARB Support Group consists of the Assistant Secretary for Installations, Logistics, and Environment; the Assistant Secretary for Manpower and Reserve Affairs; the Assistant Secretary for Research, Development, and Acquisition; the Director of Information Systems for Command, Control, Communications, and Computers; the General Counsel; the Deputy Chief of Staff for Operations and Plans (DCSOPS); the Special Assistant to the Assistant Secretary for Financial Management and Comptroller; the Deputy Assistant Secretary for Army Budget; and the Director, Program Analysis and Evaluation. The ARB Support Group–Ad Hoc adds the Director of the Army Staff; the Deputy Chief of Staff for Logistics (DCSLOG); the Deputy Chief of Staff for Personnel (DCSPER); the Director, ARNG; the Chief, USAR; and the Assistant Chief of Staff for Installation Management.

The Antideficiency Act (ADA) is a series of laws under Title 31 of the United States Code that enforce restrictions Congress placed on funds issued to the executive agencies. Specifically, the laws require that federal employees not obligate funds they do not have and do obligate funds for purposes other than those stated in the authorizations and appropriations

act. In FY 1995, the Army continued its efforts to close out overdue cases and to emphasize ADA awareness. The service had twenty-five ADA cases at the start of FY 1995; another nine cases were reported during the year. By year's end, twenty-eight cases had been resolved, reducing the year-end balance to six cases. Although the Army reduced its backlog of ADA cases, the service continues to seek improvements in the conduct of ADA investigations. The Office of the Deputy Assistant Secretary of the Army (Financial Operations) coordinated the development of ADA investigator training software with the Defense Business Management University. When fielded, this training software will provide a means to train investigators at their home stations, giving the Army a way to provide fiscal law training in the field.

On 1 October 1991, the Office of the Under Secretary of Defense (Comptroller) (OUSD[C]) assumed the responsibility for cash management when the Defense Business Operations Fund (DBOF) combined the military departments' industrial and stock funds into one revolving fund. After three years of experience, OUSD(C) determined it would be beneficial for the military departments to have concurrent responsibility for both cost management and cash management. Consequently, in November 1994, OUSD(C) announced that cash management responsibility would be delegated, and, in February 1995, the Department of the Army assumed responsibility for its share of DBOF cash, amounting to $346 million.

The Army maintains an appropriate cash balance, known as the "cash corpus," at the headquarters level to cover net business outlays (collections minus disbursements). In early 1995, projections indicated that the cash corpus would drop below acceptable levels by March 1995, violating the ADA, under Title 31 of the United States Code. In February 1995, soon after the Army received the responsibility for cash management, the Assistant Secretary of the Army (Financial Management and Comptroller) directed that the Army adopt the practice of "advance billing" customers, that is, charging them in advance of actual work performed. Billing in advance was a temporary measure that staved off an ADA violation and proved essential to ongoing DBOF operations because DBOF activities operate on a revolving fund basis, selling goods and services to customers who provide cash needed to fund ongoing operations.

In an effort to strengthen cash management competencies, the Army engaged the services of a private accounting firm to provide educational materials and training. The firm conducted classroom training for 189 Army employees in May and June 1995 and also produced a valuable cash management reference guide.

In December 1994, OASA (FM&C) published requirements and procedures for the participation of USAR and the ARNG officers in the Army Comptrollership Program (ACP) at Syracuse University in Syracuse, New

York. This pilot program will provide the National Guard Bureau (NGB) and the Office of the Chief, Army Reserve, an additional means of developing and maintaining a core of highly trained, professional military comptrollers and to ensure availability of the ACP to all Army members. The ACP emerged from a growing awareness by the OASA (FM&C), as the functional proponent, of the need to ensure that USAR and ARNG officers on extended full-time active duty tours and serving in comptroller positions were fully qualified to perform their duties. In June 1995, a USAR officer enrolled in the ACP class of 1996, becoming the reserve components first ACP student.

In an effort to provide commanders the flexibility to generate additional funds, maximize use of resources, and manage in the most businesslike fashion possible, OASA (FM&C) submitted several legislative proposals that were enacted in FY 1995 and will take effect in FY 1996. One such proposal was the Expense/Investment Threshold measure, which gave installation commanders increased flexibility to use the most cost-effective method to meet mission requirements by raising the operations and maintenance purchase thresholds from $50,000 to $100,000. Without this flexibility, commanders are sometimes forced to maintain aged equipment or lease new equipment at cumulative costs far in excess of purchase prices for replacing the equipment. Also enacted was the Acceptance of Nongovernmental Cash Awards measure to allow installations and activities to retain and expend cash awards from nongovernmental entities. This proposal was submitted in direct response to the "Innovations in Government" awards program sponsored by the Ford Foundation. Nongovernmental cash awards will be deposited and used as nonappropriated funds for the benefit of soldiers and their families on the winning installations.

The Federal Managers' Financial Integrity Act of 1982 and the Office of Management and Budget's Circular A–123 require each executive agency to conduct periodic evaluations of management controls and to provide annual statements to the president and Congress that assess the effectiveness of these controls and identify any material weaknesses in them. In FY 1995, OASA (FM&C) restructured the Army's management control process to reduce workload and increase the flexibility and accountability of commanders and managers; commanders and managers now decide how to evaluate their controls, using either streamlined checklists or existing management review processes. This restructuring reduced the number of required evaluations from 450 to 140. The Army's goal is to embed these evaluations in day-to-day management processes wherever possible.

This new management control process requires MACOMs and HQDA staff agencies to segment themselves into "assessable units" headed by senior managers no lower than colonel/GS–15 (at garrisons, no lower than

the senior functional chiefs, regardless of grade). MACOMs and HQDA staff agencies have designated about 3,000 assessable unit managers, who must certify the results of management control evaluations. In addition, MACOMs and HQDA staff agencies now decide when to conduct these evaluations, establishing their own five-year schedules.

In August 1995, the Army expanded its training efforts to explain and emphasize the importance of management controls and the new management control process by providing training packages, videotapes, and a detailed handbook for its management control administrators; offering a new one-day management control course; integrating management control instruction into other Army schools and courses; and conducting an annual Army management control conference. The Army's training program also emphasized the need for full disclosure of material weaknesses and proper validation of corrective actions.

The Army's Joint Reconciliation Program combines the financial skills of accounting and budget personnel with the expertise of acquisition specialists, logisticians, auditors, and legal staffs in creating horizontal teams to analyze payments that do not match obligations on the books. These disbursements are of major concern within the DOD because, if they are not resolved in a timely manner, current-year funds must be used to pay bills from previous years. In FY 1995, the Joint Reconciliation Program reduced Army unmatched disbursements from $750 million to $368 million; negative unliquidated obligations from $500 million to $148 million; and contingent liabilities associated with canceling appropriations from $539 million to $23 million. MACOMs reported that their experience with the Joint Reconciliation Program led to improvements in execution of current-year obligation authority. The Joint Reconciliation Program also precluded the diversion of current-year funds from essential expenditures in support of military readiness.

In FY 1995, one out of every four soldiers who separated from active duty owed a debt to the Army. Overpayment of pay, allowances, entitlements, leave, bonuses, transportation costs, and travel advances, and liability for lost or damaged government property caused these debts. These debts are difficult to collect after soldiers leave active duty, and the costs to collect (about $38 million in Operation and Maintenance, Army, funds in FY 1995) often exceed the amounts recovered. The Army's 325,605 new debt cases totaled $88 million in FY 1995. To bring this problem under control, OASA (FM&C) and the Office of the Deputy Chief of Staff for Personnel (ODCSPER), with assistance from PERSCOM, worked to identify policy or procedural changes, with a focus on debt avoidance. New clearance procedures were tested at Fort Myer, Virginia, with very favorable results. The new clearance procedures were refined and a new separation checklist was developed. An Army-wide test of the new sepa-

ration checklist (DA Form 137–R [Test]) will be conducted from 1 November 1995 through 1 May 1996.

During FY 1995, the Army Audit Agency issued 412 reports, including formal audit reports, consulting reports, memorandum reports, and advisory reports. These audits resulted in potential monetary benefits of about $2.4 billion. One audit found that many installations were not applying for fuel tax refunds because Army guidance on fuel tax refunds was inadequate and major commands were not monitoring refund claims to make sure installations filed them. The auditors recommended that installations file refund claims as often as possible in accordance with federal and state regulations, and that the service provide installations a handbook developed by the Army Audit Agency for their use in processing and supporting claims. Army managers agreed with these recommendations, which had potential monetary benefits of $21.7 million. In another audit the auditors found that the Army could save about $69 million ($12 million for the ARNG and about $57 million for the active Army) over the next six years by allowing installations and activities to purchase vehicle batteries from local vendors instead of ordering them through the Army supply system. By doing so, the Army could avoid environmental problems associated with the storage and disposal of used batteries. Moreover, local purchases might actually enhance equipment readiness because the vendors could furnish better batteries in a timelier manner than the Army supply system. The Army agreed with the recommendations and the potential monetary benefits.

Budget

The FY 1995 budget request for $61.1 billion in total obligation authority was only $100 million more than for FY 1994. Taking into account that accommodations had to be made for $1.3 billion in price increases from FY 1994 to FY 1995, the Army's buying power had actually declined by more than 2 percent. The budget increased substantially operations and maintenance funding and was consistent with established Defense Planning Guidance priorities for readiness and sustainability, force structure, science and technology, systems acquisition, and infrastructure. *Table 1* summarizes appropriations for the FY 1995 budget and the FY 1996 budget request.

The FY 1995 budget provided for end strengths of 510,000 for the active component, 400,000 for the ARNG, and 242,000 for the Army USAR. The budget continued to fund the Voluntary Separation Incentive Pay (VSIP) program, the Special Separation Benefit, and the Early Retirement Program (ERP) for military personnel. The FY 1995 budget also provided for civilian personnel end strength of 281,000, and a 1.6 percent pay increase for military and civilian personnel also was contained in the FY 1995 budget.

TABLE 1—FY 1995 BUDGET APPROPRIATIONS AND FY 1996 REQUESTS
($ IN MILLIONS)

Appropriation	*1995*	*1996*
Military Personnel, Army	21,007	19,721
Operations and Maintenance, Army	19,534	18,185
National Board for Promotion of Rifle Practice	3	0
Procurement	6,687	6,250
(Aircraft)	(1,019)	(1,223)
(Missiles)	(803)	(676)
(Weapons & Tracked Combat Vehicles)	(1,143)	(1,299)
(Ammunition)	(1,112)	(795)
(Other)	(2,610)	(2,257)
Research, Development, Test & Evaluation	5,403	4,444
Military Construction, Army	551	473
Army Family Housing	1,230	1,381
(Operations)	(1,059)	(1,338)
(Construction)	(171)	(43)
Reserve Components	9,541	8,753
(National Guard Personnel)	(3,346)	(1,338)
(Operations & Maintenance, Army National Guard)	(2,436)	(2,304)
(Military Construction, Army National Guard)	(188)	(18)
(Reserve Personnel, Army)	(2,174)	(2,101)
(Operations & Maintenance, Army Reserve)	(1,240)	(1,069)
(Military Construction, Army Reserve)	(57)	(43)
Total	63,956	59,513
Supplementals	1,223	0

Note: Totals may not add up exactly owing to rounding

The FY 1995 budget submission maintained readiness at an operational tempo of 800 miles per year for major ground combat systems and 14.5 flying hours per aircrew per month for the active force. The budget provided for seventy-seven battalion rotations through the CTCs. Increased funding for ammunition management, pre-positioning of equipment and materiel on land and sea abroad, movement of equipment and supplies within the United States and overseas, and the depot maintenance program supported the Army's ability to sustain combat and contingency operations.

Funding for the FY 1995 Military Construction Program reflected a decision to limit investments in new and renovated facilities due to uncer-

tainties about future force structure and existing infrastructure inventory. Construction was requested for only those facilities affecting the Army's performance of critical mission requirements relating to strategic mobility, chemical demilitarization, Panama Canal Treaty implementation, environmental compliance, and health and safety. Funding for major construction requirements at installations in Korea, Japan, and Europe was to be obtained through a combination of bilateral negotiations with the host nations and shared funding, rather than direct funding. For the Family Housing Program, the FY 1995 budget requested funding for the construction of 989 new housing units. It was considered more economical to replace, rather than renovate, older housing units.

Maintaining a high-quality force within the Army's current budget constraints will require difficult choices between operational readiness today and needed investments in modernization and readiness for the future. The service's modernization strategy for FY 1995 focused on selective upgrades of existing capabilities and, when necessary, replacements of technically obsolete assets with new, more capable systems. By continuing the upgrades of the Abrams tank and the Bradley Fighting Vehicle, the budget supported directly the initiative to digitize the battlefield. Funding continued for the procurement of sixty UH–60 Black Hawk helicopters and the Hellfire II missile system, a third generation airborne antitank weapon; the modernization of the AH–64A Apache helicopter; and the upgrade of the OH–58A and OH–58D helicopters to the armed Kiowa Warrior OH–58D configuration. The FY 1995 budget also provided adequate ammunition for training the reduced number of units following force structure cuts, allowed procurement of advanced 120-mm. tank main gun rounds, and supported a reduction of the backlog in ammunition demilitarization.

The FY 1995 budget affirmed the Army's need for improvements in its tactical transportation capability. This need was addressed by continuing the multiyear procurement of two critical Army requirements: the High Mobility Multipurpose Wheeled Vehicle (HMMWV) and the family of Heavy Tactical Vehicles Palletized Load System. The budget also supported improvement of the family of Medium Tactical Vehicles and the High Mobility Trailer programs.

Because of budget constraints, the Army terminated reluctantly a number of programs in FY 1995, including the Multiple Launch Rocket System, the 120-mm. mortar program, and the Avenger air defense system. The Sense and Destroy Armor program was maintained in a standby status during the fiscal year, but the Army continued to conduct a detailed review of relevant requirements and technical capabilities and examined alternative technologies. In the Research, Development, Test, and Evaluation area, the FY 1995 budget continued to provide for the devel-

opment of the RAH–66 Comanche's advanced T800 engine and the manufacture of a prototype helicopter. Also continued under development were various antitank systems, including the Longbow Hellfire and Javelin missile systems and the Brilliant antitank submunition.

Historically, contingency operations have been funded from third and fourth quarter Operation and Maintenance, Army, monies, in hopes that Congress would later provide supplemental appropriations. Money for unfunded contingency operations came from readiness activities and, unless that money was replaced, the Army's readiness posture would suffer. In FY 1994, contingency operations that developed during the last two quarters without supplemental appropriations resulted in lower readiness ratings for three of the Army's combat divisions. A United Nations moratorium on the reimbursement for goods and services for peacekeeping operations further exacerbated the problem.

The Army was involved in various peacekeeping and contingency operations during FY 1995. The total cost to the Army for these operations, $844.6 million, included charges to the military personnel, operation and maintenance, and procurement appropriations. Major operations in which the Army was involved included Yugoslavia (at a cost of $34 million), VIGILANT WARRIOR in Kuwait (at a cost of $141.6 million), SOUTHERN WATCH in southern Iraq (at a cost of $90.7 million), Rwanda (at a cost of $32.9 million), UPHOLD DEMOCRACY in Haiti (at a cost of $417.6 million), United Nations Mission in Haiti (UNMIH) (at a cost of $52 million), and Cuban Refugee Operations (at a cost of $55.3 million). Recognizing that the cost of these operations was in excess of normal military functions, Congress in April 1995 provided the DOD $990.1 million in supplemental funds for these and other requirements to preserve and enhance military readiness.

The Army developed its total obligation authority request for FY 1996 within the framework of the DOD's vision of the three challenges facing the military: managing the use of the military force in the post–Cold War era, preventing the reemergence of the nuclear threat, and managing the reduction in force. This request for FY 1996 reflects a balance among competing demands for limited resources, and will provide adequate funding for operational training, programs to recruit and retain high-quality personnel, improve strategic mobility, and pre-position equipment and supplies for contingency operations. As in past years, additional funding will be required to accomplish any unforeseen missions.

The Regular Army's end strength under the FY 1996 request is 495,000, a drop of 15,000 from the FY 1995 strength. ARNG's end strength is 373,000, a reduction of 14,000 from the FY 1995 strength. USAR's end strength of 230,000 is 12,000 less than the FY 1995 strength. The service's civilian workforce in FY 1996 will be reduced by about

12,600 to end strength of 257,059. These reductions will be accomplished through normal attrition, early retirements, and separation incentives; reduction-in-force procedures will be used only as a last resort.

The FY 1996 request provides for an active component training tempo of 800 miles per year for combat vehicles and 14.5 flying hours each month for aircrews. For the ARNG, the respective figures are 213 miles and 7.1 flying hours; the USAR training tempo is 200 miles and 8.1 flying hours, respectively. Also in the request are funds for thirty-two brigade rotations at the Army's three maneuver CTCs.

The Army's modernization strategy focuses on long-term technology that creates overmatch capabilities against any potential threat. Limited modernization resources, however, prohibit any large investments. Therefore, the Army will purchase a limited number of new weapons, extend the lives and improve the capabilities of selected existing systems, and terminate procurement and support funding for programs that provide only marginal improvements in sustaining the service's combat capabilities. The FY 1996 Research, Development, and Acquisition request is for $12.2 billion, a decrease of 39 percent since FY 1989. This request provides upgrades for Abrams tanks, Bradley Fighting Vehicles, and M109 medium howitzers, and completes procurement of the Army Tactical Missile System. Entering production during FY 1996 will be the Armored Gun System, the Heavy Assault Bridge, and the Longbow Hellfire missile. Army aviation will see upgrades to the Apache and Kiowa Warrior helicopters. Advanced 120-mm. tank ammunition and "smart" 155-mm. howitzer munitions are funded for low-rate production.

Quarters for single soldiers and family housing are the primary focus of quality-of-life improvements in the FY 1996 request. Major projects of the Whole Barracks Renewal Program during FY 1996 include improvements at seven posts in the continental United States (CONUS) and renovation of barracks in Korea.

The Army POM update for FYs 1997 to 2001 was forwarded to the Office of the Secretary of Defense (OSD) in June 1995. This update continued the funding efforts from POM 96–01 and addressed issues raised in the program review and budget development subsequent to that POM's submission. The basic themes that shaped resource decisions for POM 96–01 also drove the decision process for the update. These themes included confronting a period of uncertain change, dealing with competing requirements, and meeting the continuing need for a trained and ready force. The challenge was to build a balanced and executable program.

The force structure and end strength supported by POM 96–01 reflected the Bottom Up Review and Defense Planning Guidance levels of ten active component divisions and end strength of 495,000 personnel. The Army believed it would have obtained these force goals by the end of

FY 1996. OSD, however, directed that the active force be reduced by an additional 20,000 personnel. This added reduction was programmed into the 97–01 POM update. The "affordability crisis" that underscored the development of POM 96–01 continued in the preparation of the POM 97–01 update. One result was that readiness and sustainability, which shared first priority to execute the Army's power-projection strategy, were programmed at the expense of science and technology and force modernization. These programs were further constrained in the 97–01 update. As a rule, only those systems that provided technological leaps rather than incremental improvements were programmed for procurement.

3

Personnel

Army Strength

At the end of FY 1995 the strength of the active Army was 508,559. There were 82,539 officers, 422,073 enlisted personnel, and 3,947 cadets on the rolls at the fiscal year's close. This was a reduction of about 32,000 from the FY 1994 final end strength. Women constituted 13.4 percent of the active Army, and minorities constituted 38.2 percent.

The strength of the ARNG was 374,930, a reduction of about 22,000 from the FY 1994 final end strength. The ARNG had 43,371 officers and 331,559 enlisted personnel. Women constituted 8.2 percent of the ARNG, and minorities 20.3 percent.

The strength of the USAR was 241,300, a reduction of about 19,000 from the FY 1994 final end strength. The USAR had 49,742 officers and 191,558 enlisted personnel. Women constituted 22.3 percent of the USAR, and minorities 32.7 percent.

Enlisted Personnel

The Regular Army was on track to achieve its FY 1995 recruiting objective of accessioning 63,000 personnel, but stopped recruiting when the accession level reached 62,931 personnel. This action was necessary to help alleviate a shortfall in the Military Pay, Army, account and to meet the Army's lowered end strength level. Of the 62,931 soldiers recruited, 95.6 percent possessed high school diplomas, 69.4 percent scored in the highest test score categories of the Armed Services Vocational Aptitude Battery, and less than 2 percent scored in the lowest category. The results of the Regular Army's recruiting actions are shown in *Table 2*.

USAR exceeded its FY 1995 recruiting goal of 47,732 with 48,098 accessions. Slightly more than 95 percent of the recruits were high school graduates, 75 percent scored in the highest test score categories of the Armed Services Vocational Aptitude Battery, and 2 percent scored in the lowest category. The results of USAR's recruiting actions are shown in *Table 3*.

TABLE 2—FY 1995 REGULAR ARMY ACCESSIONS

Service Category	*Objective*	*Achieved*	*Percent*
Non-prior Service—Male	46,570	46,451	99.7
Non-prior Service—Female	10,757	10,811	100.5
Prior Service	5,673	5,669	99.9
Education	*Objective (Percent)*	*Achieved (Percent)*	
High School Graduate	95.0	95.6	
Mental Category I-IIIA	67.0	69.4	
Mental Category IV	less than 2.0	1.7	

TABLE 3—FY 1995 U.S. ARMY RESERVE ACCESSIONS

Service Category	*Objective*	*Achieved*	*Percent*
Non-prior Service—Male	14,430	13,260	91.9
Non-prior Service—Female	5,070	6,104	120.4
Prior Service	28,232	28,734	101.8
Education	*Objective (Percent)*	*Achieved (Percent)*	
High School Graduate	95.0	95.2	
Mental Category I-IIIA	67.0	75.0	
Mental Category IV	less than 2.0	2.0	

ARNG recruited 56,711 personnel in FY 1995, not quite achieving its goal of 60,649. Of those recruited, 81.9 percent were high school graduates, 54.1 percent scored in the highest test score categories of the Armed Services Vocational Aptitude Battery, and 2.2 percent scored in the lowest category. Of the enlistees, 63.3 percent (35,925) had prior military service, and 36.7 percent (20,786) had no previous military experience. The results of ARNG's recruiting actions are shown in *Table 4*.

Although the active Army achieved its FY 1995 enlistment goals, challenges lay ahead. Fiscal year 1995 was the last year of reduced accessions in support of the personnel drawdown. Beginning in FY 1996 the active Army's enlistment goal will be about 90,000 yearly, but surveys taken between 1989 and 1994 showed a 39 percent drop in young people's inclination to enlist in the armed forces. In response to this challenge, an additional 250 active Army recruiters were added in FY 1995.

The retention of high-quality soldiers, particularly those in their first term of service, is an important contribution to the Army's personnel readiness. Equally important is the retention of the skills and experience

of soldiers leaving the active force through their affiliation with reserve component units. In FY 1995, the Army reenlisted 19,960 first-term soldiers, 104 percent of its goal, and 23,358 mid-career soldiers, 100 percent of its goal. A total of 13,737 separating soldiers were assigned to the reserve components—8,413 to the ARNG and 5,324 to USAR—105 percent of the Army's goal.

TABLE 4—FY 1995 ARMY NATIONAL GUARD ACCESSIONS

Service Category	*Objective*	*Achieved*	*Percent*
Non-prior Service—Male	21,061	17,431	82.8
Non-prior Service—Female	3,199	3,355	104.9
Prior Service	36,389	35,925	98.7
Education	*Objective (Percent)*	*Achieved (Percent)*	
High School Graduate	95.0	81.9	
Mental Category I-IIIA	62.0	54.1	
Mental Category IV	less than 2.0	2.2	

Implementation of the indefinite reenlistment program was delayed until the FY 1996 congressional session. This program will allow selected career soldiers to serve for an unspecified period upon reenlistment at the discretion of the Secretary of the Army. Army Regulation 601–280, *The Army Retention Program*, was revised in FY 1995. The regulation now covers transfers from the Regular Army to the ARNG and the USAR, and many reenlistment procedures were simplified.

In FY 1995, the active Army's enlisted strength decreased by 27,000 soldiers as part of the continuing post–Cold War reduction. The Army's drawdown program met both DOD and congressional guidance to use voluntary separations to the utmost while protecting readiness and maintaining a high-quality force. In reducing the size of its enlisted force, the Army during FY 1995 used only voluntary separation programs.

The Voluntary Early Transition Program, the VSIP, and the Special Separation Benefit allowed the service to target Regular Army soldiers in overstrength occupational specialties and overstrength year groups. The Army does not plan to use significant voluntary separation incentives after FY 1995. The ERP allowed the Army to offer early retirement to selected soldiers in excess grades and skills who had at least fifteen, but less than twenty, years of service. The Army will continue to use ERP through FY 1999 for sergeants with more than eighteen years of service who have been barred from reenlistment or who have declined continued service. *Table 5* summarizes losses from these programs.

TABLE 5— ACTIVE ARMY ENLISTED LOSSES FROM SEPARATION PROGRAMS

Program	*Number Separated*
Voluntary Early Transition	229
Voluntary Separation Incentive/Special Separation Benefit	2,924
Early Retirement	7,102

In March 1995, DCSPER approved the establishment of transition processing centers in Europe. Representatives from U.S. Army, Europe, TRADOC, and the Army Staff formed an action team to redesign and synchronize personnel, transportation, retirement, veterans affairs, and other transition services in Europe. These transition centers provide preseparation and retirement briefings on entitlements to soldiers separating or retiring from the Army at the end of their tours of duty. The soldiers also receive their separation and retirement documents at the centers. A total of nineteen transition-processing centers were opened in Europe. The primary centers in Germany are located at Mannheim, Baumholder, Kitzingen, Vilseck, and Hanau. A full-time transition center is also located in Vicenza, Italy. These centers are expected to handle the estimated 8,500 Europe-based soldiers who will be discharged annually. Three transition processing centers also were opened in the Republic of Korea: at Yongsan Army Garrison in Seoul, at Camp Casey in Tongduchon, and at Camp Henry in Taegu. These centers will provide service to an estimated 1,800 Korea-based soldiers separated annually from the Army. The opening of the transition centers overseas eliminated the delay and inconvenience to soldiers and their families of an intermediate stop at a transition center in the United States before proceeding to their home of record or other final destination. Separating and retiring soldiers assigned to remote locations in Europe and Panama will continue to process through Fort Jackson, South Carolina.

PERSCOM's Enlisted Personnel Management Directorate (EPMD) developed five initiatives in FY 1995 designed to enhance communication between PERSCOM and soldiers. The goal of this action was to have soldiers become more involved in the assignment process and in the management of their careers.

The first initiative was the activation of an interactive voice response telephone system that gave soldiers access to personnel and training information. The EPMD uses the system to provide automated assignment and Army schools information twenty-four hours a day to soldiers. Soldiers stationed in CONUS access the automated telephone system via a toll-free telephone number. Soldiers stationed overseas can access the system through the Defense Data Network.

