



Reflagging in the Army

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PREFACE

Between 1990 and 1996 the United States Army reduced the number of its divisions from eighteen to ten, the smallest number since the outbreak of the Korean War. It was a turbulent experience for the service with many of its most honored units disappearing from its rolls. Such episodes have not been uncommon, especially following the end of a major war. While the current reductions are the outcome of the end of the Cold War and budget constraints rather than a major conflict, the effect on the Army's units and soldiers has been the same.

The Army had made some sporadic efforts since the Civil War to require units to maintain a record of their history and honors, but it was not until after World War I that such efforts were centralized. At that time, the Historical Section, War Plans Division, began answering a growing number of queries concerning Army units and their battle participation. Almost in self-defense the section compiled brief histories of divisions, regiments, and other units and became increasingly involved in the determination of unit history and honors for World War I and previous conflicts.

Transferred to the Army War College in 1921, the Historical Section began to acquire greater authority in the field of unit history in the spring of 1922 when General John J. Pershing, the Chief of Staff, directed that War Department agencies were to obtain the views or concurrence of the Historical Section before making decisions on matters pertaining to the award of battle streamers, disposition of flags and colors, and actions pertaining to the perpetuation, consolidation, reconstitution, or constitution of Army units. The institutionalization by the Army of unit colors and insignia increased the importance of this new function. The office of The Quartermaster General had taken over the design and manufacture of such items and began basing its designs on information provided by the Historical Section. The Historical Section consequently became the final arbiter of an organization's entitlement to official campaigns and decorations and thus its history.

In close conjunction with the office of The Adjutant General, which determined the designations and maintained data cards for each Army unit, the section began its efforts to retain

those units that were the oldest and had the most honors. Previously units that were no longer needed were disbanded, never to see active service again. Now such units entered a dormant or inactive status, allowing them to be more easily reactivated when the situation demanded. Inactivation enabled World War I units, such as the 4th Infantry Division, to return to the active rolls when the Army expanded to fight World War II.

Today, the Center of Military History carries on the mission begun by the Historical Section, Army War College, and The Adjutant General's office of maintaining lineages and honors for U.S. Army organizations and of making every effort to retain those with the best heritage on the rolls of the Army. This monograph, written from the perspective of those in the Center who were involved in reflagging during the most recent major reduction in the Army's force structure, is intended to explain some of the factors behind the decisions made and to serve as a guide for the future.

Much of the material used to prepare the monograph came from the files and personal experiences of members of the Center's Organizational History Branch, a lineal descendant of the former Historical Section. Les Jensen of the Center's Museum Division provided a monograph upon which most of the material pertaining to museums, flags, and unit property derived. And last, but not least, the 1st Infantry Division in Germany and the organizations at Fort Riley, Kansas; Fort Hood, Texas; and Fort Stewart, Georgia, each furnished after-action reports describing their experiences and offering recommendations for the future. Brig. Gen. John W. Mountcastle, the Chief of Military History, provided the inspiration for the monograph and personally contributed many helpful comments and suggestions. For any errors in the narrative, however, the author alone is responsible.

Janice E. McKenne

REFLAGGING IN THE ARMY

In combat, individual exploits and personal valor are important, but it is team effort that wins the fight. The Army pays close attention to team performance, to the organizations in which its soldiers serve and fight, and to the flags and colors that symbolize those organizations. In the same way that patriots fight for their country's flag, soldiers fight for their unit colors. It is one of the missions of the U.S. Army Center of Military History to retain those organizations with the greatest heritage on the rolls of the Army.

The older an organization the more soldiers, both active and retired, have had the opportunity of serving in and identifying with it and the more opportunities the organization has had to win battle honors. As the Army continues to shrink, it is essential that our oldest and most honored organizations remain. As posts close and units inactivate, flags and colors move around to ensure their retention. The term "reflagging" was coined in the 1980s to describe this phenomenon--formerly called a "transfer less personnel and equipment." While such actions have occurred occasionally throughout the Army's history, they increased after World War II as the Army placed more emphasis on retaining units with the most history and honors.

There are those who say, "what does it matter?" There is no response to the question, since for those outside the institution, unit numbers mean little and their history is unimportant; one organization is much the same as any other. But for those soldiers who have served in the "Big Red One," the "Wolfhounds," or "The Blackhorse Regiment," unit pride is very much a part of their lives.

Others criticize the cost involved--in manufacturing new flags, colors, patches, insignia, stationery; in moving historical property; and in painting unit areas and signs--but retaining the Army's heritage may be the most cost effective approach in enhancing combat effectiveness. The smaller the Army becomes, the more colors and flags go into mothballs, flags and colors that symbolize its values and traditions, making it even more imperative that the oldest and most decorated organizations survive to inspire the soldiers remaining.

Since World War II, approximately two dozen division reflagging actions have taken place (Appendix A). In each instance, division elements were reflagged along with the division headquarters. The first such action in the active Army occurred in 1950 when the 6th Armored Division replaced the 4th Infantry Division in the training base at Fort Ord, California, so that the 4th could be used as a combat division. In 1954, after the Korean War, four National Guard divisions that had been called to active duty were reflagged by four active Army divisions so that the Guard organizations could return to state control. In 1965, when the 1st Cavalry Division was chosen to become the Army's first airmobile division, the 2d Infantry Division and elements of the 11th Air Assault Division at Fort Benning, Georgia, were reflagged as the 1st Cavalry Division, which then deployed to Vietnam. The 1st Cavalry Division, then serving in Korea, was in turn, reflagged as the 2d Infantry Division, and the 11th was inactivated. After the war in Vietnam, another round of divisional reflagging took place: the 5th Infantry Division at Fort Carson, Colorado, was reflagged as the 4th Infantry Division; the 1st Armored Division at Fort Hood, Texas, was reflagged as the 1st Cavalry Division; the 4th Armored Division in Germany was reflagged as the 1st Armored Division; and the 24th Infantry Division at Fort Riley, Kansas, was reflagged as the 1st Infantry Division.

To determine which divisions would be retained, three different scoring systems were developed and used to rate their priority between 1946 and 1954. The office of The Adjutant General devised the first in 1946; the second evolved in the Office of the Chief of Military History (CMH--predecessor of the Center of Military History) and was in use between 1950 and 1954; and the third was devised by CMH in 1954 and has been used since. All three systems had two factors in common: a unit's age and campaign participation credit. Both the TAG system and the CMH system of 1950-54 embodied controversial subjective areas. The TAG system included points for divisional elements, service in war theaters, and foreign decorations. The first CMH system included points based on days in combat, unit "renown," and individual decorations. The current system eliminated the subjective areas in an effort to arrive at a simple, impartial, and defensible solution that could be universally applied. Continued usage since its inception has proven its worth.

The factors currently used to determine the historical priority of divisions and brigades and the point value assigned to each are:

- a. Age, one point for each year since initial organization. (No points are subtracted for periods of inactive status.)
- b. Campaign participation credit, two points for each campaign.
- c. U.S. unit decorations, two points for each award.

The first major reflagging actions not tied to divisions came with the adoption of the Combat Arms Regimental System (CARS) in 1957. Before the adoption of CARS, whenever the nation entered periods of military retrenchment, units were invariably broken up, reorganized,

consolidated, or disbanded. During periods of mobilization, large numbers of new units were created. Changes in weapons and techniques of warfare produced new units to replace old ones. As a result, soldiers frequently served in organizations with little or no history, while units with long combat records remained inactive.

In the late 1950s requirements for maneuverable and flexible major tactical organizations demanded highly mobile divisions with greatly increased firepower. The regiment was deemed too large and unwieldy for this purpose and was broken up into smaller organizations (most artillery and armored regiments had already been broken up for similar reasons during World War II). When divisions were reorganized under the Pentomic structure in 1957, the regimental organization was eliminated, thus raising questions as to what the new units were to be called, how they were to be numbered, and what their relationship to former organizations would be.

On 24 January 1957 the Secretary of the Army approved the CARS concept, as devised by the Deputy Chief of Staff for Personnel (DCSPER), which was designed to provide a flexible regimental structure that would permit perpetuation of unit history and tradition in the new tactical organization of divisions, without restricting organizational trends of the future. The number of active Army regiments and battalions was reduced to allow multiple battalions within a regiment to serve a variety of assignments, both in the Regular Army and Army Reserve. The point system used for prioritizing divisions was adapted for the regiments. CARS was instituted in phases: Reorganization of Regular Army regiments, Phase I (1957); Reorganization of Army Reserve regiments, Phase II (1959); Reorganization of Army National Guard regiments, Phase III (1959); and Mobilization Planning, Phase IV (1957 to the present). Phase V, the organization

of regimental headquarters, was suspended indefinitely. Within a period of three years all infantry, armor, and artillery units were reorganized, as well as reflagged, under the new system.

The next major reflagging of regimental elements, prompted by the drawdown in Army forces after the war in Vietnam, occurred in 1972 after a major study conducted by representatives from the offices of The Adjutant General, the Chief of Military History, the Assistant Chief of Staff for Force Development, and the Deputy Chief of Staff for Personnel. Battalions in armor, infantry, field artillery, and air defense artillery were reflagged in order to preserve the most honored regiments in the active force. The largest unit to be reflagged was the 14th Armored Cavalry, which had been stationed in Germany since its arrival there in World War II. The 14th Armored Cavalry was reflagged in May 1972 as the 11th Armored Cavalry, which had earned numerous honors in Vietnam, and the 14th was inactivated.

During the late 1970s and early 1980s there was increased interest in adopting a regimental system (in many ways similar to plans for the Combat Arms Regimental System adopted in 1957) for the U.S. Army. The Army Chief of Staff, General Edward C. Meyer, influenced by sociological studies on unit cohesion and a study prepared by the British and Canadian liaison officers to the U.S. Army Training and Doctrine Command (TRADOC), took great interest in the idea. The initial concept paper, published in December 1980, viewed the new regimental system largely as a personnel replacement system whereby the regiment would be paramount, fixed combat divisions would be eliminated, and flexible brigades would become the headquarters for the regimental elements.

Under the new regimental system, later designated as the United States Army Regimental System (USARS), each regiment was to have from four to six battalions that would rotate

between a home base in the United States and an overseas post. Having more than one or two battalions in a regiment automatically reduced the number of regiments that could be retained in the Army. In June 1982, at a meeting attended by Lt. Gen. Maxwell Thurman, the DCSPER; Lt. Gen. William R. Richardson, the Deputy Chief of Staff for Operations and Plans (DCSOPS); and Brig. Gen. James L. Collins, the Chief of Military History, among others, General Meyer requested that the Center of Military History provide the "point system used for priority ratings; a list of regiments with ranks and points; synopsis of each regiment; and list of famous officers within the regiments." The Center offered a variety of methods for rating the regiments; the "Collins (after the Chief of Military History) system," which used a variable point system (see Appendix B) was subsequently adopted. At an in-progress review on 5 October 1982, General Meyer approved the first sixteen regiments, the first two of which were implemented (reflagged) in January 1983.

In 1984 the U.S. Army Regimental System Group (representatives from DCSOPS, DCSPER, and others) met from 20 to 22 March to review the implementation schedule for the remaining regiments. Because of equipment incompatibility, the group decided to recommend a one year delay in schedule and an indefinite delay in using regimental designations in the training base. On 28 January 1985 General John A. Wickham, Jr., the Chief of Staff, directed Lt. Gen. Fred K. Mahaffey, the DCSOPS, and Lt. Gen. Robert M. Elton, the DCSPER, to formulate a new regimental study. No implementation of the existing plan was to be executed in 1985.

There was widespread dissatisfaction with the reflagging actions under USARS. As early as May 1985 General Elton requested that at least one infantry regimental designation be assigned to a division with which it had served in combat. In June 1985 the unit rotation aspect

of USARS was divorced from the regimental designations, and implementation of the system passed from DCSOPS to DCSPER. Because of the break between unit rotation and unit designation, there was no longer any plausible reason for reflagging. Nevertheless, it continued through 1989 and was even expanded to include aviation units and training organizations.

In April 1988 General Arthur E. Brown, Jr., the Vice Chief of Staff (VCSA), questioned the rationale behind reflagging, and the following month remaining implementation of USARS was transferred to CMH and to the U.S. Total Army Personnel Center (TAPC). In December General Brown stated that several units were complaining about their "new" designations and asked for a study to look into the following options concerning USARS: stop the program; continue the program; or revert to the pre-USARS alignment. On 23 December General Brown reluctantly agreed that implementation of USARS should continue but that another study should be undertaken to decide in what direction the Army should proceed with the regimental system.

In the meantime, some inactivations had taken place (the largest being the 2d Brigade, 9th Infantry Division, in September 1988 at Fort Lewis, Washington, and the 2d Brigade, 4th Infantry Division, in December 1989), and requests for changes to the approved system continued to surface. In February 1989 the 2d Infantry Division requested the return of the 9th, 17th, 23d, 31st, and 38th Infantry regiments. In April the Center of Military History provided information for use by the Secretary of Defense in response to a letter concerning the 24th and 25th Infantry and USARS and in May 1989 prepared a draft for the Chief of Staff in response to a request from General Crosbie E. Saint, Commander, U.S. Army, Europe (USAREUR), concerning dissatisfaction with the "regimental" system. The real issue in the last request was

what to designate those units remaining in Germany after mandated reductions of U.S. Army forces in Europe were accomplished.

On 23 January 1990 the Center of Military History prepared a memorandum for General Robert W. RisCassi, the VCSA, instituting a group to study the retention of units during force reductions. To assist USAREUR, the Center provided General Saint with priority lists for divisions and corps. The first meeting of the group took place in April. At that time a message was drafted for Lt. Gen. Gordon R. Sullivan, the DCSOPS, to send to all major Army commands (MACOMs) concerning retention of units during the drawdowns. The message issued by the new DCSOPS, Lt. Gen. Dennis J. Reimer, on 6 June 1990 explained that historical precedence would not determine which units would be retained during force reductions, but that a study group to include representatives from DCSOPS, DCSPER, and the Center of Military History would be formed at the end of FY91 to formulate a policy for retaining units in the active force structure.

As the Army downsized, distinguished organizations disappeared from the rolls. The Center prepared responses to Congress concerning the demise of the 2d Infantry, to the Armor School about the inactivation of the 33d Armor, and to General Saint in answer to his plea to retain the 2d Armored Division. The 1st Armored Division commander wanted his traditional units returned, and veterans inquired about the possibility of bringing back the 24th Infantry, the last segregated Regular Army infantry regiment, which had been inactivated in 1951. The 3d Armored Division asked to have its World War II elements reinstated. Despite these requests, the 6 June 1990 memorandum prevailed, and the study group's charter was sustained.

In September 1990 the Center of Military History prepared a paper recommending retention of the 1st Armored Division and the 3d Infantry Division in Europe (General Saint had requested retention of the 1st and 3d Armored Divisions), which was briefed to General Sullivan, now the VCSA, on 12 October. During the briefing the discussion was widened to include areas outside USAREUR, with General Sullivan deciding to use the CMH rating system to determine the retention of divisions. A follow-on briefing was held on 26 October at which General Reimer, the DCSOPS, was directed to provide information on the projected force structure and Brig. Gen. Harold W. Nelson, the Chief of Military History, to prepare another briefing recommending which divisions were to remain on the rolls. At a briefing on 6 December, General Carl E. Vuono, the Chief of Staff, requested a follow-up briefing with guidance for 1) options for a 12-, 13-, and 14-division force; 2) options that did not include more than one move per division; and 3) options that included a total of 3 armored divisions (tank heavy) in the force structure. Guidelines for the regimental elements are included in Appendix B. On 18 December General Sullivan accepted the CMH briefing as presented for a 12-division force and informed General Vuono. Three months later General Sullivan directed Lt. General Reimer, the DCSOPS; Lt. Gen. William H. Reno, the DCSPER; and Brig. General Nelson, the Chief of Military History, to come up with a "straw man" for a 4-corps, 12-division army with the divisions having their traditional elements. After a meeting of the study group on 2 April 1991, General Nelson suggested to General Sullivan that the issue be put on the agenda of the Spring Senior Army Commanders' Conference because of the turbulence involved.

Drawdowns continued during the interim despite an ongoing buildup of U.S. forces in Southwest Asia. A brigade of the 2d Armored Division at Fort Hood and a brigade of the 9th

Infantry Division at Fort Lewis had been inactivated in September 1990, and the remainder of the 9th was inactivated in February 1991. As part of the process, the 9th Division's 3d Brigade was reflagged as the 199th Infantry Brigade. After the crisis in Southwest Asia abated, the 1st Brigade, 2d Armored Division, was reflagged as the 3d Brigade, 1st Cavalry Division, and the 197th Infantry Brigade at Fort Benning, Georgia, was reflagged as the 3d Brigade, 24th Infantry Division, replacing the former Army National Guard round-out brigades. While these actions brought the 1st Cavalry and 24th Infantry Divisions up to full strength, the 1st Infantry Division was reduced when its brigade in Germany (1st Infantry Division Forward) was inactivated in the summer of 1991.

At a briefing on 16 May 1991 Chief of Staff General Vuono decided that the twelve divisions to be retained in the Army after force reductions were completed would be the 1st and 3d Armored Divisions and the 1st Cavalry Division (three armored divisions); 1st, 2d, 3d, 4th, 7th, 24th, and 25th Infantry Divisions (seven infantry divisions); and the 82d and 101st Airborne Divisions. However, no immediate public announcement of this decision was to be made because of the possibility of further reductions and because of pleas from veterans, particularly those from the 2d Armored Division, which was to be inactivated. General Saint, the USAREUR commander, was informed of this decision on 15 July 1991, and he soon formulated plans for reflagging units within his command.

After several meetings of the regimental study group, General Sullivan was briefed on 12 August concerning residual division designations in USAREUR. He then tasked the Center to provide a briefing on the 12-division force structure (to include regimental designations) for the Fall Senior Army Commanders Conference. (The guidelines to be followed are contained in

Appendix B.) On 17 September 1991, General Sullivan, the recently appointed Army Chief of Staff, approved the 12-division plan for presentation at the conference.

