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REDESIGN OF THE INSTITUTIONAL ARMY

Phase II

Final Report

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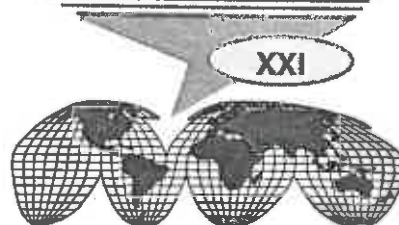
Volume III

Appendices

H - W

March 1999

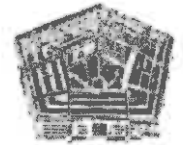
F O R C E



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Redesign of the Institutional Army

Information Briefing

VCSA Health Care Process Umbrella Assessment



13 November 1996



Purpose

- Present the Umbrella Assessment of the Army's Health Care Process
- Proponent FAA to be conducted on 19 November 1996

Guidance

Review:

- MEDCOM as a MACOM?
- Reestablish TSG as principal position
- School to TRADOC
- Doctrine and Combat Development to TRADOC
- Materiel Development to AMC
- TDA to TOE

Approach

- Define the process product, customer and proponent
- Assess the current process in terms of the Army's Institutional 12 Core Processes
- Reengineer the processes as appropriate and deduce an organization redesigned to provide better or more cost effective Health Care

Institutional Army Axis Hypothesis

Fundamental “Reengineering” Hypothesis

If we understand the Institutional Army’s **core competencies** and related **processes** and the insights derived from Joint Venture we can use information age technology and management practices for **reengineering** the processes to **deduce an organization** which produces a **better product**

