

Redesign of the Institutional Army

Force XXI TDA Axis

Phase I (Residual)

Phase II (Recommended)

Issues



March 1998



Agenda

- Introduction
- Phase I–Decided
- Phase I–Residual
- Phase II–Recommended

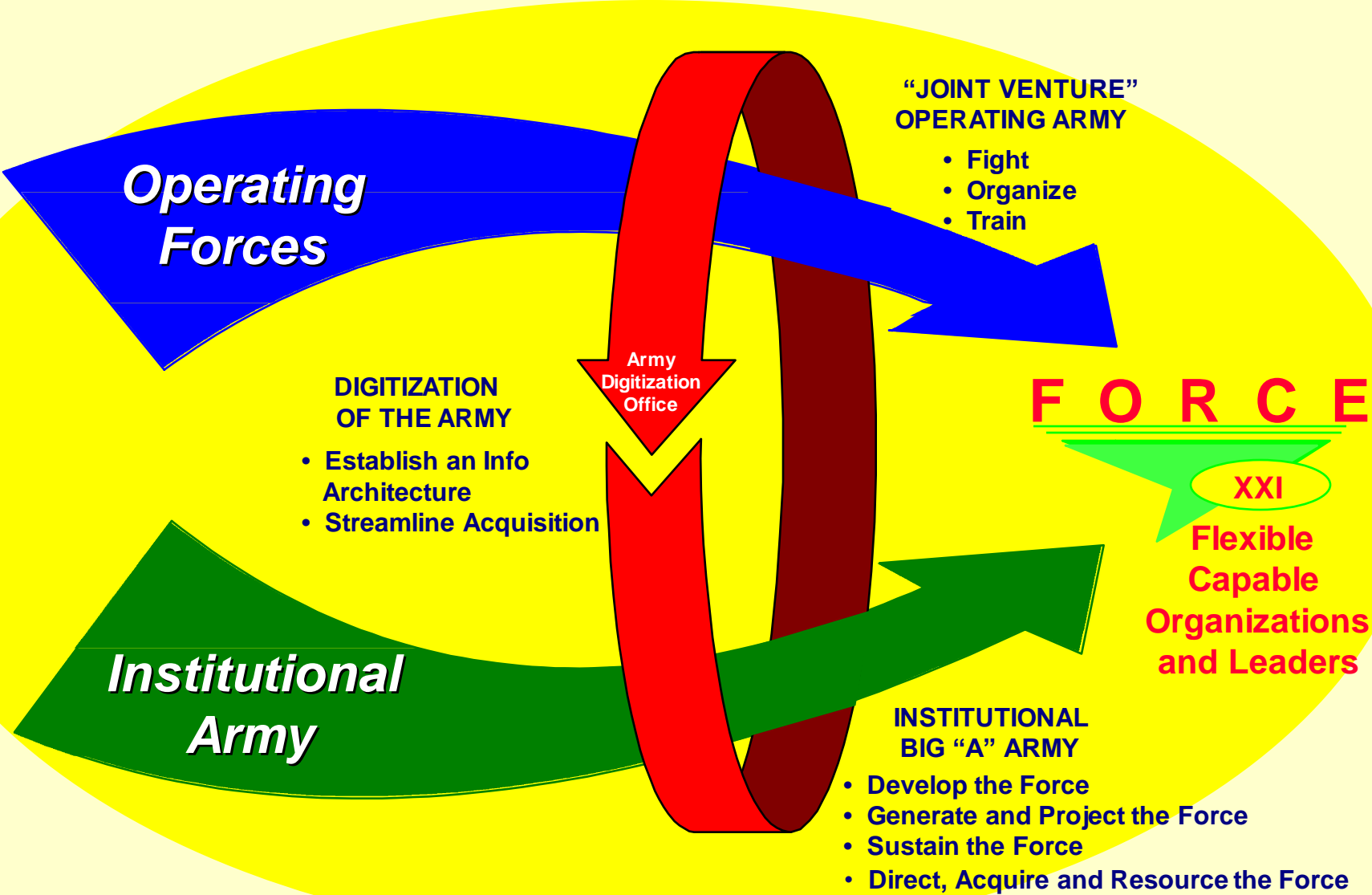
Purpose

To gain decisions on issues resulting from six Phase II FAAs, Phase I residual issues and the Umbrella Group's parallel assessment.

- Decisions will be incorporated into POM 00-05 "build" as appropriate
- Briefing concludes Phase II, Redesign of the Institutional Army

To establish the azimuth for Phase III–Final Organization/POM 02-07.

Force XXI Campaign Plan



Institutional Army Redesign Charter

Mission: Redesign the institutional Army by the year 2000...

Execution: Reengineer departmental processes and redesign organizational structures to support the Army's Title 10 core competencies...

Principles:

- Maintain enduring Army values and ethics
- Be consistent with six imperatives
- Link to the NMS
- Conform to National Performance Review; reduce HQDA and number of MACOMs
- Redesign founded in Army core competencies
- Leverage information age technology
- Maintain shared Total Army vision
- Employ cost-effective resourcing
- Capitalize on strength of each component
- Experiment in GHQ exercises (as appropriate)

Framework for Redesigning the Institutional Army

Core Capabilities

1. Direct, Acquire and Resource the Force
2. Develop the Force
3. Generate and Project the Force
4. Sustain the Force

Core Processes

1. Plan and Develop Policy
2. Direct and Assess
3. Develop Doctrine
4. Develop Requirements
5. Acquire, Train & Sustain People
6. Identify & Develop Leaders
7. Tailor, Mobilize & Project Land Power
8. Support Organizational Training
9. Acquire, Maintain & Sustain Equipment
10. Maintain & Sustain Land Operations
11. Acquire and Sustain Infrastructure
12. Operate Installations

Army Imperatives

1. Quality People
2. Solid Doctrine
3. Realistic Training
4. Competent Leaders
5. Appropriate Force Mix
6. Continuous Modernization

Army Leadership Guidance

- Reengineer Departmental Processes
 - Redesign Organizational Structure
- TO
- Support the Title 10 Core Competencies Required for America's Army in the 21st Century

DA Pam
100-XX

OBJECTIVE
TRAINED, READY,
DEPLOYABLE AND
SUSTAINABLE ARMY

Army Vision

The World's best Army trained and ready for victory.
A Total Force of quality soldiers and civilians:

- A values-based organization
- An integrated part of the Joint Team
- Equipped with the most modern weapons and equipment the Country can provide
- Able to respond to our Nation's needs
- Changing to meet challenges of today...tomorrow...and the 21st century

Institutional Army Core Competency

Create, Provide and Sustain the Land Component of the Combatant Commander's Joint/Multinational Force.

Army's Core Competency

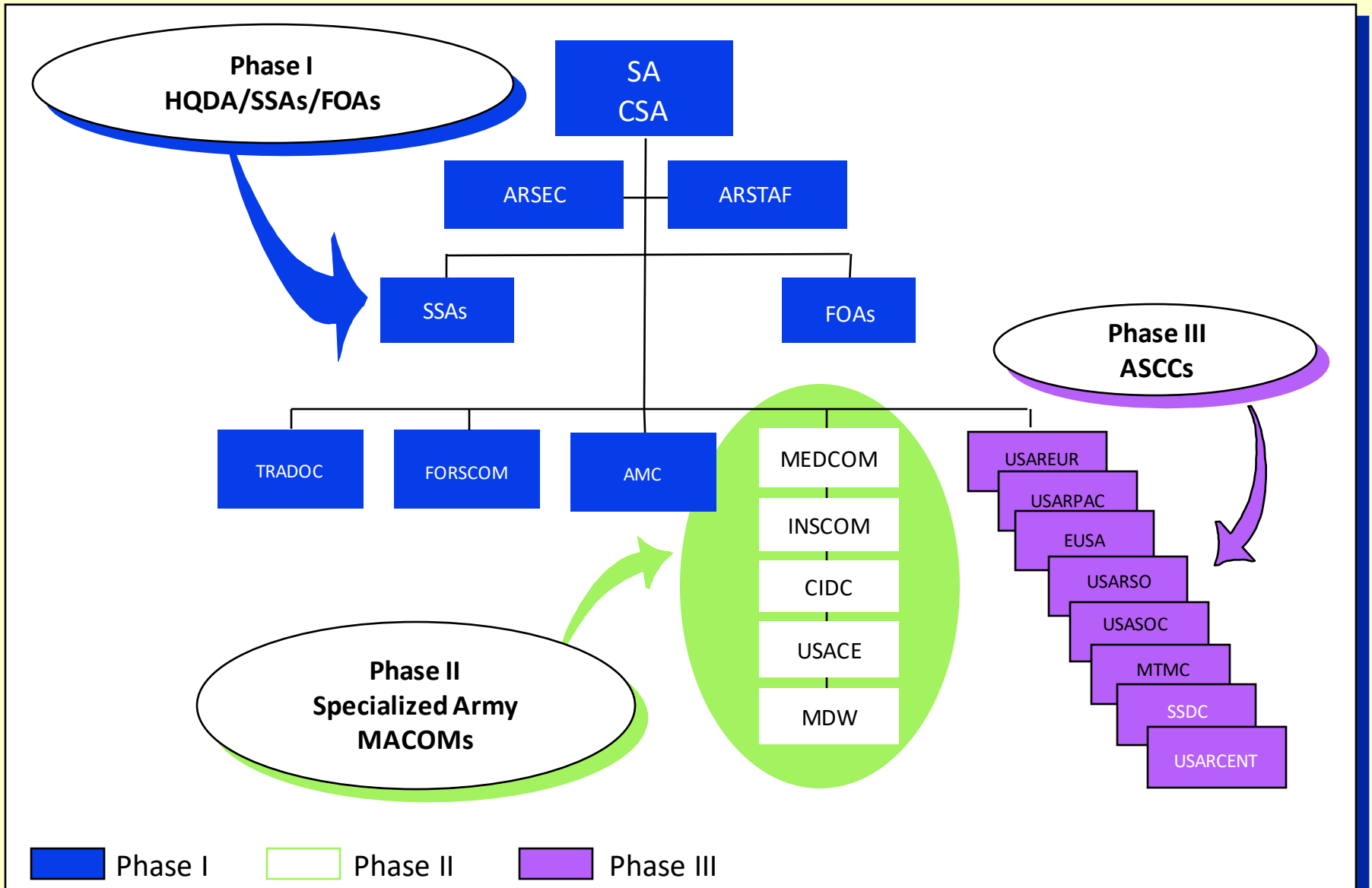
Soldiers—and those who support them—capable of prompt and Sustained Operations On Land

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Phase I CSA Decision Brief Recommendations

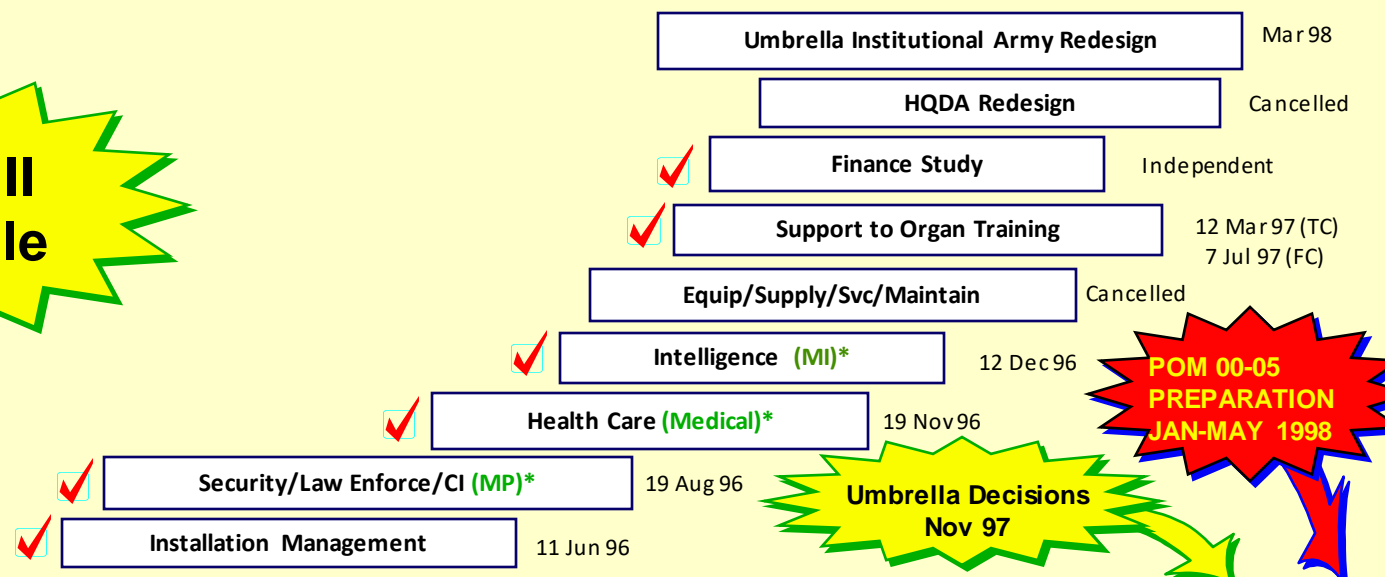
- Realign SSDC under TRADOC as the Army Service Component Command (ASCC) of SPACECOM
- Reengineer Information Management and activate Army Signal Command (ASC) under FORSCOM
- Realign Army War College (AWC) and Army Management Staff College (AMSC) under TRADOC
- Continue to develop the MINOR COMMAND concept for possible application to:
 - Intelligence
 - Health Care
 - Criminal Investigation
 - Construction
 - Personnel
- Develop separate decision briefing concerning the “Accession Command”:
 - Aligned under TRADOC?
 - Aligned under a Personnel MINOR COMMAND?
- Refer other, POM 98-03 issues to the PAE/PEG process for implementation in POM 98-03
- Continue to develop DA PAM 100-xx as the 21st century azimuth
- Begin Phase II of Institutional Army Redesign Axis

Institutional Force - Interim



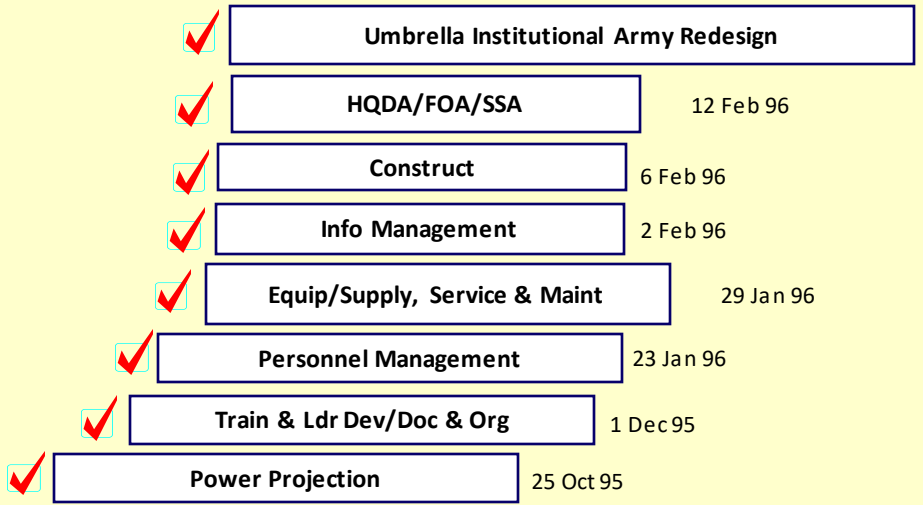
FAA Schedule

**Phase II
Schedule**



**POM 00-05
PREPARATION
JAN-MAY 1998**

**Umbrella Decisions
Nov 97**



**Phase I
Schedule**

Institutional/TDA Axis

Phase I (Residual)

Logistics

- Wartime/Contingency Stocks
- National Provider
 - maintenance: ISM
 - logistics: single stock fund
 - National? Regional? Local?
- DOL Privatization

Personnel

- Attrition
- Accessions Command
 - USAREC
 - MEPCOM

Education

- AMSC

Test and Evaluation

Issue 00

Each issue has a unique # and title

Title: Senior ROTC Staffing

Process Proponent and Sponsor

Proponent: TRADOC

Sponsor: ASA-MRA

Source: Umbrella

Implementation Period: 98-03

Time frame in which recommendation is to be implemented

Issue Source

Synopsis: Use a combination of AC, Reserve Component (RC) and/or contract (s), retired officers & NCOs to manage and execute the ROTC program. RC personnel could be a combination of full-time and M-day soldiers. Instruction will be provided at universities or RC facilities. This will release Active Component soldiers and NCOs for combat and institutional requirements.

"Confidence" in resource data: C-1 high; C-5 low

Issue Summary and resolution

Resource Implications:

C-4

Savings
2400

Costs

Transfers

Current process resources withdrawn by HQDA to reinvest

Priority:
Man:
Wars:

\$279M over POM

Current process resources level must be increased

Directed reinvestment

Army Staff/Cmd Position:

Concur: MRA, DCSOPS

Nonconcur:

RECOMMENDATION: TRADOC develop plan, conduct test and implement by FY99.

ACTION: TRADOC - lead; ASA(MRA), DCSPER - assist

For each recommendation there is a "principal" Action Officer

Approve

Disapprove

Fwd to CSA/SA for decision


Defer to POM 00-05
 Study by: _____

Issue 00

Title: Senior ROTC Staffing

Discussion: For the purposes of this issue the Cadet Command and the Region HQs may still be manned by AC personnel per current authorizations and all civilians would remain. If the option were to use RC AGRs to replace the current AC the cost could be more than \$160M, given these were new AGR authorizations.

This issue could also be tied to USAREC becoming a part of TRADOC and the USAREC recruiters recruiting for ROTC as a part of their mission. This action would eliminate the need for enrollment officers at ROTC battalions.



Companion chart for
each issue, as appropriate,
elaborating on the issue
and proposed
resolution

Issue 00

Title: Senior ROTC Staffing

Enablers: Legislation must be changed to authorize the use of retired personnel and more RC personnel. Currently the ARNG and USAR are limited to 275 ROTC instructors.

Action/initiatives/authorizations required to "enable" the recommendation to be implemented

Summary series of tasks, agencies and manpower necessary to implement the recommendation

Implementation Guidance:

1. TRADOC develop Concept Plan not later than Sep 1996.
2. Conduct small scale proof of principle in academic year 97-98, not to exceed \$2 million. The test should include options of; all RC with a mix of AGR and M-day, all contract of retirees, and both of the above with one AC officer per detachment.
3. Upon successful completion of proof of principle, phased in to coincide with current personnel tour ending dates as follows:
 - 33% in SY99
 - 33% in FY00
 - 33% in FY01

Issue 00

Title: Senior ROTC Staffing

To be provided to appropriate PEG

PBD Information

As much detail as possible to assist the programming process, where appropriate

Date:

PBD Title:

As much detail as possible

"Confidence" in resource data:
C-1 high;
C-5 low

PBD#

Years in which resource levels are adjusted

Manpower

Cmd UIC MDEP AMSCO FY96 FY97 FY98 FY99 FY00 FY01 FY02 FY03

TRADOC (mil)

(-) represents a reduction to current program resource level

-800 -1600 -2400 -2400 -2400

TOA (\$ millions)

Cmd UIC MDEP AMSCO FY96 FY97 FY98 FY99 FY00 FY01 FY02 FY03

TRADOC OMA cost

+23 +46 +70 +70 +70

(+) represents increase to current program resource level, e.g., either a bill to be paid with resources from other processes, or transfer within the process from different source/cmd

Institutional/TDA Axis

(Phase II Recommended)

Installation Management

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Issue II-1

Title: Establish Installation Service Standards

Proponent: FORSCOM **Sponsor:** ASA(ILE)/ACSIM

Source: Proponent

Implementation Period: Mini POM 01-05

Synopsis: The primary role of Army installations is to provide a place for Army organizations to live, work and play. In the performance of this function installations provide up to 98 different services such as career transition services, family housing management and pastoral care. Each service has a proponent office within HQDA. Currently, there is no acknowledged, approved standard for level of service for installation services.

Resource Implications:

Savings

Costs

Military:

Civilian:

Dollars:

Army Staff/Cmd Position:

Concur: ACSIM, FORSCOM (w/cmt)

Nonconcur:

Not a resource related issue. Savings, if any, will be garnered by employing costing methodology (Issue II-4) after standards have been identified.

Recommendation: HQDA establish qualitative and quantitative standards for each installation service and include in FM 100-22 update (see issue number II-5).