During briefings for General Sullivan and General Reimer, the VCSA, on 18 and 20 December, options were discussed for the 2d Armored Division, 194th Armored Brigade, 199th Infantry Brigade, and 2d Armored Cavalry. General Sullivan decided to have the 199th Infantry Brigade at Fort Lewis be reflagged in July 1992 as the 2d Armored Cavalry, but made no decision on the armored division designation at Fort Hood. The 3d Armored and 8th Infantry Divisions were inactivated in Germany as planned; the 3d Brigade, 2d Infantry Division, was inactivated in Korea; and the 2d Armored Cavalry replaced the 199th Infantry Brigade at Fort Lewis.

The 2d Armored Cavalry was scheduled to move from Fort Lewis to Fort Polk, Louisiana, to become the light cavalry regiment for the XVIII Airborne Corps. Numerous problems ensued: the reorganization had not taken place concurrently with the reflagging, the tables of organization and equipment had not yet been approved, and the light cavalry equipment had not yet been fielded. General Sullivan, however, was adamant that the 2d Armored Cavalry not have any period of inactive status. Imposing regimental designations on an existing brigade organization was not an easy task for any of those involved, a feat repeated, nonetheless, two years later when the 177th Armored Brigade at the National Training Center was reflagged as the 11th Armored Cavalry in 1994.

Letters of instruction concerning reflagging had once been the responsibility of The Adjutant General, but with the breakup of that office in the late 1980s, implementing the Chief of Staff's reflagging orders fell to the Center of Military History, which in turn issued letters of

instruction to the field so that the major Army commands could publish permanent orders inactivating and activating (reflagging) the units. On 6 February 1992 a meeting was held with representatives from DCSOPS, U.S. Army Force Integration Agency (USAFISA), and USAREUR to discuss the drawdown and reflagging efforts in Germany. The Center was requested to prepare a decision paper for General Sullivan, and DCSOPS was to solicit comments from the major Army commands (MACOMs) on actions in USAREUR that would affect them. One of the chief concerns was that units on the ground retain their unit identification codes (UICs) after reflagging. (When the Army automated in the 1960s, alpha-numeric UICs were assigned to units to be used in much the same way as an individual's social security number.) While retaining the on-ground UIC made it easier on those using automated logistical and personnel systems, it was harder for those trying to keep track of the units themselves. Basing its actions largely on the Center's plan for a 12-division force, USAREUR executed about 50 percent of its reflagging actions, including that of the 8th Infantry Division as the 1st Armored Division, to realign elements within the two divisions (1st Armored and 3d Infantry) remaining in Germany, but did not complete them because further reductions in the force structure were pending.

In April 1992 the briefing given at the 1991 Fall Senior Army Commanders Conference on reflagging was revised and forwarded to the seven MACOM commanders who would be affected, with a request that they return their comments to the Center of Military History by the end of the month. The Center prepared two versions since no decision had been made as to whether the 5th Infantry Division would be reflagged as the 2d or 3d Armored Division and moved to Fort Hood. When no decision resulted from a briefing on 27 May to General Sullivan,

the Center prepared a memorandum formally requesting a resolution to the impasse. On 13 July General Sullivan selected the 2d Armored Division to replace the 5th Division, and the reflagging took place in December 1992. At the same time, the 1st Cavalry Division reflagged its elements to retain those regiments traditionally associated with the division, and both divisions were reorganized to reflect their status as standard armored divisions (five tank and four infantry battalions).

One issue that had surfaced during the drawdowns was the disposition of inactive corps and division flags. In his memorandum of 9 June 1992, Brig. General Nelson recommended that a 1971 DCSPER plan authorizing the Infantry, Patton, and 82d Airborne Division Museums to display duplicate division flags be reaffirmed and that duplicate flags for inactive corps be authorized for display at Fort Leavenworth. All original flags were to be retired for storage. General Sullivan issued a message approving the Center's recommendations (see Appendix C).

Meanwhile, the Army continued to downsize. In September 1993 two brigades of the 7th Infantry Division were inactivated at Fort Ord, California. At a briefing on 12 November, Lt. Gen. John H. Tilelli, Jr., the DCSOPS, directed his staff to provide the Center with time lines for reorganizing the Army into a 10-division force. The following month the Center presented a briefing outlining two options, one with two armored and six infantry divisions and one with three armored and five infantry divisions. The armored divisions recommended for retention were the 1st Cavalry and the 1st and 2d Armored Divisions, while the recommended infantry divisions were the 1st, 2d, 3d, 4th, 7th, and 25th. The 82d and 101st Airborne Divisions were retained in both versions. The recommendations, which were not changed until January 1995, reflected both the type of division and the traditional division priority system. Designing the 10-

division force to include their elements was difficult because of constant changes in stationing plans and in the mix of armored and infantry divisions. In the meantime, the 2d Brigade, 3d Infantry Division, was inactivated in January 1994, the 6th Infantry Division (less its 1st Brigade) and the 7th Infantry Division (less its 1st Brigade) were inactivated in the summer, and the 193d Infantry Brigade was inactivated in October.

One brigade of the 1st Armored Division in Germany was ordered to return to the United States for posting at Fort Lewis, Washington, where it would be aligned with the 2d Infantry Division in Korea. Planning began in July 1994 to reflag the brigade and its elements to affiliate it with the 2d Division. General Sullivan approved reflagging the brigade on 26 December 1994, which was effected in April of the following year.

On 8 December 1994 the Army announced publicly that it would become a 10-division force, to consist of four light and six heavy divisions, all stationed at existing installations. It was also announced that the 25th Infantry Division would lose a brigade in Hawaii but gain one at Fort Lewis and that the brigade in Alaska would be aligned with the 10th Mountain Division at Fort Drum, New York. The previous plan, which aligned Alaska with Hawaii and Fort Lewis with Fort Drum, was put on hold after it was briefed in November 1994 to members of the Senate from Alaska and Hawaii. Specific unit designations were to be announced later.

On 12 January 1995 General Sullivan approved the following divisions for retention: 1st Armored Division; 1st Cavalry Division; 1st, 2d, 3d, 4th, and 25th Infantry Divisions; and the 82d and 101st Airborne Divisions. In addition, the 10th Mountain Division and 1st Brigade, 6th Infantry Division, were also to be retained. General Sullivan requested that the Center of Military History coordinate the press release and information to Congress with the Secretary of the

Army's Public Affairs Office. Problems arose because officially the force structure was to consist of two armored, four mechanized, two light, and two special purpose divisions, based upon the Center's priority system. Because of the mix of tank and mechanized infantry battalions in two of the divisions, however, the force structure actually consisted of four "armored" (tank heavy) and two "mechanized" (infantry heavy) divisions. The final, approved plan also included two special purpose and two light (one minus a brigade) divisions, plus one light brigade, which did not appear to reflect the Center's priority system (see Appendix D). However, General Sullivan had determined that divisions considered for retention would only be those currently in the active force structure.

Once the ten divisional designations had been settled, movement could begin again on reflagging the regiments. On 16 February 1995 letters signed by Lt. Gen. Charles E. Dominy, the Director of the Army Staff, were forwarded to each of the MACOM commanders. The letters, with an enclosed reflagging plan, requested MACOM comments. The reflagging plan was basically the same as that furnished to the MACOMS in 1992, but revised to reflect the new 10-division force and to incorporate comments and suggestions the MACOMs had previously requested.

Between February and June 1995 negotiations between the MACOMs and Army Headquarters over the recommendations outlined in the plan took place. Controversies arose because, even though the plan had incorporated most of the changes the MACOMs had requested, changes in personnel resulted in different viewpoints as to what the units should be designated. Other disagreements occurred because some MACOM commanders distributed the plan to their subordinates for comment, while others did not. Any change of unit designation in

one command could affect another command. Some difficulties arose because the brigades that were separated from their divisions (brigades in the 1st Armored, 1st Infantry, and 4th Infantry Divisions) and the 1st Brigade, 6th Infantry Division, in Alaska were organized somewhat differently than divisional brigades and the designations being imposed did not always reflect their true organization. There was also a long-standing discussion concerning replacing the divisional brigades in the light divisions (including the 82d and 101st Airborne Divisions) with tactical regiments. A major concern of all MACOMs was the expense involved in reflagging. Hardest hit were units in Germany, where about 50 percent of the units had already been reflagged, and the 2d Armored Division at Fort Hood, which had been reflagged from the 5th Infantry Division three years earlier.

Eventually, all the problems were negotiated successfully except designations within the 1st Brigade, 6th Infantry Division, in Alaska. Lt. Gen. Robert L. Ord, commanding U.S. Army, Pacific, wanted them to remain associated with the 6th Division. In May 1995 Lt. Gen. Paul E. Blackwell, the DCSOPS, directed that the units be aligned with the 10th Mountain Division. This decision brought to an end over three months of debate concerning more than 170 units in the Army, about one-third of the total force.

On 16 June 1995 General Sullivan approved the reflagging of elements of the 10-division force as well as regimental elements elsewhere in the Army. The approved plan (Appendix E) forwarded to the affected MACOMs on 26 June 1995 included the following execution dates: the 1st Brigade, 7th Infantry Division was to be reflagged as the 1st Brigade, 25th Infantry Division, on 16 August 1995 (based on the inactivation date of the 25th's brigade in Hawaii); the 3d

Infantry Division in Germany was to be reflagged as the 1st Infantry Division and the 24th Infantry Division was to be reflagged as the 3d Infantry Division on 16 February 1996 (based upon the 1st Division's inactivation at Fort Riley on 15 February); and the 2d Armored Division was to be reflagged as the 4th Infantry Division on 16 March 1996 (based upon the 4th's inactivation at Fort Carson on 15 March). All other dates shown on the plan were target dates and subject to negotiation with the MACOMs.

REFLAGGING AND UNIT PROPERTY CONCERNS

Perhaps the greatest difference between the reflagging actions of the 1990s and those in the past was the difference in the way the Army funded the program. During the intervening years the Army, as well as the rest of the Defense Department, had decentralized its finances. For reflagging, the Army and its affected units needed money to transfer or manufacture flags, colors, insignia, and organizational property. The Center of Military History managed historical property in accordance with Army Regulations 870-5 and 870-20. The property was in museums, in the hands of the units, or in storage at Pueblo, Colorado, and Anniston, Alabama (the Anniston depot was mainly for the storage of weapons). Until 1991 all flags, colors, and guidons were under the control of The Institute of Heraldry, whose storage area was in New Cumberland, Pennsylvania.

In 1991 the New Cumberland Army Depot was slated to be transferred to the Defense Logistics Agency (DLA), but the Army staff strongly resisted transferring the responsibility for Army colors to the Defense Department. Because The Institute of Heraldry had decided to focus its efforts on the design of heraldic items, it was willing to turn the issue and storage of colors

over to another agency. Lt. Gen. Ellis D. Parker, the Director of the Army Staff, transferred that mission to the Center of Military History on 1 May 1991. The question then became where to store the flags and colors. Because the Pueblo depot was already scheduled for closure, the collections stored there were to be transferred to a new storage facility to be built in Anniston, Alabama. The new building was intended only to replace that space already in use at Pueblo, but in order to centralize storage operations, the colors were moved to Alabama in 1991.

With the downsizing of the Army, space in which to store organizational historical property became critical by 1993. Post closures and unit inactivations resulted in increasingly crowded spaces, and one large group of artifacts from the Presidio of San Francisco was stored at Fort Lewis, Washington, because space at Anniston was nonexistent. The closure of the Pueblo depot in 1994 forced the Center of Military History to look for new storage space because it was obvious that the replacement building at Anniston would not be ready in time to receive the property from Pueblo. In late 1994 the property at Pueblo was transferred to temporary storage at the Defense Depot in Albany, Georgia. However, because of an agreement with the Defense Department officials in Albany to keep activity at a minimum, the Army property there was to be treated as "dead storage." Therefore, the Center was not able to verify what was in storage at Albany, and inquiries by units as to where their property was could not be answered.

In 1992 the Army depot at Anniston, where weapons and flags were being stored, was also transferred to DLA. By the time the new building at Anniston was completed in 1995, DLA required that the Center vacate its warehouse at the Anniston Depot. When that happened, the new CMH building at Anniston was filled with flags and weapons, leaving no room for the large amount of unit historical property in temporary storage at Albany.

When the flag storage mission was transferred to the Center in 1991, funding to support it was directed, but none was ever received. Thus, the Center acquired approximately 19,000 line items with no funding to cover storage, equipment, or the usual costs associated with supply actions. Unlike DLA, the Center did not charge for its services and therefore had no basis upon which to estimate or recover costs associated with reflagging actions. Colors and small amounts of property could be mailed, registered with a return receipt, and the cost could be absorbed. But if the property weighed over 70 pounds, DLA charged the units both the cost of actual shipment and handling fees as well. In one case, the cost of a shipment of roughly 300 pounds of property from Germany was estimated at over \$5,000, which covered delivery only to Letterkenny Distribution Depot, Pennsylvania, the first transshipment point.

There were also storage fees. Prior to implementation of the Direct Exchange Base Operations Funding System (DBOFF), there had been no charge for storage space to any Army organization, and space was allocated as needed. But with DBOFF, particularly once Anniston was transferred to DLA, the Center was charged both for storage fees and handling fees. In part, because DBOFF restrictions precluded museums from charging for their services, the Center was not equipped to handle the acceptance and disbursement of funds and never made an effective attempt to create a reimbursable account to pay for the shipment, receipt, or storage of the property received. Thus, all expenses of receiving and storing material came out of the Center's operating funds.

Lack of funding also extended to the units themselves. There were no additional funds authorized, and the whole program was managed from existing budgets. In those instances where

money was simply unavailable to ship items to units, the material remained in storage until support was received from the Air National Guard to move items on a "space available" basis. The cost was exacerbated with the increase in reflagging actions. From about fifteen such actions per year, the number rose to over 100 in 1994-96.

Gradually, standard disposition instructions were developed to include flags as well as property. After coordination with U.S. Army, Europe, and based upon experiences from realignments and base closures, the Center developed new disposition instructions that addressed colors, historical property, official and unofficial records, monument vehicles, and unit fund property and included specific instructions on how to pack and ship colors (see Appendix F). An information sheet, directed to units being inactivated because of base closures and reflagging, was created, initially for units in the 6th Infantry Division in Alaska and later extended to other organizations as needed. When a unit was to be inactivated and therefore retire its colors and property, it would send a request to the Center for disposition instructions. If a unit were being activated, it would send a request to receive material. If the unit were already in service somewhere else, the Center would send disposition instructions to the existing unit directing the transfer of the material to its new location. If material were in storage, the Center would direct the storage facility to retrieve and send the items. As time went on, it became practice, before the formal request arrived, to refer the unit to the storage area telephonically to check on the status of the material.

A number of problems arose. In the reflagging actions of 1991, units often did not know whom to contact, and little guidance was readily available. The situation was further aggravated by the fact that the flag regulation (AR 840-10) still specified New Cumberland as the point of

deposit for retired colors and had not been updated to reflect the transfer to Anniston. It was difficult for the Center to deal directly with the units as there were no firm addresses or points of contact, and reflagging actions varied with each unit involved. In the Regular Army, an independent company or detachment would often send its guidon directly to New Cumberland, its property to Pueblo, or in some cases sent neither, resulting in the loss of the materials. Where large units were being inactivated, there was usually a single point of contact, which worked much better than units acting on their own. When a transfer of property was needed between two organizations, many units simply contacted each other and transferred the property. While the result was that the job got done, it played havoc with the Center's responsibility for accountability. In other cases, the losing unit sometimes resisted turning the material over to the gaining unit until the last minute. All units wanted to have inactivation (or reflagging) ceremonies, but since there was only one flag, color, or guidon, it could not be held in two places at once. If the two units were separated by some distance, one unit or the other had to compromise. In some instances, the compromise consisted of the gaining unit having to have a new set of colors made locally. Sometimes the flags might be transferred in time for the ceremony but if the losing unit were inactivating quickly and losing large numbers of its personnel, the flags sometimes did not arrive at all.

In cases where the Center was to issue flags and property from storage, everything worked smoothly, provided the previous unit had turned in its property, the gaining unit asked for the property with enough lead time, and the gaining unit provided money for shipment. But there were many instances where the system broke down. If units had not turned in their property to Anniston, the Center had to investigate where it had gone. For example, some engineer units

had been turning their flags in to the Engineer Museum at Fort Leonard Wood, Missouri, and for some time infantry units had been turning items in to the Infantry Museum at Fort Benning, Georgia. The 1st Division Forward had sent its property to its home post of Fort Riley, Kansas, in 1991. In many cases, the property stayed with the unit on the ground, even though its designation was now that of another. Finally, in a few cases, it was reasonably clear that the material had either been taken home as souvenirs or thrown away. Therefore, the possibility of non-compliance with instructions by a unit affected by reflagging had to be anticipated, and the gaining unit could then expect to have to requisition new flags from the U.S. Army Support Office in Philadelphia, a process that could take several months. Also, neither Philadelphia nor the units had extra money to cover the cost of their manufacture.

The first major round of reflagging after Operation DESERT STORM revolved around the 1st Brigade, 2d Armored Division, at Fort Hood, Texas, and the 3d Brigade, 24th Infantry Division, at Fort Benning, Georgia. This was the first time the Center had been involved in the retirement and issue of flags, rather than property alone. The Center had some previous experience assuming control of property from inactivating units during base closures, but the big difference was that base closures provided funding for the retirement of property while reflagging did not.

In the aftermath of DESERT STORM, the Army in Germany was undergoing a massive reduction in forces and closure of posts and kasernes. When Center museum teams visited Germany in 1991, they identified a number of problems: first, it was clear that the USAREUR historical office had neither the personnel nor the time to manage the retirement program on its own; second, the Army museums in Germany could not manage it either (the six existing

museums had a total of seven employees); third, a way had to be found to ship surplus vehicles to the United States; fourth, a holding area for vehicles and ordnance needed to be established in Germany; fifth, all vehicles needed to be permanently marked to prevent their improper disposal.