The second initiative was the installation of facsimile machines in all career branches within EPMD. Soldiers and personnel offices save time

by transmitting communications through the facsimile machines directly to the appropriate branch for processing. The third initiative was the use of electronic mail (e-mail) as a means for the rapid exchange of information between the soldier and the career branch. To encourage soldiers to use e-mail, the user identification for each branch was changed to reflect the branch's title so that soldiers could easily identify their career branch. The fourth initiative was the use of mailgrams to forward important career management information directly to soldiers at their units' addresses. This allows EPMD to communicate with individual soldiers on a personal basis, ensuring that soldiers receive timely notification of issues that are important to them and their family members. The last initiative was the distribution of a wallet-sized information card to all soldiers. The card contains telephone numbers for the interactive voice response telephone system and facsimile machines, e-mail addresses, and EPMD's address. This gives soldiers a ready reference to the various ways in which they can contact their career and assignment managers at PERSCOM.

Officer Personnel

The service began FY 1995 with 84,807 active duty officers on the rolls and ended the year with 82,539 officers. Of the latter number, 70,203 were commissioned officers and 12,336 were warrant officers. Also, the U.S. Military Academy at West Point, New York, had 4,023 cadets at the beginning of the fiscal year and ended the year with 3,947. The grade distributions of commissioned and warrant officers are provided in *Table 6*. The Army accessioned 5,756 commissioned officers and 1,023 warrant officers into the active force during FY 1995. *Table 7* provides a summary of commissioned officer accessions by source and competitive category.

The U.S. Army Cadet Command is responsible for the Army Reserve Officer Training Corps (ROTC). Army ROTC consists of two programs: Senior ROTC at colleges and universities, and Junior ROTC at high schools. A total of 34,470 students were enrolled in Senior ROTC; of these, 11,340 were contracted cadets in the Advanced Course. Cadet Command did not achieve its officer production mission for FY 1995. Its total objective was 4,500, and it commissioned 3,284 officers. Twenty percent of ROTC commissions went to members of ethnic minorities.

On 1 September 1995, Cadet Command received a letter from the ODCSPER significantly lowering the command's annual officer production missions for FYs 1996–2000. Cadet Command, however, had a sufficient number of cadets to exceed these new missions. The command began considering a number of options to meet the reduced missions, including a voluntary release program for non-scholarship cadets, not commissioning graduating cadets who fell below an Order of Merit List cut-off ranking,

and establishing a cap on the number of cadets allowed to sign contracts. Decisions about which options to adopt will be made in 1996.

TABLE 6—COMMISSIONED AND WARRANT OFFICER GRADE DISTRIBUTION

	Grade	*Strength*
Commissioned Officers	General, O-10	11
	Lieutenant General, O-9	39
	Major General, O-8	92
	Brigadier General, O-7	149
	Colonel, O-6	3,602
	Lieutenant Colonel, O-5	9,241
	Major, O-4	14,011
	Captain, O-3	24,926
	First Lieutenant, O-2	8,559
	Second Lieutenant, O-1	9,573
Total Commissioned Officers:		70,203
Warrant Officers	Chief Warrant Officer, W-5	383
	Chief Warrant Officer, W-4	1,425
	Chief Warrant Officer, W-3	3,016
	Chief Warrant Officer, W-2	5,637
	Warrant Officer	1,875
Total Warrant Officers:		12,336
Total Officers:		82,539

TABLE 7—ACTIVE ARMY COMMISSIONED OFFICER ACCESSIONS

	Army Competitive Category	*Army Medical Department*	*Judge Advocate*	*Chaplain*	*Total*
U.S. Military Academy	975	20	0	0	995
Reserve Officers Training Corps	2,713	506	65	0	3,284
Officer Candidate School	400	0	0	0	400
Army Medical Procurement Program	0	843	0	0	843
Other	87	0	77	70	234
Total	4,175	1,369	142	70	5,756

Note: The Army competitive category includes the sixteen basic branches of combat, support, and service support arms.

The Scholarship Allocation Plan (also known as "Scholarship Tiering"), developed during FY 1994, went into effect during FY 1995. The plan provided four tiers of scholarship awards, each of which had an upper annual limit: Tier I, $12,000, Tier II, $8,000, Tier III, $5,000, and Tier IV, $2,000. A cadet could not receive an amount in excess of the school's annual tuition and fees. A specified percentage of the scholarship budget was allocated to each tier. This plan increased the number of scholarships, but reduced the average value of the awards. Only about 17 percent of scholarships were allocated to Tier I, which resulted in the anticipated side effect of lowering ROTC enrollment at some the nation's most expensive schools.

By 1995, the average staffing level of Senior ROTC units had fallen below four officers per unit, the minimum number considered acceptable for effective operation of units and training of cadets. During FY 1995, Cadet Command continued its efforts to align its organizational structure with reduced resources, funding, manpower levels, and production requirements. The command eliminated one brigade headquarters and eighteen extension centers, and reviewed its existing units for closure. In this review, Cadet Command based its decisions on enrollment levels and the academic degrees of the officers commissioned from the host school. In June 1995, the Department of the Army announced that nineteen ROTC units would be closed over the course of the next academic year. Five of these closings were at the request of the host institution. Further closings are expected in FY 1996.

The Junior ROTC program continued to expand, reaching a total of 178,271 students enrolled at 1,242 high schools during the 1994–1995 school year. During the summer of 1995, a total of 18,821 cadets attended Junior ROTC summer camps at thirty-seven different locations. The Junior ROTC summer camp core curriculum was implemented during the 1995 summer encampment. The main elements of the curriculum are Rappelling, the Leadership Reaction Course, Land Navigation, the Confidence and Obstacle Courses, and Aquatic Activity. Math and science instruction developed by the National Science Center also was offered at all camps except those held in Germany, Panama, and Puerto Rico. The Army collaborates with the other military services, the Department of Education, and local school districts in the "career academies" program. This program integrates Junior ROTC with academic and technical instruction to help at-risk youth acquire the skills they need to compete in a rapidly changing economy. During the 1994–1995 school year the Army Junior ROTC began supporting fifteen academies in addition to the twenty academies it began supporting during FY 1994. Another expansion of the program is planned for the 1995–1996 school year.

The Army Dental Corps has experienced a significant decline in end strength, well below the budgeted end strength, over the past several years. Declining accessions, low retention rates for junior dental officers, large educational debts for new dental school graduates, the Army's inability to provide accession bonuses and a sufficient number of scholarships, a strong economy, and increased numbers of retirements and resignations all contributed to this trend. The Dental Corps shortage was particularly acute in the area of general dentistry (military occupational specialty 63A). As a result, the Army Dental System was unable to meet its operational requirements and was forced to hire civilian dentists at a cost higher than if military dentists provided dental services. The Dental Corps' budgeted end strength for FY 1995 was 1,253. Its actual end strength was 1,158, representing a shortage of ninety-five dentists. The Dental Corps is significantly under strength, 20 to 53 percent, in the first- to tenth-year groups. It is over strength in the 1965 to 1982 year groups [these were the years prior to the implementation of the Defense Officer Personnel Management Act (DOPMA)], creating an imbalance in the grade profile. One half of all dental officers leave the Army following their initial obligation, generally between three to five years of service. The most common reason for leaving the service is low pay and inability to pay educational loans, leading to a lower quality of life.

In FY 1995, DCSPER activated the precursor study group that had been established the previous year in response to a Force XXI initiative to redesign the Army to employ more effectively the increasingly powerful digital technologies. At the time the precursor study group was established, DCSPER had identified, within the Officer Personnel Management System (OPMS), the need for a corresponding review of existing officer personnel management and professional development policies to develop the officer corps appropriately to meet challenges it would face in the twenty-first century. DCSPER directed the precursor study group to identify topics, including officer career patterns, rates and timeliness of officer promotions, military and civilian schooling requirements for officers, joint duty requirements, modifications of officer evaluation reports, and command selection policies and tour lengths, that will need to be addressed by an OPMS XXI study group.

In June 1995, Department of the Army Pamphlet 600–3, *Commissioned Officer Development and Career Management*, was published. This pamphlet consolidated into one source recent initiatives in leader development and changes to the OPMS made since 1986.

Implementation DOPMA continued throughout FY 1995. The Army remained in compliance with DOPMA standards for promotion selection opportunity and promotion timing, except for promotion timing for the grade of major, which exceeded the standard ten years (plus or minus one

year) by an average of seven months. A summary of officer promotion rates with respect to DOPMA standards for basic branch selection is provided in *Table 8*.

TABLE 8—DEFENSE OFFICER PERSONNEL MANAGEMENT ACT

	Select Rate Percent	*Standard Percent*	*Years Service*	*Standard*
Colonel	50.91	50	22.9	22+/-1
Lieutenant Colonel	70.20	70	16.6	16+/-1
Major	80.18	80	11.7	10+/-1
Captain	95.60	95	4.0	3.5+/-1

The service's officer drawdown program in FY 1995 continued to emphasize voluntary separation programs and minimized involuntary separation programs. Under these programs, a total of 2,478 officers left the active Army in FY 1995. The Voluntary Early Release/Retirement Program (VERRP) included colonels and lieutenant colonels with time-in-grade waivers, lieutenants separating with two years, active duty for assignment to reserve component units, and warrant officers in overmanned military occupational specialties. VSIP targeted captains in the reduction-in-force zone, captains who were passed over for promotion to major one time, and chief warrant officers W–2 and W–3 in overmanned skills and ineligible for VERRP. Majors who were passed over twice for promotion, warrant officers in overmanned military occupational specialties, majors who were not yet being considered for promotion to lieutenant colonel, and captains and warrant officers who were passed over once for promotion were targeted by ERP. Selective Early Retirement Boards selected a fixed number of retirement-eligible officers, not to exceed 30 percent of the eligible population, for involuntary early retirement. A reduction-in-force scheduled for February 1995 to consider captains in the 1986 year group was canceled because of sufficient VSIP volunteers. *Table 9* summarizes active Army officer losses from separation programs.

TABLE 9—ACTIVE ARMY OFFICER LOSSES FROM SEPARATION PROGRAMS

Program	*Number Separated*
Voluntary Early Release/Retirement Program	258
Voluntary Separation Incentive Program	1,079
Early Retirement Program	732
Selective Early Retirement Boards	409

As a result of a January 1986 Freedom of Information Act (FOIA) out-of-court settlement, PERSCOM was required to create and provide to realtors a weekly listing of releasable officer assignments. Realtors used the listing to solicit officers to buy or sell their homes upon a permanent change of station. By 1994, the number of FOIA requests for the listing had grown to about seventy a week, creating a large administrative burden. In June 1995, an interagency agreement was signed between PERSCOM, the Personnel Information Systems Command, and the Department of Commerce's National Technical Information Service (NTIS) under which the Personnel Information Systems Command provides the Army officer and enlisted reassignment lists directly to NTIS for dissemination. Additionally, information provided to the public by NTIS is no longer subject to the FOIA. The NTIS, a fee-for-service organization, is authorized by statute to collect government expenditures when providing information to the public. Most of PERSCOM's administrative and manpower costs are recouped from the public by NTIS. The annual saving to the Army is estimated at $50,000 per year for each year the agreement is in effect. The agreement is scheduled for renewal in September 1996.

Civilian Personnel

The Army's civilian work force numbered 323,619, a reduction of about 17,000 from the FY 1994 final end strength. The civilian work force includes all U.S. and foreign national civilian employees of the Army in both military and civil functions. The number of employees paid from appropriated funds fell during FY 1995 from 306,480 to 296,236. Within this category, the number of civilians in military functions also declined, going from 279,526 at the beginning of the fiscal year to 266,549 at the end of the year.

Most of the civilian reductions in FY 1995 were achieved through normal attrition coupled with hiring controls and through use of voluntary early retirement authority and civilian pay incentives. Voluntary early retirements increased 31 percent, from 2,259 in FY 1994 to 2,960 in FY 1995. Use of voluntary separation incentive pay increased 62 percent, from 4,361 recipients in FY 1994 to 7,085 in FY 1995. The number of reduction-in-force separations decreased slightly, from 899 in FY 1994 to 859 in FY 1995. Most of the reduction-in-force separations in FY 1995 resulted from BRAC actions at Cameron Station, Virginia; Lexington Bluegrass Army Depot, Kentucky; and Fort Devens, Massachusetts. Under DOD Priority Placement Program, 2,184 excess or displaced employees were placed in new positions in FY 1995. This figure remained essentially unchanged from the number of placements in FYs 1993 and 1994.

Although attrition, hiring controls, and incentives are effective tools in reducing numbers and lessening adverse impacts on younger workers, they also create imbalances in the Army's civilian work force. The average age of the work force increased from 43.2 years in FY 1989 to 45.3 years in FY 1995. The average white-collar grade increased from 8.27 in September 1989 to 9.07 in September 1995. As another indication of this upward trend, the average pay step rose from 4.46 in September 1989 to 5.62 in September 1995.

Special Topics

At the end of FY 1995, women composed 13.4 percent of the active Army: 14.5 percent were commissioned officers, 5 percent warrant officers, 13.5 percent enlisted personnel, and 12.3 percent cadets. In the reserve components, women made up 22.4 percent of the USAR and 8.2 percent of the ARNG.

In FY 1995, the Army's position on the assignment of women was consistent with DOD policy. Women may deploy with any unit or in any position open to the assignment of women in accordance with the assignment policy. On 1 October 1994, as a result of an assignment policy change announced by the Secretary of Defense in January 1994, a total of 32,699 additional positions were opened to women. The end of the fiscal year found slightly fewer than 1,000 women assigned to these positions in active, reserve, and guard organizations. Women were authorized in 87 percent of enlisted specialties, 97 percent of warrant officer specialties, and 97 percent of commissioned officer specialties. The following Army units, positions, and military occupational specialties were opened on 1 October to the assignment of women: divisional military police companies; chemical reconnaissance and smoke platoons; mechanized smoke platoons; engineer bridge companies; military intelligence collection and jamming companies; forward support teams of forward support battalions; 3d Infantry (Old Guard) Regiment military police company; air cavalry troops of armored cavalry regiments; air cavalry troops of divisional cavalry squadrons; maneuver and separate brigade headquarters; combat engineer battalion headquarters; the headquarters of the 3d Infantry (Old Guard) Regiment; armored cavalry regimental headquarters; the headquarters of the 160th Aviation Regiment (Airborne); special forces group headquarters; air defense artillery battalion headquarters; and military occupational specialties 12C Engineer Bridge Crewmember, 12Z Combat Engineer Senior Sergeant, and 82C Field Artillery Surveyor. Infantry and armor specialties and special operations forces aircraft remained closed to women, but all conventional aviation positions were open to female aviators. At the close of FY 1995, the Army had 19 women trained to fly the

AH–64 Apache, 14 trained to fly the OH–58D Kiowa Warrior, and 5 trained to fly the AH–1 Cobra.

The FY 1995 National Defense Authorization Act included two issues that affected women in the Army. First, the act required the Army to report annually to Congress on trends in recruiting, retention, personnel readiness, discrimination, and disciplinary proceedings. This information will be presented by gender, rank, and ethnic origin. Second, the act continued the Defense Women's Health Research Program. This program, which began in 1994, coordinates multidiscipline and multi-institution research on women's health issues related to service in the armed forces. The Army is the executive agent for the program.

TRADOC and the Soldier Support Institute continued in FY 1995 to develop and revise equal opportunity and prevention of sexual harassment training support packages for incorporation into Programs of Instruction for Army schools. A videotape on preventing sexual harassment is in production for use by units and institutions in their training programs. The videotape is designed to facilitate interactive, discussion-based training in small, mixed-gender groups. In November 1994, Army Training Circular 26–6, *Commander's Equal Opportunity/Sexual Harassment Handbook*, was distributed to the field.

From March 1994 to May 1995, DOD Equal Opportunity Council Task Force met to examine the sexual harassment policies and procedures of DOD and the military services. In May 1995, the task force released its report that identified principles and goals for military equal opportunity programs. To improve these programs, the report also offered forty-eight recommendations for the military services to consider. The Army will address the recommendations in the next revision of Army Regulation 600–20, *Army Command Policy*.

The number of sexual harassment complaints reported in FY 1995 continued a downward trend. During the fiscal year, a total of 424 sexual harassment complaints were processed through IG and Equal Opportunity Advisory channels; 165 were validated. In comparison, 649 sexual harassment complaints were processed through IG and Equal Opportunity Advisory channels in FY 1993. Of that number, 262 were found to be valid. Of the 512 sexual harassment complaints processed in FY 1994, 146 were validated.

The number of racial and ethnic discrimination complaints processed through the IG and Equal Opportunity Advisory channels also continued a downward trend in FY 1995. There were 429 racial and ethnic discrimination complaints processed in FY 1995, and 77 were validated. In comparison, 943 racial and ethnic discrimination complaints were processed in FY 1993, and 181 were found to be valid. In FY 1994, 181 racial and ethnic discrimination complaints were validated out of the 691 complaints processed.

In FY 1995, a total of 9,918 soldiers received substance abuse rehabilitation through the Army's Alcohol and Drug Abuse Prevention and Control Program (ADAPCP). While this number was down from the 11,500 soldiers treated in FY 1994, much of the decrease is attributable to the continued decline in the Army's force structure. Formal educational treatment services were provided to 4,088 soldiers, and 310,677 soldiers received prevention education classes under ADAPCP during FY 1995. Throughout the fiscal year, the Army continued to use testing as a deterrent to drug use. A total of 1,097,103 active and reserve component soldiers were tested in FY 1995, and the positive rate for the Army remains at less than 1 percent (0.98 percent). Dependent children of soldiers stationed in Europe and the Pacific received substance abuse counseling through the U.S. Army Drug and Alcohol Operations Agency's (USADAOA) Adolescent Substance Abuse Counseling Service. In FY 1995, a total of 1,218 youths were counseled and 50,443 youths attended one of the 1,751 substance abuse prevention classes taught by the counseling service.

In November 1994, the USADAOA conducted a workshop for installation Alcohol and Drug Control Officers. The result of the workshop was a decision to implement Army-wide the Risk Reduction Process that was developed and initiated at Fort Campbell, Kentucky, in January 1994. The Risk Reduction Process assists units and installation staff in identifying and analyzing soldiers' high-risk behaviors, and in providing prevention and intervention actions to reduce them. These behaviors were identified as drug and alcohol abuse, driving while under the influence of drugs or alcohol, spouse and child abuse, crimes against persons and property, injuries and accidents, suicides, sexually transmitted diseases, and financial problems. Between April and September 1995, the Risk Reduction Process was implemented at Fort Bliss, Texas; Fort Bragg, North Carolina; Fort Carson, Colorado; and Fort Drum, New York. At Fort Campbell, the Risk Reduction Process continued to show significant decreases in incidents of high-risk behavior.

On 6 June 1995, a ceremony was held at Fort Lesley J. McNair, Washington, D.C., where the skeletal remains of twenty-five Pawnee Indians, of which six were veteran Army scouts, were turned over by the Smithsonian Institution to the Army for repatriation to the Pawnee Indian Nation in Genoa, Nebraska. The Army veteran Pawnees were killed by American settlers around 1860, and their remains were sent to the Smithsonian Institution's National Museum for anthropological study. In January 1995, the Pawnees requested, under the provisions of the Indian Repatriation Act, the return of the remains of all Pawnee Indians for proper burial. The interment service for the six Army scouts was conducted on 7 June 1995 at Genoa. Soldiers from Fort Riley, Kansas, provided the volley salute and flag presentation. The six interment flags were presented to representatives of the Pawnee Nation.

4

Force Development, Training, and Operational Forces

Blueprint for the Future

Force XXI is the Army's comprehensive approach to transforming the current twentieth-century industrial-age Army into a twenty-first century information-age Army. Instituted during FY 1994, the Force XXI campaign requires the Army to integrate emerging information technologies with sound doctrine, reinvented organizations, and high-quality people to make a smaller force more lethal, more durable, and more powerful. In addition, the Force XXI Army will be modular, allowing the service to generate, project, and sustain force packages that meet the specific needs of a joint force commander. It will be ideally suited for joint operations and rely on advanced technologies that promise to revolutionize the conduct of war in areas of situational awareness, lethality and dispersion, volume and precision of fire, integrative technology, mass and effects, and detectability. In the Army's vision, command and control on a future battlefield will be based on real time, shared situational awareness. Echelons will be more specialized as more people gain access to information, and units will rely more on electronic rather than geographic or physical connectivity.

The Force XXI campaign has three axes. The first is the redesign of the Army's operational forces, an effort designated JOINT VENTURE because it requires the participation of all MACOMs and the Army Staff to be successful. TRADOC is responsible for overseeing and coordinating JOINT VENTURE. The second axis is an effort to redesign the institutional Army, that part of the service that generates and sustains the operating forces. Like JOINT VENTURE, this effort includes major commands and the Army Staff. The Vice Chief of Staff, Army, supervises this axis using the DCSOPS as the executive agent. The third axis concentrates on the development and acquisition of digital information technology to field "digitized" units. This axis is led by the Army Digitization Office, which was established in FY 1994. Also in FY 1994, the Chief of Staff, Army, gave the Louisiana Maneuvers Task Force—created in FY 1992 to provide a framework for managing changes in the post–Cold War Army—the mission of synchronizing and integrating the three Force XXI axes.

During FY 1995, work on Force XXI began to move beyond the conceptual phase, and it became necessary to differentiate between the experimentation process and the product. The term Force XXI began to mean different things to different people, and it was determined that a clarification of terms was needed. Thus, Force XXI was defined as the process of building an army for the twenty-first century, and Army XXI as the result of that process. Army XXI is to be a knowledge- and capabilities-based, power-projection service for the twenty-first century.

The Chief of Staff, Army, became concerned during FY 1995 about the affordability of Force XXI and directed DCSOPS, in coordination with TRADOC, to lay out a realistic campaign plan based on the best estimate of Army resources. Force XXI funding issues were a key topic at the 11 July 1995 Senior Commanders' Conference. Discussions among the Army's senior leaders led to three major decisions. First, the Army must maintain an investment strategy in its modernization program to ensure that only those systems that will provide the biggest battlefield payoff are upgraded first. Second, funding for all future "good ideas" for Force XXI must already be identified. Third, advanced warfighting experiments (AWE) for combat service support and reserve components would be canceled and related initiatives in these areas incorporated into the Task Force XXI brigade-level AWEs and the Division XXI AWEs.

The AWEs are the means by which the JOINT VENTURE axis of Force XXI tests technologies, organizations, and techniques designed to increase unit warfighting capabilities by using digital technologies. These experiments look at doctrine, training, leader development, organization, design, materiel, and soldier systems requirements. The results of these experiments provide the basis for decisions by senior Army leaders concerning these areas. TRADOC plans to conduct a series of AWEs leading up to the Task Force XXI AWE in 1997. The first AWE, DESERT HAMMER VI, was completed in FY 1994.

TRADOC conducted several AWEs in FY 1995. FOCUSED DISPATCH, which concluded in August 1995, was a heavy battalion task force AWE conducted at Fort Knox, Kentucky. One company of the task force conducted live exercises while three companies conducted exercises using the Simulation Network. The primary purpose of FOCUSED DISPATCH was to examine the impact of digital connectivity on a battalion task force. The AWE experimented with procedural, functional, and organizational changes in fire support, intelligence, logistics, and battle command to determine whether these changes result in greater lethality, survivability, and operational tempo. FOCUSED DISPATCH confirmed that future commanders would have an unprecedented view of the battlefield. This AWE also generated several other significant insights. It showed that even the most able battalion commanders can be overwhelmed with digitized infor-

mation, and that the brigade headquarters must filter combat information to answer battalion commanders' specific information requirements. Another observation was that commanders used digital systems to plan and coordinate, but still relied on voice communications to execute operations. Further, FOCUSED DISPATCH showed that digitization provides a great benefit to combat service support operations. For example, enhanced situational awareness allowed logistics personnel to meet emergency resupply requirements by rerouting supply vehicles already on the move and to initiate proactively resupply of units consolidating on the objective after an attack.

PRAIRIE WARRIOR, the capstone exercise for students at the U.S. Army Command and General Staff College at Fort Leavenworth, Kansas, is a means for the Army to experiment with joint- and corps-level issues. The AWE part of PRAIRIE WARRIOR 95, held in May 1995, was the Mobile Strike Force, a division-size force equipped with the technologies and operational concepts envisioned for 2010. This AWE examined staff organizations and division-level operational concepts, and used a variety of simulations to look at the echelons from battalion to theater. A key concept experimented within this AWE was the simultaneous application of precision fires across the entire enemy force, followed immediately by maneuver exploitation to defeat rapidly the enemy. A significant insight was that all brigade-level organizations—combat, combat support, and combat service support—became combined arms teams in every sense of the term, executing combat, combat support, and combat service support operations simultaneously and continuously.

The WARRIOR FOCUS AWE began in May 1995 with elements of the 10th Mountain Division (Light). This AWE will examine enhancements to the lethality, survivability, and tempo of a reinforced light infantry task force as a result of new battlefield digital communication and night vision technologies designed to increase interconnectivity and situational awareness across echelons and elements of the task force. The WARRIOR FOCUS AWE will conclude in November 1995 with elements of the 10th Mountain Division, reinforced with special forces and heavy forces, participating in a rotation at the Joint Readiness Training Center, Fort Polk, Louisiana.

During FY 1995, work continued on "Own-the-Night" technologies. (Own-the-Night technology consists of many systems. Third generation night vision tubes allow soldiers to see better at night. Infrared laser pointers allow soldiers and leaders to designate and illuminate targets and sectors of fire. A variety of beacons, lights, and chemical lights provide soldiers with lightweight and durable infrared light sources. There are also several munitions that provide infrared illumination over a wider area than their "white light" counterparts.) In addition to experiments during WARRIOR FOCUS and other AWEs, the Infantry Center and the Dismounted

Battlespace Battle Laboratory at Fort Benning, Georgia, opened the Night Fighting Training Facility. This facility uses a variety of methodologies, including a heavy reliance on simulations, to train trainers and individual soldiers in various skills necessary for fighting and operating at night.

On 15 March 1995, the Chief of Staff, Army, designated the 2d Armored Division, Fort Hood, Texas, as the Army's experimental force (EXFOR), and placed it under the operational control of TRADOC with the mission of conducting advanced warfighting experiments. The EXFOR will be the Army's primary means to experiment with new information technologies and concepts and, thus, will include all categories of operational forces so that its experiments, organized around the exploitation of information technologies, will provide insights that will benefit the entire Army. Initial EXFOR efforts will concentrate on reorganizing, reequipping, and training one brigade combat team of the division, along with a light infantry battalion drawn from another division, for the Brigade Task Force XXI AWE scheduled for 1997 at the National Training Center (NTC). Following this AWE, the Army's senior leaders will make decisions on the redesign of brigades and divisions.

The Army has a tradition of using EXFORs to obtain a better understanding of issues and to develop solutions under realistic conditions with field soldiers and units. Past EXFORs have suffered from a shortage of the kinds of equipment planned for the future force with which they could conduct the experiment. Therefore, the Department of the Army plans to accelerate the fielding to the 2d Armored Division new systems, such as the M109A6 Paladin self-propelled howitzer, and prototype systems, such as the hardware and software required to provide common computer links throughout a combat brigade. This accelerated fielding is necessary for the EXFOR to be able to conduct the Brigade Task Force XXI AWE in 1997.