Action: ACSIM–lead; HQDA installation service staff proponents–assist

Approve

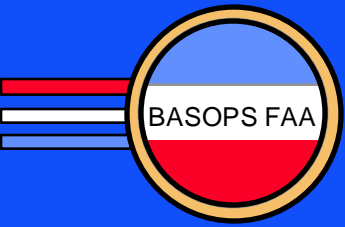
Disapprove

**Fwd to CSA/SA
for decision**

Defer to POM 02-07
 Study by: _____

Issue II-1**Title: Establish Installation Service Standards**

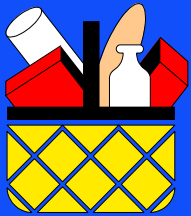
Discussion: The primary role of Army installations is to provide a place for Army organizations to live, work and play. In the performance of this function installations provide up to 98 different services such as career transition services, family housing management and pastoral care. Each service has a proponent office within HQDA. Currently, there is no acknowledged, approved standard for level of service for installation services. As a result, those entitled do not know how much service to expect, nor do installation commanders, MACOM commanders or HQDA staff proponents know how many resources to invest in these services. HQDA may therefore provide/program inadequate resources to meet variable expectations, and local commanders are left to decide unilaterally service and resource levels, even at the cost of migrating other resources like OPTEMPO. HQDA (ACSIM) is presently testing a draft set of quantity standards as the third part of an evolving Installation Status Report system. Development and subsequent testing of quality standards is projected to begin during FY98.



NEEDED BASOPS TOOLS STANDARDS



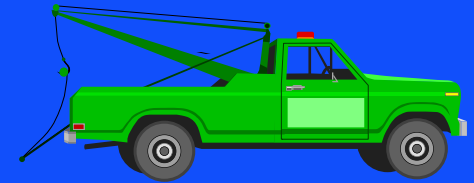
BARRACKS



FOOD SERVICE



CHILD CARE



MAINTENANCE

STANDARDS PROVIDE:

- PREDICTABILITY
- PLANNING/PROGRAMMING TOOL
- REQUIREMENT IDENTIFIER



FORSCOM





SERVICES PRIORITIZATION

Purpose: Identify and prioritize what BASOPS services should be provided at seven types of Army installations

PAT Methodology:

- Categorized 122 BASOPS services into High, Medium and Low Priority
- Further categorized into: “must be on post”; “can be provided off post”
- Identified not necessary in resource constrained future

PAT Results:

- Some BASOPS services are essential to all types of installations
- Government provided housing may be divested at some types of installations
- Certain BASOPS services may be divested when housing is divested
- **POINT OF DEPARTURE FOR FUTURE STUDY BY HQDA**

Issue: II-1

Title: Establish Installation Service Standards

Enablers: None

Implementation Guidance:

1. ACSIM collect data Army-wide against proposed quantity standards in FY98.
2. ACSIM develop quality standards during FY98 and collect Army-wide data against those standards in FY99.
3. ACSIM submit both quantitative and qualitative service standards to TRADOC Army Management Staff College for inclusion in FM 100-22 update NLT October 1, 2001.
4. ACSIM be prepared to employ above methodology for programming installation services resources in mini POM 01-05.

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Issue: II-2

Title: Prioritize Quality of Life Services

Proponent: FORSCOM

Sponsor: ASA(ILE)/ACSIM

Source: Proponent

Implementation Period: Mini POM 01-05

Synopsis: Quality of life services are an essential dimension of the Army family and are as diverse as sports–physical fitness centers, housing–BOQ/BEQ, family housing furnishings or auto crafts. There currently exist no baseline set of requirements or standards for these services nor criteria establishing whether they be provided on installations, can be obtained off-post or are categorically “nice to have,” resources permitting. The Army should acknowledge the contribution QOL services make to Army families and, vicariously, unit readiness and establish standards, a prioritization methodology and service delivery means.

Resource Implications:

Savings

Costs

Military:

Civilian:

Dollars:

Not a resource related issue. Savings, if any, will be garnered by employing costing methodology (Issue II-4) after standards have been identified.

Army Staff/Cmd Position:

Concur: FORSCOM

Nonconcur: ACSIM

Recommendation: Define QOL in terms of services to be provided and establish requirements, prioritization methodology and service delivery means and include in FM 100-22 update (see issue number II-5).

Action: ACSIM–lead; DCSPER, DCSOPS, ASA(ILE), ASA(MRA)–assist

Approve

Disapprove

Fwd to CSA/SA for decision

Defer to POM 02-07
 Study by: _____



QUALITY OF LIFE

Purpose: Identify and prioritize QOL services by type installation

PAT Methodology:

- Identified QOL services and rank ordered by importance
- Identified
 - “Must be on post”
 - “Can be obtained off post”
 - Nice to have if resources available

PAT Results:

- Army must develop baseline QOL standards and requirements and resource to baseline standards
- Commanders decide on additional services within resources available
- **POINT OF DEPARTURE FOR FUTURE STUDY BY HQDA**

Issue: II-2

Title: Prioritize Quality of Life Services

Enablers: None

Implementation Guidance:

1. ACSIM define Quality of Life and related installation management services NLT June 1998.
2. ACSIM develop a method for prioritizing QOL services NLT October 1998.
3. ACSIM announce Army's QOL service priorities NLT January 1999.
4. ACSIM, in coordination with TRADOC, included QOL definitions and prioritization methodology in FM 100-22 update NLT January 1999 (see issue number II-5).

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Issue: II-3

Title: "Service Delivery" Methodology

Proponent: FORSCOM

Sponsor: ASA(ILE)/ACSIM

Source: Proponent

Implementation Period: POM 00-05

Synopsis: Installation services may be delivered through a variety of methods ranging from centralization and/or regionalization supporting multiple installations to contracting or privatizing. Absent a standard methodology for determining a consistent means of service delivery, inefficiencies, and possibly inconsistent service quality may result. A standard methodology for establishing the preferred means of service delivery will permit more consistent quality and efficiency. The methodology should be robust enough to permit local variance where a more cost effective alternative producing the same service quality is available.

Resource Implications:

Savings

Costs

Transfer

Military:

Civilian:

Dollars:

Army Staff/Command Position:

Concur: FORSCOM

Nonconcur: ACSIM

Not a resource related issue. Savings, if any, will be garnered by employing costing methodology (Issue II-4) after standards have been identified.

Recommendation: Establish a departmental methodology for determining means for providing installation service delivery and include in FM 100-22 update (see issue number II-5).

Action: ACSIM–lead; ASA(ILE)–assist

Approve

Disapprove

Fwd to CSA/SA for decision

Defer to POM 02-07
 Study by: _____



BASOPS SERVICE DELIVERY METHODS DEFINITIONS

CENTRALIZE: Services provided to all Army installations from a single location.

REGIONALIZE: Services obtained from an organization/office responsible for all Army installations in a specific geographic area.

CONTRACT OUT: Services obtained by contract with private sector. Contractor uses some Army owned assets in providing service.

PRIVATIZE: Services obtained from the private sector. Army no longer involved in providing service. Army gives or sells assets to private sector.

PARTNER: Services exchanged between Army and surrounding community at no additional cost to either.

GOVERNMENT IN NATURE (GIN): Service is inherently a government activity and must be accomplished by government personnel, based on statute, case law and Comptroller General decisions.

NO CHANGE: No significant savings can be accomplished by changing the method of delivery.

DIVEST: Services no longer acquired by the Army.

Issue: II-3

Title: “Service Delivery” Methodology

Enablers: None

Implementation Guidance:

1. ACSIM, consistent with Installation Management FAA, develop a list of options for providing each service available on Army installations and criteria for determining preferred and alternative delivery means for each service NLT June 1998.
2. ACSIM, given above criteria, establish preferred and alternative delivery means for each service NLT October 1998.
3. ACSIM, in coordination with TRADOC, integrate service delivery means into revised FM 100-22, Installation Management (“Model Cities” book, see issue number II-5) NLT January 1999.
4. ACSIM issue policy letter announcing service delivery means policy NLT October 1998.

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Issue: II-4

Title: Service-Based Costing

Proponent: FORSCOM

Sponsor: ASA(ILE)/ACSIM

Source: Proponent

Implementation Period: Mini POM 01-05

Synopsis: The actual costs of providing services on installations varies by installation and, absent a consistent standard, by level of service provided. HQDA proponents attempt to program and allocate resources for providing services based on MACOM established requirements that are often distorted by the vagaries of service cost estimates. A standard methodology for determining costs of installation services will assist in establishing a consistent level of service provided.

Resource Implications:

Savings

Costs

Military:

Civilian:

Dollars:

No resources can be assessed until a standard is approved and applied. As an incentive to rigorously apply costing standard, incentives MACOMs by allowing some or all savings to be reinvested within the command.

Army Staff/Cmd Position:

Concur: ASA(FM)

Nonconcur: FORSCOM, TRADOC

Recommendation: Establish service-based costing and standard service costing as the Army's standard methodologies for estimating installation service costs and aiding in programming requirements determination and allocating resources to perform installation services at approved levels and include in FM 100-22 update (see issue number II-5).

Action: ASA(FM)–lead; ASA(ILE), ACSIM–assist

Approve

Disapprove

**Fwd to CSA/SA
for decision**

Defer to POM 02-07
 Study by: _____

Issue: II-4

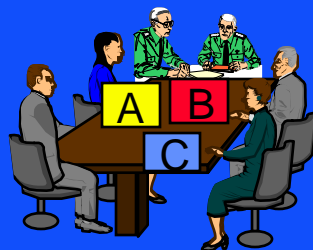
Title: Service-Based Costing

Discussion: Installation Services Costing consists of two managerial costing methodologies. 1. Capturing the true cost of providing services and 2. Developing expected cost for forecasting. Service-Based Costing (SBC) is a methodology for displaying the full costs of providing services. The methodology measures the consumption of resources by services and the quantity of service provided. Absent of a consistent standard “target,” HQDA proponents attempt to program and allocate resources based on past performance and MACOM established requirements that are often distorted by the vagaries of service cost estimates. Through analysis of SBC and ISR III quality ratings standards can be developed. Standard Service Costing (SSC) is a methodology for developing “expected” cost standards for a standard level of quality. A standard methodology for determining the “did” costs (SBC) and “expected” costs (SSC) of installation services will assist in establishing a consistent level of service quality provided, and will permit HQDA proponents to better estimate total resource requirements when preparing biannual POMs. Activity-based costing when used at the installation level can and should be designed to support requirements of SBC and SSC but it should not be mandated as a standard methodology.



NEEDED BASOPS TOOL ACTIVITY-BASED COSTING (ABC)

WHAT IS IT?



ABC IS A COSTING METHODOLOGY THAT DISPLAYS THE FULL, ACTUAL COSTS OF DOING WORK ACTIVITIES.

WHAT IT DOES?

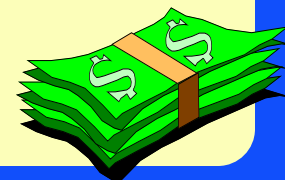
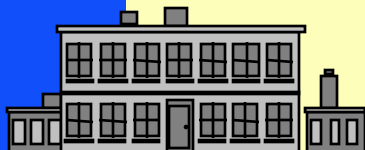
IDENTIFIES ALL RESOURCES CONSUMED IN PRODUCING AN OUTPUT

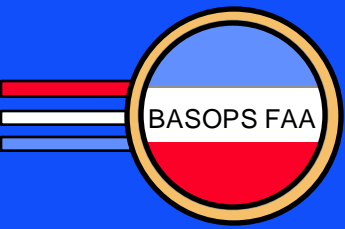
PROVIDES COST DATA FOR:

- A BUSINESS PROCESS REDESIGN
- ACCURATE REIMBURSABLE RATES
- ACTIVITY BASED BUDGETING
- COSTING OF OUTSOURCING ALTERNATIVES
- BENCHMARKING

WHAT IT CAN HELP US SAVE!

A POTENTIAL FOR \$M IN BASOPS SAVINGS WHEN USED FOR BUSINESS DECISIONS
(PRIVATE SECTOR ESTIMATES 10 TO 100 TIMES RETURN ON IMPLEMENTATION COST)





OTHER RECOMMENDED ACTIONS

- | | <u>ACTION</u> |
|--|----------------------|
| □ TEST DPW/USACE PARTNERING FOR APPLICATION ONLY AT AMC INDUSTRIAL SITES | AMC, USACE, OACSIM |
| □ CONTRACT DOL OPERATIONS | ODCSLOG |
| □ DEVELOP BASELINE ARMY-WIDE BASOPS SERVICE STANDARDS | OACSIM |
| □ DEVELOP ARMY-WIDE PRIORITIZATION OF QOL SERVICES | OACSIM |
| □ IMPLEMENT ABC ARMY-WIDE | OASA(FM)
OACSIM |



FORSCOM



Issue: II-4

Title: Service-Based Costing

Enablers: None

Implementation Guidance:

1. ASA(FM) develop for publication a primer on Service-Based Costing, Activity-Based Costing and Standard Service Costing of installation services NLT June 1998.
2. ACSIM be prepared to employ above methodology for programming installation services resources in mini POM 01-05.

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Issue: II-5

Title: "Model Cities" Book

Proponent: FORSCOM

Sponsor: ASA(ILE)/ACSIM

Source: Umbrella

Implementation Period: POM 00-05

Synopsis: Army installation commanders are essentially the senior tenants on post, e.g., division commander, corps commander or school/center commandant. While their primary responsibilities are clear they are, nonetheless, required to preside over, in effect, a small town with the attendant responsibilities of a town mayor. To assist them the Army has recently established a program for command-selecting officers to serve as garrison commanders who attend a unique installation management course prior to assuming their duties. In addition, the tenets of installation management should be published as installation management "doctrine," available to all members of the installation management community which would also serve as a reference resource for other Army professional education systems, e.g., NCOES, AMSC, CGSC, Senior Service College. FM 100-22, Installation Management, 11 October 1994 is the most current publication from TRADOC on this subject.

Resource Implications:

Savings

Costs

Transfers

Military:

Civilian:

Dollars:

Army Staff/Cmd Position:

Concur: FORSCOM

Nonconcur:

Not a resource related issue. Savings, if any, will be garnered by employing costing methodology (Issue II-4) after standards have been identified.

Recommendation: Publish a "Model Cities" book (update FM 100-22) enumerating installation management "doctrine."

Action: ACSIM-lead; ASA(ILE), DCSOPS, TRADOC, FORSCOM-assist

Approve

Disapprove

Fwd to CSA/SA for decision

Defer to POM 02-07
 Study by: _____

Issue: II-5

Title: “Model Cities” Book

Enablers: None

Implementation Guidance:

1. ACSIM submit to TRADOC (USALMC), NLT June 1998, draft input to FM 100-22 on the following:
 - a. installation service delivery methodology;
 - b. inter-service installation partnership policy;
 - c. QOL definition and prioritization methodology;
 - d. installation service activity-based costing methodology; and
 - e. Installation Status Report system to include service standards.
2. TRADOC publish updated FM 100-22, including above, NLT January 1999.

Issue II-6

Title: Installation Funding

Proponent: FORSCOM **Sponsor:** ASA(ILE)/ACSIM

Source: Umbrella

Implementation Period: Mini POM 01-05

Synopsis: Currently installation services are resourced by HQDA through the major command headquarters. Amount of resources provided is based in large part on MACOMs' projected requirements reflected in their POM submissions. It is not clear how much of the resources provided by HQDA are required to support installation management at MACOM staff level. An alternative process would have HQDA issue resources directly to installations.

Resource Implications:

Savings

Costs

Transfers

Military:

Civilian:

Dollars:

Army Staff/Cmd Position:

Concur: ASA(FM)–cmt

Nonconcur: FORSCOM, TRADOC, DCSLOG, ACSIM

Recommendation: Establish a process for HQDA to issue resources directly to CONUS installations (Note: initiative does not apply to OCONUS; process remains unchanged).

Action: ASA(FM)–lead; ASA(ILE), ACSIM, DCSOPS, DCSPER–assist

Approve

Disapprove

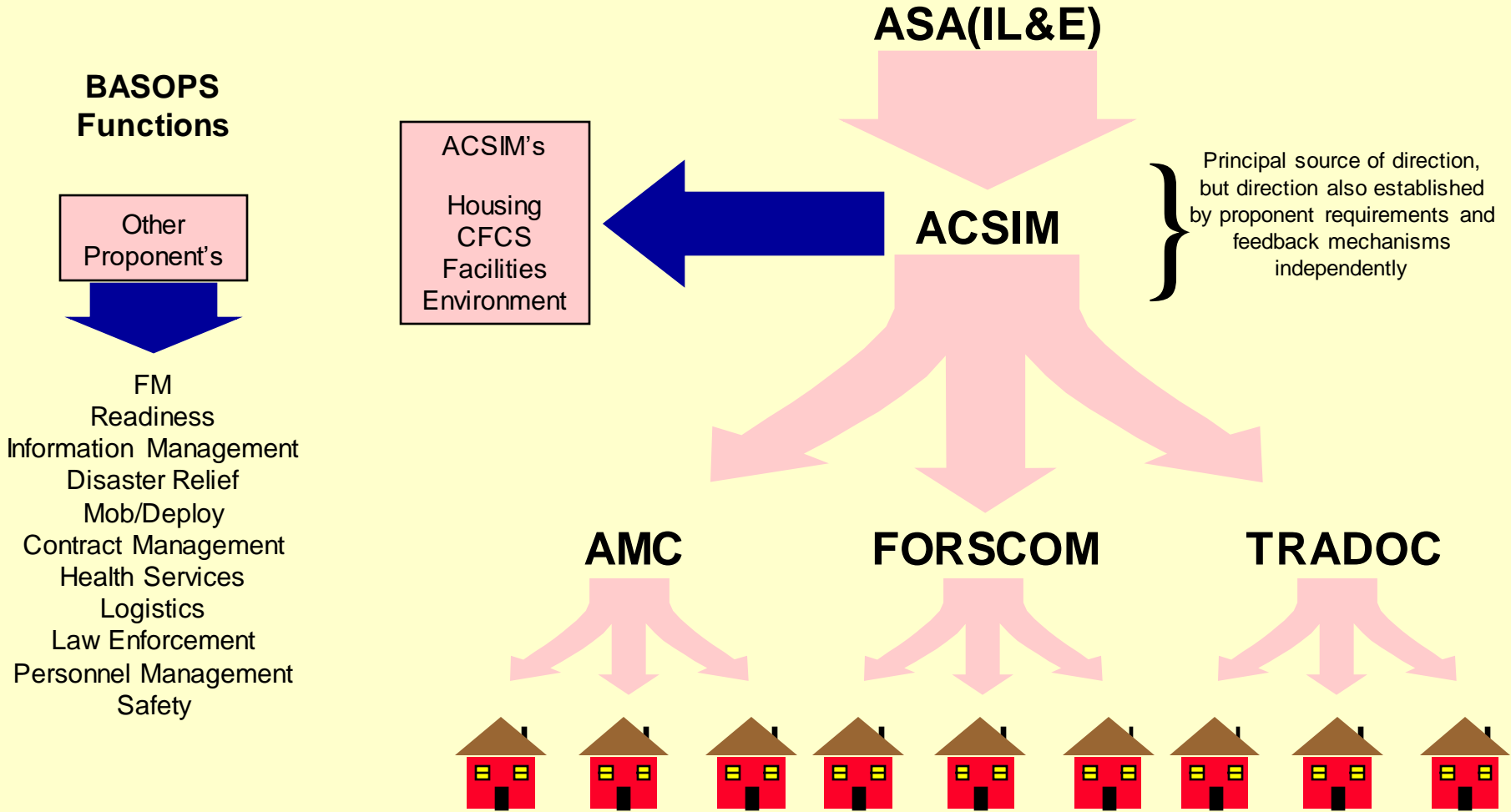
**Fwd to CSA/SA
for decision**

Defer to POM 02-07
 Study by: _____

Discussion: Currently installation services are resourced by HQDA through the major command headquarters. Amount of resources provided is based in large part on MACOMs' projected requirements reflected in their POM submissions. It is not clear how much of the resources provided by HQDA are required to support installation management at MACOM staff level. An alternative process would have HQDA issue resources directly to installations based on each HQDA service proponent's assessment of resources required to meet approved service standards at each installation. Installation commanders would retain the prerogative to redistribute resources, where allowable (e.g., child care is "fenced"), in the year of execution. MACOM commander's role would be to advise HQDA of major command priorities and to assess the efficacy of HQDA resourcing in terms of adequacy of meeting service standards and command priorities.