U.S. Army, Europe, was also reflagging its units to keep the most historic ones active. Some units were diligent in screening and inventorying their property, while others were not. For example, at Hutier Kaserne in Hanau, where the 42d Field Artillery Brigade and elements of the 82d Field Artillery were located, the point of contact was the brigade Command Sergeant Major (CSM). The brigade had recently been reflagged from the 3d Armored Division Artillery, and the CSM was concerned that the division artillery colors had been lost. In the meantime, the brigade had acquired the 42d Field Artillery Brigade's property, which included colors from World War I, from its former location. But with the brigade scheduled to undergo at least one more reflagging within the year, all these actions seemed to be of no avail.

Accountability for historical property, even large items such as vehicles, was spotty. Items were turned over to foreign museums, to property disposal offices, or to the "boneyard" at Grafenwoehr to be used as targets. There were strong rumors, since confirmed, that historic items, particularly vehicles, had been turned over to local German museums without authorization. Since most of these vehicles had never been listed on the Center's property books, however, little could be proven.

Further complications arose from the fact that the remaining vehicles in Germany were being tracked under the Conventional Forces Europe Treaty (CFE). Even though the vehicles, which included World War II halftracks and scout cars, for example, were considered obsolete,

other countries still used them, resulting in their being included in the armament covered in the treaty. The majority of the vehicles that sat in front of unit headquarters were excess Military Assistance Program (MAP) property that had been returned to the United States by France or Belgium. Most of this material had originally been sent to Grafenwoehr as targets, but range control officers there had decided to allocate them to units as "monuments" to prevent their destruction. The basic rationale was a sympathy for their historic background coupled with a strategy to meet treaty requirements. Unless designated as museum pieces, the vehicles counted against CFE Treaty ceilings. Since USAREUR at that time was only about 70 vehicles below the ceiling, the presence of large numbers of World War II vehicles in a status other than "museum" pieces threatened the target level of the ceiling. Unfortunately, the "museum" designation also required fulfilling the demilitarization terms of the treaty. Vehicles had to have their drive trains cut and filled with concrete, practices directly counter to Army museum regulations.

The reality of excess vehicles in Germany, both accounted and unaccounted for, led to the idea of establishing a holding area for those rendered excess by the drawdown. There they could be reissued officially in Europe or shipped back to the United States. Removing them from Europe would not only reduce the inventory of tactical vehicles there, aiding in meeting and maintaining CFE ceilings, but it would also save historic items.

The USAREUR plan for retiring colors and historical property envisioned that the command's historical office would coordinate the disposition instructions, but that the units would otherwise deal directly with the Center. In practice, however, it was found easier to have all units submit their requests for disposition through the USAREUR historian and for the Center to send disposition instructions back through the same office. This worked well until the

situation in Bosnia so overwhelmed the USAREUR historical office that it could no longer manage unit drawdowns effectively.

The USAREUR plan also envisioned units retiring material directly to the Center's clearing facility at Anniston, but many commanders wanted to hold and consolidate property and colors at brigade or division level for retirement, in part, to ensure that all the colors of a given division or brigade were present for final inactivation ceremonies. Unfortunately, announcements of inactivations were often made with only two months' lead time. The actual drawdown became a scramble, with historical property being forgotten until the last minute. Even when colors and other items were consolidated, once inactivation occurred, there was often no one left to ensure that they were shipped to storage.

In August 1992 the Center fielded a second team to Germany to continue inventories and check on the progress of a new museum for the 1st Armored Division. By this time, only the first round of reflagging actions had been completed. While the team made some progress, much of that was fleeting both because of continuing drawdowns in Europe and because of internal moves and reorganizations within the Center itself. Another year went by before a team could again be sent to Germany. Funding remained a major roadblock. Finally, as a result of a grant by the Legacy Program in the amount of \$30,000, the Center dispatched three teams to Germany in August-September 1993. The stated purpose was to conduct an inventory of historical artifacts that would document the U.S. Army's role during the Cold War in Europe. Among the accomplishments of the teams were the continuing inventory of historical vehicles throughout Germany; an inventory of property in Berlin (the garrison there being withdrawn); and assistance to the 11th Armored Cavalry, which was being inactivated. No holding area had yet been

established, but its creation was given to the USAREUR historical office as a mission, and in late 1994 an area at Kaiserslautern was identified. By this time, only two of the original six Army museums were left, those of the 1st Armored Division and 3d Infantry Division, and it was expected that both would be affected by a further round of reflagging in the near future.

IMPLEMENTATION OF THE 1995 REFLAGGING PLAN

When the reflagging plan was announced in June 1995 response in the field varied. The 2d Armored and 1st, 4th, and 25th Infantry Divisions began moving to reflag their units immediately. Due to its growing involvement in Bosnia, the 3d Infantry Division decided to wait for official reflagging orders from the Center of Military History. The 24th Infantry Division did not begin to react until late 1995.

As in previous reflagging actions, the Center issued memorandums of instruction to the major army commands (MACOMs) directing the actions necessary to implement the Chief of Staff's decisions. Each MACOM, in turn, published the appropriate permanent orders activating and inactivating or transferring a unit, less its personnel and equipment (reflagging). The organization on the ground retained its Unit Identification Code (UIC) per the request of both USAREUR and U.S. Army Forces Command (FORSCOM). The first memorandum issued directed the reflagging of the 1st Brigade, 7th Infantry Division, at Fort Lewis, as the 1st Brigade, 25th Infantry Division, while the last memorandum to be implemented affected elements of the 1st Armored Division in February 1997.

Although the effective date of reflagging the brigade at Fort Lewis was 16 August 1995, the Center did not issue the memorandum of instruction until 20 July because of coordination

that had to be made with the office of the Deputy Chief of Staff for Operations and Plans over the UICs and "long names" (unit designations) to be entered into the Army's data bases.

Normally, about eighteen months is necessary for changing the status of a unit. The 25th Infantry Division then requested that its other units in Hawaii be reflagged on the same date. Consequently the Center issued a second memorandum on 10 August.

Reflagging the 2d Armored Division at Fort Hood presented a major documentation problem. The III Corps commander changed General Sullivan's directed date of official reflagging from 15 March to 15 January 1996. Because the 4th Infantry Division was active at Fort Carson until 15 March, it was impossible to have it also active at Fort Hood between 15 January and 15 March. Therefore, the Center of Military History had to issue orders activating new units at Fort Carson (in effect reflagging the 4th Infantry Division) to maintain them and their personnel until 15 March. That action allowed the 4th Infantry Division and its elements to transfer to Fort Hood on 15 January. The Fort Hood reflagging ceremony, however, was on 15 December 1995, further complicating the issue.

Having long periods of time between the effective date and the ceremonial date also adversely affected unit records and history. Although the permanent orders and data bases reflected the official dates, the units on the ground continued to generate records under their old designations. Veterans, archivists, and historians of the future may find it difficult to understand how some units were in two places at the same time.

At Fort Carson activities centered around drawing down the 4th Infantry Division to a single brigade and moving its headquarters to Fort Hood. At Fort Hood, the museum became the focal point for all matters pertaining to flags, colors, and historical property. Shoulder sleeve

insignia (patches) for the 4th Infantry Division were ordered and sewn on uniforms, distinctive unit insignia were ordered and issued, unit signs and vehicles were repainted and re-marked, and unit colors and flags were issued or manufactured. In the meantime, the heraldic items and unit historical property belonging to the 2d Armored Division were turned in to the museum by the time of the ceremony on 15 December.

The most complicated memorandum to draft and staff was that affecting the 1st, 3d, and 24th Infantry Divisions, along with all other units in Europe and at Fort Riley. Complications arose with the 1st Armored Division's deployment to Bosnia (eventually delaying the reflagging of fourteen units in that division until February 1997) and because commanders desired ceremonies on dates different from the effective date. For historical purposes reflagging consists of activations, inactivations, and transfers. No ceremonies were required (although ceremonies for activations and inactivations are specified in FM 22-5), but they did provide a sense of esprit for the reflagged organizations and for veterans of those units being returned to their traditional assignments. Because of the simultaneous actions at Forts Benning, Riley, and Stewart and in Germany and because FORSCOM and USAREUR were each responsible for their own ceremonies, problems arose in trying to coordinate the transfer of colors, museums, and organizational property.

As an integral part of reflagging, it became obvious that not only would flags, colors, and unit historical property need to be retired, moved to new locations, or withdrawn from the depot for reissue, but four existing museums (2d Armored and 1st, 3d, and 24th Infantry Divisions) would need to physically move or change mission. The Center of Military History began planning for these changes in February 1995. While the 2d Armored Division Museum at Fort

Hood was to be redesignated as the official museum for the 4th Infantry Division, it was to retain the 2d Armored Division history as part of its mission; therefore, there was no need to retire a large mass of material quickly at Fort Hood. However, significant changes were to affect the 1st, 3d, and 24th Infantry Division Museums.

To ensure that the transfers occurred smoothly, Brig. Gen. John W. Mountcastle, the Chief of Military History, hosted a week-long meeting in Washington during June 1995. This provided an opportunity for the personnel of the three affected museums to meet with the Center's Museum Division staff and develop effective procedures for the transition of these organizations. This strategy was formalized in a Memorandum of Agreement signed by the division commanders and Brig. General Mountcastle.

Under the Memorandum of Agreement, the 1st Infantry Division Museum was to move from Fort Riley to Leighton Barracks in Wuerzburg, Germany. The museum at Fort Riley was to keep some of its exhibits to support the 1st Division's brigade that was to remain there and add others to support the rear brigade of the 1st Armored Division that was to be co-located there. The 3d Infantry Division Museum was to replace the 24th Infantry Division's Museum at Fort Stewart, Georgia. All museum staffs were to remain in place; only missions and artifacts were to move.

Part of the Memorandum of Agreement called for curators at Fort Riley to escort items to Wuerzburg. All affected curators, under the Center's direction, were to assist the 3d Infantry Division to set up the new 1st Infantry Division museum in Wuerzburg, pack up 3d Infantry Division material for transfer to Fort Stewart, and issue organizational historical property to

individual units. Then, the curators were to assist the Center with inventory verification and place permanent data plates on all historic Army vehicles in Germany.

The Center of Military History coordinated an Air National Guard flight to move property from Fort Riley to Germany. The team members arrived in Germany on 4 November 1995. During the first week the curators completed property accountability for the 3d Infantry Division, but during the second week Congress' inability to pass a budget resulted in the furlough of all Federal employees. Although the team chief took additional annual leave and the curators from Fort Riley and Wuerzburg were retained on duty, most of the team went home, and the mission was terminated as soon as the plane from Fort Riley arrived with the 1st Infantry Division's property.

The last five months before the 1996 reflagging ceremony in Germany became increasingly hectic. The Center's Museum Division directed its clearing house at Anniston to separate unit colors from unit property to ensure that, at a minimum, colors would arrive in Germany on time. The remaining historical and unit property at Anniston went to Germany via a second Air National Guard flight in March 1996.

As the reflagging date neared, a number of units expressed concern that the colors being newly manufactured by the Philadelphia Support Office would not arrive in time. At the direction of Brig. General Mountcastle, Museum Division personnel reemphasized to the Support Office how critical the dates were. The Support Office at Philadelphia, however, had recently ceased to manufacture unit flags and colors on its own and transferred all such work to contractors, thus increasing the amount of time needed to manufacture such items. The Center,

therefore, secured permission from The Institute of Heraldry to allow units to purchase colors if they clearly could not arrive in time for ceremonies.

The closing-out of the 1st Infantry Division at Fort Riley set events in motion. The division commander's primary objective was to meet the Army's restructuring requirements by inactivating divisional units while retaining two combat ready brigades, one to support the 1st Infantry Division and one to support the 1st Armored Division, both of whose headquarters were in Germany. The commander's intention was to maintain the division's combat capability through the Division Warfighter Exercise in August 1995, but in order to ensure compliance with the drawdown timelines, the exercise was eventually canceled. Six essential tasks were identified: inactivating specified units at Fort Riley (mostly the 1st Infantry Division base units); establishing two brigades (one each for the 1st Armored and 1st Infantry Divisions); maintaining the quality of life at Fort Riley; minimizing personnel and equipment turbulence; developing an information plan; and developing an installation Table of Distribution and Allowance (TDA) for support.

In the matter of ceremonies, the former 1st Infantry Division units at Fort Riley found that developing a standard ceremony for all units to follow was successful. Several variations were developed based upon the size of the unit as well as the specifics (inactivation or move of a unit, less personnel and equipment, to Germany). Most ceremonies there were conducted 60 to 90 days prior to the effective date, thus ensuring the presence of a sufficient number of soldiers to participate. The standard ceremony precluded units from trying to "out-do" each other and demonstrated to the public and local communities that the Army had a plan and could execute it

in an orderly, professional manner. The main ceremony, that of reflagging the 2d Brigade, 1st Infantry Division, as the 3d Brigade, 1st Armored Division, took place on 29 March 1996.

The reflagging ceremony in Germany, passing the colors of the 1st Infantry Division to the 3d Infantry Division and those of the 3d Infantry Division to the new division commander to take back to Fort Stewart, was the most elaborate. Planning began soon after the announcement was made in June 1995, and the ceremony, which took place in April 1996, incorporated the history of both divisions and the participation of the German army.

Although the 3d Infantry Division moved from Germany to Fort Stewart on 16 February 1996 to replace the 24th Infantry Division, reflagging ceremonies at Fort Stewart did not occur until late April. Unlike the ceremony in Germany, the division being reflagged--the 24th--was actually inactivated, and the ceremony reflected this.

FUTURE REFLAGGING

As talk of further drawdowns in the Army's force structure continues, planning goes on in the Center of Military History for additional reflagging. Some contingencies are already in place--plans have been approved (see ANNEX E) for reflagging infantry elements in the 3d Infantry and the 82d and 101st Airborne Divisions should the last elements of specified regiments be inactivated. But should the Army be reduced by another one or two divisions, more deliberate planning will have to be initiated. The office of the Deputy Chief of Staff for Operations and Plans will no doubt take the lead in deciding the force structure, and other agencies will be called upon to recommend posts to be closed. Depending upon the posts remaining and the directed force structure, divisional designations will be determined by the Army's Chief of Staff, most

likely taking into consideration the recommendations of the Center of Military History. Once the divisional designations and posts are decided upon, the cycle of determining the elements of those divisions can begin again. While it was possible in the 1995 plan to retain all armor and all but two infantry regiments, further drawdowns may preclude this, and reflagging will become even more difficult.

Reflagging is an emotional issue; all soldiers and veterans have their own favorite units for which they feel allegiance. Over the next few years difficult decisions will have to be made about the Army's force structure and what the organizations remaining will be designated. The Center of Military History will continue, to the best of its ability, to ensure retention of those most worthy on the active rolls of the Army.

..... APPENDIX A

DIVISIONS REFLAGGED SINCE WORLD WAR II

1947 19th Armored Division reflagged as the 13th Armored Division (Organized Reserve) at Los Angeles, California. 19th Armored Division inactivated.

1950 4th Infantry Division (training) reflagged as the 6th Infantry Division at Fort Ord, California. 4th Infantry Division reorganized as a combat division at Fort Benning, Georgia.

1952 13th Armored Division reflagged as the 63d Infantry Division (Organized Reserve Corps) at Los Angeles, California. 13th Armored Division inactivated.

 21st Armored Division reflagged as the 70th Infantry Division (Organized Reserve Corps) at Detroit, Michigan. 21st Armored Division inactivated.

 22d Armored Division reflagged as the 75th Infantry Division (Organized Reserve Corps) at Houston, Texas. 22d Armored Division inactivated.

1954 9th Infantry Division reflagged as the 69th Infantry Division at Fort Dix, New Jersey.

 28th Infantry Division (National Guard) reflagged as the 9th Infantry Division (Regular Army) in Germany. 28th Infantry Division returned to state control.

the 43d Infantry Division (National Guard) reflagged as 5th Infantry Division (Regular Army) in Germany. 43d Infantry Division returned to state control.

 44th Infantry Division (National Guard) reflagged as the 2d Infantry Division (Regular Army) at Fort Lewis, Washington. 44th Infantry Division returned to state control.

 47th Infantry Division (National Guard) reflagged as the 3d Infantry Division (Regular Army) at Fort

Benning, Georgia. 47th Infantry Division returned to state control.

1957 24th Infantry Division reflagged as the 1st Cavalry Division in Korea.

1958 11th Airborne Division reflagged as the 24th Infantry Division in Germany. 11th Airborne Division inactivated.

1965 1st Cavalry Division reflagged as the 2d Infantry Division in Korea.

 11th Air Assault Division reflagged as the 1st Cavalry Division at Fort Benning, Georgia. 11th Air Assault Division inactivated.

1970 5th Infantry Division reflagged as the 4th Infantry Division at Fort Carson, Colorado. 5th Infantry Division inactivated.

1971 1st Armored Division reflagged as the 1st Cavalry Division at Fort Hood, Texas.

 4th Armored Division reflagged as the 1st Armored Division in Germany. 4th Armored Division inactivated.

 24th Infantry Division reflagged as the 1st Infantry Division at Fort Riley, Kansas. 24th Infantry Division inactivated.

1991 47th Infantry Division (National Guard) reflagged as the 34th Infantry Division (National Guard). Federal recognition withdrawn from the 47th Infantry Division.

1992 5th Infantry Division reflagged as the 2d Armored Division at Forts Hood, Texas, and Polk, Louisiana. 5th Infantry Division inactivated.

 8th Infantry Division reflagged as the 1st Armored Division in Germany. 8th Infantry Division inactivated.

1996 2d Armored Division reflagged as the 4th Infantry Division at Fort Hood, Texas. 2d Armored Division inactivated.

3d Infantry Division reflagged as the 1st Infantry Division in Germany.

24th Infantry Division reflagged as the 3d Infantry Division at Forts Benning and Stewart, Georgia. 24th Infantry Division inactivated.