Process + Technology

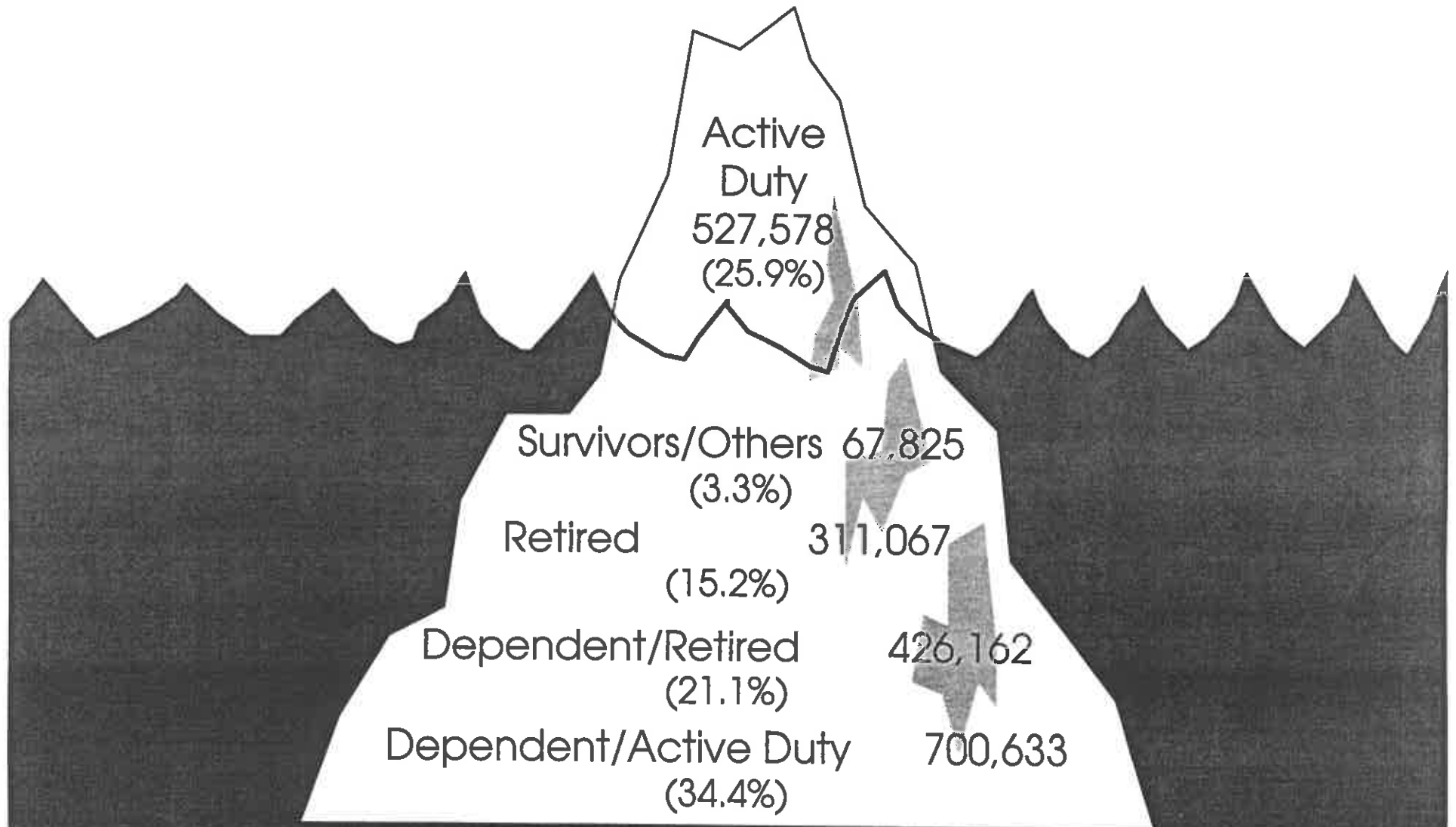


Organization = Product

Product

- Process: provide a peace and wartime customer-focused seamless Health Service System
- Activities:
 - Maintain health of soldiers and family members
 - Ensure medical readiness of deploying forces
 - Integrate TOE/TDA AC/RC medical unit readiness
 - Provide dental care and veterinary services
 - Promote health and prevent disease
 - Conduct medical research, development acquisition and logistics activities
 - Provide medical training and education, leader development, doctrine and combat development
- Product: quality health care