An important part of the JOINT VENTURE axis is the Battlefield Laboratories (Battle Labs) Program, which was created in May 1992 by the TRADOC commander and consists of six battle labs: Battle Command at Fort Leavenworth, Kansas; Depth and Simultaneous Attack at Fort Sill, Oklahoma; Mounted Battle Space at Fort Knox, Kentucky; Dismounted Battle Space at Fort Benning, Georgia; Combat Service Support at Fort Lee, Virginia; and Early Entry Lethality and Survivability at Fort Monroe, Virginia. One of the most successful initiatives of the program during FY 1995 was STRONG SAFETY. In December 1994, the Chief of Staff, Army, directed the Battle Labs Program to conduct experiments focused on improving force protection from rocket attacks. The experiments brought together representatives from industry, selected battle labs, program managers, and research scientists from agencies throughout DOD. The experiments involved using currently fielded equipment to detect, track, and engage incoming rockets. Various sensor and shooter combinations were

employed, some of which were significant departures from current tactics, techniques, and procedures. The results far exceeded expectations. In fewer than ninety days, successful mid-flight intercepts demonstrated new operational capabilities that can be employed today.

Force Development

Because of post–Cold War changes in U.S. national security strategy, the bulk of the Army now is based in CONUS, with a much-diminished forward presence. The service is now focused on projecting tailored force packages overseas in response to crises. Crisis-response contingency forces will come primarily from the active forces, whereas the service's sustainment capabilities will come primarily from the reserve component. The Army's force structure will stabilize in 1996 with a four-corps, eighteen-division organization comprising both active and reserve components. The major combat units of the active component will consist of four divisions stationed overseas (two in Europe and two in the Pacific), four U.S.-based contingency-force divisions prepared to deploy as part of crisis response forces, and two active U.S.-based rapid-response reinforcing divisions. The major combat units of the reserve component will consist of fifteen ARGN nondivisional enhanced readiness brigades and eight ARNG divisions. ARNG enhanced readiness brigades will provide reinforcing forces during a crisis while the ARNG divisions will serve as a strategic reserve during a protracted conflict.

The proliferation of weapons of mass destruction, along with cruise and tactical ballistic missile technologies, poses increased threats to Army forces. In response, the service continued to place significant emphasis on missile defense. The Theater High Altitude Area Defense system is intended to provide coverage to defeat missiles at extended ranges and high altitudes. On 21 April 1995, the first flight test of the missile was conducted. The test achieved its objective of gathering information on the in-flight performance of the missile.

Also during FY 1995, the Army continued to modernize in an effort to improve its ability to conduct deep-attack precision strike operations against any threat. The first prototype of the RAH–66 Comanche armed reconnaissance helicopter was delivered to the Army, and flight tests are scheduled to begin in early FY 1996. In September 1995, the Defense Acquisition Board approved the Crusader Advanced Field Artillery System to proceed into the demonstration and evaluation phase. The Advanced Field Artillery Tactical Data System, which will provide an automated command, control, and communications system for fire support systems as part of the Army Battle Command System, successfully completed its Initial Operational Test and Evaluation.

Several active Army units and organizations were inactivated, reflagged, or realigned in FY 1995 as the Army continued its post–Cold War reduction. In October 1994, the U.S. Army Medical Command (Provisional) became the U.S. Army Medical Command (MEDCOM), commanded by the Army's Surgeon General. MEDCOM replaced the U.S. Army Health Services Command, which was inactivated. This change completed a reorganization of Army medicine begun in October 1993 with the establishment of the U.S. Army Medical Command (Provisional). The key feature of this reorganization was to merge several medical elements into a new organization under the command of the Surgeon General, who remains a member of the Army Staff. This reorganization streamlines and flattens the command and control structure of Army medicine; links missions to organizational structure; and eliminates functional overlaps, inefficiencies, unnecessary duplication, and operational voids. The following organizations are under the command and control of MEDCOM: U.S. Army Medical Department and School, U.S. Army Dental Command, and U.S. Army Veterinary Command, all at Fort Sam Houston, Texas; U.S. Army Environmental Hygiene Activity, Aberdeen Proving Ground, Maryland; all Army health service support areas; all Army medical centers and Army Medical Department activities; and medical installations at Walter Reed Army Medical Center, District of Columbia; Fitzsimmons Army Medical Center, Colorado; and U.S. Army Garrison, Fort Detrick, Maryland.

Two other MACOMs inactivated in FY 1995 were the Sixth U.S. Army, inactivated at the Presidio of San Francisco, California, on 23 June 1995, and the Second U.S. Army, inactivated at Fort Gillem, Georgia, on 3 July 1995. The area of responsibility of Fifth U.S. Army, located at Fort Sam Houston, was expanded to include the area covered previously by Sixth U.S. Army. First U.S. Army moved, without personnel and equipment, from Fort Meade, Maryland, to Fort Gillem. First U.S. Army's area of responsibility was expanded to include the area previously covered by Second U.S. Army.

The 177th Armored Brigade, which provided the Opposing Forces used at the National Training Center, was reflagged in October 1994 as the 11th Armored Cavalry Regiment (ACR); the 11th ACR will continue to provide the Opposing Forces at the NTC. The 193d Infantry Brigade, Panama Canal Zone, was inactivated in October 1994. In April 1995, the 3d Brigade, 1st Armored Division, Fort Lewis, Washington, was reflagged as the 3d Brigade, 2d Infantry Division. The 194th Armored Brigade, Fort Knox, Kentucky, was inactivated in June 1995. In August 1995, the flag of the 1st Brigade, 25th Infantry Division, Schofield Barracks, Hawaii, was moved to Fort Lewis, Washington, where the 1st Brigade (also referred to as the 9th Infantry), 7th Infantry Division, was reflagged as the 1st Brigade, 25th Infantry Division.

Training

CTCs are the centerpiece of the Army's training system. The CTCs use highly skilled Opposing Forces and observers and controllers, together with live-fire exercises and unrestricted force-on-force maneuvers, to simulate combat. The Army's goal is to have all commanders of active component combat maneuver and special operations force battalions train at a CTC at least once during their command tours. There are three maneuver CTCs: the NTC at Fort Irwin, California; the Joint Readiness Training Center at Fort Polk, Louisiana; and the Combat Maneuver Training Center at Hohenfels, Germany. The objective of the CTC program is to provide realistic, tough, and stressful joint, interservice, and combined arms training according to Army and joint doctrine. In FY 1995, a total of seventy-seven maneuver battalions trained at either Fort Irwin, Fort Polk, or at Hohenfels. The Battle Command Training Program (BCTP) extends CTC training to division and corps commanders and their staffs. The two-part BCTP experience consists of a seminar followed several months later by a computer battle-simulation command post exercise. Both phases can be conducted at the unit's home station, permitting more realistic training, with wider involvement of staffs in a tactical field environment at lower cost. The BCTP objective is to train all active component division and corps staffs once every two years (12–15 rotations per year) and all ARNG division staffs once every three years.

In FY 1995, the Partnership for Peace (PFP) Exercise Program was established as one of the North Atlantic Treaty Organization's (NATO) top priority political and military initiatives. The PFP Exercise Program is designed to expand and improve military and political cooperation between NATO and other European nations that belong to NATO's PFP program. These exercises, which focus on noncombat operations, enhance the coordination of military forces for peacekeeping, humanitarian assistance, and search and rescue operations. In FY 1995, the focus was on company-and battalion-level participation. In August 1995, a PFP exercise, COOPERATIVE NUGGET 95, was conducted at the Joint Readiness Training Center. The aim of this exercise was to foster interoperability among the participating forces using combined peacekeeping and humanitarian relief tactics, techniques, and communications procedures at the platoon and company levels. About 978 soldiers from three NATO and twelve other central and eastern European countries participated in the exercise alongside their U.S. counterparts. Each PFP partner country contributed a rifle platoon. These platoons were combined into rifle companies that formed the NATO/PFP battalion. The combined NATO/PFP battalion, together with U.S. combat support and combat service support units, reported to a U.S. brigade headquarters. Twelve coalition support teams from the 10th Special Forces Group

(Airborne) supported the peacekeeping forces. These support teams provided technical and linguistic support to the partner nation contingents. The training was conducted in accordance with current U.S. Army, NATO, and United Nations training methodologies.

The Chief of Staff, Army, eliminated the Self Development Test for soldiers on 2 February 1995. The test was designed in 1992 to be the replacement for the Skill Qualification Test. However, the downsizing of the Army made it very difficult to keep the tests current. The inability to keep the tests updated, the lack of tests for some military occupational specialties, the focus on unit training required by the mission-essential task list, and the improvements in the Noncommissioned Officer Education System (NCOES) all contributed to the demise of the Self Development Test.

The Secretary of the Army, in March 1995, approved the requirement that soldiers scheduled to attend certain NCOES and functional courses must pass the Army Physical Fitness Test prior to enrollment. This requirement was one of the recommendations developed by the Sergeant Major of the Army's NCOES process action team. Toward the end of the fiscal year, this policy was under review because of the negative effect it was having on reserve component soldiers and their units when many of these soldiers failed their qualifying Physical Fitness Test.

During FY 1995, ODCSOPS and PERSCOM worked on a new distribution plan for the assignment of officers who graduate each year from the School of Advanced Military Studies. This effort was the result of requests from units that they be assigned additional advanced military studies graduates. The Chief of Staff, Army, will make a decision on whether to approve the new distribution scheme in FY 1996.

Increased environmental regulation and increasing economic development around Army installations are growing challenges to effective training. In October 1994, the Training Directorate, ODCSOPS, which had recently assumed responsibility for the Integrated Training Area Management (ITAM) program, began detailed planning and coordination with MACOM headquarters to delineate the scope of the ITAM program under ODCSOPS. This program manages land used for training on Army installations and seeks to balance the demands of high-quality training with environmental stewardship. In October 1994, and again in January 1995, planning sessions were held with the training and environmental staffs of major Army commands. The first formal ITAM Program Management Review was held in June 1995, focusing on the FY 1996 and 1997 budgets. In August 1995, ODCSOPS representatives attended the Land Rehabilitation and Maintenance conference at Fort Rucker, Alabama, and began to take action to redirect this important installation-level forum to address the full scope of the ITAM program.

In September 1995, the Army Training Support Center completed the prototype of the new Standard Army Training System version 4.0 computer software program. This automated training management computer program was developed to support training management and funding within the Army in accordance with training management doctrine found in Field Manuals 25–100, *Training the Force*; 25–101, *Battle Focused Training*; and 100–5, *Operations*.

In December 1994, the Chief of Staff, Army, tasked DCSOPS to explore ways to revitalize the Army's training development capability. The Directorate of Training, ODCSOPS, in turn, directed that a careful assessment be made of training development requirements created by Force XXI, distance learning, new equipment training, and all other material, programs, and systems that support Army training. Training Development Task Force 21, which consists of representatives from TRADOC; NGB; USAR; and the Training Directorate, ODCSOPS, submitted its final report on 8 June 1995. The task force concluded that the service needed to articulate a training strategy, publish policy that supported that strategy, and allocate the resources required to support the strategy.

Because of the effect that base realignments and closures had on various U.S. Air Force installations, the Army needed to identify a permanent aerial port for units deploying for training at NTC at Fort Irwin, near Barstow, California. In 1990, the Army initiated an Analysis of Alternatives Study (AAS), to investigate several proposed alternative locations. The AAS did not include Edwards Air Force Base, California, because the base commander at that time did not feel that his mission and the NTC aerial port mission were compatible. In November 1994, after reviewing all feasible alternatives for a permanent NTC aerial port, the AAS selected the Barstow-Daggett airfield as the preferred option. In December 1994, the Chief of Staff, Air Force, stated that Edwards Air Force Base was available for consideration, and the Army initiated a second AAS in January 1995. In August 1995, the second AAS recommended Edwards Air Force Base as the preferred option. The Secretary of the Army approved the second AAS in September 1995. However, in formulating the FY 1996 budget, Congress appropriated an additional $10 million for Phase II construction at Barstow-Daggett in the FY 1996 Military Construction Act. Section 124 of the Military Construction Act required the Army to use former George Air Force Base, California, as an interim aerial port until Barstow-Dagget reached initial operational capability. The conference report on the FY 1996 Defense Authorization Act authorized an additional $10 million for Phase II construction contingent upon DOD certification that Barstow-Daggett best met the operational training needs of the NTC. The FY 1996 Defense Appropriations Act also deleted funding for training rotations using Edwards Air Force Base and required the Army to cease operations at Edwards after 15 April 1996.

Deployed Operational Forces

During FY 1995, the Army had an average of 22,200 soldiers deployed operationally to more than seventy countries on any given day. Highlights of these deployments included helping to promote democracy in Haiti, deterring threats to regional stability in Southwest Asia and the Balkans, maintaining the peace in the Sinai, assisting refugees in the Caribbean, and treating the wounded in Croatia.

On 15 September 1994, units from the XVIII Airborne Corps, the 10th Mountain Division (Light), and the 82d Airborne Division deployed to Haiti as part of Operation UPHOLD DEMOCRACY. Their missions were to protect U.S. citizens, designated Haitians and third country nationals, and U.S. interests in Haiti; restore civil order; assist in the reorganization of the Haitian armed forces; and assist in the transition to and the maintenance of a democratic government. Peak U.S. Army strength in UPHOLD DEMOCRACY reached 18,401 soldiers on 13 October 1994. About 250 soldiers deployed to Puerto Rico to train military personnel from Caribbean Community and Common Market countries in preparation for their deployment to Haiti as part of a multinational force in support of UPHOLD DEMOCRACY.

On 31 March 1995, the U.S.-led multinational force became the United Nations Mission in Haiti (UNMIH), with a reduced strength of 6,000 troops, of whom 2,500 were U.S. soldiers. The UNMIH is authorized by United Nations Security Council Resolution 975, which was passed on 30 January 1995. The mission of the UNMIH was to help the government of Haiti maintain a secure and stable environment, develop a public security force, facilitate the development of a functional government, and assist in the repatriation of Haitian migrants temporarily housed at the U.S. States base at Guantanamo Bay, Cuba.

In January 1995, units of the 25th Infantry Division deployed from Hawaii to Haiti, replacing the 10th Mountain Division units on the island. Later in FY 1995, Headquarters, 2d ACR; 1st Squadron, 2d ACR; and two infantry companies from the 82d Airborne Division relieved the 25th Infantry Division units. Before the end of the fiscal year, these units were relieved in turn by Headquarters, 1st Brigade, 101st Airborne Division (Air Assault); 2d Squadron, 2d ACR; and two infantry companies from the 101st Airborne Division.

As part of Operation SEA SIGNAL, which began in FY 1994, Cuban and Haitian migrants rescued at sea were housed in temporary facilities at Guantanamo Bay, with U.S. Army units providing security and support. These Army units included 1 brigade headquarters, 3 battalion headquarters, 23 security companies, and associated combat service support units, for a total strength of 3,900. On 8 October 1994, the 193d Infantry Brigade (Light) and soldiers from U.S. Army, South, opened a safe-haven

camp in Surinam to accommodate Cuban migrants from Guantanamo in support of Operation DISTANT HAVEN. The Army's deployed strength in support of DISTANT HAVEN reached 258 soldiers on 27 October 1994. At the height of Operation SEA SIGNAL in FY 1995, the migrant population at Guantanamo reached 21,638 Haitian and 32,780 Cuban migrants.

On 12 January 1995, in support of Operation SAFE PASSAGE, the 2d Brigade, 101st Airborne Division (Air Assault), deployed to Panama to assist in the housing of Cuban migrants. These migrants were moved from Guantanamo to Panama on a temporary basis to reduce the migrant population at Guantanamo. By the end of the fiscal year, the Army's commitment at Guantanamo was about 800 soldiers.

In October 1994, a brigade of the 24th Infantry Division was airlifted to Kuwait as part of Operation VIGILANT WARRIOR. The mission of this operation was to deter aggression from Iraq. Within seventy-two hours of its arrival, the brigade had drawn its equipment from stocks pre-positioned in the country at Camp Doha, and had moved as a battle-ready force to positions along Kuwait's border with Iraq. Other U.S. forces followed to link up with equipment delivered to the region in ships that had been pre-positioned at Diego Garcia, a U.S. Navy installation in the Indian Ocean. The Army's peak troop strength supporting VIGILANT WARRIOR in Kuwait reached 6,987 on 27 October 1994. Nearly all of the deployed soldiers had returned to their home bases by the end of December 1994.

The Army deployed an air defense artillery battalion, a security company, and maintenance units to Saudi Arabia in support of Operation SOUTHERN WATCH during FY 1995. The mission of SOUTHERN WATCH was to enforce the no-fly zone that was established in southern Iraq in August 1992, barring all Iraqi aircraft south of the 32d Parallel. The U.S. Army also contributed to the security of the region by twice deploying a heavy battalion task force to participate in INTRINSIC ACTION, a combined exercise with the Kuwaiti Army.

In support of Operation VIGILANT SENTINEL, the 1st Battalion, 5th Cavalry, 1st Cavalry Division, arrived in Kuwait on 26 August 1995. The battalion drew equipment from the prepositioned stocks maintained at Camp Doha, and then moved to forward tactical assembly areas and participated in joint and combined training exercises with the Kuwaiti armed forces.

In South America, a cease-fire in border fighting between Ecuador and Peru was negotiated on 17 February 1995. Under the terms of the cease-fire agreement, the two belligerents agreed to allow Argentina, Brazil, Chile, and the United States to deploy Military Observer Mission Ecuador and Peru (MOMEP) personnel to monitor troop withdrawals, verify unit dispositions, and report violations of the cease-fire accord. Joint Task Force SAFE BORDER was established at Patuca, Ecuador, became fully

operational on 16 March 1995, and was still active at the end of FY 1995. The task force's mission is to provide aviation and logistical support to the MOMEP. The U.S. Army's contribution to MOMEP consists of seventy-two soldiers and four UH-60 Black Hawk helicopters.

Throughout FY 1995, Army personnel continued to support Operation PROVIDE COMFORT as part of a four-nation task force assigned to deter further Iraqi aggression against the Kurdish population in northern Iraq. The U.S. Army provided a 56-man detachment from the 10th Special Forces Group (Airborne) for combat search and rescue operations. The 12th Aviation Brigade provided an aviation element consisting of 28 soldiers, 6 UH–60 Black Hawk helicopters, and 2 C–12 aircraft for the administrative and logistical support of the coalition task force. U.S. Army, Europe, and Seventh Army provided the commander and staff officers for PROVIDE COMFORT'S military coordination center, a forward-deployed combined liaison element at Zakhu, Iraq.

Other operations supported by U.S. Army soldiers during FY 1995 included Operation PROVIDE PROMISE and Operation ABLE SENTRY. In Operation PROVIDE PROMISE, soldiers deployed to Croatia to support hospital operations at Camp Pleso, located near Zagreb, Croatia. A U.S. Army battalion-size unit has been deployed along the Macedonia-Serbia border in support of Operation ABLE SENTRY since 1993. The mission is to deter the spread of war in the region. In FY 1995, the 3d Battalion, 5th Cavalry, 1st Armored Division, and then the 3d Battalion, 12th Infantry, 1st Armored Division, provided a 525-man task force to support the mission of Operation ABLE SENTRY. Each task force was relieved after about six months' service.

In Southeast Asia, the U.S. Army continued to support Joint Task Force FULL ACCOUNTING operations throughout the fiscal year. Operating in Vietnam, Cambodia, and Laos, the joint task force conducts investigations, excavations, and recovery operations of the remains of servicemen previously unaccounted-for during the Vietnam War. The U.S. Army has fifty-two soldiers permanently assigned to Joint Task Force FULL ACCOUNTING and augments the joint task force, as needed, with special teams of medical personnel, explosive ordnance disposal experts, and technicians from the U.S. Army Central Identification Laboratory in Hawaii.

Counterdrug Operations

The Army's commitment to counterdrug operations continued to expand in FY 1995, and it remained an effort involving both active and reserve components. The FY 1995 budget included $250.4 million for counterdrug support, and about 46,000 flying hours were programmed for support of drug law enforcement agencies. More than 4,000 soldiers from

Regular Army, USAR, and ARNG units provided assistance in counterdrug operations. About ninety-six soldiers and Department of the Army civilians were assigned to counterdrug joint task forces during the fiscal year. The Army provided operational support, facilities, reconnaissance, maintenance, intelligence analysis, linguistic support, engineering support, equipment, training, and planning support to drug law enforcement agencies in the United States. Support for training, aviation, intelligence, planning, and reconnaissance also was provided to U.S. federal drug law enforcement agencies operating in foreign nations. In FY 1995, Army soldiers supported counterdrug missions in nine Latin American countries and in selected Caribbean nations. In addition to these ongoing missions, the Army also supported requests from countries in Southeast and Southwest Asia for counterdrug training.

In FY 1995, the Army loaned, leased, or transferred more than $179 million worth of equipment to federal, state, and local drug law enforcement agencies. This equipment included such items as military rifles, shotguns, night vision devices, vehicles, and UH–60 Black Hawk helicopters.

Military Intelligence

In May 1995, the Deputy Chief of Staff for Intelligence (DCSINT) established the Land Information Warfare Activity (LIWA) in the U.S. Army Intelligence and Security Command. The LIWA's mission is to provide support to land component and Army commands to facilitate planning and execution of Information Operations (IO). Additionally, LIWA enhances worldwide force protection by carrying out a proactive defense of Army information and information systems. IOs are actions taken to affect adversary and other information and information systems while defending one's own information and information systems. IOs are both offensive and defensive in nature. The elements of IOs include operations security, military deception, psychological operations, electronic warfare, physical destruction, computer network attack, computer network defense, information assurance, physical security, counterdeception, counterpropaganda, counterintelligence, public affairs, and civil affairs. The LIWA will deploy field support teams to support land component commanders. The field support teams are structured to fill gaps in the command's IO cell, provide connectivity to CONUS resident agencies and databases supporting IOs, and coordinate with the IO cells at the joint task force or combatant command, as well as with the information warfare staff elements from other component commands in the operational area. Another part of the LIWA is the Army Computer Emergency Response Team; its mission is to support Army commanders worldwide in ensuring the availability, integrity, and confidentiality of the information and infor-

mation systems used in planning, coordinating, directing, and controlling forces. The LIWA also operates the threat analysis element of the Army Reprogramming and Analysis Team; this element identifies and reports changes in worldwide signature information requiring reprogramming of Army Target Sensing Systems software.

The president signed Executive Order 12958, "Classified National Security Information," on 17 April 1995, mandating several changes in the handling of classified material, most notably the automatic declassification of classified materials twenty-five years old and of permanent historical value. In August 1995, the Director of the Army Staff directed the DCSINT to develop and promulgate a policy for implementing the executive order within the Army. The DCSINT commissioned a study by a private contractor to determine the size and scope of the problem and to propose a program for the Army to comply with the mandates of the executive order. The contractor found that the task facing the Army is massive. The service has over 270 million pages of affected files dating from 1900 to 1975. There are no cost-effective automated aids available that can be employed effectively employed for the material dated before 1975, requiring a manual review program. The manual review program will require more than 750 personnel annually for the initial five-year period. The projected cost of the initial effort is $256 million. The contractor recommended that the declassification program be based in the Military District of Washington because about 85 percent of the affected materials are within thirty-five miles of the capital, and that the program be managed centrally to ensure consistency of effort and minimize the risk of inadvertent release of material that should remain classified.

Also in August 1995, the Director of the Army Staff directed the DCSINT to develop an Army declassification program to meet both the initial and long-term declassification review requirements of the executive order. Classification and security marking policies were developed by DCSINT and incorporated into the revised draft of Army Regulation 380–5, *Department of the Army Information Security Program*. This draft will be reviewed in the third quarter of FY 1996, and the final version of the regulation is to be published in late FY 1996.

Nuclear, Biological, and Chemical

During FY 1995, DCSOPS gained approval from the Army leadership to activate during FY 1996 a Biodetection Company in the USAR. This company will be equipped with the Biological Detection System (BIDS), the Army's first real biological warfare detection capability, developed as a result of lessons learned during Operation DESERT STORM. Because of the

importance of acquiring this capability at the earliest possible time, a platoon of the 11th Chemical Company, an active Army unit, was equipped during FY 1995 with BIDS as an interim contingency capability.

Military Support to Civilian Authorities

The Army provided support to federal and state agencies in the wake of the 19 April 1995 terrorist bombing of the Alfred P. Murrah Federal Building in Oklahoma City, Oklahoma. This support included structural and blast engineers from the U.S. Army Corps of Engineers, medical evacuation helicopters, bomb detection dog teams, casualty assistance teams, and mortuary affairs specialists. Army personnel also coordinated the airlift of search and rescue teams, medical personnel, and Federal Bureau of Investigation crime vans. Among those who were killed in the bombing were eight Army soldiers, civilians, and family members.

Army units and personnel provided disaster relief assistance to the U.S. Virgin Islands after Hurricane Marilyn struck on 13 September 1995. The support provided by the Army included ground transportation for distribution of relief supplies, logistical support, an eighty-bed hospital, and facilities and equipment to assist the Federal Emergency Management Agency (FEMA) in command and control operations. The Corps of Engineers conducted assessments and contracted for services and supplies totaling more than $161 million. The Corps of Engineers also shipped 50,000 gallons of water each day to the islands, assisted in the restoration of power, and supervised the removal of debris.

5

Reserve Forces

Force Structure

Maintaining the Army's role as a strategic force supporting United States foreign policy requires the full integration of the active Army, ARNG, and USAR. As needed, the ARNG and USAR supply highly trained units and individual soldiers to support operations. They also provide capabilities not needed on active duty during peacetime, at significant savings. It is crucial that the Army have ready access to those units and individuals when the nation calls. To meet the needs of the nation, the Army is forging a new balance among active, ARNG, and USAR forces. At the start of a contingency mission, active units will form the bulk of a force, while high-priority ARNG and USAR units will provide capabilities not found in the active Army. As the operation continues, a larger proportion of forces will come from the reserve components, which will support deploying forces, backfill active units and augment the mobilization base, reinforce sustained operations, and, if needed, expand the Army to meet a resurgent global threat.

To achieve this new balance, the Secretary of Defense announced, in December 1993, a major restructuring plan for the Army's reserve components. Senior leaders of the active Army, ARNG, USAR, and the associations representing each component's members had worked out an agreement that modified the reserve components' missions. In addition to its traditional state and civil missions, the ARNG generally would be oriented toward combat functions, and the USAR would be generally oriented toward combat service support functions. The agreement will eliminate a total of 127,300 positions from the reserve components by FY 1999, with the ARNG's end strength falling to 367,000 by FY 1999, and USAR's end strength falling to 208,000 by the end of FY 1998. Under the terms of the agreement, most USAR aviation assets will transfer to the ARNG; some ARNG combat support and combat service support units will transfer to the USAR components. Overall, the agreement will switch 128 units containing 11,062 authorizations from the ARNG to the USAR, and 44 units containing 14,049 authorizations from the USAR to the ARNG. This transfer began in FY 1994 with the ARNG receiving responsibility for all reserve component Special Forces units, and continued during FY 1995

with the transfer of more than 8,000 positions between the ARNG and the USAR. The transfer of units is projected to be complete in FY 1997. The reserve components continued reducing force structure during FY 1995 to reach the end strengths set for them in the Off-Site Agreement. The ARNG inactivated 145 units with 17,700 positions, and the USAR inactivated 327 units with 25,323 positions.