APPENDIX D
PRIORITY OF DIVISIONS

Retained	Rank	Division	Type	Current Org.
yes	1	1st Inf. Div.	Infantry	Armored ¹
yes	2	1st Cav. Div.	Cavalry	Armored
yes	3	3d Inf. Div.	Infantry	Mech. Infantry
yes	4	2d Inf. Div.	Infantry	Mech. Infantry
yes	5	4th Inf. Div.	Infantry	Armored
yes	6	101st Abn. Div.	Airborne	Air Assault
no	7	7th Inf. Div.	Infantry	
no		9th Inf. Div.	Infantry	
yes	9	25th Inf. Div.	Infantry	Light Infantry
yes		82d Abn. Div.	Airborne	Airborne
no	11	24th Inf. Div.	Infantry	
no	12	5th Inf. Div.	Infantry	
no	13	8th Inf. Div.	Infantry	
yes	14	6th Inf. Div.	Infantry ²	Light Infantry
no	15	23d Inf. Div.	Infantry	
yes	16	1st Armd. Div.	Armored	Armored
no	17	3d Armd. Div.	Armored	

¹Armored = more tank units than infantry; mechanized infantry more infantry units than tank; light infantry = all infantry, no tank units.

²Only 1st Brigade retained.

no	18	2d Armd. Div.	Armored	
no	20	11th Abn. Div.	Airborne	
yes	21	10th Mtn. Div.	Infantry	Light Infantry

APPENDIX E

JUNE 1995 REFLAGGING PLAN (updated)

1st Armored Division (5 tank, 4 infantry battalions)

Proposed unit	Current Unit	Location	Turbulence	E-DATE
HHC, 1AD	HHC, 1AD	Germany	None	-
HHC, 1 Bde, 1AD	HHC, 1 Bde, 1AD	Germany	None	-
HHC, 2 Bde, 1AD	HHC, 2 Bde, 1AD	Germany	None	-
HHC, 3 Bde, 1AD	HHC, 2 Bde, 1ID	Riley	Reflag (see 1ID)	15 Feb 96
HHC, 1AD Arty	HHC, 1AD Arty	Germany	None	-
HHC, Avn Bde, 1 AD	HHC, Avn Bde, 1AD	Germany	None	-
HHC, 1AD Spt Comd	HHC, 1AD Spt Comd	Germany	None	-
1AD Band	1AD Band	Germany	None	-
HHC, Engr Bde, 1AD	HHC, Engr Bde, 1AD	Germany	None	-
69 Chem Co	25 Chem Co	Germany	Reflag	15 Feb 97
16 Engr Bn	23 Engr Bn	Germany	Reflag	15 Feb 97
40 Engr Bn	40 Engr Bn	Germany	None	-
70 Engr Bn	70 Engr Bn	Riley	Reassign to 1AD	15 Feb 96
501 MI Bn	501 MI Bn	Germany	None	-
501 MP Co	501 MP Co	Germany	None	-
141 Sig Bn	141 Sig Bn	Germany	None	-
596 Sig Co	121 Sig Bn	Riley	Reflag (see 1ID)	15 Feb 96
47 Spt Bn (Fwd)	47 Spt Bn	Germany	None	-
123 Spt Bn (Main)	123 Spt Bn	Germany	None	-
125 Spt Bn (Fwd)	201 Spt Bn	Riley	Reflag (see 1ID)	15 Feb 96

127 Spt Bn (Avn)	127 Spt Bn	Germany	None	-
501 Spt Bn (Fwd)	501 Spt Bn	Germany	None	-

1st Armored Division (cont.)

Proposed unit	Current Unit	Location	Turbulence	E-Date
1-4 ADA	5-3 ADA	Germany	Reflag	15 Feb 97
1-13 Armor	3-37 Armor	Riley	Reflag	15 Feb 96
1-35 Armor	2-68 Armor	Germany	Reflag	15 Feb 97
1-37 Armor	4-67 Armor	Germany	Reflag (see 1ID)	15 Feb 97
2-37 Armor	2-67 Armor	Germany	Reflag (see 1ID)	15 Feb 97
2-70 Armor	4-37 Armor	Riley	Reflag	15 Feb 96
1-501 Avn (Atk)	2-227 Avn	Germany	Reflag	15 Feb 97
2-501 Avn (Cmd)	7-227 Avn	Germany	Reflag	15 Feb 97
1-1 Cavalry	1-1 Cavalry	Germany	None	-
4-1 FA (155SP)	4-5 FA	Riley	Reflag	15 Feb 96
2-3 FA (155SP)	2-3 FA	Germany	None	-
C-25 FA (TAB)	C-333 FA	Germany	Reflag	15 Feb 97
4-27 FA (155SP)	4-29 FA	Germany	Reflag	15 Feb 97
A-94 FA (MLRS)	-	Germany	Activate	16 Jul 95
1-6 Inf	3-12 Inf	Germany	Reflag (see 1ID)	15 Feb 97
2-6 Inf	4-12 Inf	Germany	Reflag	15 Feb 97
1-36 Inf	3-5 Cav	Germany	Reflag	15 Feb 97
1-41 Inf	2-16 Inf	Riley	Reflag (see 4ID)	15 Feb 96

1st Cavalry Division (5 tank, 4 infantry battalions)

Proposed unit	Current Unit	Location	Turbulence	E-Date
HHC, 1CD	HHC, 1CD	Hood	None	-
HHC, 1Bde, 1CD	HHC, 1Bde, 1CD	Hood	None	-
HHC, 2Bde, 1CD	HHC, 2Bde, 1CD	Hood	None	-
HHC, 3Bde, 1CD	HHC, 3Bde, 1CD	Hood	None	-
HHB, 1CD Arty	HHB, 1CD Arty	Hood	None	-
HHC, Avn Bde, 1CD	HHC, Avn Bde, 1CD	Hood	None	-
HHC, 1CD Spt Comd	HHC, 1CD Spt Comd	Hood	None	-
1CD Band	1CD Band	Hood	None	-
HHC, Engr Bde, 1CD	HHC, Engr Bde, 1CD	Hood	None	-
68 Chem Co	68 Chem Co	Hood	None	-
8 Engr Bn	8 Engr Bn	Hood	None	-
20 Engr Bn	20 Engr Bn	Hood	None	-
91 Engr Bn	91 Engr Bn	Hood	None	-
312 MI Bn	312 MI Bn	Hood	None	-
545 MP Co	545 MP Co	Hood	None	-
13 Sig Bn	13 Sig Bn	Hood	None	-
15 Spt Bn (Fwd)	15 Spt Bn	Hood	None	-
27 Spt Bn (Main)	27 Spt Bn	Hood	None	-
115 Spt Bn (Fwd)	115 Spt Bn	Hood	None	-
215 Spt Bn (Fwd)	215 Spt Bn	Hood	None	-

1st Cavalry Division (cont.)

Proposed unit	Current Unit	Location	Turbulence	E-Date
4-5 ADA	4-5 ADA	Hood	None	-
1-227 Avn (Atk)	1-227 Avn	Hood	None	-
2-227 Avn (Cmd)	4-227 Avn	Hood	Reflag (see 1AD)	15 Feb 97
C-227 Avn (AVIM)	F-227 Avn	Hood	Reflag	15 Feb 97
1-5 Cav (Inf)	1-5 Cav	Hood	None	-
2-5 Cav (Inf)	2-5 Cav	Hood	None	-
1-7 Cav (Recon)	1-7 Cav	Hood	None	-
2-7 Cav (Inf)	2-7 Cav	Hood	None	-
1-8 Cav (Armor)	1-8 Cav	Hood	None	-
2-8 Cav (Armor)	2-8 Cav	Hood	None	-
3-8 Cav (Armor)	3-8 Cav	Hood	None	-
1-9 Cav (Inf)	1-9 Cav	Hood	None	-
1-12 Cav (Armor)	1-12 Cav			
	1-82 FA		Hood	None
2-82 FA (155SP)	2-82 FA	Hood	None	-
3-82 FA (155SP)	3-82 FA	Hood	None	-

1st Infantry Division (5 tank, 4 infantry battalions)

Proposed unit	Current Unit	Location	Turbulence	E-Date
HHC, 1ID	HHC, 3ID	Germany	Reflag (see 3ID)	15 Feb 96
HHC, 1Bde, 1ID	HHC, 1Bde, 1ID	Riley	None	-
HHC, 2Bde, 1ID	HHC, 1Bde, 3ID	Germany	Reflag (see 3ID)	15 Feb 96
HHC, 3Bde, 1ID	HHC, 3Bde, 3ID	Germany	Reflag (see 3ID)	15 Feb 96
HHB, 1ID Arty	HHB, 3ID Arty	Germany	Reflag (see 3ID)	15 Feb 96
HHC, Avn Bde, 1ID	HHC, Avn Bde, 3ID	Germany	Reflag (see 3ID)	15 Feb 96
HHC, Engr Bde, 1ID	HHC, Engr Bde, 3ID	Germany	Reflag (see 3ID)	15 Feb 96
HHC, 1ID Spt Comd	HHC, 3ID Spt Comd	Germany	Reflag (see 3ID)	15 Feb 96
1ID Band	3ID Band	Germany	Reflag (see 3ID)	15 Feb 96
12th Chem Co	92 Chem Co	Germany	Reflag	15 Feb 96
1 Engr Bn	1 Engr Bn	Riley	None	-
9 Engr Bn	10 Engr Bn	Germany	Reflag (see 3ID)	15 Feb 96
82 Engr Bn	82 Engr Bn	Germany	Reassign to 1ID	15 Feb 96
101 MI Bn	103 MI Bn	Germany	Reflag (see 3ID)	15 Feb 96
1 MP Co	3 MP Co	Germany	Reflag (see 3ID)	15 Feb 96
121 Sig Bn	123 Sig Bn	Germany	Reflag (see 3ID)	15 Feb 96
331 Sig Co	Co, 121 Sig Bn	Riley	Reflag	15 Feb 96
101 Spt Bn (Fwd)	101 Spt Bn	Riley	None	-
201 Spt Bn (Fwd)	26 Spt Bn	Germany	Reflag (see 3ID)	15 Feb 96
299 Spt Bn (Fwd)	3 Spt Bn	Germany	Reflag (see 3ID)	15 Feb 96
601 Spt Bn (Avn)	603 Spt Bn	Germany	Reflag	15 Feb 96
701 Spt Bn (Main)	703 Spt Bn	Germany	Reflag (see 3ID)	15 Feb 96

1st Infantry Division (cont.)

Proposed unit	Current Unit	Location	Turbulence	E-Date
4-3 ADA	4-3 ADA	Germany	Reassign to 1ID	15 Feb 96
1-34 Armor	1-34 Armor	Riley	None	-
2-34 Armor	2-34 Armor	Riley	None	-
1-63 Armor	1-37 Armor	Germany	Reflag (see 1AD)	15 Feb 96
2-63 Armor	2-37 Armor	Germany	Reflag (see 1AD)	15 Feb 96
1-77 Armor	2-64 Armor	Germany	Reflag	15 Feb 96
1-1 Avn (Atk)	3-1 Avn	Germany	Reflag	15 Feb 96
2-1 Avn (Cmd)	7-1 Avn	Germany	Reflag	15 Feb 96
1-4 Cav	3-4 Cav	Germany	Reflag	15 Feb 96
1-5 FA (155SP)	1-5 FA	Riley	None	-
1-6 FA (155SP)	3-1 FA	Germany	Reflag	15 Feb 96
1-7 FA (155SP)	5-41 FA	Germany	Reflag	15 Feb 96
B-25 FA (TAB)	B-25 FA	Germany	Reassign to 1ID	15 Feb 96
A-33 FA (MLRS)	-	Germany	Activate (see TRADOC)	15 Aug 95
2-2 Inf	1-6 Inf	Germany	Reflag (see 1AD)	15 Feb 96
1-16 Inf	1-16 Inf	Riley	None	-
1-18 Inf	1-15 Inf	Germany	Reflag (see 3ID)	15 Feb 96
1-26 Inf	2-15 Inf	Germany	Reflag (see TRADOC)	15 Feb 96

2d Infantry Division (5 infantry, 4 tank battalions)

Proposed unit	Current Unit	Location	Turbulence	E-Date
HHC, 2ID	HHC, 2ID	Korea	None	-
HHC, 1Bde, 2ID	HHC, 1Bde, 2ID	Korea	None	-
HHC, 2Bde, 2ID	HHC, 2Bde, 2ID	Korea	None	-
HHC, 3Bde, 2ID	HHC, 3Bde, 2ID	Lewis	None	-
HHB, 2ID Arty	HHB, 2ID Arty	Korea	None	-
HHC,Avn Bde, 2ID	HHC, Avn Bde, 2ID	Korea	None	-
HHC, Engr Bde, 2ID	HHC, Engr Bde, 2ID	Korea	None	-
HHC, 2ID Spt Comd	HHC, 2ID Spt Comd	Korea	None	-
2ID Band	2ID Band	Korea	None	-
4 Chem Co	4 Chem Co	Korea	None	-
2 Engr Bn	2 Engr Bn	Korea	None	-
44 Engr Bn	44 Engr Bn	Korea	None	-
168 Engr Bn	168 Engr Bn	Lewis	None	-
102 MI Bn	102 MI Bn	Korea	None	-
2 MP Co	2 MP Co	Korea	None	-
122 Sig Bn	122 Sig Bn	Korea	None	-
2 Spt Bn (Fwd)	2 Spt Bn	Korea	None	-
296 Spt Bn (Fwd)	296 Spt Bn	Lewis	None	-
302 Spt Bn (Fwd)	302 Spt Bn	Korea	None	-
702 Spt Bn (Main)	702 Spt Bn	Korea	None	-

2d Infantry Division (cont.)

<u>Proposed unit</u>	<u>Current Unit</u>	<u>Location</u>	<u>Turbulence</u>	<u>E-Date</u>
5-5 ADA	5-5 ADA	Korea	None	-
1-32 Armor	1-32 Armor	Lewis	None	-
1-33 Armor	1-33 Armor	Lewis	None	-
1-72 Armor	1-72 Armor	Korea	None	-
2-72 Armor	2-72 Armor	Korea	None	-
1-2 Avn (Atk)	1-2 Avn	Korea	None	-
2-2 Avn (Aslt)	2-2 Avn	Korea	None	-
C-2 Avn (AVIM)	C-2 Avn	Korea	None	-
4-7 Cav	5-17 Cav	Korea	Reflag	25 May 96
1-15 FA (155SP)	1-15 FA	Korea	None	-
2-17 FA (155SP)	8-8 FA	Korea	Reflag	25 May 96
F-26 FA (TAB)	F-26 FA	Korea	None	-
1-37 FA (155SP)	1-37 FA	Lewis	None	-
A-38 FA (MLRS)	A-38 FA	Korea	None	-
1-9 Inf	1-5 Inf	Korea	Reflag (see 25ID)	15 Aug 95
2-9 Inf	5-20 Inf	Korea	Reflag (see 25ID)	15 Aug 95
1-23 Inf	1-23 Inf	Lewis	None	-
1-503 Inf	1-503 Inf	Korea	None ³	-

³If 1-503 Inf is reorganized as non-air assault, re-flag as 1-38 Inf (currently in training base at Fort Benning)

1-506 Inf	1-506 Inf	Korea	None ⁴	-
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3d Infantry Division (5 infantry, 4 tank battalions)

<u>Proposed unit</u>	<u>Current Unit</u>	<u>Location</u>	<u>Turbulence</u>	<u>E-Date</u>
HHC, 3ID	HHC, 24ID	Stewart	Reflag (see 1ID)	15 Feb 96
HHC, 1Bde, 3ID	HHC, 1Bde, 24ID	Stewart	Reflag (see 1ID)	15 Feb 96
HHC, 2Bde, 3ID	HHC, 2Bde, 24ID	Stewart	Reflag (see 1ID)	15 Feb 96
HHC, 3Bde, 3ID	HHC, 3Bde, 24ID	Benning	Reflag (see 1ID)	15 Feb 96
HHB, 3ID Arty	HHB, 24ID Arty	Stewart	Reflag (see 1ID)	15 Feb 96
HHC, 3ID Spt Comd	HHC, 24ID Spt Comd	Stewart	Reflag (see 1ID)	15 Feb 96
3ID Band	24ID Band	Stewart	Reflag (see 1ID)	15 Feb 96
HHC, Avn Bde, 3ID	HHC, Avn Bde, 24ID	Stewart	Reflag (see 1ID)	15 Feb 96
HHC, Engr Bde, 3ID	HHC, Engr Bde, 24ID	Stewart	Reflag (see 1ID)	15 Feb 96
92 Chem Co	91 Chem Co	Stewart	Reflag (see 1ID)	15 Feb 96
10 Engr Bn	3 Engr Bn	Stewart	Reflag (see 1ID)	15 Feb 96
11 Engr Bn	11 Engr Bn	Stewart	Reassign to 3ID	15 Feb 96
317 Engr Bn	317 Engr Bn	Benning	Reassign to 3ID	15 Feb 96
103 MI Bn	124 MI Bn	Stewart	Reflag (see 1ID)	15 Feb 96
3 MP Co	24 MP Co	Stewart	Reflag (see 1ID)	15 Feb 96
123 Sig Bn	24 Sig Bn	Stewart	Reflag (see 1ID)	15 Feb 96
3 Spt Bn (Fwd)	24 Spt Bn	Stewart	Reflag (see 1ID)	15 Feb 96

⁴If 1-506 Inf is reorganized as non-air assault, re-flag as 2-38 Inf (inactive but element of training base regiment)

26 Spt Bn (Fwd)	224 Spt Bn	Stewart	Reflag (see 1ID)	15 Feb 96
203 Spt Bn (Fwd)	324 Spt Bn	Benning	Reflag (see 1ID)	15 Feb 96
603 Spt Bn (Avn)	924 Spt Bn	Stewart	Reflag (see 1ID)	15 Feb 96
703 Spt Bn (Main)	724 Spt Bn	Stewart	Reflag (see 1ID)	15 Feb 96

3d Infantry Division (cont.)