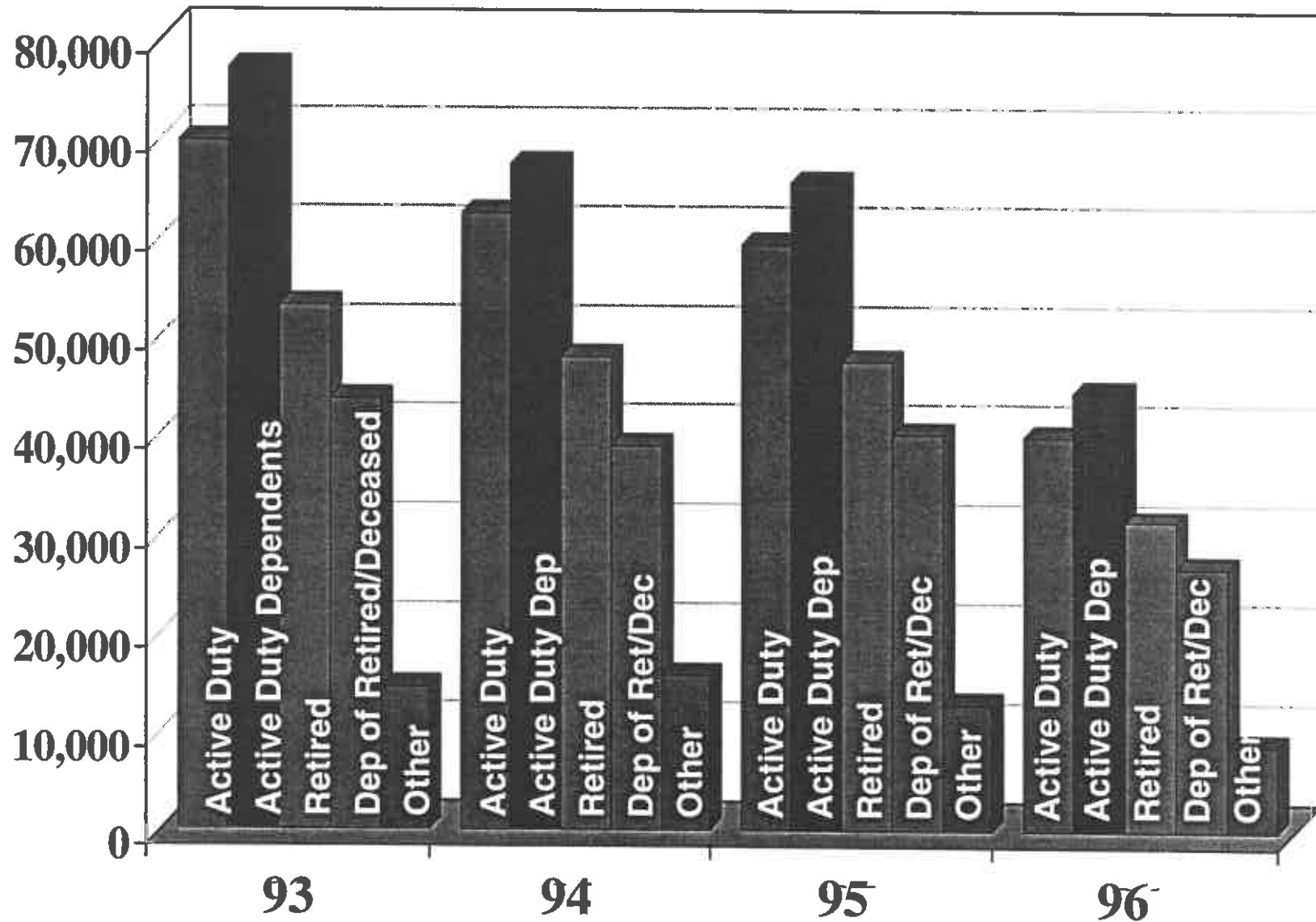
Customers



Total FY97 beneficiary population: 2,033,265
(RAPS eligible population projection report)

Inpatient Workload in RWPs

(Relative Weighted Products)



