Department of the Army Historical Summary

Fiscal Year 1996

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

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by

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HISTORICAL SUMMARY

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Introduction

In fiscal year (FY) 1996, the Army conducted various changes that had been initiated in previous years. The end of the Cold War had spelled the end of an Army of approximately three-quarters of a million soldiers, and the nation's ground force in 1996 was still evolving into a smaller military. The transition from a forward-deployed Army to a power-projection force neared completion as hundreds of installations were closed overseas. Power-projection platforms (installations in the United States designated for immediate mobilization and deployment of Army units, troops, and equipment to meet worldwide contingencies) improved their infrastructure and received new Army elements. The decline in available funds persisted, however, and the Army found itself involved in a massive military operation at the end of 1995 that lasted unabated throughout the rest of the fiscal year. Even with diminishing funds, the Army trained its personnel, deployed units worldwide in response to crises, procured new equipment, and modernized old systems. The area in which the Army particularly struggled was maintaining or improving quality of life for its soldiers and their families.

The resource decline that persisted through FY 96 reduced the Army's ability to procure and modernize. The Army budget was constrained severely with the advent of Operation JOINT ENDEAVOR in Bosnia, the largest sustained military operation since Operation DESERT STORM. Contingency or crisis response operations were not traditionally permitted to be included in the Army's budget; hence, the Army had to pay for this massive relocation of troops, supplies, and equipment out of its Operation and Maintenance, Army (OMA), account. In FY 96, the Total Army OMA account was budgeted at $23.7 billion. Congress reprogrammed $1.65 billion to support Operation JOINT ENDEAVOR and other contingencies, but the Army still absorbed an expenditure of $611 million, reducing the funds available for training and readiness programs. Although the Army's Total Obligation Authority (TOA) increased slightly from FY 95, the decline that had begun in FY 86 did not cease, with the $64.9 billion authorized for FY 96 being reduced to $60.1 billion in FY 97. Moreover, the Army's share of the Department of Defense (DOD) budget averaged 26.3 percent between FY 89 and FY 96 but was scheduled to decline to 23.6 percent between FY 97 and FY 01.

During FY 96, the Army successfully decreased its size in an ongoing effort to meet the goals for personnel strength that the 1993 Bottom-Up Review (BUR) required. The active Army, due to higher attrition than expected, ended the year with 4,000 fewer troops than planned. The Army National Guard (ARNG) was steadily achieving its designated end strength, needing only to reduce an additional 3,000 soldiers by the end of FY 97. The U.S. Army Reserve (USAR) decreased its force by 15,100 soldiers, and the Army's civilian workforce eliminated 14,100 personnel in FY 96. Bottom-Up Review goals for the Reserve and for Army civilians were scheduled to be reached in FY 98 and FY 01, respectively. At the end of FY 96, with 491,000 active Army soldiers, 370,000 Guard soldiers, and 226,200 reservists, the Total Army's strength of 1,087,200 troops was the smallest it had been since the end of World War II. In addition, the U.S. Army had dropped from being the fourth largest active-duty army in the world in FY 89 to the seventh largest in FY 96, behind China, North Korea, India, Pakistan, Vietnam, and Turkey.

In the aftermath of the Cold War, the Army in FY 96 moved forward in redesigning its operational forces to meet the requirements of Force XXI—the vision of an Army that exploits information technology, particularly for weapons systems, and is capability based rather than focused on identifiable threats or stuck in the industrial age. A significant change resulting from Force XXI will be a new divisional structure. In January 1996, the Army approved an experimental heavy division with 15,800 soldiers, which is 15 percent smaller than the current division size. The 4th Infantry Division (Mechanized), with three maneuver brigades and an air cavalry brigade, was designated the experimental force (EXFOR) for Force XXI. In addition to testing new concepts and technologies during FY 96, the EXFOR is scheduled for an Advanced Warfighting Experiment (AWE) in March 1997 at the National Training Center (NTC) in California. The AWE will test the EXFOR's ability to fight; implement doctrinal, training, and combat development changes; and field 124 new systems designed to improve the Army's capability to win the information war, conduct precision strikes, dominate the maneuver battle, and project, sustain, and protect the force. Force XXI, in its third year of planning and experimentation, will produce Army XXI, a twenty-first century Army organized, equipped, and staffed to maximize the potential of the information age. Lessons learned from Army XXI will produce the "Army After Next," a more agile, lethal, and versatile force for the future.

The process of creating a power-projection force based primarily in the United States and of transferring additional responsibility to the reserve components required significant changes in the Army's force structure. In FY 96, the final reduction in the number of active Army divisions occurred as their number declined from 12 to 10. Combined with the

Guard's force of 8 divisions, the Total Army reached its goal of 18 divisions and is capable of dispatching a contingency force of up to 7 divisions anywhere in the world. Twelve of fifteen enhanced readiness brigades completed rigorous training in FY 96, cementing the Guard's new role as the principal reserve ground combat maneuver force. Formation of enhanced readiness brigades, capable of deploying ninety days after mobilization, had been recommended by the 1993 BUR to replace the Guard's roundout brigades. The total number of separate brigades in the Guard declined from 24 to 22 in FY 96 and was scheduled to drop to 18 in FY 97.

Readiness remained one of the Army's key priorities during FY 96. Its importance was reiterated in DOD's announcement of a five-year plan emphasizing readiness, quality of life, and modernization as the three highest priorities. The Army's ability to deploy thousands of troops to Bosnia for Operation JOINT ENDEAVOR and to sustain them for months signified that Army soldiers and equipment, in active and reserve components, were trained and ready. The Army's ground force readiness enhancement program, designed to provide collective training for reserve components, was fully established, with several hundred trainers assigned to each of six regional training brigades. Thousands of soldiers trained as part of their units in realistic exercises evoking the combat environment at one of the major training centers in the United States or overseas. In addition, thousands of other soldiers participated in nation-building exercises, joint exercises, and combined exercises, further increasing their individual and unit skills. To improve readiness, the Army invested $33 million in constructing new training facilities. Additionally, the Army instituted a Total Army School System (TASS) to integrate active and reserve component schools, while the Guard developed a vast network of distance learning classrooms to distribute information to its soldiers. A total of 125,000 soldiers remained forward deployed in Europe, the Pacific, and Panama.

Although restructuring and reorganization were important during FY 96, the activity that had the greatest effect on the Army was Operation JOINT ENDEAVOR. Supporting one of the largest peacetime operations since World War II, U.S. forces began deploying to Bosnia in December 1995 to monitor and enforce the Dayton Peace Accords as part of the North Atlantic Treaty Organization's (NATO) first operational commitment of forces. Eleven nations, including former Warsaw Pact countries, supplied brigades to reinforce Task Force Eagle, composed primarily of the 1st Armored Division. Guard and Reserve soldiers were mobilized and deployed at the outset, validating the Total Army concept. The success of Operation JOINT ENDEAVOR and other missions in the Balkan region resulted in free elections in Bosnia in September 1996. In addition to Operation JOINT ENDEAVOR, Total Army soldiers deployed to more than sixty coun-

tries around the world in military operations other than war during FY 96. Soldiers found themselves increasingly involved in humanitarian and peacekeeping operations; as a result, they spent lengthier periods away from their home stations.

Despite the declining budget for procurement or modernization, Army organizations managed to develop numerous new weapons systems and upgrade older ones. Major weapons systems under development included the Crusader field artillery system, the Theater High-Altitude Area Defense (THAAD) system, the Javelin antitank missile system, and the RAH–66 Comanche helicopter. At the same time, the Army reconfigured the M1A1 Abrams tank, upgraded the M2A2/M3A2 Bradley Fighting Vehicle, and improved the capabilities of the Army Tactical Missile System (ATACMS). With respect to the aviation fleet, the Army modernized the AH–64 Apache helicopter, modified the UH–60 Black Hawk helicopter, and extended the service life of the CH–47 Chinook helicopter. In addition, the Multiple Launch Rocket System (MLRS) acquired new capabilities, and new tactical vehicles were fielded to units. While attempting to wring as much as possible out of limited resources, Army procurement and modernization programs emphasized systems that would facilitate attaining and maintaining battlefield superiority against any adversary. The FY 96 Army budget for research, development, and acquisition (RDA) was $12.2 billion, a decrease of 39 percent since FY 89 and representing only 13 percent of the DOD budget for RDA.

Throughout FY 96, installation realignments and closures under the Base Realignment and Closure (BRAC) process were executed. The Army's final installation recommended for closure under BRAC 88 was shut down; at the same time, the Army began closing installations faster than the BRAC processes of subsequent years required. Fort Devens, Massachusetts, the last installation identified for closure under BRAC 91, closed a year early, while Vint Hill Farms Station, Virginia, was set to close two years early in FY 97 as part of BRAC 93. Under BRAC 95, the Army closed Fort Holabird, Maryland, in the first year of implementing that round of closures. Massive troop moves occurred with these closings and realignments. New facilities were constructed at Fort Carson, Colorado, to house the 10th Special Forces Group from Fort Devens, and the Military Police and Chemical Schools moved from Fort McClellan, Alabama, to Fort Leonard Wood, Missouri. As a result of these closings and realignments, the Army improved its power-projection platform capabilities and its ability to respond to worldwide threats. Although the immediate effect of such changes was a rise in expenditures, the Army will ultimately save resources by consolidating its combat forces and eliminating expensive and unnecessary infrastructure. In addition, the Army made considerable progress toward aligning its active and reserve components,

particularly with respect to training and schools, to facilitate the mobilization and deployment of reserve units that have become increasingly significant in Army operations.

Great strides in the Army's environmental stewardship program were accomplished during FY 96 on a budget of $789 million, less than allocated in previous years. Under a new DOD program assigning responsibility for environmental cleanup to the services, the Army restored the first DOD site to acceptable standards. During the year, the Army completed the identification and screening of all potential sites needing cleanup; 1 percent has been restored. The Army improved its resource management of site clean-up funds, allocating two-thirds of the budget to cleanup, surpassing the DOD goal. For the third year in a row, fewer fines and penalties for noncompliance or violations resulted from the growth of the Army's environmental program. In addition to reducing the amount of its hazardous waste more quickly than scheduled, the Army also decreased the cost considerably of disposing of such waste. When DOD presented five of fifteen environmental awards to the Army, the success of the Army's environmental program was validated.

New and existing legislation compelled the Army to work harder at adopting commercial business practices in an effort to reduce costs and conserve resources. Authorizing simplified acquisition procedures for commercial items costing between $100,000 and $5 million, the Clinger-Cohen Act of 1996 reduced acquisition time. The Chief Information Officers Act of 1996 required that each federal agency's Chief Information Officer (CIO) and Chief Financial Officer (CFO) work together to develop an accounting, financial, and asset management system. Providing uniform accounting standards, the Federal Financial Management Improvement Act of 1996 required full financial disclosure from all federal agencies. To satisfy the guidelines of the National Performance Review (NPR) of 1995, which emphasized results, customer satisfaction, decentralization, and mission focus, the Army implemented new initiatives. These included streamlining procedures, decentralizing acquisition decision making, and focusing on purchasing commercial items rather than developing military-specific products.

In February 1996, the Clinton administration issued the new *National Security Strategy of Engagement and Enlargement*, which maintained the strategy of furthering the growth of democracy around the world while deterring and limiting threats. As the world's premier economic and military power, the United States exercised its global leadership toward developing a more peaceful, democratic, and prosperous world, believing that such actions would further U.S. objectives for a safer and more prosperous America. The central components of the national strategy were enhancing U.S. security through a strong defense and using diplomacy to

promote cooperative security; opening foreign markets and spurring economic growth; and promoting democracy abroad.

The military is a key instrument in ensuring that national security objectives are met. The national strategy requires a military capability sufficient to win two nearly simultaneous major regional conflicts while also providing a credible overseas presence. In conjunction with other national resources, the military was used to deter aggression; enforce treaties; promote stability; strengthen emerging democratic states; fight terrorism; support counterdrug efforts; and reduce the danger of nuclear, chemical, biological, and conventional conflict. The military empowered the United States with the ability to act unilaterally, in alliance with another nation, or multilaterally to protect national interests abroad.

The Army worked to redesign itself in FY 96 to meet the challenges of the new international environment in which numerous threats had replaced the monolithic Soviet threat of the Cold War era. With declining resources and fewer personnel, the Army concentrated its efforts on effectively and efficiently using technology, information, equipment, and people. The Army strove to maintain the capabilities necessary to protect U.S. interests and to achieve land force dominance over potential adversaries. With a smaller force, the Army emphasized modernization efforts more than ever before to ensure technological domination. During FY 96, with its deployment to Bosnia in Operation JOINT ENDEAVOR, the Army proved that it was well trained, well equipped, and ready to fight.

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Organization and Management

Organizational Changes

Organizations

In FY 96, the Army's restructuring program to conserve dwindling resources and use its decreasing workforce more effectively achieved considerable progress. For over twenty years, separate agencies had provided developmental and operational evaluations for the Army. The Operational Test and Evaluation Agency had conducted operational tests and evaluations of major and selected nonmajor programs. The Army Materiel Systems Analysis Activity had performed developmental evaluations of major and selected nonmajor systems for the Army Materiel Command (AMC), while the Test and Evaluation Command (TECOM) was responsible for developmental evaluations of the majority of nonmajor systems. Army programs often faced two sets of tests and evaluations—first, developmental; second, operational. Some Army systems encountered two sets of testers and two sets of evaluators before they were fielded.

As the budget for research, development, and acquisition, including test and evaluation (T&E), declined in the 1990s, an emphasis began to be placed on streamlined acquisition and organizational teamwork. Numerous studies and initiatives on T&E in 1995 resulted in the concept of integrated test and evaluation (IT&E), in which operational issues were addressed during system development and T&E. This consolidation enabled the program manager to involve the evaluator in experiments for rapid acquisition initiatives, such as warfighting experiments or battle labs, which might have led to formal acquisition programs. An increased emphasis on modeling and simulation was expected to reduce or enhance testing.

On 12 June 1996, the Vice Chief of Staff of the Army, General Ronald H. Griffith, directed that the Operational Test and Evaluation Command (OPTEC) be given the responsibility and resources for developmental evaluation of major programs, as well as the assessment of nonmajor programs and survivability analysis. Effective 1 October 1996, OPTEC would

receive a transfer of these functions from the Army Research Laboratory and AMC's Survivability and Analysis Directorate. As OPTEC became the single evaluator for all Army systems, evaluation reports were reduced to one. Additionally, developmental evaluations were funded institutionally, ending the traditional practice of partial funding by program managers, which, in turn, permitted OPTEC to exhibit independence.

In its effort to downsize 53 percent from FY 89 to FY 01, AMC reengineered and restructured its organization extensively. The primary example was the disestablishment of the Aviation and Troop Support Command (ATCOM). Located in St. Louis, Missouri, ATCOM was formed in October 1992 in response to a BRAC 91 decision that combined aviation and troop support functions. A BRAC 95 decision, however, disestablished the command with elements moving to the Tank-Automotive and Armaments Command (TACOM), Communications-Electronics Command (CECOM), Soldier Systems Command, and Missile Command (MICOM). AMC believed the resulting organization would permit it to achieve operational efficiencies.

Soldier Systems Command, located in Natick, Massachusetts, was a new organization formed with no additional resources and in a short period of time. The command's mission was to view individual soldiers as "systems" to optimize their capabilities and to improve their quality of life. Teamwork between Soldier Systems Command and ATCOM, along with innovative initiatives, resulted in the design and fielding of new systems for soldiers stationed in Bosnia. The command was recognized as a leader in eliminating procurement specifications; its Land Warrior program is a key building block in Force XXI, the Army's force for the twenty-first century.

Missile Command was also reshaping to achieve higher efficiency and effectiveness. New readiness initiatives and value engineering awards resulted in $129 million in savings, as well as the highest missile systems readiness rates in ten years. The command's Army Primary Standards Laboratory was the first DOD facility to be accredited by the National Institute of Standards and Technology.

After three years of planning and preparation, the Army National Guard activated the Operational Support Airlift Command (OSACOM) on 2 October 1995. Responsibility for all day-to-day airlift support missions for the Total Army within the continental United States (CONUS) resided with OSACOM from that point forward. The mission, transferred from the active Army, consolidated 49 Guard aircraft from state flight detachments throughout CONUS and 77 active Army airplanes from 15 regional flight centers. Full-time active Army and Guard soldiers, as well as Department of the Army (DA) civilians, belonged to the command. OSACOM's air transport missions decreased commercial air costs by $18.4 million.

PERSCOM (U.S. Total Army Personnel Command) gained new missions in three functional areas: Army Retirement Services Office (from Community and Family Support Center [CFSC]); Professional Development (from Health Services Command); and Army Medical Department (AMEDD) (Acquisition) (from the Office of the Surgeon General). With these new missions, PERSCOM gained 13 personnel. The number of personnel authorized to PERSCOM, however, declined significantly during FY 96 as 335 authorizations for civilian personnel management and civilian personnel office regionalization were transferred to the Assistant Secretary of the Army (Manpower and Reserve Affairs) (ASA [M&RA]). Additional reductions, resulting from DA initiatives, changes in funding, early retirement and separation, and civilian personnel office regionalization, decreased PERSCOM authorizations by a further 337 personnel.

PERSCOM experienced other significant changes in FY 96 with the downsizing and reorganization of the Force Integration and Analysis Division within the Office of the Deputy Chief of Staff for Plans (ODCSPLANS). The Special Management Division was removed from ODCSPLANS and placed under OPMD (Officer Personnel Management Directorate). In August 1996, the Personnel Management Authorization Document (PMAD) function was removed from the Classification Structure Integration Division (CSID), ODCSPLANS, and given to the Office of the Deputy Chief of Staff for Personnel (ODCSPER). The PMAD was the Army's single source for active Army authorizations and the Army's most current and accurate personnel authorization document. Effective September 1996, ODCSPLANS eliminated the Personnel Integration Division, incorporating its personnel system function and workforce into the CSID. CSID then established the Personnel Proponent Branch (PPB), whose mission was to optimize the eight lifecycle management functions for personnel between the branch proponents, major Army commands (MACOMs), and the Army Staff. ODCSPLANS also eliminated its Force Structure Branch, reassigning its personnel within the Military District of Washington (MDW).

A major effort to reengineer the Army's medical assets for the next century resulted in the activation of the U.S. Army Medical Command (MEDCOM) in 1994, referred to by General Gordon R. Sullivan, Chief of Staff of the Army (CSA), as the "first Force XXI major command." The Army Surgeon General, Lt. Gen. Alcide M. LaNoue, immediately conducted a top-to-bottom functional analysis of assets with the intent of creating a streamlined, "flattened" organization to ensure that medical requirements were being anticipated and properly met. As a result, seven regional medical commands (RMC) were created to integrate reserve component forces, containing 70 percent of the Army's medical assets,

into a seamless, combat-ready force by improving liaison with all units in their geographical areas.

The Army has long recognized that soldiers and their families must remain healthy, whether before, during, or after deployments. In addition, reemphasizing wellness could reduce health care costs. The new Center of Health and Preventive Medicine, established in FY 96, concentrated promotion and prevention assets in one unified organization. Soldiers and families would be taught to develop and maintain healthy lifestyles, thereby eliminating potentially devastating illnesses and their corresponding emotional and financial burdens.

An entirely new organization was established in the Army Secretariat, combining functional responsibilities that were previously spread throughout the Secretariat and the Army Staff. The Secretary of the Army activated the Office of the Deputy Under Secretary of the Army (International Affairs) (ODUSA-IA) in May 1996, providing a single office to develop policy on and implementation of Army international activities in support of U.S. national security objectives. The organization supported the Secretary of the Army and the CSA, and represented the Army on all international policy matters with the Office of the Secretary of Defense (OSD), defense agencies, and other services, as well as before Congress. As the DOD Executive Agent on numerous issues requiring interagency and multinational organization coordination, the Secretary of the Army delegated this responsibility to the DUSA-IA. Through its international activities, the organization supported Army regional component commanders' strategies and objectives. ODUSA-IA was directly responsible for the Army's relationships with international organizations, as well as with foreign governments, armies, and defense departments.

The organization's functional responsibilities were divided among political-military interaction, security assistance, materiel-technical cooperation, and foreign attaché liaison. Political-military interaction included activities to improve mutual understanding, enhance military capabilities, and share experiences with friendly and allied nations that might have been expected to participate in future coalition operations. The Army's security assistance program helped provide friendly and allied nations the capability to defend themselves against legitimate threats. Equipment, services, and training were transferred to foreign governments and international organizations through foreign military sales, direct commercial sales, international military education and training, foreign military financing, transfer of excess defense articles, and provision of equipment and services to support peacekeeping and humanitarian assistance operations. Materiel-technical cooperation activities were primarily conducted with industrialized nations to improve multinational force compatibility and foster defense cooperation in armaments by eliminating duplication

and sharing weapons systems research and development. ODUSA-IA's foreign attaché liaison function supported foreign attachés, interacted with the Washington Foreign Military Attaché Corps, and showcased the Army to high-level visiting foreign military and civilian personnel.

Diminishing resources and the HQDA (Headquarters, Department of the Army) Redesign initiative, a comprehensive review of processes and functions by senior Army leadership that recommended consolidation and streamlining, forced the Office of the Assistant Chief of Staff for Installation Management (OACSIM) to develop restructuring plans in FY 96 to decrease and reshape the organization. Initiatives to reduce OACSIM by 333 spaces between FY 96 and FY 03 were adopted, and implementation began in FY 96. At the same time, OACSIM's major programs (BRAC, Barracks Construction and Renovation, Army Communities of Excellence, Environmental Restoration, and Community and Family Programs) survived, while new programs (such as Competitive Sourcing, Capital Venture Initiatives, and Leased Space Reductions) were initiated.

At the beginning of FY 96, OACSIM's authorized strength, including its two staff support agencies (SSAs) and three field operating activities (FOAs) was 769 personnel. The two SSAs were the Army Environmental Office and the BRAC Office. The three FOAs were the Installation Support Management Activity, the Army Environmental Center, and the Community and Family Support Center. In FY 96, the Community and Family Support Center, the largest activity with 331 personnel, gained 135 spaces with the transfer of the Army Marksmanship Unit from Forces Command (FORSCOM) but began a reduction of 216 spaces, which was scheduled to end in FY 97. The two SSAs were scheduled for elimination between FY 97 and FY 03, with their functions to be transferred elsewhere within OACSIM or its FOAs. In addition, other offices would be reduced or eliminated.

In summer 1995, Secretary of the Army Togo D. West, Jr., decided that the Army needed a more effective resource allocation process than the Select Committee (SELCOM), the 28-person HQDA senior committee that reviewed, coordinated, and integrated the Army's Planning, Programming, Budgeting, and Execution System (PPBES) actions. In addition, the SELCOM reviewed Army policy, plans, programs, and budgets, and referred important issues to the Secretary of the Army and the CSA. Secretary West was particularly interested in creating a more streamlined decision-making body and involving the top Army leaders in the resource process.

On 20 July 1995, Secretary West disestablished SELCOM and established the Army Resources Board (ARB) as the Army's final decision authority on policy, plans, programs, and budgets. The Secretary of the Army, with the CSA as vice chair, chaired the nine-member ARB, which

paralleled the Defense Resources Board. In contrast, the Under Secretary of the Army and the Vice Chief of Staff of the Army had cochaired the SELCOM. The mission of the ARB Support Group, which met regularly, was to review all issues and attempt to resolve problems before the ARB considered them. The ARB Support Group was designed to facilitate the process and enable senior leaders to oversee jointly PPBES and support the ARB process. If necessary, the twelve-member ARB Support Group could expand by four additional senior leaders to form the ARB Support Group–Ad Hoc to discuss issues requiring broader input.

On 11 January 1996, the Under Secretary of Defense (Acquisition and Technology) designated the Army to establish a Joint Aerostat Project Management Office for Cruise Missile Defense (CMD). Employing sophisticated sensor packages in tethered, lighter-than-air platforms, aerostats could provide over-the-horizon surveillance, tracking, and fire control for air defense systems such as the Patriot, the Medium Extended Air Defense System (MEADS)/Corps surface-to-air missile, and the Navy SM2. On 22 January, OSD increased the Army's TOA by $533 million from the FY 97–01 POM (Program Objective Memorandum), providing funds for the program. The Assistant Secretary of the Army (Research, Development, and Acquisition) (ASA [RD&A]) tasked the Commanding General, U.S. Army Space and Strategic Defense Command (SSDC), on 6 February to set up the organization in Huntsville, Alabama. SSDC maintained operational control of the organization with joint staffing. From FY 96 to FY 02, technology development was expected to cost $655 million and produce two aerostat-based operational sensor units.

Installations

In the early 1960s, DOD closed major military installations without concern for the effect upon surrounding communities; in response, legislation in the mid-1970s required congressional involvement in the future. In 1983, a presidential commission recommended that a nonpartisan independent commission be established to approve DOD recommendations and, in 1988, the Secretary of Defense chartered a BRAC Commission. To alleviate concerns about whether the process was fair and objective, the BRAC Act of 1990 established a uniform evaluation procedure for all military services. The BRAC Act further required the convening of BRAC Commissions, consisting of presidential appointees, in 1991, 1993, and 1995 to review DOD recommendations for closures and realignments. Nearly all of the Army's recommendations for BRAC 95, the last downsizing opportunity for the future, were approved. In 1996, the final list of installations to be closed or realigned under the BRAC Act of 1990 was approved.

With expenditures on unnecessary installations decreasing significantly, resources were freed for readiness and modernization programs. The Army was planning to be positioned for Force XXI without the burden of excess infrastructure. Additionally, valuable assets could revert to local communities when no longer needed by the Army. The majority of all Army installations were affected by the BRAC process, whether as BRAC candidates or by receiving functions from closing or realigning sites. Since full implementation of all four commissions was expected to result in recurring annual savings of about $1 billion, the Army pursued efforts in FY 96 to accelerate all BRAC actions from previous rounds.

In 1995, the Army reached an important milestone for the BRAC program, closing the last of the installations recommended for closure by BRAC 88. Additionally, the Army began to work aggressively to initiate the twenty-nine closures and eleven realignments recommended by BRAC 95 and to execute requirements under BRAC 91 and 93. During FY 96, the Army closed Fort Devens, Massachusetts—the last of five installations identified for closure by BRAC 91—a year early. Fort Devens' primary tenant, the 10th Special Forces Group, relocated to Fort Carson, Colorado, upon completion of newly constructed facilities. Closure of Fort Devens and the realignment of the Army Research Laboratory in Adelphi, Maryland, concluded the successful BRAC 91 program. The closure of Vint Hill Farms Station in Virginia, the Army's only base elimination in BRAC 93, was scheduled to be completed by the end of FY 97, two years early. FY 96 was the first of a six-year implementation period for the BRAC 95 round. In September 1996, Fort Holabird, Maryland, as part of BRAC 95, was closed. In 1996, the Army completed the St. Louis–based ATCOM closure and began construction at Fort Leonard Wood, Missouri, to house the Military Police and Chemical Schools from Fort McClellan, Alabama.

Installations scheduled for realignment in FY 97 were Fort Meade, Maryland; Detroit Arsenal, Michigan; Fort Dix, New Jersey; and Fort Lee, Virginia; this necessitated preparatory work in FY 96 as part of BRAC 95's twenty-nine closures and eleven realignments. Smaller base or activity closures, realignments, disestablishments, or relocations that were contingent upon selling the property at fair market value, as prescribed by the commission, included Branch U.S. Disciplinary Barracks, Lompoc, California; Rio Vista Army Reserve Center, California; and Big Coppett Key, Florida, all closed in January 1996. Scranton Ammunition Plant, Pennsylvania, closed in March 1996, though its closure was not directed by a BRAC commission or mandated by public law. By the end of FY 96, the Army had closed 674 facilities worldwide (81 in the United States, 572 in Europe, 17 in Korea and the Pacific, and 4 in Panama).

To alleviate the economic impact upon local communities, a 1993 presidential initiative and its subsequent inclusion in the National Defense

Authorization Act of FY 94 gave authority to the Secretary of the Army to transfer real or personal property at closing or realigning installations to promote economic redevelopment and job creation. Under this new disposal process, termed an economic development conveyance (EDC), the Army could review a local reuse authority (LRA) business plan for the property and establish a payment plan. In FY 96, EDCs were approved for Fort Benjamin Harrison, Indiana; Fort Devens, Massachusetts; and Tooele Army Depot, Utah. In addition, the Philadelphia Authority for Industrial Development submitted an EDC in July 1996 for the Defense Personnel Support Center Clothing Factory in Philadelphia.

Closed in 1995, Fort Benjamin Harrison was approved for an EDC to the Fort Harrison Reuse Authority at a reimbursed cost of $6.1 million to be paid over ten years in four installments. The state purchased the golf course; a new state park would preserve 1,400 acres as a wildlife habitat; and the main post would become the town center for Lawrence, Indiana. Redeveloping the installation was expected to provide 6,000 new jobs.

When Fort Devens was closed, the Army retained a portion as the Devens Reserve Forces Training Area. Other portions were transferred to the Department of Labor; the Federal Bureau of Prisons for a regional medical facility; and the U.S. Fish and Wildlife Service for expansion of the Oxbow National Wildlife Refuge. In November 1995, the Massachusetts Government Land Bank requested an EDC for the remaining 3,400 acres (the primary portion of the main and north posts, which consisted of approximately 870 buildings, 6 million square feet of building space, and all utilities), and agreed to pay $17.9 million over six years in six installments. The Gillette Company was constructing an $18 million warehouse and distribution center and a $50 million plant, while Boston & Maine Railroad had established a railhead and transportation facility. The reuse plan was expected to create 20,000 direct and 50,000 indirect jobs.

Tooele City Redevelopment Agency submitted an EDC in March 1996 for the entire 1,700 acres of Tooele Army Depot, which, since it was located outside of a metropolitan area, qualified for a no-cost conveyance; this action enabled the Army to avoid $1.9 million in annual costs. The 400,000 square foot maintenance facility and its equipment were transferred to the redevelopment agency, subsequently sold to Penske Industries, and used to rebuild diesel engines and transmissions. Within five years, 2,800 new jobs are expected to be created and, when the facility reaches full operation, 3,800 jobs.

Closing many overseas bases was an essential element of transforming the Army from a forward-deployed force to a power-projection force. Due to worldwide commitments and the need to deploy troops around the world as speedily as possible, not all overseas bases could be closed. Retaining only those installations that supported such a necessary forward

presence, the Army closed seven of every ten overseas sites. By the beginning of FY 97, European closures were about 97 percent complete, representing the closure of 188 million square feet of facilities, equivalent to closing 12 of the Army's largest installations. Base closures in Korea were 86 percent complete and in Panama, 30 percent complete.

Under the terms of the 1977 Panama Canal Treaty, all U.S. forces had to be withdrawn and all property transferred to the Panamanian government by 31 December 1999. During FY 96, the U.S. Southern Command (SOUTHCOM) conducted operations under a treaty implementation plan that would reduce its force structure to zero by 1999 and complete the transfer of military properties by 1997. By the end of FY 96, more than one-third of all Army properties had been transferred and the rest remained on schedule. In September 1996, Fort Amador, headquarters for U.S. Army, South (USARSO), reverted to Panama.

To facilitate the transfer of SOUTHCOM from Quarry Heights, Panama, in 1997, the Secretary of Defense, in March 1996, approved construction of a new headquarters building in Miami. USARSO was designated DOD's Executive Agent for the move. While developing a comprehensive plan to ensure an efficient transfer, USARSO also assumed more responsibility for operations in Panama. Joint Task Force Panama, a joint headquarters enabling in-country crisis or contingency response, was commanded by the USARSO commanding general.

Civilian Force

The new Plans and Strategies Division, Office of the Deputy Assistant Secretary of the Army (Civilian Personnel Policy), in June 1996 developed the Mid-Year FY 96 Civilian Personnel Administration/Management (CPA/M) Plan, which contained strategies and goals for the next six months. In addition, the division also established, in August 1996, the FY 97–98 CPA/M Strategic Plan, which provided a framework for resource priorities. One purpose of both documents was to ensure the full partnership of civilians in the Army's future.

Efforts to streamline the civilian personnel system also occurred. By the end of FY 96, the Army had chosen nine of ten sites for the new regional Civilian Personnel Operations Centers (CPOC) and hired the regional directors. The CPOCs in Seckenheim, Germany, and Fort Belvoir, Virginia, became fully operational in FY 96, while CPOCs at Fort Benning, Georgia; Aberdeen Proving Ground, Maryland; and Fort Riley, Kansas, were opened. CPOCs in Taegu, South Korea; Rock Island Arsenal, Illinois; Redstone Arsenal, Alabama; and Fort Richardson, Alaska, were scheduled to open in early FY 97.

Under the concept of regionalized civilian personnel servicing, managers and commanders were given the capability to process personnel

actions, were trained to use new automated tools, and acquired accountability for the personnel actions they processed. With the new division of labor, personnel specialists at civilian personnel advisory centers were responsible for advising managers and commanders on their new roles, while CPOC personnel accomplished personnel administration processing services. The Army attempted to educate its customers on civilian personnel office regionalization through video teleconferencing, news bulletins, and brochures.

In May 1996, the CSA issued a "white paper" emphasizing the importance of professional development of Army civilian leaders. In June 1996, OSD issued revised senior grade targets lower than what the Army had programmed and assigned to MACOMs. During FY 96, the Office of the Assistant Secretary of the Army (Research, Development, and Acquisition) (OASA [RD&A]) began a reengineering process to revitalize the civilian acquisition corps and integrate it with the military component to form a single Army Acquisition Corps. An integrated civilian/military acquisition career management structure and development of a model for developing civilian acquisition leaders were primary goals. Through the Army Civilian Training, Education, and Development System (ACTEDS), the Army contributed $10.8 million to the competitive professional development of career employees and $19.9 million for civilian leader development. The ACTEDS Intern Program increased minority and female representation within the civilian workforce. With the establishment of the Army's Civilian Personnel On-Line Home Page in FY 96, information on personnel, training, jobs, and communications became easily accessible. In addition, the Personnel Management Information and Support System, an automated personnel support system offering on-line technical advice about civilian personnel management, became available.

The DOD Appropriations Act of FY 1996 mandated that the Office of the Director of Civilian Marksmanship, an Army activity under the Office of the Deputy Chief of Staff for Logistics (ODCSLOG), be disestablished and that its assets, property, and records be transferred to a private nonprofit corporation. On 1 October 1996, the Corporation for the Promotion of Rifle Practice and Firearms Safety replaced the Office of the Director of Civilian Marksmanship.

Management and Information Systems

Personnel Management

As the Army reached its drawdown end strength in FY 96, the personnel community decided to review its organizational support, calling the process its "back-to-basics" program. In looking forward to providing

service in Force XXI, the Army used the "back-to-basics" program to identify a foundation from which it could revolutionize personnel support. Although the basic structure of personnel service support was deemed appropriate, the Army recognized that it needed to establish preventive measures to eliminate future obstacles and enable future improvements. At the same time, personnel service support to soldiers and their families could not deteriorate. The Army was aiming toward providing a seamless coordination of personnel service support during peace, deployment, and operations. Recent peacekeeping operations, Army participation in Partnership for Peace (PfP) exercises in twelve Eastern European countries, and the forward-deployed presence in South Korea tested the personnel service support system.

In FY 96, PERSCOM developed several communications initiatives to take advantage of new technology such as electronic publication, client/server applications, information warfare, and distributed systems. These new tools would allow personnel decision cycles to occur at a more rapid pace and, in turn, would reduce the time involved in the personnel lifecycle. Operation ENGAGE for enlisted personnel management was one example of PERSCOM's new communications initiatives.

Following the successful conclusion of Operation DESERT STORM, Army deployments around the world doubled. Realizing that excessive deployment could have a deleterious effect upon soldiers and their families, the Army established an unofficial ceiling of 120 days per year as the maximum that an individual or unit should spend away from home. To measure individual and unit deployment, the Army developed PERSTEMPO (Personnel Tempo), where every day away from home counted toward reaching that ceiling. Army leaders began to distribute missions among a wider diversity of units to reduce the negative effects of deployments. To prevent the same individuals with highly desirable skills from being sent on constant deployment, the Army began to substitute soldiers with similar skills whenever possible. Moreover, the Army made a concerted effort to reduce the number of deployments and major training exercises. Surprisingly, however, soldier retention was apparently not affected negatively by the increased tempo of deployments, since reenlistments occurred at a high level.

The Army realized it must maintain a high level of data accuracy to ensure that personnel service support could be given as desired. To manage soldiers properly in the personnel lifecycle, as well as establish personnel policy, managers needed to know exactly where an individual soldier was stationed, what the soldier needed for future professional development, and when the soldier was due for reassignment or schooling. Access to accurate and readily available personnel data enabled personnel managers to provide units with appropriately skilled soldiers, thereby

ensuring that unit missions could be accomplished. Improved forecasting skills, coupled with access to accurate data, were expected to permit the Army to synchronize requirements with available or projected personnel. In addition, data accuracy would assist in selecting the right programs and devising appropriate budgets so that the personnel portion of the total Army budget (31 percent in FY 96) was spent in a cost-effective manner.

The Standard Installation/Division Personnel System 3 (SIDPERS–3) was anticipated to be the Army's prime catalyst for change in managing the personnel lifecycle. A new tool for automating personnel actions, SIDPERS–3 could push the Army toward its goal of total personnel visibility. SIDPERS–3 would provide that necessary data accuracy and enable personnel managers to know where a soldier was stationed, what job was being performed, and when the soldier should be moved. Earlier SIDPERS versions offered weekly updates of information, which were no longer sufficiently responsive for personnel managers. As data input and access to data reached real time, the personnel service community required a new system that would provide more immediate feedback. SIDPERS–3 would also permit personnel managers to compare and integrate personnel lifecycle data from the hundred-plus systems used within the personnel community. Reenlistment data could be used to predict recruiting needs; training school data could be used to identify soldiers for unit assignment; and data on force structure changes could affect recruiting, training, and assignment procedures. With information more readily available, personnel managers and leaders would be more capable in predicting and meeting the Army's needs, as well as those of its soldiers.

Throughout FY 96, the Army worked to develop SIDPERS–3, which passed its OPTEC operational assessment at Aberdeen Proving Ground, Maryland, in June and July 1996. Initial operational fielding of SIDPERS–3 occurred at Aberdeen Proving Ground in August 1996, and full fielding was expected to take place in April 1997. Although already a significant departure from earlier SIDPERS versions, SIDPERS–3 is a system that will allow for future improvements.

In response to Executive Order 12968, "Access to Classified Information," released in August 1995, the Secretary of Defense approved Change 3 to DOD Regulation 5200.2–R, *Personnel Security Program*, in November 1995. The U.S. Army Central Personnel Security Clearance Facility implemented the change in March 1996. This change, which revised the guidelines for adjudicating security clearances, was a significant departure from previous policy. Adjudicators would now evaluate the "whole person" rather than evaluating discrete characteristics or experiences that might indicate a potential security risk. Permitting evaluators to apply the "whole person" concept could result in a broader interpretation of disqualifying elements as well as mitigating circumstances. In addition,

the change revised due process, thereby expanding the rights of individuals. When a security clearance had been denied or revoked, the change permitted individuals to appear before an administrative judge and gave them the additional right to appeal the judge's ruling. These changes, when initially adopted, lengthened security clearance adjudication beyond the lengthy process that already existed.

Without managing and using personnel resources wisely, the Army would be unable to maintain readiness or conduct operations effectively. The Army recognized that it needed a new set of technologies and systems to be able to identify personnel needs accurately and articulate them to OSD and Congress. With Manpower Determination System, a workload management system, succeeding levels of leadership would add their comments, enabling rapid analysis once the information reached the HQDA level. The system was tested in June 1996, followed by plans for development and application. After the Army Audit Agency (AAA) gives a comprehensive evaluation of the system, the Army anticipates that the Manpower Determination System will be installed in several commands by FY 97.

The Total Officer Personnel Management Information System II (TOPMIS II) was part of the Officer Personnel Management Directorate (OPMD) effort to improve access to and management of officer personnel data. The Army expected that TOPMIS II would improve career management of Army officers by their assignment officers, distribution managers, personnel service companies, and military personnel services worldwide. Services available on-line for TOPMIS II users—primarily OPMD and other PERSCOM offices—included the Officer Record Brief, Officer Record Detail, Command Slating Stabilization Break, Goaling and Monitoring, Cycle Validation, Field Interview, and Colonel's Assignment Sheet. TOPMIS users would, for example, be able to view Officer Record Briefs on-line; access all officer personnel data through the Officer Record Detail subsystem; access specific Acquisition Corps data and specialized reports; and slate qualified officers for command positions. A TOPMIS II development team of military, civilian, and contractor personnel was formed in February 1996 to reengineer the mainframe-based TOPMIS, the existing version, into a client/server environment.

The Officer Evaluation Report (OER) in use in FY 96 had been in place for nineteen years. Although devised to be inflation proof, the OER had, over time, experienced insidious inflation. A survey of 1,500 officers demonstrated the consistent opinion that a new OER was needed desperately and that all officers, regardless of grade, should be evaluated in the same format. A new feature on the OER was a section identifying the rated officer's unique skills or areas of expertise. The OER Support Form, which has been in use for two decades, facilitates communications

between the rated officer and the rater by forcing them to identify clearly their expectations and goals. The officers who were surveyed highly recommended that the OER Support Form be retained in whatever new OER system was developed. A new form, the Junior Officer Developmental Support Form (JODSF), was designed as part of a new leader development package to assist junior officers in their transition into the Army. Aiding subordinates in understanding organizational goals would be accomplished by a new requirement for raters and senior raters to provide their own OER Support Forms to all officers at the next two lower levels. To ensure that senior raters could not rate the bulk of their officers above average, the "Managed Profile Technique" was recommended as an inflation control tool in the new system. The new forms were tested at five overseas locations in FY 96 and were well received, particularly the JODSF. Reaction to the additional counseling required as part of the JODSF was overwhelmingly positive. Implementation of the new OER system was scheduled to occur on 1 October 1997.