<u>Proposed unit</u>	<u>Current Unit</u>	<u>Location</u>	<u>Turbulence</u>	<u>E-Date</u>
1-3 ADA	1-5 ADA	Stewart	Reflag	15 Mar 96
1-64 Armor	1-64 Armor	Stewart	Reassign to 3ID	15 Feb 96
4-64 Armor	4-64 Armor	Stewart	Reassign to 3ID	15 Feb 96
2-69 Armor	2-69 Armor	Benning	Reassign to 3ID	15 Feb 96
3-69 Armor	3-69 Armor	Stewart	Reassign to 3ID	15 Feb 96
1-3 Avn (Atk)	1-24 Avn	Stewart	Reflag	15 Feb 96
2-3 Avn (Aslt)	4-24 Avn	Stewart	Reflag	15 Feb 96
3-7 Cav	2-4 Cav	Stewart	Reflag	15 Feb 96
1-9 FA (155SP)	3-41 FA	Stewart	Reflag	15 Feb 96
1-10 FA (155SP)	4-41 FA	Benning	Reflag	15 Feb 96
A-13 FA (MLRS)	A-13 FA	Stewart	Reassign to 3ID	15 Feb 96
A-39 FA (TAB)	G-333 FA	Stewart	Reflag (see nondiv)	15 Feb 96
1-41 FA (155SP)	1-41 FA	Stewart	Reassign to 3ID	15 Feb 96
2-7 Inf	2-7 Inf	Stewart	Reassign to 3ID	15 Feb 96
3-7 Inf	3-7 Inf	Stewart	Reassign to 3ID	15 Feb 96
1-15 Inf	1-18 Inf	Benning	Reflag (see 1ID)	15 Feb 96
3-15 Inf	3-15 Inf	Stewart	Reassign to 3ID ⁵	15 Feb 96
1-30 Inf	2-18 Inf	Benning	Reflag	15 Feb 96

⁵If 1-4 Inf (7ATC) is inactivated in Germany, re-flag 3-15 Inf as 1-4 Inf.

4th Infantry Division (5 tank, 4 infantry battalions)

Proposed unit	Current Unit	Location	Turbulence	E-Date
HHC, 4ID	HHC, 2AD	Hood	Reflag	15 Jan 96
HHC, 1Bde, 4ID	HHC, 1Bde, 2AD	Hood	Reflag	15 Jan 96
HHC, 2Bde, 4ID	HHC, 2Bde, 2AD	Hood	Reflag	15 Jan 96
HHC, 3Bde, 4ID	HHC, 3Bde, 4ID	Carson	None	-
HHB, 4ID Arty	HHB, 2AD Arty	Hood	Reflag	15 Jan 96
HHC, 4ID Spt Comd	HHC, 2AD Spt Comd	Hood	Reflag	15 Jan 96
4ID Band	2AD Band	Hood	Reflag	15 Jan 96
HHC, Avn Bde, 4ID	HHC, Avn Bde, 2AD	Hood	Reflag	15 Jan 96
HHC, Engr Bde, 4ID	HHC, Engr Bde, 2AD	Hood	Reflag	15 Jan 96
31 Chem Co	45 Chem Co	Hood	Reflag	15 Jan 96
4 Engr Bn	4 Engr Bn	Carson	None	-
299 Engr Bn	17 Engr Bn	Hood	Reflag	15 Jan 96
588 Engr Bn	588 Engr Bn	Hood	None	-
104 MI Bn	522 MI Bn	Hood	Reflag	15 Jan 96
4 MP Co	502 MP Co	Hood	Reflag	15 Jan 96
124 Sig Bn	142 Sig Bn	Hood	Reflag	15 Jan 96
534 Sig Co	124 Sig Bn	Carson	Reflag	16 Dec 95
4 Spt Bn (Fwd)	502 Spt Bn	Hood	Reflag	15 Jan 96
64 Spt Bn (Fwd)	64 Spt Bn	Carson	None	-
204 Spt Bn (Fwd)	48 Spt Bn	Hood	Reflag	15 Jan 96
704 Spt Bn (Main)	124 Spt Bn	Hood	Reflag	15 Jan 96

4th Infantry Division (cont.)

<u>Proposed unit</u>	<u>Current Unit</u>	<u>Location</u>	<u>Turbulence</u>	<u>E-Date</u>
1-44 ADA	2-5 ADA	Hood	Reflag	15 Jan 96
1-66 Armor	1-66 Armor	Hood	Reassign to 4ID	15 Jan 96
3-66 Armor	3-66 Armor	Hood	Reassign to 4ID	15 Jan 96
1-67 Armor	1-67 Armor	Hood	Reassign to 4ID	15 Jan 96
3-67 Armor	3-67 Armor	Hood	Reassign to 4ID	15 Jan 96
1-68 Armor	2-77 Armor	Carson	Reflag	15 Jan 96
1-4 Avn (Atk)	1-502 Avn	Hood	Reflag	15 Jan 96
2-4 Avn (Cmd)	2-502 Avn	Hood	Reflag	15 Jan 96
1-10 Cav	2-1 Cav	Hood	Reflag	15 Jan 96
3-16 FA (155SP)	1-14 FA	Hood	Reflag (see nondiv)	15 Jan 96
B-20 FA (MLRS)	A-92 FA	Hood	Reflag	15 Jan 96
A-26 FA (TAB)	H-25 FA	Hood	Reflag	15 Jan 96
3-29 FA (155SP)	3-29 FA	Carson	None	-
4-42 FA (155SP)	1-3 FA	Hood	Reflag	15 Jan 96
1-8 Inf	1-8 Inf	Carson	None	-
2-8 Inf	1-41 Inf	Hood	Reflag (see 1AD)	15 Dec 95
1-12 Inf	2-12 Inf	Carson	Reflag	16 Sep 95
1-22 Inf	3-41 Inf	Hood	Reflag (see 10MD)	15 Mar 96

1st Brigade, 6th Infantry Division (3 infantry battalions)

Proposed unit	Current Unit	Location	Turbulence	E-Date
HHC, 1Bde, 6ID	HHC, 1Bde, 6ID	Alaska	None	-
C-41 Engr Bn	567 Engr Co	Alaska	Reflag	15 Dec 95
F-110 MI Bn	6 MI Co	Alaska	Reflag	15 Dec 95
21 Sig Co	21 Sig Co	Alaska	None	-
46 Spt Bn	706 Spt Bn	Alaska	Reflag	15 Dec 95
E-3-17 Cav	D-9 Cav	Alaska	Reflag	15 Dec 95
4-11 FA (105T)	4-11 FA	Alaska	None	-
2-1 Inf	4-9 Inf	Alaska	Reflag	15 Dec 95
1-17 Inf	1-17 Inf	Alaska	None	-
1-501 Inf	1-501 Inf	Alaska	None ⁶	-

⁶If 1-501 Inf is reorganized as non-airborne, re-flag as 3-1 Inf.

10th Mountain Division (-) (6 infantry battalions)

Proposed unit	Current Unit	Location	Turbulence	E-Date	
HHC, 10MD	HHC, 10MD	Drum	None	-	
HHC, 1Bde, 10MD	HHC, 1Bde, 10MD	Drum	None	-	
HHC, 2Bde, 10MD	HHC, 2Bde, 10MD	Drum	None	-	
HHB, 10MD Arty	HHB, 10MD Arty	Drum	None	-	
HHC, 10MD Spt Comd	HHC, 10MD Spt Comd	Drum	None	-	
10MD Band	10MD Band	Drum	None	-	
HHC, Avn Bde, 10MD	HHC, Avn Bde, 10MD	Drum	None	-	
41 Engr Bn	41 Engr Bn	Drum	None	-	
110 MI Bn	110 MI Bn	Drum	None	-	
10 MP Co	10 MP Co	Drum	None	-	
10 Sig Bn	10 Sig Bn	Drum	None	-	
10 Spt Bn (Fwd)	10 Spt Bn	Drum	None	-	
210 Spt Bn (Fwd)	210 Spt Bn	Drum	None	-	
710 Spt Bn (Main)	710 Spt Bn	Drum	None	-	

10th Mountain Division (-) (cont.)

Proposed unit	Current Unit	Location	Turbulence	E-Date
3-62 ADA	3-62 ADA	Drum	None	-
1-10 Avn (Atk)	2-25 Avn	Drum	Reflag (see 25ID)	15 Mar 96
2-10 Avn (Aslt)	3-25 Avn	Drum	Reflag	15 Mar 96
C-10 Avn (AVIM)	E-25 Avn	Drum	Reflag	15 Mar 96
3-17 Cav	3-17 Cav	Drum	None	-
3-6 FA (105T)	1-7 FA	Drum	Reflag (see 1ID)	15 Dec 95
E-7 FA (155T)	E-7 FA	Drum	None	-
2-15 FA (105T)	2-7 FA	Drum	Reflag	15 Mar 96
2-14 Inf	2-14 Inf	Drum	None	-
2-22 Inf	2-22 Inf	Drum	None	-
4-31 Inf	3-14 Inf	Drum	Reflag	15 Apr 96
1-32 Inf	1-22 Inf	Drum	Reflag (see 4ID)	15 Feb 96
1-87 Inf	1-87 Inf	Drum	None	-
2-87 Inf	2-87 Inf	Drum	None	-

25th Infantry Division (9 infantry battalions)

Proposed unit	Current Unit	Location	Turbulence	E-DATE
HHC, 25ID	HHC, 25ID	Hawaii	None	-
HHC, 1Bde, 25ID	HHC, 1Bde, 7ID	Lewis	Reflag	15 Aug 95
HHC, 2Bde, 25ID	HHC, 2Bde, 25ID	Hawaii	None	-
HHC, 3Bde, 25ID	HHC, 3Bde, 25ID	Hawaii	None	-
HHB, 25ID Arty	HHB, 25ID Arty	Hawaii	None	-
HHC, 25ID Spt Comd	HHC, 25ID Spt Comd	Hawaii	None	-
25ID Band	25ID Band	Hawaii	None	-
HHC, Avn Bde, 25ID	HHC, Avn Bde, 25ID	Hawaii	None	-
65 Engr Bn	65 Engr Bn	Hawaii	None	-
A-65 Engr Bn	907 Engr Co	Lewis	Reflag	15 Aug 95
125 MI Bn	125 MI Bn	Hawaii	None	-
25 MP Co	25 MP Co	Hawaii	None	-
125 Sig Bn	125 Sig Bn	Hawaii	None	-
D-125 Sig Bn	176 Sig Co	Lewis	Reflag	15 Aug 95
25 Spt Bn (Fwd)	79 Spt Bn	Lewis	Reflag	15 Aug 95
225 Spt Bn (Fwd)	225 Spt Bn	Hawaii	None	-
325 Spt Bn (Fwd)	325 Spt Bn	Hawaii	None	-
725 Spt Bn (Main)	725 Spt Bn	Hawaii	None	-

25th Infantry Division (cont.)

Proposed unit	Current Unit	Location	Turbulence	E-DATE
1-62 ADA	1-62 ADA	Hawaii	None	-
1-25 Avn (Atk)	1-25 Avn	Hawaii	None	-
2-25 Avn (Aslt)	4-25 Avn	Hawaii	Reflag	15 Mar 96
C-25 Avn (AVIM)	H-25 Avn	Hawaii	Reflag	15 Mar 96
3-4 Cav	5-9 Cav	Hawaii	Reflag (see 1ID)	15 Feb 96
3-7 FA (105T)	3-7 FA	Hawaii	None	-
F-7 FA (155T)	F-7 FA	Hawaii	None	-
2-8 FA (105T)	2-8 FA	Lewis	Reassign to 25ID	15 Aug 95
2-11 FA (105T)	2-11 FA	Hawaii	None	-
1-5 Inf	1-9 Inf	Lewis	Reflag (see 2ID)	15 Aug 95
2-5 Inf	5-14 Inf	Hawaii	Reflag	15 Aug 95
1-14 Inf	1-14 Inf	Hawaii	None	-
5-20 Inf	2-9 Inf	Lewis	Reflag (see 2ID)	15 Aug 95
1-21 Inf	1-21 Inf	Hawaii	None	-
1-24 Inf	3-9 Inf	Lewis	Reflag	15 Aug 95
1-27 Inf	1-27 Inf	Hawaii	None	-
2-27 Inf	4-27 Inf	Hawaii	Reflag	15 Aug 95
2-35 Inf	3-22 Inf	Hawaii	Reflag	15 Aug 95

82d Airborne Division (9 infantry battalions)

Proposed unit	Current Unit	Location	Turbulence	E-DATE	
HHC, 82 ABD	HHC, 82ABD	Bragg	None		-
HHC, 1Bde, 82ABD	HHC, 1Bde, 82ABD	Bragg	None		-
HHC, 2Bde, 82ABD	HHC, 2Bde, 82ABD	Bragg	None		-
HHC, 3Bde, 82ABD	HHC, 3Bde, 82ABD	Bragg	None		-
HHB, 82ABD Arty	HHB, 82ABD Arty	Bragg	None		-
HHC, 82ABD Spt Comd	HHC, 82ABD Spt Comd	Bragg	None		-
82ABD Band	82 ABD Band	Bragg	None		-
HHC, Avn Bde, 82ABD	HHC, Avn Bde, 82ABD	Bragg	None		-
21 Chem Co	21 Chem Co	Bragg	None		-
307 Eng Bn	307 Engr Bn	Bragg	None		-
313 MI Bn	313 MI Bn	Bragg	None		-
82 MP Co	82 MP Co	Bragg	None		-
82 Sig Bn	82 Sig Bn	Bragg	None		-
82 Spt Bn (Fwd)	82 Spt Bn	Bragg	None		-
307 Spt Bn (Fwd)	307 Spt Bn	Bragg	None		-
407 Spt Bn (Fwd)	407 Spt Bn	Bragg	None		-
782 Spt Bn (Main)	782 Spt Bn	Bragg	None		-

82d Airborne Division (cont.)

Proposed unit	Current Unit	Location	Turbulence	E-DATE
3-4 ADA	3-4 ADA	Bragg	None	-
1-82 Avn (Atk)	1-82 Avn	Bragg	None	-
2-82 Avn (Aslt)	2-82 Avn	Bragg	None	-
D-82 Avn (AVIM)	D-82 Avn	Bragg	None	-
1-17 Cavalry	1-17 Cav	Bragg	None	-
1-319 FA (105T)	1-319 FA	Bragg	None	-
2-319 FA (105T)	2-319 FA	Bragg	None	-
3-319 FA (105T)	3-319 FA	Bragg	None	-
1-325 Inf	1-325 Inf	Bragg	None	-
2-325 Inf	2-325 Inf	Bragg	None	-
3-325 Inf	4-325 Inf	Bragg	None	16 May 96
1-504 Inf	1-504 Inf	Bragg	None	-
2-504 Inf	2-504 Inf	Bragg	None	-
3-504 Inf	3-504 Inf	Bragg	None ⁷	-
1-505 Inf	1-505 Inf	Bragg	None	-
2-505 Inf	2-505 Inf	Bragg	None	-
3-505 Inf	3-505 Inf	Bragg	None ⁸	-

⁷If 1-508 Inf (SETAF) is inactivated in Italy, re-flag 3-504 Inf as 2-508 Inf.

⁸If 1-508 Inf (SETAF) is inactivated in Italy, re-flag 3-505 Inf as 1-508 Inf.

101st Airborne Division (9 infantry battalions)

Proposed unit	Current Unit	Location	Turbulence	E-DATE
HHC, 101ABD	HHC, 101ABD	Campbell	None	-
HHC, 1Bde, 101ABD	HHC, 1Bde, 101ABD	Campbell	None	-
HHC, 2Bde, 101ABD	HHC, 2Bde, 101ABD	Campbell	None	-
HHC, 3Bde, 101ABD	HHC, 3Bde, 101ABD	Campbell	None	-
HHB, 101ABD Arty	HHB, 101ABD Arty	Campbell	None	-
HHC, 101ABD Spt Comd	HHC, 101ABD Spt Comd	Campbell	None	-
101ABD Band	101ABD Band	Campbell	None	-
HHC, Avn Bde, 101ABD	HHC, Avn Bde, 101ABD	Campbell	None	-
326 Engr Bn	326 Engr Bn	Campbell	None	-
311 MI Bn	311 MI Bn	Campbell	None	-
101 MP Co	101 MP Co	Campbell	None	-
501 Sig Bn	501 Sig Bn	Campbell	None	-
426 Spt Bn (Fwd)	426 Spt Bn	Campbell	None	-
526 Spt Bn (Fwd)	526 Spt Bn	Campbell	None	-
626 Spt Bn (Fwd)	626 Spt Bn	Campbell	None	-
801 Spt Bn (Main)	801 Spt Bn	Campbell	None	-
2-44 ADA	2-44 ADA	Campbell	None	-
1-101 Avn (Atk)	1-101 Avn	Campbell	None	-
2-101 Avn (Atk)	2-101 Avn	Campbell	None	-
3-101 Avn (Atk-Aslt)	9-101 Avn	Campbell	None	- ⁹

⁹3-101 Avn was TBI 15 Dec 95 at which time it was to reflag 9-101 Avn. Both bns, however, are scheduled to remain active; therefore, no reflagging will take place.

4-101	Avn	(Aslt)	4-101	Avn	Campbell	None	-
5-101	Avn	(Aslt)	5-101	Avn	Campbell	None	-
6-101	Avn	(Cmd)	6-101	Avn	Campbell	None	-
7-101	Avn	(Med Hel)	7-101	Avn	Campbell	None	-
8-101	Avn	(AVIM)	8-101	Avn	Campbell	None	-
9-101	Avn						

101st Airborne Division (cont.)