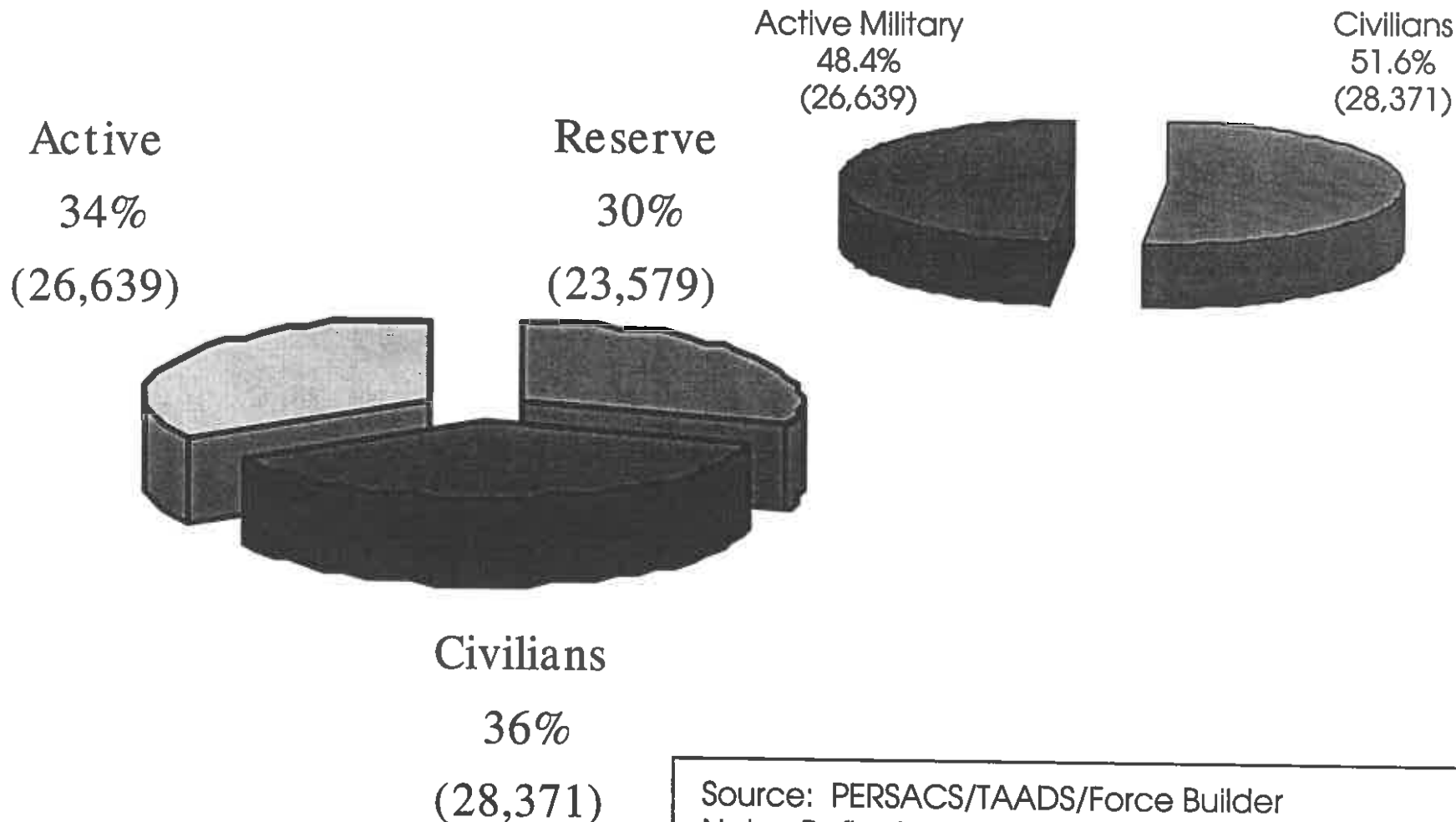
Process Proponent: MEDCOM

Profile:

- Evolving to a “specialized” command (100-xx)
- Fenced resources provided by OSD(HA)—Defense Health Program (DHP)
- Performs to some degree all of the Army’s 12 Institutional Core Process
- Comprised of a variety of TDA units
- MEDCOM’s role in these core processes has been or is being reviewed during the other Institutional Axis proponent FAAs (e.g., TRADOC—Develop Doctrine)

Medical TDA Force Composition

FY97



Source: PERSACS/TAADS/Force Builder
Note: Reflects Authorized Medical Structure, not BES

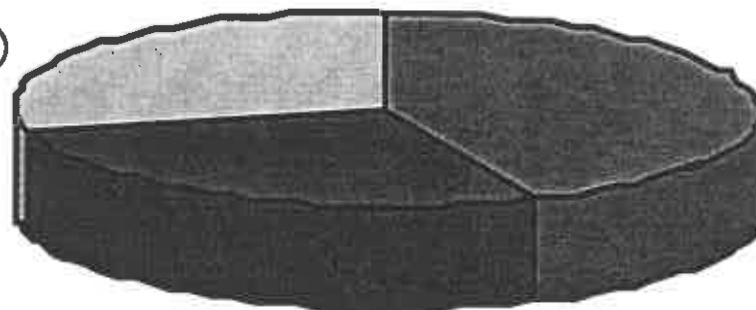
Medical (SRC08) TOE Force Composition

FY97 Authorizations

Active

29%

(15,410)



USAR

43%

(23,333)