Manage Installations (Current)

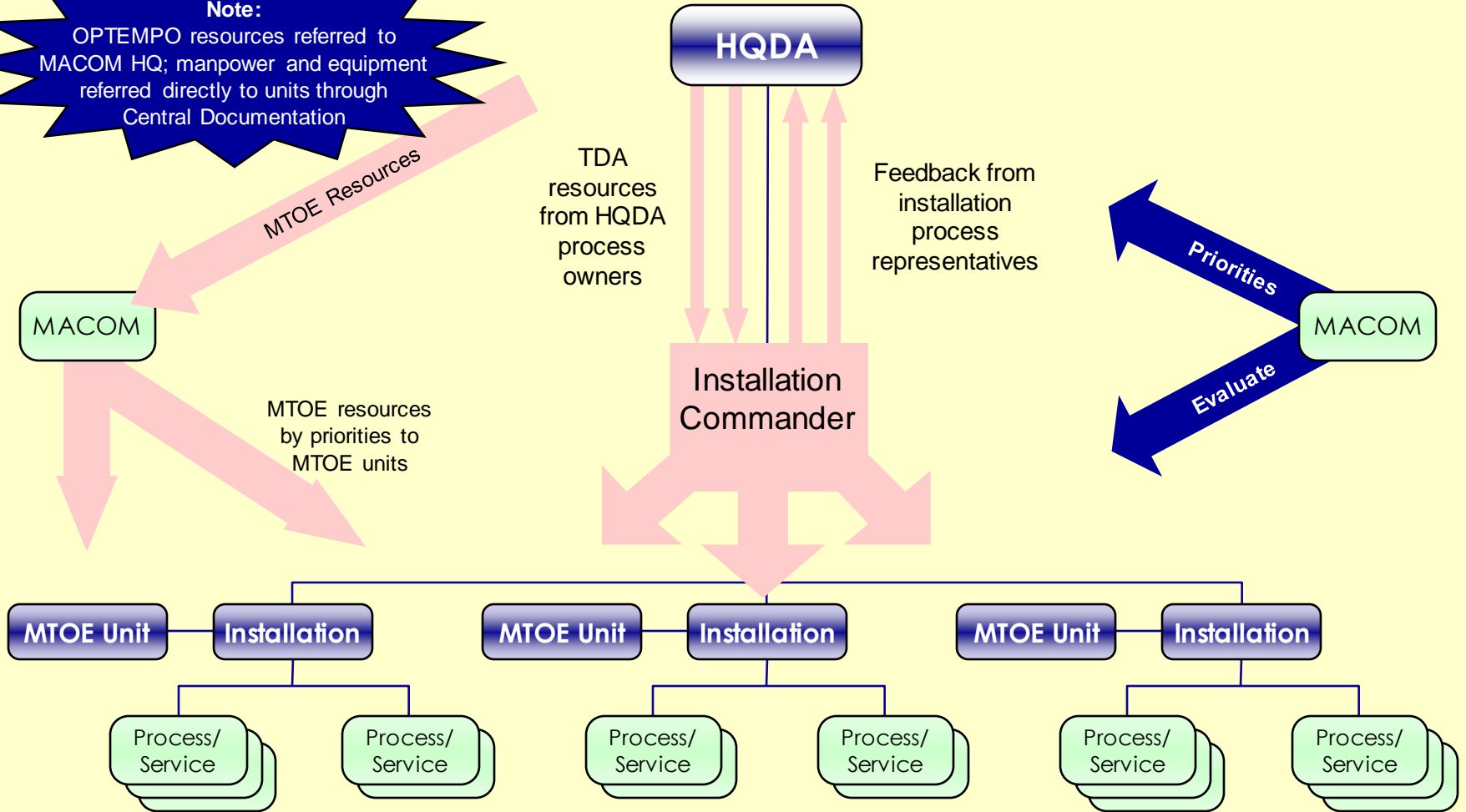
No Clear Direction



Manage Installations (Proposed)

Note:

OPTEMPO resources referred to MACOM HQ; manpower and equipment referred directly to units through Central Documentation



Issue: II-6

Title: Installation Funding

Enablers: None

Implementation Guidance:

1. ASA(FM) develop process for distributing and accounting for Army appropriations allocated for installation services directly to Army installations NLT October 1998.
2. ASA(MRA) develop process for distributing and accounting for Army civilian personnel to be employed in the performance of installation services by Army installations NLT October 1998.
3. DCSOPS develop process for distributing and accounting for Army military manpower authorized to perform installation services by Army installation NLT October 1998.
4. ACSIM, in coordination with TRADOC, includes description of process for distributing and accounting for installation resource in “Model Cities” book NLT January 1999 (see issue number II-5).

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Issue: II-7

Title: Multi-service Installation Partnership

Proponent: FORSCOM

Sponsor: ASA(ILE)/ACSIM

Source: Proponent

Implementation Period: POM 00-05

Synopsis: Multi-service installation partnerships envision service delivery through regionalization and/or agreements with other DoD services (Navy, Air Force) or Federal Agencies where installations are contiguous or in close proximity. Examples of local partnerships include shared contract for multi-installation heating fuel and maintenance of common items from various installations at one place. Currently such partnerships are developed locally and lack an overarching DoD or Department of the Army sponsorship. Given HQDA established services and standards, there is a need for a holistic departmental directive to develop cost effective, multi-service partnerships to include a mechanism, or an incentive, to allow installations engaged in such partnerships to retain some or all savings realized.

Resource Implications:

Savings

Costs

Transfers

Military:

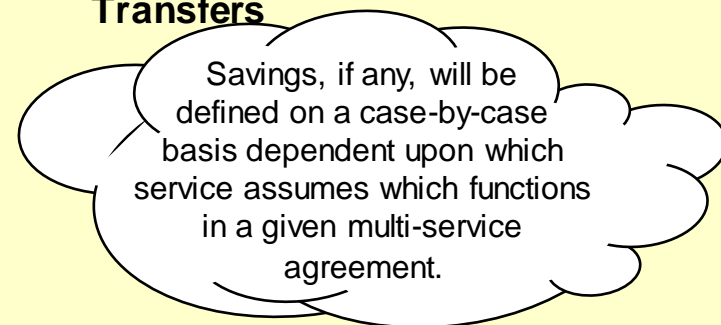
Civilian:

Dollars:

Army Staff/Cmd Position:

Concur: FORSCOM

Nonconcur:



Recommendation: Establish a holistic HQDA policy encouraging multi-service partnerships for providing installation services; propose similar policy to be adopted by DoD.

Action: ASA(ILE)–lead; ACSIM, ASA(MRA), DCSPER, DCSLOG, DCSOPS–assist

Approve

Disapprove

**Fwd to CSA/SA
for decision**

Defer to POM 02-07
 Study by: _____



NEEDED BASOPS TOOLS

MULTI SERVICE BASOPS

“The services have not taken sufficient advantage of potential opportunities to achieve significant savings in base operating support costs through greater reliance on interservicing type arrangements.”

GAO Report, Military Bases {GAO/NSIAD-96-108}

WHAT IT IS:

BASOPS SERVICE DELIVERY THROUGH REGIONALIZATION AND PARTNERSHIPS WITH OTHER DOD SERVICES WHERE INSTALLATIONS ARE CONTIGUOUS OR IN CLOSE PROXIMITY.

WHAT IT DOES:

- REDUCES OVERHEAD
- ENHANCES ECONOMIES OF SCALE
- SAVES \$\$



NEED:

- SA/CSA LEVEL DIRECTIVE IN ALL SERVICES
- MECHANISM TO RETAIN SAVINGS AT INSTALLATION/BASE LEVEL



FORSCOM



Issue: II-7

Title: Multi-service Installation Partnership

Enablers: None

Implementation Guidance:

1. ASA(ILE) develop a policy for inter-Army partnership, e.g., two or more Army installations, for cost effective installation service delivery NLT June 1998.
2. ASA(ILE) develop and submit to OSD proposed DoD Directive establishing guidelines for multi, intra-service partnerships, for cost effective installation service delivery NLT June 1998.

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Institutional/TDA Axis

(Phase II Recommended)

Law Enforcement

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Issue: II-8

Title: Elimination of Selected MP Functions

Proponent: TRADOC

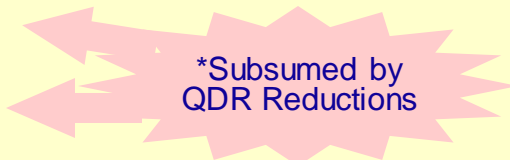
Sponsor: ASA(MRA)/DCSOPS

Source: Proponent

Implementation Period: POM 00-05

Synopsis: Approximately 90% of installation vehicle registration, AWOL apprehension, crime prevention and gate guard authorizations have already been eliminated. Command emphasis, mutual dependency (e.g. gate guard and vehicle registration), and installation directives permit elimination of the remaining authorizations.

Resource Implications: **C-1**

	Savings	Costs	Transfer
Military:	16*		
Civilian:	43*		
Dollars:	\$12.9M*		

Army Staff/Cmd Position:

Concur: TRADOC, FORSCOM (w/cmt)

Nonconcur:

Recommendation: Eliminate the remaining authorizations

Action: DCSOPS–lead; ACSIM and TRADOC–assist

Approve

Disapprove

**Fwd to CSA/SA
for decision**

Defer to POM 02-07
 Study by: _____

Issue: II-8

Title: Elimination of Selected MP Functions

Enablers: None

Implementation Guidance:

1. DCSOPS, in coordination with TRADOC, identify TDA Military Police authorizations for elimination NLT December 1997 (complete).
2. DCSOPS, in coordination with affected MACOMs, validate elimination numbers via the Command Plan process NLT January 1998 (complete).
3. DCSOPS, in coordination with TRADOC, prepare PBD level detail of savings for POM 00-05.
4. PAE reconcile MACOM reductions through PEG process.

PBD Information

Manpower

Cmd	UIC	MDEP	AMSCO	TYPE	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05
MACOM Total				Mil			-16	-16	-16	-16	-16	-16
				Civ			-43	-43	-43	-43	-43	-43

TOA (\$ millions)

Cmd	UIC	MDEP	AMSCO	TYPE	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05
MACOM Total							-2.1	-2.1	-2.1	-2.1	-2.1	-2.1

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Issue: II-9

Title: Elimination of CIDC as a MACOM

Proponent: TRADOC

Sponsor: ASA(MRA)/DCSOPS

Source: Umbrella

Implementation Period: POM 02-07

Synopsis: CIDC was established as a “stovepipe” MACOM in order to ensure independent, impartial investigation, free of undue command influence. CIDC consists of TOE and TDA elements with worldwide responsibilities. CIDC investigative capability has been reduced by 33% since 1990. In the same period, the emergence of computer and environmental crime has added to the CIDC mission. These factors, and others, argue for examination of restructuring alternatives.

Resource Implications: **C-3**

Savings

Costs

Transfer

Military:

50*

Civilian:

58*

Dollars:

\$17.4M

*Equates to
CIDC HQ
overhead

Army Staff/Cmd Position:

Concur:

Nonconcur: CIDC, FORSCOM, TRADOC

Recommendation: Conduct an independent assessment of the criminal investigation process

Action: ASA(M&RA)–lead; DCSOPS, TRADOC and CIDC–assist

Approve

Disapprove

**Fwd to CSA/SA
for decision**

Defer to POM 02-07
 Study by: _____

Discussion: Law enforcement on Army installations is a shared process between garrison provost marshals and CIDC. Serious crime (e.g., high dollar theft, fraud, murder, rape, etc.) are the purview of criminal investigators assigned to CIDC. Minor offenses (low dollar theft, traffic offenses, simple assault, etc.) are handled by military police assigned to local commands. CIDC was established as a “stovepipe” MACOM in order to ensure independent, impartial investigation, free of undue command influence. CIDC consists of TOE and TDA elements with worldwide responsibilities. The command totals 1,538 military and civilian personnel stationed regionally for area support to commanders. CIDC investigative capability has been reduced by 33% since 1990. In the same period, the emergence of computer and environmental crime has added to the CIDC mission. These factors, and others, combine to argue for examination of re-structuring alternatives which might realize greater efficiency and effectiveness than the current CIDC organization. The Army’s long range plan to reduce MACOMs is a further consideration. Alternatives to a MACOM include establishment of a criminal investigation arm of The Inspector General (e.g., AF model), consolidation of criminal investigations at the DoD level, or embed of CIDC operational assets within the operational force (e.g., the TAACOM MP brigade design), responsive to local commanders’ needs. HQDA proponenty for Force Protection in the 21st Century may offer another consolidation option.

Issue: II-9

Title: Elimination of CIDC as a MACOM

Commander, CIDC Addendum:

“The synopsis paragraph is in stark contrast to the guidance issued at our August 1996 FAA. The FAA recommendation was to retain USACIDC as a separate command with staff specialties as documented in our current TDA. More to the point, the Vice Chief of Staff rejected the alternative of placing the CIDC under the Army Staff (Provost Marshal General concept), and directed that it not be briefed. Yet, the option of putting CIDC under the Inspector General or the non specific option in the final sentence that talks to HQDA proponency for Force Protection, once again alludes to this concept of a Provost Marshal General.

While I strongly oppose any decision that results in a CID Command that is not centralized and independent, I do understand the importance of looking for efficiencies and the need to restructure the Army to meet future needs. We are prepared to assist in this endeavor. This not only serves the best interest of this command, but the Army as a whole.” 17 October 1997

“The question of this command remaining a separate Major Army Command (MACOM) is often posed during the Army’s force development process. Studies concerning whether the Army would be better served by reorganizing USACIDC and placing it under the Department of the Army (DA) Inspector General or some other DA Staff Agency have been conducted several times in the past. The recurring conclusion has been that the US Army is best served by the current organization of USACIDC as a MACOM.” 23 January 1998

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Issue: II-9

Title: Elimination of CIDC as a MACOM

Enablers: DOD Investigative Capabilities Study

Implementation Guidance:

1. In accordance with SECARMY guidance, ASA (M&RA) conduct assessment of Army criminal investigation process ASAP.
2. ASA (M&RA) outbrief assessment report to SECARMY NLT April 1999.
3. CIDC, in coordination with DCSOPS and TRADOC, be prepared to develop concept plan for 02 implementation in anticipation of approved assessment recommendations NLT August 1999.
4. CIDC, in coordination with DCSOPS, and TRADOC, be prepared to present implementation plan to VCSA NLT September 1999.
5. CIDC, in coordination with DCSOPS and TRADOC prepare PBD level detail of costs and savings for POM 02-07 NLT January 2000.

PBD Information

Manpower

Cmd	UIC	MDEP	AMSCO	TYPE	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05
CIDC				Mil					-50	-50	-50	-50
				Civ					-58	-58	-58	-58

TOA (\$ millions)

Cmd	UIC	MDEP	AMSCO	TYPE	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05
CIDC									-2.9	-2.9	-2.9	-2.9

Issue: II-10

Title: TDA Provost Marshal Conversions to TOE

Proponent: TRADOC

Sponsor: ASA(MRA)/DCSOPS

Source: Proponent

Implementation Period: POM 00-05

Synopsis: MP deployments for stability and support operations require provost marshal sections to conduct police operations in theater. Current TOE design does not provide for provost marshal sections. Ad hoc organizations have been formed to cover the void. 3181 MP billets dedicated to TDA garrison law enforcement have been identified as feasible for conversion to TOE provost marshal sections. At least 77% of this number are needed in terms of MP OPTEMPO.

Resource Implications: **C-1**

Savings

Costs

Transfer

Military:

2468

Civilian:

Dollars:

Army Staff/Command Position:

Concur: TRADOC (w/cmt next under), FORSCOM (w/cmt)

Nonconcur:

Recommendation: Convert TDA Provost Marshal sections to TOE and examine TAA assumptions for adequacy

Action: TRADOC–lead; DCSOPS–assist

Approve

Disapprove

**Fwd to CSA/SA
for decision**

Defer to POM 02-07
 Study by: _____

Issue: II-10

Title: TDA Provost Marshal Conversions to TOE

Proponent Addendum:

“ To fill the warfight and stability and support void, USAMPS submitted a FDU 96-1 concept which will convert TDA garrison Provost Marshal/ MP Company spaces to modular Law and Order Teams. The concept identified approximately 3771 spaces as potential candidates for conversion to MTOE. Concurrent with the FDU and FAA processes, HQDA approved a FORSCOM concept plan to convert their TDA to currently documented Law and Order TOEs and programmed conversion of EUSA TDA to MTOE. Additionally, the senior Army leadership authorized the use of the new Law and Order organizations in the TAA 05 process. The FDU concept was officially approved by the VCSA on 19 December 1996 and DA approved TOEs were published in CTU 9705. Impacted MACOMs determined conversion feasibility and finalized implementation plans which were presented and approved for TAA 05 resourcing during the 22-26 September 1997 Resourcing Council of Colonels.” 20 October 1997

Issue: II-10

Title: TDA Provost Marshal Conversions to TOE

Enablers: None

Implementation Guidance:

1. TRADOC in coordination with DCSOPS, determine TDA provost marshal authorizations for conversion NLT December 1997 (complete).
2. TRADOC in coordination with DCSOPS, program TOE conversions in TAA 05 (complete).
3. DCSOPS validate TOE designs as a part of TAA 05.
4. DCSOPS be prepared to document changes through the Command Plan process.

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Issue: II-11

Title: Reorganization of the US Disciplinary Barracks (USDB)

Proponent: TRADOC

Sponsor: ASA(MRA)/DCSOPS

Source: Proponent

Implementation Period: POM 00-05

Synopsis: The new USDB, programmed for completion in FY00, includes design efficiencies and new technologies which will improve the guard/inmate ratio, and permit reduction in the workforce.

Resource Implications: **C-3**

	Savings	Costs	Transfer
Military:	291		
Civilian:	36		
Dollars:	\$8.1M		

Army Staff/Cmd Position:

Concur: FORSCOM (w/cmt)

Nonconcur: TRADOC (cmt: already approved)

Recommendation: Reduce USDB staffing levels

Action: DCSOPS–lead; TRADOC–assist

Approve

Disapprove

Fwd to CSA/SA
for decision

Defer to POM 02-07
 Study by: _____

Issue: II-11

Title: Reorganization of the US Disciplinary Barracks (USDB)

Enablers: Completion of the new USDB on schedule in FY00 with design efficiencies.

Implementation Guidance:

1. DCSOPS in coordination with DCSPER and TRADOC, determine authorizations for elimination NLT December 1997 (complete).
2. DCSOPS in coordination with TRADOC, prepare PBD level detail for MINI-POM 01-05 NLT February 1999.
3. DCSOPS be prepared to document changes through the Command Plan process.

PBD Information

Manpower

Cmd	UIC	MDEP	AMSCO	TYPE	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05
TRADOC				Mil				-291	-291	-291	-291	-291
				Civ				-36	-36	-36	-36	-36

TOA (\$ millions)

Cmd	UIC	MDEP	AMSCO	TYPE	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05
TRADOC								-\$0.9	-\$1.8	-\$1.8	-\$1.8	-\$1.8

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Issue: II-12

Title: US Disciplinary Barracks (USDB) Operating Efficiencies

Proponent: TRADOC

Sponsor: ASA(MRA)/DCSOPS

Source: Proponent

Implementation Period: POM 00-05

Synopsis: The Army is Executive Agent for incarceration of all DoD service members who are long-term prisoners. The US Disciplinary Barracks performs the mission of long-term corrections. Currently, 686 military and 123 civilians operate the existing USDB (scheduled for renovation in FY00) at a cost of \$85 per prisoner per day. The operating budget is \$7.9M paid for by the Army. Yet, the distribution of the prisoner population is 60% Army, 20% Air Force, 10% Marine Corps, 8% Navy and 2% Coast Guard. DoD consolidation of long-term corrections with joint resourcing on a “fair share” basis would be more equitable and cost effective for the Army. Additional savings could be garnered by capitalizing on prisoner labor to generate income to defray operating costs.

Resource Implications: **C-3**

	Savings	Costs	Transfer
Military:	143		
Civilian:			
Dollars:	\$10.2M		

Army Staff/Cmd Position:

Concur: FORSCOM (w/cmt)

Nonconcur: TRADOC (cmt: already on-going)

Recommendation: Reduce USDB operating costs by:

- a. Pursuing DoD consolidation of long-term corrections.
- b. Utilizing prisoner labor to make the USDB self-supporting.