The USAR began the reorganization of its CONUS headquarters structure in accordance with a plan developed during FY 1994. The intent of the plan is to reduce the TDA overhead to field as many deployable forces as possible by replacing the existing 20 Army Reserve Commands (ARCOM) with 10 Regional Support Commands (RSC) and 3 Regional Support Groups (RSG). The RSGs will be assigned to the three RSCs with the largest numbers of troops or the largest geographical span. The mission of the RSCs is to exercise command and control of all assigned units and to provide full service support to all USAR units within their region, reducing the administrative workload for deployable units and allowing them to concentrate on wartime missions. The RSCs will improve unit readiness by concentrating a higher percentage of full-time support soldiers in fewer headquarters. The RSCs also will improve the ability of the USAR to provide military support to civilian authorities. The RSC boundaries correspond with the Standard Federal Region boundaries used by all federal agencies, including the FEMA, and each RSC will establish State Emergency Preparedness Liaison Offices and Regional Emergency Preparedness Liaison Officers. Ten of the current ARCOMs will be reorganized into RSCs, 3 will become RSGs, and 7 will be inactivated. A Garrison Support Unit will be created at each of the seven inactivating ARCOMS. Drawing on lessons learned in the Persian Gulf War, these units will improve the ability of the USAR to mobilize. Their mission is to move to mobilization sites before other units to receive them and prepare them for deployment. This reorganization will be completed during FY 1996.

During FY 1995, the ARNG prepared to implement the enhanced brigades program. The 1993 DOD Bottom-Up Review identified the need for combat-ready reserve forces that would ensure the military's ability to win nearly two simultaneous major regional conflicts. In response, the Army ended the practice of designating ARNG brigades to "round out" or "round up" active Army divisions. Instead, fifteen ARNG enhanced brigades will form the Army's principal reserve component ground combat maneuver force. The ARNG selected 7 infantry brigades, 5 mechanized infantry brigades, 2 armor brigades, and 1 armored cavalry regiment for this program. The ARNG selected units for enhanced status based on their readiness, modernization, manning, location, and past relations with active Army divisions. Seven of the enhanced brigades were former round-out or round-up units. The readiness goal of the enhanced brigades

is to be ready to mobilize, train, and deploy within ninety days after call-up. The term "enhanced" refers to the increased resource and manning priorities these brigades will enjoy to meet their readiness goal. Among the resources committed to these brigades are resident teams of active Army soldiers who provide advice, assistance, and planning support. The enhanced brigades' training and modernization programs will begin in FY 1996 with the goal of making them compatible with active Army divisions by FY 1999. The remainder of the ARNG's strategic reserve combat forces—8 divisions, 2 brigades, and 1 infantry scout group—will be structured fully but will not be fully equipped or staffed.

At the end of FY 1995, major units of the ARNG included 4 mechanized infantry divisions, 2 infantry divisions, 1 light infantry division, 1 armored division, 22 separate infantry and armored brigades, 1 armored cavalry regiment, 2 special forces groups, and 1 infantry scout group. Major units of the USAR included 9 training divisions, 5 exercise divisions, 9 medical brigades, 43 hospital units, 30 psychological operations units, 35 civil affairs units, and 2 theater army area commands.

The ARNG's Force Management Directorate formed a Force XXI task force in February 1995. The mission of the task force is to serve as the focal point for the inclusion of the ARNG as an integral part of the Army's overall Force XXI campaign. Since the creation of the Force XXI task force, the ARNG has been actively involved in virtually every aspect of the Force XXI campaign to ensure that the ARNG role in Force XXI is a cohesive, comprehensive one.

In October 1994, Congress extended from 90 to 270 days the limits of involuntary service for reserve component units called to active duty under the presidential selective reserve call-up. This extension has contributed to greater continuity, dependability, and integration of the reserve components into the conduct of military operations. The Army continues to seek congressional authority to bring the individuals of the Individual Ready Reserve (IRR) under the presidential selective reserve call-up. The ability to recall members of the IRR is critical to achieving total personnel readiness of deploying units in a variety of operations. Access to this essential component is presently limited to periods of declared national emergencies and partial mobilization.

Strength and Personnel Management

ARNG's Selected Reserve FY 1995 end strength objective was 387,000 personnel, a decline of 5.6 percent from FY 1994's objective of 410,000 personnel. The ARNG ended FY 1995 with a strength of 374,930 personnel—96.9 percent of the objective. USAR's FY 1995 end strength objective was 242,000, a decline of 6.3 percent from FY 1994's objective of 260,000. The

USAR's ended FY 1995 with a strength of 241,300—99.7 percent of the objective. The USAR's IRR declined 12.1 percent, from 783,514 personnel assigned in FY 1994 to 688,754 personnel assigned in FY 1995.

In October 1994, the Reserve Officer Personnel Management Act (ROPMA) became law. The Persian Gulf War had served to point out shortcomings in the law requiring USAR component officers to compete, upon call-up, for promotion with active component officers. Also, it has been necessary for the Congress to provide periodic relief in renewing expiring statutory authorities for the appointment, promotion, and separation of USAR officers. ROPMA makes over 200 changes to existing law and provides a comprehensive management system for commissioned officers not on the Active Duty List. It is the counterpart to DOPMA, which governs the careers of active duty commissioned officers, and includes the first major changes to the laws that govern reserve component officers since the Reserve Officer Personnel Act of 1954. Under ROPMA, USAR component officers will be accounted for on the Reserve Active Status List, which will list officers in each reserve component by date of rank for purposes of promotion. Promotion boards will select officers using the "best qualified" instead of the "fully qualified" criteria now in use, allowing the reserve components to set selection ceilings where officers are ranked on an order-of-merit list. Officers will no longer be required to meet time-in-service standards for promotion. Promotion rates, under ROPMA, will depend on the quotas set by the military departments based on the needs within each USAR component. Another provision regarding promotions is that officers will not be able routinely to delay a promotion for up to three years while searching for a position in that grade. An officer must apply for this delay, and it is subject to the Service Secretary's approval. If, at any time during the three-year period, the officer accepts the promotion, the officer will be promoted effective upon date of acceptance. ROPMA will take effect on 1 October 1996. The ARNG and the USAR are now participating in the Office of the Assistant Secretary of Defense's ROPMA Implementation Working Group to revise DOD directives and instructions so that the military services will be able to develop the regulations necessary to implement ROPMA.

ARNG's new enlisted promotion system using the "Select-Train-Promote-Assign" methodology went through final staffing for full fielding and implementation in FY 1996. As each state fields the new promotion system for each enlisted grade, it will select soldiers for promotion to noncommissioned officer grades, use the promotion selectee list to enroll the soldiers in the NCOES courses required for the promotion, and have the best qualified soldiers available for assignment to positions immediately upon identification of leadership vacancies. The new promotion system allows the ARNG to make the best use of the very limited number of leadership training opportunities.

In October 1994, the ARNG opened three additional military occupational specialties—12C, Engineer Bridge Crewmember; 12Z, Combat Engineer Senior Sergeant; and 82C, Field Artillery Surveyor—to women and implemented a change to the rule pertaining to the assignment of women. The change to the assignments rule opened about six to eight thousand positions that were closed previously to women because of unit missions. The positions opened are in chemical units, divisional military police units, maneuver brigade headquarters, and forward support battalions.

On 30 September 1995, Congress mandated that lieutenants in the USAR components have a bachelor's degree before being promoted to captain. The ARNG had earlier established a policy requiring that all those seeking to enter Officer Candidate School must have sixty college credit hours before entry, and that officer candidates must have ninety college credit hours before being commissioned as a second lieutenant. These policies will help to ensure that ARNG lieutenants meet this new requirement. It is also the ARNG policy that lieutenants complete the Officer Basic Course within two years of commissioning. In FY 1995, 74 percent of lieutenants completed this requirement, a 2 percent increase over the FY 1994 rate.

The most significant issue that affected full-time support personnel in FY 1995 was the proposed reduction of military technicians. Military technicians are drilling reservists who are also federal civilian employees hired under the provisions of either Title 5, "Government Organization and Employees," or Title 32, "National Guard," of the United States Code. Military technicians are required, as a condition of their employment, to be members of the Selected Reserve in the component they support and maintain simultaneously civil service status. The effort by the DOD to reduce its civilian work force resulted in the removal of barriers protecting a number of civilian personnel categories exempted previously, including military technicians. Military technician strength reductions were programmed consistent with reductions in other DOD civilian personnel from FY 1995 through FY 1999. These reductions are part of the work-year limitations imposed by the Federal Workforce Restructuring Act of 1994. The DOD's intention to reduce civilian end strength posed a threat to the USAR components' military technician program, which the Army felt enhanced unit readiness.

Despite force structure and end strength reductions, continuing equipment modernization initiatives have generated technician requirements that continue to exceed authorizations. The effects of the DOD's civilian personnel reductions and the number of work years that funding will support resulted in the ARNG being able to fund only 25,238 of the 25,489 military technician positions authorized by Congress in FY 1995. The funding shortfall increased the need to utilize Voluntary Early Retirement

Authority and Voluntary Separation Incentive Pay programs as a management tool to reduce the technician force. The reduction in military technicians, coupled with equipment modernization, has resulted in an increase in the maintenance backlog. This backlog has a direct impact on the equipment readiness of ARNG and USAR units. If future military technician reductions are effected, ground maintenance could be faced with the closure of organizational maintenance shops or foregoing equipment maintenance in battalion-size organizations. Army aviation support facilities that provide full-time maintenance personnel and instructor pilots for ARNG aviation units could see manning levels fall below 50 percent with technician reductions. As a long-term solution, DOD proposed legislation that would establish military technicians as a separate category of civilian employees, not to be included in general civilian workforce reductions.

The Active Guard Reserve (AGR) program is another source of concern. These are ARNG and USAR soldiers who serve as full-time uniformed personnel with reserve component units. The AGR program level of support in FY 1995 was 59 percent. Between December 1991 and December 1994, the ARNG had an AGR hiring freeze to ensure compliance with the congressionally directed reduction in AGR authorization levels. In FY 1995, the hiring freeze was lifted as the ARNG met the AGR authorization level through normal attrition and the use of transition benefits such as the Temporary Early Retirement program. During FY 1995, a total of 323 AGR personnel of the ARNG received approval for release under Temporary Early Retirement. Since FY 1991, however, the combined effects of the mandated reductions in AGR authorizations, the AGR hiring freeze and limits on controlled grades (those senior enlisted and officer grades whose numbers are set by Congress) has stagnated career progression for many AGR soldiers. This has affected the states' ability to fill many entry level AGR positions.

On 19 July 1995, the Secretary of the Army designated the Army Career and Alumni Program as an Army Reinvention Laboratory to research and conduct privatization initiatives. As a result of that designation, the Chief, USAR, requested that the Army Career and Alumni Program conduct a one-year operational test in Europe to determine the feasibility of incorporating the USAR in-service recruiting functions into the Job Assistance Center contract. In August 1995, USAR informed ARNG of the proposed test, explained the potential benefits, and invited them to participate. The ARNG agreed to the proposal, thus allowing the test to cover both reserve components. Previously, ARNG, USAR, and active Army career counselors performed in-service recruiting functions. The Army Career and Alumni Program will assume responsibility for the Europe reserve mission in the second quarter of FY 1996 and continue operations through the first quarter of FY 1997. At the end of the test period, Army leaders will analyze the

test results and decide whether to continue using contractor personnel to perform the in-service recruiting functions.

Training and Readiness

During FY 1995, the service continued to implement the provisions of Title XI of the FY 1993 National Defense Authorization Act (also called the Army National Guard Combat Readiness Reform Act of 1992), provisions that the Army decided to apply also to early deploying units of the USAR. The Army implements these requirements by several means. It continues the BOLD SHIFT program, instituted in FY 1992, which focuses on improving individual, collective, and leader training. Also continuing is the Operational Readiness Evaluation program, in which the Army headquarters in the CONUS send teams to inspect the training and readiness of reserve component units in their areas. Section 1132 of Title XI directed the Army to expand the Active Component Support to Reserve Component program from 2,000 active duty personnel to 5,000 personnel. These active duty personnel serve as full-time advisers to selected ARNG and USAR units. During FY 1995, the Army began assigning additional active Army personnel to this duty, and expects to have all 5,000 positions filled by the end of FY 1997.

Another congressionally mandated program is Simulation in Training for Advanced Readiness (SIMITAR), established in 1992 as a joint ARNG and Advanced Research Projects Agency (ARPA) effort. SIMITAR applies advanced technology to increase training levels of ARNG round-out and round-up brigades. The objective of SIMITAR is to achieve a 200 to 300 percent increase in unit training readiness when compared to that reported in the Persian Gulf War mobilization. Two brigades, the 48th Infantry Brigade (Mechanized), Georgia ARNG, and the 116th Armored Brigade, Idaho ARNG, are being used to test SIMITAR. The first view of SIMITAR's potential came during the 116th Armored Brigade's annual training in 1995. On the second day of annual training, 71 percent of crews of a tank company qualified on Tank Table VIII, a considerable achievement of crew preparedness and marksmanship. Later during annual training, no platoon in the battalion failed any tactical evaluation phase. The 48th and 116th Brigades are scheduled for NTC rotations in FYs 1996 and 1997, respectively, and it is hoped that these rotations will validate the SIMITAR training methodologies. The ARNG also began fielding other training simulators during the year: the Abrams-Fullcrew Interactive Simulation Trainer, the Engagement Skills Trainer, and the Guard Unit Armory Device Fullcrew Interactive Simulation Trainer II.

The number of ARNG soldiers receiving individual skills or professional development training is affected adversely by geographic disper-

sion, competing civilian employment demands, and travel costs. The FY 1995 National Defense Authorization Act directed the ARNG to establish a distance learning demonstration project to determine whether the application of multiple media and emerging technologies could overcome these adverse factors and, thus, improve individual and unit readiness. Demonstration sites were selected in Maryland, Pennsylvania, Virginia, West Virginia, and the District of Columbia. Contracts have been awarded for installation of nine classrooms, and projected completion is scheduled for the third quarter of FY 1996.

During FY 1995, the USAR continued its efforts to improve its training divisions. The five exercise divisions more than doubled in size, in accordance with a plan developed in FY 1994. These divisions help train USAR and ARNG combat support and service support units, and will assist in unit validation during mobilization. The USAR began to reorganize its Institutional Training (IT) divisions. The missions of IT divisions are initial entry training of new soldiers, military occupational specialty reclassification training, and refresher training. The 9 existing IT divisions will be reorganized into 7 divisions, and these will be aligned with TRADOC's 7 regional school systems. Command and control of U.S. Army Reserve Forces schools, currently part of ARCOMs, will be shifted to the seven IT divisions. The reorganization will reduce the total number of soldiers assigned to IT divisions by 23 percent, and is expected to be completed by October 1996.

ARNG continued to consolidate its Officer Candidate School Phase III training with the ROTC Advanced Camps conducted at Fort Lewis, Washington, and Fort Bragg, North Carolina. The consolidation of this training capitalized on the considerable assets devoted to the conduct of the training camps, producing an alignment of the two programs of instruction to further standardize the instruction and facilitate accreditation without sacrificing quality. More than 900 candidates attended the two-week camp phase in FY 1995, and a similar number is expected in FY 1996.

Several ARNG combat units underwent training offered at the Army CTC. The staffs of the 29th Infantry Division (Light) and the 49th Armored Division participated in the BCTP. The 53d Separate Infantry Brigade conducted a rotation at the Joint Readiness Training Center. The 256th Separate Infantry Brigade had been scheduled to conduct a rotation at NTC but it, instead, conducted a CTC-like rotation at Fort Hood, Texas. The Louisiana ARNG, the NGB, and FORSCOM made this change jointly to test the feasibility of a CTC-like exercise and to document the costs associated with such an operation.

Adequately funding the ARNG's flying hour program continued to be a readiness challenge in FY 1995. Flying hours and the corresponding funding for additional flight training periods ensure combat readiness as well as minimum levels of aviator proficiency and safety. Because of a

shortage of flight simulators, the ARNG is developing an aviation reconfigurable manned simulator (ARMS) as a cost-effective solution that will enhance safety and readiness through simulation. The ARMS is a flight simulator that can be reconfigured to simulate each of the rotary and fixed-wing aircraft flown by ARNG. It is a high fidelity, non–motion-based simulator that will use government and commercial off-the-shelf technology. Each ARMS provides exposure to individual and crew training tasks and focuses on collective, combined arms, and joint service training operations. Reconfigurable simulators such as ARMS complement existing older technology and will provide Army and ARNG aircrews the critical training environments not expected to be available because of the expense of the aircraft and training costs.

Mobilization

In response to a presidential call-up, ARNG and USAR provided soldiers to support operations in Haiti during Operation UPHOLD DEMOCRACY. The initial contribution was 800 personnel: 400 ARNG military police, 270 USAR civil affairs and psychological operations specialists, 90 USAR medical Individual Mobilization Augmentees, and 40 USAR transportation specialists. The development of plans for sustained operations in Haiti in October 1994 led the Army to request an additional call-up, which the Secretary of Defense authorized on 17 October 1994. A total of 2,093 ARNG and USAR personnel were subsequently mobilized for the operation, including ARNG Special Forces and aviation units.

In FY 1994, because of troop cuts and an increase in missions that strained the active Army's resources, the Army decided to create a composite unit specifically to participate as part of the United Nations' Multinational Forces and Observers that patrols the Sinai peninsula, separating Egypt and Israel. This would ease the strain on active Army divisions, which had been supplying the infantry battalions used on these six-month deployments. Active Army, ARNG, and USAR personnel joined together to form the unit, designated as the 4th Battalion, 505th Parachute Infantry Regiment. The ARNG and USAR personnel were all volunteers, and three times more reserve component personnel volunteered than were needed for the task force. Most of the ARNG volunteers came from the 29th Infantry Division (Light). Of the soldiers assigned to the task force, 383 came from ARNG units and 42 were from USAR units or the IRR. Under the supervision of the 82d Airborne Division, the task force began training at Fort Bragg, North Carolina, in August 1994. It deployed to the Sinai in January 1995 and returned to the United States in July 1995. The Department of the Army is evaluating the results of this deployment for possible future rotations of this type.

During FY 1995, a total of 22,661 ARNG and 17,432 USAR soldiers trained overseas, participated in exercises, or provided mission support to the overseas combatant commands. Examples of these activities include training at the Army's Jungle Operations Training Center; Humanitarian and Civic Assistance actions; military police providing force protection at installations around the world; European Command's Retrograde of Equipment program; and Joint Chiefs of Staff exercises such as FUERTES CAMINOS, FUERTES UNIDAS, FUERTES DEFENZAS, BRIGHT STAR, ATLANTIC RESOLVE, TRADEWINDS, ULCHI FOCUS LENS, KEEN EDGE, and NORTHWIND.

In FY 1995, the ARNG participated in European Command's Joint Contact Team Program under the auspices of the NGB State Partnership Program. Traveling contact teams, seminar participants, and state adjutants general and state governors visited central European and former Soviet Union countries. ARNG soldiers provided instruction on military support to civil authorities in planning and responding to civil emergencies and disasters. Other areas of special interest to the representatives of the central European and former Soviet Union countries were recruiting, retention, and training of their reserve forces and mobilization to support active Army forces. In support of this program, about 220 guardsmen deployed in FY 1995 to Albania, Belarus, Bulgaria, Czech Republic, Estonia, Hungary, Kazakhstan, Latvia, Lithuania, Macedonia, Moldova, Poland, the Republic of Georgia, Romania, Slovakia, and Slovenia.

In addition to the Joint Contact Team Program, the NGB State Partnership Program also supported PFP events in FY 1995. ARNG supported events such as the hosting of familiarization and observation tours for representatives of the Czech Republic, Estonia, Hungary, Kazakhstan, Latvia, Lithuania, Moldova, Republic of Georgia, Slovakia, Slovenia, and the Ukraine. Subject areas included Staff Judge Advocate interaction with the military and civilian community, observation of ARNG units' annual training, and military support to civil authorities. The State Partnership Program also hosted a National Interagency Counterdrug Institute Seminar on military support to civil authorities for forty participants from central European and former Soviet Union countries.

Reserve Component Support to Civilian Authorities

The ARNG and the USAR continued to support local, state, and federal drug law enforcement agencies (DLEA) in eradicating and interdicting illegal drug operations during FY 1995. Nationwide support to community-based organizations in their efforts to reduce the demand for illegal drug use and substance abuse, particularly among the youth, also continued throughout FY 1995. The ARNG conducted more than 6,788 eradication and interdiction operations in support of state and federal DLEAs.

Of these operations, 67 percent supported state-level, and 33 percent federal-level, DLEAs. There were significant increases in the amount of cash confiscated, the number of marijuana plants destroyed, the amount of hashish seized, and the number of drug-related arrests made. The ARNG supported more than 8,100 community-based drug reduction activities. These activities were focused on anti-drug and anti–substance abuse education and training programs for the youths of the community, but also included efforts aimed at improving self-esteem and emphasizing educational growth. The types of activities conducted included building community coalitions, promoting anti-drug messages, creating youth encampments, providing engineering support, and developing leadership and fostering family values. These community-based programs reached nearly 8 million people during the fiscal year.

USAR personnel provided medical evacuation support to ground operations, heavy lift support, and aviation support to the ARNG and the U.S. Drug Enforcement Agency (DEA). USAR units also provided transportation support to numerous local and federal drug enforcement agencies during the fiscal year. The USAR participated in several anti-drug intelligence operations: tactical analysis support to federal agencies regarding drug trafficking and money laundering, strategic studies of drug trafficking and organized crime affecting governments in developing countries and the former Soviet Union, intelligence analysis for the DEA and American embassies and linguists to translate foreign documents relating to narcotics trafficking, and gang activities in the United States.

During FY 1995, a daily average of 1,048 ARNG personnel were on state active duty responding to requests for assistance exclusive of those conducting anti-drug operations. The major natural disasters during FY 1995 were Hurricane Erin in Florida and Alabama, Hurricane Marilyn in Puerto Rico and the U.S. Virgin Islands, flooding in Missouri and California, and forest fires in several states. Oklahoma ARNG, along with other military and local, state, and federal agencies, provided disaster relief and security and law enforcement assistance following the 19 April 1995 terrorist bombing of the Murrah federal building in Oklahoma City, Oklahoma. Puerto Rico ARNG personnel provided law enforcement assistance to local law enforcement agencies combating crime in metropolitan areas on the island. More than 348,332 man-days were expended in the conduct of these emergency response missions.

The joint ARNG and Air National Guard (ANG) GUARDCARE program provided guardsmen with hands-on medical sustainment training for wartime readiness as it assisted medically underserved communities in twelve states during FY 1995. Another joint Army and ANG program was CAREFORCE, which has guard medical personnel serving in the trauma centers and emergency rooms of underserved American communities.

This program provides additional medical resources to these communities and improves the readiness of guard medical personnel to respond to mass casualty situations. CAREFORCE also served as a test base for MERLIN, a distance-learning forum for trauma and casualty management.

In 1992, Congress authorized the Secretary of Defense, acting through the Chief of the NGB, to conduct a three-year pilot program to be known as "National Guard Civilian Youth Opportunities Program" to determine whether the life skills and employment potential of civilian youth who are high school dropouts can be improved significantly through military-based training that includes supervised work experience in community service and conservation projects, and whether it is feasible and cost effective for the ARNG to provide this training. In June 1993, the ChalleNGe program began in ten states. ChalleNGe is an ARNG 22-week, quasi-military, residential program for drug free, 16- to 18-year old high school dropouts who are unemployed and not currently involved with the legal system. The residential phase is followed by a twelve-month post-residential mentoring period. Program core components are academic excellence (GED attainment), leadership and followership, citizenship, community service, life coping skills, job skills, physical fitness, and health and hygiene. Subject to program funding levels, successful completion of the residential phase entitles graduates up to a $2,200 stipend if the graduate goes on to college, vocational-technical institutions, a job, or returns to school. In FY 1995, the ChalleNGe program operated in fifteen states.

ARNG and USAR units and personnel participated in several other domestic missions during FY 1995. In REEF-EX, USAR and ARNG units demilitarized and cleaned obsolete tanks, and then moved them by rail to ports. The tanks then were taken by barge out to sea where they were dumped to build artificial reefs in coastal waters. In conjunction with the reserve components of the other services, ARNG and USAR personnel received readiness training through several medical and engineering projects in Native American communities.

Equipment and Maintenance

Cuts in the active Army's force structure have released significant amounts of equipment for the ARNG and the USAR. The transfer of this equipment enhances ARNG and USAR unit readiness and compatibility with Regular Army units. In FY 1995, the ARNG received 451 Abrams tanks, 224 Bradley Fighting Vehicles, and 58 Multiple Launch Rocket Systems, replacing M60 tanks, M113 series armored personnel carriers, and M110A2 8-inch howitzers, respectively. More than 6,000 Single Channel Ground and Airborne Radio Systems (SINCGARS) were received to replace Vietnam-era 12-series radio systems. The majority of

these items came from the redistribution of equipment from the Regular Army. Equipment transferred to the USAR included trucks, HMMWVs, M16A2 rifles, and rough terrain cranes.

The Return of Materiel from Europe program, begun in FY 1993, continues to provide a major opportunity to fill equipment shortages in reserve component units, especially for combat units. In Europe, 308 USAR soldiers prepared materiel for shipment to the United States. Most of the equipment needing repair is sent to five ARNG repair sites, which received more than 9,000 vehicles and brought nearly 4,000 to required standards for issue.

Modernization of the ARNG aviation fleet is a major concern. The ARNG's aging UH–1Hs must be replaced, especially those in early deploying medical evacuation units. Current Army UH–60 procurement contracts end in FY 1996 and will leave the ARNG with a significant shortfall in this area. During FY 1995, the ARNG received 4 additional CH–47D transport helicopters, bringing its CH–47D fleet to 107 of the 131 aircraft required. The remaining twenty-four CH–47Ds will be provided by FY 1997 through redistribution from active component units and three production aircraft deliveries. During FY 1995, a total of eighteen AH–64 attack helicopters were distributed among units in South Carolina, North Carolina, Florida, Texas, and Utah. These helicopters had previously been assigned to active component units of III Corps at Fort Hood, Texas. Damage to these helicopters from a windstorm had necessitated extensive repairs and, after the repairs were completed, the helicopters were transferred to the ARNG units. The ARNG will receive an additional six AH–64 aircraft through active component redistribution by FY 1997, leaving a shortage of eighteen AH–64 aircraft.

National Guard and Reserve Equipment Appropriations (NGREA) are funds appropriated by Congress specifically for the purchase of equipment for the ARNG components of the military services. In FY 1995, major items received by the ARNG through NGREA funds included UH–60 helicopters, UH–60Q modification kits, fuel and dump trucks, and reverse osmosis water purification kits. Major items received by the USAR through NGREA funds included C–12 aircraft, tugboats, M984A1 wreckers, M871 semitrailers, and AN/PVS–7B night vision goggles.