Modernization of the Officer Personnel Management System (OPMS), named OPMS XXI, was a yearlong effort to change personnel management tools so that Army officers would be prepared to meet necessary tasks in pursuit of the Army mission. The Army was also reviewing the Enlisted Personnel Management System (EPMS) in FY 96 with a view towards modernizing it the following year in an EPMS XXI review. In both cases, the Army's goal was to manage career paths effectively so that the personnel community could provide correctly trained individuals when the Army needed them.

In 1995, the Army Family Action Plan General Officer Steering Committee decided that enlisted personnel management was inefficient, obsolete, nonparticipatory, and reactive; the committee tasked the Enlisted Personnel Management Directorate (EPMD) to develop a better system. At the time, enlisted soldiers did not have a venue for interaction with assignment managers or the opportunity to match their skills and preferences with the Army's needs. As the enlisted force decreased, the Army determined that enlisted soldiers' careers could be managed similarly to those of officers.

In July 1995, the Army introduced Operation ENGAGE, a set of communications initiatives designed to engage enlisted personnel in their own career management. The Interactive Voice Response System (IVRS) became operational in September 1995, enabling access to any database and providing automated information on assignments, schools, and retention. The IVRS routinely received 5,500 calls daily. In June 1996, the IVRS was updated to include automated information on the Exceptional Family Member, Compassionate Reassignment, and Married Army Couples programs. Additionally, in September 1995, EPMD career

branches began to accept direct fax communications from soldiers and personnel offices, expediting processing time. EPMD also designed new e-mail addresses that readily identified branch managers; published and distributed EPMD pocket reference cards; and began sending 4,000 weekly HQDA "PERSGRAMs" (letters formatted like telegrams) on important career issues directly to affected soldiers.

Information Management

The Information Technology Management Reform Act (ITMRA), incorporated in the National Defense Authorization Act of FY 96, required the appointment of a CIO in executive agencies; the CIO would report to that agency's Chief Executive Officer. The Army appointed a CIO to report to the Secretary of the Army and began implementation of additional requirements mandated by ITMRA. Executive agencies were further directed to improve their business processes; develop interoperable information resources; develop information technology standards; and plan an interoperable command, control, communications, computers, and intelligence (C4I) architecture that would eliminate functional "stovepipes" and cut across service lines. Designating a CIO would enhance the Army's information technology readiness. The Army Enterprise Strategy (AES), ten principles for achieving information superiority in wartime against any adversary, would more easily receive funding and implementation with CIO support.

The Army's goal in information management was to develop a secure and interoperable flow of information to warfighters. The Army Enterprise Architecture (AEA) program attempted to establish seamless interoperability and to digitize the battlefield, building upon the 1993 Army Enterprise Vision and fulfilling the 1996 legislative requirement for an information technology architecture. Using the visions and requirements of warfighters, AEA would develop a blueprint of necessary future information systems that would also drive information technology investment. The three components of the AEA were the Army Operational Architecture—comprising missions, functions, tasks, information requirements, and business rules; the Army Systems Architecture—consisting of the physical layout of systems and communications; and the Joint Technical Architecture–Army (JTA-A)—establishing system "building codes" and guidance for joint and combined use. The Army Technical Architecture (ATA) was signed in January 1996, became the basis for the Joint Technical Architecture (JTA) published in August 1996, and then served as the Army's implementation of the JTA. Not only did AEA provide Force XXI and the Army After Next their information technology architectures, but it is designed to enable the attainment of information superiority. In addition, AEA will be crucial for creating a digitized divi-

sion by 2000, a digitized corps by 2004, and a digitized active Army by 2010. Funding AEA was essential for achieving all these goals, and the Army made significant progress in FY 96 toward obtaining necessary funds.

To provide the capability to interact with other commands and agencies, PERSCOM Information Systems Command (PERSINSCOM) installed a video teleconferencing system in November 1995, albeit with outdated equipment from the Army Reserve Personnel Center (ARPERCEN). In April 1996, the old equipment was replaced by a new system. Frequent use by PERSINSCOM staff decreased TDY (temporary duty) costs and reduced time away from home station. In FY 96, PERSINSCOM added a new feature to the video teleconferencing system, which permitted communication with a larger array of agencies. The system was scheduled for upgrading by June 1998 to ensure interoperability with other DOD systems.

The handling of national security information was changed dramatically in April 1995 with Executive Order 12958. New guidelines for review, downgrading, declassification, and exemption from declassification created a uniform system for classifying, safeguarding, and declassifying information. Agencies were required to review all classified information more than twenty-five years old and within permanent records for declassification or exemption. If not reviewed, documents would be declassified automatically in April 2000. With 270 million pages of documents to review at an estimated cost of $256 million, the Army established an Army Declassification Activity in June 1996.

In another improvement to information management, the AAA upgraded its communications infrastructure in FY 96. AAA's DOS-based office automation system was replaced with Windows 95, permitting real-time correspondence and providing Internet access. The AAA Information Management System (AIMS) was converted from a UNIX-based minicomputer system with limited networking capabilities to a personal computer–based network system. Additionally, training applications that helped to identify training needs were added.

A new measurement tool, the Installation Status Report (ISR), would allow installation commanders, MACOMs, and HQDA staff annually to assess installation management against Army-wide standards. The ISR was expected to identify requirements, measure progress, and assist in resource allocation, as well as eliminate numerous other reports. ISR Part I, Infrastructure, was fielded in FY 95; ISR Part II, Environment, in FY 96; and Part III, Services, is expected to be fielded in FY 98. Ratings were similar to those of the Unit Status Report (USR), a monthly report on equipment and personnel readiness submitted by every Army unit. Acceptable readiness levels were designated C1

and C2, or green; situations in which readiness problems were developing were identified as C3, or amber; and C4, or red, identified areas in which readiness had not been achieved. The first worldwide submission of the ISR occurred in FY 96. ISR Part I reported the physical condition and availability of 219 major facility types at 227 Army installations worldwide; overall, they were rated C3. ISR Part II reported on the quality of twenty-five environmental programs at 144 Army CONUS installations, both active and reserve, with an overall C2 rating achieved. ISR Part III had not yet been developed by the end of FY 96. All ISR data were compiled in the Headquarters Installation Status Report to be used above the installation level for identifying deficiencies and evaluating their effects upon mission performance.

The ODCSLOG initiated a seven-week program, the HQDA ODCSLOG War on Equipment On-Hand (EOH) Shortages, in FY 96 to improve equipment readiness and to prevent EOH shortages from becoming a commander's major concern. When ODCSLOG received USR input, it identified thirty EOH shortages and forwarded them to AMC. AMC, with its subordinate commands, researched the issues and then hosted an in-progress review to obtain a coordinated resolution from affected agencies and commands. This became the Army Materiel Status System, with program execution scheduled to begin in FY 98.

To identify any possible vulnerabilities that digitization might cause in Force XXI, the CSA directed that a full range of information warfare attacks be conducted to reveal any such weaknesses and that appropriate countermeasures be developed. In May 1995, the U.S. Army Intelligence Center established an Information Operations Task Force, which developed an information operations war game that was conducted in November 1995. The regional conflict scenario involved eighty-two participants from twenty-seven Army and joint organizations in a corps-level exercise. Results were briefed to Army leaders in January 1996 and an after-action plan was developed to resolve issues. In conjunction with the Director of Information Systems for Command, Control, Communications, and Computers and the Office of the Deputy Chief of Staff for Operations (ODCSOPS), the Intelligence Center created the C2 Protect Management Plan in a broader attempt to assess Army vulnerabilities with respect to information technology.

Automation Systems

The Army Recruiting and Accession Data System (ARADS) collected information on every Army enlistee, both active and reserve, and forwarded it to the Total Army Personnel Data Base (TAPDB) and to recruiters. Applicant processing information was obtained electronically from the Military Entrance Processing Command, while training school reservations

were received through the KEYSTONE RECRUIT Quota System. During FY 96, the base year of the extended ARADS contract, a major engineering change proposal was planned. Additionally, a migration strategy permitted ARADS to function on new client/server equipment until the Joint Recruiting Information Support System was implemented. Integrating ARADS into the Army Personnel System architecture was expected to improve standardization, efficiency, accuracy, and performance.

The KEYSTONE System, an interactive on-line personnel system supporting thousands of Army users worldwide, supplied critical automated tools for accession, training, assignment, retention, reclassification, and mobilization. KEYSTONE was originally run on a contractor's mainframe, but in an effort to reduce costs, PERSINSCOM in FY 95 acquired a mainframe for the Army that duplicated the contractor's. By December 1995, KEYSTONE was operated solely on the government mainframe. The system was aging, however, and not meeting the needs of the personnel community. KEYSTONE application software was being redesigned in FY 96 and converted to the client/server environment to accommodate more users and permit more capabilities.

KEYSTONE REQUEST, a subsystem of KEYSTONE fielded in 1972 and written in FORTRAN, was used to make training reservations and unit assignments for all Army enlistees. Information on slots available for training was obtained from the Army Training and Requirements System. When soldiers left the active Army with service commitments, ARNG vacancies for them could only be found by making telephone calls. To improve this transition, the Guard fielded the National Guard Automated Unit Vacancy System during FY 95 and 96. States sent weekly lists of vacancies to the Guard for consolidation; the consolidated list was then posted on the KEYSTONE REQUEST host, where it was accessible to users worldwide. Software changes to KEYSTONE REQUEST had been written in several computer languages over time, making future changes increasingly difficult. An expanding base of users, however, made improvements essential. To provide better support and to enable faster software updates, the KEYSTONE REQUEST subsystem was being migrated to a client/server environment.

Programming for the Reserve Statistics and Accounting System (RSAS) was completed and moved into production in FY 96. Approval was pending on some functional elements of RSAS, while other elements had already been implemented. The purpose of RSAS was to replace a myriad of systems—Consolidated Army Reserve Strength Accounting System, Strength Accounting System, Reserve Component Common Personnel Data System, Training Requirements Generator System, and Duplicate Social Security Number System. RSAS used the resources of the Total Army Personnel Data Base–Reserve (TAPDB-R) to report the

Army Reserve's personnel strength. The Defense Manpower Center, as well as many other DOD and Army clients, used RSAS information.

The purpose of the Standard Installation Division Personnel System–United States Army Reserve (SIDPERS-USAR)–Migration was to provide automated personnel management information for Troop Program Units (TPU) by migrating the system to the TAPDB-R. TPU data had been maintained in a separate database from the rest of the reserve force. Personnel and organization data were coded by users and transmitted electronically to SIDPERS-USAR, where they were edited for validity and compatibility. Documents produced by the system for personnel and administrative support were given to MACOMs, Major United States Army Reserve Commands (MUSARC), and TPU users. During FY 96, functional description and requirements documents for the SIDPERS-USAR migration were completed. Migrating SIDPERS-USAR to TAPDB-R would allow users to access information on TPU and non-TPU soldiers from a single source.

The Retirement Point Accounting System (RPAS), originally developed as an on-line and real-time program for the Army Reserve Personnel Command (ARPERSCOM), acquired data from the TAPDB-R but was unable to interface with the systems of other TAPDB-R users. The ongoing transition of ARPERSCOM, which would result in fewer personnel, precipitated the decision to redesign RPAS. The new system supplied standardized data from which other ARPERSCOM automated personnel systems could obtain information. In addition to interface ability, the redesigned RPAS offered new functions for tracking, reporting, and accounting for retirement points.

The Defense Enrollment Eligibility Reporting System (DEERS), an automated information service that identified individuals who were eligible for military benefits, was developed in 1979 to reduce fraud and abuse of military health care. The Real-Time Automated Personnel Identification System (RAPIDS), fielded in 1985, acquired data on family member entitlements from DEERS, ensuring that benefits listed on identification cards were correct. Since then, however, significant changes in entitlements and technology reduced the efficacy of the DEERS database, necessitating a redesign of DEERS and RAPIDS. In November 1995, a committee was formed to design the Enrollment Eligibility RAPIDS Reconciliation. Revocation of privileges could now be noted in the system, and the DEERS database was automatically updated when new identification cards were issued. Fielding of and training on the new system occurred at Fort Belvoir, Virginia, on 28 September 1996, with DOD testing beginning on 30 September.

The U.S. Transportation Command's Joint Transportation Corporate Information Management Center was appointed to accelerate implementa-

tion of DOD transportation migration systems by March 1997, in response to a 1993 Deputy Secretary of Defense directive. In November 1995, DOD designated the Army to develop the Joint Transportation Coordinators Automated Information for Movements System (TC AIMS II) to enhance installation transportation and unit movement automation, replacing existing movement information systems. The Marine Air-Ground Task Force II/Logistics Automated Information System became the migration solution for unit movement. The Army Transportation Coordinators Automated Command Control Information System (TC ACCIS) module for rail loading and the DA Movement Management System–Redesign section for planning convoys were the models for the unit move function. Finally, the Air Force's Cargo Movement Operations System was selected as the system for the installation transportation office. The TC AIMS II transition office of twenty joint military and civilian personnel was established in January 1996. In August 1996, funding for TC AIMS II was transferred from the Air Force and Marine Corps to the Army. The Army transferred $15.5 million from TC ACCIS; the Air Force contributed $17.9 million and the Marine Corps $3.0 million. Combining the services' best systems, TC AIMS II was expected to provide common deployment and daily operational automation tools, as well as in-transit visibility data to DOD systems, such as the global transportation network.

Significant efforts to modernize the U.S. Army Central Personnel Security Clearance Facility's (CCF) automation systems began in FY 96. The Information Processing Center supporting CCF began migrating the Clearance Management System to an open system operating environment. PERSCOM obligated FY 97 funds for software development, computer maintenance, workstation upgrades, and telecommunications upgrades. The latter two upgrades were essential for compatibility with new Defense Investigative Service automation that is to begin providing electronic investigation reports instead of hard-copy ones in FY 97.

The Total Army Personnel System (TAPSYS) was a contract providing for automated data processing services, including software development and personnel systems support, to ODCSPER. The first TAPSYS contract, which ran from April 1989 to September 1994, was a cost-plus-fixed-fee contract, with work assigned to the contractor via work orders. TAPSYS–2 was signed in August 1994 and permitted both level-of-effort (where requirements were not well known and purchases were made for a specified number of work hours) and completion delivery orders (where requirements were well defined and purchase was made at a guaranteed price). TAPSYS–2, with a five-year life span and an approved ceiling of $111 million, supplied automated services ranging from help-desk operations to client/server migration support. In FY 96, thirty-six delivery orders were issued, at a value of $25 million.

When PERSINSCOM reorganized in 1994, the Plans and Operations Directorate acquired the Project 80X (later named Personnel Enterprise System–Automation [PES-A]) office. By mid-1996, the 80X II contract desperately required extension, and PES-A was established as a separate organization to accomplish this. PES-A concluded over 30 contract documents, saving $40.7 million of the original system cost and adding 6 years to the program. At the same time, PES-A began to develop replacement alternatives for the 80X II, which were scheduled to be completed before February 1997.

The National Guard Bureau (NGB) operating system in 1996, an IBM Multiple Virtual System/Extended Architecture on an Amdahl 5850 computer, was being eliminated from vendor maintenance the following year. PES-A, responsible for ensuring hardware compatibility among Army personnel commands, negotiated with IBM and added the NGB Multiple Virtual System/Extended Systems Architecture to the PES-A contract for $241,000. The migration of the NGB Headquarters operating system enhanced processing ability and reduced NGB maintenance costs 25 percent.

The AES contained an objective for power projection of the command, control, communications, and computer infrastructure (PPC4I). This was to be accomplished through digitizing communications at selected installations via hardware and cable upgrades, system interoperability, and software development. During FY 96, PPC4I efforts concentrated on modernizing local area networks (LAN) at Fort Campbell, Kentucky; Fort Lewis, Washington; and Fort Bliss, Texas. Work progressed on LANs at Fort Hood, Texas, and Fort Stewart, Georgia, with completion scheduled for late 1996. Telephone switches were replaced at Fort Stewart and upgraded at Fort Hood, Fort Bliss, and Kwajalein Atoll. At Fort Campbell, Fort Lewis, and Fort Benning, Georgia, switches were expanded. Cable rehabilitation projects were awarded at Fort Bragg, North Carolina, Fort Hood, Fort Stewart, Fort Campbell, Fort Lewis, and Fort Bliss. Switch and cable projects would be operational in FY 97. Another technology insertion program relied on the installation of larger capacity servers to support an increased Defense Information Systems Network bandwidth. Progress through FY 96 was considerable and was expected to remain on schedule in FY 97. Additional funding was required to keep the program on schedule through FY 97 and FY 98.

Pay issues also received attention in the automation arena. In April 1996, AAA became a pilot agency under the program to reengineer DOD travel, which resulted in an automated travel process. Up to this point, DOD had processed travel orders and vouchers manually. ODCSPER led a team to develop an electronic interface between the military personnel system and the standard military pay system. Immediate results would

include more accurate pay transactions and a reduction in military pay workload and costs. AAA had recommended such an interface previously and sent representatives to serve on the team to ensure that appropriate management controls were instituted.

Use of the International Merchants Purchase Authorization Card, issued to 36,114 Army civilians and soldiers for local purchase transactions of $2,500 or less, grew 78 percent in FY 96 as the number of card transactions increased from 921,000 in FY 95 to 1.6 million in FY 96. As purchases with the card grew in FY 96 from a value of $427 million to $740 million and use of purchase orders declined, the Army saved nearly $120 million. According to an audit by AAA, the card saved an average of $92 when used in place of a purchase order. The greatest saving occurred in contracting offices (46 percent), with other savings in supply (22 percent), budget (19 percent), and requesting (12 percent) organizations. The Army remained the largest single federal user of the card. The Assistant Secretary of the Army (Financial Management and Comptroller) (ASA [FM&C]) established a team to review practices associated with the card and to streamline and modify them as necessary.

3

Budget

Economies and Efficiencies

The NPR of 1995 emphasized results, customer satisfaction, decentralization, and mission focus. In response, the Army implemented more economical and effective methods to accomplish its mission with decreased resources. Cost-cutting initiatives consisted of streamlining the workforce, improving customer service, initiating acquisition reform, and reducing regulations. Under the NPR charter permitting reinvention laboratories, agencies could test new methods without red tape. In FY 96, the Army designated FORSCOM and the Training and Doctrine Command (TRADOC) as DOD's only reinvention centers, which permitted them to coordinate directly with DOD for desired legislative changes.

MACOM efforts to reengineer and redesign forces were orchestrated to eliminate unnecessary levels and functions. Top-to-bottom assessments of institutional processes in all functional areas were expected to reduce nonessential functions, reallocate resources, and possibly reduce the number of MACOMs. Comprehensive reviews of all headquarters field operating and staff support agencies were conducted with a view toward reducing their number and privatizing functions where possible. New initiatives in acquisition and modernization were identified to increase efficiency and effectiveness.

The FY 97–01 POM update clearly demonstrated that the Army could not sustain essential modernization, improve quality of life, and maintain an end strength of 495,000 active duty personnel without additional resources. The Army established a senior-level Efficiency Working Group, headed by ODCSOPS, to generate significant annual savings by reducing costs, conserving resources, reengineering the force, and adopting sound business practices. The Cost and Economic Analysis Center and AAA reviewed and validated proposals made by the working group, and, after approval by senior leaders, the Army was expected to implement new initiatives.

The Total Army Quality management philosophy, adopted in 1992, resulted in organizations that anticipated and led change within FY 96.

The 1995 President's Quality Award Program honored five federal organizations for their improvements in efficiency and cost-effectiveness. Three of the five honorees were Army organizations, and all three belonged to AMC. The Red River Army Depot and the Armament Research, Development, and Engineering Center both won in the Quality Improvement Prototype category. The Tank-Automotive Research, Development, and Engineering Center won in the Presidential category. To further improve quality management, the Army implemented the Army Performance Improvement Criteria, based on the Malcolm Baldridge National Quality Award, which assess an organization's total operation.

The Manpower and Personnel Integration (MANPRINT) initiative that enabled the Army to design future systems around the user and to calculate effects on operators, maintainers, units, and the whole force continued in FY 96. Balancing system design against life-cycle costs, force structure requirements, and combat effectiveness, MANPRINT defined personnel requirements, minimized redesign, improved training, and enhanced soldier safety, health, and survivability. MANPRINT helped in the design of the cockpit of the Comanche helicopter so that it supported the full range of size and motion of male and female pilots. The use of modular components decreased maintenance requirements and damage to surrounding components. By applying the MANPRINT process, the Army saved more than $3 billion.

Integrated Sustainment Maintenance (ISM) combined all active and reserve component general support maintenance units, installation logistics directorates, maintenance depots, and defense maintenance contractors under a single management structure. Army sustainment maintenance workloads were centrally managed, maintenance and repair activities streamlined, costs reduced, and the Army's sustaining base repair capability maximized. A successful test program in 1994 was expanded in 1995. Army leaders were expected to approve implementation of ISM throughout the Army later in 1996.

Legislation

The Army progressed in developing acquisition practices similar to those of commercial business and in transforming its processes to results-oriented program management and performance budgeting. Numerous pieces of legislation both mandated and furthered this transition.

The new era of financial management reform began with the Chief Financial Officers (CFO) Act of 1990, enacted to improve federal agency accountability and financial reporting to provide decision makers with accurate and timely financial information. All federal agencies were required to appoint a CFO to centralize financial management, to prepare audited annual financial statements (which differed significantly from tra-

ditional federal financial reporting), and to modernize their financial information systems. The CFO Act exchanged vertical management for horizontal management, in an effort to eliminate "stovepipes" and permit better decisions at lower levels. Designated a pilot agency under the CFO Act, the Army had prepared audited annual financial statements since FY 91 on all Army funds. As did other agencies, the Army experienced difficulty in preparing the financial statements, since its financial systems remained based on appropriations (to accommodate the budget process). Due to the CFO Act, the Army revised its policies on physical inventory and the valuation of assets, incorporated outcome-oriented performance measures, and restructured its management control process.

The Government Performance and Results Act (GPRA) of 1993 built on the CFO Act's mandate to use accurate financial data for measuring performance and managing functional programs. To improve program effectiveness and hold federal agencies accountable for program results, GPRA required the development of strategic plans (by September 1997 for FY 98), annual performance plans for every budget activity (by September 1997 for FY 99), and annual performance reports (beginning March 2000). The annual financial reports required by the CFO Act and the annual performance reports required by the GPRA would be consolidated into one annual report comparing actual resources with achieved results. To ensure that performance measures would be developed to compare requested resources with results, the GPRA designated seventy pilot projects. The Army's three project agencies were the U.S. Army Research Laboratory, the U.S. Army Corps of Engineers (COE) Civil Works National Operation and Maintenance Program, and AAA. Through its project, AAA decided it needed to deliver services more efficiently to customers and identified their needs through interviews and surveys. In FY 96, AAA submitted its report, "Applying the Principles of the Government Performance and Results Act and Strategic Planning to the Inspector General/Audit Function," based on its role as a pilot project, to the President's Management Council as a case study on strategic planning and performance measurement.

The Government Management Reform Act (GMRA) of 1994 also resulted from NPR recommendations. Another piece of legislation, the Federal Financial Management Act of 1994, required all agencies covered by the CFO Act to submit audited financial statements, beginning FY 96, as well as a consolidated government-wide audited financial report, beginning FY 97. GMRA authorized the Office of Management and Budget (OMB) to adjust the frequency, due dates, and reporting requirements on a test basis. The Senate Committee on Governmental Affairs encouraged OMB to consolidate or adjust financial reporting requirements of numerous laws, a concept the Army had long supported.

Several legislative acts improved the changes made by the Federal Acquisition Streamlining Act (FASA) of 1994, which mandated implementation of NPR recommendations. The ITMRA and the Federal Acquisition Reform Act (FARA) of 1996 recognized the importance of information technology for effective government. These two acts, known as the Clinger-Cohen Act, provided opportunities to streamline and reduce unnecessary steps in the acquisition process. FARA provided contracting officers increased flexibility when contracting for commercial items, authorizing the use of simplified acquisition procedures to procure commercial supplies and services in amounts greater than the simplified acquisition threshold (SAT) of $100,000 but less than $5 million. This has resulted in a reduction of administrative and overhead costs and has eliminated some governmental barriers to industry. Moreover, when a contracting activity is implementing an electronic commerce/electronic data interchange, the act allows the use of simplified acquisition procedures for all requirements between $50,000 and $100,000. The Clinger-Cohen Act permitted DOD to focus on information technology resources, to reduce acquisition time, and to develop sound acquisition strategies.

Under the CIO Act of 1996, federal agencies were required to appoint a CIO to develop, maintain, facilitate, evaluate, and assess information systems. Federal agencies gained more flexibility in acquiring information technology. The CIO would work with the agency's CFO to develop a reliable, consistent, and timely accounting, financial, and asset management system. The CIO Act gave each federal agency more flexibility in information technology acquisition.

The FFMIA of 1996 required federal agencies to develop and maintain financial management systems that complied with federal requirements. FFMIA supplied uniform accounting standards; required full financial disclosure; was built upon the CFO, GPRA, and GMRA Acts; and enabled agencies to measure spending against results. Agency systems would be audited for compliance, and agency heads would report remedial actions to Congress.

To establish accounting standards for federal agencies and other users of federal financial information, the Federal Accounting Standards Advisory Board (FASAB) was created. The FASAB issues these standards under the title "Statements of Federal Financial Accounting Standards (SFFAS) and Concepts," but they are more commonly called Federal Generally Accepted Principles (FEDGAAP). FEDGAAP issued in FY 96 were: Accounting for Property, Plant and Equipment; Accounting for Revenue and Other Financing Sources; and Supplementary Stewardship Reporting. During FY 96, OMB revised its Federal Hierarchy of Accounting Guidance for the following: SFFAS and Concepts; OMB interpretations on FASAB standards; OMB guidance on Form and

Contents; Generally Accepted Accounting Principles; and other authoritative standards.

Army efforts at acquisition reform were guided by NPR initiatives. The Army gave program executive officers and program managers direct authority to expend resources, eliminated unique government requirements for Army contracts, mandated compliance with the ATA, and reduced data and management reports in Army contracts. Rather than specifying exactly how an item should be manufactured, the Army identified performance measures for systems. This allowed manufacturers to meet Army standards while maintaining flexibility and creativity in the production process, ultimately lowering Army costs. The Army also established a preference for commercial items, which generally cost much less than items made to unique military specifications. The Direct Vendor Delivery program permitted vendors to deliver directly to the ultimate consumer, saving the Tank-Automotive and Armaments Command $45 million on tire purchases. By purchasing items from the commercial sector, rather than developing them, the Army saved $400 million. MEDCOM the Prime Vendor concept, which permitted a single supplier to distribute a specified class of commercial supplies in a given geographical area based on orders that were submitted electronically, reducing Army storage costs.

Under FASA, the Army streamlined and reengineered acquisition programs, reducing documentation, oversight, and barriers to private industry as well as providing new equipment to soldiers more quickly. Cooperative Research and Development Agreements served as new mechanisms to transfer technology between the Army, academia, and private industry. TECOM developed the virtual proving ground, which was expected to reduce acquisition risk by using virtual prototypes before building actual systems.

DOD revision of acquisition regulations represented dramatic changes in acquisition reform and implemented fully the FASA. The new policies incorporated the recommendations of the 1995 Commission on Roles and Missions of the Armed Forces, stating a clear preference for contractor-provided logistics support and directing that joint programs be consolidated and collocated at the lead component's program office. Revisions minimized mandatory directions and encouraged program managers to tailor acquisition strategies. Additionally, acquisition policy for weapons systems and automated information systems was integrated, providing common guidance and oversight for software-intensive weapons systems. Mandatory acquisition procedures were established only for major programs, permitting services to manage their own programs. Integrated product teams were institutionalized, bringing representatives of all functional disciplines together to develop successful programs,

resolve issues, and facilitate decision making. In addition to a significant reduction in the size of acquisition regulations from 1,000 pages to 160, the number of mandatory standard report formats was decreased. The acquisition decision process was simplified by eliminating the Milestone IV decision point, stating a preference for one production review by the Defense Acquisition Board, and delegating the second production review to the military services.

On Acquisition Reform Acceleration Day, 31 May 1996, the Deputy Under Secretary of Defense (Acquisition Reform) launched the new on-line Commercial Advocates Forum on the Internet to accelerate the acquisition of commercial items, use of commercial practices, and elimination of barriers. DOD's entire acquisition community ceased normal operations for the day and focused on institutionalizing acquisition reform initiatives. Commanders and managers educated their personnel on pertinent acquisition reform changes, conducted open discussions, and supplied DOD with feedback for future improvements. In 1996, DOD conducted acquisition reform training through eleven interactive satellite broadcasts on subjects such as FASA implementation, the SAT, the Federal Acquisition Computer Network, the Single Process Initiative, the Overarching and Working-level Integrated Product Team Process, and the Electronic Commerce/Electronic Data Interchange. The Army trained more than five thousand personnel through its acquisition training seminars and began to develop career training programs for Army acquisition personnel.

Accountability

The Army and the Defense Finance and Accounting Service (DFAS) pooled their resources to resolve issues identified in past audits and to improve the reliability of financial data. Joint financial and functional teams were developing and implementing interim measures to address system deficiencies such as inadequate interfaces between personnel pay and property systems and the accounting system. The Army's accounting system relied on a series of field subsystems fed from an array of inventory, property, procurement, payroll, accounts payable, and other management information systems. Conversion from the Standard Army Civilian Payroll System to the Defense Civilian Pay System (DCPS) was completed in FY 96. Active and reserve components were already being paid by one system—the Defense Joint Military Pay System. AAA representatives served on a DOD team that evaluated the Corps of Engineers Financial Management System, used to perform accounting for the Corps of Engineers. The team planned to review test results to determine if the system could be used as a standard accounting system for DOD.

Cash management initiatives resulting from joint efforts between the Army and DFAS included encouraging civilian and military personnel to

be reimbursed for travel vouchers via Direct Deposit/Electronic Fund Transfer. Other initiatives involved educating Army vendors on the benefits of payment via Direct Deposit/Electronic Fund Transfer; expanding credit card purchases for small-dollar items; and reviewing commissary change funds and returning excess funds to the Treasury. In addition, the Army decreased cash payment advances for official travel by promoting use of the government charge card. These initiatives allowed the Army to reduce the cash it held, decreasing Treasury costs.

A visible cash management initiative resulted from the Prompt Payment Act, which required vendors to be paid on time to avoid late payment interest penalties. In 1996, the Army incurred interest on only .01 percent of disbursements subject to the Prompt Payment Act; the goal was to incur interest on no more than .02 percent. In addition, the Army took advantage of 87 percent of all discounts offered by vendors in 1996.

Debt management, which had grown noticeably on the heels of demobilization and downsizing, was an important element of the Army's stewardship over public funds. Debt from former soldiers represented a significant portion of the total funds due to the Army. In FY 96, the Army instituted policy changes and systems improvements that decreased former soldier debt from 52 percent of the total funds due to the Army in 1995 to 40 percent in 1996.

During FY 96, eliminating problem disbursements was one of the highest priorities of the Under Secretary of Defense (Comptroller). DFAS used a centralized clearance system that allowed one installation to make disbursements citing another installation's funds through intraservice transactions, interfund billings, and cross-disbursements. This system, however, produced problem disbursements, which adversely affected the accuracy of accounting reports, determination of the availability of funds, and rapid research and resolution of discrepancies. Since the Army conducted a significant portion of its transactions via the DFAS centralized clearance system, problem disbursements were a particular problem for the Army.

During FY 96, the financial management and legal communities made significant progress in bringing Antideficiency Act (ADA) violations to closure. The Army had sixteen potential ADA violations under investigation as of 30 September 1996. Of the cases completed in FY 96, only one was determined to be a violation of the act. Under the Military Construction Act of 1994, expenditure of military construction funds for certain cost-plus-fixed-fee contracts required prior approval by the Secretary of Defense. A violation of this restriction resulted in a case totaling more than $100 million. The Military Construction Appropriations Act of 1996 removed the restriction. The ADA tracking system was revised, adding visibility to the process, and an ADA primer

on the ASA (FM&C) web page increased awareness of fiscal constraints and ADA violations.

The ASA (FM&C) Business Practices Office implemented a financial management waiver program in FY 94. A waiver would give MACOM and installation commanders the authority to implement or test financial management improvements that were otherwise restricted by OSD or Army regulations. The specific objective was to identify ways to generate revenues, reduce costs, streamline financial procedures, and develop operations similar to those used in commercial business. From FY 94 through FY 96, forty waiver requests were submitted. By the end of FY 96, 26 of those had been approved, 2 were still in process, and 12 had been withdrawn because they required legislative action or were not supported by Army headquarters. Of the 40 waiver requests, 7 were submitted in FY 96, of which 5 were approved, 1 remained in process, and 1 was withdrawn.

Improvements in the core competencies of technology generation and application, acquisition excellence, and logistics power projection brought on by a need to accomplish the mission with fewer resources, sharpened AMC's focus as the Army changed from a forward-deployed to a power-projection force. Technology generation and application underwent innovative changes, such as a significant increase in the number of advanced internal and external partnerships. In the core competency for acquisition excellence, AMC identified half of the established specifications and standards for elimination or conversion to commercial standards, and conducted 40 percent of its business electronically. In logistics power projection, new ideas such as total asset visibility, integrated sustainment maintenance, single stock fund, and velocity management were introduced.

As a pilot agency under GPRA, AAA conducted a continuous self-assessment process during FY 96. AAA concluded that, following the Army's significant restructuring during BRAC, the Force XXI initiatives, and the HQDA Redesign, the agency was no longer synchronized with the rest of the Army. In March 1996, the Auditor General announced that AAA would be restructured. Army auditors had been traveling to field locations to interview managers and collect data, and travel costs had risen. AAA designed its restructuring to support the new concentration of forces and decision centers that had resulted from the Army's restructuring. Offices at Fort Riley, Kansas; Fort Sill, Oklahoma; Natick Laboratories, Massachusetts; Chambersburg, Pennsylvania; and Wilkes-Barre, Pennsylvania, were closed. AAA decreased the size of another ten offices and increased staffing at three offices. No significant personnel reductions were planned. In a cost-cutting measure, AAA decided to conduct agency schools in partnership with other audit agencies. In FY 96,

AAA and the Air Force Audit Agency developed a Leadership Development Course to be offered in FY 97.

Throughout FY 96, AAA played a vital role by performing audits in the following areas: acquisition, research and development, manpower, reserve affairs, financial management, logistics, environment, civil works, operations, personnel, intelligence, security, training, readiness, information management, and health care. These audits resulted in potential monetary benefits of approximately $427 million. The May 1996 "Audit of Reduced Price Initiative," on the Army effort to reduce supply stockage to save costs, showed that implementing the reduced price initiative saved $68.2 million in 1994. If the selection criteria had been different or the number of items covered had been increased to 400, the audit stated, the initiative could have saved an additional $67.9 million. The July 1996 "Audit of Contracting for Defense Environmental Restoration Account Projects" showed that too many activities shared responsibility for awarding contracts. The audit also identified potential savings of $58.4 million. The April 1996 "Audit of Total Asset Visibility" stated the Army had not integrated its total asset visibility capability into its decision-making process. As a result, the Army might be missing opportunities to reduce costs associated with acquisition, repair, and redistribution of equipment, but potential savings were not measurable.

The Army's sixth consecutive annual financial statement audit occurred in FY 96. The audit identified as progress the establishment of a DOD-wide Real Property Integrated Process Team, development of a method for revaluing unserviceable equipment, and institution of ARNG financial reporting initiatives. Other improvements consisted of submission of inventory adjustments to improve statement accuracy, persistent efforts to reduce obligations, and the implementation of the velocity management concept. The audit identified as deficiencies the lack of integrated, transaction-driven general ledgers; the absence of recording holding gains and losses in the inventory; improper pricing or categorization of wholesale equipment; inappropriate values established for government property; and unreliable dollar values for accounts payable. Audit recommendations increased the quality of financial statements and facilitated implementation of the CFO Act; GMRA; OMB and DOD guidance; and Generally Accepted Accounting Principles.

Budget

The Army's TOA of $64.9 billion for FY 96 was not yet the end of the budget reductions that began in FY 86. The FY 97 budget was expected to decrease further, to $60.1 billion, and then rise slightly to $60.4 billion in FY 98. The Army's share of the DOD budget averaged 26.3 percent

between FY 89 and FY 96 but was scheduled to decrease to 23.6 percent between FY 97 and 01. *Table 1* indicates the FY 96 appropriation by category.

TABLE 1—FY 96 APPROPRIATION
(IN MILLIONS)

Military Personnel, Army		20,335
Operation & Maintenance, Army		20,246
Procurement (Total)		7,586
Aircraft	1,540	
Missiles	839	
Tracked Vehicles	1,455	
Ammunition	1,053	
Other	2,699	
Research, Development, Test, & Evaluation		4,757
Military Construction, Army		625
Army Family Housing (Total)		1,458
Operations	1,339	
Construction	119	
National Guard (Total)		5,930
Personnel	3,349	
Operation & Maintenance	2,444	
Military Construction	137	
Army Reserve (Total)		3,310
Personnel	2,127	
Operation & Maintenance	1,118	
Military Construction	65	
Base Realignment and Closure		701
Total		64,948

The Military Personnel, Army (MPA), budget in FY 96 was $20.3 billion for the active Army. The personnel budgets for the Army National Guard and Army Reserve were $3.3 billion and $2.1 billion, respectively. The active Army decreased from 508,600 personnel in FY 95 to 491,100 in FY 96, short of its 1993 Bottom-Up Review goal of 495,000 in FY 96. The Guard declined from 374,900 soldiers in FY 95 to 370,000 in FY 96, close to reaching its expected drawdown strength of 367,000 in FY 97. The Reserve strength was 241,300 troops in FY 95; it decreased to 226,200 in FY 96 and was scheduled to stabilize at 208,000 in FY 98. The Army's civilian end strength, 272,700 in FY 95, dropped to 258,600 in FY 96 and was scheduled to decline to 236,000 by FY 01.

Unless directed by Congress, the Army was not permitted to budget for contingency or crisis response operations. Historically these had been

funded from third and fourth quarter OMA accounts, with the Army anticipating supplemental appropriations at a later date. If funds were not authorized, Army training and readiness were seriously and adversely affected. In FY 96, Congress reprogrammed $1.65 billion to support Operation JOINT ENDEAVOR and other contingencies, but the Army still absorbed approximately $611 million in costs. The Army expected to pay between $400 million and $1 billion for contingency operations in FY 97.

The OMA budget, $20.2 billion in FY 96 for the active Army, $2.4 billion for the Army National Guard, and $1.1 billion for the Army Reserve, maintained readiness objectives by funding air and ground operating tempo (OPTEMPO) and enhancing the quality of training at the combat training centers and installations. OPTEMPO is a framework for estimating costs of fuel, spare parts, and recurring home station operations, training, and maintenance based on unit-specific events.

The FY 96 total flying hour program constituted 1,110,242 hours in the President's Budget. FY 96 execution of 1,035,117 hours represented 94.2 percent of the final adjusted program of 1,098,543 hours, reflecting the impact of overall FY 96 funding shortfalls and downsizing of force structure. This compared with FY 95 execution of 1,152,519 hours (90 percent); FY 94 execution of 1,232,640 hours (90.3 percent); and FY 93 execution of 1,371,670 hours (97.6 percent). The active Army flying hour program assumed one crew per aircraft and required 14.5 flying hours per crew per month. The cumulative executed flying hours average for FY 96 consisted of 14.3 hours per crew per month, compared to 13.8 in FY 95, 13.5 in FY 94, and 13.3 in FY 93. Neither the Guard nor the Reserve met its flying hour requirements in FY 96. The Guard required 8.1 hours per crew per month but executed only 5.7; the Reserve required 9.0 but executed 6.1. Execution of flying hours for all components was expected to decrease in FY 97, with requirements remaining the same for the active Army at 14.5, increasing for the Guard to 9.0, and decreasing for the Reserve to 8.0.

Ground OPTEMPO requirements were generated using the Battalion Level Training Model for both active and reserve components and were programmed to support training readiness to achieve C1 to C2 readiness level in the active Army and C1 to C3 in the reserve components. Execution of ground OPTEMPO equaled 107 percent of programmed miles in FY 96, a 16 percent increase from the FY 95 actual OPTEMPO of 91 percent. The required OPTEMPO of 800 miles for the M1A1 Abrams tank fell short, with an actual OPTEMPO of 642 miles in FY 96, though this was a 1 percent increase from FY 95. Required OPTEMPO for the M2 Bradley Fighting Vehicle, 934 miles, was exceeded, with an actual OPTEMPO of 1,277 miles, which was a 27 percent increase in execution from FY 95. A 41 percent increase from FY 95 was achieved in exe-

cuting the 1,309 miles of required OPTEMPO for the M3 Cavalry Fighting Vehicle (CFV), with an actual OPTEMPO of 1,517 miles. In FY 96, the Guard OPTEMPO requirement was 288 miles, but it was funded for an OPTEMPO of only 178 miles. The Guard accomplished an actual OPTEMPO of 157 miles, which represented 88 percent of the funded OPTEMPO. This OPTEMPO execution was expected to increase slightly in FY 97. The Reserve's programmed OPTEMPO of 200 miles was almost reached, with an actual OPTEMPO of 184 miles; this performance was expected to decline considerably to 76 miles in FY 97.

The OMA budget contained funds for other categories. In FY 96, OSD created the Joint NBC (Nuclear, Biological, and Chemical) Defense Program, which combined all service NBC defense funds into a single program. Smoke and obscurants remained within the Army program, and $27 million was budgeted for them in FY 96. A sum of $789 million was budgeted for compliance, conservation, prevention, and technology within environmental funding. The Defense Environmental Restoration Account and BRAC received $832 million in the budget. Depot maintenance, with a requirement of $1.1 billion, was funded at $915 million, creating an unfunded requirement of $143 million. OMA also budgeted $335 million for Army community and soldier support, primarily libraries, recreation centers, sports programs, and gymnasiums ($159 million), and child development services ($110 million).