Action: DCSOPS–lead; TRADOC–assist

Approve

Disapprove

**Fwd to CSA/SA
for decision**

Defer to POM 02-07
 Study by: _____

Issue: II-12

Title: US Disciplinary Barracks (USDB) Operating Efficiencies

Enablers: DoD Correctional Custody Joint Working Group

Implementation Guidance:

1. TRADOC develop business plan to increase USDB self-generating income (e.g., TA 50 and textile repair; USDB tours, etc.) NLT December 1997 (complete).
2. DCSOPS present consolidation issue to the DoD Correctional Custody Joint Working Group NLT October 1997 (complete).
3. DCSOPS prepare Army position for leadership approval once DoD Correctional Custody Joint Working Group reports on issue.
4. DCSOPS, in coordination with TRADOC, prepare PBD level detail of savings in MINI-POM 01-05, pending outcome of DoD Correctional Custody Joint Working Group reconciliation.
5. DCSOPS, in coordination with TRADOC, develop concept plan for 00 implementation of joint consolidation of long term corrections NLT June 1999.
6. DCSOPS, in coordination with TRADOC, establish MOU with other Services for implementation of joint consolidation of long term corrections in 01.

PBD Information

Manpower

Cmd	UIC	MDEP	AMSCO	TYPE	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05
TRADOC				Mil				-143	-143	-143	-143	-143

TOA (\$ millions)

Cmd	UIC	MDEP	AMSCO	TYPE	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05
TRADOC								-1.7	-1.7	-1.7	-1.7	-1.7

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Institutional/TDA Axis

(Phase II Recommended)

Health Care

Major Organizational Issues

	Supports						
	DHP\$	OSD (HA)	40% MACOM Reduction	100-1	Org Stability	Savings Potential	QHC
MEDCOM as Specialized CMD	√	√			√		√
Disestablishment of MEDCOM	√	√	√	√	—	√	√
Establishment of Joint Medical CMD	√	√	√	√	—	√	√
Establishment of U.S. Medical Service	—	—	√	—	—	√	—

Supports √
 Unknown —

Issue: II-13

Title: Establishment of Joint Medical Command

Proponent: MEDCOM

Sponsor: ASA(MRA)/TSG

Source: Umbrella

Implementation Period: POM 02-07

Synopsis: Analysis of the Army's 12 institutional core processes identified a potential organization change which may serve as a catalyst for streamlining and consolidating like functions. This change is based on the premise that health care is not an Army core process and is therefore a service that could be provided by alternative sources. The consolidation of health care services in a Joint Medical Command would serve to reduce duplicative requirements (manpower and dollars) and provide a single Joint Medical Force for supporting the CINCs. This consolidation would also provide savings in the current institutional health care system and maintain the quality of health care to the beneficiaries.

Resource Implications:

Savings

Costs

Transfers

Military:

Civilian:

Dollars:

Army Staff/Cmd Position:

Concur: MEDCOM (w/cmt), FORSCOM

Nonconcur:

Informal estimates are a net savings of 1/3 of each service's health care structure if merged into a joint organization

Recommendations: Study creation of Joint Medical Command

Action: DCSOPS–lead; MEDCOM, FORSCOM–assist

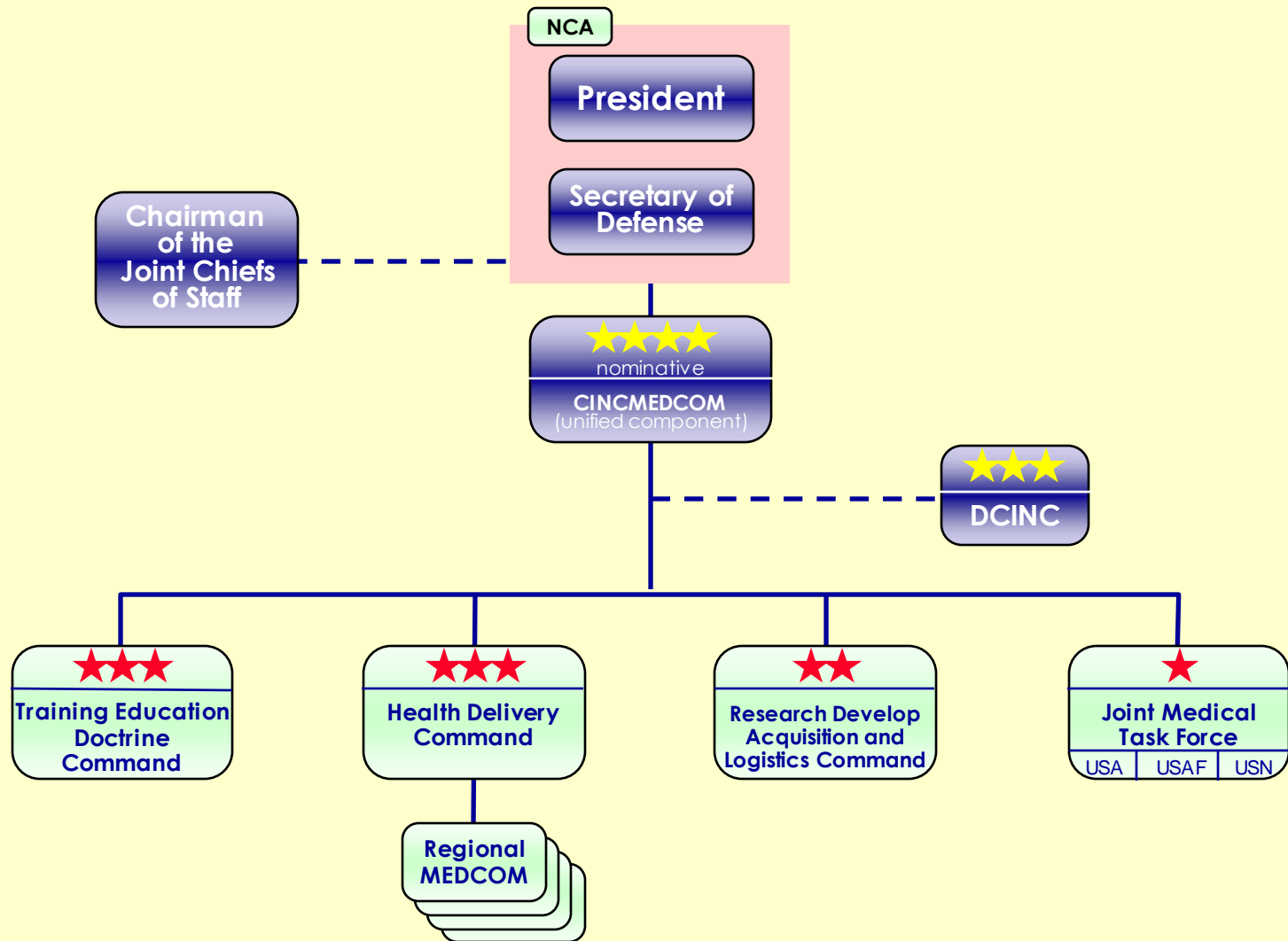
Approve

Disapprove

Fwd to CSA/SA for decision

Defer to POM 02-07
 Study by: _____

Joint Medical Command



Issue: II-13

Title: Establishment of Joint Medical Command

Enablers:

- a. Initiate actions to develop other Services' support. Gain ASD(HA) acknowledgment of this initiative; concurrence that health care responsibilities will continue to be satisfied; assurance that Defense Health Program resource support will be unaffected by the initiative.
- b. DepSecDef Atwood Memorandum, dated October 1, 1991, Subject: Strengthening the Medical Functions of the Department of Defense.

Implementation Guidance:

1. DCSOPS, with TSG assist, develop a concept plan to analyze the transition of MEDCOM into a Joint Medical Command no later than June 1998. This concept plan will provide for:
 - a. establishment of the other services positions on a Joint Medical Command (e.g. JROC Issue);
 - b. review and concurrence of plan by ASD(HA) to insure continued resource support;
 - c. action plan detailing implementation guidance; and
 - d. develop appropriate MOUs for newly established Joint Medical Command.
2. DCSOPS validate proposed force structure changes necessary to implement recommended decision.
3. If approved, DCSOPS develop PBDs to capture transition cost and savings in POM.

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Issue: II-14

Title: Medical TOE/TDA Integration and Command

Proponent: MEDCOM

Sponsor: ASA(MRA)/TSG

Source: Umbrella

Implementation Period: 00-05

Synopsis: In FY96 the Army had 23 Community Hospitals (ACH) such as Womack Army Community Hospital, Ft. Bragg, NC, organized under TDA. The Army also has, pending conversions attributable to Medical Reengineering Initiative (MRI) and allocation in TAA 05, 15 active and 37 reserve TOE hospitals of various types, e.g., combat support hospitals (CSH), field hospitals, etc. While no two ACH are exactly alike, a preliminary comparative analysis of one (Womack) with an MTOE hospital (28th CSH) revealed approximately 80% match in required medical personnel by grade and skill. Integration of the two into a single unit with both deployable and nondeployable elements could leverage the DHP when not deployed and potentially identify redundant spaces that could be returned to the Army. At issue is command of the composite hospitals.

Resource Implications: **C-4**

Savings

Costs

Transfers

Military:

1851*

Civilian:

Dollars:

*To be revised based on MRI designs

Army Staff/Cmd Position:

Concur: FORSCOM (w/cmt)

Nonconcur: MEDCOM—command and control issue

Recommendations: Integrate TOE and TDA hospitals into composite hospital under FORSCOM; include in POM 00-05.

Action: MEDCOM—lead; FORSCOM, DCSOPS, TRADOC—assist

Approve

Disapprove

Fwd to CSA/SA for decision

Defer to POM

Study by: _____

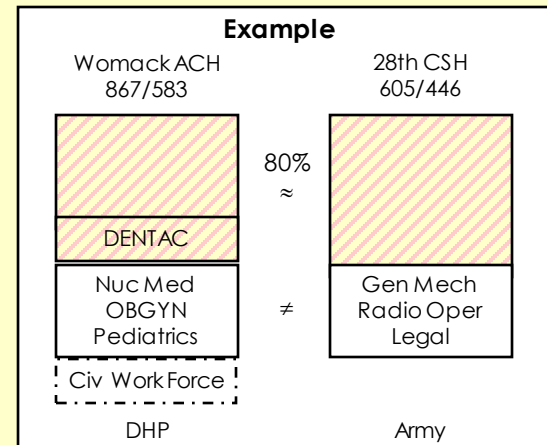
Issue: II-14

Title: Medical TOE/TDA Integration and Command

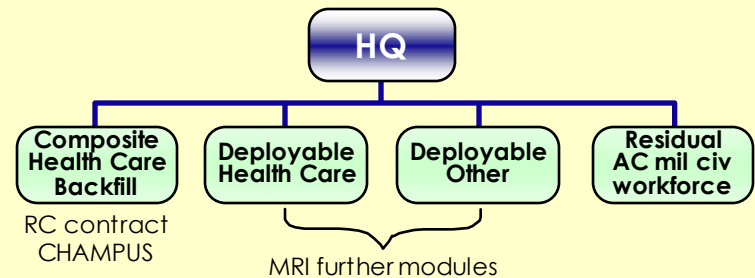
Discussion: In FY96 the Army had 23 Community Hospitals (ACH) such as Womack Army Community Hospital, Ft. Bragg, NC, organized under TDA. The hospitals provide direct patient care to eligible beneficiaries, 75% of whom are not active duty military, e.g., dependents, retirees, other. The ACHs are funded by the Defense Health Program (DHP), reflected in, but independent of the Army budget. The Army also has, pending conversions attributable to Medical Reengineering Initiative (MRI) and allocation in TAA 05, 15 active and 37 reserve TOE hospitals of various types, e.g., combat support hospitals (CSH), field hospitals, etc. While no two ACH are exactly alike, a preliminary comparative analysis of one (Womack) with an MTOE hospital (28th CSH) revealed approximately 80% match in required medical personnel by grade and skill. Integration of the two into a single unit with both deployable and nondeployable elements could leverage the DHP when not deployed and potentially identify redundant spaces that could be returned to the Army. At issue is command of the composite hospitals. Under MEDCOM the Army retains the Surgeon General as singularly accountable for health care, but invests in him operational readiness responsibilities. Under an operational command (e.g., FORSCOM) the commander assumes the responsibility for soldiers' health care, and hence their readiness, as well as battlefield casualties. This option would embed minimal, essential operational health care within Army units rendering them less vulnerable to potential transition to a collective (joint/defense) health care system.

Current TDA to TOE

Current Inventory			
	TOE		TDA
	AC	USAR	MEDCOM
MASH	1		
CSH	8	26	
Field	3	8	
Gen	3	3	
AMC			7
ACH			23
Other			2



Proposal: Convert ACH to “Modular” TOE
Inactivate existing CSH



- New “TOE” principally for Health Care
- New “TOE” continues to be DHP funded
- Structure savings to Army
- When “Deployable Modules” deployed
 - funded by Army
 - backfill funded by DHP
- When “Deployable Modules” training
 - funded by Army (OTEMPO)
 - backfill funded by DHP

Other Considerations

TOE commanded by:
FORSCOM/USAREUR/USARPAC
Installations commanders
No oversight by RMC
Leverage DHP; recapitalize Army
Not tied to MACOM decision

Cost Accounting Complex

Selected EAC Medical Commands for MRC-W

Units	AC AUTH*	Alternative	AC AUTH	% Savings	AC Savings
115 Field Hosp, Ft Polk	341	Bayne-Jones ACH, Ft Polk	283	40	-113
47 Field Hosp, Ft Sill	341	Reynolds ACH, Ft Sill	390	40	-156
14 Field (-), Ft Benning	81	Martin ACH, Ft Benning	495	20*	-99
121 Gen Hosp, Korea	364	Bassett ACH, Ft Wainwright	355	40	-142
249 Gen (-), Ft Gordon	87	Moncrief ACH, Ft Jackson	478	20*	-96
85 Gen (-), Ft Meade	87	Ireland ACH, Ft Knox	408	20*	-82
Totals	1,301		2,409		688

Note: (-) Caretaker Hospital savings estimated on projected size of unit and AUTH strength of designated replacement.

Source: SAMAS 98 Authorizations

Corps Medical Commands

Units	AC AUTH*	Alternative	AC AUTH	% Savings	AC Savings
10th HspCmbt, Ft Carson	443	Evans ACH, Ft Carson	471	40	-188
21st HspCmbt, Ft Hood	445	Darnall ACH, Ft Hood	578	40	-231
31st HspCmbt (-), Ft Bliss	96	Irwin ACH, Ft Riley	318	20	-64
28th HspCmbt, Ft Bragg	446	Womack ACH, Ft Bragg	634	40	-254
86th HspCmbt, Ft Campbell	446	Blanchfield ACH, Ft Campbell	370	40	-148
41st HspCmbt (-), Ft S Houston	100	Wood ACH, Ft Leonardwood	430	20	-86
47st HspCmbt (-), Ft Lewis	101	Munson ACH, Ft Leavenworth	177	20	-35
67st HspCmbt, Wurtzburg	424	Wurtzburg ACH, Wurtzburg GE	393	40	-157
Totals	2,501		3,371		1,163

Note: (-) Cadre Hospital savings estimated on projected size of unit and AUTH strength of designated replacement.

Source: SAMAS 98 Authorizations

Issue: II-14

Title: Medical TOE/TDA Integration and Command

Enablers: Gain ASD(HA) acknowledgment of this initiative; concurrence that health care responsibilities will continue to be satisfied; assurance that Defense Health Program resource support will be unaffected by the initiative.

Implementation Guidance:

1. MEDCOM develop study plan NLT December 1996 (complete).
2. DCSOPS validate MRI TOE designs and number of MRI-designated units required in TAA 05, and the numbers to be structured in the active and reserve component respectively (complete).
3. Based on validated MRI TOE unit designs, MEDCOM conduct comparative analysis of all existing TDA medical structure NLT May 1998.
4. TSG gain ASD(HA) assurance of support of this initiative, including DHP resource continuance NLT May 1998.
5. MEDCOM present VCSA approved results to Organization Program Evaluation Group NLT June 1998.

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Issue: II-15

Title: Disestablishment of MEDCOM

Proponent: MEDCOM

Sponsor: ASA(MRA)/TSG

Source: Umbrella

Implementation Period: 00-05

Synopsis: Analysis of the Army's 12 institutional core processes identified a potential organizational change which may serve as a catalyst for streamlining and consolidating like functions. MEDCOM and FORSCOM have command and control responsibilities for similar CONUS based medical units: MEDCOM for TDA; FORSCOM for TOE. Similar conditions exist in USAREUR and USARPAC. By reconfiguring/merging TDA and TOE units under FORSCOM and transferring medical C&S to TRADOC, MEDCOM could be effectively disestablished as a stovepipe major command. Medical materiel development function could transition to AMC. Remaining functions of medical research, veterinarian, dental, preventive medicine and institutional healthcare policy oversight could be reconfigured as an FOA of HQDA/TSG or transferred to FORSCOM as appropriate.

Resource Implications: **C-3**

	Savings	Costs	Transfers
Military:			48*
Civilian:			101*
Dollars:			\$30.3M

Army Staff/Cmd Position:

Concur: FORSCOM (w/cmt)

Nonconcur: MEDCOM, TRADOC

Recommendations: Disestablish MEDCOM; create US Army Medical Command (USAMED) as major subordinate command of FORSCOM; create a new FOA of TSG. Transfer: hospitals to FORSCOM (USAMED); medical materiel development to AMC; medical C&S to TRADOC; funding and other medical policy issues to TSG/FOA.

Action: MEDCOM–lead; FORSCOM, AMC, TRADOC, DCSOPS, TSG–assist

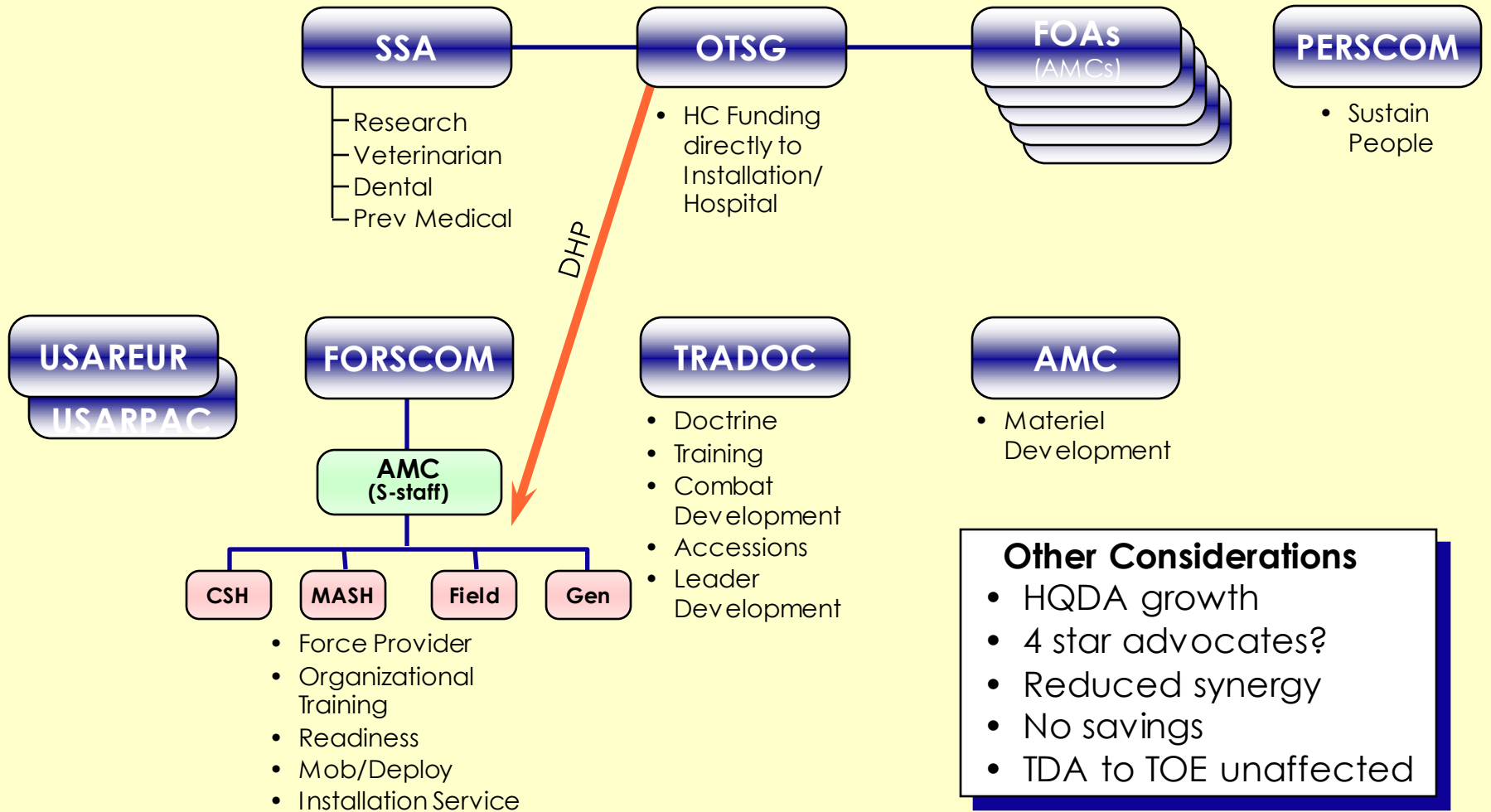
Approve

Disapprove

**Fwd to CSA/SA
for decision**

Defer to POM 02-07
 Study by: _____

Disestablish MEDCOM



Quality Health Care must be Retained!