Proposed unit	Current Unit	Location	Turbulence	E-DATE
2-17 Cav	2-17 Cav	Campbell	None	-
1-320 FA (105T)	1-320 FA	Campbell	None	-
2-320 FA (105T)	2-320 FA	Campbell	None	-
3-320 FA (105T)	3-320 FA	Campbell	None	-
1-187 Inf	1-187 Inf	Campbell	None ¹⁰	-
2-187 Inf	2-187 Inf	Campbell	None ¹¹	-
3-187 Inf	3-187 Inf	Campbell	None	-
1-327 Inf	1-327 Inf	Campbell	None	-
2-327 Inf	2-327 Inf	Campbell	None	-
3-327 Inf	3-327 Inf	Campbell	None ¹²	-
1-502 Inf	1-502 Inf	Campbell	None	-
2-502 Inf	2-502 Inf	Campbell	None	-
3-502 Inf	3-502 Inf	Campbell	None ¹³	-

¹⁰If 1-506 Inf (2ID) is reorganized as non-air assault or inactivated, re-flag 1-187 Inf as 1-506 Inf.

¹¹If 1-506 Inf (2ID) is reorganized as non-air assault or inactivated, re-flag 2-187 Inf as 2-506 Inf.

¹²If 1-501 Inf (6ID) is reorganized as non-airborne or inactivated, re-flag 3-327 Inf as 1-501 Inf.

¹³If 1-503 Inf (2ID) is reorganized as non-air assault or inactivated, re-flag 3-502 Inf as 1-503 Inf.

NON-DIVISIONAL REGIMENTS

Proposed unit	Current Unit	Location	Turbulence	E-DATE
1-1 ADA (Patriot)	4-43 ADA	Hood	Reflag	3 May 96
2-1 ADA (Patriot)	4-7 ADA	Lewis	Reflag	3 May 96
1-2 ADA (Avenger)	1-2 ADA	Polk	None	-
2-2 ADA (Avenger)	2-2 ADA	Hood	TBI	15 Sep 96
3-2 ADA (Patriot)	-	White Sands	Activate	16 Oct 97
5-2 ADA (Avenger)	5-2 ADA	USAREUR	None	-
1-7 ADA (Patriot)	1-7 ADA	USAREUR	None	-
5-7 ADA (Patriot)	5-7 ADA	USAREUR	None	-
1-43 ADA (Patriot)	1-43 ADA	Korea	None	-
2-43 ADA (Patriot)	2-43 ADA	Polk	None	-
3-43 ADA (Patriot)	3-43 ADA	Bliss	None	-
5-52 ADA (Patriot)	2-7 ADA	Bliss	Reflag	15 Sep 96
6-52 ADA (Patriot)	6-43 ADA	USAREUR	Reflag	15 Feb 96
1-40 Armor	-	Hunter-Liggett	Flag CEB Bn	TBI Jun 97
3-73 Armor	3-73 Armor	XVIII Corps	None	-
1-52 Avn (Th-Rotary)	1-501 Avn	Eighth Army	Reflag	15 Jan 96
2-52 Avn (MedHel)	2-501 Avn	Eighth Army	Reflag	15 Jan 96
C-52 Avn (AVIM)	A-3-501 Avn	Eighth Army	Reflag	15 Jan 96
4-52 Avn (Atk)	4-501 Avn	Eighth Army	Reflag	15 Jan 96
5-52 Avn (Atk)	5-501 Avn	Eighth Army	Reflag	15 Jan 96
6-52 Avn-(Th-Fixed)	-	USAR	New bn	16 Sep 96
A-6-52 Avn (Th-Fixed)	A-1-501	Eighth Army	Reflag	16 Oct 95
G-52 Avn (AVIM)	B-3-501 Avn	Eighth Army	Reflag	15 Jan 96
1-58 Avn (ATS)	1-58 Avn	FORSCOM	None	-
B-58 Avn (ATS)	B-4-58 Avn	Eighth Army	Reflag	TBD

3-58 Avn (ATS)	3-58 Avn	USAREUR	None		-
D-58 Avn (ATS)	A-4-58 Avn	Eighth Army	Reflag	TBD	
E-58 Avn (ATS)	E-58 Avn	USAREUR	None		-
F-58 Avn (ATS)	F-58 Avn	FORSCOM	None		-
G-58 Avn (ATS)	G-58 Avn	USARPAC	None		-
4-123 Avn (Th)	4-123 Avn	USARPAC	None		-
1-158 Avn (Cmd)	1-158 Avn (-)	USAR	None		-
B-1-158 Avn (Cmd)	B-1-158 Avn	III Corps	None	-	

NON-DIVISIONAL REGIMENTS (cont.)

Proposed unit	Current Unit	Location	Turbulence	E-DATE
5-158 Avn (Cmd)	5-158 Avn	V Corps	None	-
F-158 Avn (Med Hel)	6-158 Avn	USAR	Reorg/re-flag	16 Sep 96
K-158 Avn (AVIM)	K-158 Avn	III Corps	None	-
M-158 Avn (AVIM)	-	USAR	Activate	16 Nov 96
1-159 Avn (Comd)	1-159 Avn	XVIII Corps	None	-
4-159 Avn (AVIM)	-	XVIII Corps	Activate	16 Oct 95
5-159 Avn (Med Hel)	5-159 Avn (-)	USAR	None	-
A-5-159 Avn (Med Hel)	A-5-159 Avn	V Corps	None	-
7-159 Avn (AVIM)	7-159 Avn	V Corps	None	-
H-159 Avn (AVIM)	H-159 Avn	Campbell	None	-
I-159 Avn (AVIM)	I-159 Avn	Bragg	None	-
K-159 Avn (AVIM)	K-159 Avn	Hunter AAF	None	-
L-159 Avn (Cmd)	-	XVIII Corps	Activate	16 Oct 95
M-159 Avn (Cmd)	-	XVIII Corps	Activate	16 Oct 95
HHC-160 Avn (SOA)	HHC-160 Avn	USASOC	None	-
1-160 Avn (SOA)	1-160 Avn	USASOC	None	-
2-160 Avn (SOA)	2-160 Avn	USASOC	None	-
3-160 Avn (SOA)	3-160 Avn	USASOC	None	-

D-160 Avn (SOA)	D-160 Avn	USASOC	None	-
A-214 Avn (Theater)	-	USAREUR	Activate	16 Oct 96
B-214 Avn (Med Hel)	B-214 Avn	USARPAC	None	-
C-214 Avn (Theater)	C-1-502 Avn	USAREUR	Reflag	16 Oct 96
1-228 Avn (Cmd)	1-228 Avn	USARSO	None	-
D-1-228 Avn (Theater)	D-1-228 Avn	USAR	None	-
2-228 Avn (Theater)	2-228 Avn	USAR	None	-
1-229 Avn (Atk)	1-229 Avn	Bragg	None	-
B-229 Avn (Theater)	-	Bragg	Activate	16 Oct 96
3-229 Avn (Atk)	3-229 Avn	Bragg	None	-
8-229 Avn (Atk)	8-229 Avn	USAR	None	-
2-502 Avn (AVIM)	2-502 Avn	USAREUR	None. ¹⁴	-

NON-DIVISIONAL REGIMENTS (cont.)

Proposed unit	Current Unit	Location	Turbulence	E-DATE	
E-502 Avn (Med Hel)	E-502 Avn	USAREUR	None		-
4-1 Cavalry	4-1 Cavalry	USMA	None (0 strength)		-
2 Armored Cavalry	2 Armored Cavalry	XVIII Corps	None		-
3 Armored Cavalry	3 Armored Cavalry	III Corps	None		-
1-6 Cavalry	1-6 Cavalry	III Corps	None		-
2-6 Cavalry	2-6 Cavalry	USAREUR	None		-
6-6 Cavalry	6-6 Cavalry	USAREUR	None		-

¹⁴According to USAREUR this unit is designated as 70 Trans Bn, which was re-flagged in 1989 as 2-502 Avn. It was to have been re-flagged as 1-210 Avn on 16 Dec 92 when 502 Avn re-flagged 5 Avn at Hood. There are currently 2-502 Avn bns active, one in Germany, and one at Hood. Fort Hood's battalion re-flagged as 2-4 Avn 15 Jan 96.

7-6 Cavalry	7-6 Cavalry	USAR	None	-
11 Armored Cavalry	11 Armored Cavalry	NTC	None	-
1-1 FA	1-1 FA	USMA	None (0 strength)	-
5-3 FA (MLRS)	5-3 FA	Sill	None	-
2-4 FA (MLRS)	3-9 FA	Sill	Reflag	15 Jun 96
2-5 FA (155SP)	2-17 FA	Sill	Reflag	25 May 96
1-8 FA (155T)	1-8 FA	USARPAC	None	-
1-12 FA (MLRS)	1-12 FA	Sill	None	-
3-13 FA (MLRS)	4-27 FA	Sill	Reflag	15 Jan 96
1-14 FA (MLRS)	5-17 FA	Sill	Reflag	15 Jan 96
1-17 FA (155SP)	1-17 FA	Sill	None	-
2-18 FA (MLRS)	2-18 FA	Sill	None	-
3-18 FA (155SP)	3-18 FA	Sill	None	-
A-25 FA (TAB)	A-25 FA	USAREUR	None	-
1-27 FA (MLRS)	1-27 FA	USAREUR	None	-
3-27 FA (MLRS)	3-27 FA	Bragg	None	-
6-27 FA (MLRS)	6-27 FA	Sill	None	-
6-32 FA (MLRS)	6-32 FA	Sill	None	-
6-37 FA (MLRS)	6-37 FA	Eighth Army	None	-
1-77 FA (MLRS)	5-18 FA	Sill	Reflag	15 Jun 96
D-319 FA (105T)	D-319 FA	SETAF	None	-
1-321 FA (155T)	1-39 FA	Bragg	Reflag	15 Jan 96

NON-DIVISIONAL REGIMENTS (cont.)

Proposed unit	Current Unit	Location	Turbulence	E-DATE
3-321 FA (155T)	3-8 FA	Bragg	Reflag	15 Jan 96
1-377 FA (155T)	5-8 FA	Bragg	Reflag	15 May 96
1-1 Inf	1-1 Inf	USMA	None (0 strength)	-

1-3 Inf	1-3 Inf	MDW	None	-
1-4 Inf	1-4 Inf	7ATC	None. ¹⁵	-
E-51 Inf	E-51 Inf	V Corps	None	-
F-51 Inf	F-51 Inf	XVIII Corps	None	-
E-52 Inf	-	III Corps	Activate	16 Nov 95
F-52 Inf	-	I Corps	Activate	16 Jun 96
HHC, 75th Ranger Regt	HHC, 75th Ranger	USASOC	None	-
1-75 Ranger Regt	1-75 Ranger Regt	Hunter	None	-
2-75 Ranger Regt	2-75 Ranger Regt	Lewis	None	-
3-75 Ranger Regt	3-75 Ranger Regt	Benning	None	-
100-442 Inf	100-442 Inf	USAR	None	-
E-442 Inf	E-442 Inf	USAR	None	-
1-508 Inf	3-325 Inf	SETAF	Reflag	15 Feb 96
1-509 Inf	1-509 Inf	JRTC	None	-

¹⁵If 1-4 Inf is inactivated, re-flag 3-15 Inf in 3ID as 1-4 Inf.

TRAINING REGIMENTS

Proposed unit	Current Unit	Location	Turbulence	E-DATE
6th ADA	6th ADA	Bliss	None	-
56th ADA	56th ADA	Bliss	None	-
81st Armor	81st Armor	Knox	Use to re-flag 13 Armor	15 Jan 96
11th Aviation	11th Aviation	Rucker	None	-
13th Aviation	13th Aviation	Rucker	None	-
14th Aviation	14th Aviation	Rucker	None	-
145th Aviation	145th Aviation	Rucker	None	-
210th Aviation	10th Aviation	Rucker	Reflag	5 Jan 96
212th Aviation	212th Aviation	Rucker	None	-
222d Aviation	222d Aviation	Eustis	None	-
223d Aviation	223d Aviation	Rucker	None	-
15th Cavalry	15th Cavalry	Knox	None	-
16th Cavalry	16th Cavalry	Knox	None	-
2d Field Artillery	2d Field Artillery	Sill	None	-
19th Field Artillery	19th Field Artillery	Sill	None	-
22d Field Artillery	31st Field Artillery	Sill	Reflag	15 Sep 96
30th Field Artillery	30th Field Artillery	Sill	None (establish)	1 Jul 95
40th Field Artillery	321st Field Artillery	Sill	Reflag	15 Jan 96
78th Field Artillery	78th Field Artillery	Sill	None	-
79th Field Artillery	33d Field Artillery	Sill	Reflag	15 Aug 95
80th Field Artillery	80th Field Artillery	Sill	None	-

TRAINING REGIMENTS (cont.)

Proposed unit	Current Unit	Location	Turbulence	E-DATE
10th Infantry	10th Infantry	Leonard Wood	Reflag ¹⁶	15 Apr 96
11th Infantry	11th Infantry	Benning	None	-
13th Infantry	13th Infantry	Jackson	Reflag ¹⁷	15 Apr 96
19th Infantry	19th Infantry	Benning	None	-
28th Infantry	28th Infantry	Jackson	None	-
29th Infantry	29th Infantry	Benning	None	-
34th Infantry	26th Infantry	Jackson	Reflag (see 1ID)	15 Jan 96
38th Infantry	38th Infantry	Benning	None ¹⁸	-
39th Infantry	39th Infantry	Jackson	None	-
46th Infantry	46th Infantry	Knox	None	-
47th Infantry	13th Infantry	Jackson	Reflag	15 Apr 96
48th Infantry	10th Infantry	Leonard Wood	Reflag	15 Apr 96
50th Infantry	50th Infantry	Benning	None	-
54th Infantry	54th Infantry	Benning	None	-
58th Infantry	58th Infantry	Benning	None	-
60th Infantry	10th Infantry	Leonard Wood	Reflag	15 Apr 96
61st Infantry	61st Infantry	Jackson	None	-
507th Infantry	507th Infantry	Benning	None	-

¹⁶Re-flag 4-10 Inf as 1-48 Inf; 5-10 Inf as 2-47 Inf; 6-10 Inf as 1-10 Inf; 2-10 Inf and 3-10 Inf--no change.

¹⁷Re-flag 4-13 Inf as 2-60 Inf; 2-13 Inf and 3-13 Inf--no change.

¹⁸If 1-503 Inf and 1-506 Inf are reorganized as non-air assault in 2ID and are re-flagged as 1-38 and 2-38 Inf, then re-flag 1-38 Inf at Benning as 2-19 Inf.

511th Infantry	511th Infantry	Rucker	None	-
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Recommendations for Air Defense Artillery

Regiment	Rank	Division Association	Current Assignment	Future Assignment	Turbulence	E-Date	
1st ADA	4	-					
1st Bn (Patriot)		-	Inactive	Hood	Reflag 4-43 ADA	3 May 96	
2d Bn (Patriot)		-	Inactive	Lewis	Reflag 4-7 ADA	3 May 96	
2d ADA	2	-					
1st Bn (Avenger)		-	Polk	Polk	None	-	
2d Bn (Avenger)		-	Hood	Hood	TBI	15 Sep 96	
3d Bn (Patriot)		-	Inactive	White Sands	Activate	16 Oct 97	
5th Bn (Avenger)		-	USAREUR	USAREUR	None	-	
3d ADA	3	-					
1st Bn			3ID	4ID	3ID	Reflag 1-5 ADA	15 Mar 96
4th Bn			3ID	3ID	1ID	Reassign to 1ID	15 Feb 96
4th ADA	1	-					
1st Bn		-	Inactive	1AD	Reflag 5-3 ADA	15 Feb 97	
3d Bn		-	82ABD	82ABD	None	-	

5th ADA	5	-					
4th Bn		-	1CD	1CD	None		-
5th Bn		-	2ID	2ID	None		-
6th ADA	12	-	TRADOC	TRADOC	None		-
7th ADA	8	-					
1st Bn (Patriot)		-	USAREUR	USAREUR	None		-
5th Bn (Patriot)		-	USAREUR	USAREUR	None		-
43d ADA	10	-					
1st Bn (Patriot)		-	Korea	Korea	None		-
2d Bn (Patriot)		-	Polk	Polk	None		-
3d Bn (Patriot)		-	Bliss	Bliss	None		-

Recommendations for Air Defense Artillery (cont.)

Regiment	Rank	Division Association	Current Assignment	Future Assignment	Turbulence	E-Date
44th ADA	6	-				
1st Bn		4ID	Inactive	4ID	Reflag 2-5 ADA	15 Jan 96
2d Bn		3AD	101ABD	101ABD	None	-
51st ADA	22	-				
Not used						
52d ADA	9	-				
5th Bn (Patriot)		-	Inactive	Bliss	Reflag 2-7 ADA	16 Sep 96
6th Bn (Patriot)		24ID	Inactive	USAREUR	Reflag 6-43 ADA	15 Feb 96

55th ADA	16	-					
Not used							
56th ADA	11	-	TRADOC	TRADOC	None		-
57th ADA	17	-					
Not used							
59th ADA	20	-					
Not used							
60th ADA	14	-					
Not used							
61st ADA	19	-					
Not used							
62d ADA	7	-					
1st Bn		-	25ID	25ID	None		-
3d Bn		-	10MD	10MD	None	-	
65th ADA	13	-					
Not used							

Recommendations for Air Defense Artillery (cont.)