In previous years, the Army had access to $18 billion annually for procurement. Budget cuts reduced that amount to $6.9 billion in FY 94, $6.7 billion in FY 95, $7.5 billion in FY 96, and an estimated $6.3 billion in FY 97. Modernization, not procurement, became the Army's key to preparing for the next century and maintaining maneuver battlespace dominance. The EXFOR at Fort Hood, Texas, and various warfighting experiments would help the Army determine what capabilities Army XXI and the Army After Next would need for the future.

The FY 96 budget ensured that the multiyear procurement of UH–60 Black Hawk helicopters would endure. The Army remained committed to developing the Comanche armed reconnaissance helicopter and the Crusader artillery weapons system. To replace the aging medium truck fleet, the Army requested funds for the family of medium tactical vehicles. The total procurement budget for aircraft and related systems was $1.5 billion. Of the $446 million programmed for aircraft procurement, $398 million (89 percent) was designated to purchase 60 UH–60s. Extensive modifications were budgeted for the AH–64 Longbow Apache ($442 million) and the OH–58 Kiowa Warrior ($211 million). Close to $1.5 billion was planned for tracked weapons systems, while missile procurement and modifications totaled $839 million. The Army allocated a total of $236 million to purchase 1,102 Hellfire missiles; $46 million for MLRS

(Multiple Launch Rocket System) rockets; $121 million for 120 ATACMS; $201 million for 1,010 Javelin missiles; and $81 million for MLRS launchers. Ammunition procurement was budgeted at $1.1 billion.

The FY 96 RDA budget for the Army was $12.2 billion, a cumulative decrease of 39 percent since FY 89. Of the DOD RDA budget, the Army received the smallest portion, 13 percent, while the Air Force received 38 percent, the Navy 33 percent, and the defense agencies 16 percent. Constrained resources ensured that modernization would focus on critical programs, as the cost of large investments was prohibitive. The Army planned to purchase a limited number of new weapons, extend the lives and improve the capabilities of selected existing systems, and terminate procurement and funding for programs that offered only marginal warfighting or sustainability improvements. Planned upgrades would provide benefits only for the near future, however, and replacement of weapons systems and equipment could not be accomplished without additional RDA funding.

The Military Construction, Army (MCA), budget for FY 96 focused on facilities that would upgrade the capabilities of Army installations to serve as power-projection platforms. New facilities would include modern barracks, computerized training simulators, strategic mobility infrastructure, and an overseas pre-positioning site. The total MCA budget of $625 million incorporated $323 million for troop and community support facilities and $105 million for operations and training facilities. Three child development centers were under construction for a sum of $17 million, while new training facilities were built at Fort Benning, Georgia; Fort Knox, Kentucky; Fort Drum, New York; Fort Eustis, Virginia; and Fort Lewis, Washington. Of the total MCA budget, $478 million was to be expended in CONUS, $36 million in Korea, $48 million in Southwest Asia, and $64 million for planning and design. No MCA funds were designated for Europe. The Army National Guard received $137 million for military construction and the Army Reserve $65 million.

The Army has long recognized that quality of life for service members and their families has a direct impact on readiness. Funding constraints, however, have affected the Army's ability to acquire and maintain sufficient high-quality housing to meet its needs and to meet annual, recurring requirements in maintenance and repair. The Army Family Housing (AFH) portion of the FY 96 budget integrated funds for construction and revitalization of housing as well as the operation and maintenance of 133,000 Army family housing units worldwide. AFH construction dollars did not, however, increase the housing inventory, as the funds were used to replace units that were uneconomical to repair. In FY 96, the AFH budget of $1.5 billion was expended primarily for maintenance ($640 million), operations and utilities ($451 million), and leasing ($221 million),

leaving only $118 million for construction, improvement, or planning. Construction totaling $67.4 million for 488 units was scheduled for Fort Knox, Kentucky; the U.S. Military Academy, New York; Fort Lee, Virginia; and Fort Lewis, Washington.

The Army's FY 96 Annual Financial Report, based on OMB and DOD requirements and guidelines, gave a clear picture of the Army's financial position and results of its operations. The Statement of Financial Position, similar to a balance sheet in private business, presented the assets, liabilities, and net position of the Army on the last day of the fiscal year. The Army's Statement of Financial Position for FY 96 showed $201 billion in assets, $25.3 billion in liabilities, and a net position of $175.7 billion. The net position was composed of unexpended appropriations, invested capital, cumulative results of operations, and future funding requirements. This Statement of Financial Position could be compared to that of FY 95, when the Army had assets of $221.7 billion, liabilities of $10.5 billion, and a net position of $211.2 billion.

Military equipment represented half of the Army's assets; equipment, real estate, and physical plants comprised more than 62 percent of assets. Sixteen percent of the Army's assets, $31.3 billion, were in Treasury accounts, with virtually the entire amount coming from appropriated funds. Within the total $37.7 billion of inventory held by the Army in FY 96, $35.8 billion (95 percent) was invested in war reserve materiel.

Accounts payable (i.e., what the Army owed for purchases or bills) were generally designated as such upon receipt of goods and services, regardless of whether the items were covered by available budgetary resources. FY 96 marked the first year that the Army recognized liabilities for environmental cleanup, DOD restructuring and downsizing, radioactive waste cleanup, and actuarial liability for future workers' compensation benefits. The Army recorded nearly $8 billion in environmental restoration as a liability and $5.3 billion for Formerly Used Defense Sites. Future funding requirements, an offset to net position, included accrued expenses such as annual and military leave and totaled $18.2 billion in FY 96.

The Army, similarly to other federal agencies, relied on appropriations to fund its current activities, so no significant difference between revenues and expenditures was expected. FY 96 revenues totaled $62.3 billion and expenditures $64.7 billion, for a negative balance of $2.4 billion. This was a worsened position from FY 95, when revenues were $59.8 billion, expenditures $60.8 billion, and the negative balance $1 billion.

Each year DOD submits to Congress an omnibus reprogramming action, which incorporates all reprogramming requests submitted by the services. It is normally developed and submitted to Congress in April or May, with congressional approval generally received late in the fiscal year.

In FY 96, the omnibus reprogramming was implemented by OSD on 26 August 1996.

As expected, the Army's submission of requirements equaled the sources obtained. The Army's request contained $310.1 million in FY 97 requirements and comparable offsetting sources, as well as $12.3 million in FY 95 requirements and sources. Funds were requested specifically to cover a shortfall in the MPA appropriation and to pay for various modernization requirements in the investment appropriation. Offsets offered by the Army consisted of funds from OMA and from other investment programs, including the cancelled armored gun system program. The congressional committees approved practically all of the Army's requirements but disapproved the use of the majority of the proposed sources, particularly the funds offered from OMA. As a result, funds were available only for a portion of the MPA shortfall. The investment modernization requirements remained unfunded. In the final analysis, approved Army increases and decreases totaled $188.4 million.

The FY 98–03 POM, submitted in FY 96, intended to provide the right number of soldiers, leaders, civilians, and systems to meet future Army challenges. Despite fiscal austerity, the FY 98–03 POM tried to ensure that Army missions would be accomplished while, at the same time, a stable and predictable environment for commanders, soldiers, and civilians would be created and maintained. Due to several initiatives and additional funding distributed to the Army in previous program and budget reviews, acceptable levels of near-term readiness and sustainability were maintained. The Army adequately funded OPTEMPO. In addition, upgrades were made to war reserve ammunition stocks, and backlogs in ammunition demilitarization were addressed.

The Army's modernization program met the Defense Planning Guidance challenge to increase investments in modernization and recapitalization. Army RDA was funded at an average of $13.3 billion per year. The growth from FY 00 to FY 03 was made possible due to additional resources requested by OSD in the 1997 President's Budget, as well as a new strategy that coupled management efficiencies with reductions in acquisition infrastructure. Significant investments in digitization and C4I were made to ensure that the Army gained and maintained information dominance in the twenty-first century.

The resource plan embedded in the FY 98–03 POM provided the stability and predictability needed to control the Army's transformation. Commitments to soldiers, the Army's essential asset, were upheld by preserving resources through provision for their modernization or upgrade.

In addition, the Army obtained funds to persist in efforts to maintain an acceptable quality of life for service members, their families, and civilians. The Army also planned funding to enable it to pursue Force XXI, the

process of change that is the Army's comprehensive approach to its transition into the twenty-first century.

Under the FY 98–03 POM, the Army was redesigning non-warfighting units and organizations to create further efficiencies while realigning warfighting elements of the Army to meet the needs of Force XXI. By integrating more efficient business practices at all levels and adopting technological improvements, the Army sought to reduce the cost of doing business. A thorough review of requirements for housing, other facilities, real property maintenance, training resources, and many other areas yielded more than $6 billion in savings during the FY 98–03 POM. The Army applied these funds to more pressing needs and shortages in readiness, modernization, quality of life, and force structure.

In 1995, the Army Budget Office initiated efforts to reengineer the programming and budgeting phases of the PPBES. The initiative was taken because PPBES had become more difficult to accomplish. A sustained decrease in the Army's resources, the reduction of Army personnel, an increased demand for performance and accountability, and delays by OSD had all contributed to making the process unwieldy. New initiatives that were affecting the process included the GPRA results-oriented process; the Quadrennial Defense Review, which established the direction for future budgeting; and the National Defense Panel, whose mission is to submit recommendations to Congress concerning DOD efforts on improving the PPBES. The National Defense Panel will also conduct an independent assessment of possible military force structures through 2010 and beyond, providing it to Congress with DOD comments by 15 December 1997.

4

Personnel

Following the personnel drawdown that began in FY 89, the Total Army at the end of FY 96 was the smallest of any since World War II. The U.S. Army dropped to being the eighth largest in the world. Active Army strength decreased by about 17,000 personnel in FY 96, from approximately 508,500 at the beginning of the year to approximately 491,000 by the end of the year. Planned personnel reductions were achieved by reducing accessions as well as using several separation programs such as Voluntary Early Transition, Voluntary Separation Incentive (VSI), Special Separation Benefits(SSB), and Early Retirement. The end strength, however, was short of the BUR goal of 495,000 personnel because attrition during the year was higher than expected. The Guard declined from 374,900 soldiers in FY 95 to 370,000 in FY 96 and was close to reaching its expected drawdown strength of 367,000 in FY 97. The Reserve strength, which was 241,300 troops in FY 95, decreased to 226,200 in FY 96 and was scheduled to stabilize at 208,000 in FY 98. Army civilians numbered 272,700 in FY 95; their numbers were reduced to 258,600 in FY 96 and were scheduled to decline further, to 236,000, by FY 01.

Minorities comprised 38.6 percent of the active force. African American representation was the highest of all minorities at 27 percent. Hispanics contributed 5.5 percent of the force and other minorities accounted for 6.1 percent. Minority representation remained higher among the enlisted force than in the officer corps. Of the 42.4 percent of enlisted personnel who were minorities, 30.1 percent were African American, 6 percent Hispanic, and 6.4 percent of other ethnicity. Of the 19.4 percent of officers who were minorities, 11.5 percent were African American, 3.3 percent Hispanic, and 4.5 percent from other minority groups. Women represented 13.4 percent of the force—13 percent of the officers and 13.5 percent of the enlisted force.

Sixty-six percent of the Army's soldiers were married. With a military force consisting primarily of married soldiers, readiness relied upon the ability of families to manage in the service member's absence. The Army Family Action Plan (AFAP) offered symposia to families and senior Army

leaders, addressing quality of life issues and improving services to soldiers and their families.

The Army's retention rates for FYs 94, 95, and 96 remained consistent and at normal levels for mid-career soldiers as well as career soldiers (those nearing or past retirement eligibility). Retention rates for soldiers serving their initial term of enlistment were about 10 percent above normal levels. Enhanced advertising, reduced influence of the drawdown on younger soldiers, and concerned command involvement had a positive effect on retention rates for first-term soldiers in FY 95 and FY 96. Overall, the Army achieved 99.9 percent of its FY 96 retention goals. Nevertheless, PERSCOM reviewed its retention programs in an effort to increase its end strength in FY 97. FY 96 retention rates, which were nearly equivalent to those of FY 94 and FY 95, are shown in *Table 2*, delineated by rank, gender, and ethnic representation.

TABLE 2—FY 96 RETENTION RATES

Rank	*White Male*	*White Female*	*Black Male*	*Black Female*	*Hispanic Male*	*Hispanic Female*	*Other Male*	*Other Female*	*Total Male*	*Total Female*
Officers	96.2	87.9	89.7	90.6	89.7	90.5	90.8	89.4	96.2	88.6
Warrants	88.9	91.2	92.7	91.7	89.4	100.0	91.4	87.1	89.5	91.5
Enlisted	79.7	76.8	84.0	85.2	84.1	84.2	83.1	82.8	81.3	81.6
Total	81.8	79.6	84.5	85.6	84.7	85.0	84.1	83.8	82.8	82.7

The Army continually worked to reduce the number of nondeployable soldiers—those who were unable to deploy to a specified area of operation. Permanent nondeployable soldiers constituted less than 1 percent of the force, an improvement from FY 95, while temporary nondeployable soldiers comprised nearly 5 percent of operating strength, remaining a serious concern to Army leaders. The Army planned to improve the evaluation process for determining the nondeployable status of soldiers in FY 97.

An individual soldier can be nondeployable for multiple reasons simultaneously. The Army assigned priorities to categories of nondeployability and, by listing a soldier only in the highest-priority category to which he or she belonged, avoided counting that soldier as nondeployable more than once. When a permanent medical limitation (HIV-positive, cancer, heart disease, asthma, diabetes, or other progressive medical condition) was diagnosed, the service member was given an assignment limitation and was not assigned to deploying units. If a member already assigned to a deploying unit became restricted permanently, reassignment and replacement occurred. Non-unit personnel (transients, trainees/stu-

dents, long-term patients, prisoners, and personnel awaiting separation) were not categorized as nondeployable. *Table 3* depicts the numbers and categories of nondeployable Army personnel for FY 96.

TABLE 3—FY 96 ARMY NONDEPLOYABLE PERSONNEL

Category	*Male*	*Male Total*	*Female*	*Female Total*	*Total*
Permanent Nondeployable (Total)		299		30	329
HIV+	304	278	26		
Medical Permanent	0	0	0		
Hazardous Duty Restriction	25	21	4		
Temporary Nondeployable (Total)		12,483		6,587	19,070
Away Without Leave	187	169	18		
Legal Processing	2,384	2,132	252		
Pregnancy	3,069	0	3,069		
Medical Temporary	7,194	5,330	1,864		
Administrative	3,313	2,516	797		
Panorex	2,923	2,336	587		
Total Army Nondeployable Unit Personnel		12,782		6,617	19,399

Enlisted Personnel

The total number of active Army enlisted personnel in FY 96 was 422,073. *Table 4* demonstrates their distribution.

TABLE 4—FY 96 ACTIVE ARMY ENLISTED PERSONNEL

Rank	Numbers
Sergeant Major	3,253
Master Sergeant	10,983
Sergeant First Class	39,856
Staff Sergeant	59,220
Sergeant	80,377
Corporal/Specialist	127,774
Private First Class	50,679
Private E2	29,923
Private E1	20,008
Total	422,073

The active Army recruiting mission increased as the drawdown proceeded. During the years of personnel reductions, the number of recruits

acquired had been far less than the number of soldiers leaving the Army. Once the Army reached its end strength goal, an increased number of recruits were needed to offset normal attrition so that the number of personnel required by the BUR could be maintained. The Army's accession objective in FY 95 was 63,000 personnel. This increased to 73,000 in FY 96 and was scheduled to rise further to 90,000 in FY 97. The Army added 350 noncommissioned officers to the active recruiting force from FY 94 to FY 96 to meet the new challenge. Increased advertising assisted the Army in meeting its recruiting goal. The latest Youth Attitude Tracking Study, conducted by DOD, showed an increased awareness of Army opportunities among the nation's youth. About 10 percent of those surveyed indicated they would probably join the military, with educational funding listed as their primary motivation.

One of the Army's recruiting objectives was to provide high-quality non–prior service (NPS) accessions. To achieve this objective, the Army established annual goals for the percentage of NPS accessions that were high school diploma graduates. *Table 5* shows that, while the active Army and the Army Reserve met their goals in FY 96, the Army National Guard again fell far short. Although the Guard did not meet its objective for the percentage of soldiers who held high school diplomas, all of its soldiers who did not have a diploma held its equivalent.

TABLE 5—FY 94–96 NON–PRIOR SERVICE ACCESSIONS
(PERCENTAGE OF HIGH SCHOOL DIPLOMA GRADUATES)

Army Component		*Total NPS Accessions*	*High School Diploma Graduates: Goal*	*High School Diploma Graduates: Actual*
Active Army	(FY 94)	60,000	95%	95%
	(FY 95)	57,000	95%	96%
	(FY 96)	70,000	95%	95%
National Guard	(FY 94)	23,000	94%	85%
	(FY 95)	21,000	95%	82%
	(FY 96)	24,000	95%	82%
Army Reserve	(FY 94)	19,000	95%	95%
	(FY 95)	19,000	95%	95%
	(FY 96)	19,000	95%	95%

The Army also established annual goals to limit the number of individuals entering the service who scored in the lowest category (Category IV) of the Armed Forces Qualification Test (AFQT). All elements of the Total Army achieved or exceeded their goal of 2 percent or less of accessions belonging to AFQT IV, as shown in *Table 6*.

TABLE 6—FY 94–96 PERCENTAGE OF ARMED FORCES QUALIFICATION TEST CATEGORY IV

Army Component		*FY 94*	*FY 95*	*FY 96*
Active Army:	AFQT Category IV Goal	2%	2%	2%
	Actual	2%	2%	1%
Army National Guard:	AFQT Category IV Goal	2%	2%	2%
	Actual	2%	2%	1.7%
U.S. Army Reserve:	AFQT Category IV Goal	2%	2%	2%
	Actual	2%	2%	2%

In FY 96, the Army began studying how to improve the professional development of the enlisted force to reflect the post–Cold War environment. A review of EPMS XXI was scheduled to occur in FY 97. The primary objective of EPMS XXI will be to ensure the development and maintenance of appropriate career paths to produce properly trained soldiers for Army missions.

On a monthly basis, DA determines the number of soldiers to be promoted, by Military Occupational Specialty (MOS) and grade, from board promotion lists for the senior enlisted ranks of sergeant, first class, master sergeant, and sergeant major. DA also selects soldiers for promotion to the ranks of sergeant and staff sergeant and publishes the minimum board scores. In FY 96, 45,235 enlisted soldiers, or 10.7 percent of the total enlisted strength, were selected for promotion to or within the noncommissioned officer corps. This total consisted of 535 promotions to sergeant major, 3,350 to master sergeant, 8,550 to sergeant, first class, 10,878 to staff sergeant, and 21,922 to sergeant.

The Army achieved 99.9 percent of its reenlistment goal, with 72,990 soldiers reenlisting. Of the initial-term soldiers, 100.2 percent of the reenlistment goal was accomplished, with 21,484 first-termers reenlisting. Approximately 82 percent of these soldiers had higher than average scores on the general test administered by the Army prior to enlistment, which was a positive indication for the future of the noncommissioned officer corps. A total of 23,174 mid-career soldiers reenlisted, representing 102.2 percent of the Army's goal, while 28,332 career soldiers reenlisted at a rate equal to 97.8 percent of the goal.

One program the Army used to improve retention and to maintain readiness in certain specialties was the Selective Reenlistment Bonus (SRB) Program, in which incentives were paid to soldiers with designated MOSs. In FY 96, due to military pay and allowance reductions, the SRB Program budget was decreased from $22.8 million to $17.5 million, causing a decrease in retention in some specialties.

Enlisted reassignment no-shows persisted in detracting significantly from personnel readiness. Although gaining units expected soldiers to arrive in response to published orders, personnel were sometimes deferred or removed from the assignment. The Army made a concerted effort in FY 96 to reduce no–shows, which would improve efficiency, enhance morale, and ease budgeting. ODCSPER approved an action plan, which was implemented in March 1996, to focus efforts at PERSCOM and in the field to decrease no-shows. The description of a no-show was expanded to include deletions (soldiers who were deleted from assignment within ninety days of, during, or after the report month), non-movers (soldiers who failed to depart the losing command as scheduled), and late arrivals (soldiers who failed to report to the gaining command as scheduled). This new definition better fit the gaining commander's view of a no-show and improved personnel readiness reporting. Under the plan, reassignment procedures at the installation level were tightened and, in May 1996, management reports tracking no-shows by name were created.

Although there was no VSI program for enlisted soldiers in place in FY 96, a small Early Retirement program for them did exist. A total of 750 enlisted soldiers were approved for early retirement in three categories, with basic active service date and grade established as the parameters. No early retirement categories were based on a soldier's MOS.

The Army experiences personnel shortages and excesses when soldiers lose skill qualifications or organizations experience structural changes. To relieve this personnel imbalance, some soldiers must be reclassified in another MOS. Nevertheless, many reclassification requests are disapproved because the soldier is not qualified to serve in the MOS, the Army cannot provide training for the new MOS, the Army does not need additional soldiers in the MOS, or the request is incomplete. Of the 6,306 reclassification requests in FY 96, only 61 percent were approved. ODCSPER planned to enhance RETAIN, the system used for reclassification processing, in FY 97.

Officer Personnel

Officer end strength for FY 96 was 80,628, against a target of 81,295, which produced a shortage of 667 officers. Commissioned officers finished the year at a level of 68,662, short of the goal of 69,645 by 983 officers. The bulk of the officer shortages were in the ranks of captain and major. Although this did not affect readiness, the shortages were apparent to field commanders. Successful drawdown programs and an increase in voluntary separations by company grade officers contributed to the shortages. Warrant officers numbered 11,966, higher than the target of 11,650

by 316 officers. The distribution of officers serving on active duty in FY 96 is shown in *Table 7*.

TABLE 7—FY 96 ACTIVE ARMY OFFICER PERSONNEL

Rank	*Number*
General	13
Lieutenant General	38
Major General	101
Brigadier General	151
Colonel	3,623
Lieutenant Colonel	9,037
Major	13,631
Captain	23,984
First Lieutenant	9,037
Second Lieutenant	9,047
Total Commissioned Officers	68,662
Chief Warrant Officer, W–5	367
Chief Warrant Officer, W–4	1,296
Chief Warrant Officer, W–3	3,005
Chief Warrant Officer, W–2	5,390
Warrant Officer, W–1	1,912
Total Warrant Officers	11,966
Total Officers	80,628

Table 8 is a summary of FY 96 officer accessions by source and category.

TABLE 8—FY 96 ACTIVE ARMY OFFICER ACCESSIONS

Source of Commission	*Army Competitive Category*	*Army Medical Department*	*Judge Advocate General*	*Chaplain*	*Total*
Military Academy	887	20	0	0	907
Reserve Officer Training Corps	2,442	317	47	0	2,806
Officer Candidate School	347	5	0	0	352
Army Recruiting Command	52	903	87	93	1,135
Warrant Officers	874	0	0	0	874
Total	4,602	1,245	134	93	6,074

The U.S. Military Academy processed 4,722 congressional nominations for the class of 2000. Of the 1,651 offers of appointment made, 1,192 were accepted, and these new cadets entered West Point in June 1996. Eleven applicants graduating from service academies other than West

Point applied for cross-commissioning in the Army. Of these, 10 accessions were approved—5 from the Air Force Academy, 3 from the Naval Academy, and 2 from the Merchant Marine Academy. In interservice transfers, the Army considered applications from eight officers to transfer into the Army from other services, approving those from three individuals. The Army also considered twenty-three applications to transfer from the Army to other services and approved fifteen of them.

Due to budgetary constraints, the Army did not convene any selection boards for Call to Active Duty Programs. Applicants with unique skills or with critically short MOSs were considered individually as exceptions to policy. Forty-three officers were considered and twenty-five approved to return to active duty for such purposes as serving on the Retiree Council or the Physical Disability Evaluation Board.

ODCSPER approved several major changes to improve the quality of the officer corps. A branching model was developed to distribute officers better, based on quality, race, ethnic group, gender, and academic discipline, as well as to improve chances for West Point cadets to receive one of their top three branch choices. A new functional area designation model was designed to improve ODCSPER's ability to satisfy officers' requests when designating functional areas while still meeting the Army's needs. In a new approach, ODCSPER divided officer authorizations between branch-qualified and non–branch-qualified captains, enabling ODCSPER to fill the Officer Distribution Plan from the officer inventory in a more efficient manner. In addition, ODCSPER developed and implemented new slating models for Command and General Staff College (CGSC) and senior service colleges.

The end strength of the Dental Corps decreased to 1,158 at the end of FY 96 from 1,282 in FY 95, a reduction of 124 officers. The disparity between civilian salaries and active duty dental pay contributed to the struggle to recruit and retain dental officers that had persisted for several years. Unable to meet its recruiting goal, the Army developed several programs in FY 96 to increase accessions into the Dental Corps. One of these, created with the assistance of the Office of the Surgeon General and the U.S. Army Recruiting Command, sent active duty dental officers on recruiting missions, authorized Health Professions Scholarships for dental students, and authorized a $30,000 accession bonus for new dental officers. In addition, a long-term health education board selected forty officers to attend residency training.

Programs to reduce the number of officers on active duty included VSI/SSB and Early Retirement. The goal of VSI/SSB in FY 96 was to provide significant incentives for captains to leave active duty voluntarily. Early retirement was offered to officers who had served at least fifteen but no more than twenty years in the Army. Majors who had been passed over

once for lieutenant colonel were highly encouraged to take advantage of early retirement.

Implementation of the Defense Officer Personnel Management Act (DOPMA) remained a constant process throughout FY 96. The Army complied with the goals for selection rate and length of time for promotion in the basic branches, except for the selection rate to lieutenant colonel and the length of time for promotion to major. The year group being considered for lieutenant colonel had not been subjected to the Selective Early Retirement Board process, thereby creating a surplus of majors. The future need for lieutenant colonels was smaller than in previous years and was reflected in the selection rate. Though the Army had not met the goal for length of time for promotion to major for several years, the length of time decreased two months in FY 96 and was projected to decline further. *Table 9* illustrates the actual selection rates against the DOPMA goal and the length of time in service for promotion versus the DOPMA goal.

TABLE 9—FY 96 OFFICER PROMOTION RATES

Rank	*Selection Rate*	*DOPMA Goal*	*Time until Promotion*	*DOPMA Goal*
Colonel	50.22%	50%	22 years, 10 months	22 years, +/- 1 year
Lieutenant Colonel	65.83%	70%	16 years, 7 months	16 years, +/- 1 year
Major	80.0%	80%	11 years, 5 months	10 years, +/- 1 year
Captain	95.11%	95%	4 years, 0 months	3.5 years, +/- 1 year

Section 931 of the FY 94 National Defense Authorization Act, which required each service to develop and implement personnel plans to permit the orderly promotion of officers to brigadier general or rear admiral (lower half), was fully implemented by DOD in 1995. The Army and other services revised career development paths to accommodate early joint assignments. In addition, they assigned more colonels/captains, lieutenant colonels/commanders, and senior service college graduates to joint duty; educated officers on joint education opportunities; and toughened the standards for Joint Specialty Officer (JSO) designation.

The Goldwater-Nichols DOD Reorganization Act of 1986 stated that completing a joint duty assignment (JDA) was essential for an officer to be able to perform effectively as a general officer and was one element of becoming joint qualified. In FY 96, promotion boards selected forty-five Army officers to the rank of brigadier general. Of these, 40 percent were joint qualified, while 9 percent had joint equivalency waivers. In comparison, 76 percent of Air Force, 63 percent of Marine Corps, and 32 percent of Navy selectees were joint qualified.

In FY 96, the Army designated the largest number of JSOs of any service—346 of DOD's total 515. The Army also named 797 officers as JSO nominees, one-third of the total 2,356 JSO nominees throughout DOD. Of the Army JSO nominees, 405 were so designated because of their Critical Occupational Specialties (COS) in infantry, armor, artillery, air defense artillery, aviation, special operations, or combat engineers. In FY 96, of all Army officers with a COS, 1,566 officers had completed Joint Professional Military Education (JPME); 1,109 were designated as JSOs; 2,144 had been named JSO nominees; 1,495 were JSO nominees who had not completed JPME; 1,149 were JSO nominees serving in a JDA; and 8 were JSO nominees who had completed a JDA and were currently attending JPME.

Of the JSOs with COSs, 163 of the field grade officers had already served in a second joint assignment, 46 of which were in a critical joint position, and 155 were currently serving in a second joint assignment, 74 of which were in a critical joint position. Of the general officers with COSs, 14 had already served in a second joint assignment, 7 of which were in a critical joint position, and 12 were currently serving in a second joint assignment, 9 of which were in a critical joint position.

The first assignment for Army officers in FY 96 after being designated a JSO were as follows: 116 to command positions, 13 to HQDA, 2 to critical Joint Staff positions, 6 to other Joint Staff positions, 15 to other critical JDA positions, 84 to other JDA positions, 15 to PME (professional military education) positions, 32 to other operations, and 60 to other staffs. JDA tours for general officers ranged from 20.8 to 25.5 months and averaged 24.4 months. Field grade officers remained in their tours for 32.9 to 37 months, with an average of 36.5 months. A total of 516 officers were unable to fulfill the normal JDA tour length of 36 months because of retirement, COS reassignment, or a new JDA assignment overseas. At the end of FY 96, the Army had 3,249 officers serving in JDA positions, 34.8 percent of all the DOD JDA positions.

Of the 1,847 waivers awarded to field grade officers, a total of 1,070 were for departing a JDA position before the minimum tour length of 36 months had been served; 45 of the waivers were for JSO designation. Of the 167 waivers given to general officers, 45 were for departing a JDA early, 36 were for attending CAPSTONE (the Battle Command Training Program for senior commanders at Fort Leavenworth, Kansas), and 45 were for promotion to brigadier general. A total of 282 Army officers graduated from JPME Phase II (Armed Forces Staff College) in FY 96. Of those, 15 percent had not completed the resident PME Phase I, while 14 percent had completed a nonresident PME Phase I.

Promotion rates for joint officers in FY 96 were much higher than the board average for the Army competitive category. *Table 10* indicates pro-

motion percentages by rank, as compared with the board average, for various types of joint assignments.

TABLE 10—FY 96 ACTIVE ARMY JOINT OFFICER PROMOTION RATES

Assignment	*Major General*	*Brigadier General*	*Colonel*	*Lieutenant Colonel*	*Major*
Joint Staff	60	6	77	80	—
Joint Specialty Officer	45	1	48	100	—
Service Headquarters	33	5	40	74	—
Other Joint Positions	75	3	45	68	100
Board Average	46	2	45	60	73

FY 96 was the sixth year of implementation of the Defense Acquisition Workforce Improvement Act (DAWIA), as DOD aggressively managed the acquisition workforce. The Army used Process Action Teams (PAT) and an Acquisition Corps Reengineering Team to initiate new programs, concepts, and policies. Section 906d of the National Defense Authorization Act of FY 96 required a DOD reduction of 15,000 acquisition personnel. An additional reduction of 15,000 personnel was planned to occur in FY 97 as part of the DOD requirement to reduce acquisition personnel by 25 percent from FY 96 to FY 00.

The DAWIA permitted only Acquisition Corps members to hold Critical Acquisition Positions (CAP). In FY 96, DOD implemented the Best Qualified Program for senior acquisition positions such as Program Executive Officers, Acquisition Category (ACAT) I and II Program Managers (PM), and Deputy PMs, fulfilling the DAWIA objective to foster career opportunities for both military and civilian personnel. In FY 96, the Army selected two ACAT I PMs, using the Best Qualified civilian/military competition. During FY 96, the Army held its second centralized civilian selection board for PMs in the civil service pay grades of GS–14 and GS–15, selecting thirteen, more than twice as many as selected during the first board in FY 95.

In FY 96, the Army developed a Civilian Acquisition Leader Development model supported by an automated Individual Development Plan, revitalized the civilian component of the Acquisition Corps, and initiated a Central Career Management Program. The high caliber of acquisition personnel was demonstrated by the fact that no individuals needed certification in lieu of a baccalaureate degree by an Acquisition Career Program Board in FY 96. The Army trained more than 20,000 government and industry personnel in FY 96 with its traveling road show that promoted process improvement. Additionally, the Army initiated an Acquisition Corps Reserve PAT to recommend improvements in the reserve components.

A total of 2,314 Army personnel participated in acquisition education in FY 96. The largest group, 2,027 individuals, was involved in the DOD Tuition Reimbursement Program. Under the Defense Acquisition Scholarship Program in FY 96, thirteen scholarship students were selected, five of them Army personnel. Pursuing full-time graduate degrees in business, physical science, engineering, technology management, and public administration, these individuals were scheduled to join Army acquisition upon graduation. An additional 282 persons served as interns in the acquisition workforce.

Within the Army in FY 96, a total of 4,986 CAPs were occupied by GS–14, GS–15, and Senior Executive Service civilians, lieutenant colonels, colonels, and general officers. Of these CAPs, civilians filled 4,268 positions and military service members filled 718. The majority of the CAPs, in systems planning, research, and development, was filled by 2,316 civilians. The largest concentration of military service members, 450, was in acquisition management. Acquisition Corps members in FY 96 numbered 4,755, with the highest concentration found in systems planning, research, development, and engineering, and the next greatest grouping in program management.

Army Acquisition PMs met the goal of serving four years in their positions in FY 96. Of the PMs who were reassigned in FY 96, all ten had served their full term; their average length of assignment was 50.5 months. The Army granted eighty-seven waivers or exceptions to acquisition workforce personnel in FY 96. Forty-one waivers, the majority, were issued for humanitarian reassignments or discharges; twenty-seven were for reassignment in the government's interest; and the remainder was for other reasons.

The promotion rate for officers in the Acquisition Corps was consistently higher than in the Army competitive category, except to the rank of lieutenant colonel, as shown in *Table 11*.

TABLE 11—FY 96 ACTIVE ARMY OFFICER PROMOTION RATES

	Acquisition Corps	*Army Competitive*
Major General	57.1%	46.4%
Brigadier General	3.0%	2.4%
Colonel	47.2%	44.4%
Lieutenant Colonel	58.5%	60.0%

Special Topics

Secretary West assembled a task force to study soldier participation in extremist activities in the Army after the bombing of the federal building

in Oklahoma City and the murder of two civilians in North Carolina by Fort Bragg soldiers. On 21 March 1996, the task force released its report, entitled "Defending American Values." The task force found no widespread or organized extremist activity in the Army, although it did identify individuals and small informal groups that held extremist views. Neither allegations of widespread, concerted recruitment of soldiers for extremist causes nor organized participation by soldiers in extremist groups was substantiated. The task force concluded that the Army imparted traditional American values to its soldiers and fostered an environment in which respect for others was expected. The report further stated that the Army needed to remain vigilant to recognize subtle forms of racism and to reaffirm the importance of diversity and human decency. Since caring for soldiers and their families received renewed emphasis in the "back-to-basics" program, the report noted that the Army needed continually to support American values of tolerance and nondiscrimination, as well as take action when transgressions occurred.

In conjunction with promoting American values, ODCSPER prepared a leader's guide on violence prevention in 1996. Combining issues covered by diverse programs into a single document and a focused program, the leader's guide listed a comprehensive review of steps useful in limiting risk factors in all areas injurious to soldiers and their families. Preventing domestic violence, avoiding injuries, and developing a healthy lifestyle were some of the topics covered. The number of substantiated domestic abuse cases declined in FY 96 to 9,562 from 10,026 in FY 95, continuing the decline of the previous two years.

To further ensure a healthy Army, the U.S. Army Center for Substance Abuse Programs (ACSAP) developed a three-day course on Installation Prevention Team Training (IPTT) for personnel with the authority to commit installation resources for the prevention of substance abuse. Participants developed collaborative risk reduction processes, developed an integrated Installation Prevention Plan for their home installation, and learned to apply the Army's Risk Reduction Model. Upon completion of the course, teams briefed their installation commanders on their newly developed plans, with ACSAP providing assistance for implementation. Funding for the program, including travel and TDY costs, was paid by HQDA.

In FY 96, ACSAP conducted 14 IPTT courses, training teams from 43 active duty installations, representing 70 percent of Army installations. More than four hundred military and civilian personnel, at all military ranks through colonel and civilian grades through GS–14, were trained. The cross-discipline installation teams integrated personnel from Alcohol and Drug, Safety, Equal Employment Opportunity, Provost Marshal, Army Community Service, Civilian Personnel Office, Chaplaincy,

Preventive Medicine, Social Work Services, Family Advocacy, and Office of the Judge Advocate General (OTJAG) organizations.

The Army drug testing program remained a valuable program for commanders and supervisors in deterring illegal drug use, identifying illegal drug abusers, and providing a legally defensible basis for administrative and Uniform Code of Military Justice actions to remove drug abusers from the Army. In FY 96, the rate of specimens testing positive for illegal drugs was 0.99 percent, with 11,443 positive specimens out of 1,161,527 specimens tested. The active Army had the lowest positive specimen rate at 0.61 percent, or 5,897 specimens testing positive out of 964,280 specimens tested. Exhibiting the highest illegal drug usage rate, 2.93 percent, the Guard tested positive in 4,141 specimens out of 141,393. Not far behind the Guard, however, were the Reserve and the Army civilian workforce. Reserve soldiers tested 2.52 percent positive in 1,195 specimens out of 47,495, while civilians demonstrated a 2.51 percent positive rate in 210 specimens out of 8,359 tested.

On 12 April 1996, the Food and Nutrition Board, Institute of Medicine, U.S. Army Medical Research and Materiel Command, began a review of military women's nutrition as part of the Defense Women's Health Research Program. The study planned to use available research to recommend changes for women in military regulations and standards to replace the rules that had been based on research conducted primarily on men. The study's objectives were to ensure military readiness by reviewing the consistency, adequacy, and currency of scientifically based nutrition standards for military women. In addition, it would consider body fat standards, energy requirements for rations, nutrition recommendations for women in garrison, and strategies to counter iron and folate deficiencies that impaired readiness. Nutrition education, weight loss/maintenance guidelines for women across the reproductive lifecycle, and calcium intake and fitness habits with consequences to bone health would be addressed. The study would also assess the impact of current regulations, standards, and policies on the military readiness of servicewomen and suggest ways to improve military readiness through new nutrition initiatives, adjustment of medical standards, and identification of inconsistent or conflicting regulations. Finally, the study would suggest universal standards and policies to satisfy service-specific requirements (such as a single DOD standard for female body fat and a single method of assessment).

The study found that, although 10 to 20 percent of women had a deficient iron intake, they had to restrict their dietary intake to meet military body fat standards. At the same time, they were issued 3,600 calories when in the field—a high caloric intake designed to meet male energy requirements. Body composition standards were founded on the belief that

a large waist girth in men indicated lack of exercise, overeating, poor military appearance, and long-term health risks. No simple parallel site of female fat deposits producing the same side effects has been found to exist for women; hence, each military service uses a different female body fat equation. Servicewomen were actually placed at greater risk for stress fractures and, in later life, osteoporosis, because of the requirement to maintain excessively low body weight through dietary restriction. Of the 10 percent of servicewomen who were pregnant, some were probably restricting their weight gain to an excessive degree, compromising their health and possibly accounting for the lower birth weight of their infants.

The FY 96 National Defense Authorization Act revamped DOD procedures in determining the status of missing service members, DOD civilians, and DOD contractors. DOD was required to form an office of missing personnel, while theater commanders were obliged to review all missing person recommendations from field commanders. Legal counsel was to be assigned to represent each missing person and, in conjunction with the DOD missing personnel office, would review any new information that might change the missing person's status. Each military service was expected to appoint an initial review board at the time of loss and a subsequent review board a year later for each missing person. Review boards would be conducted every three years for thirty years, and the primary next of kin would be given a government allowance as long as the service member remained missing.

The Defense Prisoner of War/Missing Personnel Office (DPMO) completed a comprehensive review of all losses to determine if any known information, documents, or investigations could produce additional leads on prisoners of war (POWs) or missing persons. DPMO forwarded the review to each primary next of kin on 1 December 1995. DPMO also assumed responsibility for all U.S. government personnel worldwide placed in DUSTWUN (Duty Status Whereabouts Unknown) status. DPMO's activities consisted of coordinating with the individual's home station, conducting an informal investigation of the absence and the search or recovery operations, and retaining the person in DUSTWUN status for a maximum of ten days. During FY 96, there were no individuals reported in a DUSTWUN status.

As of 30 September 1996, there were 662 Army soldiers unaccounted for in Southeast Asia. DPMO began using a process called 3rd Criterion, in anticipation of its approval as policy, to account for soldiers whose bodies were lost at sea or destroyed in aircraft crashes, explosions, or similar incidents. At the end of FY 96, the Army had 152 soldiers unaccounted for who seemed to fit this category. DPMO pursued confirmation of the fate of all DOD individuals on the Vietnam priority discrepancy case list who were unaccounted for. A January 1996 policy review confirmed the fate

of 5 individuals, reducing the list to 50 for whom confirmation was being pursued, of whom 31 were Army soldiers.

In January 1995, DPMO began holding meetings throughout the United States with the families of POWs and missing persons in locations convenient to the greatest number of families. Government representatives updated families monthly on policy issues and current events, and families were able to express their concerns and ask questions. The Army, which usually sent one individual as the Army liaison to DPMO for each meeting, responded directly to family members on all issues raised during the meetings. In 1996, fifty-two family members of Army soldiers attended the DPMO meetings. General Dennis J. Reimer, CSA, was the guest speaker at the twenty-seventh annual meeting of the National League of Families in June 1996, at which family members were able to review their family member's file. The government paid for the travel of family members to attend the briefings held in conjunction with the league meeting.

An Army soldier listed as unaccounted for from the time of the Vietnam War was discovered to be living in Georgia. Master Sergeant Mateo Sabog had served twenty-four years on active duty before he disappeared. On 1 March 1996, he was returned to active duty and assigned to Fort Gordon, Georgia. The general court-martial convening authority, Fort Gordon's commanding general, gave Sabog a letter of reprimand for lost time and retired him from active duty on 1 May 1996.