Issue: II-15

Title: Disestablishment of MEDCOM

Enablers: None

Implementation Guidance:

1. DCSOPS develop a concept plan to disestablish MEDCOM as a MACOM NLT April 98. The concept plan will provide for:
 - a. transfer all hospitals to FORSCOM/USAMED (minus Army Medical Centers) including command and control responsibilities;
 - b. assume medical materiel development by AMC;
 - c. transfer MEDCOM Center and School, and Ft. Sam Houston to TRADOC; and
 - d. retain health care resource management and all remaining medical functions by HQDA (TSG/FOA).
2. FORSCOM, TRADOC, AMC and TSG assume transferred missions under provisional organizations NLT December 1998. Gaining commands and agencies prepare concept plans IAW AR 310-49 for accepting additional organizations and missions NLT July 1998.
3. DCSOPS validate proposed force structure changes necessary to implement recommended decision.
4. FORSCOM, TRADOC, AMC and TSG develop PBDs to capture transition cost and savings in POM 00-05.
5. TSG appraise ASD(HA) of intentions.
6. PA & OCLL make appropriate coordination to effect transfer.

PBD Information

Manpower

Cmd	UIC	MDEP	AMSCO	TYPE	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05
MEDCOM				Mil			-48	-48	-48	-48	-48	-48
				Civ			-101	-101	-101	-101	-101	-101
FC, TC, AMC				Mil			+48	+48	+48	+48	+48	+48
				Civ			+101	+101	+101	+101	+101	+101

TOA (\$ millions)

Cmd	UIC	MDEP	AMSCO	TYPE	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05
MEDCOM							-5.05	-5.05	-5.05	-5.05	-5.05	-5.05
FC, TC, AMC							+5.05	+5.05	+5.05	+5.05	+5.05	+5.05

Institutional/TDA Axis

(Phase II Recommended)

Intelligence

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Issue: II-16 **Title:** Echelons above Corps (EAC) Intelligence

Proponent: INSCOM **Sponsor:** General Counsel/DCSINT **Source:** Umbrella

Implementation Period: 00-05

Synopsis: INSCOM is a “stovepipe” MACOM with operational responsibility for EAC intelligence. As such, it is neither fish nor fowl, with operational brigades supporting the combatant commands and TDA structure paid for (NFIP) and supporting other-than-Army organizations (NSA). At issue is whether INSCOM should remain a major command with the entire spectrum of intelligence from operational/strategic to echelons above Army, or reposition structure into its respective paradigms with ODCSINT maintaining the fiscal and policy links. One alternative would be to re-designate INSCOM as a TOE MSC under FORSCOM and create a FOA to support DCSINT. DCSINT has directed a comprehensive study of the intelligence process to include EAC intelligence to be completed NLT December 1998.

Resource Implications: **C-3**

	Savings	Cost	Transfers
Military:	871*	*Subsumed by QDR Reductions	
Civilian:	300*		
Dollars:	\$90M		

Army Staff/Cmd Position:

Concur: DCSINT

Nonconcur:

Recommendations: Endorse DCSINT independent assessment of the intelligence process, which includes recommendations relative to the future of INSCOM

Action: DCSINT–lead; DCSOPS, FORSCOM, TRADOC, INSCOM–assist

- Approve**
 Disapprove
 Fwd to CSA/SA for decision
 Defer to POM 02-07
 Study by: _____

Issue: II-16

Title: Echelons above Corps (EAC) Intelligence

Enablers: National Security Act; Title 10; Executive Order 12333; National Foreign Intelligence Program (NFIP)

Implementation Guidance:

1. DCSINT, in coordination with DCSOPS, FORSCOM, TRADOC, and INSCOM, conduct an independent assessment of the intelligence process from June to December 1998, for VCSA decision in January 1999.
2. INSCOM, in coordination with DCSOPS, DCSINT, FORSCOM, and TRADOC, establish the organizational construct based on the assessment recommendations NLT February 1999.
3. INSCOM, in coordination with DCSINT, FORSCOM and TRADOC prepare PBD level of detail for MINI-POM 01-05 NLT February 1999.
4. TRADOC, in coordination with INSCOM and DCSINT, program TOE conversions in TAA 05.
5. DCSOPS validate TOE designs to be structured in active and reserve components, respectively, as part of TAA 05.
6. DCSINT, in coordination with DCSOPS, OAA and OGC, prepare concept plan for creation of new organizations NLT February 1999; PBD level of detail for MINI-POM 01-05 NLT February 1999.
7. DCSINT accomplish requisite coordination with NFIP to assure appropriate and essential funding for national foreign intelligence services preferred by Department of the Army.
8. INSCOM develop implementation plan for execution in 01 NLT June 1999.

PBD Information

Manpower

Cmd	UIC	MDEP	AMSCO	TYPE	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05
INSCOM				Mil				-871	-871	-871	-871	-871
				Civ				-300	-300	-300	-300	-300

TOA (\$ millions)

Cmd	UIC	MDEP	AMSCO	TYPE	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05
INSCOM								-15	-15	-15	-15	-15

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Issue: II-17

Title: Joint and Defense Intelligence Requirements

Proponent: TRADOC

Sponsor: General Counsel/DCSINT

Source: Proponent

Implementation Period: 00-05

Synopsis: Army intelligence billets (2300) represent 18% of the Army’s total contribution to joint and defense requirements (DIA, CINCs, Combined Commands, etc.). INSCOM provides an additional 3,112 SIGINT spaces to NSA. Unlike the other services, the Army also supports combatant commanders with operational intelligence structure on the ground as a complement to our joint and defense staffing. In light of the joint-defense burden on Army intelligence relative to its slice of Army structure (e.g., intelligence is 3% of the Total Army vice 18% of Army joint and defense billets), a reduction seems warranted.

Resource Implications: **C-4**

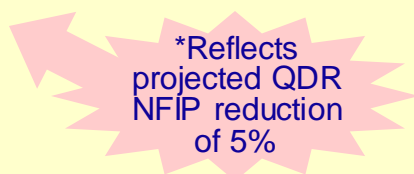
Savings

Costs

Transfers

Military:
Civilian:
Dollars:

350*



Army Staff/Cmd Position:

Concur: DCSINT, FORSCOM (w/cmt), TRADOC

Nonconcur:

Recommendations: Reduce joint and defense intelligence requirements filled by Army personnel.

- a. Target NFIP billets.
- b. Examine service support to Joint Intelligence Centers (JIC) and Joint Analysis Centers (JAC).
- c. Develop issue for Joint Requirements Oversight Council (JROC) action.

Action: DCSINT–lead; DCSOPS; DCSPER; TRADOC; INSCOM–assist

Approve

Disapprove

Fwd to CSA/SA for decision

Defer to POM 02-07
 Study by: _____

Issue: II-17

Title: Joint and Defense Intelligence Requirements

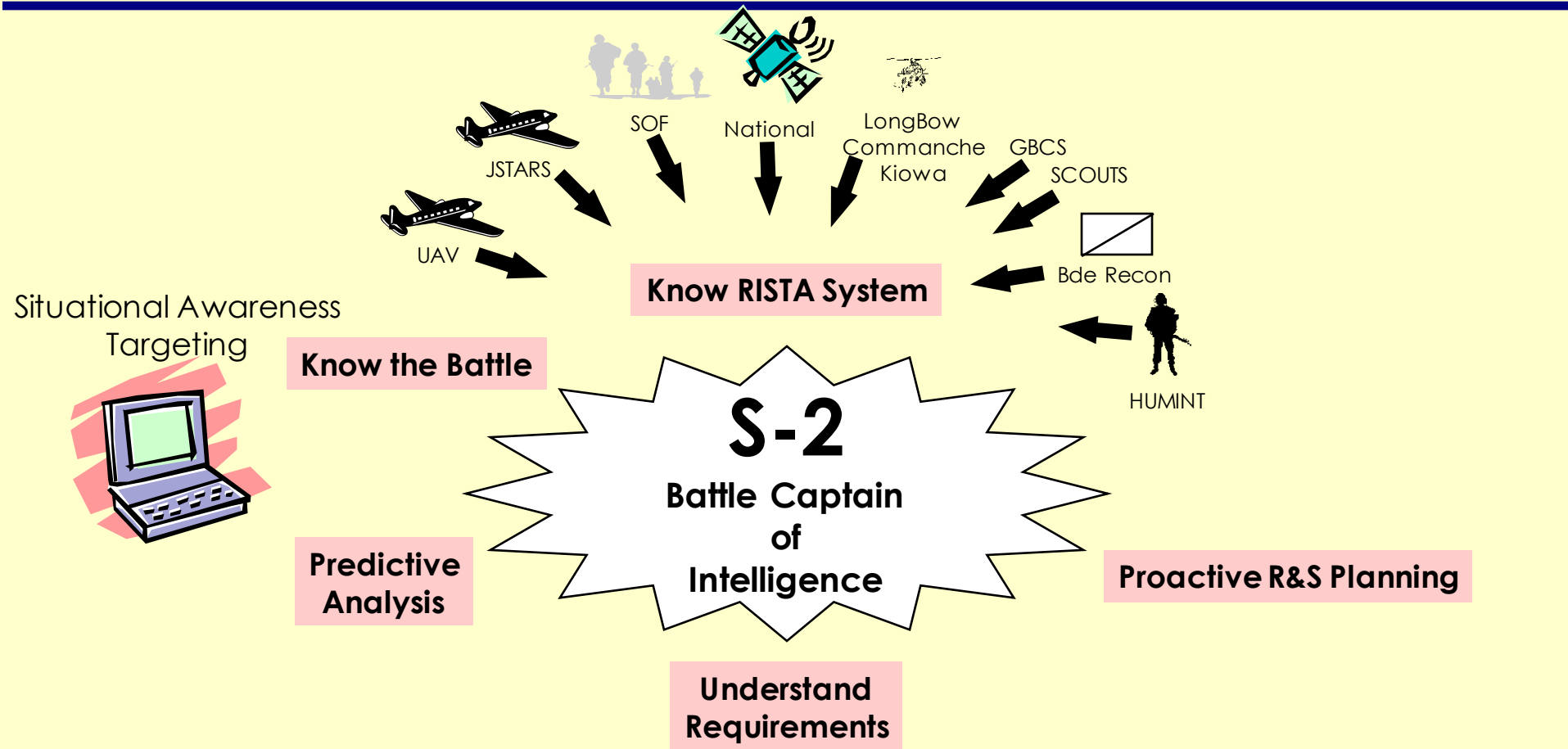
Discussion: Army intelligence billets represent 18% of the Army's total contribution to joint and defense requirements (DIA, CINCs, Combined Commands, etc.). This equates to 2,300 spaces. INSCOM provides an additional 3,112 SIGINT spaces to NSA. Title 10 mandates 100% fill of JDAL positions and Army policy requires priority fill of other joint and defense billets, as well. National Foreign Intelligence Program (NFIP) funded positions also require fill. Only 4% of the NFIP resources are allocated to the Army, based on required vice a "fair-share" staffing apportionment. At the MI field grade level, there is a competing demand for fill in the TOE Army which cannot be met because of joint and defense fill requirements. In addition, unlike the other services, the Army also supports combatant commanders with operational intelligence structure on the ground as a complement to our joint and defense staffing. In light of the joint-defense burden on Army intelligence relative to its slice of Army structure (e.g., intelligence is 3% of the Total Army vice 18% of Army joint and defense billets), a reduction seems warranted. DCSINT initiatives to reduce Army intelligence support to joint and defense (e.g., JWCA Intelligence Force Assessment; QDR NFIP Reduction) are ongoing. The outcome of the Intelligence Force Assessment in 2d Quarter 98 will subsequently be briefed to the JROC.

DCSINT...17 October 1997

- DCSINT and DCSOPS raised a JWCA ISR issue, "Intelligence Force Assessment"
- Preliminary JWCA CINC visits, two Army generals cite need for more Army intell manpower
- Army provides on 19% JIC manning; much lower than other services
- Army provides significant Joint intelligence community support—not through JICs
- Army coordinating with NFIP to cut 350 spaces (5%); 180 approved to date; minimum pending gained by these cuts
- Action to cut NFIP should remain DCSINT lead

Leader Development

Field Grade Shortfall



The S2 job is complex and critical to the Brigade fight

Leader Development

Field Grade Shortfall

FAA Issue: Army can't fill requirements for MI Majors

Discussion:

- Functional Area Review Proposals
 - reduce MI 01A/02A requirements
 - reduce MI Functional Area requirements
 - review and adjust grades where possible
 - adopt selective continuation
- Other Options
 - reduce policy fill requirements
 - incorporate OPMS study proposals
- Goal: reduce field grade requirements

Recommendations:

- Eliminate MI 01A/02A requirements
- Reduce MI Functional Area participation by 50%
- Selectively continue eligible MI Majors (approved)
- Reduce policy fill from 96% to 85%
 - increase Army Major ODP to minimum 70% in all units and 75% in Division
 - adjust grades where possible
 - re-code selected positions to 01A or Functional Area
 - Reduce "ODP" to Policy Positions

FY 97 MI Majors Projection

	Auth	Inv
Total	899	814 (90%)
Policy	304	292
TTHS Account		~150
01A Rqmt		39
Functional Area		52
Balance	595	281 (47%)

**Average Division
ODP = 4
of 12 auth**

Issue: II-17

Title: Joint and Defense Intelligence Requirements

Enablers: National Security Act; Title 10; Executive Order 12333; National Foreign Intelligence Program (NFIP)

Implementation Guidance:

1. DCSOPS, in coordination with DCSINT, DCSPER, TRADOC, and INSCOM, review joint and defense requirements filled by Army personnel, examine JIC/JAC organizations, and identify candidates for reduction NLT December 1997 (complete).
2. DCSINT coordinate with defense intelligence community and recommend specific joint and defense billets for reduction to DCSOPS NLT December 1997 (complete).
3. DCSPER examine Army fill policies, to include grade consideration under OPMS to identify opportunities for joint-defense assignment relief; provide results to VCSA NLT December 1997 (complete).
4. DCSINT, in coordination with DCSOPS, DCSPER, TRADOC, and INSCOM prepare JROC issue for VCSA decision based on the outcome of the Intelligence Force Assessment/JWCA.
5. DCSINT in coordination with DCSOPS, prepare PBD level detail of savings for MINI-POM 01-05 based on JROC decision.

PBD Information

Manpower

Cmd	UIC	MDEP	AMSCO	TYPE	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05
Joint and Defense				Mil				-350	-350	-350	-350	-350

TOA (\$ millions)

Cmd	UIC	MDEP	AMSCO	TYPE	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05
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Institutional/TDA Axis

(Phase II Recommended)

Support to Organizational
Training

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Issue: II-18

Title: Support to Organizational Training Process Owner

Proponent: FORSCOM/TRADOC **Sponsor:** ASA(MRA)/DCSOPS **Source:** Umbrella

Implementation Period: POM 00-05

Synopsis: SOT is currently provided by a variety of organizations; however, there is not a single process owner responsible for a product-trained units, for a customer—the combatant command. This results in duplication, redundancy, reduced visibility of customer concerns and issues and complications in the distribution of resources. Designating a process owner will resolve the above and ensure standard, consistent organization support to the Army in peacetime or in conflict.

Resource Implications:

	Savings	Costs	Transfer
Military:	n/a		
Civilian:	n/a		
Dollars:	n/a		

Army Staff/Cmd Position:

Concur: **Nonconcur:** FORSCOM (w/cmt), TRADOC

Recommendation: Designate FORSCOM as the proponent for Support to Organizational Training process.

Action: DCSOPS—lead; TRADOC and FORSCOM—assist

Approve

Disapprove

**Fwd to CSA/SA
for decision**

**Defer to POM 02-07
Study by: _____**

Issue: II-18

Title: Support to Organizational Training Process Owner

Discussion: SOT is currently provided by a variety of organizations; however, there is not a single process owner responsible for a product-trained units, for a customer—the combatant command. This results in duplication, redundancy, reduced visibility of customer concerns and issues and complications in the distribution of resources. Designating a process owner will resolve the above and ensure standard, consistent organization support to the Army in peacetime or in conflict. A “Super” training GOSC chaired by the process owner will provide consistent policy, guidance and prioritization of all training resources. FORSCOM is the Army’s primary source of trained organizations for the combatant commands (its role in support of organizational training of mobilized reserve forces during Operation Desert Shield is well known; similar support is routinely provided active forces). Complementary tasks include defining and developing: TADSS; ranges; standards; doctrine; organizations; publications.

FORSCOM

Purpose

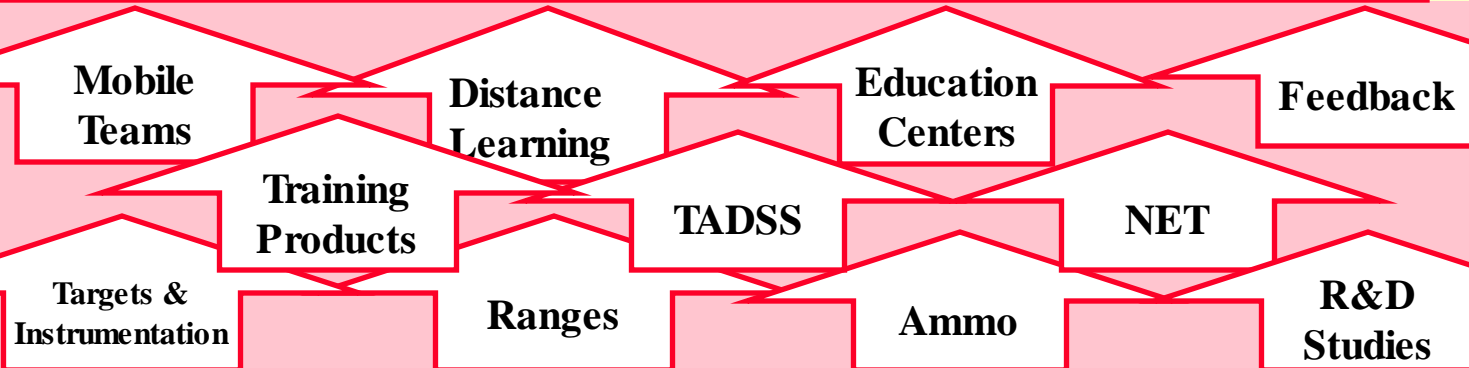
- **Determine optimum C2 structure for AC to RC support**
- **Determine how much AC (and RC) manning is required**
- **Apportion AC (and RC) manning properly within structure**

TRADOC

Training Support Lane Definition

Soldier, Leader, & Collective TOE Training:

**TDA
Support**



‘SUPPORT TO ORGANIZATIONAL TRAINING’:

Providing the resources (ranges, aids, devices, simulators, materials, people, Visual Information (VI), multimedia products/services, etc.) from TDA organizations to unit commanders to conduct effective and efficient AC and RC unit training.

NOTE: Does not include CTC (CTC PAT) or TOE-to-TOE support.

Issue: II-18

Title: Support to Organizational Training Process Owner

Enablers: None

Implementation Guidance:

1. HQDA formally designate FORSCOM as SOT process owner.

Process owner: Manager with responsibility for a specific process and the reengineering effort focused on it. [Hammer and Champy, *Reengineering the Corporation*]

SOT process: Includes all aspects of supporting unit commanders at all levels with the direction, assets and capability to conduct organizational training. Includes determining requirements, establishing policy, allocating resources, acquiring assets and supporting units with assistance, oversight, evaluation and feedback.

2. HQDA designate FORSCOM as chair of the “Super” training GOSC.
3. FORSCOM publish guidance for establishment and conduct of the “Super” training GOSC not later than May 1998. GOSC priorities:
 - a. Oversee the consolidation of Army training regulations into one Army-wide training regulation by September 1998.
 - b. Oversee the consolidation of Army unit training guidance into one Army-wide guide by September 1998.