Regiment	Rank	Division Association	Current Assignment	Future Assignment	Turbulence	E-Date
67th ADA	23	-				
Not used						

68th ADA	18	-
Not used		
71st ADA	14	-
Not used		
517th ADA	24	-
Not used		
562d ADA	21	-
Not used		

Recommendations for Armor

Regiment	Rank	Division Association	Current Assignment	Future Assignment	Turbulence	E-Date
13th Armor	15. ¹⁹	1AD	TRADOC		Withdraw regiment	15 Jan 96
1st Bn			Inactive	1AD	Reflag 3-37 Armor at Riley	15 Feb 96
32d Armor	14	3AD				
1st Bn			2ID	2ID	None (Lewis)	-
33d Armor	13	3AD				
1st Bn			2ID	2ID	None (Lewis)	-
34th Armor	4	5AD				
1st Bn			1ID	1ID	None (Riley)	-
2d Bn			1ID	1ID	None (Riley)	-
35th Armor	12	4AD				
1st Bn			Inactive	1AD	Reflag 2-68 Armor	15 Feb 97
37th Armor	10	in Germany 4AD				
1st Bn		1AD	3ID	1AD	Reflag 4-67 Armor	15 Feb 97
2d Bn		in Germany 1AD	3ID	1AD	Reflag 2-67 Armor	15 Feb 97

¹⁹As ranked on the Cavalry Priority List.

						in Germany
40th Armor	14	7AD				
1st Bn			Inactive		Hunter-Liggett	Flag Combat Experi- TBI Jun 97 mentation Battalion
63d Armor	16	1ID				
1st Bn			Inactive	1ID		Reflag 1-37 Armor 15 Feb 96
						in Germany
2d Bn			Inactive	1ID		Reflag 2-37 Armor 15 Feb 96 in Germany

Recommendations for Armor (cont.)

<u>Regiment</u>	<u>Rank</u>	<u>Division Association</u>	<u>Current Assignment</u>	<u>Future Assignment</u>	<u>Turbulence</u>	<u>E-Date</u>
64th Armor	11	3ID				
1st Bn			24ID	3ID	Reassign to 3ID	15 Feb 96 at Stewart
4th Bn			24ID	3ID	Reassign to 3ID	15 Feb 96 at Stewart
66th Armor	2	2AD				
1st Bn		2AD	4ID	Reassign to 4ID	15 Jan 96	
3d Bn			2AD	4ID	Reassign to 4ID	15 Jan 96 at Hood
67th Armor	7	2AD				
1st Bn			2AD	4ID	Reassign to 4ID	15 Jan 96 at Hood
3d Bn		2AD	4ID	Reassign to 4ID	15 Jan 96	at Hood

68th Armor	9	6AD/8ID	Inactive	4ID	Reflag 2-77 Armor 15 Jan 96 at Carson	
1st Bn						
69th Armor	1	6AD	24ID	3ID	Reassign to 3ID 15 Feb 96 at Benning	
2d Bn						
3d Bn			24ID	3ID	Reassign to 3ID 15 Feb 96 at Stewart	
70th Armor	6	1CD	Inactive	1AD	Reflag 4-37 Armor 15 Feb 96 at Riley	
2d Bn						
72d Armor	8	16AD/2ID	2ID	2ID	None (Korea)	-
1st Bn						
2d Bn			2ID	2ID	None (Korea)	-
73d Armor	5	7ID	XVIII Corps	XVIII Corps	None	-
3d Bn						

Recommendations for Armor (cont.)

<u>Regiment</u>	<u>Rank</u>	<u>Division Association</u>	<u>Current Assignment</u>	<u>Future Assignment</u>	<u>Turbulence</u>	<u>E-Date</u>
77th Armor	3	7ID				
1st Bn		5ID	Inactive	1ID	Reflag 2-64 Armor 15 Feb 96 in Germany	
81st Armor	16	5AD/7AD	TRADOC	TRADOC	None	-

Recommendations for Aviation

Regiment	Rank	Division Association	Current Assignment	Future Assignment	Turbulence	E-Date
1st Aviation	12	1ID				
1st Bn (Atk)			1ID	1ID	Reflag 3-1 Avn	15 Feb 96
2d Bn (Cmd)			inactive	1ID	Reflag 7-1 Avn	15 Feb 96
2d Aviation	24	2ID				
1st Bn (Atk)			2ID	2ID	Reflag 4-501 Avn	15 Jul 96
2d Bn (Aslt)			2ID	2ID	None	-
Co C (AVIM)			2ID	2ID	None	-
3d Aviation	24	3ID				
1st Bn (Atk)			inactive	3ID	Reflag 1-24 Avn	15 Feb 96
2d Bn (Cmd)			inactive	3ID	Reflag 4-24 Avn	15 Feb 96
4th Aviation	14	4ID				
1st Bn (Atk)			4ID	4ID	Reflag 1-502 Avn	15 Jan 96
2d Bn (Cmd)			inactive	4ID	Reflag 2-502 Avn ²⁰	15 Jan 96
5th Aviation	15	5ID				
Not used						
6th Cavalry (Avn)	See cavalry chart					
9th Aviation	17	9ID				

²⁰See note at 502d Aviation.

Not used

Recommendations for Aviation (cont.)

Division Regiment	Current Rank	Future Association	Assignment	Assignment	Turbulence	E-Date
10th Aviation	7	-	TRADOC			
1st Bn (Atk) Drum			TRADOC	10MD	Reflag 2-25 Avn at	15 Mar 96
2d Bn (Aslt) Drum			inactive	10MD	Reflag 3-25 Avn at	15 Mar 96
Co C (AVIM) Drum			inactive	10MD	Reflag E-25 Avn at	15 Mar 96
11th Aviation	11	-	TRADOC	TRADOC	None	-
13th Aviation	7	-	TRADOC	TRADOC	None	-
14th Aviation	10	-	TRADOC	TRADOC	None	-
24th Aviation Not used	4	24ID				
25th Aviation	7	25ID				

1st Bn (Atk)	25ID	25ID	None	-
2d Bn (Aslt)	10MD	25ID	Reflag 4-25 Avn	15 Mar 96
Co C (AVIM)	10MD(as 3dBn)	25ID	Reflag H-25 Avn	15 Mar 96

52d Aviation	-	-	New Regiment	
1st Bn (Thtr, Rotary)	Inactive	Eighth Army	Reflag 1-501 Avn	15 Jan 96
2d Bn (Mdm Hel)	Inactive	Eighth Army	Reflag 2-501 Avn	15 Jan 96
Company C (AVIM)	Inactive	Eighth Army	Reflag A-3-501 Avn	15 Jan 96
6th Bn (Thtr, Fixed) (-)	Inactive	USAR	Activate new bn	16 Sep 96
A-6-52 Avn (Fixed)	Inactive	Eighth Army	Reflag A-1-501 Avn	16 Oct 95
Company G (AVIM)	Inactive	Eighth Army	Reflag B-3-501 Avn	15 Jan 96

Recommendations for Aviation (cont.)

Division	Current	Future				
Regiment	Rank	Association	Assignment	Assignment	Turbulence	E-Date
58th Aviation	(ATS) 28	-				
1st Bn			FORSCOM	FORSCOM	None	-
Co B			Inactive	Eighth Army	Reflag B-4-58 Avn	TBD
3d Bn			USAREUR	USAREUR	None	-
Co D			Inactive	Eighth Army	Reflag A-4-58 Avn	TBD
Co E			USAREUR	USAREUR	None ²¹	-

²¹ E-58 Avn activated 16 Jul 87 in Germany. USAREUR, however, shows UIC WHN9 as E-3-58 Avn rather than E-58 Avn. USAREUR wants it to be E-3-58, but DAMO wants the designation to reflect the difference between theater and corps air traffic service assets. USAREUR says it has no

Co F			FORSCOM	FORSCOM	None	—
Co G			USARPAC	USARPAC	None	—
82d Aviation	23	82ABD				
1st Bn (Atk)			82ABD	82ABD	None	—
2d Bn (Aslt)			82ABD	82ABD	None	—
Co D (AVIM)			82ABD	82ABD	None	—
101st Aviation	1	101ABD				
1st Bn (Atk)			101ABD	101ABD	None	—
2d Bn (Atk)			101ABD	101ABD	None	—
3d Bn (Atk)			101ABD	101ABD	None	—
4th Bn (Aslt)			101ABD	101ABD	None	—
5th Bn (Aslt)			101ABD	101ABD	None	—
6th Bn (Cmd)			101ABD	101ABD	None	—
7th Bn (Mdm Hel)			101ABD	101ABD	None	—
8th Bn (AVIM)			101ABD	101ABD	None	—
9th Bn (Aslt)			101ABD	101ABD	None	— ²²

Recommendations for Aviation (cont.)

Division	Current	Future				
Regiment	Rank	Association	Assignment	Assignment	Turbulence	E-Date

theater air traffic service assets.

²²³-101 Avn was TBI 15 Dec 95 at which time it was to reflag 9-101 Avn. Both bns, however, are scheduled to remain active; therefore, no reflagging will take place.

123d Aviation	21	23ID				
4th Bn (Theater)		USARPAC	USARPAC	None	-	
145th Aviation	5		TRADOC	TRADOC	None	-
158th Aviation	18	101ABD				
1st Bn (-) (Cmd)		USAR	USAR	None	-	
B-1-158 Avn (Cmd)		III Corps	III Corps	None	-	
5th Bn (Cmd)		V Corps	V Corps	None	-	
Co F (Med Hel)		USAR	USAR	Reflag/reorg 6-158	16 Sep 96	
Co K (AVIM)		III Corps	III Corps	None	-	
Co M (AVIM)		-	USAR	Activate	16 Nov 96	
159th Aviation	21	101ABD				
1st Bn (Cmd)		XVIII Corps	XVIII Corps	None		
4th Bn (AVIM)		-	XVIII Corps	Activate	16 Oct 95	
5th Bn (-) (Med Hel)		USAR	USAR	None	-	
A-5-159 Avn (Med Hel)		V Corps	V Corps	None	-	
7th Bn (AVIM)		V Corps	V Corps	None	-	
Co H (AVIM)		Campbell	Campbell	None	-	
Co I (AVIM)		Bragg	Bragg	None	-	
Co K (AVIM)		Hunter AAF	Hunter AAF	None	-	
Co L (Comd)		-	XVIII Corps	Activate	16 Oct 95	
Co M (Comd)		-	XVIII Corps	Activate	16 Oct 95	
160th Aviation	29	101ABD				
HHC		USASOC	USASOC	None	-	
1st Bn (SOA)		USASOC	USASOC	None	-	
2d Bn (SOA)		USASOC	USASOC	None	-	
3d Bn (SOA)		USASOC	USASOC	None	-	
Co D (SOA)		USASOC	USASOC	None	-	

210th Aviation	-	new regiment	TRADOC	Allot to TRADOC	5 Jan 96
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Recommendations for Aviation (cont.)

Division Regiment	Current Rank	Future Association	Assignment	Assignment	Turbulence	E-Date
212th Aviation	20	-	TRADOC	TRADOC	None	-
214th Aviation	18	-				
Co A (Th FW)			Inactive	USAREUR	Activate	16 Oct 96
Co B (Med Hel)			USARPAC	USARPAC	None	-
Co C (Th FW)			Inactive	USAREUR	Reflag C-1-502 Avn	16 Oct 96
222d Aviation	15	-	TRADOC	TRADOC	None	-
223d Aviation	13	-	TRADOC	TRADOC	None	-
227th Aviation	3	1CD				
1st Bn (Atk)			1CD	1CD	None	-
2d Bn (Cmd)			1AD	1CD	Reflag 4-227 Avn	15 Feb 97
Co C (AVIM)			1AD	1CD	Reflag F-227 Avn	15 Feb 97
228th Aviation	5	1CD				
1st Bn (Thtr)			USARSO	USARSO	None	-
D-1-228 Avn			USAR	USAR	None	-
2d Bn (Thtr)			USAR	USAR	None	-
229th Aviation	2	1CD				

1st Bn (Atk)			Bragg	Bragg	None		-
Co B (Th FW)			Inactive	Bragg	Activate	16 Oct 96	
3d Bn (Atk)			Bragg	Bragg	None		-
8th Bn (Atk)			USAR	USAR	None		-
501st Aviation	24	1AD					
1st Bn (Atk)			Eighth Army	1AD	Reflag 2-227 Avn		15 Feb 97
2d Bn (Cmd)			Eighth Army	1AD	Reflag 7-227 Avn		15 Feb 97

Recommendations for Aviation (cont.)

Division Regiment	Current Rank	Future Association	Assignment	Assignment	Turbulence	E-Date
502d Aviation	24	2AD				
2d Bn (AVIM) ²³			USAREUR	USAREUR	None	-
Co E (Med Hel)			USAREUR	USAREUR	None	-

²³According to USAREUR this unit is designated as 70 Trans Bn, which was re-flagged in 1989 as 2-502 Avn. It was to have been re-flagged as 1-210 Avn on 16 Dec 92 when 502 Avn re-flagged 5 Avn at Hood. There were 2-502 Avn bns active, one in Germany, and one at Hood. Fort Hood's battalion re-flagged as 2-4 Avn 15 Jan 96.

Recommendations for Cavalry

Regiment	Rank	Division Association	Current Assignment	Future Assignment	Turbulence	E-Date
1st Cavalry	1		1AD			
1st Sqdn				1AD	1AD	None
4th Sqdn				USMA	USMA	None (0 strength) -
2d Armored Cavalry	4	-		XVIIIICorps	XVIIIICorps	None -
3d Armored Cavalry	7	-		III Corps	III Corps	None -
4th Cavalry	3	-				
1st Sqdn			1ID	1ID		Reflag 3-4 Cav in 15 Feb 96 Germany
3d Sqdn			25ID	3ID	25ID	Reflag 5-9 Cav 15 Feb 96
5th Cavalry	2		1CD			
1st Bn (Inf)				1CD	1CD	None -
2d Bn (Inf)				1CD	1CD	None -
6th Cavalry	8					
1st Sqdn (Avn)				Inactive	Eighth Army	Reflag 5-501 Avn 15 Jul 96
2d Sqdn (Avn)				USAREUR	USAREUR	None -
3d Sqdn (Avn)			III Corps	Eighth Army	Unit transfer	18 Jul 96
6th Sqdn (Avn)				USAREUR	USAREUR	None -
7th Sqdn (Avn) (USAR)				90ARCOM	90ARCOM	None -
7th Cavalry	6		1CD			
1st Sqdn				1CD	1CD	None -

2d Bn (Inf)		1CD	1CD	None	-
3d Sqdn	3ID	Inactive	3ID	Reflag 2-4 Cav at Stewart	15 Feb 96
4th Sqdn	2ID	Inactive	2ID	Reflag 5-17 Cav	25 May 96

Recommendations for Cavalry (cont.)

Regiment	Rank	Division Association	Current Assignment	Future Assignment	Turbulence	E-Date
8th Cavalry	5		1CD			
1st Bn (Armor)				1CD	1CD	None -
2d Bn (Armor)				1CD	1CD	None -
3d Bn (Armor)				1CD	1CD	None -
9th Cavalry	9		-			
1st Bn (Inf)			1CD	1CD	1CD	None -
10th Cavalry	11		-			
1st Sqdn Hood			4ID	4ID	4ID	Reflag 2-1 Cav at 15 Jan 96
11th Armd Cavalry	13		-	NTC	NTC	None -
12th Cavalry	10		1CD			
1st Bn (Armor)				1CD	1CD	None -
2d Bn (Armor)				1CD	1CD	None -
14th Armd Cavalry	14		-	Inactive		
Not used						
15th Cavalry	15		-	TRADOC	TRADOC	None -
16th Cavalry	16		-	TRADOC	TRADOC	None -
17th Cavalry	12		-			

1st Sqdn	82ABD	82ABD	82ABD	None		-
2d Sqdn	101ABD	101ABD	101ABD	None	-	
3d Sqdn	11ABD	10MD	10MD	None		-

Recommendations for Field Artillery

Regiment	Rank	Division Association	Current Assignment	Future Assignment	Turbulence	E-Date
1st FA	19	6ID				
1st Bn			USMA	USMA	None (0 strength)	-
4th Bn (155SP)			Inactive	1AD	Reflag 4-5 FA at Riley	15 Feb 96
2d FA	37	8ID	TRADOC	TRADOC	None	-
3d FA	16	6ID/2AD/9AD				
2d (155SP)			1AD	1AD	None	-
5th Bn (MLRS)			Sill	Sill	None	-
4th FA	30	-				
2d Bn (MLRS)			Inactive	Sill	Reflag 3-9 FA	15 Jun 96
5th FA	5	1ID				
1st Bn (155SP)			1ID	1ID	None	-
2d Bn (155SP)			Inactive	Sill	Reflag 2-17 FA	25 May 96
6th FA	1	1ID				
1st Bn (155SP)			Inactive	1ID	Reflag 3-1 FA in Germany	15 Feb 96
3d Bn (105T)			1ID (B-6)	10MD	Reflag 1-7 FA	15 Dec 95
7th FA	17	1ID				
1st Bn (155SP)			10MD	1ID	Reflag 5-41 FA in Germany	15 Feb 96

3d Bn (105T)	25ID	25ID	None (Hawaii)	-
Battery E (155T)	10MD	10MD	None	-
Battery F (155T)	25ID	25ID	None (Hawaii)	-

Recommendations for Field Artillery (cont.)

Regiment	Rank	Division Association	Current Assignment	Future Assignment	Turbulence	E-Date
8th FA	4		7&25ID			
1st Bn (155T)			USARPAC	USARPAC	None	
2d Bn (105T)			7ID	25ID	Reassign to 25ID at Lewis	15 Aug 95
9th FA	11		3ID			
1st Bn (155SP)			Inactive	3ID	Reflag 3-41 FA	15 Feb 96
10th FA	23		3ID			
1st Bn (155SP)			Inactive	3ID	Reflag 4-41 FA	15 Feb 96
11th FA	8		24ID			
2d Bn (105T)			25ID	25ID	None (Hawaii)	-
4th Bn (105T)			6ID	6ID (10MD)	None	-
12th FA	15		2ID			
1st Bn (MLRS)			Sill	Sill	None	-
13th FA	7		4&24ID			
Battery A (MLRS)			24ID	3ID	[TBI 15 Mar 97]	15 Feb 96
3d Bn (MLRS)			Inactive	Sill	Reflag 4-27 FA	15 Jan 96
14th FA	25		2AD			
1st Bn (MLRS)			2AD	Fort Sill	Reflag 5-17 FA	15 Jan 96
15th FA	2		2ID			
1st Bn (155SP)			2ID	2ID	None (Korea)	-

2d Bn (105T)			Inactive	10MD	Reflag 2-7 FA	15 Mar 96
16th FA	27	4ID/9AD				
3d Bn (155SP)			Inactive	4ID	Reflag 1-14 FA at Hood	15 Jan 96

Recommendations for Field Artillery (cont.)