The Army Retiree Council, designed to communicate issues of interest for the retired community to the CSA and other Army leaders, held its thirty-sixth annual meeting in the Pentagon in April 1996. Of the sixty-one issues submitted by Army installation retiree councils, 60 percent were concerned with the future of military health care. The Council authored a joint position paper strongly supporting the restoration of promised health care and recommending that TRICARE Prime be opened to all retiree beneficiaries. The Council, pleased with annual legislative efforts that ensured COLA (Cost of Living Allowance) equity from 1994 through 1998, urged the Army to maintain COLA equity beyond 1998 to remain fair and equitable to retirees, and to aid in recruiting and retaining a high-quality force. The Council further recommended strongly that DOD preserve the commissary benefit as an integral part of the military's earned compensation system, particularly since military pay raises had traditionally been computed using the commissary benefit as a fundamental portion of the compensation calculation. As the Army retiree population grew, exceeding the active duty population in FY 96, the Council urged senior Army leaders to remain advocates for retirees and to counter a possible trend by local commanders to reduce retiree services.

5

Force Development, Training, and Operational Forces

Blueprint for the Future

Force XXI, the Army's vision for transitioning from an industrial-age, threat-based, Cold War Army to an information-age, capabilities-based Army in preparation for the twenty-first century, made considerable progress toward redesigning the Army's operational forces during its third year of planning and experimentation. The comprehensive approach of Force XXI aims to produce Army XXI, a twenty-first century Army organized, equipped, and staffed to maximize the potential of the information age. Focusing on soldiers, doctrine, organization, training, leader development, equipment, weapons, and sustainment, Force XXI will provide the nation with a ground force capability to conduct simultaneous and seamless operations across the spectrum of conflict. With a view toward future increased joint operations, Force XXI is creating modular force packages, integrating information technologies, improving real-time battlefield information, and increasing electronic connectivity between units. Force XXI force design strives for more lethality, mobility, flexibility, survivability, and responsiveness. As a result, planners are considering using more infantry, more lethal artillery, brigade-based combat service support, and brigade reconnaissance. In the future, information technology and the lessons gleaned from Army XXI are expected to produce an even more agile, lethal, and versatile force, called Army After Next.

In spring 1995, the Army began reviewing its division design to create a new Force XXI division. It will operate jointly as part of a corps and will need heavy and light forces to respond to any mission. A heavy division was designed first; light and special divisions will have the capability to receive new technology. TRADOC accepted 7 possible designs in April 1995, narrowed the field to 3 in September 1995 following an affordability study, and selected 1 in January 1996 for field experimentation. With 15,800 soldiers, the experimental division is smaller than the 18,500-troop divisions designed to implement AirLand Battle doctrine in the 1980s, but

similar in size to all earlier divisions of the twentieth century. This experimental force contains three maneuver brigades and an air cavalry brigade and is capable of tailoring modular force packages for different missions.

Force Development

The 1993 BUR forced the Army to improve the effectiveness of its early-arriving forces, enhance strategic mobility, and improve the readiness of its reserve components. The Army is capable of dispatching a CONUS-based contingency force of up to seven divisions and its support elements anywhere in the world. Light forces—airborne, air assault, and light infantry—provide versatile, strategic force projection and forcible entry capability and are able to operate in restricted terrain such as mountains, jungles, and urban areas. Heavy armored and mechanized forces—equipped with Abrams tanks, Bradley fighting vehicles, Apache attack helicopters, and Paladin field artillery systems—provide mobile warfare capability. Special Operations Forces (SOF) offer unique capabilities, such as reestablishing stability and civil infrastructures.

In FY 96, the number of active Army divisions declined from 12 to 10, while the number of Guard divisions remained at 8, stabilizing the Total Army division strength at 18 for the foreseeable future. Active Army separate brigades remained at 3 while the reserve separate brigades decreased from 24 to 22. Reserve separate brigades were expected to decline to 18 in FY 97. The active Army retained its 5 Special Forces groups and the Reserve its 2 Special Forces groups; the Army Ranger Regiment remained in the force.

The BUR recommended that fifteen enhanced readiness brigades capable of deploying ninety days after mobilization replace Guard round-out brigades. These enhanced readiness brigades—7 infantry, 5 mechanized infantry, 2 armor, and 1 armored cavalry regiment—are now the nation's principal reserve ground combat maneuver force. Readiness initiatives focused on these enhanced readiness brigades, as well as other Guard and Reserve combat support and combat service support units that would deploy early in a crisis. In FY 96, twelve of the fifteen enhanced readiness brigades completed demanding training conducted by recently organized Regional Training Brigades. Two of the enhanced readiness brigades—the 48th from Georgia and the 39th from Arkansas—completed successful rotations at the National Training Center (NTC) and at the Joint Readiness Training Center (JRTC), respectively.

The Total Army in FY 96 was composed of a contingency force of two active corps and four active divisions. The remaining forward-deployed force in Germany consisted of one active corps and two active divisions (one armored, one mechanized infantry). In the Pacific, the forward-

deployed force contained one light infantry division in Hawaii and one infantry division in Korea. Eight Guard divisions made up the Total Army's strategic reserve, with the fifteen Guard enhanced readiness brigades providing the reinforcing force. In addition, the Army possessed a rapid regional response capability of one active corps and two active divisions. With an emphasis on power projection, the majority of the active Army's land combat units—one airborne division, one air assault division, one armored division, two mechanized infantry divisions, one light infantry division, and one armored cavalry regiment—were stationed in CONUS. One infantry brigade was stationed in Alaska.

MACOMs at the end of FY 96 were AMC, the Corps of Engineers, the Criminal Investigation Command, Eighth U.S. Army, FORSCOM, MEDCOM, Information Systems Command, Intelligence and Security Command (INSCOM), MDW, Military Traffic Management Command, Special Operations Command (SOCOM), TRADOC, U.S. Army, Europe (USAREUR), and Seventh Army, U.S. Army, Pacific (USARPAC), and USARSO. USARPAC, the Army element of the U.S. Pacific Command (PACOM), was designated as one of the three primary contingency joint task forces. The USARPAC Area of Responsibility (AOR), largest in the Army, encompassed 16 time zones, 41 nations, 56 percent of the world's population, 4 of the world's most populous countries, and 8 of the world's largest armies. The 37,000 U.S. Forces, Korea, soldiers worked with 700,000 Republic of Korea (ROK) soldiers as part of the Combined Forces Command. USAREUR's 65,000 soldiers belonged to the U.S. European Command (EUCOM), which covered an AOR comprising 83 nations on 3 continents. Third U.S. Army was the Army component command for U.S. Central Command (CENTCOM), with 20 nations of northeast Africa and Southwest Asia in its AOR. USARSO, as part of SOUTHCOM, had 3,800 soldiers and 2,800 civilians in an AOR spanning 19 nations.

At Fort Hood, Texas, the 4th Infantry Division (Mechanized) was designated the Army's EXFOR and will serve to conduct experiments for Army XXI. The EXFOR 1st Brigade Task Force was formed with a tank battalion and a mechanized battalion from the 4th Infantry Division, and a light infantry battalion from the 25th Infantry Division (Light). During FY 96, the EXFOR Task Force applied and tested new concepts and technologies in preparation for an AWE at the NTC in March 1997. AWEs are an important element of Force XXI, verifying real changes to doctrine, training, and combat developments; the EXFOR AWE will test the "how-to-fight" concept. During the NTC rotation, the EXFOR Task Force and its supporting elements will be maneuvered and monitored as if they were a division; their equipment, doctrine, force mix, training, leader development, and soldiers will all be evaluated.

The Army is in the process of fielding eighty-seven different systems to the heavy force in EXFOR and thirty-seven systems to the light forces, including combat computers, diagnostics, electronic POW information tags, own-the-night equipment, the Land Warrior system, and total asset visibility. Nearly one hundred concepts have been developed that will be tested in the EXFOR AWE. In response to new technology, sixty new draft manuals reflect the changes in tactics, techniques, and procedures; they will guide digitized operations from squad through brigade level. Doctrine has been rewritten—TRADOC has produced Pamphlet 525–5, *Force XXI Operations*, for digitized and nondigitized operations as well as division organization. Field Manual 100–5, *Operations*, the cornerstone of Army doctrine, is currently being rewritten. To facilitate the transition, TRADOC is developing training support packages for the EXFOR, including simulators, simulations, and live training, and is conducting distance learning, all of which illuminates future standardized training.

To ensure that SOF are equipped to meet the twenty-first century, SOCOM selected the 7th Special Forces Group (Airborne) as the SOF Force XXI test bed and began implementing its own Force XXI initiatives in June 1995. The first initiative reviewed military intelligence support to the Special Forces (SF) group—currently consisting of military detachments at group and battalion levels—and formed a group-level military intelligence company to test whether it could better support subordinate battalions and improve low-density specialty training. Two additional initiatives attached a civil affairs company and a three-person psychological operations (PSYOP) element to the group to provide a more rapid response to the theater commander and to satisfy mission requirements. Other initiatives consisted of evaluating the requirements for scuba and military free-fall–trained SF detachments. In addition, the Special Operations Support Command was formed.

Winning the information war has emerged in Force XXI as critical for battlefield superiority. The Army is attempting to digitize the battlefield so that military leaders in the field, from squad to corps level, can obtain information in real time on terrain, the environment, and friendly and threat unit locations. The "tactical internet" is the digitized battlefield that provides rapid, updated, filtered information over interoperable systems to enable commanders to operate effectively and apply appropriate forces at the right location when needed. At the same time, the Army recognizes that extensive use of information technology and digitized data may present vulnerabilities as well as strengths. The CSA ordered a Force XXI Red Team, composed of the Army Digitization Office; the Director of Information Systems for Command, Control, Communications, and Computers; INSCOM; CECOM; and TECOM, to subject systems to

information warfare attacks, thereby identifying weaknesses for which countermeasures can be developed.

In 1996, DOD announced a five-year plan emphasizing three priorities: readiness, quality of life, and modernization. By 2000, DOD's modernization budget was scheduled to increase to $67 billion, a significant rise from FY 96. The Army's modernization plan for a capabilities-based force promotes five objectives: project and sustain the force, protect the force, win the information war, conduct precision strikes, and dominate the maneuver battle. To maintain or attain battlefield technological superiority, the Army is working to acquire new information technologies, particularly advanced sensors, computers, and communication systems. Major systems are being acquired, including the Crusader field artillery system, THAAD system, Javelin missile, and Comanche armed reconnaissance helicopter. In addition, existing systems such as the Abrams tank, Bradley Fighting Vehicle, ATACMS, MLRS, and Apache Longbow weapons system are being upgraded. The Army is also modernizing critical support systems such as trucks, generators, radios, and individual clothing and equipment. Finally, the Army is retiring many older systems that are expensive to maintain and that provide only minimal combat capability.

Training

Training is one of the key elements in creating and maintaining a professional and ready Army. In leader development, the Army is concentrating on developing decision making at all levels. The warrior ethos is emphasized, while new training concepts are linking schools to units, coordinating field training to simulations and simulators, and embedding training devices in operational equipment. The Guard has developed a distributive training technology in a national strategy to connect TRADOC schools, Guard facilities, the Internet, simulations networks, and soldiers' homes. In addition, it will connect the state area commands (STARC), (the sustainment base), with soldiers deployed worldwide and, by providing access to information, training, and knowledge, will enhance quality of life. The Regional Distance Learning Demonstration Project is under construction and currently connects nine distance learning classrooms in Delaware, Pennsylvania, Virginia, West Virginia, Maryland, and the District of Columbia. Built with cooperation from the Defense Information Systems Agency, the distance learning network will be fully compatible with other services and future DOD worldwide networks. Course curricula designed by TRADOC ensure high-quality, mission-essential training. In its "Future Army Schools—21st Century" initiative, the Army is establishing the TASS, which integrates active and reserve

component schools. Reserve component instructors will replace active component instructors in training active Army soldiers. In a pilot program, Reserve instructors will also train ROTC cadets.

In addition to readiness, integration of the active and reserve components is essential to future success. FORSCOM's ground force readiness enhancement program, designed to provide a collective training evaluation for reserve component units and staffs before and after mobilization, reached maturity in FY 96. All six regional training brigades, each with 250 to 300 Army trainers and a headquarters staff of 40 personnel, have been established and are at 50 percent of their required personnel strength. The regional training brigade at Fort Lewis, Washington, is at 100 percent strength; it conducted annual training for the 41st and 81st Infantry Brigades (Guard enhanced readiness brigades) in FY 96. The ground force readiness enhancement program also detailed four hundred Army trainers to five divisions (exercise) within the Reserve.

The Army operates NTC at Fort Irwin, California; JRTC at Fort Polk, Louisiana; and the Combat Maneuver Training Center (CMTC) at Hohenfels, Germany, all of which use field exercises to improve readiness. NTC trained more than 40,000 soldiers in FY 96 in 12 rotations of brigade task forces (2 battalions each), of which 11 were from the active component and 1 from the Guard. At JRTC, nearly 20,000 soldiers received training in 10 rotations of brigade task forces (3 battalions each).

As an example of training, the Florida Army National Guard's 53d Infantry Brigade (Light), one of the enhanced readiness brigades, deployed 4,500 soldiers to JRTC at night under blackout conditions, air-landing one infantry battalion via a C–130 aircraft, inserting two infantry battalions and a field artillery battery by helicopter, and conducting a ground move protected by an attack helicopter battalion. The brigade then conducted six infantry platoon movement-to-contact live-fire exercises, six 81-mm. mortar platoon live-fire exercises, two 107-mm. mortar platoon live-fire exercises, and three 105-mm. field artillery battery live-fire exercises. Having conducted a successful exercise without incurring any damage to property or suffering any serious personnel injuries, the brigade redeployed to home station after receiving commendations from the observer-controllers and opposing forces. Another enhanced readiness brigade, Louisiana's 256th Infantry Brigade (Mechanized), participated in a combat training center (CTC)–like rotation at Fort Hood, Texas, progressing from company team to task force level operations and incorporating close air, engineer, air defense, and indirect fires. The 256th now meets Army strength, equipment, and readiness standards.

At CMTC in Hohenfels, five task force rotations (three battalions each) were conducted in FY 96. A battalion task force usually has one conventional CMTC rotation annually. Units scheduled to participate in

Task Force ABLE SENTRY in Macedonia, however, received specific training in peace support operations, while those preparing for Partnership for Peace exercises received training in conventional and peace support operations. Units called to the Implementation Force (IFOR) to support the Dayton Peace Accords in Bosnia received specific training in enforcing treaties, establishing and enforcing an operations zone, removing mines and other hazards, relocating refugees, and inspecting facilities and forces.

The Jungle Operations Training Center (JOTC), at Fort Sherman, Panama, is the only Army site for collective jungle training for light, airborne, Ranger, air assault, and Marine Corps infantry. In addition, JOTC conducts the engineer jungle warfare course and the aircrew survival course, and routinely trains allied exchange platoons. During FY 96, eleven infantry battalion rotations occurred at JOTC.

The Battle Command Training Program, located at Fort Leavenworth, Kansas, conducted 2 corps warfighter exercise (WFX) equivalents, 7 division WFX equivalents, 12 reserve component brigade battle command and battle staff training exercises, and 12 Operations Group Delta Joint Task Force exercises.

In FY 96, approximately $33 million was invested in new training facilities. A Close Combat Tactical Trainer (CCTC) was built at Fort Benning, Georgia, for $4.9 million; Fort Knox, Kentucky, also acquired one that cost $5.6 million. A new infantry platoon battle course at Fort Drum, New York, cost $3.8 million to construct, while an armor range, also built at Fort Drum, required $5.02 million. At Fort Eustis, Virginia, $5.4 million was expended to develop a deployment training facility, and $8.5 million was spent at Fort Lewis, Washington, for a multipurpose training range.

Participation in exercises is fundamental for Army readiness. More than 55,000 FORSCOM soldiers participated in 21 major joint exercises, including BRIGHT STAR, BLUE FLAG, and *FUERTES DEFENSAS* (Strong Defenses). These exercises were designed to improve military-to-military relationships, enhance U.S. presence in critical regions, and improve joint and combined operations. In EXCALIBUR 96, HQDA satisfactorily practiced its Continuity of Operations Plan, in which key functional offices within the Army Staff (Emergency Relocation Group) were denied the use of their normal Pentagon workspaces and were directed to relocate to an emergency relocation site. POSITIVE FORCE 96, a mobilization exercise for executing two major theater wars, was postponed until FY 97 due to real-world deployments to Southwest Asia in October 1996.

USARSO supported Honduras and Uruguay with exercises *FUERZAS ALIADAS* (Allied Forces) and *FUERZAS UNIDAS* (United Forces), respectively. These exercises aided the countries' militaries in executing multina-

tional peacekeeping CPX (command post exercises), an important mission as Latin American armies acquire new peacekeeping responsibilities.

Third Army soldiers in CENTCOM planned, coordinated, and supported ten separate series of recurring, bilateral exercises with regional nations, ranging from company team to battalion task force size and executed by active and reserve FORSCOM and USAREUR units. CENTCOM's largest exercise is BRIGHT STAR, conducted in Egypt by Third Army, which serves as the Joint Task Force (JTF) headquarters. In 1995, BRIGHT STAR involved 60,000 participants from five nations, with 20,000 of those from the United States, in a deep attack scenario with AH–64 Apache helicopters from the United States, Egypt, and the United Arab Emirates. Third Army soldiers also participated in ULTIMATE RESOLVE, INTERNAL LOOK, ROVING SANDS, and BLUE FLAG.

In the EUCOM AOR, USAREUR executed eleven training exercises from JTF level to multinational interoperability. In 1995, USAREUR soldiers participated in 6 PfP exercises involving 22 of the 27 nations participating in the program. PfP exercise PEACEFUL EAGLE, held in Albania, encompassed the participation of Bulgaria, Greece, Italy, Macedonia, Romania, Slovenia, Turkey, and the United States. Designed to build trust and confidence among southern European countries, the two-battalion exercise included platoon training, company field training, and a battalion staff exercise.

USARPAC soldiers participated in 16 JCS (Joint Chiefs of Staff) exercises, 2 army-to-army FTXs (field training exercises), and 3 CPXs. These occurred at JRTC, at NTC, and in the Philippines, Japan, Australia, Singapore, and Thailand. Southeast Asia's premier training exercise, COBRA GOLD 96, was a multinational air, land, sea, and amphibious exercise in Thailand sponsored by PACOM in which 19,000 U.S. and Thai military personnel participated to improve interoperability and to demonstrate U.S. resolve to support Asian nations. BALIKATAN 95 was held in the Philippines and involved more than 300 U.S. Army personnel. An annual joint and combined CPX that focused on U.S. rapid deployment to Korea, ULCHI FOCUS LENS, was conducted with ROK forces.

Military-to-military programs promote interoperability, enhance professional understanding, build lasting bonds with other nations, and sometimes assist in democratization processes. USARPAC's Expanded Relations Program (ERP) initiative, which supports Asian and Pacific nations as well as U.S. strategic goals, promotes army-to-army dialogue and contributes toward developing and modernizing Asian and Pacific ground forces. In FY 96, 150 ERP missions were conducted through senior officer visits, staff information exchanges, conferences, humanitarian assistance, individual and unit training exchanges, and bilateral and joint exercises. Specific events included the annual CGSC team visit to

India, Nepal, Bangladesh, Sri Lanka, and Pakistan; representation on the Mutual Defense Board with the Philippines; and the annual PACOM staff talks with Indonesia, Malaysia, and Singapore. Key ERP events in FY 96 were the annual JCS exercises ULCHI FOCUS LENS, FOAL EAGLE, and RSOI (Reception, Staging, Onward Movement, and Integration) in Korea, as well as ORIENT SHIELD in Japan; and Army exercises YAMA SAKURA and NORTHWIND in Japan.

Another USARPAC initiative is the INDO-U.S. Executive Steering Group, created to develop army-to-army programs between India and the United States and to improve relationships with senior Indian leaders. Senior officer visits, observer exchanges, conferences, and training opportunities have increased the level of confidence between the two countries, improved Indian military professionalism, and helped to develop similar programs with other countries. To enhance interactions between allied and friendly armies of the Asia-Pacific and Indian Ocean region, USARPAC established the Pacific Armies Management Seminar. Since its inception, participation has grown from nine nations to the thirty-seven present at the March 1996 seminar in Bangkok, Thailand. Two hundred military personnel, including twenty general officers, attended the seminar, which was cohosted by USARPAC and the Royal Thai Army.

To build regional cooperation and aid in the counterdrug effort, USARSO conducts a distinguished visitor program, which consists of reciprocal two- to three-day visits between the USARSO commanding general and commanding generals of Latin American armies. In 1996, USARSO received distinguished visitors from Belize, Panama, Venezuela, Bolivia, Colombia, Guatemala, and Suriname. In return, the USARSO commanding general visited Brazil, El Salvador, Peru, Bolivia, and Venezuela. USARSO also conducted platoon exchanges with Venezuela, Argentina, and Uruguay, and conducted the first combined FTX in Belize between U.S. and Belize forces.

The *Nuevos Horizontes* (New Horizons) nations assistance program was an important element in U.S. efforts at nation building. *Nuevos Horizontes* consisted of three JCS exercises in 1996. Soldiers from the California Army National Guard participated in Joint Task Force Eureka in Panama; from Alabama's 81st Regional Support Command in Joint Task Force 926 in Honduras; and from USARSO's 536th Combat Engineer Battalion (Heavy) in Joint Task Force Builder in El Salvador and Ecuador.

Nation-building exercises were a significant accomplishment by USARSO soldiers. Overseas-deployment-for-training exercises benefited Latin American countries as well as Army soldiers. In 1996, active and reserve component engineers in Belize, Honduras, Costa Rica, and Panama built or repaired 37 schools, 5 clinics, 15 water wells, and 6

bridges. In addition, they built or improved nearly fifty kilometers of farm-to-market roads. Medical, dental, and veterinarian professionals in 16 medical readiness training exercises in 8 countries treated 40,000 medical patients, 8,000 dental patients, and more than 20,000 animals.

Deployed Operational Forces

The Army maintains 125,000 soldiers forward-deployed in Europe, the Pacific, and Panama. On any given day, an average of 21,500 soldiers are deployed from their home stations around the world. During FY 96, 38,000 soldiers were deployed in more than 60 countries in military operations other than war.

Operation JOINT ENDEAVOR—in which U.S. forces supported NATO in monitoring and enforcing the Dayton Peace Accords in Bosnia in one of the largest peacetime operations since World War II—proved to be the most significant deployment of the Army in FY 96. JOINT ENDEAVOR was also NATO's first operational commitment of forces, the first time U.S. Army soldiers had served in Eastern Europe in substantial numbers, the first time American and Russian troops had shared a common mission, and the first cold weather combat operation since the Korean War. Before JOINT ENDEAVOR, Army soldiers were participating in Operation DENY FLIGHT, enforcing a no-fly zone over Bosnia; SF soldiers conducted combat search-and-rescue. On 8 December 1995, a Presidential Selected Reserve Call-up was signed and, within ten days, 7,745 unit soldiers (2,082 Guard, 5,663 Reserve) and 350 Individual Mobilization Augmentees (IMA) were mobilized, nearly all for the 270 days authorized by law. The majority of the units backfilled or augmented staffs and units in Germany, particularly in postal, military police, movement control, logistics, aviation, personnel administration, finance, military intelligence, and maintenance functions. Some units deployed to Bosnia to perform civil affairs, PSYOP, public affairs, firefighting, military history, rear area operations, fire support, aviation, logistics, and maintenance missions. CONUS and forward-deployed active duty civil affairs, PSYOP, SF, and SOF aviation units of the 10th Special Forces Group (Airborne) immediately began preparing for liaison with NATO countries and deployed to support the IFOR that would soon arrive.

Sixteen Guard units in twenty-two states were mobilized. With an average of four days between call-up and arrival at mobilization stations, these units demonstrated their baseline readiness. A Kansas target acquisition battery (minus) supplied counterbattery radar coverage at Sarajevo Airport while a Pennsylvania fire support element provided fire direction support for the Nordic Brigade. A few units remained in CONUS to support mobilization and to backfill deployed units. All reserve component

requirements for SOF, medical, postal, finance, mobilization support, logistics, and firefighting units were filled from the Reserve. At the end of FY 96, 74 percent of all reserve component units supporting Operation JOINT ENDEAVOR were from 139 Reserve units. During 1996, two additional mobilizations of reserve components occurred, as soldiers and units were deployed in successive 270-day rotations to take the place of those returning from active duty commitments. The FY 96 National Defense Authorization Act reimbursed lost income up to $5,000 per month for mobilized Guard and Reserve soldiers. In addition, DOD authorized a test program that waived deductibles for CHAMPUS (Civilian Health and Medical Program of the Uniformed Services) for mobilized Guard members.

Recognizing that extensive predeployment preparation was needed for the IFOR, USAREUR immediately organized nondeploying units to train and support the deploying force. Individual training focused on mine awareness, checkpoint operations, rules of engagement, and negotiations, while CPXs and fire-coordination exercises targeted intelligence and fire control systems. All deploying units trained together at CMTC in Hohenfels, replicating the Zone of Separation they would establish in Bosnia under similar conditions. ISLAND THUNDER and FORWARD RESOLVE were two USAREUR exercises that tested contingency and deployment plans. MOUNTAIN EAGLE was a capstone exercise that certified the force and served as mission rehearsal. Mountain SHIELD II certified the Southern European Task Force to serve as a JTF with the mission of extracting United Nations (UN) forces from a hostile environment. In addition, lessons learned from Operation DESERT STORM resulted in a comprehensive training program for nondeployers. Family assistance centers, family support groups, and rear detachments gained new skills, ensuring that 95 percent of all families remained in theater during the twelve-month deployment.

During a bitter winter storm in late December, with accompanying snow, rain, mud, and flooding, the 502d Engineer Company constructed the longest assault bridge in modern history. When trucks and boats could not accomplish the job in extreme weather, helicopters transported six-ton bridge segments and dropped them into the Sava River between Croatia and Bosnia-Herzegovina, to be maneuvered into location by boat crews. In conjunction with USAREUR's intermediate staging base in Hungary, the Sava River bridge enabled deployment of Task Force Eagle (the IFOR) equipment and personnel—373 trains with 7,187 rail cars; 1,408 cargo plane sorties; and 2,047 transport vehicles moving 5,000 tracked vehicles, wheeled vehicles, and containers. Task Force Eagle deployed into twenty-four base camps, with soldiers sleeping for weeks in makeshift camps, abandoned buildings, or their vehicles while establishing the Zone of

Separation to monitor the peace agreement. The U.S. Army Cold Regions Research and Engineering Laboratory offered commanders and staff guidance to overcome the hostile winter environment.

The 1st Armored Division formed the basis of Task Force Eagle, which was reinforced by USAREUR, V Corps, the Southern European Task Force, other U.S. Army assets, and fifteen brigade-size units from eleven NATO allies and former Warsaw Pact countries, including a Russian airborne brigade. USAREUR alone deployed 23,000 soldiers to JOINT ENDEAVOR. Some units have returned to home station or relocated to bases in rim countries. Military police and lighter forces have replaced armored and mechanized infantry units. As Task Force Eagle elements redeploy, retraining is conducted at the Taborfalva Training Area in Hungary. USAREUR is now focused on sustaining, maintaining, supporting, and redeploying U.S. forces in Bosnia, Croatia, and Hungary through the USAREUR (Forward) command post in Taszar, Hungary, and the National Support Element, 21st Theater Army Area Command, in Kaposvar, Hungary. Sustaining the deployed force requires a daily flow of 3 convoys and 12 air sorties carrying 75,000 meals; 192,000 gallons of water; 130,000 gallons of fuel; and 133 short tons of supplies. The success of Operation JOINT ENDEAVOR and other missions in the Balkan region resulted in free elections in Bosnia in September 1996.

For FORSCOM soldiers, thousands of whom were deployed during FY 96 for operations or training, the average length of time absent from home station was 140 days. FORSCOM soldiers played a vital role in providing humanitarian relief to Haitians and Cubans at Guantanamo Bay, Cuba, in Operation SEA SIGNAL. In CONSTANT VIGIL, a CENTCOM operation, FORSCOM soldiers assisted in deterring aggression while gaining valuable joint and combined training.

Hundreds of USARSO soldiers deploy temporarily for exercises, nation-building activities, counterdrug operations, and civic action programs. In Ecuador, USARSO assumed base operational support for Operation SAFE BORDER, the U.S. contribution to the UN Military Observer Mission in that country. Since 1995, USARSO has sent thirty-five soldiers and four UH–60 Black Hawk helicopters to support the multinational observer contingent in Patuca, Ecuador, to peaceably settle the long-term border dispute between Peru and Ecuador.

U.S. Army troops deployed to Haiti under Operation UPHOLD DEMOCRACY, beginning in September 1994, to support a UN mission to restore the democratically elected government to power. SOF and other U.S. forces had been poised to conduct a forced entry but quickly shifted focus when the mission was changed through successful diplomacy. Although the last of those SOF elements departed Haiti in February 1996, a Presidential Selected Reserve Call-up in May 1996 mobilized 2,100

reservists from the Guard and Reserve for UPHOLD DEMOCRACY. Initial requirements for port operations, civil affairs, PSYOP, and SF personnel gave way to needs for logistical, aviation, military police, engineer, postal, and transportation units. More than 70 percent of the reserve forces came from the Reserve. Until April 1996, Army soldiers helped the Haitian government maintain order, develop a security force, and repatriate refugees. The current mission includes high-visibility patrols and provision of security for food convoys. The Army also provides a quick reaction force to the UN Mission and trained 5,275 Haitian National Police at Fort Leonard Wood, Missouri, from June 1995 to early 1996.

In the CENTCOM AOR, Operation SOUTHERN WATCH enforces the no-fly zone below the 32d parallel in southern Iraq that was imposed by the UN after the Persian Gulf War to protect coalition forces from Iraqi aircraft. Although primarily air assets are involved in SOUTHERN WATCH, 1,500 Army soldiers providing fixed-wing aircraft, helicopters, and other support were assisting the JTF. From August to December 1995, VIGILANT SENTINEL deterred Iraqi aggression with major contingency deployments from ARCENT (U.S. Army Central Command). In September 1996, Iraq fired missiles at a U.S. aircraft, challenging multinational forces in SOUTHERN WATCH. The United States retaliated with Operation DESERT STRIKE, in which Army units participated, disabling Iraqi air defenses with Tomahawk and cruise missiles in a show of force designed to deter further Iraqi aggression. In response, the UN imposed additional sanctions; the no-fly zone was expanded to the 33d parallel; additional troops were deployed to the region; and Operation NORTHERN WATCH was implemented, enforcing a new no-fly zone above the 36th parallel in northern Iraq. Army units also participated in DESERT FALCON, a show of force in FY 96 to deter Iraqi aggression in northern Iraq, and PROVIDE COMFORT, an ongoing operation to protect Kurds in northern Iraq from Iraqi attacks.

The United States, concerned with Iraqi aggression toward Kuwait, deployed 3,500 soldiers from the 24th Infantry Division to Kuwait as part of VIGILANT THUNDER in 1996 to preclude Iraqi retaliatory strikes. INTRINSIC ACTION, initiated in 1993, is a continuous show of force by combined U.S. and Kuwaiti forces to deter Iraqi aggression. A U.S. battalion task force deploys twice yearly to conduct combined exercises with the Kuwaiti Army. In FY 96, 1,475 soldiers from the 3rd Infantry Division and 1,400 from the 1st Cavalry Division participated in INTRINSIC ACTION in two separate rotations.

CENTCOM is nearing its goal of pre-positioning a full heavy division in Southwest Asia. In spring 1995, Army war reserve combat equipment to equip the first full brigade was put in place at Camp Doha, outside Kuwait City in Kuwait. ARCENT-Kuwait oversees the equipment and conducts joint and combined training in Kuwait. In March 1996,

ARCENT-Qatar was established and outfitted with Army war reserve combat equipment for an armor battalion task force (the initial element of another full brigade) and the division base. ARCENT–Saudi Arabia provides command and control for the Patriot air defense artillery task force, PROVIDE COVER, which, deployed in both Kuwait and Saudi Arabia, was composed from FORSCOM and USAREUR elements. In addition, ARCENT–Saudi Arabia provides the command and control structure for theater ballistic missile defense in the region. These three command and control activities will facilitate a transition to war in the region. INTRINSIC ACTION forces use the Army war reserve combat equipment pre-positioned at ARCENT-Kuwait. In April 1996, a task force from the 24th Infantry Division, deployed to the United Arab Emirates, conducted the first annual exercise to equip and sustain a full combat brigade from equipment pre-positioned afloat by unloading Army war reserve combat equipment off of five ships on station in the CENTCOM AOR.

On 25 June 1996, a truck bomb exploded outside the military compound at Khobar Towers in Saudi Arabia, killing nineteen Air Force service members. DOD directed commanders in Southwest Asia to take additional protective measures. In accordance with CENTCOM's force protection/relocation plan, DESERT FOCUS, published in July, Army forces moved to locations that were more defensible and deployed an infantry battalion to protect Patriot sites and other Army facilities. DESERT FOCUS now refers only to the protection mission of the infantry battalion.

The United States maintains no bases in Africa but does participate in peacekeeping and humanitarian missions. In an effort to promote regional stability, the United States fosters democratic institutions, helps protect natural resources, and supports national development. The U.S. military offers exchange programs and trains African soldiers. Nevertheless, U.S. armed forces do sometimes become involved in internal crises on the continent, particularly when U.S. citizens are involved. On 4 April 1996, factional fighting in Monrovia, Liberia, cut the American embassy's access to the airport, which then closed on 6 April. The following day, Special Operations Command, Europe, began conducting Operation ASSURED RESPONSE, evacuating 400 U.S. citizens and 1,700 foreigners between 9 and 20 April, using an intermediate staging base at Freetown, Sierra Leone, and a safe haven in Dakar, Senegal. Army soldiers were deployed from the 3d Battalion, 325th Airborne Infantry; 1st Battalion, 10th Special Forces Group; 3d Battalion, 160th Special Operations Aviation Regiment; and the Southern European Task Force.

In April 1996, USAREUR forces were participating in six separate large-scale operations at once in Macedonia, Saudi Arabia, Hungary, Bosnia, Croatia, Sierra Leone, and Liberia. In addition to the 23,000 soldiers serving in JOINT ENDEAVOR, USAREUR also deployed 7,000 soldiers

to Hungary and Italy, and 5,000 to Croatia. Under Operation ABLE SENTRY, as part of a UN mission, the United States has been monitoring Macedonia's border with Serbia and reporting violations to UN sanctions for three years. Every six months, a USAREUR combat battalion task force of approximately 525 personnel deploys to Macedonia. Historically, only infantry units performed the mission; from April to September 1996; however, the first armor battalion executed the task. As one unit prepares for the mission, a second executes, and a third recovers and retrains. ABLE SENTRY was scheduled to end in May 1997, but the UN Security Council extended the mission for six more months.

Fifty thousand soldiers were based in Korea, Hawaii, Alaska, and Japan in FY 96. As an example of USARPAC deployments, soldiers from the 45th Corps Support Group (Forward) were deployed in May 1996 to Germany, Bosnia, Hungary, the Sinai, the island of Kosrae, Kwajalein Atoll, Laos, Cambodia, Vietnam, Thailand, South Korea, and CONUS. Soldiers were also sent to Cuba and other locations in support of CENTCOM and the U.S. Atlantic Command. USARPAC soldiers were assigned permanently to the Investigation and Recovery Team of JTF Full Accounting, which conducts investigations, excavations, and recovery operations to find missing American military members from the Vietnam War.

The Army provides nearly 1,000 soldiers to the Multinational Force and Observers (MFO) in the Sinai, an independent (non-UN) peacekeeping mission, created as a result of the 1978 Camp David Accords and the 1979 Treaty of Peace. The United States, Israel, Egypt, Germany, and Japan fund the MFO's expenses. Since 1982, various nations have contributed military and civilian personnel to serve in approximately thirty remote operational sites in the Sinai Peninsula of Egypt. U.S. participation consists of one light infantry battalion, which rotates every six months, and one support battalion, which rotates once a year. In FY 96, battalion-size task forces of approximately 350 personnel began or ended three separate tours of duty. Soldiers operate checkpoints, reconnaissance patrols, and observation posts along the international boundary to verify treaty implementation. In December 1995, the CSA approved a study on including reserve component soldiers in future rotations to reduce the PERSTEMPO for the active Army. USAREUR also provided a small element to support a UN observer mission in Tblisi, Georgia.

The U.S. Army increasingly supports disaster relief and humanitarian missions. In Operations MARATHON PACIFIC and PACIFIC HAVEN, Army units offered humanitarian and civic assistance. In PACIFIC HAVEN, thousands of Kurds and other persons in northern Iraq who had been threatened by the Iraqi government were evacuated to Andersen Air Force Base (South), Guam, beginning 16 September 1996. JTF Pacific Haven sup-

plied shelter, processing, care, and security for 6,600 evacuees prior to their final relocation. USARPAC sent the JTF's Army element, which consisted primarily of infantry, military police, and K9 dog teams, whose tasks were to provide security for the refugees. Additional soldiers from the 25th Infantry Division; FORSCOM; SOCOM; INSCOM; U.S. Army, Alaska; MEDCOM; and USAR, Guam, provided administration, medical, engineering, public affairs, PSYOP, civil affairs, and linguistic support.

As the DOD Executive Agent for Military Support to Civil Authorities, the Army extended support during FY 96 in various major disasters, usually weather catastrophes. In 1996, the Director of Military Support (DOMS) sent troops to stem floodwaters and assist victims in Pennsylvania, Maryland, West Virginia, Washington, Oregon, Idaho, New York, and California. When Hurricanes Bertha, Edouard, and Hortense hit the U.S. Virgin Islands and Puerto Rico, airlift assets, personnel, and equipment were deployed. Army personnel also assisted South Carolina, North Carolina, and Virginia during Hurricane Fran. In addition, Virginia, Maryland, and the District of Columbia received Army assistance during the blizzard of 1996. To suppress wildfires in Alaska and California, the Army sent 1,200 active duty personnel and eight military airborne firefighting systems to assist local authorities. During a natural gas explosion in Puerto Rico, the Army sent two urban search and rescue teams.

In 1996, DOMS created a Domestic Preparedness Section to implement the Defense Against Weapons of Mass Destruction Act, which authorizes federal agencies to assist state and local agencies responding to terrorist incidents. In July 1996,when TWA Flight 800 crashed into the Atlantic Ocean shortly after taking off from Kennedy Airport, New York, the Army supported its recovery with 630 active duty soldiers and support equipment. In addition to the 10,000 soldiers deployed to support the 1996 Summer Olympic Games in Atlanta, Georgia, Army personnel assisted law enforcement personnel following the bombing of Centennial Olympic Park.

The Army's counterdrug budget in FY 96 was $230 million. Working with the Utah Army National Guard, the Army digitized the Transcription/Translation Support System in Draper, Utah, to increase support to the Drug Enforcement Administration. An increase in training of drug law enforcement agencies by Army Mobile Training Teams and TRADOC also occurred. In October 1995, the United States and Mexico agreed that the U.S. Army would train instructors for new Mexican counterdrug SF units; conduct pilot and aviation maintenance training; and establish an airmobile capability. Counterdrug training for instructors began in April 1996 at the School of the Americas, Fort Benning, Georgia, with follow-on training at Fort Bragg, North Carolina, and Fort Campbell, Kentucky. By September 2000, 126 instructors per year will have received

training. The Helicopter School of the Americas at Fort Rucker, Alabama, began conducting UH–1H pilot and aviation maintenance training for 450 Mexican Air Force personnel annually through 2001. In April 1996, DOD tasked the Army to transfer 73 UH–1H helicopters to Mexico; all helicopters, spare parts, and aviation ground support are to be delivered by September 1997. In June 1996, the Army was directed further to provide and install a UH–1H flight simulator in Mexico by April 1998 to sustain initial pilot training.

Army SOF participated in 850 missions in 101 different countries during FY 96, with highly visible missions being those in Haiti, Bosnia, and Liberia. In Kuwait, SOF created a permanent presence with its IRIS GOLD exercise series, in which it enhances command and control, integrates joint forces, and coordinates joint/combined war plans. One SF company rotates every 120 days through IRIS GOLD. Another vital SOF mission is demining. In June 1996, DOD implemented a new plan that would improve mine detection and clearing technology, share the technology internationally, and assist foreign nations in developing humanitarian demining programs. The seventeen nations supported by the United States are Afghanistan, Angola, Bosnia, Cambodia, Chad, Costa Rica, Eritrea, Ethiopia, Honduras, Jordan, Laos, Lebanon, Mozambique, Namibia, Nicaragua, Rwanda, and Yemen; Zimbabwe and Guatemala are under consideration for inclusion. SOF conducts the humanitarian demining programs in all countries except Afghanistan and Namibia. Civil affairs soldiers assist host nations in developing the infrastructure for a demining program; PSYOP elements assist in media campaigns to increase public awareness; and SF personnel teach mine clearance techniques such as locating, mapping, and destruction in place, but not mine removal.

Military Intelligence

Army military intelligence (MI) priorities during FY 96 were concerned with supporting operational deployments and preparing to support Army XXI. New intelligence collection, processing, and dissemination systems featuring information-age technologies were fielded in Haiti, Macedonia, and Bosnia. Use of these new systems imparted lessons learned from which new tactics, techniques, and procedures were developed for the benefit of other units and the EXFOR. The lessons learned will also be applicable to new systems such as the Common Ground Station, Advanced Quickfix, and the Ground-Based Common Sensor.

Force XXI demands new intelligence organizations at every level from echelons above corps to maneuver brigade, beginning with a smaller, modular, and more flexible and deployable divisional MI battalion. Though smaller than its predecessor by eighty-three personnel spaces, the

new MI battalion includes a direct support MI company for each maneuver brigade; organic signal intelligence and imagery collection systems with targeting ability; real-time "sensor-to-shooter" links; an analysis and control team equipped with the All-Source Analysis System; a Common Ground Station; and an Unmanned Aerial Vehicle Ground Control Station.