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Issue: II-19

Title: Army-wide Range Operations Study

Proponent: FORSCOM/TRADOC

Sponsor: ASA(MRA)/DCSOPS

Source: Proponent
(TRADOC)

Implementation Period: Mini-POM 01-05

Synopsis: Range operations currently require approximately 4723 (2122 military, 2601 civilian) SOT personnel (not including borrowed military manpower or reserve component training), excluding those supporting reserve component training. Range, target and instrumentation sets should be developed within a centralized management structure, based upon proponent approved tasks. An Army-wide study should identify more cost-effective ways to acquire, maintain and operate Army ranges (including targets, instrumentation, land, etc.). Assume a 20% reduction in manpower as a result of this study.

Resource Implications: **C-4**

	Savings	Costs	Transfer
Military:	425		
Civilian:	520		
Dollars:	\$156M	\$3.5M(O/T)	

Army Staff/Command Position:

Concur: FORSCOM (w/cmt), TRADOC (w/cmt)

Nonconcur:

Recommendation: Direct range operations study with projected savings.

Action: TRADOC–lead; DCSOPS, ASA(RDA), COE, AMC–assist

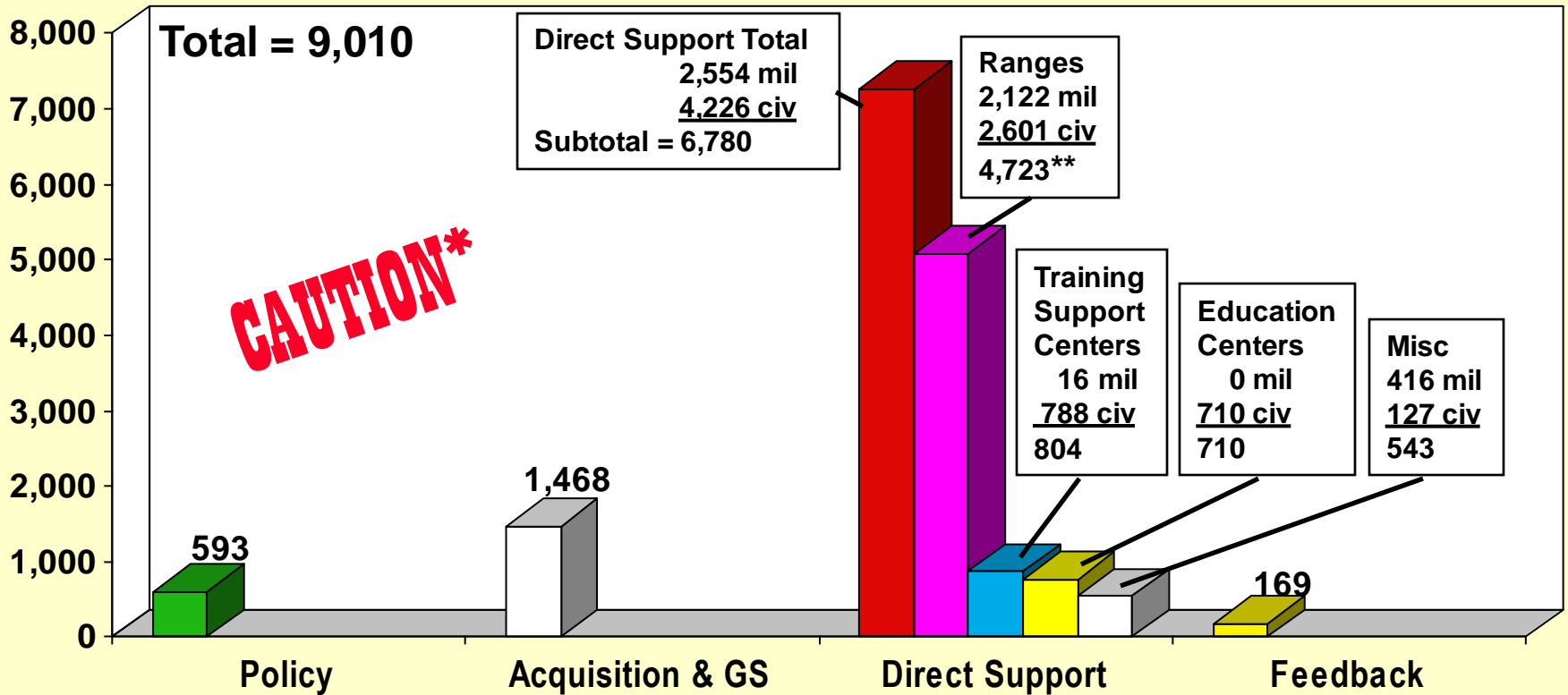
Approve

Disapprove

**Fwd to CSA/SA
for decision**

Defer to POM 02-07
 Study by: _____

Army-wide “Direct Support” Breakout



- Range support is the largest single piece (**52+%** of Total spaces)

* Rough Order of Magnitude data

** Includes CTC ranges

Issue: II-19

Title: Army-wide Range Operations Study

Enablers: None

Implementation Guidance:

1. TRADOC develop range study plan by May 1998.
2. Upon completion of study, TRADOC develop concept plan, with resource implications, and submit to “Super” Training GOSC for approval and subsequent programming.
3. HQDA (DCSOPS) coordinate implementation of range study recommendations with MACOMs and program TRADOC implementation plan.

PBD Information

Manpower

Cmd	UIC	MDEP	AMSCO	TYPE	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05
				Mil			-425	-425	-425	-425	-425	-425
				Civ			-520	-520	-520	-520	-520	-520

TOA (\$ millions)

Cmd	UIC	MDEP	AMSCO	TYPE	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05
					3.5							
							-26	-26	-26	-26	-26	-26

Issue: II-20

Title: AC Support to RC Organizational Training

Proponent: FORSCOM/TRADOC **Sponsor:** ASA(MRA)/DCSOPS **Source:** Proponent (FORSCOM)

Implementation Period: POM 00-05

Synopsis: Current AC support to RC organizational training structure is complex, redundant and inefficient. It lacks unity of command/effort, habitual training relationships and AC/RC integration. Proponent recommends an end state organization comprised of 5 tri-component training support divisions of 27 training support brigades (6007 AC personnel) effective 1 Oct 1999.

Resource Implications: **C-2**

Savings

Costs

Transfer

Military:

1790

Civilian:

Dollars:

FORSCOM proposal does not address ARNG Division Redesign nor structure of Enhanced Bdes

Army Staff/Cmd Position:

Concur: FORSCOM (w/cmt), TRADOC

Nonconcur:

Recommendation: Confirm decision to transition to proposed end state effective 1 Oct 99.

Action: FORSCOM–lead; ARNG, OCAR and DCSOPS–assist

Approve

Disapprove

Fwd to CSA/SA for decision

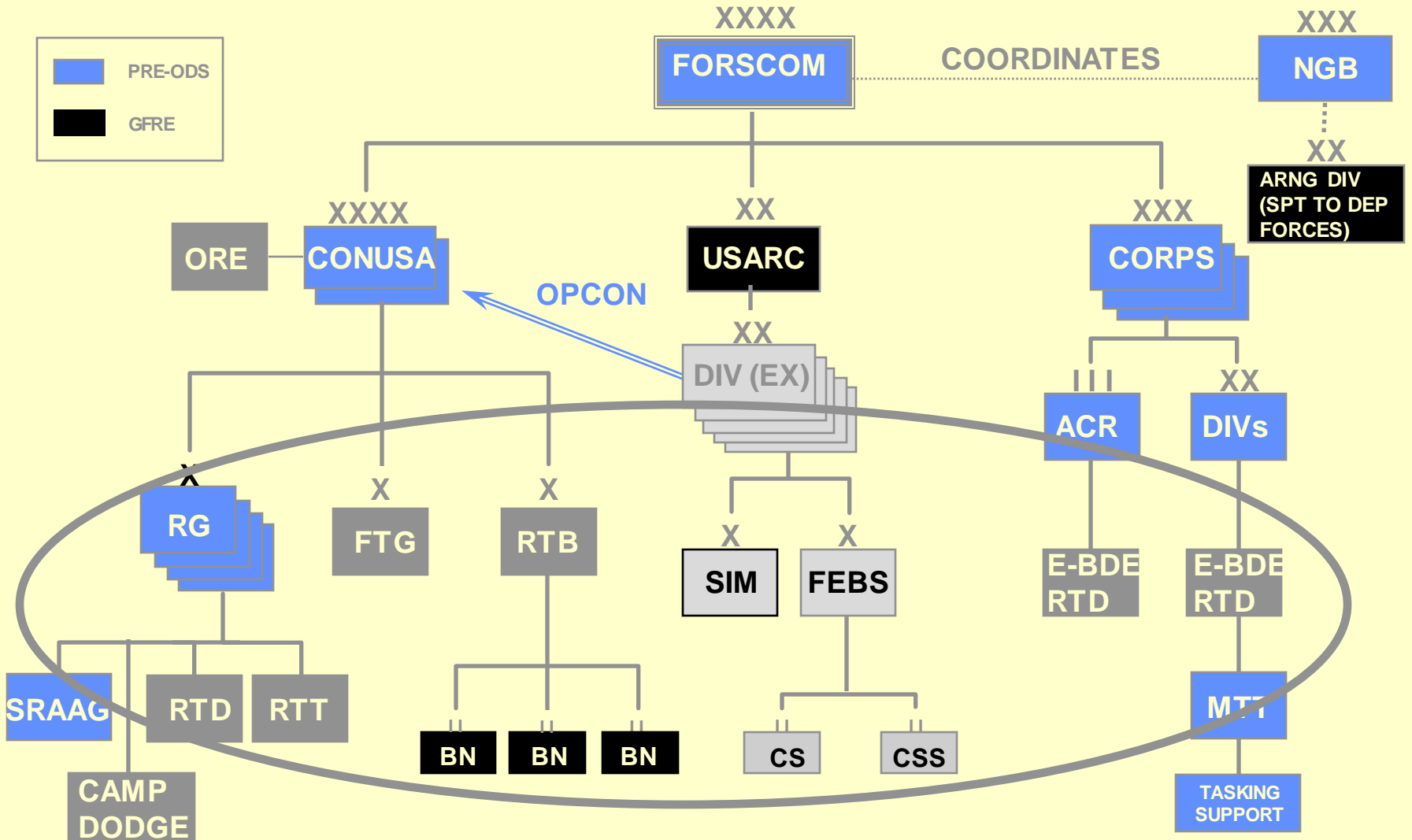
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 Study by: _____

Issue: II-20

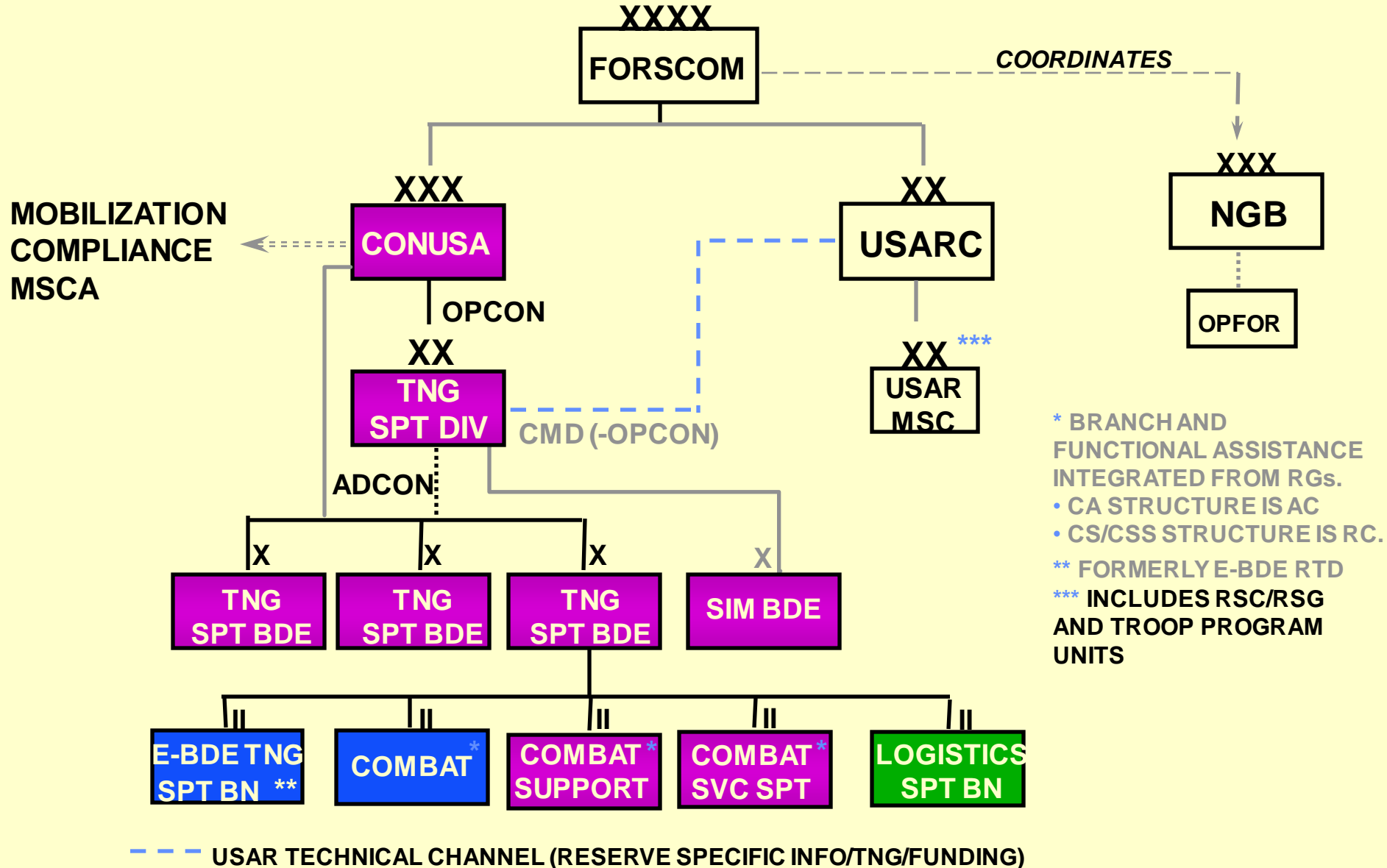
Title: AC Support to RC Organizational Training

Discussion: Current AC support to RC organizational training structure is complex, redundant and inefficient. It lacks unity of command/effort, habitual training relationships and AC/RC integration. Current organization is comprised of 5 exercise divisions of 24 field exercise brigades, 6 regional training brigades and 34 readiness groups (7797 AC personnel, 5000 required by Title XI). Proponent recommends an end state organization comprised of 5 tri-component training support divisions of 27 training support brigades (6007 AC personnel) effective 1 Oct 1999. As an interim, proponent has evolved a "hybrid" alternative organization comprised of 5 exercise divisions of 24 field exercise brigades and 15 training support brigades (6223 AC personnel) effective 1 Oct 1997. (Both alternatives include 5000 Title XI spaces.) Note: ultimate HQDA goal is to limit investment of full time AC support of RC training to 5000 Title XI requirements.

Pre-FAA AC/RC Structure

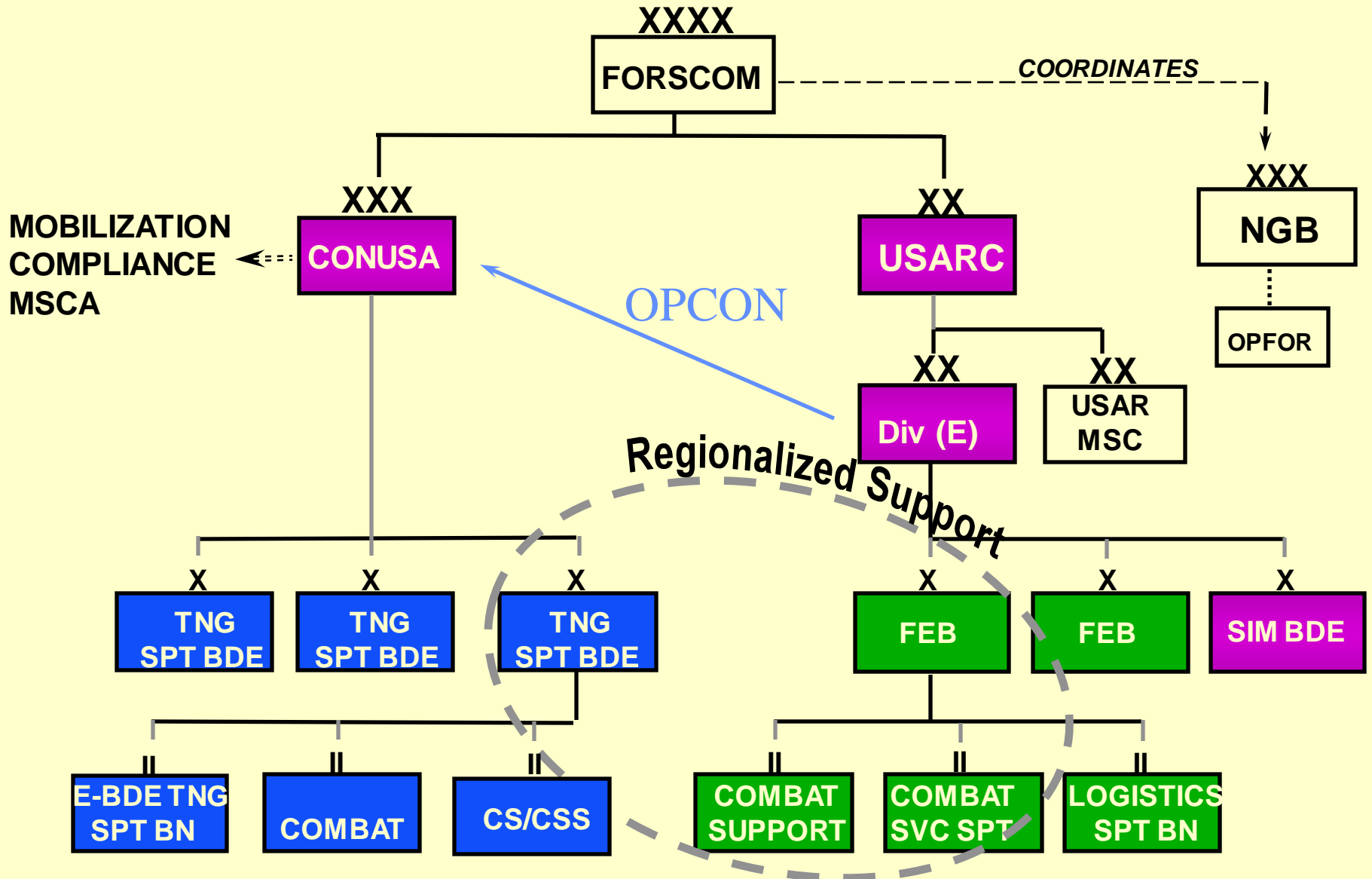


Integrated Alternative Tng Spt Div (TSD) Organization



* BRANCH AND FUNCTIONAL ASSISTANCE INTEGRATED FROM RGs.
 • CA STRUCTURE IS AC
 • CS/CSS STRUCTURE IS RC.
 ** FORMERLY E-BDE RTD
 *** INCLUDES RSC/RSG AND TROOP PROGRAM UNITS

Hybrid Alternative



Note: FEB HQ only large enough to provide C2; all M-Day; no planning function.

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Issue: II-20

Title: AC Support to RC Organizational Training

Enablers: None

Implementation Guidance:

1. FORSCOM proceed with Interim Structure, effective date 1 October 1997 (approved by VCSA and ASA(MRA) on 12 March 1997).
2. FORSCOM provide semi-annual update to VCSA.