The trend in procurement for the reserve components during FY 1995 continued to focus on combat and combat support systems, benefiting mostly the ARNG. The USAR had major equipment shortages during FY 1995; these had a significant negative effect on the readiness of its units. About 27 percent of the USAR was not deployable because of equipment shortages, with 13 percent of the planned early deploying units having significant problems. These shortages include communications and electronics equipment, medical equipment, power generation equipment, water

purification equipment, combat support equipment, and line haul tractors. Efforts to address this problem will focus on four areas: targeted procurement, the redistribution of equipment, the dedicated procurement program, and an increase in depot maintenance funding.

Automated logistics management systems promise to reduce delays and improve the efficiency of logistics operations. However, insufficient funding is slowing the fielding of the Standard Army Management Information System, which will allow the digitization of the logistics support system. This shortfall is especially worrisome in the USAR, which currently operates with two logistics programs that are not compatible with active Army systems.

Because most USAR facilities are not located near military installations, depending on these installations for many services is neither practical nor economical. During FY 1995, the USAR thus began testing a "shop smart" program in the 125th ARCOM. This program allows USAR units to shop around for the best value in maintenance and self-service supplies, thus reducing the time it takes to acquire these items and services and saving money. On the basis of the positive results of the test, the USAR hopes to expand the program to other commands in FY 1996.

6

Logistics

Management and Planning

Power projection in support of the national military strategy requires building the most effective logistics system with the flexibility to sustain the force throughout a full spectrum of potential operational scenarios. As the Army evolves from an industrial-age to an information-age force, logistics must evolve in concert with other arms to provide essential support. To guide Army logistics into the twenty-first century, the Chief of Staff, Army, issued a memorandum on 14 October 1994 outlining the Army Strategic Logistics Plan (ASLP); the ASLP was published on 28 February 1995. The ASLP is under the direction of DCSLOG.

The ASLP is based on the concepts and business plans of the Army Materiel Command (AMC), Training and Doctrine Command Pamphlets 525–5, *Force XXI Operations*, and 525–200–6, *Combat Service Support*. The ASLP supports the Chief of Staff, Army, Force XXI Campaign Plan and the Secretary of Defense's Logistics Strategic Plan, and is aligned with the specific initiatives in those plans. The plan consolidates into a single logistic planning document the Army's logistics initiatives and policies, and the strategic visions of DCSLOG; the Commander, AMC; and the Commander, U.S. Army Combined Arms Support Command (CASCOM). It is also the primary source of logistics input to the PPBES. The ASLP is the logistics annex to the Army's Force XXI Campaign Plan and, in that capacity, ties logistics initiatives to Force XXI milestones and advanced warfighting experiments. The ASLP also provides details on specific functions and relations among members of the logistics community, specifically the Office of the Deputy Chief of Staff for Logistics (ODCSLOG), AMC, and CASCOM. The plan will change as the logistics requirements of the service change. Fundamental to the provisions of the ASLP is frequent review and oversight at the general officer level.

Just as the overall Force XXI initiative defines three axes for reaching the twenty-first century force, the ASLP structures the transformation of logistics along three axes. The DCSLOG, acting in support of the DCSOPS role as the overall Army Staff integrator, provides logistics policy, prioritization, guidance, and resourcing across the three axes, and ensures that logistics capabilities are synchronized and consistent with the

Force XXI Campaign Plan. The main axis of the logistics restructuring is the redesign of the logistics support structures of the operational Army. This is to be undertaken with CASCOM as the lead agency. AMC has the lead for the second axis, the reengineering of the institutional and TDA Army as it pertains to logistics. The Director, Plans and Operations, ODCSLOG, has the lead for the third axis, the introduction of modern information technology to the logistics part of the battlespace.

After the Persian Gulf War, Congress charged the DOD to determine strategic mobility requirements in response to both the changing international situation and a revision of the national military strategy that calls for fewer forward-deployed forces and more reliance on forces based in CONUS. The congressionally mandated 1992 Mobility Requirements Study concluded that the military could increase its deployability only through investment in sealift, airlift, pre-positioning, and transportation infrastructure. Since that study, the Army has been reorganizing its Army War Reserves (AWR) and distributing them in strategic common-user stockpiles that support multiple regional commanders in chief. In October 1994, AMC assumed the responsibility for management of all AWRs. There are five geographic sets of AWRs: AWR–1 is in CONUS, stored in depots; AWR–2 is maintained in Europe; AWR–3 is stored aboard ships as the Army Pre-positioned Afloat (APA) package; AWR-4 is in Korea and Japan; and AWR–5 consists of equipment sets and supplies for a heavy brigade stored in Kuwait. During Operation VIGILANT WARRIOR, a brigade of the 24th Infantry Division (Mechanized) drew the AWR–5 brigade set and trained with it from October to December 1994. In September 1995, Army Central Command and AMC began working to expand AWR–5 by establishing a second brigade set in Qatar.

In FY 1994, the Army established an interim APA package to respond to major regional contingencies. The package consisted of an armor brigade set of equipment with doctrinal field artillery, combat engineer, air defense artillery, chemical, signal, logistics, and military intelligence support. Corps- and division-level combat support and combat service support unit sets of equipment and fifteen days of supply were also pre-positioned. These corps- and division-level sets provide equipment that, in addition to its wartime role, could be used to aid in disaster relief and humanitarian assistance efforts. TRADOC is completing Field Manual 100–17–1, *Army Pre-positioned Afloat*; publication is expected during FY 1996. In FY 1995, the Army validated the APA concept by equipping from AWR–3 a heavy brigade and a corps support group that deployed to Kuwait for Operation VIGILANT WARRIOR. During the operation, AMC and elements of the 24th Infantry Division (Mechanized) reconfigured the equipment sets from pure infantry and armor battalions to battalion task forces. This reconfiguration will provide more flexibility by allowing the

deployment of battalion-size combined arms task force packages. These packages and other stocks in AWR–3 will be reloaded on large, medium-speed roll-on/roll-off ships starting in FY 1996, improving maintenance capability while afloat and shortening the APA's response time.

Improvements in the Army's installation infrastructure in FY 1995 included the upgrading of rail lines, access roads, and loading facilities, plus the purchasing of additional railcars and containers. Also, by improving its information infrastructure with advanced communications, the Army increased its asset visibility and logistical efficiency, allowing the Army to manage its equipment distribution from factory to foxhole.

Logistics automation accomplishments in FY 1995 came under an overarching initiative called velocity management—improving the speed and accuracy with which materiel and information flow through the distribution system. Velocity management centers on two key principles: simplifying the logistics processes and substituting velocity for massive inventory. The key characteristic of the future Force XXI logistics system is responsiveness—rapidly and accurately meeting the needs of soldiers and their commanders. Underlying the velocity management approach is a process-oriented view of the Army logistics system. This view holds that the Army logistics system, like all systems, can be described fundamentally in terms of inputs, outputs, and the process that transforms inputs into the desired outputs for the system's customer. Velocity management stresses faster cycle times for all processes by reducing or eliminating waste and wait times, and reducing the logistics system's large resource investment by permitting lower inventory levels.

In FY 1995, ODCSLOG began a pilot velocity management program that concentrated on Class IX repair parts for high-value weapons systems. The major weapons systems selected for the pilot program were the AH–64 Apache and UH–60 Black Hawk helicopters, the M1A1 Abrams tank, and the Multiple Launch Rocket System. The initial phase of Army-wide implementation is scheduled to begin in FY 1996 and to continue for the next four to five years.

Total asset visibility (TAV) allows the Army to track supplies and equipment from factory to battlefield, and is designed to speed up logistics processes and to save money. Managers are able to keep track of the location, quantity, condition, and movement of assets through the distribution system. A critical component of TAV is in-transit visibility, which allows managers to track materiel moving between storage locations or vendors. Radio frequency tags affixed to the materiel being shipped generate signals that are picked up by fixed and hand-held detection devices and by computer-satellite links. During Operation UPHOLD DEMOCRACY, critical cargo was tracked from the New Cumberland Army Depot in Pennsylvania to Haiti. FORSCOM used TAV successfully as it redistributed equipment

made excess by base closures, force reductions, and the withdrawal from Somalia. Currently, TAV provides Army managers with the locations of 311,482 Army-owned items of materiel from all classes of supply, including war reserve stocks pre-positioned both onshore and on ships. The Army is now establishing TAV in Europe, Korea, and the XVIII Airborne Corps.

In FY 1995, DCSLOG identified several special interest items to evaluate during the fiscal year. Munitions accountability and reporting was a special interest item for DCSLOG inspectors. Their primary focus was on man-portable, nonnuclear missiles and rockets in a ready-to-fire configuration, considered to be Security Risk Category I (CAT I). The inspectors sought to determine whether Army ammunition supply points managed effectively the receipt, issue, and turn-in of training munitions; ammunition supply points or units accounted adequately for munitions on the stock record account or unit property books; and the physical security of CAT I munitions was maintained properly. The results of the review by DCSLOG personnel revealed that only one of eight ammunition supply points visited was not managing effectively its munitions. The problems of that unit stemmed from a computer system failure. An inventory of 7,268 CAT I missiles and rockets revealed inadequate accountability of these munitions in only one property book, although some discrepancies were noted in other property books reviewed. The physical security of CAT I ammunition was adequate at most of the installations visited.

Another special interest item of DCSLOG inspectors during the fiscal year was the management of small-arms repair parts by commands and installations. The objective of the review was to determine whether commands and installations were following policy directives and security guidance in the management of small-arms repair parts within their supply support activities (SSA), support maintenance element shops and bench stocks, and unit arms rooms. During FY 1995, DCSLOG personnel visited thirty-three SSAs. Eight of the sites had formal procedures that provided for the SSA's manager to review all small-arms parts requisitions to ensure that the requisitioner was ordering parts commensurate with the unit's authorized level of repair. The remaining twenty-five SSAs had either informal procedures or some type of limited procedure to monitor selected small-arms parts requisitions. During their visits to various commands and installations, DCSLOG personnel reviewed small-arms parts accountability and location records for accuracy at thirty SSAs. Accountability records reviewed at twenty-seven SSAs met or exceeded the prescribed accuracy rate of 85 percent. The three SSAs below standard had accuracy rates that ranged from 50 to 80 percent. All thirty SSAs met or exceeded the prescribed 95 percent location accuracy rate.

Personnel from DCSLOG visited thirty-seven direct support units and found most were maintaining small-arms repair parts in either shop stock or bench stock, or both. One activity did not keep any small arms repair parts in either shop stock or bench stock. Instead, parts were requisitioned from the collocated SSA as needed to complete work orders. Shop stock item accountability records and location records were reviewed for accuracy at twenty-one direct support units, with seventeen units achieving an accuracy rate of 85 percent or better. The accuracy rate of the four units that fell below the standard ranged from 60 to 80 percent. The location records at sixteen of the twenty-one direct support units visited received an accuracy rating of 100 percent. The five units below standard had accuracy rates that ranged from 60 to 90 percent. In the course of their review of small-arms repair parts, DCSLOG personnel visited fifty-five unit arms rooms and found that twelve stored small arms parts. In none of those twelve did the small-arms parts storage level exceed the authorized level of repair.

Unit logistics management was another special interest item that DCSLOG personnel looked into as they visited various installations during the fiscal year. The reviewers sought to determine the effectiveness of the unit's maintenance and repair parts supply management procedures and to evaluate the effectiveness of the Unit Level Logistics System (ULLS) in supporting maintenance, supply, and unit equipment dispatching operations. In 80 percent of the units visited, reports prepared using the Standard Army Maintenance System–2 computer program did not agree with information provided by other standard Army management information systems. The primary reason for this deficiency was the lack of effective and standardized policies and procedures. More than two-thirds of the installations visited did not have a standard policy and procedure for these reporting requirements. Supply discipline was found also to be lacking in the majority of the units visited; units were manipulating their prescribed load list stock reports to ensure readiness by not running supply processes according to the ULLS manual.

Unit maintenance managers found the ULLS to be an effective management tool in managing their operations; however, commanders, supervisors, and operators cited inadequate training as being the weak link in using the ULLS effectively. Although ULLS operators and supervisors received on-the-job training, there was little use of the ULLS training tutorial because daily system requirements left little or no time for its use. This insufficient sustainment training, together with the inability to train new operators and a general lack of standardized operating procedures from the Combat Service Support Automation Management Offices down to the end user, greatly hindered efficient use of the ULLS.

Maintenance

Integrated Sustainment Maintenance (ISM) is an ODCSLOG initiative that integrates, under a single management structure, all active and reserve component general support maintenance units, installation logistics facilities, maintenance depots, and defense contractors who perform maintenance on weapons systems. ISM streamlines maintenance and repair activities by centrally managing all Army sustainment maintenance workloads. This integration of maintenance levels ensures the best use of maintenance skills and reduces costs by eliminating redundant layers of management and by increasing the Army's sustaining base repair capability. This, in turn, provides a focused logistics effort integral to the Army's power-projection mission. A nine-month test of the ISM program, which ended in 1994, was so successful that the Army decided to begin an expanded demonstration of the program in 1995. This ongoing demonstration evaluated procedures for expanding ISM in MACOMs and established the roles and functions of national-level sustainment management. It is expected that final details for implementing ISM throughout the Army will be presented to senior Army leaders for approval in 1996.

In FY 1995, the ODCSLOG's Logistics Integration Agency (LIA) began converting to a digital format the more than 21,000 technical manuals that exist for Army equipment. The new electronic technical manuals (ETM) will be distributed on compact discs (CD) that soldiers will be able to use on any computer with Windows software and a CD reader. Digitization of these publications will reduce the paper burden on soldiers in the field; the complete set of technical manuals (14,000 pages) for the UH–60 Black Hawk helicopter, for example, has been digitized and placed on a single disk. The anticipated benefits of this initiative include lighter deployment loads and enhanced interactive troubleshooting and repair. The ETMs will replace the current practice of distributing changes to manuals by issuing pages for insertion in loose-leaf binders with the practice of simply issuing an updated disk. This will reduce the cost of distributing changes and ensure that the changes reach soldiers quickly. Concurrently, LIA is developing the Interactive Electronic Technical Manual (IETM), a software product that provides better access to ETMs and automates the administrative work mechanics currently perform manually. The mechanic can access technical manuals, order repair parts using a cut-and-paste technique, and transmit information to the ULLS by wireless or by disk.

Phase I of this process is currently under way; LIA is converting those technical manuals used by the 4th Infantry Division (Mechanized), the 24th Infantry Division (Mechanized), and their respective corps supporting elements. In addition to ETMs, LIA will provide a variety of commercial off-the-shelf hardware (notebook computers and servers) to evaluate how well

commercial hardware supports units in a tactical environment. Phase II of this transformation will complete the process of digitization of technical manuals and issue ETMs Army-wide. During Phase II, LIA will publish and implement the Army ITEM Strategic Plan. Phase III will incorporate ITEMs developed for several types of supplies (such as fuel and ammunition), create "families" of common IETMs (such as internal combustion engines), and continue the testing and evaluation of off-the-shelf technologies.

Sustainability

In FY 1994, units and installations in CONUS began to convert from JP–4 fuel to the safer JP–8 fuel, a conversion that already was largely completed outside CONUS. This conversion, mandated by DOD Directive 4140.25, will ease the Army's logistical burden by providing a single fuel for aircraft, ground vehicles, and almost all other pieces of equipment that use either a diesel engine or an engine designed for JP–8. The conversion program continued during FY 1995 and will run through FY 1996. Equipment that uses motor gasoline, such as some generators and kitchen burners, cannot be converted to JP–8 and will continue to be used until JP–8 burning replacements can be fielded. Elimination of motor gasoline–powered equipment from the inventory is not expected until some time early in the next century.

Security Assistance

Security assistance is an important element in national security. Army security assistance is part of the larger DOD security assistance program. This program expands U.S. influence, increases access to key locations, creates a climate of trust and stability, modernizes and standardizes equipment among allies, and assists developing countries to upgrade and professionalize their ground forces. The Army conducts security assistance through the DOD's Foreign Military Sales program and International Military Education and Training (IMET) program. The Foreign Military Sales program is the government-to-government channel for selling U.S. defense equipment services and training. The IMET program is a low-cost grant program that provides professional military education and training to foreign military and civilian personnel. By attending IMET-sponsored courses and programs in the United States, future leaders of foreign defense and related establishments are exposed to U.S. values, regard for human rights, democratic institutions, and the role of a professional military under civilian control.

On 2 March 1995, the Secretary of the Army transferred policy oversight of the security assistance program from the Assistant Secretary of the Army (Financial Management and Comptroller) to the Assistant

Secretary of the Army (Installations, Logistics, and Environment). Other more specific responsibilities pertaining to security assistance were not changed. The ODCSLOG remained the Army Staff focal point for managing security assistance requirements.

Research, Development, and Acquisition

Research, development, and acquisition are critical to the support of Army modernization programs. The Army's weapons systems modernization strategy continued to be guided by a post–Cold War environment defined by new global challenges and fiscal constraints. The service adhered to a strategy of buying a limited number of new weapons while extending the lives and improving the capabilities of existing systems. *Table 10* shows budget figures for Army research, development, and testing. *Table 11* shows budget figures for Army acquisition.

TABLE 10—RESEARCH, DEVELOPMENT, AND TESTING BUDGET FIGURES
(IN MILLIONS)

Activity	*FY 1994*	*FY 1995*	*FY 1996*
Basic Research	201	224	205
Exploratory Development	619	633	434
Advanced Technology Development	516	791	488
Demonstration & Validation	527	451	477
Engineering & Manufacturing Development	1,693	1,618	1,059
Management Support	1,228	1,194	1,173
Operational Systems Development	629	570	608
Total	5,413	5,481	4,444

TABLE 11—ACQUISITION BUDGET FIGURES
(IN MILLIONS)

Appropriation	*FY 1994*	*FY 1995*	*FY 1996*
Aircraft	1,305	1,056	1,223
Missiles	1,080	808	676
Weapons & Tracked Combat Vehicles	887	1,144	1,299
Ammunition	727	1,173	795
Other	2,895	2,697	2,257
Total	6,894	6,878	6,250

The U.S. Army Research Laboratory (ARL), a major subordinate command of AMC, conducts basic and applied scientific research for the service. During FY 1995, ARL developed the Federated Laboratory (FedLab) concept, a fundamental change in how it conducts research. In response to lessons learned from the Persian Gulf War, the Chief of Staff, Army, directed AMC to develop the digital technology required to transform the service into an information-age Army, and AMC directed ARL to develop the scientific underpinnings of this technology. Faced with a major new mission and declining resources created by the post–Cold War drawdown, ARL developed the concept of "federating" with private sector organizations who had the expertise to accomplish the required tasks. Another reason for federating is that the fields of microelectronics and digital communications are advancing at such a rate that it would be impossible for ARL to establish itself as a center of excellence in these fields.

The tool for creating FedLab is the "cooperative agreement," a new authority granted to DOD under 10 United States Code 2358. Cooperative agreements will let ARL and private organizations form close partnerships where research programs can be jointly planned, executed, and assessed. ARL will be able to do as much work as appropriate in-house, while leading an integrated program in which ARL personnel work with leading researchers from industry and academia. This arrangement allows ARL to maintain its technical expertise in microelectronics and digital communications so it will have the necessary knowledge to make informed decisions on development and acquisition in these fields. Cooperative agreements will be used to form a consortium in each technology area identified as necessary to support digitization. Each consortium will consist of at least one industry partner, one major research university partner, and one Historically Black College or University or Minority Institution, which would receive at least 10 percent of the consortium's funding. Cooperative agreements are no-fee/no-profit arrangements; the government will provide all funding.

Implementation of FedLab began in December 1994 with the issuance of a Broad Agency Announcement that described the FedLab concept and defined the five technical areas in which consortia could compete: advanced distributed simulation, telecommunications/information distribution, software and intelligent systems, advanced interactive displays, and advanced sensors. ARL would offer five-year cooperative agreements to one consortium in each of these technical areas, with a government option to extend the relation for an additional three years. The winning consortia from among the thirty-seven proposals received will be announced in FY 1996.

During FY 1995, ARL achieved major breakthroughs in research that will raise the accuracy of "smart" munitions to new levels. The breakthroughs include new computer algorithms to help missiles identify very

slight differences in targets, and miniature control mechanisms to maneuver artillery projectiles toward precise map coordinates with the aid of global positioning system (GPS) navigation sensors. Another ARL achievement was the development of a miniature microwave transponder that uses millimeter-wave technology to identify friendly soldiers and vehicles on the battlefield. The microwave transponder will give battlefield commanders a highly portable identification device capable of penetrating smoke, fog, dust, and rain.

The DOD's ARPA and the U.S. Army Missile Command conducted a successful joint field demonstration of the advanced navigation guidance system on a fire support team vehicle (FISTV) in June 1995. For the tests, the FISTV was equipped with ARPA's phase one GPS guidance package, known as the GGP. The advanced navigation capabilities of the GGP provided the FISTV with more timely azimuth and elevation data than is available with current FISTV equipment. Target engagements by the GGP-equipped FISTV were completed seven minutes faster than engagements that used current FISTV equipment. The GGP also demonstrated greater stability in measurement accuracy in continuous and extended operation, more accurate geographic location of the FISTV, more accurate azimuth and elevation measurements, and better target location accuracy. Finally, the GGP-equipped FISTV demonstrated that its ability to navigate was more accurate than predecessor systems, with less than three meters error over a ten-kilometer course on Missile Command's test range.

To meet the requirement for secure military satellite communications, the DOD issued a mission needs statement for this initiative during FY 1995. The Army supported this DOD initiative through the development of the secure mobile anti-jam reliable tactical terminal (SMART-T) and the single-channel anti-jam manportable (SCAMP) terminal, which are designed to support units at and below corps level. The SMART-T is a new mobile multichannel satellite terminal that extends the range capability of the Army's mobile subscriber equipment. During FY 1995 the Army awarded contracts for the development of six SMART-T prototypes for developmental testing. The SCAMP terminal is a single-channel terminal designed to interface with the Army's military strategic and tactical relay system and to provide point-to-point and broadcast communications modes for critical command and control communications between a headquarters and its major subordinate elements. Two contracts were awarded in FY 1995 for developmental testing of SCAMP.

The Army continued in FY 1995 to develop a single-channel, ultrahigh frequency (UHF) tactical satellite terminal called the AN/PSC–5 enhanced manpack UHF terminal (EMUT). The EMUT modifies the Army's existing family of single-channel radios with embedded encryption and provides better support of organizations that need a high level of

access to communications satellites. The Army's development of the super-high-frequency tri-band advanced range extension terminal also continued during FY 1995. This terminal gives the Army's mobile communications equipment an extended range capability for the area common user system (ACUS) for units above corps level. The ACUS is an area switched communications system that consists of the communications network used by echelons above corps level and the mobile subscriber equipment system used by units at and below corps level. In FY 1995, the Army fielded a global database that will provide adequate warfighter communications support in a task force environment. A circuit switch routing improvement program to enhance the interoperability between the various communications systems used by the U.S. military services was also implemented during the fiscal year. The development of an acquisition plan to modernize the ACUS with warfighter information network capabilities also began in FY 1995.

The Army decided in FY 1995 to accelerate the procurement of SINCGARS and to complete the fielding of the system by the end of FY 1998, thereby getting SINCGARS in the field sooner and saving money over the long term. SINCGARS, which replaces the VRC–12 family of radios, provides Army commanders with a secure, reliable, and easily maintained radio for command and control operations. During FY 1995, the 10th Mountain Division (Light), the Southern European Task Force, and the NTC completed the transition from VRC–12 series radios to SINCGARS. Fielding of SINCGARS to U.S. Army, Europe began in FY 1995 and is to continue through November 1996.

In FY 1995, design of the cargo utility GPS receiver was completed and procurement action was initiated. To help meet a congressional mandate that required the installation of the GPS on all Army aircraft by FY 2000, Congress gave the Army an additional $17.5 million for the project. Also established in FY 1995 was the navigation warfare initiative, aimed at improving protection of encrypted GPS signals from enemy interference and denying potential adversaries access to unencrypted GPS signals.

The Battlefield Communications Review (BCR) program is a Vice Chief of Staff, Army, program that ensures that selected communications systems are disbursed properly throughout the Army. The BCR challenge is to avoid interoperability problems as the Army decreases in size and fields new communications equipment by managing both the fielding of new equipment and the redistribution of equipment displaced by unit inactivations with interoperability as a significant consideration. Highlights of BCR actions during FY 1995 included preparing to field mobile subscriber equipment to the 133d Signal Battalion, Illinois Army ARNG, and overseeing the return of this equipment to the United States from inactivating units in Europe.

The Information Security (INFOSEC) program continued in FY 1995. This is a multiservice project that provides funding for research, development, testing, evaluation, procurement, and sustainment of communications security systems. The INFOSEC program also provides a secure Army-wide tactical, strategic, and sustaining base communications network for command and control, electronic warfare, and information systems. Additionally, INFOSEC provides a security interface and interoperability for joint communications systems. Development began of a device to protect tactical computer networks with end-to-end encryption (the passing of information, by cryptographic means, from point of origin to point of destination). Conceptual development for a multilevel security system also began in FY 1995.

During FY 1995, Capability Package One of the Army Global Command and Control System (AGCCS) was developed and fielded to support the transition from the existing Worldwide Military Command and Control System. The AGCCS is the Army's new command and control system for mobilization and war planning, readiness reporting, and deployment and redeployment operations. The AGCCS is designed to interface directly with both the Joint Global Command and Control System and the Joint Operations Planning and Execution System. The infrastructure for the AGCCS, which includes telecommunications lines and multiplexers, was installed, and database servers and computer terminals were fielded to all MACOMs and Army supported communications sites.

The first preproduction command and control vehicle was completed in September 1995 and shipped to the Aberdeen Proving Ground, Maryland, to undergo preproduction qualification testing by the Army. The command and control vehicle is a tracked armored vehicle that will provide battlestaffs with a mobile, survivable, and reconfigurable transportation platform capable of hosting current and advanced command, control, communications, and intelligence systems for heavy-force operations.

The XM8 Armored Gun System is a direct-fire weapon system that will replace the M551A1 Sheridan Gun System and provide large-caliber direct-fire support for light contingency forces and other light armor operational requirements. During FY 1995, technical and early user testing was conducted using six prototype vehicles delivered in FY 1994. A decision on full production of the XM8 is expected during FY 1997.

The AN/MPQ–64 Forward Area Air Defense Ground-Based Sensor (FAAD GBS) will provide division and corps air defense artillery battalions with an early warning sensor against air attacks, a capability these units have lacked since the decision in 1990 to retire the forward area alerting radar system because of that system's low efficiency and high operating costs. The FAAD GBS uses an X-band phased array radar and is highly mobile. The Initial Operational Test and Evaluation of the air

defense sensor was completed in December 1994, and in January 1995 a low-rate initial production contract for ten systems was awarded. The 4th Infantry Division (Mechanized) will use the first two of these systems in Task Force XXI. In April 1995, the Army acquisition executive approved full-rate production, and full-rate production deliveries will begin in FY 1997. The Army plans to purchase a total of 115 systems.

The Advanced Quickfix (AQF) is an upgrade of the Quickfix heliborne electronic warfare system. The AQF will provide divisions and armored cavalry regiments the capability to locate precisely enemy radio and radar emissions and to render the enemy radio and radar systems ineffective by electronic attack. In FY 1995, the AQF underwent operational testing, and low-rate initial production is scheduled to begin in FY 1996.