During FY 96, to reduce vulnerabilities of information systems, MI established the Land Information Warfare Activity (LIWA) within INSCOM; began the Force XXI Red Team effort; developed a Command and Control Protect Management Plan to protect information capabilities; and conducted the first tactical-level information operations war game. LIWA, a forty-person organization supported by information warfare activities from the Army and other military services, integrates information warfare into its activities and provides commanders with an additional tool for success in battle. The LIWA conducted vulnerability assessments of U.S. forces in Bosnia and is forming a computer–emergency response team to help protect Army information systems.

In May 1995, the commanding general, U.S. Army Intelligence Center, established an Information Operations Task Force and directed it to conduct an information operations war game that would develop operational and tactical concepts and doctrine. Conducted in November 1995, the war game portrayed a corps-size force in a major regional conflict. Eighty-two participants from twenty-seven Army, joint, and national organizations used simulations along with command and control warfare planning tools to address information operations issues. One of the key lessons resulting from the after-action plan in 1996 was that the Army needs to work harder at utilizing information-age technology while protecting dissemination and providing information to operators.

To provide Force XXI with the capability for battlefield visualization, the CSA, in May 1995, directed the development of a battlefield visualization management plan and a battlefield visualization advanced concept technology demonstration; he also requested that the JCS address the lack of digital terrain elevation data. The Rapid Terrain Visualization Advanced Technology Demonstration will evaluate technologies for collecting, processing, and delivering rapid high-resolution digital terrain elevation data. The Battlespace Command and Control Advanced Concept Technology Demonstration (ACTD) will develop the system on which to portray the high-resolution data, with enemy and friendly forces overlaid on a high fidelity, three-dimensional view of the battlespace. The two demonstrations will be merged into the Rapid Battlefield Visualization ACTD to provide a single system for rendering a virtual rendition of the battlespace before engaging the enemy.

The Army has produced a prototype battlefield visualization system that was first used in September 1995 to depict a corps exercise area in

Panama. In subsequent exercises in FY 96, friendly forces data were added along with modular, semiautomated forces. During exercise ROYAL DRAGON in May 1996, the prototype battlefield visualization system used live intelligence feeds from the Guardrail Common Sensor, the Air Force U–2, long-range reconnaissance company digital imagery, and other systems for the first time. The system was integrated with Army battle command systems to receive enemy forces dispositions from the All-Source Analysis System and friendly data from Phoenix, the Maneuver Control System; both were displayed on a high fidelity, virtual replication of the exercise area. The Army plans to insert this prototype in the Rapid Battlefield Visualization ACTD for further development and to demonstrate it at the March 1997 AWE in Fort Irwin, California.

At that AWE, the EXFOR will also employ new intelligence and electronic warfare systems as well as higher-echelon collectors and downlinks that provide intelligence in real or near-real time. Already fielded to EXFOR are the All-Source Analysis System, Commander's Tactical Terminal, Common Ground Station, Mobile Integrated Tactical Terminal, Ground-Based Common Sensor, Trojan Spirit II, Advanced Quickfix, and Unmanned Aerial Vehicle–short range. Higher-echelon supporting systems include Guardrail Common Sensor, Joint Surveillance Target Attack Radar System, Modernized Imagery Exploitation System, Enhanced Tactical Radar Correlator, and Airborne Reconnaissance Low. Three Advanced Quickfix systems are being built in FY 96 and 97 at a low rate of production, prior to a decision being made to proceed with full production. Advanced Quickfix is a heliborne system that provides division and armored cavalry regiment commanders with an organic ability to locate targets, determine an opponent's order of battle, attack enemy command and control, and locate threatening radar emissions. The Ground-Based Common Sensor, mounted on a wheeled or tracked vehicle, has similar capabilities to the Advanced Quickfix. This ground sensor, however, is the Army's only asset that can process signals intelligence, locate precision targets, and attack enemy electronics at any time of the day or night, in any weather and on any terrain. In addition, the system is mobile, is not dependent on other systems to carry out its mission, and provides its troops significant protection from enemy fire, particularly when the sensor is mounted on the electronic variant of the Bradley Fighting Vehicle.

Nuclear, Biological, and Chemical Issues

On 22 August 1996, the first nerve agent (GB)–filled M55 rocket was destroyed successfully at Tooele Chemical Disposal Facility at Tooele

Army Depot, Utah. Sixty rockets were moved on 21 August and 180 on 23 August from a storage igloo to the disposal facility for processing. The Army had voluntarily postponed operations for fifty-seven days until the U.S. District Court for Utah could act upon a suit filed by private groups to halt the start-up of the facility. After a nine-day hearing, the court declined to halt the process. The private groups then filed a motion on 22 August with the Utah Solid and Hazardous Waste Control Board to prevent the start of operations, but the Board conducted an emergency meeting and denied the motion that same day.

Theater Missile Defense

In FY 96, the Army substantially advanced its theater missile defense capabilities, initiating plans to extend the range of the Army tactical missile system to treaty limits. Fielding THAAD, required for active defense-in-depth and area protection, is a leading priority of the Space and Strategic Defense Command (SSDC). THAAD fielding progressed in FY 96, as did fielding of Patriot Advanced Capability–3 (PAC–3). Direct downlink and delivery of theater and national intelligence products in theater to the tactical commander will be assured by THAAD. The newly established Joint Aerostat Program Management Office is assessing the applicability of lighter-than-air, tethered platforms for cruise missile defense, with operational assessments occurring at White Sands, New Mexico. The first Joint Tactical Ground Station remains on schedule and is set for fielding in FY 97.

Army support of joint training, exercises, and military operations for theater missile defense resulted in the Missile Defense Battle Integration Center (MDBIC) as the Army's primary distributed interactive training for a synthetic battlefield. With MDBIC, soldiers solve tactical problems they would confront in combat in a virtual, digitized, simulated environment, deploying threat missile systems on designated terrain in anticipated light and weather conditions. In FY 96, during its second year of demonstrations, the MDBIC supported BRIGHT STAR, ULCHI FOCUS LENS, and PRAIRIE WARRIOR at Fort Leavenworth, Kansas, and ROVING SANDS at Fort Bliss, Texas. The Force-Projection Tactical Operations Center (TOC), which provides the joint force land component commander with a command and control facility tailored for theater missile defense, completed its second year of successful operation.

6

Reserve Forces

Force Structure

To support the Army's changed focus from forward deployment to power projection, the reserve components have restructured and reorganized along with the active Army. The Army Reserve has become primarily a support force, while the Army National Guard provides the bulk of the reserve components' combat forces. The Reserve provides 45 percent of all combat service support units in the Total Army; 30 percent of all combat support; 97 percent of all civil affairs; 86 percent of all psychological operations; 70 percent of all medical and chemical capability; and 100 percent of all training and exercise divisions, railway units, and enemy POW brigades.

During the drawdown, the Reserve inactivated or transferred virtually all of its combat units, the majority of its helicopter units, and a portion of its corps- and division-level combat support units to the Guard. In FY 96, the Guard received more than 11,560 personnel slots from the Reserve and inactivated 229 units with 24,768 force structure spaces. From FY 95 to FY 96, the Guard remained stabilized at 8 combat divisions while its separate brigades were reduced from 24 to 22. In FY 97, the separate brigades will undergo a further reduction to eighteen, completing the Guard's force reduction.

In FY 92, FORSCOM established the Contingency Force Pool (CFP) as a Total Army power-projection force that would deploy to crisis areas worldwide. CFP I units supported active Army divisions scheduled to deploy first; CFP II units supported those scheduled to deploy later. Force packages were designed for each division, with CFP I units in packages numbered from 1 to 4 and CFP II units in packages from 5 to 7. CFP units were designated as high priority and received additional resources to achieve greater readiness. The Guard's deployability rate was 95 percent in October 1993 and remained higher than that of the Reserve and the active Army until October 1994, when it fell to 89 percent. In FY 94, 478 Reserve units and 368 Guard units joined active Army units in the CFP, providing the capability to deploy up to 2 corps headquarters and 8-2/3

active component divisions from CONUS bases. In November 1995, the Force Support Package (FSP) replaced the CFP. Support for 4-1/3 divisions, one full corps, and one theater slice (elements of a theater army) is designated FSP I; support for one division, one partial corps, and one theater opening slice is designated FSP II. Of the 1,116 FSP units, 202 are the highest priority units in the Guard. Eight FSP units are currently deployed to support peacekeeping efforts in Bosnia.

As the size of the active Army decreased, reserve components experienced a rise in mission requirements and predicted a shortfall in combat support and combat service support units by 2003. In addition, the BUR and the National Military Strategy required highly trained and equipped, combat-ready reserve forces to support two major regional conflicts. As a result of the Army National Guard Division Redesign Study in FY 96, twelve low-priority combat maneuver brigades will convert to higher-priority support units, and two former combat divisions will convert to composite combat support/combat service support divisions, pending funding approval. The active Army and the Guard will develop a closer relationship under the AC/RC (Active Component/Reserve Component) Integrated Division Concept, which is part of the Redesign Study. A composite active Army/Guard division will be formed—the active Army will supply the division headquarters and the Guard will supply three enhanced separate brigades. Following approval by the Secretary of the Army, active Army personnel will be selected and assigned to the division.

The enhanced separate brigades selected to be the principal reserve ground combat maneuver force are scheduled to be fully operational by FY 99 and are currently making the transition to the new design from their former roles as roundout/roundup brigades, heavy separate brigade, armored cavalry regiment, and separate brigades. Modernization and extensive training are being conducted to ensure that they will be compatible with active Army divisions. By 30 September 1999, all enhanced separate brigades are expected to achieve C–1 readiness in personnel, equipment on hand, and equipment serviceability, and to attain C–3 readiness in training.

Expectations for the enhanced separate brigades are high. The FY 96 Joint Strategic Capabilities Plan apportioned the brigades to the unified and specified commands. In April 1996, the enhanced brigades were placed on the Time-Phased Force Deployment List, which sets priorities for unit deployments during mobilization. In September 1996, the DA Alignment Study placed the separate brigades at the third-highest priority level on the DA Master Priority List, which sets a hierarchy for all Army units according to the "first-to-fight, first-to-resource" concept. As a result of the emphasis placed on the enhanced separate brigades, the remainder of the Guard's strategic reserve combat forces will not be fully equipped or staffed.

The Summer 1996 Command Plan established force structure plans for the Reserve for FY 96 and beyond. The Reserve will provide augmentation forces to the Icelandic Defense Forces and to the 122d Prisoner of War Information Center. In addition, the Reserve will provide personnel to fill TDA positions at the Atlantic Intelligence Command. The plan also encompassed strategic military intelligence detachments and the realignment of garrison support units (GSU).

To provide the Army with a greater power-projection capability, the Reserve established GSUs that can be mobilized on the first day of any contingency. When active Army units deploy, GSUs take their place on active Army installations, ensuring that needed functions can be accomplished. Three GSUs were activated in June 1996 to support Operation JOINT ENDEAVOR. GSUs can also provide assistance to active Army units during peacetime when needed. In addition to forming the GSUs, the Reserve reorganized its port and terminal units, medical augmentation hospitals, movement control units, and replacement battalions and companies to improve its support to the Total Army in time of crisis.

MI support was redesigned significantly under the Reserve Component Military Intelligence Force Design Update 95–1 plan approved in September 1996, with activation planned for FY 97. Active Army MI Force Projection Brigades have a regional focus, enabling them to support power-projection maneuver forces aligned with either Major Regional Contingency East or West, the two regional contingencies that the military is prepared to fight simultaneously. Reserve component MI units at echelons above division will be reoriented in the same manner. The plan calls for two reserve component MI groups aligned to active Army power-projection brigades, an imagery analysis battalion, and two technical intelligence companies (the latter were immediately aligned to power-projection brigades with global theater support missions). Modularization will ensure that only needed skills are mobilized. The package oriented toward Major Regional Contingency East includes the 505th Military Intelligence Group (East), the 345th Military Intelligence Battalion (Theater Operations) (East), and the 323d Military Intelligence Battalion (Theater Exploitation) (East). Scheduled to support Major Regional Contingency West is a package containing the 295th Military Intelligence Group (West), the 368th Military Intelligence Battalion (Theater Operations) (West), and the 321st Military Intelligence Battalion (Corps Support) (West).

The U.S. Army Civil Affairs and Psychological Operations Command, belonging to SOCOM, was not providing sufficient funding for unit operations or training for one of its subordinate units, the 1st USAR Linguist Unit Reinforcement Training Unit. In October 1995, the linguist unit commander requested that the unit be realigned under the USAR Deputy Chief of Staff

for Intelligence. In December 1995, SOCOM approved the realignment. The unit's linguistic skills would be used by the Reserve to support the Force Design Update as it pertained to MI linguist battalions and companies.

As DOD executive agent for NBC defense, the Army has developed what it considers the pillar of biological defense. In September 1996, the 310th Chemical Company (Biological Integrated Detection System [BIDS]) was activated as a reserve unit at Fort McClellan, Alabama. The company, with four reserve platoons and one active Army platoon, will be assigned during wartime to a chemical brigade or a Theater Army Area Command chemical battalion for command and control. The BIDS company mission is to provide early warning, detection, location, and identification of biological weapons in the field. The company's 185 soldiers, who can be deployed in 35 point/detection teams, will accomplish long-range, standoff biological detection. An M31 positioned on a Humvee (the familiar term for the High-Mobility, Multipurpose Wheeled Vehicle [HMMWV]) is the primary detection equipment—it can detect a biological cloud and identify up to four different biological agents. An airborne detection tool, the XM94 Long Range Biological Standoff Detection System, is mounted on a UH–60 Black Hawk. The XM94 can provide early detection of biological weapon attacks and has a range of thirty to forty kilometers. Each BIDS company will receive three XM94 systems when fielding, which begins in FY 97, is complete.

The reorganization of the U.S. Army Reserve Command (USARC) structure for command and control, designed to improve training and mobilization of reserve units, was a significant restructuring effort of FY 96. In April 1996, ten regional support commands (RSCs) and three regional support groups (RSGs) replaced the twenty Army Reserve Commands (ARCOMs) located in CONUS. Three ARCOMs remained outside CONUS (OCONUS) in Hawaii, Puerto Rico, and Germany. Elimination of the ARCOMs reflects changes made by the Reserve as it developed into the Total Army's primary combat support and combat service support force.

USAR's Office of Installation Management and Policy (OIMP), established in November 1995, is the focal point for coordinating support and resources for all reserve installations and Reserve Forces Training Areas (RFTAs). Two of OIMP's first actions were the deactivation of Fort Devens, Massachusetts, on 31 March 1996 and the activation of the Devens RFTA on 1 April 1996. Fort McCoy, Wisconsin, acquired the responsibility for command and control of the Devens RFTA. In September 1996, OIMP gained responsibility for all reserve issues on installations scheduled for transfer to the Reserve. Plans began immediately to transfer Fort Dix, New Jersey, and the Charles E. Kelly Support Facility, Pennsylvania, to the Reserve for command and control. Next,

OIMP worked to extend command and control from Fort Dix over the Charles E. Kelly Support Facility and the Devens RFTA, and to deactivate Fort Pickett, Virginia.

The RSCs have acquired responsibility for installation management and base operations as the Reserve has assumed more of the Army's mission for those functions. RSCs are located in Los Alamitos, California; Fort Totten, New York; Birmingham, Alabama; Fort Snelling, Minnesota; Wichita, Kansas; North Little Rock, Arkansas; Fort Devens, Massachusetts; Fort Douglas, Utah; Oakdale, Pennsylvania; and Fort Lawton, Washington. The RSGs, located at Fort Jackson, South Carolina; Fort Benjamin Harrison, Indiana; and San Antonio, Texas, are designed to support RSCs with large unit populations.

Currently, the Reserve currently manages seven installations previously operated by the active Army and will acquire Fort Dix in FY 97. Fort Dix and Fort McCoy, an installation already managed by USAR, are two of the Army's fifteen power-projection platforms, requiring significant attention to their infrastructure and support. In August 1996, USARC directed commanders to use reserve installations for training, regardless of other installations available in their geographic area. In September 1996, the Reserve approved a realignment plan for the Devens RFTA. The 94th RSC, located at Fort Devens, would provide regional support for information management, public affairs, food service, maintenance, and alcohol and drug abuse programs, while Fort Dix would provide other regional support.

BRAC and related actions remained an issue during FY 96. The Reserve received DOD approval to accept transfer of two buildings on Myrtle Beach Air Force Base, South Carolina, avoiding a $66.5 million lease and received final approval and transfer of property at the Dallas Naval Air Station, Texas. The Orlando Local Reuse Authority (LRA) opposed the Reserve's efforts to acquire property at the Orlando Naval Training Center, Florida, except for one building that requires five to six million dollars for renovation. In addition, the LRA recommended that state funds be used for a joint Army, Naval, and Marine Corps Reserve project. In Texas, the Reserve plans to build a new USAR Center at Red River Army Depot, where it received some properties that had been identified as excess. In response to an LRA request to declare a range at the Noncommissioned Officer (NCO) Academy at the Darby USAR Center on Fort Chaffee, Arkansas, as excess, the Reserve conducted a study on consolidating NCO academies.

Strength and Personnel Management

Since 1989, the number of personnel in the reserve components has decreased 22 percent. The Army Reserve, with a 35 percent decline sched-

uled to occur until the drawdown is complete in FY 98, has withstood the worst of the reductions. Guard strength at the end of FY 96 was 370,000; Reserve strength decreased to 226,200. The Reserve did not achieve its end strength objective for officers or enlisted personnel in FY 96 due to high attrition rates.

The Guard met 99.2 percent of its end strength objective for FY 96. Total strength included 41,834 officers and 328,142 enlisted personnel. Although the attrition rate for officers, at 11.8 percent, was lower than in previous years, officer strength was below the programmed objective. Officer accessions were 72.8 percent below the objective. Nonaviator warrant officer authorizations were filled at 70.7 percent, creating a shortage in technical specialties, while aviation warrant officer authorizations were filled at 100 percent. Accession of enlisted personnel was 98 percent of the programmed objective. Non–prior-service accessions met 95.1 percent of the objective and consisted of 38.9 percent of total accessions, while prior service accessions met 99.6 percent of that objective and provided 61.1 percent of total accessions. Quality of accessions was maintained, with the exception that 82.3 percent of enlistees, rather than the objective of 95.5 percent, were high school diploma graduates. When enlistees with general equivalency diplomas are included, 100 percent of all enlistees had a high school diploma. Non–prior service accessions declined in FY 96 due to increased competition from the civilian job market, the government shutdown, and a public belief that the drawdown would lead to limited opportunities in the military.

Within the Guard, both minorities and women were concentrated within the lower two-thirds of the officer corps and the enlisted corps. Minorities comprised 25.6 percent of assigned strength (6.6 percent of officers and 16.8 percent of enlisted personnel), representing a 1 percent increase from FY 95. Continuing a decline that began in FY 88, however, the percentage of African Americans dropped 1.5 percent, from 17.2 percent in FY 95 to 15.7 percent in FY 96. Women in the Guard comprised 8.6 percent of assigned strength (8.3 percent of officers and 8.6 percent of enlisted personnel), representing a small increase of 0.4 percent since FY 95.

A Reserve audit published in January 1996 revealed that, to reduce attrition rates, improvements needed to be made in managing personnel strength, providing leadership, and caring for soldiers. Problems found in the audit included inconsistent realistic mission training, inadequate unit sponsorship programs, ineffective reenlistment interviews, and inadequate attention paid to increasing retention. Audit recommendations focused primarily on acquiring and training "additional duty retention NCOs"—personnel to whom the unit commander gave the task, additional to performing the functions of their primary MOS, of trying to improve reten-

tion within the unit. In addition, the audit report suggested improvements for the sponsorship program and leader development.

The Guard developed a Recruiting and Retention Program for recruiting quality soldiers, retaining MOS-qualified soldiers, and reducing the loss of first-term soldiers, and has implemented it across the nation. In FY 96, the Guard's "first line leader training" program reduced attrition 4 percent from the FY 95 level, retaining 15,000 soldiers and saving $800 million in training costs. The retention program incorporated a new advertising campaign that resulted in 49,000 commercials that reached 53.3 million persons in the targeted age group.

A new tool for improving retention, the Selective Reserve Incentive Program, was implemented in FY 96. Non–prior service enlistees entering high-priority units received a $2,500 enlistment bonus, while other non–prior service enlistees could elect to use the Student Loan Repayment Program during their initial contract period if their loan did not exceed $10,000. The Civilian Acquired Skills Program offered a $5,000 bonus for all enlistees. In addition, the Reserve offered a $2,500 bonus for soldiers who reenlisted or extended their tours.

In May 1996, the Reserve gained another useful personnel capability when the Reserve Associate Support Program was approved. Selected soldiers would complete initial training, serve a mandatory two-year active duty tour in an active Army unit, and then return to their Force Support Package units as drilling reservists to complete their four-year obligation. The program would provide the high-priority Force Support Package units with highly trained and experienced soldiers.

The first major legislation to affect reserve commissioned officers since 1954 is the Reserve Officer Personnel Management Act (ROPMA), which will be effective 1 October 1996. In preparation, the Reserve established a system to train individuals who will implement and manage the legislation. The intent of ROPMA was to modernize statutes, provide uniformity across the services and between the reserve and active forces, and streamline reserve officer personnel actions. With ROPMA, officers must be best qualified, in addition to fully qualified, for promotion to the next higher grade. Time-in-service requirements have been eliminated, and majors selected for promotion to lieutenant colonel no longer require Senate confirmation. Lieutenants serving in a captain's position will not be eligible for accelerated promotion, although second lieutenants can be promoted with twenty-four months in grade. Above the rank of major, officers will need three years in grade to retire at that rank unless forced out of the service for maximum years of commissioned service or age, in which case the time-in-grade requirement will be six months. Lieutenant colonels must separate after 28 years of commissioned service and colonels after 30; the provision for colonels to be able to remain for 5

years in their grade position was eliminated. Officers below the grade of lieutenant colonel who are twice not selected for promotion will be separated. In FY 96, USAR's DCSPER prepared to eliminate reservists under the new ROPMA rules.

A policy on early retirement eligibility appeared in FY 96 for disabled members of the Selected Reserve. A soldier who requested transfer to the Retired Reserve due to medical disqualifications that prevented further active duty service would be eligible for early retirement and, therefore, receipt of retired pay at age sixty, under certain conditions. The transfer to the Retired Reserve must occur between 5 October 1996 and 30 September 1999, and the soldier must have accumulated between fifteen and twenty years of qualifying service. The soldier cannot be eligible for immediate military disability retirement and cannot have intentionally caused the disability.

In May 1996, the Reserve changed its personnel management system from one based on branch and functional areas to a regional team organization. The teams provide total lifecycle career management support to soldiers, help the RSCs to support soldiers in a responsive manner, and support the RSCs in maintaining unit readiness. Simultaneously, the Reserve consolidated personnel functions in the new ARPERSCOM located in St. Louis, Missouri, scheduled to replace ARPERCEN in October 1997. In preparation for becoming a personnel command, ARPERCEN implemented the personnel electronic record management system, an efficient system that creates electronic documents from paper and microfiche and permits instantaneous access to records by multiple users. The conversion is 96 percent complete and will be operational in January 1997. The Reserve reduced costs, improved accountability, and reduced staff by combining all civilian pay operations in one location and reducing military pay operations from six centers to three.

The Army Reserve recognizes that contented family members are crucial in retaining military members. In 1996, USAR conducted fourteen Regional Family Program Academies, or workshops, for 2,600 participants, training volunteers, unit full-time personnel, and leaders on family readiness. Each RSC and the 65th ARCOM conducted one academy, while the 88th RSC conducted three academies. In addition, USAR soldiers attended DA Family Team Building classes and returned to their installation to implement training for family members. A training program of forty-one classes, designed to develop self-reliant family members, covered basic military terms and customs, discussed community resources, and taught problem-solving techniques.

Complaints to the USAR Inspector General (IG) persisted in the areas of personnel management, finance and accounting, personal conduct, training management, and command management of operations. Of the

881 allegations made in FY 96 of fraud, waste, abuse, and mismanagement, 333 were unsubstantiated. Inspector General Action Requests (IGAR), totaling 3,214, declined by 10 percent from the previous year but remained twice as high as the number executed in FY 94. The National Guard IG handled over 5,600 cases in FY 96, the majority of which were in the same categories as Reserve cases. The Guard IG also conducted general inspections of the 91st Division (Exercise) and the 108th Division (Training) and completed general inspections of six commands. Unsatisfactory ratings were given to inventory, property book, and hand-receipt procedures, and to 40 percent of the commands for NBC equipment. The IG also assessed various training areas as inadequate and noted concern about the management of evaluation reports, personnel qualification records, weight control, and maintenance.

Training and Readiness

The tiered resourcing methodology of "first-to-fight, first-to-resource," initiated in 1994 in response to declining resources, resulted in congressional authorization for more full-time support personnel for the first-to-deploy FSP units and enhanced separate brigades. The Reserve Component Active Guard/Reserve (AGR) program permits trained and experienced soldiers from the active Army and its reserve components to apply for active duty or full-time positions in the National Guard or Army Reserve. The intent of the AGR program is to provide highly trained officers and enlisted personnel to organize, administer, recruit, instruct, and train selected reserve units and personnel. The Army's AGR program offers opportunities for career development and upward mobility, thus encouraging retention, since AGR soldiers are eligible for the same benefits as their active Army counterparts. In FY 96, 23,045 AGR soldiers and 25,541 military technicians were assigned as full-time support personnel in the Guard, increasing the readiness level of the FSP 22 percent over 1994. A total of 11,575 AGR soldiers and 4,540 military technicians were serving full time in the USAR in FY 96. Although the Reserve received the lowest level of full-time support of the reserve components, approximately 70 percent of its units were rated as ready for war.

As the nation emphasized partial mobilization planning instead of full mobilization, the Reserve no longer needed to provide initial entry training for huge numbers of soldiers upon mobilization, but it did need to increase its capability for unit training. The Total Army Training System (TATS), devised in FY 94 to provide uniformity in training Reserve and active Army soldiers, resulted in a reorganization of USAR training divisions into divisions (institutional training) (DIVIT) and divisions (exercise) (DIVEX). The DIVITs manage individual training within a geo-

graphic area, including initial entry training, MOS reclassification training, and refresher training for members of the Individual Ready Reserve (IRR). Specialized training brigades and battalions in the DIVITs are formed from USAR Forces Schools, which were previously part of ARCOMs. Several DIVITs will be in place in FY 97. The DIVEXs provide training for combat support and combat service support units of the Guard and Reserve, conduct CPXs for headquarters units, and conduct FTXs ("lanes" training) for subordinate units. Supporting lanes and simulation training is a cornerstone of Reserve participation in TATS. The ground forces readiness enhancement program, also an element of TATS, established a plan for all DIVEXs, RSCs, functional commands, and subordinate commands to train with the active Army on premobilization, postmobilization, and collective tasks.

The Army National Guard executed a major training initiative during Annual Training 96, supporting FORSCOM lanes training for enhanced separate brigades with divisional units. Guard divisional units from California's 40th Infantry Division (Mechanized) and Kansas' 35th Infantry Division (Mechanized) served as opposing forces in training Oregon's 41st Separate Infantry Brigade and Washington's 81st Separate Infantry Brigade. The Guard and Reserve also participated in numerous exercises overseas and within CONUS to enhance their training and readiness levels.

In Exercise RIFLES MOVE, the Reserve planned and executed transportation support to move the 3dArmored Cavalry from Fort Bliss, Texas, to Fort Carson, Colorado, relieving active Army transportation assets from the responsibility while simultaneously accomplishing useful training. For the first time, Reserve units were completely responsible for convoy operations; additionally, they assisted in rail loading at Fort Bliss. The Reserve established a trailer transfer point in Santa Fe, New Mexico, and convoyed 850 loads of cargo from Fort Bliss to Santa Fe, and then to Fort Carson. Three thousand soldiers participated in this exercise, used by battalion and higher headquarters to conduct unit training under operational conditions.

The transition to the Guard's new promotion policy—Select, Train, Promote, Assign—neared completion in FY 96. Scheduled to be operational in January 1997, the program will ensure that only those enlisted soldiers on a promotion list for a current or projected vacancy will receive training for that grade level. The Reserve has established priorities for its professional development education budget to fund FSP and CONUS support base units at 100 percent, to fund DIVEXs and second priority units at 90 percent, and to provide the remaining funds and unfilled training allocations to the rest of the units. Training funds for IMAs and members of the IRR are expended as available. In FY 96, obtaining individual training allocations for non–prior service enlisted personnel remained difficult, though the situation had improved.

The TASS was implemented fully in FY 96 as former state military academies became TASS training brigades and were subsequently redesignated. Following a year of transition, lessons learned from the prototype TASS region will be applied to the other six TASS regions. In 1996, FORSCOM examined the possibility of a centralized language training contract. If such a contract is established, Reserve units can discontinue contracting individually for language training at high cost, and can ensure that training will be received. The Guard Video Teleconferencing Command and Control Network was operational, with connections in place for all STARCs, six enhanced brigades, and the National Guard Readiness Center. In FY 97, connections to the remaining enhanced brigades and to Alaska, Guam, Puerto Rico, and the Virgin Islands are expected to be completed, providing a command and control network between commanders and STARCs, as well as between the Readiness Center and state headquarters. The Guard also expanded its Regional Distance Learning Network in FY 96, with nine prototype classrooms currently operational in Delaware, the District of Columbia, Maryland, Pennsylvania, West Virginia, and Virginia. The Guard's plans to establish these classrooms in all states and territories are being executed.

Mobilization

Every year, approximately 20,000 Army Reserve soldiers deploy to 50 countries to support military operations. In the last decade, the percentage of the Reserve's soldiers mobilized in support of Total Army operations has increased, while that of the Guard's has decreased.

During Operations DESERT SHIELD and DESERT STORM, 35 percent of the Army's reserve component forces were Reserve, while the proportion during Operation UPHOLD DEMOCRACY reached 70 percent. The latter percentage has held constant—in Operation JOINT ENDEAVOR, Army reservists comprise 67 percent of the reserve forces. Additionally, more than 25,240 Guard soldiers deployed overseas during FY 96 for operations missions in support of combatant commands or UN peacekeeping forces, to provide nation-building assistance, and to participate in training exercises.

The Presidential Selected Reserve Call-up on 8 December 1995, in response to ethnic strife in Bosnia, mobilized members of the Selected Reserve for the third time in five years. A mobilization of 2,087 Guard soldiers from 28 states and 53 units supported JOINT ENDEAVOR. The first Guard units began deploying on 14 December 1995 and arrived in theater on 24 December 1995. Guard personnel numbered 994 military police mobilized in 8 companies; 414 soldiers from 2 nondivisional, direct support maintenance companies; and 116 personnel in 9 public affairs detachments. Other Guard soldiers were mobilized from aviation command and

control elements, an SF command and control element, field artillery fire support batteries, target acquisition batteries, and combat arms command and control elements. Military police command and control elements, movement control detachments, and a logistics support element also sent Guard soldiers on the deployment. The remaining Guard soldiers arrived in the European theater as part of a finance battalion, adjutant general detachments, military history detachments, linguist units, and other TDA support elements.

The Army Reserve mobilized 2,799 soldiers from 104 units in FY 96 for JOINT ENDEAVOR in 2 nonmedical and 3 medical rotations. Reserve soldiers operated mobilization stations at Fort Benning, Georgia, and Fort Dix, New Jersey. In addition, some reservists deployed to Germany to backfill active Army units sent to Bosnia, while others deployed to Hungary to assist in USAREUR's forward operations. The Reserve is providing the major portion of the medical support for the sustaining base as well as operating the joint information bureau in Bosnia. Reservists in Bosnia have published a multilingual newspaper to inform civilians on the peace treaty, land mines, and other subjects. A mobilization in May 1996 was designed specifically to assist in nation building. Units removed mines from the area, improved the road and rail network, accomplished some construction, improved the water quality, and strengthened military authority. A third nonmedical mobilization is expected to arrive in theater in December 1996.

In January 1996, the Army Reserve sent fourteen legal support soldiers with expertise in administrative law, criminal law, legal assistance, tax return preparation, contract law, claims, and operational law to European commands and Bosnia. In addition, legal support was given to the two mobilization stations at Fort Benning and Fort Dix. In May 1996, another twenty-nine legal support soldiers, virtually all of them judge advocates, were deployed to Germany, Belgium, Hungary, and Bosnia.

The public affairs units that deployed in December 1995 to Bosnia returned in July 1996. The units mobilized consisted of mobile public affairs detachments, a broadcast public affairs detachment, a press camp headquarters, and a public affairs detachment. They established broadcast and radio support to troops, supplied maneuver brigade commanders with public affairs support, and accommodated news media requests to travel with or visit reserve units in theater. In June 1996, additional units were mobilized to perform similar duties and operate Bosnia's media operations center.

The military had a critical need during JOINT ENDEAVOR for Serbo-Croatian linguists, but the Reserve had only thirty in its inventory. The 272d Military Intelligence Company (Linguist), activated in October 1995, was mobilized in March 1996 with twelve Serbo-Croatian linguists and

eleven volunteers from other units. In addition, twelve counterintelligence soldiers deployed with the unit. The linguists were given a four-week training course in Serbo-Croatian and then sent to Bosnia, while the counterintelligence soldiers were deployed to Italy and England. In June 1996, the Reserve sent 28 MI soldiers to support the USAREUR Deputy Chief of Staff for Intelligence in Heidelberg as backfill and, in July 1996, 108 MI soldiers to the 66th Military Intelligence Group in Augsburg as backfill.

Nonmedical personnel were mobilized for 270 days; medical personnel, however, were mobilized for 140 days, although they could extend their tours to 270 days. Mobilized medical personnel who replaced their active Army counterparts included OB-GYN doctors, pediatricians, internists, medical and surgical nurses, optometrists, and medical logistics specialists. The first medical rotation occurred in December 1995 with 362 soldiers assigned from Texas, Kansas, Missouri, Massachusetts, and Colorado. In April 1996, the second rotation took place, including 360 soldiers (of whom 88 had extended their tour from the first rotation) from Illinois, Indiana, Michigan, Minnesota, Ohio, Wisconsin, Maryland, and Kansas. USAR's mission at the end of April was to backfill medical units at mobilization stations. The third rotation, in August 1996, contained 334 persons (of whom 77 had extended their tour from the second rotation) from California, Kansas, Hawaii, and Germany. Medical personnel were also sent to numerous locations in Germany to backfill medical staff deployed to Bosnia.

Reserve soldiers supported other operations at the same time as JOINT ENDEAVOR. On 8 January 1996, the Reserve was ordered to deploy soldiers and equipment for 179 days to support Eighth U.S. Army, Korea. Three mission aircraft, a ground intercept facility, all supporting equipment, and personnel skilled in intelligence collection and direction finding deployed between 17 January and 7 February. The unit redeployed on 21 April 1996.

A vitally important Army National Guard effort is its State Partnership Program. Countries with newly emerging democracies are partnered with U.S. states in an effort to develop long-term relationships and assist in the development of democratic militaries. States host familiarization tours of government facilities for their partner countries; state governors visit partner countries in return. Guard soldiers serve as chiefs or deputies of U.S. Military Liaison Teams in thirteen host countries, originally only in the Baltic States, and work with ministries of defense. Guard soldiers participate in Traveling Contact Teams in partner countries, providing information on military operations such as air search and rescue, medical evacuation, civil emergencies, and natural disasters. The teams also discuss military issues such as personnel, budgeting, administration, military law, professional military education, family programs, recruiting, retention, reserve forces training, and mobilization.

In FY 96, the State Partnership Program expanded to encompass Central and South America when Missouri-Panama and Louisiana-Belize were approved for partnerships; thirty-two soldiers will deploy to the host countries. Proposed partnerships between Kentucky-Ecuador and West Virginia–Peru were approved by SOUTHCOM. African and Asian nations have also expressed interest in participating. Other state partnerships are: Alabama-Romania, Arizona-Kazakhstan, California-Ukraine, Colorado-Slovenia, Georgia–Republic of Georgia, Illinois-Poland, Indiana-Slovakia, Louisiana-Uzbekistan, Maryland-Estonia, Michigan-Latvia, Minnesota-Croatia, Montana-Kyrgyzstan, Nevada-Turkmenistan, North Carolina–Moldova, Ohio-Hungary, Pennsylvania-Lithuania, South Carolina–Albania, Tennessee-Bulgaria, Texas–Czech Republic, Utah-Belarus, and Vermont-Macedonia. In support of the State Partnership Program, 390 Guard soldiers deployed to all of the partner countries except for Croatia. In summer 1996, Indiana and Alabama Guard personnel participated in Exercise CORNERSTONE 96 in Romania, where they rehabilitated a military hospital, an international day care center, and an orphanage. Maryland, Pennsylvania, and Michigan Guard soldiers deployed to Latvia and participated in Exercise BALTIC CHALLENGE. Several states participated in an earthquake-preparedness exercise in Macedonia.

Guard personnel also participated in three company-size exchanges with the United Kingdom and Germany, in which training and familiarization with each nation's military doctrine and tactics were conducted. In addition, thirteen Guard officers went to the United Kingdom and Germany for their annual training, while thirteen foreign officers deployed to the United States. The Minnesota Guard participated in a winter warfare operations exercise and a company-size exchange with the Norwegian National Guard.

In the SOUTHCOM region, the Guard supplied 600 soldiers to the Theater and Equipment Maintenance Site for organizational and direct support maintenance. In addition, 1,380 maintenance, logistics, and medical personnel supported Guard and JCS exercises, as well as RETRO Panama, the program to return equipment to CONUS as the United States prepares to leave Panama. Guard soldiers conducted nation-building assistance in Panama, Honduras, Costa Rica, and Belize and conducted medical readiness training in Panama, Belize, and Ecuador. Two hundred medical personnel deployed to SOUTHCOM to provide medical and dental care and to teach preventive medicine to the local populace. Four hundred SF soldiers trained in Belize, Bolivia, Colombia, Ecuador, El Salvador, Honduras, Panama, and Suriname as part of the Joint Combined Exercise Training. An additional 650 soldiers deployed to the JOTC in Panama for training. The Puerto Rican National Guard sent 500 soldiers to the

Dominican Republic, Jamaica, and Barbados as part of the Latin American Co-op Exchange Program.

Worldwide, the Guard deployed 6,250 soldiers for humanitarian and civic assistance projects that resulted in the construction or renovation of 25 schools, 8 community centers, 12 water wells, 37 kilometers of farm-to-market roads, and 6 kitchen/dining facilities. The Texas Army National Guard provided CH–47D aircraft support and training to the Republic of Singapore Air Force. A total of 2,522 military police deployed to all theaters to provide force protection, installation security, and law enforcement.

Reserve Component Support to Civil Authorities

The Army National Guard and Army Reserve provide crucial support to law enforcement agencies, particularly in counterdrug activities. With fielding of the Reconnaissance and Interdiction Detachment (RAID) aircraft to Maine, Maryland, New Jersey, West Virginia, and Vermont, 31 detachments with 76 aircraft now exist in 31 states, and fielding is complete. The RAID aircraft provides law enforcement agencies with a tool for aerial counterdrug surveillance at night. The airborne platform consists of a modified OH–58A+ helicopter (an improved OH–58A) with forward-looking infrared radar, searchlights, and communications that are compatible with law enforcement agencies. The Guard is retaining forty OH–58 aircraft out of the Aviation Restructuring Initiative to assist law enforcement agencies in marijuana eradication.

Guard aviation supported the Summer Olympics in Atlanta, Georgia, and responded to domestic emergencies such as earthquakes, floods, and fires. The Guard flew 310,000 hours during FY 96, including deployments and operations overseas, but experienced zero Class A flight accidents, the lowest Class A accident rate in the history of military aviation. The accident rate is even more remarkable considering the operational missions, the tactical and night vision goggle training, the disaster relief missions, and the counterdrug support missions that were flown.

The Guard conducted several programs in FY 96 for American youth. ChalleNGe, a five-month residential program for 16- to 18-year-old drug-free high school dropouts without police records, graduated its seventh class with a 79 percent graduation rate, as opposed to the 55 percent rate in the program's first year. Fifteen states currently participate in this program that enables at-risk youths to complete a high school equivalency diploma. STARBASE (Science and Technology Academies Reinforcing Basic Aviation and Space Exploration) is a Guard program designed to expose urban students and teachers to math applications through projects, simulations, and experiments in aviation and space-

related fields. In FY 96, California, Iowa, Kansas, Michigan, Minnesota, North Carolina, Oklahoma, Oregon, Puerto Rico, South Dakota, Texas, Vermont, and Wyoming participated in STARBASE. During FY 96, Puerto Rico joined Colorado, Oregon, and Wisconsin in offering the Youth Conservation Corps, a Guard program in which cadets work on federal and state projects.

Equipment and Maintenance

With procurement and modernization funds decreasing, the Army Reserve has worked hard to improve the status of its equipment on hand. Depot maintenance programs are modernizing and improving equipment as well as extending service life in an effort to stretch funds. Current programs include U–21 aircraft modernization, generator conversions, trailer conversions, computer upgrades, trailer and tanker modernizations, and wheeled vehicle remodeling. In addition, the Reserve is placing greater reliance on civilian industry to maintain, repair, and remanufacture equipment. The Reserve is also pursuing leasing programs for vehicles, management of satellite maintenance garages, maintenance of vehicles stored for deployment, and vehicle maintenance.

The Army Tank-Automotive and Armaments Command, in conjunction with the Army Reserve, is managing a depot maintenance rebuild and rewarranty program for all D7F bulldozers. Caterpillar, the bulldozer manufacturer, is inspecting, repairing, and returning each bulldozer with new warranties through its dealers. Dealers within 200 miles of reserve units will retain responsibility to service the equipment. Caterpillar is also rebuilding rough terrain container handlers. It is replacing all hoses and many electrical components; performing sixteen product updates to improve performance, dependability, and service life; and installing new copper bond main and connecting rod bearings in the engine to reduce problems resulting from extended storage.