PBD Information

Manpower

Cmd	UIC	MDEP	AMSCO	TYPE	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05
FC, TC				Mil		-1574	-1574	-1790	-1790	-1790	-1790	-1790
				Civ								

TOA (\$ millions)

Cmd	UIC	MDEP	AMSCO	TYPE	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05
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Issue: II-21

Title: Distance Learning

Proponent: FORSCOM/TRADOC

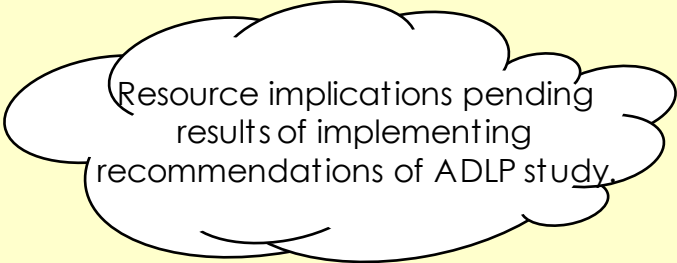
Sponsor: ASA(MRA)/DCSOPS

Source: Proponent
(TRADOC)

Implementation Period: POM 00-05

Synopsis: Per FAA, 34% of Education Center budget (or about \$32M) is in personnel overhead. The integration of Education Centers, Learning Centers and the Distance Learning mission will be more efficient and will improve education services. TRADOC has identified an initial cost of \$1.35M for each new technology training course; ACES has identified a requirement for no fewer than five courses, total \$6.75M. TRADOC estimates \$4.4M to automate education services; ACES is conducting ABC study to determine net costs and savings, including contracting out of some functions. At SOT FAA TRADOC estimated an additional cost of \$160M over POM 00-05 to accelerate to fully implement distance learning. Anticipate a 20% reduction in personnel overhead costs as a result of these efficiencies with likely additional savings in other areas (e.g., resident instruction, TTHS, TDY). There is an existing \$839M investment in Distance Learning technology.

Resource Implications: **C-3**



	Savings	Costs
Military:		
Civilian:	128	
Dollars:	\$38.4M	\$11.15M (\$160M to accelerate)

Army Staff/Cmd Position:

Concur: TRADOC (w/cmt)

Nonconcur:

Recommendation: Develop a concept plan for creation of ADLP with programmatic to compete in the 01-05 Mini-POM.

Action: TRADOC–lead; DCSOPS, DCSPER, ASA(MRA), DISC4, FORSCOM, ARNG–assist

- Approve**
 Disapprove
 Fwd to CSA/SA for decision
 Defer to POM 02-07
 Study by: _____

Recommendation & Alternatives

CONCEPTS

- **Integrate Education Centers, Learning Centers, & Distance Learning mission**
 - **Consolidate mission to DCSPER or DCSOPS? (Education Workgroup initiative)**
 - **Move Distance Learning Centers under Director, Plans, Training, and Mobilization (DPTM)?**
 - **Review personnel training needs**
 - **Conduct Manpower Survey to determine requirements**
 - **Automate Tuition Assistance (TA)**
- **OTB: Outsource Education functions (ASA(M&RA) Initiative)**

IMPACTS

- * **Support new DL mission with existing infrastructure**
- * **Emphasis on education for training support**
- * **Aligns installation needs & resources**
- * **Invest \$1.35M in new technology training**
- * **Optimizes support costs**
- * **Testbeds underway**
- * **Saves up to 710 spaces**
- * **Invest up to \$32.2M**
- * **Option: Plus-up Tuition Assistance by any savings**

Issue: II-21

Title: Distance Learning

Enablers: None

Implementation Guidance:

1. TRADOC develop concept plan for ADLP to include consideration of learning centers, education centers and resident instruction courses by Oct 1998.
2. ASA(MRA) conduct manpower survey of impact upon learning centers NLT 6 months after implementation of education center and learning center portions of concept plan.

PBD Information

Manpower

Cmd	UIC	MDEP	AMSCO	TYPE	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05
TRADOC				Mil								
				Civ			-128	-128	-128	-128	-128	-128

TOA (\$ millions)

Cmd	UIC	MDEP	AMSCO	TYPE	FY97	FY99	FY00	FY01	FY02	FY03	FY04	FY05
TRADOC						6.75	+0.7	+0.7	+0.7	+0.7	+0.7	+0.7

Issue: II-22

Title: Training Feedback System Standardization

Proponent: FORSCOM/TRADOC

Sponsor: ASA(MRA)/DCSOPS

Source: Proponent
(TRADOC)

Implementation Period: POM 00-05

Synopsis: Training feedback is currently stored in multiple “libraries” utilizing various feedback systems. This situation makes it difficult for units to retrieve, use and learn from past and on-going training events. Standardizing the Army’s training feedback systems will increase unit access to reports and data, improve management, tracking, and quality control and reduce automation needs and associated overhead.

Resource Implications: **C-2**

	Savings	Costs	Transfer
Military:			
Civilian:			
Dollars:		\$5.16M	

Army Staff/Cmd Position:

Concur: FORSCOM, TRADOC

Nonconcur:

Recommendation: Establish CALL as the Army’s single integrator for all training feedback systems. Conduct a manpower survey across the various libraries to identify potential manpower savings.

Action: TRADOC–lead; DCSOPS, ASA(MRA), DCSPER, AMC, CAA, IG, Safety Command, AAA, AWC, ARI, RAND–assist

Approve

Disapprove

**Fwd to CSA/SA
for decision**

Defer to POM 02-07
 Study by: _____

Recommendation

CONCEPTS

- One system under Center for Army Lessons Learned (CALL) for all feedback & Lessons Learned
 - Conduct Manpower Survey among 'libraries' (e.g. ARI, AAA, IG, Safety Cmd, etc.)
- Re-establish proponent evaluation capability

IMPACT

- * User friendly
- * Invest \$760k/year to digitize
- * Reduce spaces (TBD)
- * Forges unit-proponent link
- * Improves requirements
- * Invest up to 80 spaces or contract \$4-6M

Feedback leverages the approximately \$10B training system for greater efficiency

GOOD NEWS:
- Center for Army Lessons Learned is already developing a solution
110,000 hits a week!
- CALL is DoD's Information Technology Test Bed

Issue: II-22

Title: Training Feedback System Standardization

Enablers: None

Implementation Guidance:

1. TRADOC publish concept plan, with resource implications, by May 1998.
2. HQDA (DCSOPS) coordinate implementation with affected agencies.
3. HQDA (DCSOPS) coordinate programming in Mini-POM 01-05.
4. ASA(MRA) conduct manpower survey to identify potential manpower savings NLT 6 months after implementation of standardized system.

PBD Information

Manpower

Cmd	UIC	MDEP	AMSCO	TYPE	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05
-----	-----	------	-------	------	------	------	------	------	------	------	------	------

TOA (\$ millions)

Cmd	UIC	MDEP	AMSCO	TYPE	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05
TRADOC							+0.86	+0.86	+0.86	+0.86	+0.86	+0.86

Issue: II-23

Title: Consolidate Training Management Information Systems

Proponent: FORSCOM/TRADOC

Sponsor: ASA(MRA)/ DCSOPS

Source: Proponent
(TRADOC)

Implementation Period: POM 00-05

Synopsis: Currently, there are multiple training management information systems for materiel inventory, media inventory and ordering. This causes duplication, reduced access and a loss of asset visibility, with a resultant loss of training efficiency. Consolidating existing management information systems into one system will reduce costs and increase inventory visibility, access and control, allowing unit commanders to identify and use training support more effectively.

Resource Implications: **C-2**

	Savings	Costs	Transfer
Military:			
Civilian:			
Dollars:	\$206M	\$15.2M(min)	

Army Staff/Cmd Position:

Concur: TRADOC (w/cmt)

Nonconcur: FORSCOM (w/cmt)

Recommendation: Develop a system concept and implementation plan with programmatic to compete in POM.

Action: TRADOC–lead; DCSOPS, DISC4, and MACOM–assist

Approve

Disapprove

**Fwd to CSA/SA
for decision**

**Defer to POM 02-07
Study by: _____**

Recommendations

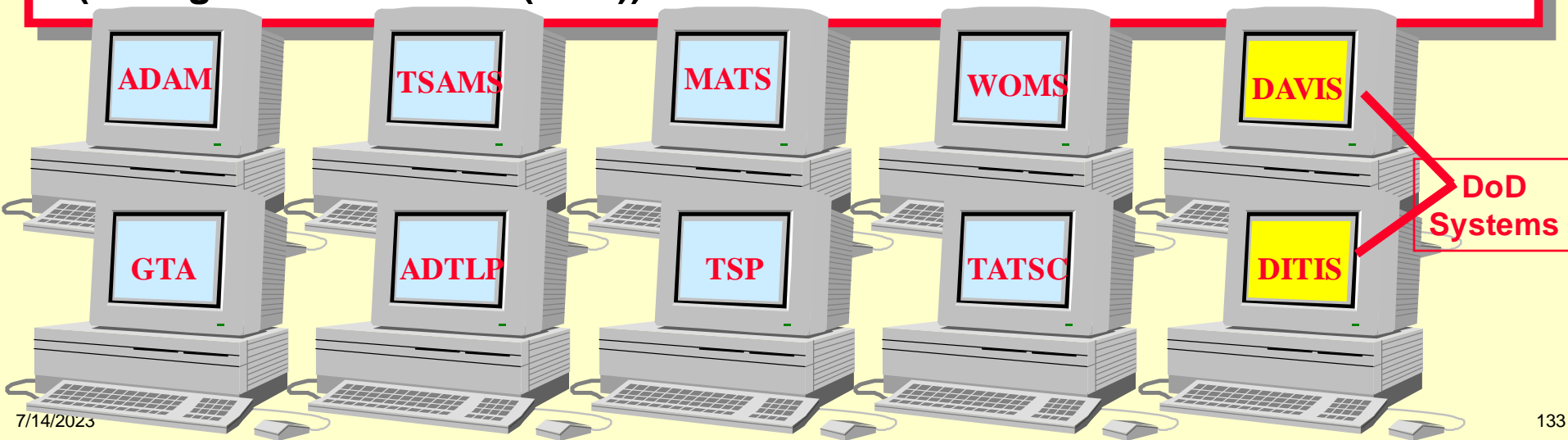
CONCEPT

- Integrate all training materiel management information systems into one inventory, ordering, and utilization “objective” system (Training and Visual Information Support System Plus (TRAVISS +))
- MACOM must have ‘voice’ in system (Change Control Board (CCB))

IMPACT

- * Invest \$15M (over POM)
- * Cost Avoidance up to \$206M (over POM)
- * User friendly

- * Identifies all requirements



Issue: II-23

Title: Consolidate Training Management Information Systems

Enablers: None

Implementation Guidance:

1. TRADOC develop concept plan by May 1998.
2. HQDA (DISC4) support TRADOC to identify implementation requirements and coordinate implementation with PEGs for mini-POM 01-05.

PBD Information

Manpower

Cmd	UIC	MDEP	AMSCO	TYPE	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05
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TOA (\$ millions)

Cmd	UIC	MDEP	AMSCO	TYPE	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05
					+6	+6	+0.2	+0.2	+1.2	+0.2	+0.2	+1.2
							-34.3	-34.3	-34.3	-34.3	-34.3	-34.3

*Distribution to be clarified based upon location of inventory excesses.

Issue: II-24

Title: New Equipment Training (NET)

Proponent: FORSCOM/TRADOC **Sponsor:** ASA(MRA)/DCSOPS **Source:** Proponent (TRADOC)

Implementation Period: POM 00-05

Synopsis: As proponent for new equipment fielding, TRADOC is inadequately reimbursed for their role in NET. Proponency should address all aspects of equipment fielding, to include NET. Making the PM responsible for NET will increase visibility of NET requirements and protect this funding.

Resource Implications:

	Savings	Costs	Transfer
Military:	TBD		
Civilian:	TBD		
Dollars:	TBD		

Army Staff/Cmd Position:

Concur: FORSCOM, TRADOC (w/cmt)

Nonconcur: ASA(RDA)

Recommendation: Include in directed QDR-related logistics assessment

Action: AMC–lead; TRADOC, DCSOPS and ASA(RDA)–assist

Approve

Disapprove

**Fwd to CSA/SA
for decision**

**Defer to POM 02-07
Study by: _____**

Recommendation & Alternatives

CONCEPTS

- Require self-paced, stay-behind NET packages
- New: - Maximize technology-based NET (e.g. Distance Learning, Embedded, Computer Based Training (CBT), etc.)
- OTB: - Increase outsource of NET to max

IMPACT

- * Fills NET 'gap'
- * Lowers delivery costs
- * Standardizes training
- * Fills NET 'gap'
- * Saves up to 291+ spaces
- * Requires investing \$14.5-29.1+M

Army-wide NET resources:

• AMC (129mil/162civ)	291
• TRADOC	279 (zeroed in '98)
TOTAL TDA	670
• Contractors	500 (est)
• MACOM	425 (est Borrowed Military Manpower)
+\$150M	

Note: Rough Order of Magnitude data

Issue: II-24

Title: New Equipment Training (NET)

Enablers: None

Implementation Guidance:

1. ASA(RDA) develop concept plan for PM to take ownership for training as part of fielding systems by June 1998 (PM ownership directed by VCSA at 7 July 1997 SOT FAA).
2. HQDA (DCSOPS) coordinate implementation with MACOMs.

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Issue: II-25

Title: Consolidate TADSS Management

Proponent: FORSCOM/TRADOC

Sponsor: ASA(MRA)/DCSOPS

Source: Proponent
(TRADOC)

Implementation Period: POM 00-05

Synopsis: Systems TADSS funding is sometimes diverted during the acquisition process. Consolidating Non-system and System TADSS review within the “Super” training GOSC oversight will ensure hardware compatibility consistent training strategies, policy and guidance and eliminate critical funding shortfalls. GOSC and proponent notification will be required when system TADSS funds are diverted.

Resource Implications:

	Savings	Costs	Transfer
Military:	n/a		
Civilian:	n/a		
Dollars:	n/a		

Army Staff/Cmd Position:

Concur: FORSCOM (w/cmt), TRADOC

Nonconcur: ASA(RDA) (w/cmt)

Recommendation: Develop regulatory guidance and include as part of “Super” training GOSC mandate.

Action: ASA(RDA)–lead; DCSOPS, TRADOC and AMC–assist

Approve

Disapprove

**Fwd to CSA/SA
for decision**

Defer to POM 02-07
 Study by: _____

Recommendations

CONCEPTS

- **Include System TADSS within proposed Training GOSC oversight**
- **List system training \$\$ as a separate line in PM budget**
- **Require PEO & PM to notify proponent if training funds are diverted**
- **Develop Army-wide simulation/simulator strategy**

IMPACT

- * **Integrates & aligns System & Nonsystems TADSS**
- * **Visibility for new Systems' training 'tail'**
- * **Enables proponents to adapt with new training strategies**
- * **Ensures compatibility among TADSS, instrumentation, etc.**
- * **Reduces costs**

Issue: II-25

Title: Consolidate TADSS Management

Enablers: None

Implementation Guidance:

1. HQDA (ASA(RDA)) develop changes to Army acquisition guidance as required.
2. AMC develop changes to Army materiel development guidance as required.

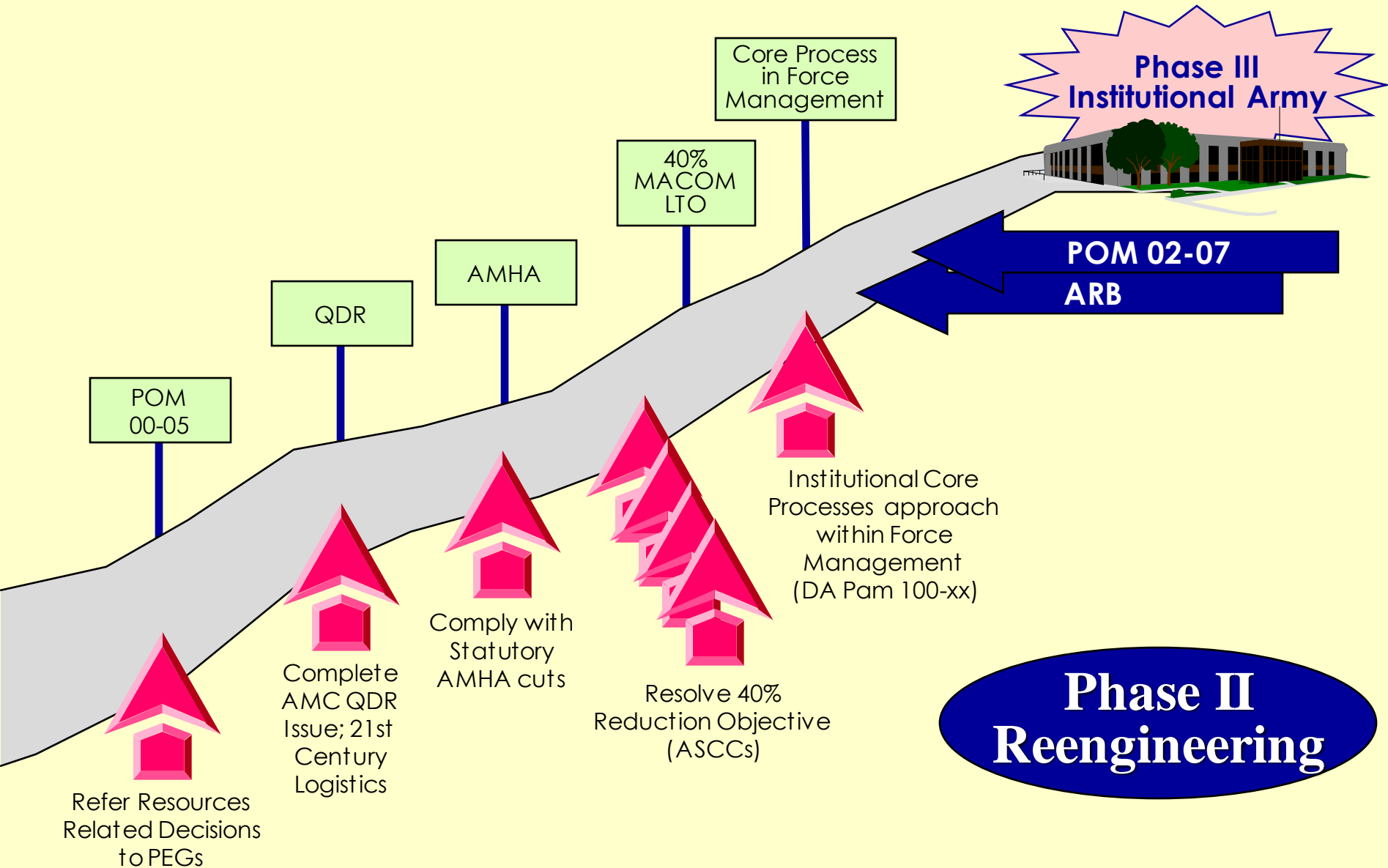
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Institutional/TDA Axis

Summary

Institutional/TDA Axis

The Road Ahead



Backup Slides

Issue: II-16 **Title:** Echelons above Corps (EAC) Intelligence

Discussion: INSCOM is a “stovepipe” MACOM with operational responsibility for EAC intelligence. As such, INSCOM serves as a conduit for National intelligence support to combatant commanders. In lieu of MACOM status, INSCOM could become a FOA of the DCSINT, offering maximum leverage of National intelligence by placing Army entry into the the National intelligence system at the departmental level. Another option would be to make INSCOM a specialized command (e.g., uni-functional), realizing efficiencies by reducing overhead structure associated with MACOM status and retaining only operational capability. The thrust would be to shape INSCOM as an EAC equivalent to a division, converting TDA to TOE to the greatest extent possible and outsourcing where practical to achieve a lean, warfight focus. In a natural extension of this concept, INSCOM could become a TOE MSC under FORSCOM. As an MSC, it would be equivalent to a theater intelligence command providing an EAC intelligence capability to the operating forces as a part of power projection. In that the primary customer of EAC intelligence is the Army component commander, this option argues that what is core to the Army should be embedded in the Army.