As part of its strategy of extending the lives and improving the capabilities of existing systems, the Army in FY 1994 decided to upgrade 998 M1 Abrams tanks to the M1A2 configuration. The M1A2's features include a commander's independent thermal viewer, improved navigation equipment, and a distributed data and power architecture. The digital data architecture, which integrates the tank's electronic components, is a significant improvement, and makes the M1A2 the first fully integrated computer-driven ground combat system. The first M1A2 was delivered on schedule in FY 1995, and the first unit will complete fielding and training on the M1A2 by early FY 1996.

During FY 1995, the Army began to retrofit M2A2/M3A2 Bradley Fighting Vehicles with a laser range finder, GPS, driver's thermal viewer, and a missile countermeasure device. These improvements are based on deficiencies noted during DESERT STORM, and the resulting configuration is known as the M2A2ODS model of the Bradley. Also in FY 1995, the Army awarded a development contract for an upgrade of the Bradley that builds upon the M2A2ODS improvements. This upgrade will include an improved target acquisition system, a forward-looking infrared system, and a data system compatible with the those in the M1A2 Abrams tank and the AH–64 Longbow Apache attack helicopter. Fielding of Bradleys with this upgrade is expected to begin in 2001.

Work continued during FY 1995 on the Bradley Fire Support Vehicle (BFIST). The BFIST replaces the M113-based M981 fire support vehicle, and will be produced by converting existing infantry and cavalry Bradleys to the BFIST configuration. An engineering and manufacturing development contract for the BFIST was awarded in mid-1995, with completion scheduled for 1997. Full-rate production is scheduled to begin in 1999.

The Grizzly breacher is a modified M1 tank chassis equipped with a mine-clearing blade and a power-driven excavating arm. This system will be able to conduct full-width, clear-lane breaches, increasing the mobility of armor and mechanized infantry units through mines, rubble, tank ditch-

es, and wire obstacles. There is no vehicle in the Army inventory with these capabilities. The contractor delivered two prototypes in FY 1995; government testing of the prototypes will begin in FY 1996.

The Hercules is an upgraded M88A1 recovery vehicle, with an increased power train and improved winching capabilities. The Hercules is designed to be able to recover on its own tracked vehicles weighing up to seventy tons, and also features an armor appliqué that increases crew protection. Currently, two M88A1s must be used to recover an Abrams tank. A low-rate initial production contract was awarded in September 1994, and the first fielding of a Hercules to a unit is planned for FY 1997.

In June 1995, the 27th Main Support Battalion, Fort Hood, Texas, became the first unit to field the Heavy Equipment Transporter System (HETS). The primary mission of this system is to transport combat-loaded M1 series tanks and other vehicles of similar weights on highways, secondary roads, and cross-country. The HETS consists of the M1070 tractor and M1000 semitrailer, can transport a seventy-ton payload, and replaces the less-capable M911 tractor/M747 combination. Fielding of HETS will continue through FY 1998.

7

Support Services

Morale, Welfare, and Recreation

Through the Army Family Action Plan (AFAP), the Army monitors and improves the quality of life for active duty soldiers, reserve component soldiers, soldiers' dependents, Department of the Army civilians, and retirees. This program operates at installation, MACOMs, and HQDA levels. The Army hosts a worldwide AFAP conference each October in Washington, D.C., where, after a week of working group meetings, delegates present a list of key concerns to the Chief of Staff, Army, for his approval and subsequent action by the Army Staff. In FY 1995, MACOMs submitted 131 issues for review at the conference. Following a pattern similar to those of recent years, about one-fourth of these issues concerned pay, entitlements, or retiree benefits, and about one-fifth dealt with soldier education. Of the 131 issues, 43 percent were classified as soldier issues, 30 percent as family issues, 10 percent as retiree issues, 8 percent as reserve components issues, and 5 percent as civilian employee issues. The most common topics were separate rations, care for the elderly, first-term relocation benefits, and retiree medical care

Conference delegates gave twenty-six issues priority as key concerns and elevated them to the Chief of Staff, Army, for his approval and the action of the Army Staff. The delegates voted to designate as their major concern the dispensing of information about Persian Gulf illness. The delegates listed the following as the next most important issues for the 1995 AFAP: health care benefits for retirees age 65 and over, death benefits for reservists attending required military education, dislocation allowances for first-term soldiers, and respite care for families of those in the Exceptional Family Members program. Other issues were training for Youth Services personnel, management of the Tuition Assistance program, medical care at remote sites, and protection of civilian employee retirement benefits.

The Army Family Team Building (AFTB) program began in FY 1994 to educate soldiers, civilians, and families about life in the Army, and to help families deal with problems frequently encountered during deployments. Soldiers and Department of the Army civilian employees receive training on

the AFTB in official training programs. Family members of active and reserve component soldiers and civilian employees receive this training from volunteer family members. To teach the AFTB course, the Army Community and Family Support Center trains volunteers as master trainers. Once trained, these master trainers return to their home installations and communities and train volunteer instructors. In FY 1995, the Army Community and Family Support Center trained as master trainers 140 volunteers from overseas Army installations, of whom 60 were from Europe and 40 each from Korea and Panama. In the United States, 210 master trainers were trained and an additional 1,700 volunteers and staff personnel, primarily from the USAR component, were trained as AFTB instructors.

The MWR Board of Directors is comprised of six of the Army's senior generals: the commanders of U.S. Forces, Korea; FORSCOM; U.S. Army, Europe; TRADOC; AMC; and the U.S. Army, Pacific. Meeting biennially, the Board of Directors is responsible for approving major management and financial strategies, plans, and programs pertaining to the MWR program. The MWR Board of Directors also determines goals and objectives, and monitors implementation plans and performance measures. The MWR Board of Directors supported four major initiatives during the fiscal year. First, the Board placed the cash held by installations in excess of requirements, which is defined as a maximum cash to debt ratio of 2:1, into a single, department-wide account in accordance with the FY 1995 Defense Authorization Act. Second, the Board established a Capital Reinvestment Assessment program that is to begin in FY 1996. For FY 1996, this assessment will be 2 percent of the installation's total revenue, followed by a 3 percent increase every year thereafter. Third, the Board revised the FY 1995 and FY 1996 MWR Financial Assessment Standards. Fourth, the Board endorsed the purchase of the Shades of Green Armed Forces Recreation Center in Orlando, Florida.

The Youth Partnership initiative, an MWR pilot project, began in FY 1995. This project uses MWR facilities as satellite sites for school-age programs and teen centers. Examples of the Youth Partnership program include libraries supporting homework centers, bowling centers providing youth instruction and competitions, volunteers working with school-age children, business operations sponsoring youth entrepreneur initiatives, and community recreation activities sponsoring special interest after-school clubs. Eleven Army installations are participating in the initial implementation of the Youth Partnership program.

A three-year interagency agreement between the CFSC and the Department of Agriculture will enhance after-school activity programs. Under this agreement, which will run from FY 1995 through FY 1997, the Department of Agriculture will provide staff training, program materials, and on-site technical assistance to the Army to significantly increase after-

school programs. Such programs include computer labs that will provide youths with opportunities to develop computer literacy skills for employment; homework centers with contracted teachers and tutoring services; workforce preparation programs that increase youth awareness of and provide exposure to job and career opportunities, a supervised work environment, entrepreneurship, and the interpersonal skills necessary for successful employment; and a pre-teen and teenage sponsorship program.

In March 1993, the CFSC entered into a partnership with Fort Sill, Oklahoma, to test the economic feasibility of operating arcade-type amusement games in MWR activities. The Fort Sill test program proved successful and the CFSC expanded this partnership program to other installations in FY 1995. By the end of the fiscal year, CFSC had formed partnerships with 7 Army installations in the United States, 4 in Germany, and 5 in Korea. In addition to these partnerships, an alliance with the Army and Air Force Exchange Service (AAFES) was formed in September 1995 to allow the CFSC to operate amusement games at selected AAFES locations in the United States and overseas. The partnership program between the CFSC and the various Army installations increases revenue-making potential by expanding the amusement game program to locations where operation solely through MWR would be infeasible. The alliance with AAFES allows the amusement game program to provide top-of-the-line games and services to installations that otherwise could not be supported. At the close of FY 1995, the combined gross revenue earned from the amusement games totaled $1,940,727. Of that amount, $964,753 was shared proportionately by the participating installations.

In April 1995, the Army Recreation Machine Program (ARMP) ceased slot machine operations in Panama for the U.S. Marine Corps when the Marine Corps club there closed. The ARMP continues to provide slot machines for the Marine Corps MWR facilities in Japan under a 1993 partnership agreement. Gross revenue from these machines in FY 1995 totaled $14.8 million; net earnings for the ARMP were $2 million.

The CFSC's Better Opportunities for Single Soldiers (BOSS) program continues to address the needs of single soldiers. The program is a link between single soldiers and the command, and allows these soldiers to address their quality-of-life concerns through the chain of command. The program also assists single soldiers in volunteering their time and assistance for community service through activities such as youth sports leagues and the Big Brother–Big Sister program. In August 1995, Fort Campbell, Kentucky, hosted the fifth Army-wide BOSS training conference. Attendees identified the top quality-of-life issues for single soldiers as barracks conditions and policies, lack of written guidance to govern BOSS programs, pay and entitlements, dining facility operation and policies, and resources for education.

In March 1994, the MWR Board of Directors endorsed plans to reverse losing trends in club operations through the adoption of brand-name food and beverage establishments. CFSC developed four initial food and beverage concepts: Primo's Italian (pizza, pasta, and subs); Sam's Roadhouse (steaks, ribs, and chicken); Reggie's (deli-style sandwiches and specialty burgers); and Main Street (regional American cuisine). The first establishment, a Primo's, opened at Fort Hood, Texas, in June 1994. CFSC reviewed the brand-theme concepts and found a greater demand for quick service food and a need to standardize food and beverage operations in golf course and bowling center snack bars. The review led to a revised line of concepts: Primo's Italian Restaurant and a Primo's express service; Reggie's Brewing Co. (a neighborhood pub atmosphere), also with an express service; Sports USA (a sports bar); Mulligan's (upgraded golf course snack bar); and Strike Zone (for bowling center snack bars). CFSC, in cooperation with MACOMs and installations, will begin to implement this revised line of brand-theme establishments in FY 1996.

Quality of Life

In November 1994, the Secretary of Defense established a task force under former Secretary of the Army John O. Marsh, Jr., to review the quality of life of military personnel, their families, and DOD civilians. Individuals selected for the Marsh panel were experts on quality-of-life issues of concern to the DOD. The panel held its first meeting on 27 and 28 February 1995, at which time representatives from the OSD, the Joint Staff, and each military service identified key issues and concerns. The Army presented housing for families and single soldiers as its primary quality-of-life concern. In FY 1995, upkeep and repair of more than 60 percent of Army family housing was inadequate, and the replacement and upgrade cycle exceeded fifty-seven years. About 50 percent of all Army barracks still had gang latrines and needed major repair. The cost to reduce the backlog of barracks maintenance and repair was more than $7 billion spread over a multi-year DOD spending program. Based largely on recommendations by the Marsh panel, the Secretary of Defense added $2.7 billion to the Future Years Defense Program to be distributed among the military services to support quality-of-life programs. Of that sum, $450 million was allocated for FY 1996; the Army's share of this allocation was $211.3 million. Of that $211.3 million, $100 million is to go for the maintenance and repair of family housing, $40 million for the maintenance and repair of barracks, $35 million for the replacement and upgrade of barracks, $14 million for increasing Basic Allowance for Quarters payments, $11.2 million for recreation programs, $10.7 million to expand child care operations, and $400,000 to initiate a new Cost of Living Allowance for CONUS high-cost areas.

Health and Medical

The U.S. Army Medical Research Acquisition Activity completed a comprehensive organizational restructuring during FY 1995. Major facets of the new organization included consolidating acquisition operations management under one Deputy for Acquisition, increasing emphasis on communication methods and marketing capabilities, and improving the policy and analysis function. Additionally, staff functions for the Principal Assistant Responsible for Contracting were incorporated into the Medical Research Acquisition Activity to provide a more unified policy voice.

Congress appropriated $5 million in the FY 1995 budget for non-government scientists to conduct research on the causes, transmission, and treatment of Persian Gulf War veterans' illnesses. The U.S. Army Medical Research and Materiel Command (USAMRMC), Fort Sam Houston, Texas, published solicitations for research proposals on epidemiological studies of Persian Gulf War illnesses, on clinical research and other studies of health consequences for soldiers serving in the Persian Gulf, and to study the possible effects of exposure to *N,N*-diethyl-meta-toloanide (DEET) insect repellent, permethrin insecticide, and pyridostigmine bromide chemical agent pretreatment tablets. In response to suggestions that combined exposure to DEET, permethrin, and pyridostigmine bromide may have been a health hazard for soldiers during the Persian Gulf War, the USAMRMC contracted with the U.S. Army Center for Health Promotion and Preventive Medicine for a toxicological study of the three compounds. The study concluded that these substances might be more toxic when used in combination than when used separately. However, further research is needed to determine whether these substances are among the causes of veterans' illnesses. Soldiers who served in the Persian Gulf were exposed to much smaller doses of all three chemicals than were the laboratory rats used in the study. The study also concluded that most service members were unlikely to have been exposed to combinations of the chemicals.

During FY 1995, representatives from the U.S. Army Medical Research Institute of Infectious Diseases joined an eleven-member team of specialists from the U.S. Centers for Disease Control and Prevention to investigate an outbreak of the Ebola virus in Zaire. The team investigated the cause of the most recent outbreak, as well as the mechanism that maintains the Ebola virus in nature between outbreaks. The animal host for the virus and the vector for its transmission have remained mysteries in the twenty years that medical scientists have studied the Ebola virus and its periodic, catastrophic outbreaks. The U.S. Army Medical Research Institute of Infectious Diseases maintains research and medical expertise in highly hazardous infectious diseases because these diseases pose a threat to the health of U.S. military personnel who could deploy to endemic areas.

In FY 1995, the U.S. Army Research Institute of Environmental Medicine developed Performance Power—The Nutrition Connection, a comprehensive sports nutrition training program designed specifically for the military. This nutrition program is designed specifically for service members who are moderately to highly physically active, either from enforced training programs or personal endeavors. The program identifies the service member as an athlete and provides practical and easy-to-follow guidelines on how to achieve performance benefits through nutrition. Potential participants in the program include enlisted recruits or basic trainees, students in military courses and specialized schools of instruction, patrons of on-post sports centers or gymnasiums, ROTC cadets, and food service personnel and cooks attending Food Service Specialist Training.

Housing

In FY 1995, the Army continued its Whole Barracks Renewal Program and developed a strategy to implement a barracks upgrade program to further improve living conditions for single soldiers. The Chief of Staff, Army, in FY 1994 approved this program, known as the "1+1" barracks standard. Two-room modules will be constructed that will serve as a combined living room and bedroom. The two rooms, each occupied by one soldier, will be separated by a shared service area and bathroom. Each module will have its own heating and air conditioning controls, outlets for cable television and telephone, and a bulk storage area separate from the module. The Army's strategy for implementing the 1+1 standard is three pronged. New barracks built to the standard will replace old gang-latrine style barracks. Barracks built in the 1970s will be upgraded through maintenance and repair projects that will convert a single three-soldier room into two one-soldier rooms. As additional barracks are built, the 1980s–era barracks of two-soldier rooms will eventually have just one soldier assigned per room. The OSD is now reviewing the Army's strategy for implementing the 1+1 standard.

The Army family housing strategy is three pronged. First, the Army needs to provide more funds for family housing to stop deterioration and replace and upgrade its aging housing inventory. Second, it is necessary to get rid of unneeded and uneconomical housing. Third, Army will privatize its family housing program. In FY 1994, the Chief of Staff, Army, approved the family housing strategy for further development. The Army Staff analyzed the strategy and concluded that the Army did not have the money either to upgrade 40,000 of the 120,000 family houses it owned or to get rid of them and pay housing allowances to an additional 40,000 families. To achieve the Army's family housing vision, the Army Staff decided that it would be necessary to privatize the family housing program.

With the decision to privatize made, the Office of the Assistant Chief of Staff for Installation Management in FY 1995 developed the Business Occupancy Program as the first step toward the full privatization of Army family housing. The Business Occupancy Program provides money to Army installations in amounts based on their housing occupancy rates. Thus the installations have an incentive to increase their housing occupancy rates to save the expense of paying housing allowances and to save families from out-of-pocket expenses. The Army tested the Business Occupancy Program at four installations during FY 1995, and the Chief of Staff, Army, subsequently approved it for implementation Army-wide beginning in FY 1996.

Concurrent with the Business Occupancy Program, the Army assisted the OSD in the development of FY 1996 legislative authorities. Capital Venture Initiatives legislation asthat enabled the services to pursue family housing privatization programs. This legislation contained in the 1996 DOD Military Housing Privatization Initiatives Act gives the Army the legal authority to seek private-sector assistance in funding, constructing, managing, and maintaining Army family housing. This authority will allow the Army to replace and upgrade family housing sooner than would be possible using appropriated funds.

After legislation was approved, the Army established the Capital Venture Initiatives Program to initiate public/private partnerships with developers. The Capital Venture Initiatives and the Business Occupancy Program, however, are not the final steps to full privatization because they do not eliminate current statutory impediments to sound business practices. The Army also needs to change the way it manages its housing program to ensure that the family-housing problem is resolved over the long term.

Army Safety Program

As part of the Force XXI initiative, the Director of Army Safety initiated the Force Protection (Safety) Functional Area Assessment (FAA) in FY 1995. Although the FAA was to be subsumed initially under the personnel management function, the Director of the Army Staff approved a request from the Director of Army Safety to make it part of the redesign of the leadership function of HQDA. In January 1995, the Director of Army Safety organized a core team composed of representatives from the MACOMs, the U.S. Army Safety Center, and the Army Safety Office to conduct the FAA. In June 1995, the Director of Army Safety approved the Force Protection (Safety) Campaign Plan, called Safe Force 21, with these goals: redesign the Army safety program to support Force XXI; integrate safety risk management processes into Army operational procedures and business practices and provide coordinated input to United States Code

Title 10 FAAs being conducted under the Institutional Army Re-engineering and Redesign Campaign Plan; identify safety-related information requirements in support of Force XXI; and recognize options for organizational structure and alignment of the safety function at installation, intermediate, and HQDA levels. The FAA identified two safety program core competencies: the integration of safety risk management into primary activities supporting Army missions, and prompt and sustained technical safety services to commanders.

The vision of Safe Force 21 is for the Army Safety Program to be the model for increasing mission effectiveness of systems, organizations, and operations through accident prevention in peace and war. A primary objective of Safe Force 21 is to ensure that Army operations, training, materiel systems, and support systems are designed to reflect the requirements and operational limitations of soldiers as they perform their missions.

In December 1994, the U.S. Army Safety Center published Technical Report TR 95–1, "Risk Management for Brigades and Battalions," which delineated procedures and responsibilities for risk management during training and operations that pertained to elements on a unit's mission essential task list. The procedures and responsibilities contained in TR 95–1 embody safety and the avoidance of fratricide as elements of force protection and are integrated into the training program specified in Field Manual 25–101, "Battle Focused Training." Testing with units that trained at the NTC, the Joint Readiness Training Center, and the Combat Maneuver Training Center validated the provisions of TR 95–1.

The Army Safety Center in FY 1995 completed development of a "Small Unit Leader's Force Protection Course," and began to offer it. This two-week ground-safety training program, available for both active and reserve component personnel, is designed for captains, lieutenants, warrant officers, and NCOs. The course covers safety program management, risk management techniques, tactical safety, vehicle accident prevention, off-duty safety, and accident reporting.

In FY 1995, the number of ground accidents involving fatalities, personal injuries, or major property losses totaled 2,978, for a rate of 4.77 accidents per 1,000 soldiers, a decline from the FY 1994 rate of 6.04. Accidents caused 210 soldier fatalities in FY 1995, including 116 deaths caused by privately owned vehicle accidents. The aviation Class A flight accident rate for FY 1995 was 0.83 per 100,000 flying hours, a decline from the FY 1994 rate of 1.64. A Class A flight accident is defined as an accident that results in property damage of $1 million or in a fatality or permanent total disability. The Army turned around the cost of civilian federal employee compensation claims for injury and illness in FY 1995 after several years of continuous upward movement. The cost of Army civilian claims paid in FY 1995 was $164 million, down from $168 million in FY 1994. The FY 1995 claims rate

for Army civilian occupational injury and illness was 24.55 per 1,000 civilian employees compared to an average of 25.24 for the previous three years.

Army and Air Force Exchange Service

The AAFES celebrated its 100th anniversary in July 1995. Post and Base Exchanges conducted sales events in July and hosted anniversary ceremonies. Continuing its tradition of supporting soldiers engaged in contingency and combat operations, AAFES provided in FY 1995 support to military personnel in Haiti, Kuwait, and Saudi Arabia.

Overall, AAFES sales for the year were disappointing. At AAFES locations in the Pacific, sales growth continued because of a more stable operating environment and a more consistent troop strength level. In Europe, AAFES sales fell because of post–Cold War troop withdrawals, but the effect was less severe than anticipated. In the United States, a generally down year in the retailing business and tough competition from commercial retailers significantly affected AAFES sales.

AAFES continued its efforts to adapt to changes in the retailing business and to new technologies. As part of the military's post–Cold War downsizing, AAFES continued to reduce both its salaried and hourly staffs. These reductions were accomplished mainly through an early-out program. To improve efficiency, AAFES now uses merchandise flow simulator computer software to identify the most efficient logistical pathway for the resupply of its facilities. The Retail Point of Sale III program installation continued in FY 1995, and will be expanded during FY 1996. The program uses wireless technology in its registers, allows the processing of credit cards and checks at registers, and provides item movement and cash and sales information to the host computer system.

Command Information

The most significant factor that affected the Office of the Chief of Public Affairs (OCPA) in FY 1995 was a large personnel reduction. During FY 1995, OCPA's strength was cut by 40 authorizations: 11 officer positions, 21 enlisted positions, and eight Department of the Army civilian positions. By function, the OCPA lost 9 positions, the Army Broadcasting Service cut 19 positions, the Command Information Unit lost 6 positions, and the Hometown News Service deleted 1 position. Additionally, the OCPA branch office in New York was eliminated, resulting in the loss of five positions. That office was later reopened and manned with three positions from the Command Information Unit.

The Los Angles Branch of OCPA serves as the Army's liaison with the entertainment industry. In FY 1995, the branch provided full support to 3

theatrical movies and 1 cable television movie, offered extensive courtesy assistance or project development to 7 movie projects, and supported 26 television and video projects with film shorts or stock footage.

Army Sports Program

The Army Sports Program provides soldier-athletes the opportunity to participate in armed forces, national, and international competitions. All-Army teams won eleven of fifteen Armed Forces Championships, the most successful year for a service's program since record keeping of these statistics began in 1976. The first World Military Games were held in September 1995 in Italy. U.S. Army personnel comprised 46 percent of the U.S. Armed Forces Delegation, and won 71 percent of the medals awarded to the U.S. team.

Total Army Quality

The service adopted Total Army Quality (TAQ) as its management philosophy in 1992. TAQ is an integrated strategic management approach for achieving performance excellence. This approach has, at its core, four principles that are the foundation for significant and sustained organizational improvement: (1) leadership vision and commitment, (2) mission and customer focus, (3) employee empowerment, and (4) continuous improvement. In February 1995, TRADOC assigned the training proponency for TAQ to the U.S. Army Logistics Management College.

Construction, Facilities, and Real Property

Military construction projects during FY 1995 are summarized in *Table 12*.

TABLE 12—FY 1995 MILITARY CONSTRUCTION PROJECTS

	Number of Projects	*Value (Millions $)*
Military Construction, Army	51	543.4
Army Family Housing	29	211.3
Base Closure, Army	18	223.5
Military Construction, Army Reserve	9	72.9
Corps of Engineers Execution Totals	107	1,051.1
Military Construction, Army National Guard	103	232.1

In addition to the projects summarized in *Table* 12, NAF MWR construction projects yielded twenty-two new facilities valued at $56 million at Army installations in FY 1995. There were another seventy-four construction projects of this type valued at $389 million in various stages of programming, design, and construction during the year.

In FY 1995, the Army sold or transferred several real property assets that were no longer needed. Cameron Station, located in Alexandria, Virginia, was sold for $33.161 million. The sale was made after the city of Alexandria completed its plan for the property, which will consist mostly of housing, with a small commercial area. The Army also sold about 3,400 acres of land that comprised the cantonment area for the Jefferson Proving Ground in Madison, Indiana, for $5.1 million. In addition, the Army approved economic development conveyances for the following installations: Lexington Bluegrass Army Depot, Kentucky; Sacramento Army Depot, California; Tooele Army Depot, Utah; Fort Benjamin Harrison, Indiana; and Fort Devens, Massachusetts. These conveyances transfer the Army's responsibilities for the care and custody of these installations to the local communities and allow the communities to begin the redevelopment process.

Provisions of the FY 1995 military construction bill required the Army to transfer, without reimbursement, the 580-acre Woodbridge Research Facility, located in Woodbridge, Virginia, to the Department of the Interior. The property will be incorporated into the area's Mason Neck National Wildlife Refuge. A land exchange between the Army and the Commonwealth of Virginia eliminated boundary discrepancies on the Pentagon Reservation. The Army leased the 8-inch Whittier-Anchorage Petroleum Pipeline to the Alaska Pipeline Company for transportation, maintenance, and delivery of natural gas to rural areas south of Anchorage, Alaska, and from Anchorage to Whittier, Alaska. The lease encompassed only the pipeline. The Army granted a permit to the Department of Justice's International Criminal Investigative Training Assistance Program to train about 3,000 Haitian police personnel at Fort Leonard Wood, Missouri, during the fiscal year, with the Army providing some logistical support to the program.

Realignment of the Army Aviation Technical Testing Center received Army approval during the fiscal year. This realignment will result in the termination of the Army's aviation testing activities at Edwards Air Force Base, California. These activities will be consolidated with the aviation technical testing activities conducted at Fort Rucker, Alabama, and Yuma Proving Ground, Arizona.

As the executive agent for the DOD for all military recruiting facilities, the Corps of Engineers continued to manage the Recruiting Facilities Program throughout FY 1995. Responsibilities include budgeting, pro-

gramming, acquiring, disposing, and maintaining the space required by the military services for recruiting facilities and main recruiting stations.

Legacy Program

The DOD Legacy Resources Management Program, an FY 1991 Congressional initiative, was another source of funding for Army environmental and cultural programs. In FY 1995, the Army received $15.3 million from the Legacy Program, which it distributed among 118 environmental projects. Additionally, the Legacy Program helped fund several Army cultural programs, including the Historic Architect Support Program by the Seattle (Washington) District, U.S. Army Corps of Engineers, which aids installations in preserving and maintaining historic buildings and structures owned by the Army. The Legacy Program also assisted the St. Louis (Missouri) District, U.S. Army Corps of Engineers in conducting an inventory of cultural items in compliance with the Native American Graves Protection and Repatriation Act, which requires federal agencies to notify all interested tribes upon any findings of Native American human remains, cultural objects of tribal importance, or anything that is part of an individual's cultural patrimony. If repatriation is requested, the agency takes steps to accommodate the tribes' reburial rites and other ceremonial activities. The Army completed fifty reports during the fiscal year detailing its compliance with the act.