Under an extended service program, AM General Corporation is remanufacturing one-third of the Reserve's 2½-ton trucks, producing improved, safer, and more reliable vehicles with a fifteen-year life expectancy. AM General disassembles the trucks, rebuilds usable components, and replaces obsolete components. Remanufactured trucks have a more powerful and efficient turbo diesel engine, a four-speed automatic transmission, and radial tires with central tire inflation. The Guard funded an extended service program to achieve the same improvements for its 2½-ton trucks and initiated a similar program for 5-ton trucks that would include remanufacture and an improved hauling capability. The Texas National Guard, working with AM General, rebuilt 68 2½- and 5-ton trucks for $38,000 each, saving $20,000 per vehicle, and is now produc-

ing a kit for soldiers so that upgrades can be accomplished less expensively at home stations.

In the RETROEUR program (European Retrograde of Equipment), excess Army equipment from the European drawdown of forces was sent for repair to a variety of sites. Wheeled vehicles were repaired in Santa Fe, New Mexico; wheeled and track equipment at Fort Riley, Kansas, and Camp Shelby, Kansas; engineer and wheeled equipment in Piketon, Ohio; M3A2 Bradley and wheeled vehicles at Fort Indiantown Gap, Pennsylvania; communications-electronics equipment at Camp Withycomb, Oregon; and non–rolling stock equipment in Grass Station, Kentucky. At the repair sites, 75 percent of the employees were Guard soldiers, while the remainder were civilians. By the end of FY 96, RETROEUR sites had received 8,750 vehicles, including M1A2 tanks, M113 armored personnel carriers, M88 tank recovery vehicles, Humvees, and 5-ton trucks. They repaired 5,021 vehicles and redistributed them to Army organizations. A total of 17,005 pieces of communications-electronics equipment had been received, of which 6,227 pieces were repaired and redistributed.

Within the Army National Guard, aviation assets are being modernized. UH–1H aircraft with new Comanche engines will be fielded to Light Utility Helicopter Battalions. Predicted shortages of UH–60 Black Hawk helicopters will affect the Guard's medevac capability. In FY 96, the Guard received 413 aircraft from the production line, the refurbishment program, and the Reserve. As the Guard acquired more modern systems, it retired 397 of its oldest aircraft.

Table 12 indicates equipment that was fielded to the Guard in FY 96 and the number of personnel who received appropriate training on each system.

TABLE 12—FY 96 EQUIPMENT FIELDED TO THE ARMY NATIONAL GUARD

System	*Fielded*	*Personnel Trained*
M1 Abrams Tank	9 states	702
M2/M3 Bradley Fighting Vehicles	6 states	468
M121 120-mm. Mortar	9 states	261
Multiple Launch Rocket System (MLRS)	4 states	468
Single Channel Ground Air Radio System (SINCGARS)	34 states	1,398
Mine Clearing Line Charge	32 states	960
Initial Fire Support Automated System	44 states	220
Palletized Load System	24 states	960
Heavy Equipment Transport System (HETS)	3 states	132

Even as the Reserve increased leases pertaining to equipment and maintenance, it established a lease reduction plan for facilities. In addi-

tion, the Reserve made great strides toward reducing the number of government facilities it operated and maintained, saving $11 million that it applied to facility repair and maintenance. In a USAR review, 59 leased facilities with operational and maintenance costs of approximately $240 million were determined to be excess. In addition, 27 government-owned facilities costing approximately $731 million were identified as excess and could be disposed of between FY 96 and FY 00.

7

Logistics

Management and Planning

Following Operation DESERT STORM, DOD identified requirements necessary to mobilize and deploy military force to support the National Military Strategy. The resulting 1992 Mobility Requirements Study (MRS) and 1995 Bottom-Up Review Update (BURU) delineated the areas for which resources needed to be obtained—strategic airlift capability, strategic sealift capability, pre–positioned equipment, and the transportation infrastructure. The Army must be capable of deploying and sustaining active and reserve component units worldwide and relies upon the Air Force and Navy for strategic airlift and sealift. To improve strategic airlift capability as recommended by the study, the Air Force requested 120 C–17 aircraft. By the end of FY 96, twenty-seven C–17s had been delivered.

To meet the MRS/BURU recommendation that the Ready Reserve Fleet maintain thirty-six roll-on/roll-off ships, DOD planned to convert or build 19 large medium-speed roll-on/roll-off (LMSR) ships through FY 01 by converting 5 container ships and constructing 14 new ships. Eleven of these ships will go into the Ready Reserve Fleet with the remaining eight scheduled for pre-positioning equipment afloat. Two conversion ships were delivered to the Navy in FY 96 and two additional conversion LMSRs are budgeted for FY 98. Contracts or options to build/convert the remaining fifteen LMSRs have been let and will increase the Ready Reserve Fleet to thirty-one roll-on/roll-off ships. No additional funding is planned to increase the number of roll-on/roll-off ships to thirty-six as recommended by the study. The Transportation Command, however, is preparing a strategy to reduce the effects of the shortfall.

The converted LMSRs will be named for Army soldiers awarded the Medal of Honor; the first two vessels were delivered to the Navy in FY 96. USNS *Shughart*, named after Sfc. Randall D. Shughart, was dedicated 13 April, while USNS *Gordon*, in honor of M. Sgt. Gary I. Gordon, was commissioned on 4 July. On 3 October 1993, both men volunteered to be inserted to protect four wounded personnel from intense

hostile fire at a helicopter crash site in Mogadishu, Somalia. After they established a perimeter and killed numerous attackers, Shughart was killed and then Gordon when their ammunition was depleted; the helicopter pilot's life was saved.

The MRS/BURU also recommended that the equipment for an Army armored brigade be pre-positioned afloat. Currently, the Army has fourteen ships to support this pre-positioned afloat requirement. Eight of the converted or new LMSRs will be designated for the pre-positioned afloat fleet. These vessels will carry equipment for an armored brigade and thirty-eight days of supplies for Army units. In FY 97, USNS *Gordon* will be the first LMSR to receive pre-positioned afloat equipment. Two LMSRs being delivered in FY 98 will replace smaller ships carrying pre-positioned equipment.

The Army implemented MRS/BURU with its Army Strategic Mobility Plan, which provides objectives specified in days from notification of deployment to the formation of a combat force in the area of operations—a unit with its equipment, personnel, supplies, and logistical support formed and ready to fight. Within four days of notification, the Army is prepared to deploy and sustain a light or airborne brigade; within six days, the Army expects to move a heavy brigade to its pre-positioned equipment on land. Twelve days after notification, the Army will be able to project and sustain a light or airborne division. A heavy brigade will be moved to its pre-positioned afloat equipment within fifteen days of notification and, at thirty days, two heavy divisions and their corresponding corps support can be deployed and supported. By seventy-five days after notification, the Army will be able to deploy and sustain a five-division contingency force and supporting elements.

To enable a rapid projection of combat forces, the Army has pre-positioned seven armored brigade sets of equipment overseas, on land and at sea. To sustain the forces until sea lines of communication are established, divisional, combat support, and combat service support equipment have also been pre-positioned in the same locations. Army Pre-position Stocks–4 (APS–4), the equipment pre-positioned in the Pacific, includes a brigade set of equipment, sustainment supplies, and operational equipment and supplies. Beginning in March 1995, the Army began to pre-position a brigade set of equipment for two armor battalions and one mechanized infantry battalion at Camp Carroll, Korea. Excess equipment was sent from CONUS, Europe, and elsewhere in Korea from unit drawdowns and stored equipment. In FY 95, only 8 percent of the required equipment was present; by FY 96, this had reached 78 percent and was scheduled to reach 90 percent in FY 98. The APS–4 brigade will provide the third armored brigade for the 2d Infantry Division, which can be manned rapidly by soldiers airlifted from CONUS.

As with the rest of the Army, logisticians in FY 96 focused on the Army's transition to Force XXI, in which smaller forces with greater lethality will maneuver rapidly on the battlefield. A major redesign effort for combat service support and a new battlefield distribution concept were developed for experimentation during the AWE in March 1997. Future combat service support organizations will be centralized at the brigade level, deploying multifunctional forward-support companies to support maneuver battalions. In addition, Army logistics concentrated on applying information technologies such as total asset visibility, electronic technical manuals, radio frequency tags and interrogators, laser optical cards, turbine engine diagnostics, telemedicine, driver vision enhancements, and satellite tracking systems. During Operation JOINT ENDEAVOR, total asset visibility allowed the tracking of shipping containers and their contents to and within Bosnia, enabling Army logisticians to locate supplies, monitor cargo, and divert shipments, enhancing logistical support.

The Army's velocity management plan was developed to deliver supplies to units and soldiers in a timely manner and to meet or surpass delivery schedules of the best commercial firms. The Defense Logistics Agency supported the Army's velocity management plan by guaranteeing deliveries on the dates and at the times requested by direct support units and by using vendors to deliver supplies and equipment directly to units. By being able to plan when deliveries will be received and processed, units were better able to schedule the remainder of their daily activities. Velocity management has reduced administrative processing time, delivered supplies to units more rapidly, and reduced costs of stocking large numbers of items. AMC members are continuing to identify new operations that can be improved or eliminated.

ODCSLOG announced an objective to digitize and electronically publish all Army equipment publications. In FY 96, the Army fielded electronic field manuals on compact disk to the 3d and 4th Infantry Divisions (Mechanized), corps units, the NTC battalion, and the 728th Maintenance Company (USAR). The next initiative includes publishing and implementing the interactive electronic technical manual strategic plan. The manual, which uses diagnostic aids driven by software, will provide accurate prognoses, eliminate diagnostic errors, guide soldiers through repair procedures, and automate parts requisitions. A prototype manual was in use in FY 96 at Fort Stewart, Georgia, in an effort to automate motor pool functions by integrating the interactive electronic technical manual with standard information management systems.

Within the Army Operations Center in the Pentagon, the 24-hour emergency response organization, ODCSLOG created a Logistics Operations Center. The Logistics Operations Center supplied logistics support to the Army Operations Center, operated as the DCSLOG's orga-

nizational representative, and contributed personnel to the crisis response cells or crisis action teams within the Army Operations Center. In FY 96, the Logistics Operations Center was activated to provide deployment support for Operation JOINT ENDEAVOR.

Maintenance

From their original role of developing and maintaining weapons and equipment, Army depot facilities evolved into facilities for rebuilding, as well as maintaining, weapons and equipment. As private defense industries became the major developers and producers of military systems and equipment, the number of Army depots declined. In FY 97, when the BRAC 93 recommendations will be carried out, the Army depot system will consist of only five maintenance depots and eight ammunition plants. Moreover, the decreasing defense budget and the subsequent decline in military procurement have resulted in the private sector assuming much of the rebuild and overhaul work previously performed only in depot facilities.

The Army's strategic maintenance sustainment base consists of depot maintenance, which is the Army's only source for fully reconditioned or overhauled end items of equipment. For 25 percent of the cost of new equipment, the Army can rebuild or repair end items to fill shortages, provide modernization, and ensure readiness. Unfortunately, the depot maintenance requirement is not always completely funded. In FY 96, the Army required $934.5 million for depot maintenance but received only $730.8 million. This 77 percent funding rate left $203.7 million of requirements unfunded.

In another effort to reduce costs, the Army developed Integrated Sustainment Maintenance (ISM), which integrates sustainment maintenance activities for the active and reserve components. FY 96 field tests and demonstrations showed improvements in maintenance processes and performance. Repair times decreased by 30 percent, visibility of maintenance increased, and capacity for maintenance increased. The program will be implemented throughout the Total Army in FY 97. The Army has completed plans for fielding the program within CONUS and is continuing its planning for fielding integrated sustainment maintenance overseas.

A controlled humidity preservation program sought in FY 96 to reduce maintenance costs by deferring equipment maintenance through the use of dehumidification technology. Dehumidification, an old technology adapted to new uses, permits maintenance to be deferred up to five years for equipment stored in an environment below 50 percent relative humidity. Equipment removed from the protective environment, used for training, and returned to the protective environment accrues maintenance

days only while in use. The controlled humidity preservation program was instituted to alleviate the insufficient number of maintenance technicians. The technology is currently being tested on 690 pieces of equipment belonging to the Minnesota Guard's 34th Infantry Division and 800 pieces belonging to Mississippi's 155th Armored Brigade. A cost-benefit analysis conducted by an independent contractor recommended that the test be expanded; the Guard has implemented the program in fifteen additional states.

Dehumidification technology is also being used to reduce maintenance costs in a program called operational preservation. Equipment that usually requires intensive maintenance, such as M1 Abrams tanks and M2/M3 Bradley Fighting Vehicles, is pumped full of dehumidified air in its internal space and equipped with external dehumidifiers attached by ducting. A 30 percent reduction in unscheduled maintenance resulted when tanks were in operational preservation as opposed to when they were exposed to the environment.

Sustainment

Without an effective sustainment structure, the Army will not be able to maintain intense combat activities of any lengthy duration. A critical consideration is the readiness status of major weapons systems. The Army has established a baseline of sixteen major weapons systems and identified the percentage of time in which each is fully mission capable as an indicator of readiness and readiness trends. For aircraft, the goal is 75 percent fully mission capable, except for the UH–60, for which the goal is 80 percent. For all other equipment, the goal is 90 percent. In FY 96, the M1A2 Abrams tank, the Heavy Expanded Mobility Tactical Truck (HEMTT) transporter, the AH–64 helicopter, the CH–47D helicopter, and the UH–60 helicopter did not meet the Army's readiness goals. *Table 13* indicates the readiness rates of the sixteen major weapons systems.

TABLE 13—FY 96 FULLY MISSION-CAPABLE RATES

Weapons system	*Percent*	*Goal*
M1A1 Abrams Tank	92	90
M1A2 Abrams Tank	71	90
M2 Bradley Infantry Fighting Vehicle	94	90
M3 Bradley Cavalry Fighting Vehicle	93	90
M109 Howitzer	93	90
M198 Howitzer	93	90
Multiple Launch Rocket System	95	90

Continued

Weapons system	*Percent*	*Goal*
Patriot Missile	95	90
Avenger Missile	98	90
HEMTT (Heavy Expanded Mobility Tactical Truck)	87	90
HMMWV (High-Mobility, Multipurpose Wheeled Vehicle)	94	90
HMMWV (Tow)	97	90
AH–64 Helicopter	64	75
OH–58D Helicopter	75	75
CH–47D Helicopter	70	75
UH–60 Helicopter	69	80

During FY 96, the total system availability for all weapons systems in the active Army, including the sixteen major weapons systems, stayed relatively stable. The numbers of fully mission-capable (FMC) and not FMC systems are shown in *Table 14*.

TABLE 14—FY 96 FULLY MISSION-CAPABLE STATUS OF WEAPONS SYSTEMS

Status	*3d Qtr FY 95*	*4th Qtr FY 95*	*1st Qtr FY 96*	*2d Qtr FY 96*	*3d Qtr FY 96*
Fully Mission Capable	92	91	90	93	94
Not Fully Mission Capable	65	65	69	53	55

The total system availability for all separate line items increased significantly from FY 95 through FY 96, and the numbers of FMC and not FMC items are shown in *Table 15*.

TABLE 15—FY 96 FULLY MISSION-CAPABLE STATUS OF SEPARATE LINE ITEMS

Line Items	*3d Qtr FY 95*	*4th Qtr FY 95*	*1st Qtr FY 96*	*2d Qtr FY 96*	*3d Qtr FY 96*
Fully Mission Capable	284	327	324	323	344
Not Fully Mission Capable	108	110	123	123	99

Readiness can also be indicated by whether sufficient supplies are on hand or available within the logistical system. The Army uses a measure called order-ship time, based on the number of days from request to receipt of an Authorized Stockage Level item divided by the total number of requests, to determine the readiness of the supply system. Order-ship time

goals vary depending upon whether the shipment is made by sea or air and to where it is being shipped. The order-ship time goal in FY 96 for sea transportation to Europe was 45 days and to Korea 49 days, while the goal for air transportation to Europe was 23 days and to Korea 28 days. The Army did not meet its surface transportation goals to Europe or Korea from January to September 1996—its order-ship time goals to Europe were exceeded by as much as 28 days. The Army usually met its order-ship time goal via air transportation to Korea, however, and for a few months in 1996 met its goal to Europe. *Table 16* illustrates the average order-ship times for 1996.

TABLE 16—FY 96 MONTHLY AVERAGE ORDER-SHIP TIME (JAN–SEP)

	Jan	*Feb*	*Mar*	*Apr*	*May*	*Jun*	*Jul*	*Aug*	*Sep*
Surface Transportation									
Europe (goal 45 days)	63	65.9	73.9	64.1	58.7	69.1	57.1	59.9	53.6
Korea (goal 49 days)	65.4	59.3	64.8	63.9	51	58.2	60.8	64.8	57.4
Air Transportation									
Europe (goal 23 days)	29.6	28.3	26.8	24.8	20.9	19	21.1	26.9	19.2
Korea (goal 28 days)	29	24.9	25.4	23.8	26.1	18	23.6	20.3	23

As U.S. forces left Europe in the downsizing process and began a transition to a power-projection force, the Army needed to return vast quantities of equipment to CONUS. Through the RETROEUR program, the Army moved 6,500 tons of ammunition, 537 vehicles, and 152 containers of major end items and organizational clothing and individual equipment during FY 96. In addition, the Army shipped 1,310 vehicles to sites around the United States for repair. The Army fell short of its goals, however, as it did not ship all of the equipment in FY 96 that had been planned. Despite the initial costs of moving equipment, the Army will save money with reduced maintenance and fewer storage sites in Europe. *Table 17* shows the RETROEUR goals and the degree of the Army's accomplishment of them in FY 96.

TABLE 17—FY 96 RETROEUR PROGRAM

Retrograde Category	*FY 96 Goals*	*FY 96 Actual*	*Percent of Goal*
Ammunition	14,000 short tons	6,500 short tons	47%
Vehicles	600	537	90%
Containers	200	152	76%
Vehicles in Repair	1,750	1,310	74%

The Army has also made significant efforts to reduce costs in its loan lease program. Under statutory authority given to the Secretary of the

Army, DOD and other federal government organizations can obtain Army equipment through loans or leases. Not all loans are paid on time, however, and the Army is striving to reduce the delinquency rate on outstanding loans to 5 percent or lower. In support of this goal, AMC developed standardized loan reporting guidance, increased coordination within the major subordinate commands, and implemented an automated loan tracking system at all major subordinate commands in FY 96. From the beginning to the end of FY 96, the delinquency rate fell from 11 percent to 5.3 percent, nearly reaching the Army's goal. Additionally, the Army has developed a database that will enable all outstanding loans and leases to be tracked.

Quality of life has been recognized as an important element in sustainment, particularly as the number of operations in which the Army is involved increases. The Army approved the new "1+1" barracks standard designs in 1994, and these became the DOD standard in December 1995, when the Army began to aggressively modernize its barracks. Using military construction or payment-in-kind funds, the Army plans to renovate the worst third of the 387 barracks buildings in Europe during the next five years. Barracks renewal is the Army's highest priority with respect to facilities. Many barracks facilities in Europe were transferred to the United States from Germany and had housed German troops during World War II. Congress has supported the Army's efforts to improve living conditions for its soldiers by providing additional funds on numerous occasions to accelerate the process. Congress has also required DOD to monitor barracks renewal in the military services and to provide quarterly reports.

Under the 1+1 construction standard, a barracks complex will have numerous buildings that provide many different functions. A soldier community building will include dayrooms, mail area, common kitchen, bulk storage for each soldier, and a CQ (charge-of-quarters) office. In the new company operations buildings, soldiers returning from a field exercise or deployment will be able to discard their dirty equipment in a "mud room," wash up in the shower facilities, and store their clean field gear away from their personal living space until the next round of training. A dining facility and separate buildings for battalion and brigade headquarters will also be incorporated. Within the barracks complex, the design allows for increased parking, professional landscaping, more open space, and planned recreational facilities. Barracks buildings, employing consolidated laundry facilities, will provide one washer and one dryer for every fifteen soldiers. Each soldier will live in a private room (118 square feet) that has built-in closets, separate temperature controls, and connections for phone and cable. A suite will consist of two individual rooms sharing a private bathroom and a food service area with a refrigerator, sink, and microwave oven. The Army also intends to equip all renovated or new bar-

racks with completely new furnishings and has received $40 million in funding per year for the project. These innovations will improve the quality of life enormously for young enlistees who, for decades, have lived in crowded rooms with other soldiers, used communal bathrooms down the hall or on another floor, had no storage space for required gear, missed telephone calls because only one existed in the building for their use, were not allowed to have food in their rooms, and had to make do with dilapidated furniture.

While soldiers were deployed to Bosnia during Operation JOINT ENDEAVOR, the Army took advantage of the barracks that were empty to accomplish some renovation. In FY 96, the Army had 82 projects at 23 CONUS and 21 overseas locations under design or construction; costing $2 billion, these will provide renovated living spaces for more than 22,000 soldiers. The FY 96 construction program also budgeted $306 million for barracks modernization and will add 4,000 new or renovated living spaces.

In dealing with another quality-of-life issue, the Army Uniform Board reviews proposed uniform items for approval by the CSA. In FY 96, the board recommended eliminating the women's handbag and replacing it with a cash allowance, as women soldiers preferred to purchase commercial handbags that complied with Army standards. As of 1 October 1997, new soldiers will receive $28.60 in their initial clothing allowance and an annual replacement allowance of $19.07. In addition, the Army approved the black Air Force cardigan sweater for wear with hospital and Class B uniforms effective September 1997, saving expenditures on developing such items. The board recommended and the CSA approved a test of two fabrics to replace the fabric currently in Army green service and maternity uniforms, which soldiers have said is uncomfortable in hot weather, wrinkles easily, and wears out quickly. During FY 96, fielding began of the long- and short-sleeve shirts (designed to be tucked in at the waist), the belted slacks, and the dress belt with brass buckle of the new women's service uniform. These uniform items incorporated the new DOD sizing system based on body measurements, which significantly improved fit and comfort.

Security Assistance

The security assistance program supports U.S. national security and military strategies by promoting U.S. foreign policy and defense policy. Through security assistance, the United States assists other nations in developing or maintaining sufficient military capability to defend themselves from aggressors, thereby decreasing the likelihood of U.S. military involvement on their behalf. In addition to improving regional and world

stability, the security assistance program has a positive effect on the U.S. economy by supporting the defense industrial base.

The Army is involved with the security assistance program through foreign military sales, and the U.S. Army Security Assistance Command is responsible for conducting the program in other countries and with international organizations. From a high point of $11.1 billion in FY 91, Army foreign military sales have fluctuated in the 1990s, as *Table 18* indicates. The $3.8 billion in FY 96 sales, although far below FY 91's level, represented increases of 65 percent and 46 percent over FY 94 and FY 95, respectively.

TABLE 18—FY 91–96 ARMY FOREIGN MILITARY SALES
(BILLIONS OF DOLLARS)

FY91	*FY92*	*FY93*	*FY94*	*FY95*	*FY96*
11.1	3.3	7.5	2.3	2.6	3.8

The security assistance program requires the stationing overseas of numerous civilians. The mission in Riyadh, Saudi Arabia, employs budget analysts, logistics managers, quality assurance specialists, country program managers, case managers, and system administrators. In addition, AMC, consisting primarily of civilians, also maintains overseas workforces. On 13 November 1995, 5 Americans were killed (4 DA civilians and 1 soldier) and 54 wounded (41 civilians and 13 soldiers) when terrorists attacked an AMC installation in Riyadh. In March 1996, AMC dedicated the Civilian Purple Heart Memorial on the top floor of its headquarters building to its employees who were killed and wounded in the attack.

Under the Foreign Assistance Act of 1961, the President has the authority to provide equipment, services, and training from DOD organizations to support foreign policy programs or for emergencies such as military crises, humanitarian operations, peacekeeping operations, or counterdrug activities. This presidential drawdown authority, although it limits the amount that may be taken in any fiscal year, requires no legislation or appropriations. As Congress gives no additional budget funding, any drawdowns must be funded through OMA funds, though the execution of the drawdown may occur over several years.

Using the drawdown authority, the President in February 1996 approved $100 million in equipment for Jordan to support its efforts to maintain peace in the Middle East. Equipment included 88 M60A3 tanks, 38 UH–1H helicopters (20 in nonoperational condition), 250 Commercial Utility Cargo Vehicles, 216 machine guns, 88 radios, and 18 M110 how-

itzers. In July 1996, drawdown equipment valued at $100 million was authorized for the Bosnian Federation to maintain stability in the Balkan region. This equipment consisted of 45 M60A3 tanks, 80 M113A2 armored personnel carriers, 15 UH–1H helicopters, 116 M114 refurbished howitzers, uniforms, publications, small arms, ammunition, communications equipment, and MILES (Multiple Integrated Laser Engagement System). Another drawdown occurred in September 1996 when $10 million of equipment was approved for Ethiopia, Eritrea, and Uganda to assist them in containing Sudan. The Army equipment for these countries consisted of 11,716 sets of load-bearing equipment; 11,716 pairs of boots; and 557 general-purpose medium tents. In September 1996, the drawdown authority provided $15 million in equipment for Liberia to support peacekeeping operations. This equipment included water purification tablets; 6,000 waterproof bags; 65 general-purpose medium tents; 500 tarps; 3 water tankers; 3 M818 tractors; 50 sets of binoculars; a company-level field kitchen system; 2 inflatable landing boats; and medical equipment. Finally, in the last drawdown of FY 96, the President approved $76.5 million of equipment for Colombia, Venezuela, Peru, and Eastern Caribbean countries for counterdrug activities. Among items that were requested, some of which were delivered by the end of the fiscal year, were 12 UH–1H helicopters, 20 UH–1H helicopter hulks (nonoperable helicopters that can be used for on-the-ground training), field gear, and flak vests.

Research, Development, and Acquisition

Despite the decline in procurement funds, the Army is continuing to develop several new weapons systems as well as upgrade existing ones. Maintaining a smaller force necessitates a concentrated effort to implement new technologies to ensure that the Army achieves battlefield superiority.

The Crusader field artillery system demonstrated its ability to meet all significant range requirements in tests of its advanced solid propellant gun and modular artillery charge system in FY 96. As a result, the Army initiated the detail design phase of the Crusader. The Crusader is currently in the demonstration and validation phase and is scheduled for the engineering and development phase in 2000. The Crusader is a 155-mm. self-propelled howitzer that will provide the indirect fire support to maneuver forces in the future. When fielded, the Crusader will replace the M109A6 Paladin self-propelled howitzer and the M992 field artillery ammunition supply vehicle. Other features of the Crusader include an automated ammunition handling system, an advanced fire control system, and a remote multioption fuze. The resupply vehicle for the Crusader possesses

a tele–operated docking arm, an automated ammunition resupply system, and an automated fuel transfer system. Both the howitzer and the resupply vehicle have improved mobility, enabling them to accompany fast-moving combat forces.

The THAAD system is currently involved in flight tests, and, following their successful completion, a prototype system for evaluation of THAAD user operation will be fielded in FY 98. The demonstration and validation contract for THAAD was awarded in FY 92. Complementing the Patriot missile in the lower tier, the THAAD system is designed to be the upper tier of a two-tier tactical ballistic missile defense system protecting military forces and civilian populations from theater ballistic missiles. Fully transportable by military aircraft, the THAAD can be deployed rapidly worldwide and will be mobile on unimproved roads as well as highways. The THAAD system includes hypervelocity kinetic energy missiles to kill incoming missiles; launchers mounted on modified M1075 palletized loading system sixteen-ton trucks that can carry up to eight missiles each; X-band radar capable of tracking incoming missiles and distinguishing friend or foe; and support equipment. THAAD's accuracy and lethality will neutralize tactical ballistic missile warheads before they hit their targets, making it possible to reduce the amount of dangerous debris—or chemical and biological agents—that will reach the ground. In addition, the THAAD system includes a battle management/command, control, communications, computers, and intelligence system (BM/C4I) that will plan, coordinate, and execute the tactical ballistic missile battle. Mounted in shelters on Humvees, the BM/C4I can interface with Army and joint command and control systems, other air defense systems, space sensors, remote launchers, and ground-based radars.

The Javelin antitank missile system is currently in its third year of low-rate initial production, with delivery scheduled to begin later in 1996 and end in 2002. A man-portable system designed for dismounted infantry, combat engineers, scouts, the Marine Corps, and the Army's first combat forces to arrive in an area, the Javelin will replace the Dragon missile system. With digital fire-and-forget technology, the gunner can immediately take cover after firing the missile, which has a range of more than 2,000 meters. Alternatively, the missile can be fired from within enclosed areas and covered fighting positions using a soft-launch feature. The Javelin system, weighing forty-nine pounds, consists of a missile sealed in a lightweight, disposable launch tube assembly and a reusable command and launch unit with a simple latching mechanism to attach to the missile. Incorporating an integrated sight for day or night vision, the command and launch unit may be used separately for battlefield surveillance and target detection.

After the first flight of the prototype RAH–66 Comanche helicopter in January 1996, which lasted fifteen minutes, a series of flight tests were

conducted throughout the rest of the year to develop the helicopter's full flight capabilities. The program is currently in its demonstration and validation phase. In March 1995 DOD approved an early operation capability program requiring two flyable prototypes and six aircraft for field tests and evaluations during FY 01–FY 03, with initial operational capability scheduled for 2006. Designed to be the Army's newest air cavalry reconnaissance and light attack helicopter, the Comanche will replace the AH–1, OH–6, and OH–58A/C helicopters and will perform their missions of armed reconnaissance and attack as well as serving as a command and control aircraft for commanders on the future battlefield. Requiring fewer personnel and less support equipment than its predecessors, the lightweight Comanche can be transported rapidly by air. Tailored to respond to regional situations and possessing worldwide navigation capability, the Comanche can fly to Europe, the Middle East, and Latin America. The twin-engine helicopter has day, night, and adverse weather capability; minimum dash speed of more than 170 knots; retractable landing gear; and armament that includes the Hellfire antitank missile system, Stinger missiles, 2.75-inch rockets, and a 20-mm. turreted gun. Its advanced electronics, second-generation target acquisition and night vision sensors, and secure avionics will permit the Comanche to acquire, recognize, and set priorities for multiple targets, as well as pass information on them to other weapons systems, computers, and organizations.

In December 1995, the 3d Squadron, 8th Cavalry Regiment, at Fort Hood, Texas, became the first unit equipped with M1A2 tanks, an upgraded configuration of the older M1A1 tanks. With production of the M1 tanks scheduled to end in 1995, the Army in 1994 approved an upgrade of 998 M1A1 tanks to M1A2s and planned to equip the CONUS contingency force with the newer configuration. With digital data architecture integrating the electronic components, the M1A2 is the first fully integrated computer-driven ground combat system. Other improvements over the M1A1 include a commander's independent thermal viewer, an improved commander's weapon station, position and navigation equipment, and a distributed data and power architecture. Future enhancements planned for the M1 tanks include digital systems improvements, second-generation forward-looking infrared sensor upgrades, and a gunner's primary sight.

During FY 96, upgrades of 1,602 M2A2/M3A2 Bradley Fighting Vehicle systems to the M2A3/M3A3 model occurred, with fielding scheduled for 2001. The M2A3/M3A3 configurations will have an improved target acquisition viewer, a second-generation digital forward-looking infrared system, and a data system compatible with M1A2 tank and AH–64 helicopter information systems. The Bradley is an armored, fully tracked combat vehicle for mounted infantry (M2 infantry fighting vehicle [IFV]) and mounted cavalry (M3 CFV), providing protection from

artillery and small arms fire. The IFV and CFV are indistinguishable externally and have the same armament and vehicular performance; the IFV is designed for a squad of nine infantry soldiers. The Army produced 4,641 M2s and 2,083 M3s by 1994, each in three versions: the basic version; the A1 version, which incorporated the TOW 2 subsystem; and the A2 high-survivability configuration. In addition to converting A2 versions to A3s, the Army is converting all remaining A1s to A2s. In 1995, the Army converted A2s to A2ODS, basing improvements on lessons learned during Operation DESERT STORM. These changes encompassed a laser range finder, global positioning system with compass, combat identification, driver's thermal viewer, and a missile countermeasure. The upgrades conducted in FY 96 built upon the A2ODS improvements.

ATACMS is the Army's primary effort at modernizing its precision strike capability. Lessons learned from Operation DESERT STORM indicated that ATACMS, a long-range, all-weather, day/night weapon used against mobile targets and surface-to-surface missiles, needed a longer range. A ground-launched, conventional, surface-to-surface, semi-guided ballistic missile, ATACMS consists of Block I, Block IA, Block II, and Block IIA systems. Block I is in its last year of full-scale production, while low-rate initial production of Block IA, which will double Block I's range and improve accuracy with a global positioning system receiver, began in June 1996 and is in its third year of engineering and manufacturing development. Block I and IA systems attack tactical surface-to-surface missile sites; air defense systems; logistics elements; and command, control, and communications complexes with antipersonnel or antimateriel warheads. The Block II system attacks moving armored targets, while the Block IIA system attacks a target set; both use antiarmor submunition warheads.

The MLRS launcher and its basic rocket with an M77 warhead were in full-scale production and delivery in FY 96. Batteries have been fielded to active Army and Guard units in CONUS, as well as in Europe and Korea. The MLRS, a self-loading M270 launcher with fire control system mounted on a highly mobile tracked vehicle, can fire its twelve rockets individually or together to a range of thirty-two kilometers and then depart, limiting its exposure to counterbattery fire. Also in FY 96, improvements to the MLRS were being developed for an FY 98 advanced concept technology demonstration and included an improved fire control system, an improved launcher mechanical system, an extended-range MLRS, and a High-Mobility Artillery Rocket System (HIMARS). The improved launcher mechanical system will enable MLRS to engage targets more quickly, thereby increasing survivability for the crew, while the extended-range MLRS will increase the rocket's range to forty-five kilometers. The HIMARS, mounted on a five-ton truck, will enable the MLRS

to be rolled on and off a C–130 aircraft and ready to fire within minutes of landing, although it can carry only one rocket.

The entire AH–64 Apache helicopter fleet was being modernized in FY 96, and the Longbow Apache program was the Army's second largest aviation program then and for the foreseeable future. A total of 227 of 758 Apaches will be remanufactured to the AH–64D Longbow configuration, which includes fire control radar mission kits. The remaining Apaches are being upgraded to baseline AH–64Ds without the fire control radar mission kit and upgraded engine, though these can be added later to create the Longbow Apache. The Longbow Apache modernization program will employ the Hellfire laser missile and the new Longbow Hellfire radio-frequency missile, which will be the first fire-and-forget precision missile in an attack helicopter. The Longbow system acquires ground and air targets, as well as radio emitters on the ground, and passes targeting data to the onboard Hellfire missiles, the pilots, other aircraft, and other weapons systems such as M1A2 tanks and the advanced field artillery tactical data system. The pilots may engage up to sixteen targets in one minute, significantly reducing their exposure to enemy fire. The fire control radar and the Longbow Hellfire missile were under development in FY 96.

To improve its ability to project and sustain the force, the Army implemented a UH–60 Black Hawk modification program that increases speed and lift capabilities. By the end of FY 96, the Army had purchased 470 UH–60L versions, and it will procure more in FY 97. These modified Black Hawks have new roles in command and control, electronic warfare, and special operations, supplementing their primary roles as the Army's main utility helicopter in air assault, general support, and medical evacuation missions.

The Army began fielding the new family of medium tactical vehicles to active Army units in January 1996 to improve ground transportation capability. The family of medium tactical vehicles (MTV) includes 2½-ton light medium tactical vehicles (LMTV) (cargo and van models) and five-ton MTVs (cargo, tractor, wrecker, and dump truck models) on a common truck chassis. Under the production contract awarded in 1991, the Army will receive 10,843 vehicles—7,738 LMTVs and 3,105 MTVs. Van and tanker models, as well as trailers, remain under development.

The Humvee is the principal light vehicle in Army units and serves as a platform for other Army weapons systems. An up-armored version (a Humvee with armored plating and bulletproof windows designed to withstand land mine or ordnance blasts) has 360 degrees of protection from 7.62-mm. armor-piercing rounds, 12.6 pounds of dynamite protection on the underbody, and overhead protection from fragmentation of 155-mm. rounds at 60 meters. The up-armored version will be fielded to

military police companies and was deployed during FY 96 for operations in Macedonia and Bosnia. An expanded capacity vehicle Humvee that can carry a larger payload has been developed and will soon be in the testing phase.

The service life extension program for the CH–47D Chinook helicopter continued in FY 96. Originally fielded in 1962, the CH–47 fleet was modernized in 1982; those modernization efforts will be twenty years old in 2002. The Army has no cargo helicopter replacement on the horizon before 2020 or 2025. Upgrading the CH–47D fuselage and cockpit will extend its useful life another twenty years and permit it to interface with the digital battlefield.

In response to fratricide occurrences during Operation DESERT STORM, the Army developed short-term, mid-term, and long-term programs to differentiate friendly and enemy forces on the battlefield. The short-term program, Quickfix, includes passive infrared lights and panels and has been fielded to operational units. The mid-term program, the battlefield combat identification system (BCIS), completed its engineering and manufacturing development testing in FY 96. BCIS is an encrypted question-and-answer identification system that operates via a vehicle's laser range finder and interrogator antenna. Tests were conducted on M1A1 and M1A2 tanks, the M2/M3 Bradley, fire support teams, and Humvees in all weather conditions, including heavy rain, fog, and smoke. Correct identification occurred 99 percent of the time. An enhanced version of BCIS, the long-term element in the Army's Combat Identification Program, includes a digital data link for ground vehicles and combat identification for air-to-ground operations. This enhanced BCIS has been developed and will be demonstrated in the March 1997 AWE.

A complete upgrade of the Patriot air defense missile, the lower tier of the two-tier tactical missile defense system, was being conducted in conjunction with the development of THAAD. The program, which will upgrade PAC–2 missiles to PAC–3, will enable the Patriot to engage theater ballistic missiles at longer ranges and with greater lethality. PAC–3 missiles will also be more effective against aircraft, cruise missiles, and unmanned aerial vehicles.

In FY 96, the Army continued development of the Land Warrior, an integrated system for dismounted combat soldiers. Each soldier would be equipped with an individual computer/radio, enhanced protective clothing, and improved individual equipment. Additionally, soldiers would wear integrated headgear that contained a helmet-mounted display with an image intensifier and a modular weapons system. The modular weapons system is composed of a thermal weapon sight, infrared aiming light, laser range finder, digital compass, video camera, and close combat optic. Additional technology is expected to be incorporated into the Land

Warrior program as a result of the Force XXI AWE in March 1997. The Army expects to field the Land Warrior in FY 00.

Congress approved $9.8 million to fund the first year of a three-year demonstration and validation phase for the Stinger Block II in FY 96; DOD approved an expenditure of $10.9 million for FY 97. No funding was approved for FY 98. The Army's primary air defense missile for air defense artillery and aviation, Stinger Block I has experienced a problem with clutter that reduces its ability to acquire targets. Stinger Block II will eliminate much of that clutter. The engineering and manufacturing development phase is scheduled to begin in FY 00.

As a result of the enormous problems encountered due to the presence of mines in Bosnia during Operation JOINT ENDEAVOR, the Army established a Countermine Task Force in FY 96. The task force's goal was to facilitate the conversion of laboratory technology into fielded equipment so that soldiers in Bosnia could detect, avoid, clear, and neutralize mines more safely and effectively. The task force also began to develop a strategy for future countermine technology.

To support the Army's critical mission of training soldiers in realistic environments, the first CCTT simulators were fielded in 1996 at Fort Hood, Texas. Full-scale production will begin in FY 98. AMC, industry, and academia worked together to create this collective training system. Armor and mechanized infantry units can train full crews in simulators patterned after their combat vehicles, weapons systems, and command and control elements. The simulators are networked and permit real-time, interactive, collective training on computer-generated terrain. Each vehicle simulator's host computer depicts battlefield views through crew optics; additionally, the M1A1, M1A2, and M2/M3 simulators provide the vehicle commander with a panoramic view from his hatch position. Although reservists will have access to fixed CCTT training sites on weekends, mobile CCTT versions mounted on truck trailers will be dispersed to USAR home stations.

The Warfighting Rapid Acquisition Program (WRAP), a new policy approved in April 1996, will accelerate the fielding of systems and technologies from TRADOC advanced warfighting experiments, advanced technology demonstrations, advanced concept technology demonstrations, and similar demonstrations and evaluations. The TRADOC commander can initiate a WRAP Army Systems Acquisition Review Council to select programs that require urgent funding for operational prototypes. WRAP is an essential tool in the Army XXI Acquisition Reform Reinvention Center that is being established to field advanced systems demonstrated in Force XXI.

Research remained an important effort in FY 96, even though funding had declined over recent years. The Construction Engineering Research

Laboratory (CERL) had fifty-seven Cooperative Research and Development Agreements and more than 100 Memoranda of Understanding with government, academic, and industry organizations. In FY 96, CERL developed the Facilities Infrastructure Technology Program to increase technology and research aimed at improving Army facilities.

The Cold Regions Research and Engineering Laboratory (CRREL), operating from thirty-three existing or new Cooperative Research and Development Agreements, provided scientific, engineering research, and technological support to the Army and other organizations. In 1996, CRREL researchers worked at the South Pole to demonstrate the feasibility of drilling a subsurface snow tunnel for the future U.S. South Pole Station. Other CRREL researchers worked with the Navy in the Arctic Ocean, often under dangerous conditions, to understand the effects of sea ice on naval operations. In addition, CRREL's civil works programs assisted the Army Corps of Engineers in applying remote sensing to monitor water resources management and emergency operations.