DCSINT

- Unique INSCOM composition provides synergy in support of current Army activities
- FORSCOM agrees to accept command of force projection brigades, not NFIP units
- INSCOM, with brigades, extends capabilities of national agencies to soldiers
- Subordinating INSCOM to another MACOM viewed negatively by NFIP source
- DCSINT maintains oversight for sensitive, non-tactical INSCOM operations; subordination of INSCOM counterproductive
- Little to no resource savings; convert INSCOM to FOA if not a MACOM
- QDR accounts for all intelligence cuts; no additional savings
- Should continue to restructure and redesignate INSCOM as an intelligence agency directly under HQDA control

Issue: II-16

Title: Echelons above Corps (EAC) Intelligence

Proponent Addendum:

Resource Implications:

	Savings	Cost	Transfers
Military:	871		
Civilian:	(TBD by QDR fair-share)		
Dollars:	\$ (civilian pay)		

DSCINT-Umbrella Comparison

Army Intelligence Agency

- Under DCSINT command & control
- Elevates Army-Defense/Service Intelligence relationships to HQDA level
- Enables Army leverage of National Intelligence
- Protects Army NFIP participation
- Maintains constructive relationship with Acquisition Community
- Permits DCSINT exercise of Intelligence Oversight in concert with The General Counsel
- Maintains synergy and unity of EAC effort
 - Operational Brigades
 - NGIC
 - CI Group
 - SIGINT Units
 - LIWA

Army Intelligence Command

- Under FORSCOM command & control
- Elevates Army-Defense/Service Intelligence relationships to 4 star CINC level
- Enables EAC intelligence focus on Army Component Commanders' needs
- Provides for NFIP resource management by DCSINT
- Provides for combat development interface by TRADOC
- Preserves exercise of Intelligence Oversight by The Inspector General and The General Counsel
- Precludes HQDA control of Operational Brigades
 - Alignment with CINCs
 - Force packaging versatility
 - Fully developed Division-like structure

Organization

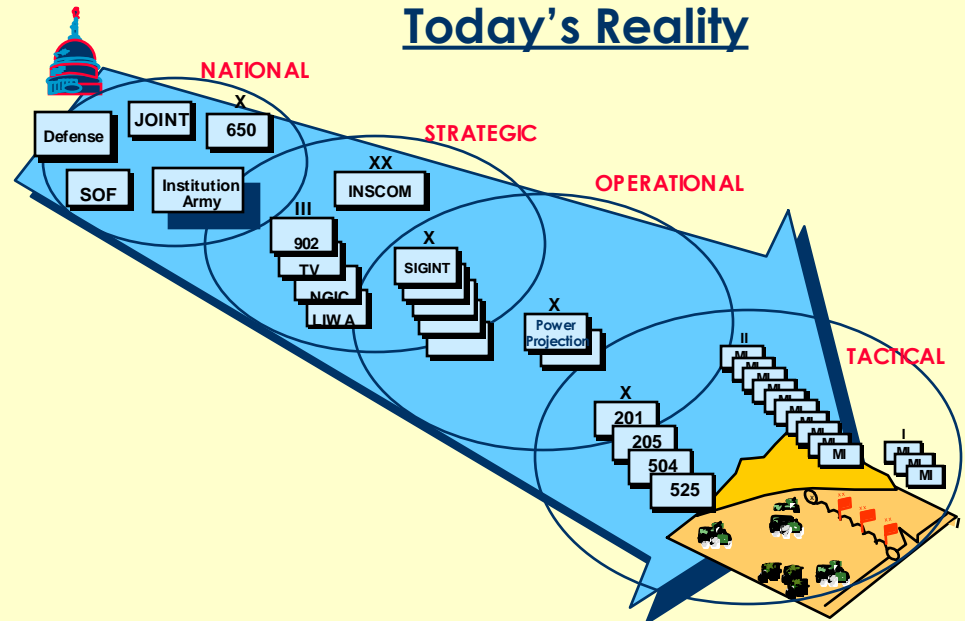
Tomorrow's Objective



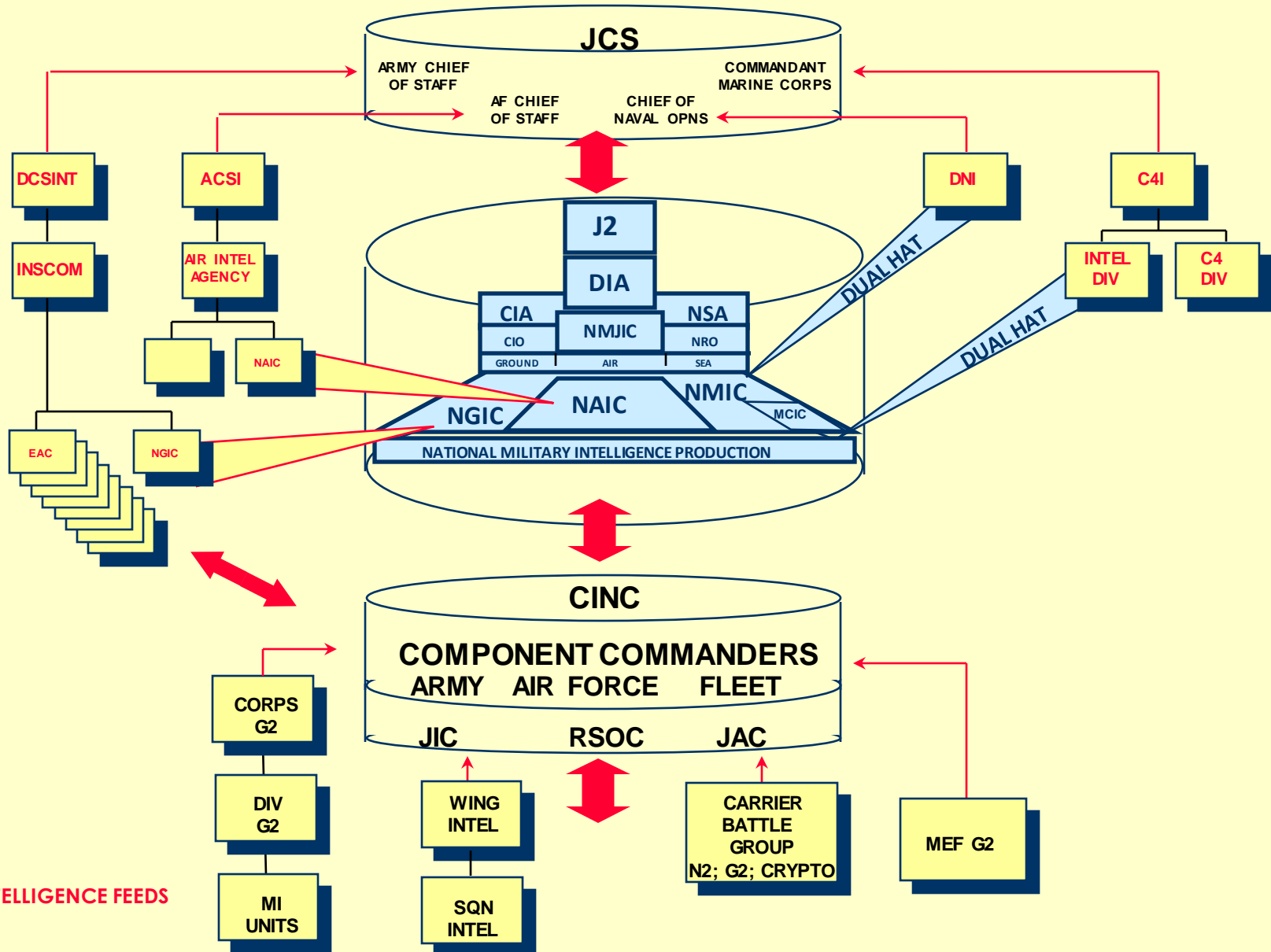
- Intelligence in the 21st Century**
- Push-pull database
 - Flat, Internetted organizations

- Organization Today
 - linear structure tied to operational echelons
 - hierarchical requirements system
- Organization Tomorrow
 - seamless architecture connected electronically
 - intelligence hierarchy unnecessary

Today's Reality

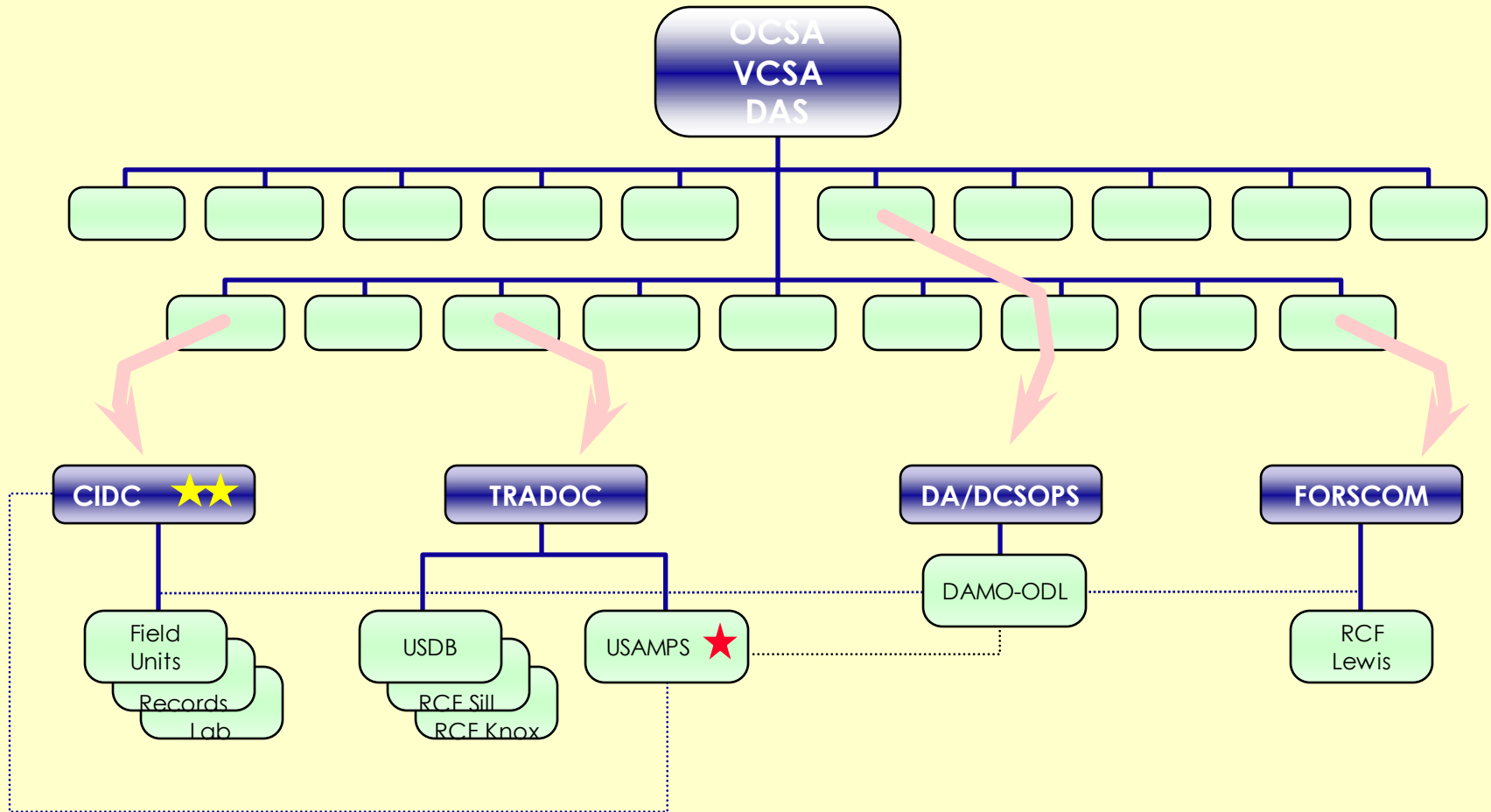


Service Comparison

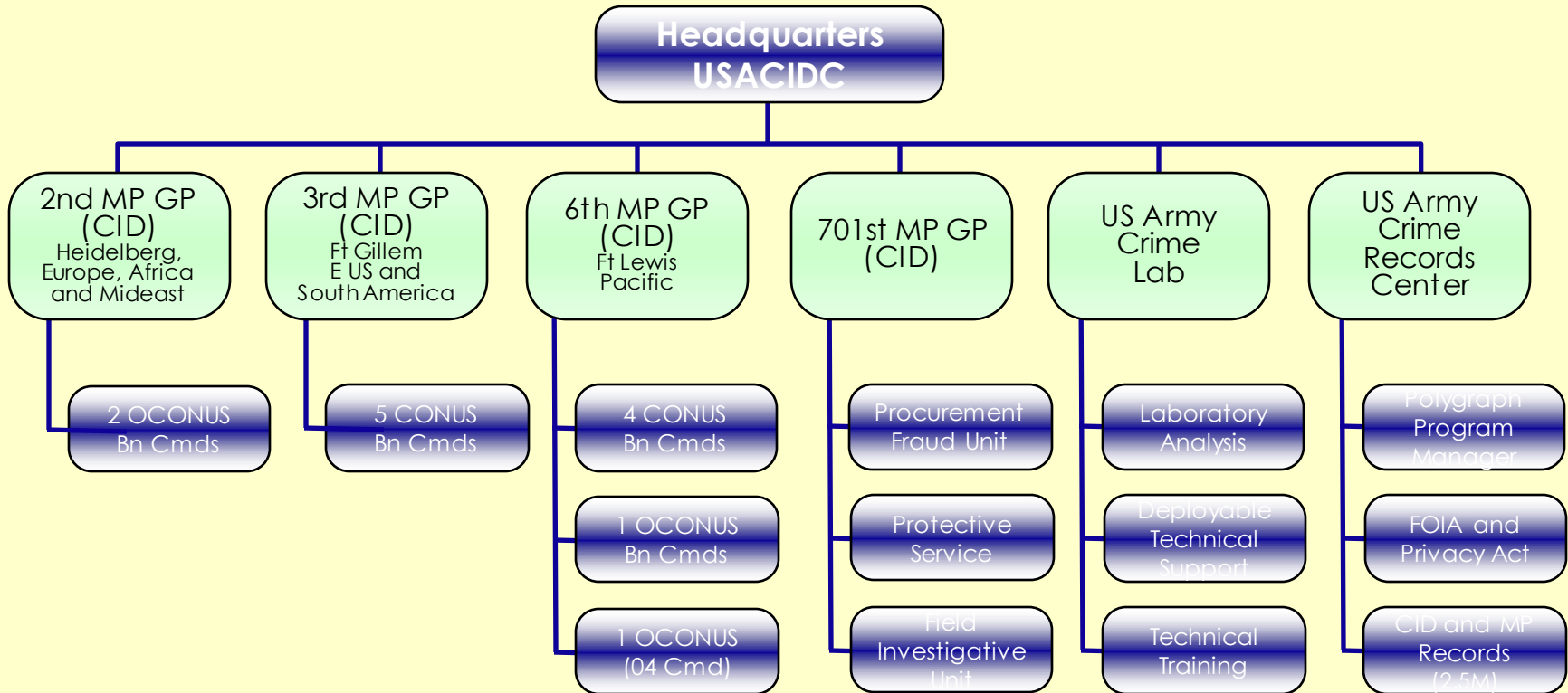


INTELLIGENCE FEEDS

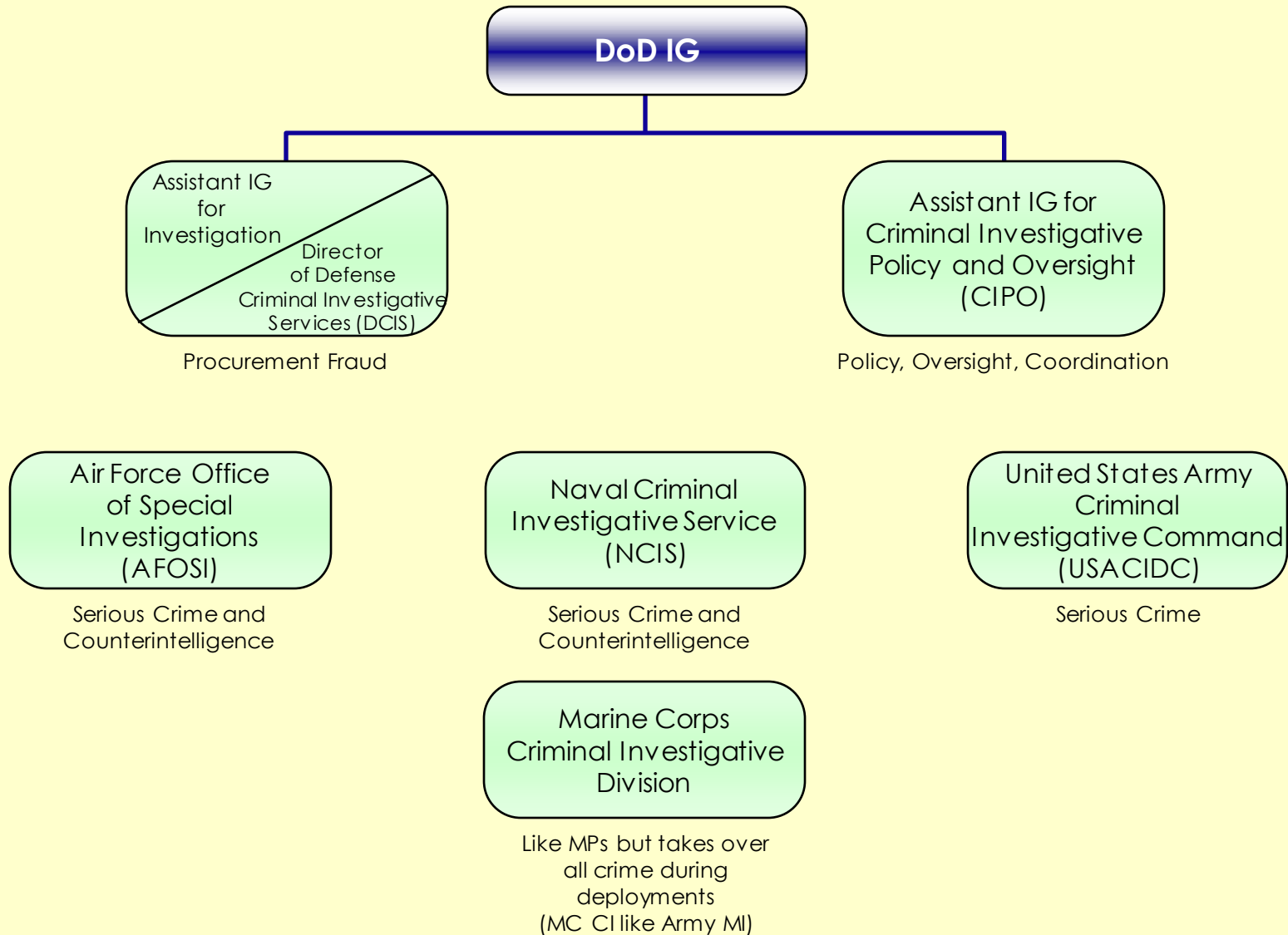
The "AS IS" Military Police Organization



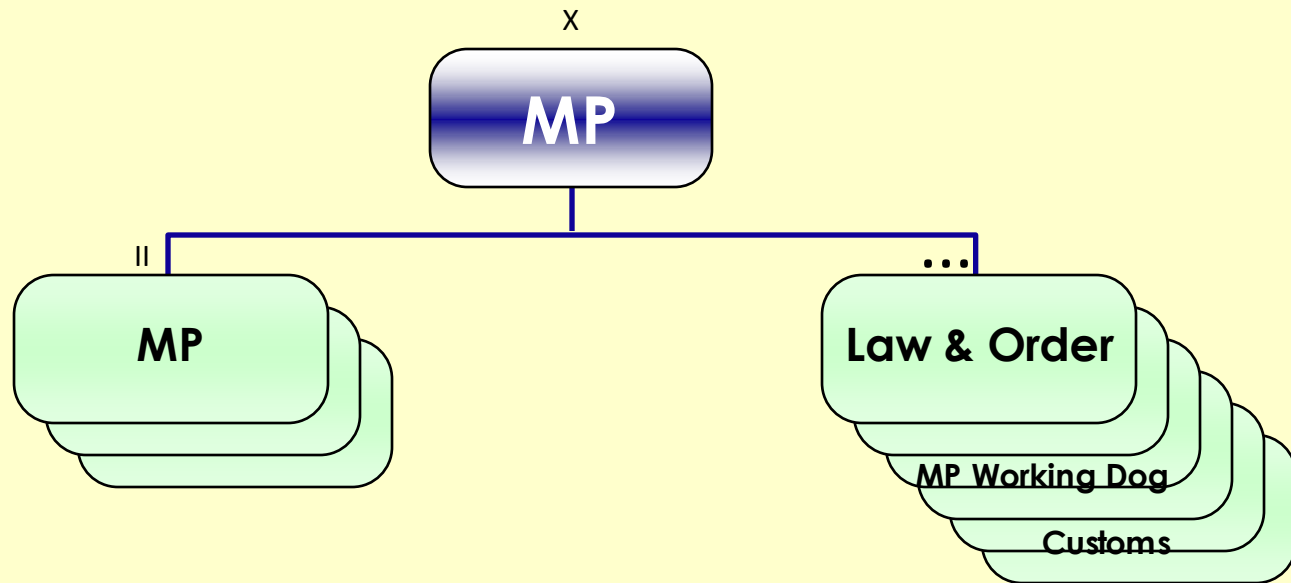
CIDC Organization



Defense Criminal Investigative Organizations



Provost Marshal Section Concept



Provost Marshal Section Design