8

Special Functions

Civil Works

Funds appropriated for the Corps of Engineers Civil Works program for FY 1995 totaled $3.33 billion, a decrease of about 17 percent from FY 1994. In addition, the Corps received $35 million from the Coastal Wetlands Restoration Trust Fund for work in restoring wetlands in Louisiana, and $230 million in contributions from nonfederal sponsors to defray their shares of the cost of projects under local cooperation agreements in accordance with the Water Resources Development Act of 1986. The 75 Corps-operated hydroelectric power plants generated 74.4 billion kilowatt hours, returning $569 million to the Department of Treasury.

The Corps' Support for Others (SFO) program assists other federal, state, and local governmental agencies by providing engineering, environmental, construction management, and other expertise they need but do not have. The agencies reimburse the Corps for these services. In FY 1995, the SFO program completed work valued at $597 million. The largest percentage of SFO effort was in environmental work, and the single largest user of SFO assistance was the Environmental Protection Agency's Superfund program. Some difficulties were encountered with the SFO program when customer agencies did not receive full or timely appropriations from Congress; the Corps cannot begin work on an SFO program until the customer agency pays.

During FY 1995, the Corps participated in several emergency civil works operations. In January and March 1995, a series of storms inundated California and led to all of the fifty-eight counties in the state being declared disaster areas. The Corps provided emergency contracting for the removal of debris from bridge structures, conducted emergency levee repairs, and provided technical advice. After Hurricane Marilyn hit the U.S. Virgin Islands and Puerto Rico in September 1995, FEMA tasked the Corps under the Federal Response Plan with more than $100 million worth of mission assignments to provide water, temporary roofing and housing rehabilitation, temporary power service, debris removal, technical assistance, and storm damage documentation. This work continued into FY 1996. During FY 1995, the Corps continued work on a $230 million project to repair the 201 levees damaged by the Midwest Flood of 1993.

Floods again hit many of these levees in the spring of 1995; an additional $40 to 60 million will be required to repair this damage.

Environmental Protection

The Office of the Director of Environmental Programs, Office of the Assistant Chief of Staff for Installation Management, reorganized during FY 1995 into three divisions: Environmental Quality; Environmental Readiness; and Strategy, Plans, and Programming. This reorganization will improve the Army Staff's ability to manage the service's environmental program of restoration, compliance, pollution prevention, and conservation. The FY 1995 environmental operating budget was $1.63 billion, which included funds for the cleanup of formerly used defense sites and for the BRAC environmental program. Additionally, $1 million was disbursed to the AMC to begin execution of its Executive Order 12856 program. This executive order calls for a review and revision of all military specifications and standards by 31 December 1999, with the objective of reducing the amount of hazardous materials used by the Army.

In FY 1995, the landfill at Fort Lewis, Washington, became the first government facility to be removed from the National Priorities List for environmental cleanup. This landfill was one of two Fort Lewis facilities on the list. At the end of the fiscal year, sites at thirty-three Army installations still had facilities on the list. Also in FY 1995, the Army's improved compliance with federal environmental laws and regulations enabled it to reduce the amount of fines and penalties paid to $639,216, a decrease of more than 90 percent from FY 1994. New enforcement actions taken by the Army declined from 287 in FY 1994 to 225 in FY 1995, a 22 percent reduction. The majority of assessed fines and penalties were related to noncompliance with the Resource Conservation and Recovery Act and the Clean Water Act.

In FY 1995, the Army had more than 176 installations with recycling programs. Many of these installations turned the net proceeds from the sale of recyclable material over to MWR activities. Through the sale of recyclable materials, the Army saved millions of dollars in waste disposal fees. For example, at Fort Sill, Oklahoma, 4,716 tons of refuse were recycled in FY 1995, resulting in a sales income of $735,145 and a saving of $320,688 in landfill costs.

While the ARNG continues to emphasize environmental protection, funding shortfalls continue to limit efforts to comply with environmental regulations. To improve operations and compliance, the Office of the Director, ARNG, published a comprehensive Environmental Training standard operating procedure in FY 1995. This operating procedure focuses on professional development for the environmental staff, training for

full-time maintenance and warehouse personnel, and awareness training for guardsmen. Although new enforcement actions in the water quality program decreased from sixteen in FY 1994 to nine in FY 1995, there was no decrease in the number of open enforcement actions. By the end of FY 1995, 1,142 underground storage tanks had been removed, leaving 974 tanks that must be removed or upgraded by December 1998. An aggressive substitution and recycling effort is key to the ARNG's strategy to reduce toxic pollutants. During FY 1995, Pollution Prevention Opportunity Assessments were completed for every type of facility within the ARNG and distributed to the states. By the end of FY 1995, about 75 percent of the states had completed Pollution Prevention Plans, and thirty-eight states had enrolled in the Environmental Protection Agency's "Green Lights Program" and its energy conservation program.

Army Energy Program

In FY 1995, the Army continued to manage its $67 million Facilities Energy Program. Of that total, the program allocated $55 million for the accomplishment of a large number of Operation and Maintenance, Army, energy projects. The remaining $12 million was allocated for Energy Conservation Investment Program projects. Funding for two Army Self-Help efficiency initiatives also was allocated during the fiscal year. The Energy Conservation Initiative to replace steam traps and repair energy distribution systems was funded at $10 million, and $26 million was designated for the termination and buy out of existing district heat contracts at Army installations being closed in Europe.

Army facilities reduced their energy use in FY 1995 by 1.6 percent, based on 1,000 British thermal units per square foot, as compared with FY 1994, and 16 percent as compared with the standard established in 1985. This reduction represented an estimated saving of $13 million in energy costs. Air pollution emissions also were reduced in FY 1995 from FY 1994 levels by 2 million tons of carbon dioxide, 488,000 pounds of carbon monoxide, 132,000 pounds of hydrocarbons, and 42,000 pounds of nitrous oxide and sulfur oxide.

Small and Disadvantaged Business Utilization

Army efforts to increase the participation of small businesses and small disadvantaged businesses in Army contracts continued throughout FY 1995. Participation in the Mentor-Protégé Program also continued during the fiscal year. The program provides incentives for prime contractors to assist small and small disadvantaged businesses. The Army awarded more than $3.65 million in subcontracts during the fiscal year to firms

participating in the program. The Army met or exceeded congressional goals for the fourth straight year for awarding prime contracts and subcontracts to small businesses and small disadvantaged businesses, and for contract awards to Historically Black Colleges and Universities and Minority Institutions. In FY 1995, the Army awarded the DOD's largest single educational contract ever to a historically black college under the service's Historically Black Colleges and Universities and Minority Institutions initiative.

The Corps of Engineers during the fiscal year assigned 35.7 percent ($2.4 billion) of its contract obligations to small business firms under the Small and Disadvantaged Business Utilization Program. This included 11.1 percent ($756 million) of contract obligations to small disadvantaged businesses.

Legal Affairs

The Army conducted 1,482 courts-martial in FY 1995, compared with the 1,569 reported in FY 1994, representing a decrease of 5.5 percent. In FY 1995, the number of general courts-martial decreased by 2.1 percent, bad conduct special courts-martial decreased by 3.5 percent, special courts-martial decreased by 3.7 percent, and summary courts-martial decreased by 12.9 percent. The overall conviction rate increased slightly from 91 percent in FY 1994 to 91.5 percent in FY 1995. Table 13 outlines a comparison of general, bad conduct special, special, and summary Army courts-martial for FY 1995 and FY 1994.

TABLE 13—COMPARISON OF COURTS-MARTIAL FOR FY 1995 AND FY 1994

	FY 1995	*FY 1994*
General Courts-Martial	825	843
Bad Conduct Special Courts-Martial	333	345
Special Courts-Martial	20	32
Summary Courts-Martial	304	349
Total	1,482	1,569

The Chief, Criminal Law Division, Office of The Judge Advocate General (OTJAG), served as the Army representative to the Joint Service Committee on Military Justice during FY 1995. The purpose of the committee is to propose and evaluate amendments to the *Uniform Code of Military Justice* and the *Manual for Courts-Martial*, while serving as a forum for exchanging military justice information.

During FY 1995, the president issued Executive Order 12960 announcing the 1995 amendments to the *Manual for Courts-Martial.*

These changes went into effect on 10 June 1995. Highlights of the 1995 amendments include enabling the sentencing authority, upon a rehearing or new trial, to affirm the original sentence or reduce the sentence, but not to increase the sentence. The 1995 amendments also changed the definition of inherently dangerous acts to cover acts dangerous to "another," as opposed to "others;" extended the definition of drunken or reckless driving to include the operation of aircraft and vessels; and established a 0.10 blood-alcohol level as a per se standard for proof of intoxication. Additionally, the amendments made rape gender neutral and deleted the marital "defense" to rape.

Inspector General Activities

The mission of the Office of The Inspector General (OTIG) and the U.S. Army Inspector General Agency (USAIGA) is to inquire into the state of discipline, efficiency, economy, morale, training, and readiness throughout the Army. The IG staff in FY 1995 handled a total of 1,524 Inspector General Action Requests (IGAR), plus 698 telephone hotline requests. The IGARs consisted of 559 requests for assistance and 965 allegations. Of the allegations, 153 (16 percent) were substantiated, 513 (53 percent) were not substantiated, and 299 (31 percent) could be neither substantiated nor refuted. The IGARs fell into six major functional categories. The first category, personal conduct, includes sexual harassment, racial discrimination, and nonsupport of family, among others. A total of 414 IGARs (27 percent) fell into this category. The second category, command and (or) management of organizations, includes caring for soldiers and family members, storing and shipping of personal property, exercising command influence, and other related command or management functions. There were 269 IGARs (18 percent) that fell into this category. The third category, military personnel management, includes recruiting operations, reassignments, evaluation reports, promotions, personnel separations, awards and decorations, and similar personnel functions. A total of 141 IGARs (9 percent) fell into this category. The fourth category, civilian personnel management, includes management-employee relations, recruitment and placement, promotions, awards, and other related functions. A total of 141 IGARs (9 percent) fell into this category. The fifth category, commanders' actions and (or) decisions, includes soldier details and duty rosters, the weight control program, and mental evaluations. There were 111 IGARs (7 percent) that fell into this category. The sixth category, finance and accounting, includes pay and allowances, finance services, and other related functions. A total of 101 IGARs (7 percent) fell into this category. Of all the IGARs handled by the OTIG staff in FY 1995, 21 percent came from the active Army, 56

percent from unknown sources, 18 percent from civilians, and 5 percent from the ARNG and USAR.

The OTIG continued to conduct inspections and assessments across a broad range of force readiness and resource management issues in training, personnel, supply, maintenance, installations, and acquisition throughout FY 1995. The IG also remained responsive to other areas of concern raised by the Army Secretariat and Army Staff, such as soldier quality of life and command stewardship. The following are the major inspections and assessments conducted by the OTIG (the dates in parenthesis indicate the period of the inspection or assessment): active component training (1993–1995); high-intensity training (1995); Army Retrograde of Equipment from Europe Maintenance Program (1994–1995); the Contingency Force Pool, the power-projection force ready to deploy in support of Army divisions in the event of a national emergency (1994–1995); ROTC and U.S. Military Academy cadet summer training assessment, phase 1 (Summer 1995); Reserve mobilization for Operation UPHOLD DEMOCRACY (October–November 1994); a followup to an FY 1994 assessment of the management of small-arms repair parts (1995); Army acquisition (May 1994–November 1995); modeling and simulation (1994–ongoing); Category I missile accountability and security (May–June 1995); technical inspections (throughout FY 1995); Army war reserves (1994–1995); organizational inspection program (1994–1995); and civilian marksmanship program (1995).

In addition to the IGARs, the OTIG also investigates allegations against general officers, Senior Executive Service civilian employees, inspectors general, and other officials in high positions. In FY 1995, the OTIG conducted 22 formal investigations and more than 116 preliminary inquiries. The most frequently investigated allegations were personal misconduct, abuse of authority, misuse of funds, misuse of personnel or property, misuse of aircraft, and sexual harassment.

In the assessments of Army functions under Title 10, United States Code, initiated during FY 1995 as part of the Force XXI campaign's Institutional and Table of Distribution and Allowances Army Redesign initiative, IG activities were included as a function to be assessed under the Recruit and Personnel Management FAA. The USAIGA began the assessment in early July 1995 by asking IG offices at MACOMs for workload and other data to support the establishment of the baseline IG organization. The USAIGA needed to identify current Army IG system processes and the resources required to perform those processes. A preliminary analysis of the information and material received from IG offices Army-wide determined that the basic inspector general processes of inspections, investigations, and assistance are sound and efficient and meet the needs of Army leaders, soldiers, and family members. The IG FAA was still

under development at the end of FY 1995, however, to comply with conditions outlined in the Institutional and Table of Distribution and Allowances Army Redesign Campaign Plan.

Army Marksmanship

The U.S. Army Marksmanship Unit (USAMU) selects, equips, and trains soldiers to participate in interservice, national, international, and Olympic marksmanship competitions. The USAMU also promotes the Army by publicizing the achievements and capabilities of its competitive shooters. Lessons learned from the shooting competitions are used by the Army to improve marksmanship Army-wide.

During FY 1995, the USAMU hosted Interservice Championship Matches in four international disciplines: pistol, rifle, shotgun, and running target. Additionally, USAMU shooters participated in the Service Rifle Championship held at Quantico Marine Corps Base, Virginia, and the Service Pistol Championship held at Camp Robinson, Arkansas. In March 1995, twelve USAMU shooters participated in the Pan American Games. During July and August 1995, the USAMU fielded small-bore, service rifle, and service pistol teams to compete in the National Matches held at Camp Perry, Ohio. In all, USAMU shooters participated in 220 separate competitions in twenty-seven states and foreign countries. Individuals in the unit set 4 international, 15 national, and 3 interservice records. The USAMU competitors also won 2 world cups; 6 Pan American Games championships; 20 national championships; 12 interservice championships; and a total of 702 medals, including 280 gold, 235 silver, and 187 bronze.

The Army and Arms Control

Although the Army no longer maintains a nuclear weapons capability, the service does play a major role in the nation's efforts to control these and other weapons of mass destruction. The Army provides policy analysis and recommended positions on all Presidential Review Directives on nonproliferation, ballistic missile defense, chemical and biological weapons arms control, and export controls. The Army supplies personnel to serve with DOD's On-Site Inspection Agency, which monitors arms control treaty compliance. Because of the threat posed by the proliferation of weapons of mass destruction, ballistic missile technology, and advanced conventional weapons, the Army will continue to play an important role in these issues as a means of enhancing national security.

The 1986 National Defense Authorization Act directed DOD to destroy the unitary chemical weapons stockpile, which is composed of a variety of nerve and blister agents stored in bulk and as munitions at eight

sites in the United States and one site on an island in the Pacific Ocean. The Army, as the executive agent for DOD, developed the Chemical Stockpile Disposal Program and a plan to destroy the agents and munitions on-site in specially designed facilities. In 1992, Congress directed DOD to plan for the disposal of chemical warfare materiel not included in the stockpile program. In response, the Army established the Non-Stockpile Chemical Materiel Program to dispose of this materiel. Concerned over increasing disposal costs and schedule slippage, changing legislative and regulatory requirements, and growing public concern about incineration as the means for the destruction of chemical weapons, DOD in December 1994 designated the Army's chemical weapons materiel demilitarization program as a major defense acquisition program. DOD intends for this designation to stabilize the disposal schedule, better control costs, and provide a higher level of program oversight. This designation will require the Army to develop a program cost and schedule baseline; prepare quarterly defense acquisition executive summaries, which are intended to provide an early warning that the baseline may be exceeded; and submit an annual selected acquisition report to Congress.

The Army during FY 1995 continued its chemical weapons destruction operations at Johnston Atoll in the Pacific Ocean. The Army plans to construct eight other chemical weapons destruction facilities in CONUS at the sites where chemical weapons are stored. The first of these facilities, at Tooele Army Depot, Utah, was scheduled to begin operations during FY 1995. Destruction operations are now expected to begin at Tooele in FY 1996. This delay is due to technical difficulties, management problems, and longer than anticipated negotiations with state regulatory agencies to obtain the permits required to operate the facility. In parallel with the ongoing destruction program, the Army continues to research two neutralization-based alternatives for destruction of chemical weapons stocks at Aberdeen Proving Ground, Maryland, and Newport Army Ammunition Plant, Indiana. The Army also is studying how to identify, recover, and safely dispose of nonstockpile chemical materiel such as buried munitions and production and test facilities.

World War II Commemoration

The Secretary of the Army was the executive agent for the DOD commemoration of World War II. The DOD World War II Commemoration Committee planned, integrated, and coordinated programs, ceremonies, and commemorative materials. The committee also developed educational and support materials, public service announcements, lesson plans, and teachers' guides. In 1995, the committee commemorated landings on Luzon, Iwo Jima, and Okinawa; operations in

the China-Burma-India Theater; the end of the war in Europe; and the end of the war in the Pacific. Through its participation in these and smaller commemorative events, the Army honored its former soldiers and comrades in the other services.

The U.S. Army Center of Military History supported the commemoration of World War II in a number of ways between 1990 and 1995. The Center wrote and published forty brochures concerning the World War II campaigns and special subjects; produced articles for official and unofficial magazines; created special exhibits at the Smithsonian Institution and the Pentagon using items from the Army Art Collection; supported the DOD World War II Commemoration Committee; answered inquiries from Congress, the press, and the public; and coordinated with official historians from other nations on related World War II issues.

9

Conclusion

Fiscal Year 1995 was a busy and challenging year for the Army. Although now at its smallest size since World War II, the service participated in numerous operational deployments, most notably in Haiti and in the Persian Gulf. At the same time, the Army continued the process of reducing its force structure and institutional base for the post–Cold War era. The Army also continued to work on evolving from an industrial-age, threat-based, Cold War force to an information-age, capabilities-based, power-projection force. The service sought to compensate for its reduced strength by exploiting new information-age technologies and more lethal and precise weapons systems. The Army's goal of fighting smarter and as a greater part of a joint team underscored many of its initiatives such as Force XXI.

Facing an array of commitments proved especially challenging as tight fiscal constraints continued a downward trend that began in FY 1986. Army leaders had to consider carefully how to allocate available funds among quality-of-life, modernization programs, and readiness. The service's smaller size and increased commitments meant that soldiers deployed with increasing frequency and that their deployments lasted longer. In this operational climate, quality of life issues grew in importance, and the Army devoted significant attention and resources to these issues because they play an important role in recruiting new soldiers, retaining trained personnel, sustaining morale, and supporting readiness.

To make more money available for readiness and quality-of-life programs, the Army funded only the most critical modernization programs. For many weapons systems, the Army's strategy was to extend the lives and improve the performance of existing systems by adding new capabilities rather than investing in new systems. Looking to the future, many of the most important Army modernization and redesign initiatives focused on how the service would look, operate, and fight on a twenty-first century battlefield.

By the end of FY 1995, the Army was well on its way in evolving into a post–Cold War force. During the fiscal year, readiness, modernization, quality-of-life programs, vehicle and equipment maintenance, and real property maintenance were all affected adversely as Army leaders made

difficult choices among these areas in a climate of reduced budgets, continued downsizing, and increasingly varied obligations and missions. Looking toward the future, the promise of digitization and Force XXI provided a valuable frame of reference for how the Army of the post–Cold War era would modernize and appear in the twenty-first century. Force XXI also signaled that a dramatic break in how the Army operates as a fighting force may be on the horizon.

Glossary

AAFES	Army and Air Force Exchange Service
AAS	Analysis of Alternatives Study
ACP	Army Comptroller Program
ACR	Armored Cavalry Regiment
ACUS	area common user system
ADA	Antideficiency Act
ADAPCP	Alcohol and Drug Abuse Prevention and Control Program
AFAP	Army Family Action Plan
AFTB	Army Family Team Building (program)
AGCCS	Army Global Command and Control System
AGR	Active Guard Reserve (program)
AQF	Advanced Quickfix
AMC	Army Materiel Command
ANG	Air National Guard
APA	Army Pre-positioned Afloat
ARB	Army Resources Board
ARCOM	Army Reserve Command
ARL	Army Research Laboratory
ARMP	Army Recreation Machine Program
ARMS	aviation reconfigurable manned simulator
ARNG	Army National Guard
ARPA	Advanced Research Projects Agency
ASLP	Army Strategic Logistics Plan
AWE	advanced warfighting experiment
AWR	Army War Reserve
BCR	Battlefield Communications Review (program)
BCTP	Battle Command Training Program
BFIST	Bradley Fire Support Vehicle
BIDS	Biological Detection System
BOSS	Better Opportunities for Single Soldiers (program)
BRAC	Base Realignment and Closure (program)
CASCOM	Combined Arms Support Command
CAT I	Security Risk Category I
CFSC	Community and Family Support Center

CONUS	continental United States
CTC	combat training center
DBOF	Defense Business Operations Fund
DCSINT	Deputy Chief of Staff for Intelligence
DCSLOG	Deputy Chief of Staff for Logistics
DCSOPS	Deputy Chief of Staff for Operations and Plans
DCSPER	Deputy Chief of Staff for Personnel
DEA	Drug Enforcement Agency
DLEA	drug law enforcement agency
DOD	Department of Defense
DOPMA	Defense Officer Personnel Management Act
DUSA-IA	Deputy Under Secretary of the Army (International Affairs
EMUT	enhanced manpack UHF (ultra-high frequency) terminal
EPMD	Enlisted Personnel Management Directorate
ERP	Early Retirement Program
ETM	electronic technical manual
EXFOR	experimental force
FAA	Functional Area Assessment
FAAD GBS	Forward Area Air Defense Ground-Based Sensor
FEMA	Federal Emergency Management Agency
FISTV	fire support team vehicle
FOIA	Freedom of Information Act
FORSCOM	Forces Command
FY	fiscal year
GPS	global positioning system
HETS	Heavy Equipment Transporter System
HMMWV	High Mobility Multipurpose Wheeled Vehicle
HQDA	Headquarters, Department of the Army
IETM	Interactive Electronic Technical Manual (software)
IG	Inspector General
IGAR	Inspector General Action Request
IMET	International Military Education and Training (program)
INFOSEC	Information Security (program)
IO	Information Operation
IRR	Individual Ready Reserve
ISM	Integrated Sustainment Maintenance
IT	Institutional Training (division)
ITAM	Integrated Training Area Management (program)
JROC	Joint Requirements Oversight Council
LIA	Logistics Integration Agency

LIWA	Land Information Warfare Activity
MACOM	major Army command
MEDCOM	U.S. Army Medical Command
MOMEP	Military Observer Mission Ecuador and Peru
MWR	Morale, Welfare, and Recreation
NAF	Nonappropriated Fund
NATO	North Atlantic Treaty Organization
NCOES	Noncommissioned Officer Education System
NGB	National Guard Bureau
NGREA	National Guard and Reserve Equipment Appropriation
NTC	National Training Center
NTIS	National Technical Information Service
OASA (FM&C)	Office of the Assistant Secretary of the Army (Financial Management and Comptroller)
OCPA	Office of the Chief of Public Affairs
ODCSLOG	Office of the Deputy Chief of Staff for Logistics
ODCSOPS	Office of the Deputy Chief of Staff for Operations and Plans
ODCSPER	Office of the Deputy Chief of Staff for Personnel
OPMS	Officer Personnel Management System
OSD	Office of the Secretary of Defense
OTIG	Office of the Inspector General
OUSD(C)	Office of the Under Secretary of Defense (Comptroller)
PERSCOM	U.S. Total Army Personnel Command
PFP	Partnership for Peace
POM	Program Objective Memorandum
PPBES	Planning, Programming, Budgeting, and Execution System
ROPMA	Reserve Officer Personnel Management Act
ROTC	Reserve Officer Training Corps
RSC	Regional Support Command
RSG	Regional Support Group
SCAMP	single-channel anti-jam manportable (terminal)
SELCOM	Select Committee
SFO	Support for Others (program)
SIMITAR	Simulation in Training for Advanced Readiness (program)
SINCGARS	Single Channel Ground and Airborne Radio Systems
SMART-T	secure mobile anti-jam reliable tactical terminal
SSA	supply support activity

TAQ	Total Army Quality
TAV	total asset visibility
TDA	Tables of Distribution and Allowances
TRADOC	Training and Doctrine Command
UHF	ultra-high frequency (tactical satellite terminal)
ULLS	Unit Level Logistics System
UNMIH	United Nations Mission in Haiti
USADAOA	U.S. Army Drug and Alcohol Operations
USAIGA	U.S. Army Inspector General Agency
USAMRMC	U.S. Army Medical Research and Materiel Command
USAMU	U.S. Army Marksmanship Unit
USAR	U.S. Amy Reserve
VERRP	Voluntary Early Release/Retirement Program
VSIP	Voluntary Separation Incentive Pay (program)

Index

Aberdeen Proving Ground, 42, 78, 100
ABLE SENTRY, 48
Abrams-Fullcrew Interactive Simulation Trainer, 59
Active Guard Reserve (AGR) program, 58
Adolescent Substance Abuse Counseling Service, 50
Advanced Field Artillery Tactical Data System, 41
Advanced Quickfix (AQF), 79
Advanced Research Projects Agency (ARPA), 59, 76
Advanced warfighting experiments (AWE), 38–41
Air Force Pentagon Communications Agency, 9
Air National Guard (ANG), 63
Airborne Corps, XVIII, 46, 70
Airborne Division:
  82d, 46, 61
  101st (Air Assault), 46, 47
Aircraft, C-12, 48, 65
Alaska Pipeline Company, 91
Albania, 62
Alcohol and Drug Abuse Prevention and Control Program (ADAPCP), 35
Analysis of Alternatives Study (AAS), 45
Antideficiency Act (ADA), 13–14
Area common user system (ACUS), 77
Argentina, 47
Armed Forces Championships, 90
Armed Services Vocational Aptitude Battery, 23–24
Armies: First, 42; Second, 42; Fifth, 42; Sixth, 42; Seventh, 48
Armored Brigades: 48th, 59; 116th, 59; 177th, 42; 194th, 42
Armored Cavalry Regiments (ACR): 2d, 46; 11th, 42
Armored Divisions: 1st, 42, 48; 2d, 40; 49th, 60
Armored Gun Systems, 21, 78
Army Acquisition Executive, 7
Army and Air Force Exchange Service (AAFES), 83, 89
Army Audit Agency, 12, 17
Army Aviation Technical Testing Center, 91
Army Broadcasting Service, 89
Army Comptrollership Program (ACP), 14–15
Army Computer Emergency Response Team, 49–50
Army Dental Corps, 30
Army Digitzation Office, 37
Army Family Action Plan (AFAP), 81
Army Family Team Building (AFTB), 81–82
Army Global Command and Control System (AGCCS), 78
Army Materials Technology Laboratory, 9–10
Army Materiel Command (AMC), 67, 68, 75, 82, 94
Army Physical Fitness Test, 44
Army Power Projection Operations Center, 10
Army Pre-positioned Afloat (APA) package, 68, 69
Army Radiation Protection Coordination Committee, 8
Army Radiation Safety Program, 8
Army Recreation Machine Program (ARMP), 83
Army Re-engineering and Redesign Campaign Plan, 88
Army Regulations
  380-5, *Department of the Army Information Security Program*, 50;
  600-20, *Army Command Policy*, 34;
  601-280, *The Army Retention Program*, 25
Army Reprogramming and Analysis Team, 50
Army Research Laboratory (ARL), 75, 76