The Army's Topographic Engineering Center (TEC) focused its activities in FY 96 on military operations and Force XXI. TEC personnel supported diplomats and military advisors at the Bosnia Peace Talks in 1996 with time-sensitive maps and terrain visualization products, using a Multispectral Imagery Processor and working in cooperation with the Defense Mapping Agency. In support of Force XXI, TEC fielded a prototype of the Digital Topographic Support Systems/Quick Response Multicolor Printer, mounted in both the Heavy (five-ton truck) and Light (Humvee) versions. Both versions were evaluated at Fort Hood, Texas, in support of the 4th Infantry Division in FY 96 and will be part of the Force XXI AWE in March 1997. TEC became the lead laboratory for the Rapid Battlefield Visualization ACTD, the highest priority ACTD within DOD. In conjunction with the Environmental Institute of Michigan, TEC developed the Interferometric Synthetic Aperture Radar for Digital Terrain Elevations. This new radar, along with TEC personnel, was shipped to Bosnia to collect high-resolution terrain data. DrawLand, a three-dimensional software system for military terrain visualization that incorporates intelligence information, was developed by TEC in cooperation with United Kingdom researchers and used in Bosnia.

8

Support Services

Morale, Welfare, and Recreation

Operation DESERT STORM taught military leaders that the Army's Morale, Welfare, and Recreation (MWR) program needed to meet the needs of commanders and troops in wartime as well as in garrison. With that in mind, senior civilian MWR specialists deployed to Bosnia in November 1995 in support of Operation JOINT ENDEAVOR, well ahead of the main body of troops. For the first time, the Army had established MWR as mission-essential support requiring concurrent mobilization with soldiers. MWR volunteers in Bosnia were as exposed to the dangers of war as the soldiers with whom they lived, worked, and supported. Fifty-four MWR professionals deployed to camps in 42 locations for periods ranging from 3 to 12 months. Administered by USAREUR, these MWR specialists ensured that soldiers had access to sports and fitness programs, recreational activities, entertainment, and other leisure options. Over the course of FY 96, MWR sponsored a book kit program, providing more than 81,000 paperback books to units deployed in support of Operation JOINT ENDEAVOR. In recognition of MWR's increased wartime role, the Army published new doctrinal guidance in FY 96 describing how MWR support will be given to deployed or mobilized units. In another recognition of the importance of MWR, a decision was made to fund MWR operations during such contingencies with appropriated funds.

The Army established the U.S. Army Community and Family Support Center (CFSC) in 1984 as a field operating agency under ODCSPER. In 1993, CFSC moved under the control of the OACSIM and was responsible for the worldwide activities of the MWR program. CFSC restructured itself internally in November 1995, adding four new divisions—Marketing, Public Affairs, Sponsorship Advertising, and Asset Management. Through the Asset Management Division, installation commanders encouraged development of private business activities by providing real estate space in exchange for a percentage of the revenues. The revenues were applied directly to the installation's MWR account. In FY 96,

the first year of the program, the Army processed twenty-five requests for private development activities totaling $154 million.

Another significant change occurred in May 1996, when the Army created the CFSC Hospitality Directorate. By transferring Transient Housing and the Army Billeting Fund responsibilities from OACSIM to CFSC, the Army established an umbrella organization for all lodging functions within the Army. Temporary duty lodging, guesthouses, recreational lodging, and Armed Forces Recreation Centers were now all under the purview of one organization. Since the Army operates more than 25,000 rooms at 101 locations, this process produced significant savings by reducing inefficiency, eliminating duplication, and streamlining administrative procedures.

An exciting addition to the Army's inventory of hotel rooms occurred in November 1995 when the Maile Tower, a 396-room addition to the Hale Koa Hotel, was dedicated on Waikiki Beach, Hawaii. The dedication ceremony took place on the twentieth anniversary of the Hale Koa's original structure, the Ilima Tower. This expansion and renovation project, which also developed 66 acres at Fort DeRussy, where the hotel is located, lasted three years and cost $99 million. No tax revenues were used for the project; the money was raised entirely from nonappropriated funds—profits from commissaries, post exchanges, clubs, and other facilities frequented by soldiers.

In a notable development on the other side of the world, the General Walker Hotel in Berchtesgaden, Germany, which had served nearly five million guests over a period spanning forty-three years, closed its doors. In June 1996, the Armed Forces Recreation Center in Berchtesgaden shut down operations, and the resort was returned to the German government. The Armed Forces Recreation Centers at Chiemsee and Garmisch-Partenkirchen were consolidated into Armed Forces Recreation Center Bavaria in an effort to reduce expenditures and develop economies of scale.

The MWR program is funded by both appropriated funds and nonappropriated funds. Total funding for MWR in FY 96 was more than $1.3 billion, an increase of $42 million from the previous year. Appropriated funds constituted 33 percent of MWR funding, while nonappropriated funds comprised 67 percent. Disparities within the two budget processes have caused difficulties in the Army's ability to execute either in a timely manner or to exercise flexibility with respect to the expenditure of funds. The National Defense Authorization Act of FY 96, in an effort to correct this problem, ordered DOD to develop and conduct a demonstration program that merged appropriated fund and nonappropriated fund support for MWR. The merged funds would then be executed as nonappropriated funds. The Army developed demonstration projects at White Sands Missile Range, New Mexico, and Fort Campbell, Kentucky.

The Army seeks continually to improve profitability in the MWR program, and in FY 96 profits increased in all three MWR program categories. Category A includes all mission-essential programs, such as sports activities, libraries, and recreation centers; Category B encompasses youth services, child care, arts and crafts, entertainment, and outdoor recreation; and Category C consists of all self-sufficient programs that receive no appropriated funds, such as golf, bowling, Armed Forces Recreation Centers, and clubs. Within Category A, the Army made significant progress toward the goal of meeting requirements with only appropriated funds. Category A losses decreased by $4.5 million, and appropriated fund support increased by $6.1 million. Category B showed an improvement from previous fiscal years, with a positive net income. Profitability of Category C activities improved dramatically, with net income increasing 65.4 percent from FY 95.

The Army assessed its MWR program at twenty-four installations and learned that fine dining and traditional activities offered at clubs for officers, noncommissioned officers, and enlisted personnel held less appeal for soldiers, families, and civilians than in the past. The average MWR customer preferred quick service, casual family dining, or privately catered functions. In response, CFSC developed five theme restaurants and, in FY 96, opened three of them. Primo's Italian Restaurant began operating at Fort Hood, Texas; Primo's Express was established at Fort Drum, New York; and Strike Zone opened its doors at Fort Shafter, Hawaii.

The MWR Board of Directors, in its fourth year of existence, voted to add the Sergeant Major of the Army as one of its members. The board of directors now consists of the Sergeant Major of the Army and the commanding generals of FORSCOM, TRADOC, Eighth U.S. Army, AMC, USAREUR and Seventh U.S. Army, and USARPAC. In FY 96, the board continued a $40 million nonappropriated fund major construction program and approved another $40 million for a nonappropriated construction program in FY 97.

Another program designed to improve the quality of life of soldiers, family members, civilians, and retirees is the AFAP. Delegates to symposia at installations and major Army commands develop issues and set priorities; steering committees review progress on resolving the issues and provide written feedback to communities. Until FY 96, the Army hosted an annual worldwide AFAP conference in Washington, D.C., at which delegates presented key issues to the Vice Chief of Staff of the Army. The issues presented began to require more attention from levels above HQDA and, hence, additional time for resolution. In April 1996, the Army announced that the worldwide AFAP conference would occur biennially instead of annually but recommended that installations and MACOMs

conduct annual AFAP symposia. A general officer steering committee will meet semiannually to resolve issues at the HQDA level.

In an effort to improve quality of life and health for civilian employees, Army Regulation (AR) 600–63, *Army Health Promotion*, authorized administrative leave for participation in a structured, command-sponsored physical fitness program for three hours weekly up to eight weeks. Behavioral research, however, suggested that permanent lifestyle changes could not be expected to occur within two months. An AFAP recommendation resulted in revisions to the regulation in March and May 1996, authorizing extension of the program to six months. Employees are limited to taking advantage of the program only once; thereafter, they are encouraged to conduct physical fitness training on their own, and employers are urged to allow flexible work schedules.

Quality of life is the Army's third highest priority, immediately behind readiness and modernization. The quality of life available in the Army directly affects readiness, and the Army therefore has committed itself to providing a standard of living for soldiers and families similar to that of their civilian counterparts. Soldiers and family members remain deeply concerned about pay and benefits, medical care, commissary and exchange privileges, housing, recreational facilities, retirement packages, and support to families during mobilization and deployment. With a force that is 66 percent married and in which 8 percent of the members are single parents, the Army found it vital to develop family support initiatives in FY 96.

One of the biggest lessons of Operation DESERT STORM was that family members of deployed service members had innumerable problems and questions, felt confused and abandoned, and often did not know where to turn to obtain resolution or answers. In 1993, the Army Family Team Building program, in an effort to create self-sufficient and self-reliant individuals and families who could cope with the stress of deployment, began teaching individuals and families about Army missions, military life, effects of family separations, and available support organizations. By FY 96, the Army had established family support groups as a major source of support for every deployment.

Since the majority of Army soldiers are married, and because more households now have a nonservice member who works outside the home, the Army has significantly increased the number of childcare facilities over the years. In FY 96, the vast majority of childcare centers received national accreditation. In addition to providing quality childcare, the Army has endeavored to improve management efficiency. In FY 96, nonappropriated fund subsidies for childcare were reduced significantly, indicating the economic health of the Army childcare system.

Until recently, teenagers had not been recognized as a separate entity within the Army family. In September 1996, however, the first Army Teen

Panel was established to enable teens to express their views and concerns to the highest levels of the Army. Eleven teenagers, from fifteen to seventeen years of age, were selected as delegates from the various major Army commands. Working in concert with teen program specialists, the Teen Panel conducted a survey of 1,600 teens on youth violence and the lack of teen centers on installations. The Teen Panel briefed the CFSC commander and the wife of the CSA on their findings, and developed a home page for the Internet.

Health and Medical

The overwhelming success of Operation DESERT STORM and the relatively small number of medical casualties have led some military analysts to speculate that future wars will be virtually bloodless. The AMEDD, however, pointing to the proliferation of nuclear weapons, terrorist groups, and ethnic strife, believes that physical risks to soldiers undoubtedly exist. Striving to provide appropriate medical care for soldiers in changing environments, AMEDD has been persistent in integrating medical personnel into Army and joint training exercises. An interservice working group at the AMEDD Center and School is currently developing joint medical doctrine to support increased joint warfighting in future contingencies. Preparing for the twenty-first century, AMEDD is redesigning itself to support the new Army organizational structure and warfighting doctrine of Force XXI. AMEDD's top developmental priorities in FY 96 remained the UH–60Q Medevac Helicopter and armored ambulances, essential for extracting soldiers from remote areas and providing quality medical care en route to triage locations.

Telemedicine is probably the key technology that will improve AMEDD's ability to operate on the future battlefield and save lives, as well as change health care around the world. Tactical use of telemedicine expands the reach of medical specialists forward into the battlefield. Deployed medical hospitals in Bosnia and Hungary are currently connected via telemedicine to Landstuhl Regional Medical Center in Germany, other DOD medical centers within CONUS, and the USS *George Washington*, deployed offshore in the Adriatic. Tactical telemedicine has also been deployed in Zagreb, Croatia; Macedonia; Somalia; and Haiti. Within CONUS, Project Seahawk at Madigan Army Medical Center in Washington and Project Akamai at Tripler Army Medical Center in Hawaii have demonstrated the usefulness of telemedicine in providing quality medical care in remote locations. When telemedicine is implemented completely, every health care provider will have instantaneous access to specialty care, no matter the geographical location, from hospitals, universities, and medical specialists. With access to information,

patients can avoid disease and injury and, when feasible, can medically treat themselves, reducing their medical costs and time spent visiting doctors and clinics.

Within AMEDD, many individuals presently are working to apply new technology to solving medical problems. One program under development will help identify when a soldier on the battlefield requires medical assistance, thereby reducing or eliminating deaths that occur prior to recognition that a soldier is wounded. The personnel status monitor measures blood pressure, pulse rate, temperature, and other vital signs. When a soldier is in physical distress, electronic signals will be immediately sent out, identifying the soldier and location to facilitate rescue and medical care. The personnel status monitor will soon be used in Ranger training to avoid any tragedies similar to that of four soldiers who died of hypothermia in a Florida swamp during a night training exercise in February 1995.

Army Chaplaincy

The Army Chaplaincy, similar to other Army corps, found itself deeply involved with Army XXI and Army After Next initiatives. In FY 96, to support chaplain services on the future battlefield, the Army developed the Field Baptismal Liner, the Chaplain Assault Kit, and the Chaplain Resupply Kit. In addition, the Chaplaincy focused on issues in the joint arena, particularly those associated with the Marine Corps. Operation JOINT ENDEAVOR integrated reserve chaplains into slots working beside active Army chaplains, resulting in a need for additional training during mobilization and deployment. The Army's Division Redesign initiative established a chaplain's position as essential in divisions, particularly in training environments. The Army recognized that the absence of chaplains at Aberdeen Proving Ground, Maryland, had contributed to an atmosphere in which some drill sergeants sexually harassed some female trainees.

Between June 1995 and January 1996, the U.S. Army Chaplain Center and School moved from Fort Monmouth, New Jersey, to Fort Jackson, South Carolina, as Fort Monmouth was forced to close under the BRAC 93 process. A concrete building erected at Fort Jackson in 1968 had been gutted and refurbished with training and administrative space for $1.4 million, providing an interim facility to be used until the new center and school is completed in FY 97. The state-of-the-art training facility will be the first ever built specifically for the Chaplain School.

Due to diminishing resources, the Chaplain School in FY 96 conducted the first comprehensive analysis of its instructional strategy. With a new focus on providing essential training commensurate with duties for ministering to a battalion, the Chaplain School fundamentally redesigned its curriculum. Presuming that professional skills as priests, ministers,

rabbis, and imans would already be in place, the new instructional strategy was designed to teach only those skills necessary to accomplish the military mission. In FY 96, the Chaplain Officer Advanced Course was shortened from twenty to eight weeks, in part due to concerns about the availability of family housing at Fort Jackson. The Division Chaplain and Installation Chaplain courses were combined, with the first iteration scheduled to occur in FY 97. The restructured Chaplain Officer Basic Course requires more training in residence and provides a greater opportunity for reservists and chaplain candidates to attend.

Primary issues within the Chaplain Corps remained similar to previous years. There were not enough Roman Catholic priests to serve the constituency in the Army; this shortage was expected to persist, with no foreseeable solution. Recruiting was focused on female chaplains, but because religious denominations do not ordain many women, there was only a small pool from which to recruit. As a result, only forty-seven chaplains in the Army were women. Training chaplains in suicide prevention seemed to be effective, and the suicide rate in the Army declined. In 1996, the Chaplain Corps worked on realigning all tasks performed by the chaplain's assistant (MOS 71M) to eleven specific religious support areas.

Army Pay

After several months of planning, the Personnel Command converted to the DCPS in July 1996. After providing training to more than 200 personnel on the new system, the Army transferred approximately 1,000 employee accounts into DCPS. Initial errors made in employee records included incorrect health benefits, salary rates, tax data, and Thrift Savings Plan data. From August to September 1996, customer service representatives worked with the Civilian Personnel Advisory Center to resolve all discrepancies.

Army Housing

A critical element of quality of life is the housing that the Army provides its soldiers and families. Unfortunately, much of the Army's inventory of barracks and family housing is decades old and requires repair, upgrade, or replacement. The Army has instituted a revitalization strategy designed to produce excellent facilities. The Army Whole Barracks Renewal Program will upgrade Army barracks in CONUS by FY 07, Europe by FY 10, and Korea by FY 14. The Whole Neighborhood Revitalization Program will improve family housing one neighborhood at a time, including supporting infrastructure and amenities. Units that are uneconomical to repair or upgrade will be replaced.

The Army has established a revitalization cycle that represents the number of years it will take to revitalize the entire Army housing infrastructure. From FY 93 to FY 95, the Army's goal was to revitalize facilities until all were less than 57 years old, except that family housing would be no older than 35 years. In FY 96, the Army's revitalization goal for barracks was reduced from 57 to 25 years. During FY 96, however, the Army did not meet any of its revitalization goals. The average age of all facilities was 61, with barracks being 28 and family housing 63 years old.

In the Army Family Housing Construction Program, revitalization is defined as renovating an existing unit to current standards. Replacement of a unit means demolishing an existing unit and constructing a new one that meets all current standards, including energy conservation. Both revitalization and replacement include improvements to the infrastructure and the neighborhood. Funding for the FY 96 program was little more than half of that in FY 95, as shown in *Table 19*.

TABLE 19—FY 96 ARMY FAMILY HOUSING CONSTRUCTION PROGRAM FUNDING (IN MILLIONS)

	FY 93	*FY 94*	*FY 95*	*FY 96*
Planned	142	146	256	147
Actual	136	286	211	118

The amount funded for FY 96 was 80 percent of what had been planned. Construction projects funded during the fiscal year are indicated in *Table 20*.

TABLE 20—FY 96 ARMY FAMILY HOUSING CONSTRUCTION PROJECTS FUNDED

Installation	*Number of Units*	*Project Type*
Fort Lewis, Washington	84	Replacement
Fort Bragg, North Carolina	96	Revitalization
Fort Campbell, Kentucky	220	Revitalization
West Point, New York	119	Replacement
Fort Leonard Wood, Missouri	250	Revitalization
Fort Knox, Kentucky	150	Replacement
Fort Lee, Virginia	135	Replacement
Fort Wainwright, Alaska	44	Revitalization

Despite some advances, the Army has not had sufficient funds to bring all housing to desired standards nor to build the additional 10,322

dwelling units needed to house its families. In recognition that privatization could resolve the problems within five to ten years, Congress in 1996 passed the Military Housing Privatization Initiative Act, which gave military services the authority to contract with private companies to operate, maintain, improve, and construct military housing. The Army established a Capital Venture Initiative (CVI) team to implement new DOD policies for privatization. Under the new program, a contractor would own and operate family housing, collecting from the occupants rents that would not exceed their housing allowance. A CVI project at Fort Carson, Colorado, approved by DOD, will result in 840 newly constructed houses and revitalization of the existing 1,824 houses over the next five years. The Army CVI team began planning a similar project for Fort Hood, Texas.

Family housing overseas is in even worse shape and is, on average, 130 years old. Congress, however, authorized funds in 1996 for CONUS family housing only. Analyses predicted that the Overseas Housing Authority (OHA) could revitalize family housing and reduce the average age to thirty or forty years. The Army proposed legislation for FY 99 for a pilot OHA program that would operate and revitalize overseas family housing using nonappropriated funds. If the pilot program is successful, the Army will transfer all overseas housing to OHA by FY 03.

The Army is the DOD Executive Agent for all host-nation–funded projects. In FY 96, Germany contributed $212 million for barracks construction through the payment-in-kind program. Japan and Korea contributed $1.1 billion to design and construct facilities for U.S. service members living in their countries.

Army Safety Program

With zero Class A aviation accidents in the first six months of FY 96, the Army National Guard achieved a record of twenty-nine consecutive months without a Class A aviation accident. The Guard flew 919,000 hours during these twenty-nine months. The CSA awarded the Major Army Command Safety Award to the Guard for the second time in five years.

Army Career and Alumni Program

The Army Career and Alumni Program (ACAP) was established in 1990 to counsel active duty soldiers who were separating from the Army, whether voluntarily or involuntarily, and to offer transition assistance in the form of career guidance, benefits counseling, and job search guidance. Working with federal and state organizations, as well as private companies, ACAP has reduced the time taken by clients to find a job, thereby

decreasing unemployment costs to the government. In 1994, ACAP was authorized to offer its transition and job search services to other agencies on a reimbursable basis through an outsourcing initiative. The Continuing ACAP Outsourcing Initiative for FY 96 further expanded ACAP's role. In FY 96, ACAP offered its services to the National Aeronautics and Space Administration, the Naval Surface Warfare Center in Virginia, and the Military Traffic Management Command, Eastern Region. In addition, ACAP offered worldwide mobile transition operations in support of the Navy Selective Early Retirement Program as well as at sea aboard the USS *Nimitz* battle group transiting from Thailand to Hawaii. ACAP signed a new agreement in October 1995 with the U.S. Department of Agriculture and in December 1995 opened a Career Transition Resource Center in support of that agency.

Army and Air Force Exchange Service

The per capita dividend of $239 for every soldier and airman in FY 96 was the highest in the history of the Army and Air Force Exchange Service (AAFES). Gross income for AAFES reached $6.9 billion from its retail, food, service, mail order, and concession sales. Of the $348 million profit earned by AAFES, the Army MWR program received $132.9 million.

In response to the difficulty military members encountered in obtaining other than routine eye exams, including contact lens exams and fittings, AAFES operated its own optical shops in CONUS and contracted for optical services overseas. Eyewear or exams offered by contractors, however, cost customers triple what they would have paid at an AAFES optical shop in CONUS. AAFES decided to open four Vision Centers in Germany to offer 45,000 potential customers selections costing one-half to one-third what they would have paid at contracted optical shops and with same-day service for standard orders. Optometrists will be licensed in the United States and offer full optometric care, while opticians will hold licenses from the American Board of Opticianry. The first Vision Center is scheduled to open in Heidelberg/Mannheim in FY 97, with the second opening in Mainz-Kastel in December 1997. Vogelweh, where a contracted optometrist will convert to an AAFES hire, will open in summer 1998. The final Vision Center will open in Würzberg in 1999.

Command Information

Despite its small operating budget and limited staff, the Hometown News Service continued to have a strong impact on the Army. During the year, it created news releases for daily and weekly newspapers nationwide from 106,083 completed forms outlining the achievements of Army sol-

diers. In support of Operation JOINT ENDEAVOR, the Broadcast Division developed kits for mobile public affairs detachments in theater to assist soldiers in producing holiday greetings to their families. In the Holiday Greetings television program, 7,000 service members sent messages on 2,000 one-hour videotapes that the Broadcast Division marketed and mailed to 980 television stations, reaching more than 48 million viewers.

The Army Broadcasting Service, which was managing four Army American Forces Radio and Television Service broadcast networks and one radio-only affiliate at Fort Greely, Alaska, also supported Operation JOINT ENDEAVOR. As early as December 1995, radio and television service was initiated to Bosnia, Hungary, and Croatia. In January 1996, live radio broadcasting began in Tuzla, Bosnia, and, in July 1996, in Kaposvar, Hungary.

Army Postal Operations

In keeping with the realization that deployed soldiers need to receive their mail swiftly, the first rotation of postal elements arrived in theater to support Operation JOINT ENDEAVOR on 20 December 1995 and began shipping mail the next day. On 24 December, free mail services were authorized to troops, and on 18 January 1996 DOD announced mailing addresses for the Any Service Member program. In the initial period of postal operations from 1 January to 9 February 1996, mail required 8 to 10 days to travel from CONUS to Europe, 2 to 4 days from European military post offices to Bosnia and other deployment areas, and 4 to 5 days to return from the area of operations to the European post offices. In that same period, Army postal workers handled 988,278 pounds of mail in theater, with daily averages of 16,268 for Tuzla, Bosnia; 6,989 for Taszar, Hungary; and 870 for Zagreb, Croatia.

Although lessons learned from Operation DESERT STORM did not result in Modified Table of Equipment (MTOE) changes in time for JOINT ENDEAVOR, the Army did propose changes in July 1996. The proposed new MTOE for the three active CONUS postal companies was sent to the field for review and will take effect on 16 October 1997. The new MTOE included requirements and authorizations for 11 Humvees, 5 2½-ton cargo trucks, 5 2½ -ton shop vans, 6 10,000-pound forklifts, 4 4,000-pound forklifts, and 12 portable conveyor belts.

Army Sports Program

Under the aegis of the Army's sports program, soldiers have the opportunity to train and participate in military, national, and international competitions. At the 1996 Summer Olympic Games in Atlanta, Georgia,

fifty-six soldiers in the Army World Class Athlete Program were the largest representation of Army competitors since 1980. Sgt. Theresa DeWitt placed fourth in the women's shotgun double trap event, the highest placing of any Army competitor during the games. First Lt. Michael Thornberry helped the U.S. handball team finish in ninth place, its best placing ever. S. Sgt. Derrick Waldroup and Spc. Rodney Smith finished ninth in Greco-Roman wrestling. Other Army athletes qualified and participated in boxing, track and field, modern pentathlon, and shooting. DeWitt and Waldroup were named the 1996 Army and Armed Forces Male and Female Athletes of the Year.

Army Band Operations

Operation JOINT ENDEAVOR required participation by nearly every element of the Army, and bands were no exception. The 1st Armored Division Band deployed to Bosnia to support the troops. In an era of downsizing, the Old Guard Fife and Drum Corps converted from an attached platoon with H Company, 3d Infantry Regiment, to a separate company in 3d Infantry. The scheduled inactivation of the 389th Army Band at Aberdeen Proving Ground, Maryland, was canceled by the commander in chief of the AMC. Inactivation of bands did occur, however, at Fort Riley, Kansas, and Fort Carson, Colorado.

9

Special Functions

Construction, Facilities, and Real Property

As in previous years, the Army COE fulfilled a critical national role in FY 96. COE personnel participated in sixteen major emergencies, including Operation JOINT ENDEAVOR; Hurricanes Bertha, Fran, and Hortense; the Northeast blizzard; the Pacific Northwest floods; the flooding in North Dakota; and the drought in the Southwest. The COE operated 12,000 miles of commercial navigation channels and 275 navigation lock chambers; maintained 299 deep draft harbors and 627 shallow draft harbors; operated 383 major lakes and reservoirs; and operated and maintained 75 hydroelectric power plants. The COE built hundreds of local protection projects, preventing estimated damages of $22.3 billion to property and land. It also operated 4,330 recreation areas at 456 different locations. The COE's Civil Works Program, which operated in every U.S. state and territory, had 396 projects under construction and a budget of $3.36 billion in FY 96. In one example, COE acquired 388,000 acres in Louisiana's Atchafalaya Basin. Although 50,000 acres were designated for public access, the remainder will be under developmental control and environmental protection.

Under the Federal Water Pollution Control Act Amendments of 1972, COE regulates the discharge of dredged or fill material into U.S. waters, as well as construction and other work in navigable waterways. In June 1996, COE published new guidelines for nationwide work permits, reducing the amount of paperwork required, and reviewed requests for thirty-seven such permits. In addition, COE permitted 29,699 activities under general permits and 38,476 under nationwide permits; approved 5,040 standard permits and 3,391 letter permits; and denied 250 permits. The Army revised the approval and funding process for Dam Safety Assurance Program projects, reducing project approval time to six months by eliminating a review from the Major Subordinate Command and lowering approval authority from DA level to the Chief, Engineering Division, Civil Works.

The 1960 Flood Control Act gave the Army the authority and responsibility to compile and disseminate information on floods, flood damage, and flood damage control. Under the Flood Plain Management Services

Program, COE responded to 32,000 requests in FY 96 from federal and nonfederal agencies, communities, tribal nations, and individuals for flood information. The Army is also authorized to assist states and tribal nations in conserving, developing, and using water and related resources more effectively. In FY 96, the Army received $1,648,000 as reimbursement for 50 percent of the cost of providing such assistance. Two projects in Louisiana to restore and preserve wetlands were completed.

The COE Waterways Experiment Station (WES) remained the largest civil engineering, environmental quality, and information technology research and development lab in DOD. Its DOD Groundwater Modeling System v1.2 was used by 210 DOD users, 60 Environmental Protection Agency users, and 55 Department of Energy (DOE) users on multiple DOD and DOE cleanup sites. A single use of the system at Schofield Barracks, Hawaii, resulted in savings of nearly $10 million. WES provided $27.8 million in research and development support for Air Force, Navy, and other DOD agencies on issues of counterterrorism, weapons effects, structural hardening, and field fortifications.

COE supplied engineering support to sixty non-DOD federal agencies, states, and local governments to help manage their construction programs and was reimbursed by appropriated funds belonging to those organizations. The projects consisted of space launch facilities for the National Aeronautics and Space Administration, embassies for the Department of State, and secure facilities for the United States Information Agency. In FY 96, as shown in *Table 21*, COE helped manage approximately $600 million in construction projects for these agencies.

TABLE 21—FY 96 REQUESTS FOR CORPS OF ENGINEERS CONSTRUCTION SUPPORT

Agency	*$ Millions*
Department of Agriculture	2.76
Department of Commerce	19.50
Department of Energy	47.11
Environmental Protection Agency	310.28
Federal Emergency Management Agency	19.43
General Accounting Office	26.00
General Services Administration	3.28
Department of Health and Human Services	8.36
Department of Housing and Urban Development	6.54
Department of the Interior	64.07
Department of Justice	53.33
Kennedy Center for the Performing Arts	13.50
Department of Transportation	4.95
Department of the Treasury	2.29
Department of Veterans Affairs	3.73

The Army operates and maintains more than two hundred installations and military communities in CONUS and overseas. Despite the need for modernization of the infrastructure to create and maintain power-projection platforms, funding has decreased. With essential facilities not being replaced, the Army has been forced to spend additional funds to operate and maintain aging and deteriorating facilities. In an attempt to rectify this situation, Congress increased funding for real property maintenance 16 percent, from $1.084 billion to $1.257 billion, between FY 95 and FY 96.

The Army also holds 5,000 leases administered by OACSIM that cost $340 million in FY 96. Under an FY 96 lease reduction program called Bold Venture, the Army plans to decrease costs 30 percent by FY 03 by reducing the number of leases and through other measures. Though the FY 98–03 POM reduced lease costs to $306 million, it did not provide funds for moving organizations out of leased facilities.

At the same time, new lease requirements are created continually in the Army. To support training for Army and Air Force active and reserve forces, COE acquired more than 12,000 acres of land throughout CONUS. To improve family housing overseas, the Army obtained congressional approval to lease housing in Germany, Korea, and the Middle East and began executing housing leases in the Middle East. With the move of SOUTHCOM from Panama to Florida pending, COE obtained a lease for 150,000 square feet of space in Miami for the headquarters building.

To ensure that Army facilities support the power-projection infrastructure, the Facilities Reduction Program, in its fifth year, eliminates unnecessary or undesirable facilities and retains those that best fit the mission. Under the program, installations must dispose of one square foot of temporary facilities for each square foot of new construction. In addition, installations are required to improve their use of permanent facilities, consolidate activities in the best facilities, and dispose of the worst facilities. In FY 96, the Army eliminated 5.4 million square feet, for a total of 38.7 million since FY 91. In the FY 98–03 POM, no funds were budgeted for excess facilities, while $100 million per year was earmarked for facility disposal, further emphasizing the importance of the Facilities Reduction Program.

In another effort to save costs and conserve energy, Executive Order 12902, *Energy Efficiency and Water Conservation at Federal Facilities,* established an energy reduction goal of 30 percent from 1985 to 2005. By FY 96, the Army had achieved an 18.9 percent reduction overall and a 2.9 percent reduction during the year. The Army provided $44 million in energy conservation projects in FY 96 to help installations improve their energy efficiency.

The Army also established a Utilities Privatization Program to reduce capital investment costs, problems of ownership, and environmental

upgrade responsibilities. By FY 00, the Army expects to have privatized all natural gas, electric, water, and wastewater systems except where this will be uneconomical or adversely affect national security. Local municipalities, regional authorities, or private utility companies will operate, maintain, and repair utilities to regulatory or industry standard in return for non–federally financed modernization. In FY 96, three utilities at two installations were transferred.

To improve installation repair and minor construction, in August 1996 the Deputy Assistant Secretary of the Army (Procurement) authorized a change to the Army Federal Acquisition Regulation Supplement, expanding the authority of installation commanders to approve Job Order Contracting. Job Order Contracting provides delivery of services or products at a predetermined price in the quantity and at the time specified by the installation. In FY 96, 78 Army installations completed more than $327 million in projects through this process. Before the regulatory change, installation commanders could approve contracts up to $300,000, or more if an emergency condition existed. With the change, commanders are now able to approve work orders up to $2 million.

The COE is responsible for governing all Army real property and for providing real estate services for the Army, the Air Force, and other federal agencies upon request. In FY 96, COE gave extensive real estate appraisal support to the Drug Enforcement Administration, the Food and Drug Administration, the DFAS, and the Defense Business Management University. In addition, COE appraised a land exchange project at Fort Bliss, Texas; another at O'Hare International Airport in Illinois; and the development of the Engineer Proving Ground at Fort Belvoir, Virginia. The COE saved $1.3 million in lease costs by challenging rental rates charged by the General Services Administration.

Real estate appraisal services were also important in the Homeowners Assistance Program, administered by COE, as the Army is the DOD Executive Agent. Closing posts or bases under the BRAC process sometimes leads to an adverse impact on the real estate market in the neighboring community. When surveys or studies reveal that eligible military or federal civilian employee homeowners are unable to sell their homes for a reasonable price, the Homeowners Assistance Program provides financial assistance. In FY 96, the program was authorized for Tustin Marine Corps Air Station, California; El Toro Marine Corps Air Station, California; Fort Polk, Louisiana; Cannon Air Force Base, New Mexico; and Plattsburgh Air Force Base, New York. Following extensive real estate appraisal support by COE that determined market impacts and appraised homes of qualified applicants, the Army acquired 817 homes, purchasing 738 privately from homeowners, at 20 installations in CONUS and Europe. The Army received $96.3 million in FY 96 through

resales of acquired properties; the funds will be used for future program benefits.

Real estate appraisal support was also important in Operation JOINT ENDEAVOR. A Contingency Real Estate Support Team (CREST), composed of realty specialists, appraisers, and attorneys from within COE, volunteered for deployment to Bosnia in FY 96. Working with the USAREUR Deputy Chief of Staff for Engineering, Real Estate Office, the team acquired real estate and facilities for units serving throughout Bosnia; these acquisitions included covered storage, maintenance facilities, hardstands, administrative space, and troop billets. CREST personnel also prepared the real estate portions of contingency operations plans and participated in numerous exercises and conferences in CONUS and throughout the world.

Environmental Protection

Under the environmental strategy introduced in FY 93, the Army supported compliance, restoration, prevention, and conservation in FY 96. Compliance ensures that all Army sites comply with applicable regulations. Restoration focuses on protecting human health and the environment as quickly as resources permit. Prevention involves minimizing all environmental contamination and pollution. Conservation consists of protecting and enhancing cultural resources for present and future generations.

In 1996, DOD charged the military services with managing their own environmental restoration programs, removing the responsibility from the Defense Environmental Restoration Account. With full fiscal oversight of its program, the Army was proactive in programming, budgeting, and executing cleanup requirements at its installations. At the end of FY 96, the Army had thirty-five installations on the Environmental Restoration National Priority List. Of these, twenty-three were active installations, while twelve were scheduled to close under the BRAC process. In September 1996, successful environmental restoration efforts enabled the landfill at Fort Lewis, Washington, to be the first DOD installation removed from the National Priority List. The Army also petitioned to remove the entire installation at Riverbank Army Ammunition Plant, California, and one site at Rocky Mountain Arsenal, Colorado, from the National Priority List.

For several years, the Army identified and screened potential sites that required environmental cleanup. As of FY 95, 10,486 potential sites had been identified and 100 percent of them screened. A total of 169 sites had been restored environmentally. By the end of FY 96, due to BRAC actions and a reduction of sites in the Army inventory, the number of potential sites was reduced to 10,362, with screening completed at all of them.

Over the past three years, the Army has improved its resource management of site cleanup funds. In FY 94, only 50 percent of the funds went to actual cleanup—40 percent went to studies and 10 percent to management. Greater efficiency occurred in FY 95, when the amount of funding available for cleanup increased to 56 percent; 34 percent was used for studies and the remaining 10 percent for management. The Army demonstrated an even better performance in FY 96, with 68 percent of the funds dedicated to cleanup and only 22 percent allocated to studies. The proportion of funds used for cleanup exceeded the DOD goal by 18 percent.

During FY 96, the Army experienced a continuing decline in the number of new environmental enforcement actions. Since monitoring of the number of actions began in FY 93, the Army's new enforcement actions have declined for the third year in a row to 221 in FY 96, as compared with 360 in FY 94 and 320 in FY 95. New enforcement actions dropped 31 percent between FY 95 and FY 96, well exceeding the Army's goal to reduce new actions by 10 percent. This success occurred as Army installations improved their awareness of environmental responsibilities and complied with appropriate regulations.

The Army also experienced its third consecutive annual decline in fines and penalties assessed by federal and state regulatory agencies for environmental violations. The 1992 Federal Facility Compliance Act drastically increased punitive liability for federal facilities for violations of solid and hazardous waste laws. Monitoring of the Army's progress began in FY 93. Although the number of violations and the monetary value of fines and penalties nearly doubled from FY 93 to FY 94, a significant decrease occurred in FY 95 and a further decline took place in FY 96. In FY 93, the Army was assessed $3.7 million for 26 fines and penalties; in FY 94, $6.3 million for 51 fines and penalties; and in FY 95, when a large decline occurred, $600,000 for 21 fines and penalties. In FY 96, the Army was assessed $392,454 for 12 fines and penalties, the lowest amount yet assigned and surpassing by 61 percent the Army's targeted goal of accruing less than $1 million in assessed fines and penalties. In addition, the Army agreed to perform supplemental environmental projects costing $2,555,695.

Through the Hazardous Material Management Program (HMMP), installation commanders manage hazardous materials throughout their lifecycle from procurement through disposal by utilizing the best available business practices. The program endeavors to reduce health and environmental risks as well as comply with federal, state, and local laws. In FY 96, the Army began fielding the Hazardous Substance Management System (HSMS), a standardized automated system that DOD devised to manage, track, and report hazardous materials.

Implementation of HMMP and fielding of HSMS are expected to be completed throughout the Army by FY 03. In FY 96, the Army had 35 of 144 required integrated natural resources management plans in effect and another 109 in progress.

The Reduction in Toxic Release Inventory program measures the Army's progress in reducing hazardous waste. Progress is established using the baseline of 2.5 million pounds of hazardous waste present in the Army in 1994. The Army's goal is to reduce its inventory to 1 million pounds of hazardous waste by 1999. The measurement is made at the end of each calendar year, and at the end of 1995 the Army had reduced its hazardous waste to 1.74 million pounds, meeting its interim goal for that year of 1.8 million pounds. The cost of disposing of hazardous waste was $63 million in FY 96, less than the $71 million in FY 95. The Army emphasized pollution prevention to reduce future costs.

In April 1997, the Secretary of the Army Environmental Awards were presented. Fort Eustis, Virginia, received the Environmental Quality Award for a Non-Industrial Installation, while Kwajalein Atoll/Kwajalein Missile Range won the Environmental Quality Award for an Industrial Installation. The Environmental Quality Award for an Individual went to Kenneth P. Stachiw at Aberdeen Proving Ground, Maryland. Fort Lewis, Washington, was awarded the Pollution Prevention Award for a Non-Industrial Installation, while the Pollution Prevention Award for an Industrial Installation was presented to the Corpus Christi Army Depot, Texas. The Project Manager of the Bradley Fighting Vehicle Systems at AMC received the Pollution Prevention Award for a Weapons System Acquisition Team. Fort Hood, Texas, received the Recycling Award for a Non-Industrial Installation, while Tobyhanna Army Depot, Pennsylvania, won the Recycling Award for an Industrial Installation. The Recycling Award for an Individual went to Abdeslem Houmina, also at Tobyhanna Army Depot. The Environmental Cleanup Award for an Installation was presented to Fort Wainwright, Alaska. Newport Chemical Depot, Indiana, received the Natural Resources Conservation Award for an Installation 10,000 Acres or Less, while Fort Carson, Colorado, won the Natural Resources Conservation Award for an Installation over 10,000 Acres. The Natural Resources Conservation Award for an Individual was awarded to Karl Dautermann, of USAREUR, in Bad Kreuznach, Germany. Fort Carson won the Cultural Resources Management Award for an Installation, while an employee, Stephen A. Chomko, won the Cultural Resources Management Award for an Individual. In addition, the Army won five of fifteen DOD environmental awards, including both the installation and individual Cultural Resources Management Awards, an Army program adopted by DOD.

Small and Disadvantaged Business Utilization

In FY 96 the Army achieved the highest percentage of contracts and funds ever awarded to small business prime contractors in the eight-year history of the DOD Small Business program. Out of $27.7 billion in awarded contracts, $8.2 billion, or 29.5 percent of all contracts, was awarded to small business prime contractors. In FY 96, small disadvantaged businesses received nearly 9.6 percent of all contract funding, or $2.6 billion, surpassing all previous records for that category of contractor. The Army awarded a larger percentage of funds to the small business program than did any of the other military services.

DOD implemented a Pilot Mentor-Protégé Program to encourage major DOD prime contractors to serve as mentors for small disadvantaged businesses and other organizations. The mentors will help the protégés develop their technical and business capabilities which, in turn, will enable the protégés to participate more fully in the DOD contractor process. Mentors establish and implement a developmental assistance plan, which enables the protégé to compete more successfully for DOD prime and subcontract awards. DOD provides direct reimbursement of costs or other incentives for mentors. Commercial firms in the program resided in the environmental remediation, manufacturing, telecommunications, and health care industries. The Army developed its own Mentor-Protégé Program and approved thirty-three mentor-protégé agreements in FY 96.

As it had in the past, the Army gave monetary support and technical assistance to Historically Black Colleges and Universities (HBCU) and Minority Institutions (MI). The Army's goal has been to provide HBCU/MIs with 5 percent of the total funds the Army awards to institutions of higher learning. In FY 96, for the seventh consecutive year, the Army exceeded that goal, awarding 9.4 percent, or $28 million, to HBCU/MIs. In addition, the Army developed several initiatives to support HBCU/MIs, including the creation on HBCU/MI campuses of Army Centers of Excellence designed to enhance long-term critical research. The Army also funded basic research efforts at smaller universities through its infrastructure awards programs and transferred excess computer and scientific equipment to HBCU/MIs to expand their research capabilities.