Regiment	Rank	Division Association	Current Assignment	Future Assignment	Turbulence	E-Date
17th FA	5	2ID				
1st Bn (155SP)			Sill	Sill	None	-
2d Bn (155SP)			Sill	2ID	Reflag 8-8 FA	25 May 96
18th FA	21	3ID				
2d Bn (MLRS)			Sill	Sill	None	-
3d Bn (155SP)			Sill	Sill	None	-
19th FA	31	5ID	TRADOC	TRADOC	None	-
20th FA	25	4ID/5ID				
Battery B (MLRS)			Inactive	4ID	Reflag A-92 FA at Hood	15 Jan 96
To reorg as 2-20 FA	16 Oct 98					
21st FA	22	5ID				
Battery A (MLRS)		1CD	1CD	1CD	None	-
To reorg as 1-21 FA	16 Oct 97					

22d FA	41	4AD	TRADOC	TRADOC	Reflag 31 FA	15 Sep 96
25th FA	43	-				
Battery A (TAB)			USAREUR	USAREUR	None	-
Battery B (TAB)			3ID	1ID	Reassign to 1ID in Germany	15 Feb 96
					[TBI 15 Oct 99]	
Battery C (TAB)			Inactive	1AD	Reflag C-333 FA in Germany	15 Feb 97
					[TBI 15 Apr 99]	

Recommendations for Field Artillery (cont.)

Regiment	Rank	Division Association	Current Assignment	Future Assignment	Turbulence	E-Date
26th FA	27	9ID				
Battery A (TAB)			4ID	4ID	TBI	15 Oct 98
Battery B (TAB)			1CD	1CD	TBI	15 Oct 97
Battery F (TAB)			2ID	2ID	TBI	15 Apr 98
27th FA	20	1AD				
1st Bn (MLRS)			USAREUR	USAREUR	None	-
3d Bn (MLRS)			Bragg	Bragg	None	-
4th Bn (155SP)			Sill	1AD	Reflag 4-29 FA in Germany	15 Feb 97
6th Bn (MLRS)			Sill	Sill	None	-
28th FA	58	8ID				
Not used						
29th FA	10	4ID				
3d Bn (155SP)			4ID	4ID	None (Carson)	-
30th FA	38	-	TRADOC	TRADOC	Establish	1 Jul 95
31st FA	48	7ID				
Not used						
32d FA	14	1ID				
6th Bn (MLRS)			Sill	Sill	None	-
33d FA	33	1ID	TRADOC		Withdraw regiment	15 Aug 95

Battery A (MLRS) TRADOC 11D from TRADOC
(1st Bn) Germany New battery in 15 Aug 95
To reorg as 1-33 FA 16 Oct 99

34th FA	41	9ID
Not used		

Recommendations for Field Artillery (cont.)

Regiment	Rank	Association	Assignment	Current Assignment	Future Assignment	Turbulence	E-Date
35th FA	43	-					
Not used							
36th FA	51	-					
Not used							
37th FA	33	2ID					
1st Bn (155SP)				2ID	2ID	None	-
6th Bn (MLRS)				Eighth Army	Eighth Army	None	-
38th FA	43	2ID					
Battery A (MLRS)			2ID	2ID		None	-
To reorg as 1-38 FA	16 Apr 98						
39th FA	23	3ID					
Battery A (TAB)				Bragg (1-39)	3ID		
To reorg as 1-39 FA	31 Mar 97					Reflag G-333 FA	15 Feb 96

40th FA	36	-	Inactive	TRADOC	Allot regiment to TRADOC; reflag 321 FA	15 Jan 96
41st FA 1st Bn (155SP)	18	3ID	24ID	3ID	Reassign to 3ID	15 Feb 96
42d FA 4th Bn (155SP)	32	4ID	Inactive	4ID	Reflag 1-3 FA at Hood	15 Jan 96
73d FA Not used	56	9AD				
75th FA Not used	54	-				

Recommendations for Field Artillery (cont.)

<u>Regiment</u>	<u>Rank</u>	<u>Division</u> <u>Association</u>	<u>Current</u> <u>Assignment</u>	<u>Future</u> <u>Assignment</u>	<u>Turbulence</u>	<u>E-Date</u>
76th FA Not used	52	3ID				
77th FA 1st Bn (MLRS)	9	4ID	194ABDE	Sill	Reflag 5-18 FA	16 Jun 96
78th FA	50	6ID/2AD	TRADOC	TRADOC	None	-
79th FA	29	7ID		TRADOC	Allot regiment to TRADOC; reflag 33 FA	15 Aug 95

80th FA	54	7ID	TRADOC	TRADOC	None	-
81st FA	56	8ID				
Not used						
82d FA	13	1CD				
1st Bn (155SP)			1CD	1CD	None	-
2d Bn (155SP)			1CD	1CD	None	-
3d Bn (155SP)			1CD	1CD	None	-
83d FA	46	8ID				
Not used						
84th FA	39	9ID				
Not used						
92d FA	40	2AD				
Not used						
94th FA	49	4AD				
Battery A (MLRS)			Inactive	1AD	New battery in	16 Jul 95
To reorg as 1-94 FA	16 Apr 99				Germany	

Recommendations for Field Artillery (cont.)

<u>Regiment</u>	<u>Rank</u>	<u>Division Association</u>	<u>Current Assignment</u>	<u>Future Assignment</u>	<u>Turbulence</u>	<u>E-Date</u>
319th FA	2	82&101ABD				
1st Bn (105T)			82ABD	82ABD	None	-
2d Bn (105T)			82ABD	82ABD	None	-

3d Bn (105T)			82ABD	82ABD	None	-
Battery D (105T)			SETAF	SETAF	None	-
320th FA	12	82&101ABD				
1st Bn (105T)			101ABD	101ABD	None	-
2d Bn (105T)			101ABD	101ABD	None	-
3d Bn (105T)			101ABD	101ABD	None	-
321st FA	33	82&101ABD	TRADOC		Withdraw regiment from TRADOC	15 Jan 96
1st Bn (155T)			Inactive	Bragg	Reflag 1-39 FA	15 Jan 96
3d Bn (155T)			TRADOC	Bragg	Reflag 3-8 FA	15 Jan 96
333d FA	53	-				
Not used						
377th FA	46	101ABD				
1st Bn (155T)			Inactive	Bragg	Reflag 5-8 FA	15 May 96

Recommendations for Infantry

Regiment	Rank	Division Association	Current Assignment	Future Assignment	Turbulence	E-Date
1st Infantry	7	6ID				
1st Bn			USMA	USMA	None (0 strength)	-
2d Bn			Inactive	6ID (10MD)	Reflag 4-9 Inf in Alaska	15 Dec 95
2d Infantry	3	-				
2d Bn		1ID	Inactive	1ID	Reflag 1-6 Inf in Germany	15 Feb 96
3d Infantry	2	-				
1st Bn			MDW	MDW	None	-
4th Infantry	9	3ID				
1st Bn			7ATC	7ATC	None. ²⁴	-
5th Infantry	5	-				
1st Bn		25ID	2ID	25ID	Reflag 1-9 Inf at Lewis	15 Aug 95
2d Bn		25ID	Inactive	25ID	Reflag 5-14 Inf in Hawaii	15 Aug 95
6th Infantry	4	5ID/1AD				
1st Bn			3ID	1AD	Reflag 3-12 Inf in Germany	15 Feb 97
2d Bn			Inactive	1AD	Reflag 4-12 Inf in Germany	15 Feb 97

²⁴If 1-4 Inf is inactivated in 7ATC, reflag 3-15 Inf as 1-4 Inf in 3ID.

7th Infantry	1	3ID			
2d Bn			24ID	3ID	Reassign to 3ID at 15 Feb 96 Stewart
3d Bn			24ID	3ID	Reassign to 3ID at 15 Feb 96 Stewart

Recommendations for Infantry (cont.)

Regiment	Rank	Division Association	Current Assignment	Future Assignment	Turbulence	E-Date
8th Infantry	10	4/8ID				
1st Bn			4ID	4ID	None	-
2d Bn			Inactive	4ID	Reflag 1-41 Inf at Hood	15 Dec 95
9th Infantry	7	2ID				
1st Bn			7ID	2ID	Reflag 1-5 Inf in Korea	15 Aug 95
2d Bn			7ID	2ID	Reflag 5-20 Inf in Korea	15 Aug 95
10th Infantry	23	-	TRADOC	TRADOC	See note ²⁵	15 Apr 96
11th Infantry	22	-	TRADOC	TRADOC	None	-
12th Infantry	14	4ID				
1st Bn			4ID	4ID	Reflag 2-12 at Carson	16 Sep 95
13th Infantry	27	-	TRADOC	TRADOC	See note ²⁶	15 Apr 96

²⁵Re-flag 4-10 Inf as 1-48 Inf, 5-10 Inf as 2-47 Inf, and 6-10 Inf as 1-10 Inf at Leonard Wood; no change in 2-10 and 3-10 Inf.

²⁶Re-flag 4-13 Inf as 2-60 Inf at Jackson; no change in 2-13 Inf and 3-13 Inf.

14th Infantry	16	25/71ID				
1st Bn			25ID	25ID	None	-
2d Bn			10MD	10MD	None	-

Recommendations for Infantry

(cont.)

Regiment	Rank	Division Association	Current Assignment	Future Assignment	Turbulence	E-Date
15th Infantry	15	3ID				
1st Bn			3ID	3ID	Reflag 1-18 Inf at Benning	15 Feb 96
3d Bn			24ID	3ID	Reassign to 3ID at Stewart	15 Feb 96
16th Infantry	12	1ID				
1st Bn			1ID	1ID	None	-
17th Infantry	17	7ID				
1st Bn			6ID	6ID (10MD)	None	-
18th Infantry	13	1ID				
1st Bn			24ID	1ID	Reflag 1-15 Inf in Germany	15 Feb 96
19th Infantry	20	24ID	TRADOC	TRADOC	None	-
20th Infantry	19	6ID				
5th Bn			2ID	25ID	Reflag 2-9 Inf at Lewis	15 Aug 95
21st Infantry	11	24ID				
1st Bn			25ID	25ID	None	-
22d Infantry	18	4ID				
1st Bn			10MD	4ID	Reflag 3-41 Inf at Hood	15 Feb 96

2d Bn			10MD	10MD	None	-
23d Infantry	6	2ID				
1st Bn			2ID	2ID	None	-

Recommendations for Infantry (cont.)

Regiment	Rank	Division Association	Current Assignment	Future Assignment	Turbulence	E-Date
24th Infantry 1st Bn	²⁷	25ID	Inactive	25ID	Reflag 3-9 Inf Lewis	15 Aug 95
26th Infantry 1st Bn	29	1ID	TRADOC	TRADOC	Withdraw regi- ment from TRADOC Reflag 2-15 Inf in Germany	15 Jan 96 15 Feb 96
27th Infantry 1st Bn 2d Bn	25	25ID	25ID Inactive	25ID 25ID	None Reflag 4-27 Inf in Hawaii	- 15 Aug 95
28th Infantry	28	1/8ID	TRADOC	TRADOC	Activate 2-28 Inf at Jackson	16 Sep 96
29th Infantry	50	-	TRADOC	TRADOC	None	-
30th Infantry 1st Bn	32	3ID	Inactive	3ID	Reflag 2-18 Inf at Benning	15 Feb 96
31st Infantry	26	Phil/7ID				

²⁷New USARS regiment.

4th Bn

23ID

Inactive

10MD

Reflag 3-14 Inf 15 Apr 96
Drum

Recommendations for Infantry (cont.)

Regiment	Rank	Division Association	Current Assignment	Future Assignment	Turbulence	E-Date
32d Infantry 1st Bn	39	7ID	Inactive	10MD	Reflag 1-22 Inf at Drum	15 Feb 96
34th Infantry	48	7/24ID	TRADOC	TRADOC	Reflag 1-26 Inf as 1-34 Inf at Jackson	15 Jan 96
35th Infantry 2d Bn	31	25ID	Inactive	25ID	Reflag 3-22 Inf Hawaii	15 Aug 95
36th Infantry 1st Bn	55	3AD	Inactive	1AD	Reflag 3-5 Cav in Germany	15 Feb 97
38th Infantry	36	2/3ID	TRADOC	TRADOC	None ²⁸	-
39th Infantry	33	4/9ID	TRADOC	TRADOC	None	-
41st Infantry 1st Bn	47	2AD	2AD	1AD	Reflag 2-16 Inf at Riley	15 Feb 96

²⁸If 1-503 Inf and 1-506 Inf are reorganized as non-air assault and reflagged as 1-38 Inf and 2-38 Inf in 2ID, reflag 1-38 Inf as 2-19 Inf at Benning.

46th Infantry	43	5AD	TRADOC	TRADOC	None	-
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Recommendations for Infantry (cont.)

Regiment	Rank	Division Association	Current Assignment	Future Assignment	Turbulence	E-Date
47th Infantry	24	4/9ID	Inactive	TRADOC	Transfer regiment to TRADOC; reflag 5-10 Inf as 2-47 at Leonard Wood	15 Apr 96
48th Infantry	57	7AD	TRADOC	TRADOC	Reflag 4-10 Inf as 1-48 Inf at Leonard Wood	15 Apr 96
50th Infantry	45	6AD	TRADOC	TRADOC	None	
51st Infantry	37	6ID/4AD				
Co E			V Corps (165 MI Bn)	V Corps (165 MI Bn)	None	-
Co F			XVIII Corps (519 MI Bn)	XVIII Corps (519 MI Bn)	None	-
52d Infantry	35	6ID/9AD				
Co E			Inactive	III Corps (163 MI Bn)	Activate at Hood	16 Nov 95
Co F			Inactive	I Corps (14 MI Bn)	Activate at Lewis	16 Jun 96
54th Infantry	42	6ID/10AD	TRADOC	TRADOC	None	-
58th Infantry	41	4ID/8AD	TRADOC	TRADOC	None	-

60th Infantry	30	5/9ID	Inactive	TRADOC	Transfer regiment 15 Apr 96 to TRADOC; reflag 4-13 Inf as 2-60 Inf at Jackson
61st Infantry	51	5ID	TRADOC	TRADOC	None -

Recommendations for Infantry (cont.)

Regiment	Rank	Division Association	Current Assignment	Future Assignment	Turbulence	E-Date
75th Ranger Regt	21	-	USASOC	USASOC	None	-
HHC			Benning	Benning	None	-
1st Bn			Hunter	Hunter	None	-
2d Bn			Lewis	Lewis	None	-
3d Bn			Benning	Benning	None	-
87th Infantry	53	10MD				
1st Bn			10MD	10MD	None	-
2d Bn			10MD	10MD	None	-
187th Infantry	40	11ABD				
1st Bn			101ABD	101ABD	None	-
2d Bn			101ABD	101ABD	None	-
3d Bn		101ABD	101ABD	101ABD	None	-
188th Infantry	61	11ABD				
Not used						
325th Infantry	49	82ABD				
1st Bn			82ABD	82ABD	None	-
2d Bn			82ABD	82ABD	None	-
3d Bn			SETAF	82ABD	Reflag 4-325 Inf at Bragg	15 May 96
327th Infantry	33	82/101ABD				
1st Bn			101ABD	101ABD	None	-

2d Bn			101ABD	101ABD	None		-
3d Bn			101ABD	101ABD	None		-
442d Infantry	AR	-					
100th Bn			USARPAC	USARPAC	None		-
Company E			USARPAC	USARPAC	None	-	

Recommendations for Infantry (cont.)

Regiment	Rank	Division Association	Current Assignment	Future Assignment	Turbulence	E-Date
501st Infantry	51	-				
1st Bn		101ABD	6ID	6ID (10MD)	None. ²⁹	-
502d Infantry	38	101ABD				
1st Bn			101ABD	101ABD	None	-
2d Bn			101ABD	101ABD	None	-
3d Bn			101ABD	101ABD	None	-
503d Infantry	46	-				
1st Bn		101ABD	2ID	2ID	None. ³⁰	-
504th Infantry	58	82ABD				
1st Bn			82ABD	82ABD	None	-
2d Bn			82ABD	82ABD	None	-
3d Bn			82ABD	82ABD	None	-
505th Infantry	54	82ABD				
1st Bn			82ABD	82ABD	None	-

²⁹If 1-501 Inf is reorganized as non-airborne unit in 10MD, reflag it as 3-1 Inf; then reflag 3-327 Inf as 1-501 Inf in 101ABD.

³⁰If 1-503 Inf is reorganized as non-air assault unit in 2ID, reflag it as 1-38 Inf; then reflag 3-502 Inf as 1-503 Inf in 101ABD.

2d Bn			82ABD	82ABD	None	-
3d Bn			82ABD	82ABD	None	-
506th Infantry	44	101ABD				
1st Bn			2ID	2ID	None ³¹	-

³¹If 1-506 Inf is reorganized as non-air assault unit in 2ID, reflag it as 2-38 Inf; then reflag 1-187 Inf as 1-506 Inf and 2-187 Inf as 2-506 Inf in 101ABD.

Recommendations for Infantry (cont.)

Regiment	Rank	Division Association	Current Assignment	Future Assignment	Turbulence	E-Date
507th Infantry	60	17ABD	TRADOC	TRADOC	None	-
508th Infantry 1st Bn. ³²	55	- 82ABD	Inactive	SETAF	Reflag 3-325 Inf 15 Feb 96 in Italy	
509th Infantry 1st Bn	59	-	JRTC	JRTC	None	-
511th Infantry Not used	61	11ABD				

³²If 1-508 Inf is inactivated in SETAF, reflag 3-505 Inf as 1-508 Inf and 3-504 Inf as 2-508 Inf in 82ABD.