Army Reserve Commands (ARCOM), 54, 60, 66
Army Resources Board (ARB), 12–13
Army Retrograde of Equipment from Europe Maintenance Program, 98
Army Secretariat, 8, 13, 98
Army Staff, 8, 9, 13, 26, 37, 50, 67, 74, 81, 86, 94, 98
Army Strategic Logistics Plan (ASLP), 67
Army Training Circular, 26-6, *Commander's Equal Opportunity/Sexual Harassment Handbook*, 34
Army Training Support Center, 45
Army XXI, 5, 6, 38
Army War Reserves (AWR), 68, 69
Assistant Chief of Staff for Installation Management, 13
Assistant Secretary of Defense, 56
Assistant Secretary of the Army for Financial Management and Comptroller, 13, 14, 73–74
Assistant Secretary of the Army for Installations, Logistics, and Environment, 11, 73–74
Assistant Secretary of the Army for Manpower and Reserve Affairs, 13
Assistant Secretary of the Army for Research, Development, and Acquisition, 13
ATLANTIC RESOLVE, 62
Avenger air defense system, 4, 19
Aviation Brigade, 12th, 48
Aviation reconfigurable manned simulator (ARMS), 61
Aviation Regiment, 160th (Airborne), 33

Barstow-Daggett airfield, 45
Base Realignment and Closure (BRAC) program, 9, 10, 32, 94
Battle Command Training Program (BCTP), 43, 60
Battlefield Communications Review (BCR) program, 77
Battlefield Laboratories Program, 40
Belarus, 62
Biodetection Company, 50
Biological Detection System (BIDS), 50–51
BOLD SHIFT program, 59
Bottom Up Review, 21, 54
Bradley Fighting Vehicle, 4, 19, 21, 64, 79
Bradley Fire Support Vehicle (BFIST), 79
Brazil, 47
BRIGHT STAR, 62
Brilliant antitank submunition, 20
Bulgaria, 62
Business Occupancy Program, 87

Cambodia, 48
Cameron Station, 9, 32, 91
Camp Casey, 26
Camp Doha, 47
Camp Henry, 26
Camp Perry, 99
Camp Pleso, 48
Camp Robinson, 99
CAREFORCE program, 63–64
Cavalry Division, 1st, 47
Center for Health Promotion and Prevention Medicine, 8
Central Command, 68
ChalleNGe program, 64
Chemical Company, 11th, 51
Chemical Stockpile Disposal Program, 100
Chief, U.S. Army Reserve, 58
Chief Financial Officers Act of 1990, 12
Chief of Staff, Air Force, 45
Chief of Staff, Army, 7, 12, 13, 37, 38, 40, 44, 45, 67, 75, 81, 86, 87
Chief of the National Guard Bureau, 64
Chile, 47
Clean Water Act, 94
Coastal Wetlands Restoration Trust Fund, 93
Combat Maneuver Training Center, 43, 88
Combat Service Support Automation Management Offices, 71
Combat training centers (CTC), 3, 18, 21, 43, 60
Combined Arms Support Command, U.S. Army (CASCOM), 67, 68
Commission on the Roles and Missions of the Armed Forces, 8
Community and Family Support Center (CFSC), 10, 82–84

Congress, 8, 13–14, 15, 20, 34, 45, 55, 56, 57, 58, 64, 65, 68, 77, 85, 93, 100
Continental United States (CONUS), 21, 26, 41, 49, 54, 59, 68, 73, 84, 100
Contingency Force Pool, 98
COOPERATIVE NUGGET 95, 43
Corps, III, 65
Corps of Engineers, U.S. Army, 51, 91–94, 96
Cost and Economic Analysis Center, 12
Croatia, 46, 48
Crusader Advanced Field Artillery System, 41
Czech Republic, 62

Defense Acquisition Board, 41
Defense Appropriations Act, FY 1996, 45
Defense Authorization Acts
FY 1986, 99–100
FY 1993, 59
FY 1994, 8
FY 1995, 34, 60, 82
FY 1996, 45
Defense Business Management University, 14
Defense Business Operations Fund (DBOF), 14
Defense Data Network, 26
Defense Finance and Accounting Service, 12
Defense Officer Personnel Management Act (DOPMA), 30–31, 56
Defense Planning Guidance, 17, 21
Defense Women's Health Research Program, 34
Department of Agriculture, 82–83
Department of Commerce, 32
Department of Defense (DOD), 5, 7, 9, 11, 16, 20, 25, 32, 34, 40, 45, 54, 56, 57, 58, 68, 73, 75, 76, 91, 92, 96, 99, 100, 101
Department of Defense Directive 4140.25, 73
Department of Education, 29
Department of Interior, 91
Department of Justice, 91
Department of the Army, 7, 8, 14, 29, 40, 49, 61, 89
Department of the Army Form 137-R [Test], 17
Department of the Army Pamphlet, 600-3, *Commissioned Officer Development and Career Management*, 30
Department of Treasury, 93
Deputy Assistant Secretary for Army Budget, 13
Deputy Chief of Staff for Intelligence (DCSINT), 49–50
Deputy Chief of Staff for Logistics (DCSLOG), 13, 67, 70, 71
Deputy Chief of Staff for Operations and Plans (DCSOPS), 13, 37, 38, 45, 50, 67
Deputy Chief of Staff for Personnel (DCSPER), 13, 26, 30
Deputy Under Secretary of the Army, 7
Deputy Under Secretary of the Army for International Affairs (DUSA-IA), 7
DESERT HAMMER VI, 38
DESERT STORM, 5, 50, 79
Diego Garcia, 47
Director of Army Radiation Safety, 8
Director of Army Safety, 8, 87
Director of Information Systems for Command, Control, Communications, and Computers, 13
Director of Program Analysis and Evaluation, 13
Director of the Army Staff, 9, 50, 87
Dismounted Battlespace Battle Laboratory, 39–40
DISTANT HAVEN, 47
Drug Enforcement Agency, 63
Drug law enforcement agencies (DLEA), 62

Early Retirement Program (ERP), 17, 25, 31
Ecuador, 47
Edwards Air Force Base, 45, 91
Egypt, 61
Energy conservation, 95
Engagement Skills Trainer, 59
Enhanced manpack UHF terminal, AN/PSC-5, 76–77
Environmental Protection Agency, 93, 95

Equal Opportunity Advisory, 34
Equal Opportunity Council Task Force, 34
Estonia, 62
European Command, 62
Executive Orders: 12856, 94; 12958, 50; 12960, 96

Federal Bureau of Investigation, 51
Federal Emergency Management Agency (FEMA), 51, 54, 93
Federal Managers' Financial Integrity Act of 1982, 15
Federal Response Plan, 93
Federal Workforce Restructuring Act of 1994, 57
Federated Laboratory (FedLab), 75
Field Manuals: 25-100, *Training the Force*, 45; 25-101, *Battle Focused Training*, 45, 88; 100-5, *Operations*, 45; 100-17-1, *Army Pre-positioned Afloat*, 68
Fire support team vehicle (FISTV), 76
Fitzsimmons Army Medical Center, 42
FOCUSED DISPATCH, 38, 39
Forces Command (FORSCOM), 11, 60, 69–70, 82
Force Protection (Safety) Campaign Plan, 87
Force Protection (Safety) Functional Area Assessment (FAA), 87
Force XXI, 5, 30, 37, 38, 40, 45, 55, 67, 68, 69, 87–88, 98, 103–04
Ford Foundation, 15
Foreign Military Sales program, 73
Fort Benjamin Harrison, 91
Fort Benning, 40
Fort Bliss, 35
Fort Bragg, 35, 60, 61
Fort Campbell, 35, 83
Fort Carson, 35
Fort Detrick, 42
Fort Devens, 32
Fort Drum, 35
Fort Gillem, 42
Fort Hood, 40, 60, 65, 80, 84
Fort Huachuca, 10
Fort Irwin, 43, 45
Fort Jackson, 26
Fort Knox, 38, 40
Fort Leavenworth, 39, 40
Fort Lee, 40
Fort Leonard Wood, 91
Fort Lewis, 42, 60, 94
Fort McNair, 35
Fort Meade, 42
Fort Monroe, 40
Fort Myer, 16
Fort Polk, 39, 43
Fort Riley, 35
Fort Rucker, 44, 91
Fort Sam Houston, 42, 85
Fort Sill, 40, 83, 94
Forward Area Air Defense Ground-Based Sensor (FAAD GBS), AN/MPQ-64, 78
Freedom of Information Act (FOIA), 32
FUERTES CAMINOS, 62
FUERTES DEFENZAS, 62
FUERTES UNIDAS, 62
Functional Area Assessment (FAA), 87–88, 98
Future Years Defense Program, 84

Garrison Support Unit, 54
George Air Force Base, 45
Georgia Army National Guard, 59
Germany, 26, 29, 43, 83
Global positioning system (GPS), 76, 77
Government Management Reform Act of 1994, 12
Grizzly breacher, 79–80
Guantanamo Bay, 46, 47
Guard Unit Armory Device Fullcrew Interactive Simulation Trainer II, 59
GUARDCARE program, 63–64

Haiti, 4, 46, 61, 69, 89, 91, 103
Headquarters, Department of the Army, 8, 12, 13, 15–16, 81, 87, 88
Heavy Equipment Transporter System (HETS), 80
Heavy Tactical Vehicles Palletized Load System, 19
Helicopters
  AH–1 Cobra, 34
  AH–64 Apache, 65, 69
  AH–64A Apache, 19, 21, 34, 79
  CH–47D, 65
  OH–58A, 19
  OH–58D Kiowa Warrior, 19, 21, 34

Helicopters—Continued
RAH–66 Comanche, 5, 20, 41
UH–1H, 65
UH–60, Black Hawk, 19, 48, 49, 65, 69, 72
UH–60Q, 65
Hellfire, 19, 20
Hercules, M88A1, 80
High Mobility Multipurpose Wheeled Vehicle (HMMWV), 19, 65
High Mobility Trailer program, 19
Historic Architect Support Program, 92
Historically Black Colleges and Universities and Minority Institutions initiative, 75, 96
Howitzers
M109A6, 40
M110A2, 64
Hungary, 62
Hurricane Erin, 63
Hurricane Marilyn, 51, 63, 93

Idaho Army National Guard, 59
Illinois Army National Guard, 77
Indian Repatriation Act, 35
Individual Mobilization Augmentees, 61
Individual Ready Reserve (IRR), 55, 61
Infantry Brigades
48th, 59
193d, 42, 46
Infantry Center, 39–40
Infantry Divisions
2d, 42
4th, 72, 79
7th, 42
24th, 47, 68, 72
25th, 42, 46
29th, 60, 61
Infantry Regiment, 3d, 33
Information Operations (IO), 49
Information Security (INFOSEC) program, 78
Initial Operational Test and Evaluation, 41, 78
"Innovations in Government" awards program, 15
Institutional and Tables of Distribution and Allowance Army Redesign Campaign Plan, 98
Institutional Army Re-engineering and Redesign Campaign Plan, 99
Institutional Training (IT) divisions, 60
Integrated Sustainment Maintenance (ISM), 72
Integrated Training Area Management (ITAM), 44
Interactive Electronic Technical Manual (IETM), 72, 73
International Military Education and Training (IMET) program, 73
Intrinsic Action, 47
Iraq, 20, 47, 48
Israel, 61
Italy, 26

Japan, 19, 68, 83
Javelin, 20
Jefferson Proving Ground, 91
Johnston Atoll, 100
Joint Chiefs of Staff, 62
Joint Contact Team Program, 62
Joint Global Command and Control System, 78
Joint Operations Planning and Execution System, 78
Joint Readiness Training Center, 39, 43, 60, 88
Joint Reconciliation Program, 16
Joint Requirements Oversight Council (JROC), 9
Joint Service Committee on Military Justice, 96
Joint Space Management Board, 7
Joint Staff, 84
Joint Task Force FULL ACCOUNTING, 48
Joint Task Force SAFE BORDER, 47–48
JOINT VENTURE, 37, 38, 40
Joint Vision 2010, 5
Jungle Operations Training Center, 62

Kazakhstan, 62
KEEN EDGE, 62
Korea, 5, 19, 21, 26, 68, 70, 82, 83
Kuwait, 4, 20, 47, 68, 89

Land Information Warfare Activity (LIWA), 49–50
Land Rehabilitation and Maintenance conference, 44
Laos, 48
Latvia, 62

Legacy Resources Management Program, 92
Lexington Bluegrass Army Depot, 32, 91
Lithuania, 62
Logistics Integration Agency (LIA), 72–73
Louisiana Army National Guard, 60
Louisiana Maneuvers Task Force, 37

Macedonia, 62
Main Support Battalion, 27th, 80
Major Army commands (MACOM), 11, 15–16, 37, 42, 44, 72, 78, 81, 84, 87, 98
Manual for Courts-Martial, 96
Marine Corps, U.S., 83
Marsh, John O., Jr., 84
Mason Neck National Wildlife Refuge, 91
Mentor-Protégé Program, 95–96
MERLIN, 64
Midwest Flood of 1993, 93
Military Construction Act, FY 1996, 45
Military Housing Privatization Initiatives Act, 87
Military Observer Mission Ecuador and Peru (MOMEP), 47–48
Military Pay, Army, 3, 23
Mobility Requirements Study, 68
Moldova, 62
Morale, Welfare and Recreation (MWR), 10, 82, 83, 84, 91
Mountain Division, 10th, 39, 46, 77
Multiple Launch Rocket System, 4, 19, 64, 69
Murrah, Alfred P., Federal Building, 51, 63

National Guard, Army, 4, 13, 17, 20, 21, 23, 24, 25, 33, 41, 43, 49, 53–66, 94, 95, 98
National Guard Bureau (NGB), 15, 45, 60, 62
National Guard and Reserve Equipment Appropriations (NGREA), 65
"National Guard Civilian Youth Opportunities Program," 64
National Interagency Counterdrug Institute Seminar, 62
National Performance Review initiatives, 11
National Technical Information Service (NTIS), 32
National Training Center (NTC), 40, 42, 43, 45, 59, 60, 77, 88
Native American Graves Protection and Repatriation Act, 92
New Cumberland Army Depot, 69
Newport Army Ammunition Plant, 100
Night Fighting Training Facility, 40
Noncommissioned Officer Education System (NCOES), 44, 56
Non-stockpile Chemical Materiel Program, 100
North Atlantic Treaty Organization (NATO), 43, 44
NORTHWIND, 62

Office of the Assistant Chief of Staff for Installation Management, 8, 87, 94
Office of the Assistant Secretary of the Army for Financial Management and Comptroller, 11, 14, 15, 16
Office of Management and Budget, Circular A-123, 15
Office of the Chief, Army Reserve, 15
Office of the Chief of Public Affairs (OCPA), 89
Office of the Department of Defense Space Architect, 7
Office of the Deputy Assistant Secretary of the Army for Financial Operations, 14
Office of the Deputy Assistant Secretary of the Army for Resource Analysis and Business Practices, 11
Office of the Deputy Chief of Staff for Intelligence, 7
Office of the Deputy Chief of Staff for Logistics (ODCSLOG), 67, 68, 69, 72, 74
Office of the Deputy Chief of Staff for Operations and Plans (ODCSOPS), 7, 8, 9, 10, 44, 45
Office of the Deputy Chief of Staff for Personnel (ODCSPER), 16, 27
Office of the Deputy Under Secretary of Defense for Space, 7
Office of the Director, Army National Guard, 94
Office of the Director of Environmental Programs, 8, 94

Office of the Director of Information Systems for Command, Control, Communications, and Intelligence, 7
Office of the Inspector General (OTIG), 97–99
Office of the Judge Advocate General, 96
Office of the Secretary of Defense (OSD), 21, 22, 84, 87
Office of the Under Secretary of Defense (Comptroller), 14
Officer Basic Course, 57
Officer Candidate School, 57, 60
Officer Personnel Management System (OPMS), 30
Oklahoma Army National Guard, 63
Operation and Maintenance, Army, 16, 20, 95
Operational Readiness Evaluation program, 59
Operations
  ABLE SENTRY, 48
  DESERT STORM, 5, 50, 79
  DISTANT HAVEN, 47
  PROVIDE COMFORT, 48
  PROVIDE PROMISE, 48
  SAFE PASSAGE, 47
  SEA SIGNAL, 46, 47
  SOUTHERN WATCH, 20, 47
  UPHOLD DEMOCRACY, 20, 46, 61, 69, 98
  VIGILANT SENTINEL, 47
  VIGILANT WARRIOR, 20, 47, 68
"Own-the-Night" technologies, 39

Pan American Games, 99
Panama, 4, 26, 29, 47, 82, 83
Panama Canal Treaty, 19
Parachute Infantry Regiment, 505th, 61
Partnership for Peace (PFP) Exercise Program, 43, 62
Pawnee Indian Nation, 35
Persian Gulf War, 54, 56, 59, 68, 75, 85
Personnel Information Systems Command, 32
Personnel Management Authorization Document, 9
Peru, 47
Planning, Programming, Budgeting, and Execution System (PPBES), 12–13, 67
Poland, 62
Prairie Warrior, 39
Presidential Review Directives, 99
Presidio of San Francisco, 42
Program Objective Memorandum: 96-01, 21, 22; 97-01, 12, 22
PROVIDE COMFORT, 48
PROVIDE PROMISE, 48

Qatar, 68
Quantico Marine Corps Base, 99
Quickfix heliborne electronic warfare system, 79

REEF-EX, 64
Regional Support Commands (RSC), 54
Regional Support Groups (RSG), 54
Regular Army, 20, 23, 25, 49, 64, 65
Republic of Georgia, 62
Reserve Officer Personnel Act of 1954, 56
Reserve Officer Personnel Management Act (ROPMA), 56
Reserve Officer Training Corps (ROTC), 27–29, 60, 86, 98
Resource Conservation and Recovery Act, 94
Return of Materiel From Europe program, 65
Rifles, M16A2, 65
Romania, 62
Rwanda, 20

Sacramento Army Depot, 91
Safe Force 21, 88
SAFE PASSAGE, 47
Saudi Arabia, 47, 89
Schofield Barracks, 42
School of Advanced Military Studies, 44
SEA SIGNAL, 46, 47
Secretary of Defense, 8,9, 11, 33, 53, 61, 64, 67, 84
Secretary of the Army, 7, 11, 12, 13, 25, 44, 58, 73, 84, 100
Secure mobile anti-jam reliable tactical terminal (SMART-T), 76
Security Risk Category I, 70
Select Committee (SELCOM), 12
Selected Reserve, 55, 57
"Select-Train-Promote-Assign" methodology, 56

Senior Commanders' Conference, 38
Senior Executive Service, 98
Sense and Destroy Armor program, 19
Separate Infantry Brigades: 53d, 60; 256th, 60
Sergeant Major of the Army, 44
Shades of Green Armed Forces Recreation Center, 82
Signal Battalion, 133d, 77
Simulation in Training for Advanced Readiness (SIMITAR), 59
Single Channel Ground and Airborne Radio Systems (SINCGARS), 64, 77
Slovakia, 62
Slovenia, 62
Smithsonian Institution, 35, 101
Soldier Support Institute, 34
Somalia, 4, 70
Southeast Asia, 48, 49
Southern European Task Force, 77
SOUTHERN WATCH, 20, 47
Southwest Asia, 46, 49
Space and Strategic Defense Command, 7
Special Army Maintenance System-2, 71
Special Forces Group, 10th (Airborne), 43–44, 48
Standard Army Management Information System, 66
State Emergency Preparedness Liaison Offices, 54
Strong Safety, 40
Support for Others program, 93
Surgeon General of the Army, 42

Tables of Distribution and Allowances (TDA), 8, 54, 68
Tank Table VIII, 59
Tanks: M1 Abrams, 4, 19, 21, 59, 64, 79; M1A1, 69; M1A2, 79; M60, 64
Technical Report, TR95-1, "Risk Management for Brigades and Battalions," 88
Temporary Early Retirement program, 58
Theater High Altitude Area Defense System, 41
32d Parallel, 47
Tooele Army Depot, 91, 100
Total Army Quality, 90
Total asset visibility, 69–70
TRADEWINDS, 62
Training and Doctrine Command (TRADOC), 7, 11, 26, 34, 37, 38, 40, 45, 68, 82, 90
Training and Doctrine Command Pamphlets: 525-5, *Force XXI Operations*, 67; 525-200-6, *Combat Service Support*, 67

ULCHI FOCUS LENS, 62
Under Secretary of the Army, 12, 13
Uniform Code of Military Justice, 96
Unit Level Logistics System (ULLS), 71, 72
United Nations, 20, 44, 61
United Nations Mission in Haiti (UNMIH), 20, 46
United Nations Security Council Resolution 975, 46
United States Army, Europe, 26, 48, 77, 82
United States Army, Pacific, 82
United States Army Cadet Command, 27–29
United States Army Center for Health Promotion and Preventive Medicine, 85
United States Army Center of Military History, 101
United States Army Central Identification Laboratory, 48
United States Army Command and General Staff College, 39
United States Army Dental Command, 42
United States Army Drug and Alcohol Operations Agency (USADAOA), 35
United States Army Environmental Hygiene Activity, 42
United States Army Garrison, 42
United States Army Health Services Command, 42
United States Army Information Systems Command, 9
United States Army Inspector General Agency (USAIGA), 97
United States Army Intelligence and Security Command, 49
United States Army Logistics Management College, 90

United States Army Marksmanship Unit (USAMU), 99
United States Army Medical Command (MEDCOM), 42
United States Army Medical Department and School, 42
United States Army Medical Research Acquisition Activity, 85
United States Army Medical Research and Materiel Command, 85
United States Army Medical Research Institute of Infectious Diseases, 85
United States Army Missile Command, 76
United States Army Research Institute of Environmental Medicine, 86
United States Army Reserve (USAR), 3, 13, 14, 15, 17, 20, 21, 23, 25, 33, 45, 49, 50, 53–66, 82, 98
United States Army Safety Center, 87, 88
United States Army, South, 46–47
United States Army Veterinary Command, 42
United States Centers for Disease Control and Prevention, 85
United States Codes: Title 5, 57; Title 10, 75, 87–88, 98; Title 31, 13–14; Title 32, 57
United States Forces Korea, 82
United States Military Academy, 27, 98
United States Total Army Personnel Command (PERSCOM), 9, 16, 26, 27, 32, 44
UPHOLD DEMOCRACY, 20, 46, 61, 69, 98

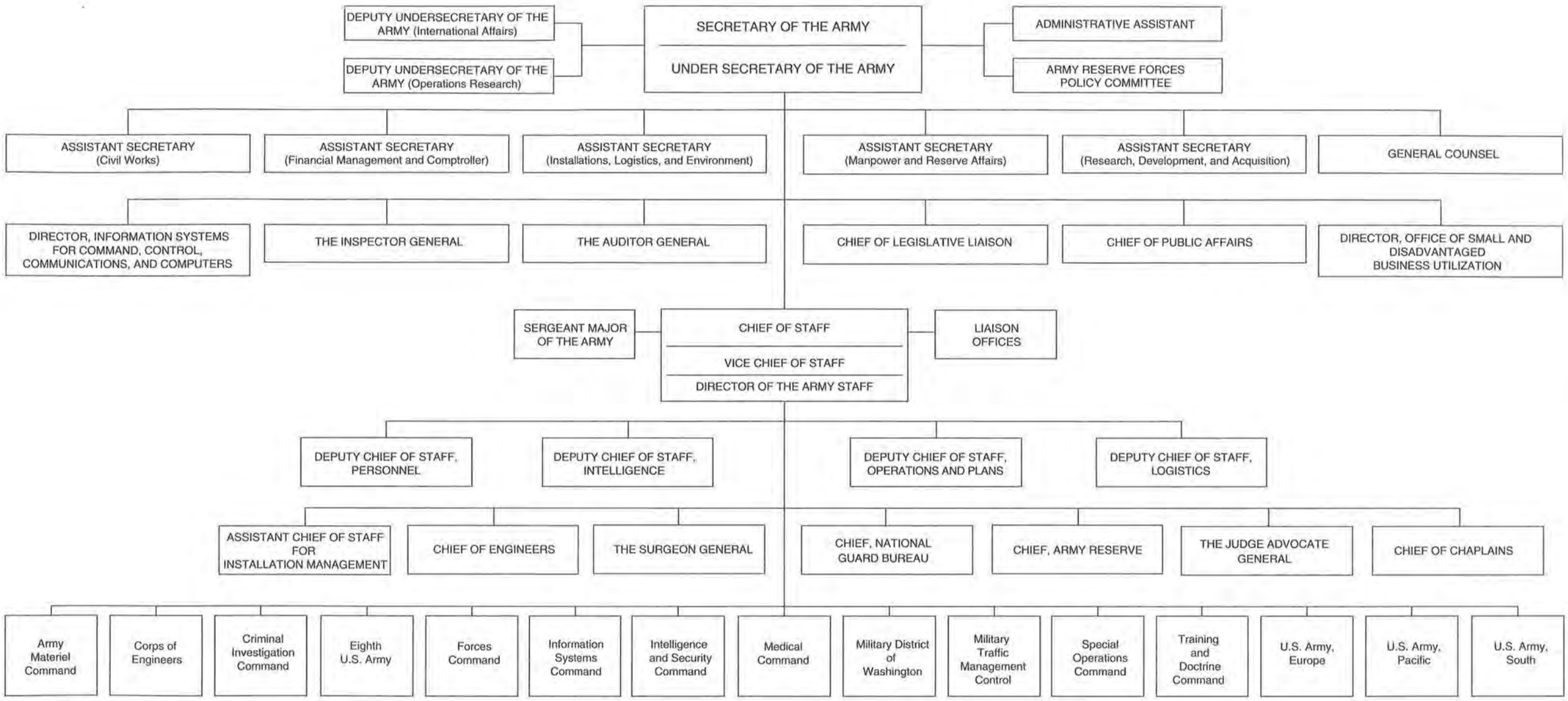
Vice Chief of Staff, Army, 7, 12, 13, 37, 77
Vietnam, 48, 64
VIGILANT SENTINEL, 47
VIGILANT WARRIOR, 20, 47, 68
Voluntary Early Release/Retirement Program (VERRP), 31
Voluntary Early Retirement Authority, 57–58
Voluntary Early Transition Program, 25
Voluntary Separation Incentive Pay Program (VSIP), 17, 25, 31, 58

Walter Reed Army Medical Center, 42
WARRIOR FOCUS, 39
Water Resources Development Act of 1986, 93
Whittier-Anchorage Petroleum Pipeline, 91
Whole Barracks Renewal Program, 21, 86
Woodbridge Research Facility, 91
World Military Games, 90
Worldwide Military Command and Control System, 78

Yongsan Army Garrison, 26
Yugoslavia, 20
Yuma Proving Ground, 91

Zaire, 85

Appendix. Organization of the Department of the Army



As of July 1995