Legal Affairs

During FY 96, Army military judges presided over more than 1,200 courts-martial. One-third of the courts-martial were special courts-martial authorized to adjudge a bad conduct discharge. During FY 96, twenty-one military judges were assigned to the U.S. Army Trial Judiciary, serving in

six judicial circuits located in CONUS, Korea, and Germany. All Army military judges were certified by the Judge Advocate General to preside over general courts-martial, and, except for three lieutenant colonels, all were colonels. The number of reserve component military judges was significantly reduced during FY 96 to a total of nineteen. Reorganization of the reserve component judges allowed for the ability to assign them to all judicial circuits except Korea.

Table 22 depicts the decline in FY 96, for the fifth year in a row, of the total number of courts-martial and nonjudicial punishments as the number of soldiers in the Army declined.

TABLE 22—FY 92–96 COURTS-MARTIAL AND NONJUDICIAL PUNISHMENT

	FY 92	*FY 93*	*FY 94*	*FY 95*	*FY 96*
General Court-Martial	1,165	915	843	825	789
Bad-Conduct Special Court-Martial	543	327	345	333	329
Special Court-Martial	70	45	32	20	28
Total Courts-Martial	1,778	1,287	1,220	1,178	1,146
Nonjudicial Punishment	50,066	44,207	41,753	38,591	36,622
Army Strength	665,800	586,149	556,684	524,043	493,700

Accused Army personnel are represented before the U.S. Army Court of Criminal Appeals, the U.S. Court of Appeals for the Armed Forces, and the U.S. Supreme Court by Army attorneys within the Defense Appellate Division in the Office of The Judge Advocate General (OTJAG). In FY 96, division defense counsel represented 725 soldiers before the Court of Criminal Appeals and 358 soldiers before the Court of Appeals for the Armed Forces. Defense counsel also reviewed courts-martial when required and assisted in preparing requests for clemency to the Judge Advocate General and the Secretary of the Army. Only one soldier was represented in a capital case before the Supreme Court.

In *United States* v. *Loving*, division counsel represented Pvt. Dwight Loving before the Supreme Court in January 1996. Private Loving, convicted in 1989 of robbery, attempted murder, premeditated murder, and felony murder of two cab drivers, had been sentenced to death by a panel of eight officers. The suit questioned whether it was constitutional for the President, rather than Congress, to prescribe the death penalty and whether a court-martial panel could have less than twelve members. The Supreme Court refused to review the latter issue but ruled in June 1996 that the President did have constitutional authority to prescribe the death penalty.

As required by Presidential Executive Order and DOD directive, the Joint Service Committee (JSC) on Military Justice conducted the annual review of the Manual for Courts-Martial. The JSC proposed and evaluat-

ed amendments to the Uniform Code of Military Justice and the Manual for Courts-Martial. The President approved change 7 to the latter in May 1995. Serving as the DOD Executive Agent for the JSC on Military Justice, the Army published and distributed the 1995 edition of the Manual for Courts-Martial.

With an effective date of 24 June 1996, the Army significantly revised AR 27–10, *Military Justice.* With respect to the nonjudicial punishment carried out by commanders, termed Article 15, the revised regulation authorized such punishment in multiservice units, clarified the statute of limitations, gave guidance for posting punishments, and established appellate rights more clearly. A commander establishing Article 15 punishment can reduce a soldier in rank by more than one grade; in a significant change, the revised regulation permits a superior commander to mitigate that reduction to an intermediate grade.

Procurement fraud has remained at a constant level for the past five years. In FY 96, OTJAG resolved 540 procurement fraud cases, recovering $67 million through criminal, civil, and administrative cases. At the end of the year, 1,099 cases remained open. The number of indictments and convictions dropped, continuing a trend from previous years; however, suspensions and debarments remained stable. A significantly profitable case for the Army in FY 96 involved Saft America, Inc., with whom the Army had contracted for large numbers of lithium batteries during Operations DESERT SHIELD/STORM. The Army terminated remaining contracts at the end of the war and, several years later, Saft submitted claims for reimbursement of high termination costs. Simultaneously, commanders in Bosnia complained that Saft batteries performed poorly and were a safety risk. In June 1996, Saft agreed to fix 500,000 defective batteries and dropped $15 million in termination claims. In another important case, a whistleblower alleged that FMC Corporation used fraudulent accounting standards and deliberately inflated its research and development costs for the Bradley Fighting Vehicle and the MLRS. In September 1996, FMC agreed to pay the government $13 million.

OTJAG, in conducting its mission, defended a wide range of lawsuits challenging the Army's decisions, programs, and activities, often with millions of dollars at stake. In *Au Dong Quy* v. *United States*, 281 Vietnamese nationals sued in 1995 to recover lost wages for clandestine operations they conducted during the Vietnam War. The declassification of material pertaining to the operatives prompted Congress to authorize $20 million to pay each operative $40,000 and an additional $10,000 for any who had been imprisoned for more than 20 years. Litigation was stayed pending implementation of the legislation.

As a result of a 1995 Supreme Court decision that federal affirmative action programs would be subject to strict scrutiny, four lawsuits against

the Army's procurement program were initiated in FY 96. Under the Small Business Administration 8(a) program, socially and economically disadvantaged small businesses sometimes receive preferment in gaining government contracts. In *C. S. McCrossan Construction Co.* v. *Cook,* the plaintiff charged that the solicitation of an Army contract at White Sands Missile Range, New Mexico, under the 8(a) program violated his Fifth Amendment equal protection rights. The case was pending at the end of the fiscal year while the other three cases were either dismissed or settled.

A high visibility case that was also pending was *Brown (Branch Davidians)* v. *United States*. The plaintiffs claimed that Army and Texas Guard personnel and equipment were involved in the 1993 raid on the Branch Davidian compound in Waco, Texas. In another important case, *Mulloy as Administratrix of the Estate of Carol Mulloy Cuttle* v. *United States*, the plaintiff argued that the Army was responsible for Cuttle's kidnap, rape, and murder. In conducting its case, the plaintiff charged the Army was negligent in recruiting and enlisting a soldier with a criminal record. Moreover, the suit claimed the Army failed to protect Cuttle from the soldier, did not properly supervise and control the soldier, and neglected to warn Cuttle of the soldier's criminal propensity. The court ruled that the Army should have protected Cuttle against third-party crimes, a decision with significant future ramifications for the Army.

Before 1994, the military asked recruits about their sexual orientation, denying them entry into the service if they claimed to be homosexual. Moreover, the services were permitted to conduct investigations to determine a service member's sexual orientation and to discharge him or her for homosexuality. In 1994, a new policy was instituted that prohibited the military from asking such questions or conducting such investigations unless credible evidence existed that an individual was homosexual. Cases involving homosexuals under the old policy remained in the legal system in FY 96. Col. Margarethe Cammermeyer had been separated involuntarily from the National Guard when she admitted she was a lesbian. She filed suit in 1992, and the court, ruling that excluding homosexuals from the military was unconstitutional, ordered her reinstatement in the Guard in 1994, denying the government's request for a stay. The government submitted its final appellate brief in *Cammermeyer* v. *Perry* in September 1995, but the appeal was stayed pending a decision in an identical case involving a Navy officer. Cammermeyer requested and was placed in inactive status with a mandatory retirement date in March 1996.

Challenges to the new DOD homosexual policy, known as "don't ask, don't tell, and don't pursue," received greater attention. In the 1994 lawsuit, *Able* v. *United States*, plaintiffs challenged the constitutionality of the new policy. In July 1996, the U.S. Court of Appeals held that the new policy did not violate the First Amendment, stating that it maintained a rea-

sonable balance between competing interests, was important to the military's accomplishment of its objectives, and restrained speech no more than was reasonably necessary. At the same time, the court returned the case to the district court to consider the constitutionality of prohibiting homosexual acts in the military.

The outcome of *Holley* v. *United States* may have an enormous impact on the Army's elimination of officers and enlisted soldiers who served in a probationary status, had fewer than six years of service, and were separated without a hearing. Because the plaintiff, an Army officer, received a General Under Honorable Conditions discharge and a discharge certificate with derogatory information, the U.S. Court of Federal Claims held that the Army's failure to provide a hearing prior to his separation rendered the discharge defective and invalid. The court ordered the Army to return the plaintiff to active duty, correct his records to show continuous active duty, and provide him with back pay, allowances, and benefits. The government's appeal is pending.

Another case will affect U.S. service members serving with UN forces. Spc. Michael New, deployed to Macedonia on UN peacekeeping duties, refused to wear the UN headgear and shoulder patch, contending that it was illegal to wear the symbols of a foreign government and that doing so would make him a member of a UN force and not a member of the U.S. armed forces. In *United States ex rel. Michael New* v. *Perry, et al.*, New requested that court-martial proceedings against him be stayed and that he be removed from the military justice system. New was convicted and sentenced to a bad conduct discharge in January 1996, and his request to be removed from the military justice system was denied in March. New's appeal, filed in May, is still pending.

Since passage of the Civil Rights Act of 1991, civilian lawsuits have been numerous and have centered on discrimination. These trends continued in FY 96, although the number of lawsuits declined from the previous year. In *Greenwood* v. *West*, a class action suit for race discrimination was filed against the Army COE in the Pittsburgh District, Pennsylvania. The allegations centered on nonpromotion and racial harassment. The court certified a class of approximately one hundred past and present black wage grade employees. The case was settled under terms acceptable to the plaintiffs, the Army, and the court.

OTJAG also represents the Army in bid protests. In FY 96, the organization handled 392 appeals, a decrease from 433 appeals in FY 95, before the Armed Services Board of Contract Appeals. OTJAG also represented the Army in 195 bid protests brought before the General Accounting Office and 7 bid protests brought before the General Services Board of Contract Appeals. In addition, OTJAG reviewed and approved 8,373 payment and performance bonds on Army contracts.

In a highly successful bid protest case, the *Appeal of Mason & Hanger–Silas Mason Co., Inc.*, the appellant had been a subcontractor on a Honeywell contract producing M1A1 Abrams ammunition in FY 86. After determining that the subcontractor had supplied defective labor costs, a 1991 DOD audit recommended the price be reduced by $2,468,598. With litigation scheduled in 1996, the appellant agreed to pay the Army $1,470,000. This amount far exceeded what the Army had expected to recover in the case and was a higher percentage of what was due to the Army than normally obtained from audits on defective pricing.

In a case involving an enormous sum of money in FY 96, McDonnell Douglas filed two appeals totaling $56 million in connection with a classified contract. In the *Appeal of McDonnell Douglas Electronics Corp.*, the Armed Services Board of Contract Appeals ruled in favor of the government on one appeal, denying the appellant's claim for $15 million. McDonnell Douglas filed a motion for reconsideration, but it was denied. Trial for the other appeal is set for March 1997.

In support of the Army's ethics program, OTJAG conducted an Ethics Counselor Workshop for ethics attorneys from all military services in October 1995. The three-and-a-half-day annual program was held for the second time at The Judge Advocate General's School in Charlottesville, Virginia. In May 1996, judge advocate personnel conducted ethics training in Hawaii, Japan, and Korea, providing current information on recent legal changes. By the end of FY 96, OTJAG had processed 377 written and 2,691 oral inquiries; 753 public financial disclosure reports; and 988 confidential financial disclosure reports. The oral and written inquiries addressed issues such as the misuse of government resources and positions, gifts, conflicts of interest, travel gratuities, relations with and support to private organizations, job-hunting, and post-government employment restrictions.

Responsible for the oversight of attorney conduct, OTJAG also processed twenty-five professional misconduct inquiries, slightly fewer than in FY 95 and FY 94 and significantly fewer than from FY 87 to FY 92. Nearly a third of the inquiries concerned the conduct of trial or defense counsel. Seventeen of the cases were unfounded and, of the remaining eight cases, seven involved more than minor or technical violations of attorney ethical rules. A revision in 1995 of the regulation on professional misconduct inquiries now requires that both a "substantial question" and a "credible" complaint must exist before OTJAG conducts a preliminary screening inquiry. In addition, The Judge Advocate General has required that all Army attorneys participate in annual professional responsibility training. These two changes have resulted in the significant decline in professional conduct inquiries.

OTJAG also represents the Army in environmental legal issues. In November 1995, the Army proposed to the U.S. Fish and Wildlife Service

revised management guidelines for the red-cockaded woodpecker on Army installations. The service accepted the revised guidelines with only minor changes. Attempting to lessen the impact of the Endangered Species Act on training and to open some restricted land for training, the guidelines centered on enhancing training realism and establishing population goals for red-cockaded woodpeckers on Army installations. In another instance, since June 1995 the Army had been consulting with the Advisory Council on Historic Preservation in developing a prototype cultural resources agreement to dispose of historic properties during the BRAC process. In May and June 1996, negotiations on the agreement were finalized, enabling installations to comply with the National Historic Properties Act as they divest themselves of properties.

The Army was involved in numerous lawsuits pertaining to its environmental responsibilities. In a costly environmental case, the Army, along with Shell Oil Company, agreed in December 1995 to pay $48.8 million to the South Adams County Water and Sanitation District in Colorado to provide water and pipelines for the local community surrounding Rocky Mountain Arsenal. In another case, the Yakima Indian Nation sued the Army in September 1995 in an attempt to halt all training at the Yakima Training Center, Washington, alleging that the Army failed to comply with agreements and did not have an integrated cultural and natural resource management plan. The suit was withdrawn in April 1996. Additionally, the National Trust for Historic Preservation and Save Our Seminary brought suit against Walter Reed Army Medical Center, Washington, D.C., alleging that the Army failed to preserve and maintain twenty-five buildings at an annex even though the Army had adopted a cultural resources management plan in 1992. The court ruled that the National Historic Preservation Act did not demand and could not enforce more vigorous preservation than the Army was conducting.

The Army Claims Service provides a means for compensation to parties injured by DOD or Army operations, within CONUS or overseas. In addition to improving morale of service members and civilian employees, the Claims Service assures the goodwill of other nations by compensating them for personnel or property damages resulting from U.S. military operations and activities. During FY 96, the Claims Service settled 66,900 claims for $84.8 million and recovered $34.5 million. The majority of the claims, 61,829, were for property damage of $47.9 million—10,000 fewer claims and $2 million less than in FY 95, due to the reduction of forces. An additional 5,087 claims were for personal injury totaling $36.8 million. Of the money recovered, $21.4 million came from moving and shipping companies and another $12.1 million from medical care claims that occurred when one soldier was injured due to the negligence of another.

Engaging in congressional liaison through its Office of the Chief of Legislative Liaison (OCLL), the Army in FY 96 received a $3.6 billion addition to the FY 97 Army budget. OCLL established the strategy for presenting the FY 97 Army Budget to Congress by contacting new members of Congress, providing a recurring newsletter on Army issues for congressional members, and arranging extensive meetings between Army senior leaders and key congressional members and staff. OCLL also responded to 35,985 letters from congressional members on behalf of their constituents. The primary areas of concern remained military personnel issues such as records, awards, financial matters, promotions, evaluation reports, and assignments. OCLL also carried out its mission of notifying Congress of Army contract awards costing more than $5 million; in FY 96, 703 such contract notifications occurred.

Inspector General Activities

The mission of the IG and the U.S. Army Inspector General Agency is to inquire into the state of discipline, efficiency, economy, morale, training, and readiness throughout the Army. Of the 2,424 IGARs submitted during FY 96, 1,146 were requests for assistance and 1,278 were allegations. The IGARs were submitted by military members (50 percent), unknown sources (34 percent), and civilians (16 percent). The largest percentage of the IGARs (29 percent) were concerned with personal conduct, such as sexual harassment, racial discrimination, and nonsupport of family. Fifteen percent of the IGARs involved command/management of organizations, which included caring for soldiers and family members, storage and shipment of property, and exercising command influence. Military personnel management issues such as recruiting, reassignments, evaluation reports, promotions, separations, and awards and decorations comprised 15 percent of the requests. Nine percent of the IGARs were concerned with civilian personnel management, including management and employee relations, recruitment, placement, promotions, and awards. Finance and accounting issues, including base pay, allowances, incapacitation pay, and cancellation of debt constituted 6 percent of the IGARs. Another 6 percent involved acquisition issues, including policies and procedures, contract administration, contract surveillance, and competition. Of the total number of IGARs, 60 were DOD whistleblower cases. The White House referred 103 requests to the IG, Congress 166, and senior Army or DOD leaders 53. There were also 540 DOD Hotline requests.

In FY 96, the IG office conducted numerous planned inspections that addressed a broad spectrum of force readiness and resource management issues that affected the active and reserve components. Among the division's high-visibility inspections and assessments were the Task Force on

Extremist Activities—Defending American Values; Private Organizations; and the Demolition of Iraqi Ammunition at Khamisiyah, Iraq.

The IG's Intelligence Oversight Division focused its mission on inspections of Special Access Programs and sensitive activities. The division developed the first comprehensive inspection schedule of intelligence units, adding those in FORSCOM, TRADOC, AMC, USAR, and ARNG to the inspection program. During its inspections, the division placed added emphasis on environmental issues, financial management concerns, acquisition activities, property accountability, special security measures, access controls, and the impact of arms control treaties on the security of Special Access Programs.

During FY 96, the IG's Training Division conducted ten iterations of the three-week-long Inspector General Course. These ten classes graduated 547 students, of which 274 were officers, 217 were noncommissioned officers, 30 were Army civilians, and 26 were from other government agencies.

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Conclusion

Numerous events in FY 96 revealed that the international security environment could still be dangerous to Americans, and particularly to military service members. Nineteen airmen were killed when a truck bomb exploded outside their military compound in Saudi Arabia. Terrorists attacked another Army installation in Saudi Arabia, killing five Americans and wounding another fifty-four. When fighting began in Liberia, four hundred U.S. citizens needed to be evacuated, a mission undertaken by U.S. military forces.

In the face of these dangers, the Army was involved in operations around the world throughout FY 96. SF soldiers participated in 850 missions in over 101 countries. For Operation JOINT ENDEAVOR, twenty-two states sent Army National Guard units at the outset; by the end of the fiscal year, 139 Army Reserve units were participating. In the initial stages of JOINT ENDEAVOR, Army soldiers facilitated the movement of 373 trains and 2,047 transport vehicles, as well as loading 1,408 cargo planes, to supply 24 base camps. Of the Army soldiers already stationed in Europe, 35,000 were further deployed to Bosnia, Croatia, and Hungary. Although JOINT ENDEAVOR had an enormous hold on Army resources and personnel, soldiers also supported other worthwhile missions overseas, sometimes for lengthy periods. In Haiti, they helped maintain order, developed a security force, repatriated refugees, conducted patrols, and protected food convoys. They also offered humanitarian relief to Haitians and Cubans and worked to settle a border dispute between Peru and Ecuador. Army soldiers were an important element in enforcing the two no-fly zones in Iraq, deterring Iraqi aggression, disabling Iraqi air defenses, preventing Iraqi retaliatory strikes, and protecting Kurds in northern Iraq from Iraqi attacks. In addition, soldiers served in the Sinai monitoring the Israeli-Egyptian border and as part of UN missions in numerous countries.

Continuing a long tradition of assisting the nation in natural disasters, active and reserve component soldiers participated in numerous emergencies throughout FY 96. Floodwaters in Mid-Atlantic states, northwestern states, New York, and California necessitated the employment of Army personnel to aid victims and stem the rising waters. Total Army elements

supplied airlift capability, personnel, and equipment to assist the Virgin Islands, Puerto Rico, South Carolina, North Carolina, and Virginia during several major hurricanes. Army troops also suppressed wildfires in Alaska and California and aided Virginia, Maryland, and the District of Columbia during the blizzard of 1996. Following the crash of TWA Flight 800 in July 1996, the Army sent 630 active duty soldiers and support equipment to assist in aircraft and victim recovery. Finally, the Army supported the 1996 Summer Olympic Games with a deployment of 10,000 soldiers.

The Army was not able to participate in these deployments, however, without a negative impact on training and readiness. Although Congress authorized additional funds to reimburse the Army for some of the costs of Operation JOINT ENDEAVOR, approximately 27 percent of those expenditures were borne by the Army, reducing its budget for operations and training. Moreover, under the Foreign Assistance Act, the Army was required to provide, out of its own budget and without reimbursement, $100 million in equipment to Jordan; $100 million to Bosnia; $10 million to Ethiopia, Eritrea, and Uganda; $15 million to Liberia; and $76.5 million to Colombia, Venezuela, Peru, and the Eastern Caribbean.

In addition to these operational budget constraints, the days of large procurement budgets were over. Whereas the Army previously had received $18 billion annually, by the mid-1990s this had declined to an average of $7 billion. With a $7.5 billion budget for procurement in FY 96, the Army began to focus on modernization instead of procurement. Nevertheless, the FY 96 budget did provide for the purchase of 60 UH–60 Black Hawk helicopters, significant modifications for the AH–64 Longbow Apache and the OH–58 Kiowa Warrior, extensive modifications to the Army's primary tracked weapons systems, procurement and modification of diverse missile systems, and a large procurement of ammunition.

Since the Army budget was insufficient for all of its requirements—contingency deployments, procurement of needed systems, modernization of old systems, necessary training, and restructuring—quality of life for soldiers and families suffered. The military construction budget focused on upgrading capabilities of power-projection platform installations, such as providing modern barracks and computerized training simulators, but was limited to $625 million, or 57 percent of the amount expended on ammunition. Although the Army's budget for family housing was set at $1.5 billion in FY 96, only $118 million was available for construction, improvement, or planning. Army families lived in housing that was, on average, 63 years old in the United States and 130 years old overseas, as the Army struggled to maintain its 133,000 units and replace only those that could not be repaired economically. Single Army soldiers fared somewhat better, however, residing in barracks that were approximately 28

years old. With barracks renewal as the Army's highest priority with respect to facilities, the FY 96 budget authorized $2.3 billion to renovate or construct spaces for 26,000 soldiers at 23 locations in CONUS and 21 overseas.

Restructuring remained a critical piece of the Army's plan in developing a force ready to face the twenty-first century. Installation closures and realignments required under the BRAC process, troop movements to new installations, the division redesign initiative that resulted in an experimental force awaiting warfighting experiments, and infrastructure upgrades to improve power-projection platforms were all significant steps toward the creation of Force XXI. At the same time, the Army reorganized and developed new organizations. The new Soldier Systems Command was designed to view individual soldiers as systems and to improve their capabilities; the new Operational Support Airlift Command transferred all airlift support missions to the Guard; and the new ODUSA-IA developed policy and implemented Army international activities in support of U.S. national security objectives. By the end of FY 96, the Army had accomplished 97 percent of its required installation closures in Europe, 86 percent in Korea, and 30 percent in Panama. The pending withdrawal of all U.S. forces from Panama by the end of 1999 remained on schedule as the Army transferred properties to the Panamanian government and built new facilities in Miami.

The face of the Army continued to change. By the end of FY 96, minorities composed 38.6 percent of the active force, while women represented 13.4 percent. Married soldiers constituted 66 percent of the force, creating a greater impetus for the Army to improve quality of life programs, housing, pay, and benefits, as well as to review deployment schedules and reduce the time soldiers spent away from home. Having recognized that a smaller force must have high-quality, trained soldiers, the Army successfully concentrated efforts on recruitment, retention, and reenlistment. Ninety-five percent of Army recruits were high school graduates, meeting the Army's goal. In addition, the Army achieved 99.9 percent of its retention and reenlistment goals. Higher attrition than expected, however, forced the Army to review its retention programs to increase its end strength in FY 97. The Army also remained concerned about the 5 percent of its force that was temporarily nondeployable, particularly in an era of increasing and unplanned crises. At the same time, permanently nondeployable soldiers constituted less than 1 percent of the force, an improvement from FY 95. Virtually all soldiers in the Army remained high-quality and drug-free—only 0.99 percent tested positive for illegal drugs. Following the tragic murder of civilians by soldiers at Fort Bragg, North Carolina, a study revealed that no widespread or organized extremist activity existed in the Army.

Despite the adverse impact of a declining budget on training and readiness, the Army demonstrated its high level of capabilities in Operation JOINT ENDEAVOR. Although units and individuals had participated in training throughout the year, specialized training was conducted prior to their deployment in Bosnia. Individuals received training on mine awareness, checkpoint operations, rules of engagement, and negotiations, while units participated in CPXs. In addition to testing contingency and deployment plans, the training certified the Southern European Task Force as capable of extracting UN forces from a hostile environment. In one of the key lessons learned from Operation DESERT STORM, a comprehensive training program given to those who remained behind, including families, resulted in 95 percent of all families remaining in theater during deployment. As JOINT ENDEAVOR settled into a routine, the Army proved its logistical capabilities by providing meals, water, fuel, and supplies for 32,000 soldiers on a daily basis.

The negative impact of JOINT ENDEAVOR on readiness, however, was clearly identifiable in the fully mission-capable rates of five of sixteen major weapons systems. Although meeting its goals for eleven systems, the Army did not meet its goals for the M1A2 Abrams tank; the HEMTT transporter; and the AH–64, CH–47D, and UH–60 helicopters. In another indication of readiness problems, the Army was unable to meet its surface or air transportation goals to Europe or its surface transportation goal to Korea. Seeking to increase response time for its power-projection force, the Army pre-positioned equipment for a heavy division in Southwest Asia and for an armored brigade in Korea.

In addition to procurement of some new systems and extensive modernization of old ones, the Army instituted several new programs to improve its capabilities. Information technology, in particular, was used extensively to create total asset visibility, electronic technical manuals, radio frequency tags and interrogators, laser optical cards, turbine engine diagnostics, telemedicine, driver vision enhancements, and satellite tracking systems. During Operation JOINT ENDEAVOR, total asset visibility enabled logisticians to track shipping containers to and in Bosnia, allowing them to locate supplies, monitor cargo, and divert shipments. The Army's velocity management plan guaranteed delivery times and dates for supplies and equipment to units, reducing administrative requirements, decreasing stockage costs, and improving delivery times. With integrated sustainment maintenance, the Army combined active and reserve component sustainment maintenance activities, which decreased repair times, increased maintenance capacity, and improved maintenance visibility.

Army activities during FY 96 demonstrated clearly that the new world order would require military vigilance and U.S. military participation. Although not embroiled in any wars, the Army found itself more involved

than ever in humanitarian and peacekeeping operations. In Operation PACIFIC HAVEN, Army personnel provided shelter, processing, care, and security for 6,600 Kurds and others evacuated from northern Iraq and transported to Guam. SF soldiers became increasingly involved in demining as the U.S. military was required by DOD to improve mine detection and clearing technology, share that technology internationally, and assist foreign nations in developing their own humanitarian demining programs. Army soldiers participated in nation-building programs, such as training Mexican flight instructors and aviation mechanics on the UH–1 helicopter and transferring UH–1 helicopters to Mexico to support its counterdrug SF units.

In the midst of building Force XXI, the Army for the twenty-first century, the Army was still engaged in removing vestiges of the Cold War Army from Europe. During FY 96, the Army moved 6,500 tons of ammunition, 537 vehicles, and 152 containers of equipment and supplies from Europe to CONUS. As the fiscal year drew to a close, even though the Army was forced occasionally to look backward, its primary efforts were concentrated on the present or the future. The vigor with which the Army prosecuted all of its activities in FY 96 bodes well for a better-trained, better-equipped, and more relevant force for the twenty-first century.

Glossary

AAA	Army Audit Agency
AAFES	Army and Air Force Exchange Service
AC	Active Component
ACAP	Army Career and Alumni Program
ACAT	Acquisition Category
ACSAP	Army Center for Substance Abuse Programs
ACTD	Advanced Concept Technology Demonstration
ACTEDS	Army Civilian Training, Education, and Development System
ADA	Antideficiency Act
AEA	Army Enterprise Architecture
AES	Army Enterprise Strategy
AFAP	Army Family Action Plan
AFH	Army Family Housing
AFQT	Armed Forces Qualification Test
AGR	Active Guard Reserve
AIMS	AAA (Army Audit Agency) Information Management System
AMC	Army Materiel Command
AMEDD	Army Medical Department
AOR	Area of Responsibility
APS	Army Pre-position Stocks
ARADS	Army Recruiting and Accession Data System
ARB	Army Resources Board
ARCENT	Army Central Command
ARCOM	Army Reserve Command
ARNG	Army National Guard
ARPERCEN	Army Reserve Personnel Center
ARPERSCOM	Army Reserve Personnel Command
ASA (FM&C)	Assistant Secretary of the Army for Financial Management and Comptroller
ASA (M&RA)	Assistant Secretary of the Army for Manpower and Reserve Affairs
ASA (RD&A)	Assistant Secretary of the Army for Research, Development, and Acquisition

ATA	Army Technical Architecture
ATACMS	Army Tactical Missile System
ATCOM	Aviation and Troop Support Command
AWE	Advanced Warfighting Experiment
BCIS	Battlefield Combat Identification System
BIDS	Biological Integrated Detection System
BM/C4I	Battle Management/Command, Control, Communications, Computers, and Intelligence
BRAC	Base Realignment and Closure
BUR	Bottom-Up Review
BURU	Bottom-Up Review Update
C4I	Command, Control, Communications, Computers, and Intelligence
CAP	Critical Acquisition Position
CCF	Central Personnel Security Clearance Facility
CCTT	Close Combat Tactical Trainer
CENTCOM	Central Command
CERL	Construction Engineering Research Laboratory
CFO	Chief Financial Officer
CFP	Contingency Force Pool
CFSC	Community and Family Support Center
CFV	Cavalry Fighting Vehicle
CGSC	Command and General Staff College
CHAMPUS	Civilian Health and Medical Program of the Uniformed Services
CIO	Chief Information Officer
CMD	Cruise Missile Defense
CMTC	Combat Maneuver Training Center
COE	Corps of Engineers
COLA	Cost of Living Allowance
CONUS	Continental United States
COS	Critical Occupational Specialties
CPA/M	Civilian Personnel Administration/Management
CPOC	Civilian Personnel Operations Center
CPX	Command Post Exercise
CQ	Charge-of-Quarters
CREST	Contingency Real Estate Support Team
CRREL	Cold Regions Research and Engineering Laboratory
CSA	Chief of Staff of the Army
CSID	Classification Structure Integration Division
CTC	Combat Training Center

CVI	Capital Venture Initiative
DA	Department of the Army
DAWIA	Defense Acquisition Workforce Improvement Act
DCPS	Defense Civilian Pay System
DCSLOG	Deputy Chief of Staff for Logistics
DCSPER	Deputy Chief of Staff for Personnel
DEERS	Defense Enrollment Eligibility Reporting System
DFAS	Defense Finance and Accounting Service
DIVEX	Division (Exercise)
DIVIT	Division (Institutional Training)
DOD	Department of Defense
DOE	Department of Energy
DOMS	Director of Military Support
DOPMA	Defense Officer Personnel Management Act
DPMO	Defense Prisoner of War/Missing Personnel Office
DUSA-IA	Deputy Under Secretary of the Army (International Affairs)
DUSTWUN	Duty Status Whereabouts Unknown
EDC	Economic Development Conveyance
EOH	Equipment on Hand
EPMD	Enlisted Personnel Management Directorate
EPMS	Enlisted Personnel Management System
ERP	Expanded Relations Program
EUCOM	European Command
EXFOR	Experimental Force
FARA	Federal Acquisition Reform Act
FASA	Federal Acquisition Streamlining Act
FASAB	Federal Accounting Standards Advisory Board
FEDGAAP	Federal Generally Accepted Principles
FFMIA	Federal Financial Management Improvement Act
FMC	Fully Mission Capable
FOA	Field Operating Activity
FORSCOM	Forces Command
FSP	Force Support Package
FTX	Field Training Exercise
FY	Fiscal Year
GMRA	Government Management Reform Act
GPRA	Government Performance and Results Act
GSU	Garrison Support Unit

HBCU	Historically Black Colleges and Universities
HEMTT	Heavy Expanded Mobility Tactical Truck
HETS	Heavy Equipment Transport System
HIMARS	High-Mobility Artillery Rocket System
HMMP	Hazardous Material Management Program
HMMWV	High-Mobility, Multipurpose Wheeled Vehicle
HQDA	Headquarters, Department of the Army
HSMS	Hazardous Substance Management System
IFOR	Implementation Force
IFV	Infantry Fighting Vehicle
IG	Inspector General
IGAR	Inspector General Action Request
IMA	Individual Mobilization Augmentee
INSCOM	Intelligence and Security Command
IPTT	Installation Prevention Team Training
IRR	Individual Ready Reserve
ISM	Integrated Sustainment Maintenance
ISR	Installation Status Report
IT&E	Integrated Test and Evaluation
ITMRA	Information Technology Management Reform Act
IVRS	Interactive Voice Response System
JCS	Joint Chiefs of Staff
JDA	Joint Duty Assignment
JODSF	Junior Officer Developmental Support Form
JOTC	Jungle Operations Training Center
JPME	Joint Professional Military Education
JRTC	Joint Readiness Training Center
JSC	Joint Service Committee
JSO	Joint Specialty Officer
JTA	Joint Technical Architecture
JTA-A	Joint Technical Architecture–Army
JTF	Joint Task Force
LAN	Local Area Network
LIWA	Land Information Warfare Activity
LMSR	Large Medium-Speed Roll-on/Roll-off
LMTV	Light Medium Tactical Vehicle
LRA	Local Reuse Authority
MACOM	Major Army Command
MANPRINT	Manpower and Personnel Integration

MCA	Military Construction, Army
MDBIC	Missile Defense Battle Integration Center
MDW	Military District of Washington
MEADS	Medium Extended Air Defense System
MEDCOM	Medical Command
MFO	Multinational Force and Observers
MI	Military Intelligence
MI	Minority Institutions
MILES	Multiple Integrated Laser Engagement Simulation
MLRS	Multiple Launch Rocket System
MOS	Military Occupational Specialty
MPA	Military Personnel, Army
MRS	Mobility Requirements Study
MRS/BURU	Mobility Requirements Study/Bottom-Up Review Update
MTOE	Modified Table of Equipment
MTV	Medium Tactical Vehicle
MUSARC	Major United States Army Reserve Command
MWR	Morale, Welfare, and Recreation
NATO	North Atlantic Treaty Organization
NBC	Nuclear, Biological, and Chemical
NCO	Noncommissioned Officer
NGB	National Guard Bureau
NPR	National Performance Review
NTC	National Training Center
OACSIM	Office of the Assistant Chief of Staff for Installation Management
OASA (RD&A)	Office of the Assistant Secretary of the Army (Research, Development, and Acquisition)
OCLL	Office of the Chief of Legislative Liaison
OCONUS	Outside Continental United States
ODCSLOG	Office of the Deputy Chief of Staff for Logistics
ODCSOPS	Office of the Deputy Chief of Staff for Operations
ODCSPER	Office of the Deputy Chief of Staff for Personnel
ODCSPLANS	Office of the Deputy Chief of Staff for Plans
ODP	Officer Distribution Plan
ODUSA-IA	Office of the Deputy Under Secretary of the Army (International Affairs)
OER	Officer Evaluation Report
OHA	Overseas Housing Authority
OIMP	Office of Installation Management and Policy

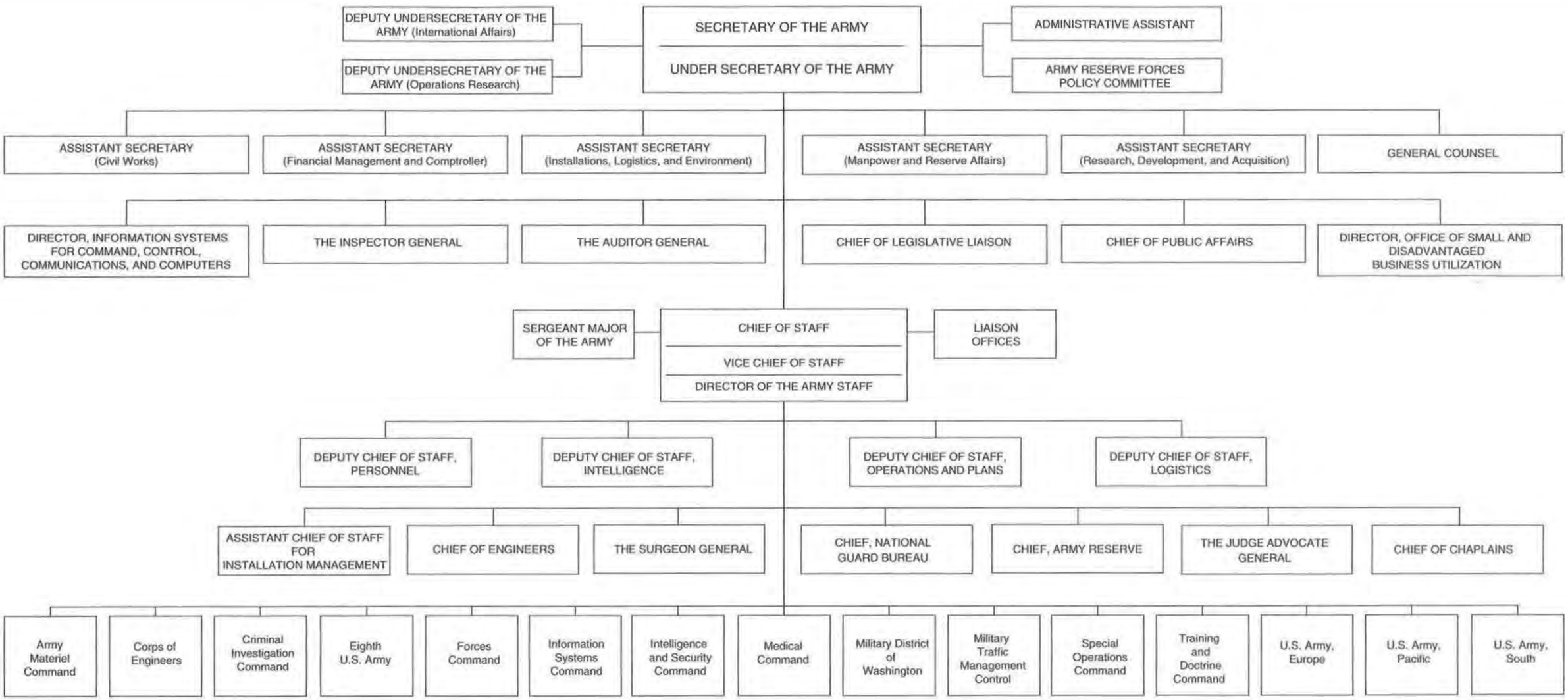
OMA	Operation and Maintenance, Army
OMB	Office of Management and Budget
OPMD	Officer Personnel Management Directorate
OPMS	Officer Personnel Management System
OPTEC	Operational Test and Evaluation Command
OPTEMPO	Operating Tempo
OSACOM	Operational Support Airlift Command
OSD	Office of the Secretary of Defense
OTJAG	Office of The Judge Advocate General
PAC–3	Patriot Advanced Capability–3
PACOM	Pacific Command
PAT	Process Action Team
PERSCOM	U.S.Total Army Personnel Command
PERSINSCOM	PERSCOM Information Systems Command
PERSTEMPO	Personnel Tempo
PES-A	Personnel Enterprise System–Automation
PfP	Partnership for Peace
PM	Program Manager
PMAD	Personnel Management Authorization Document
PME	Professional Military Education
POM	Program Objective Memorandum
POW	Prisoner of War
PPB	Personnel Proponent Branch
PPBES	Planning, Programming, Budgeting, and Execution System
PPC4I	Power Projection of the Command, Control, Communications, and Computer Infrastructure
PSRC	Presidential Selected Reserve Call-up
PSYOP	Psychological Operations
RAID	Reconnaissance and Interdiction Detachment
RAPIDS	Real-Time Automated Personnel Identification System
RC	Reserve Component
RDA	Research, Development, and Acquisition
RETROEUR	European Retrograde of Equipment
RFTA	Reserve Forces Training Area
RMC	Regional Medical Command
ROK	Republic of Korea
ROPMA	Reserve Officer Personnel Management Act
ROTC	Reserve Officer Training Corps
RPAS	Retirement Point Accounting System

RSAS	Reserve Statistics and Accounting System
RSC	Regional Support Command
RSG	Regional Support Group
SELCOM	Select Committee
SF	Special Forces
SFFAS	Statements of Federal Financial Accounting Standards
SIDPERS–3	Standard Installation/Division Personnel System–3
SIDPERS-USAR	Standard Installation Division Personnel System–United States Army Reserve
SINCGARS	Single Channel Ground Air Radio System
SOCOM	Special Operations Command
SOF	Special Operations Forces
SOUTHCOM	U.S. Southern Command
SRB	Selective Reenlistment Bonus
SSA	Staff Support Agency
SSB	Special Separation Benefit
SSDC	Space and Strategic Defense Command
STARBASE	Science and Technology Academies Reinforcing Basic Aviation and Space Exploration
STARC	State Area Command
T&E	Test and Evaluation
TACOM	Tank-Automotive and Armaments Command
TAPDB	Total Army Personnel Data Base
TAPDB-R	Total Army Personnel Data Base–Reserve
TAPSYS	Total Army Personnel System
TASS	Total Army School System
TATS	Total Army Training System
TC ACCIS	Transportation Coordinators' Automated Command Control Information System
TC AIMS II	Transportation Coordinators' Automated Information for Movements System
TDA	Table of Distribution and Allowances
TDY	Temporary Duty
TEC	Topographic Engineering Center
TECOM	Test and Evaluation Command
THAAD	Theater High-Altitude Area Defense
TOA	Total Obligation Authority
TOC	Tactical Operations Center
TOPMIS II	Total Officer Personnel Management Information System II

TOW	Tube-Launched, Optically Tracked, Wire-Guided
TPU	Troop Program Unit
TRADOC	Training and Doctrine Command
UN	United Nations
USAR	United States Army Reserve
USARC	United States Army Reserve Command
USAREUR	United States Army, Europe
USARPAC	United States Army, Pacific
USARSO	United States Army, South
USR	Unit Status Report
VSI	Voluntary Separation Incentive
WES	Waterways Experiment Station
WFX	Warfighter Exercise
WRAP	Warfighting Rapid Acquisition Program

Index

Appendix. Organization of the Department of the Army



As of August 1996