ARNG

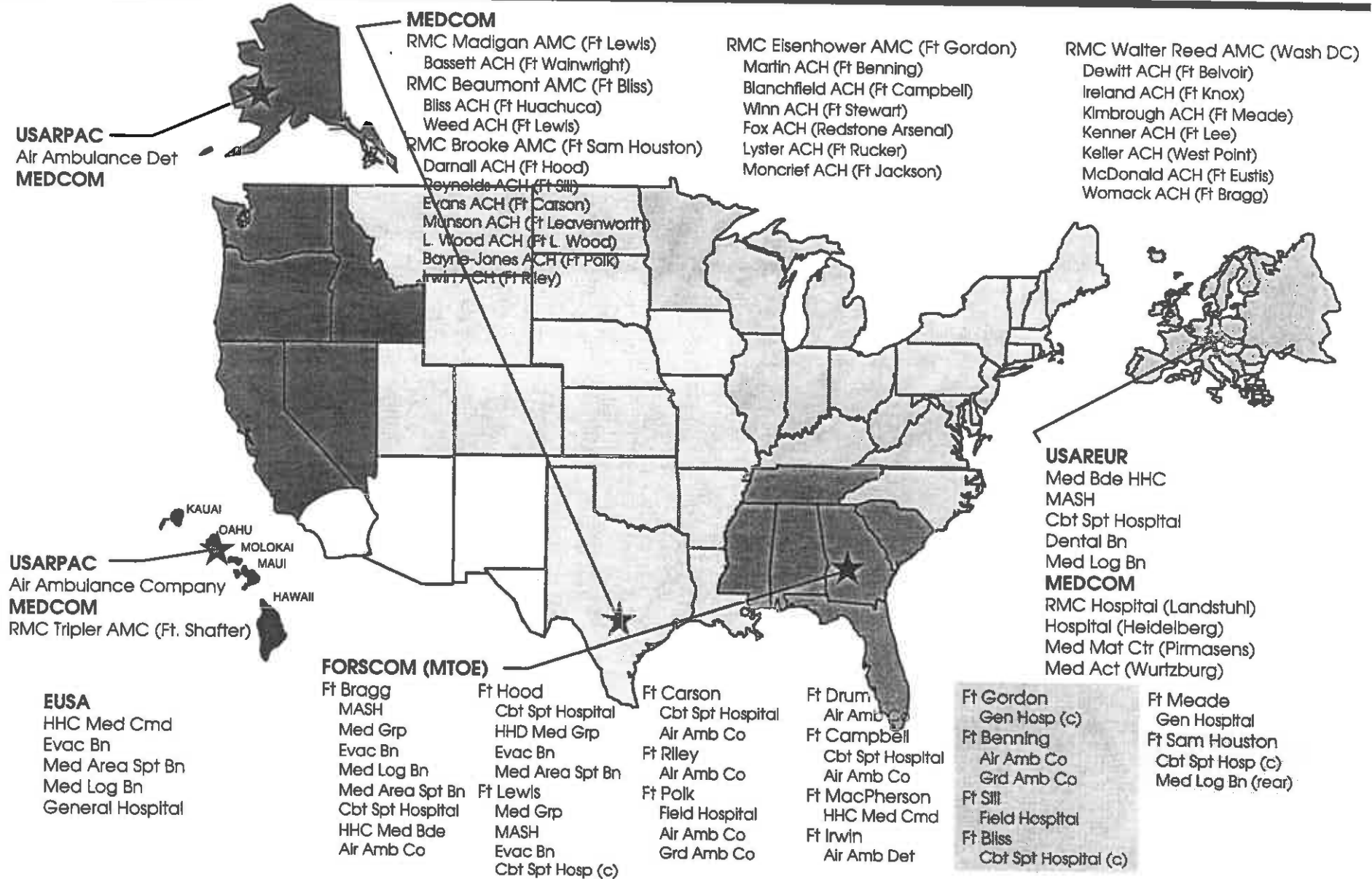
28%

(14,767)

Source: PERSACS/TAADS/Force Builder

Note: Reflects Authorized Medical Structure, not BES

Current Army TOE/TDA Health Care Structure (Active)



Process Evaluation

Institutional Force Core Processes

Plan, Provide Direction; Obtain & Allocate Resources

Develop Requirements

Identify & Develop Leaders

Develop Doctrine

Acquire, Train & Sustain People

Acquire, Maintain & Sustain Equipment

Support Organizational Training

Tailor, Mobilize & Project Land Power

Manage Information

Acquire and Sustain Facilities

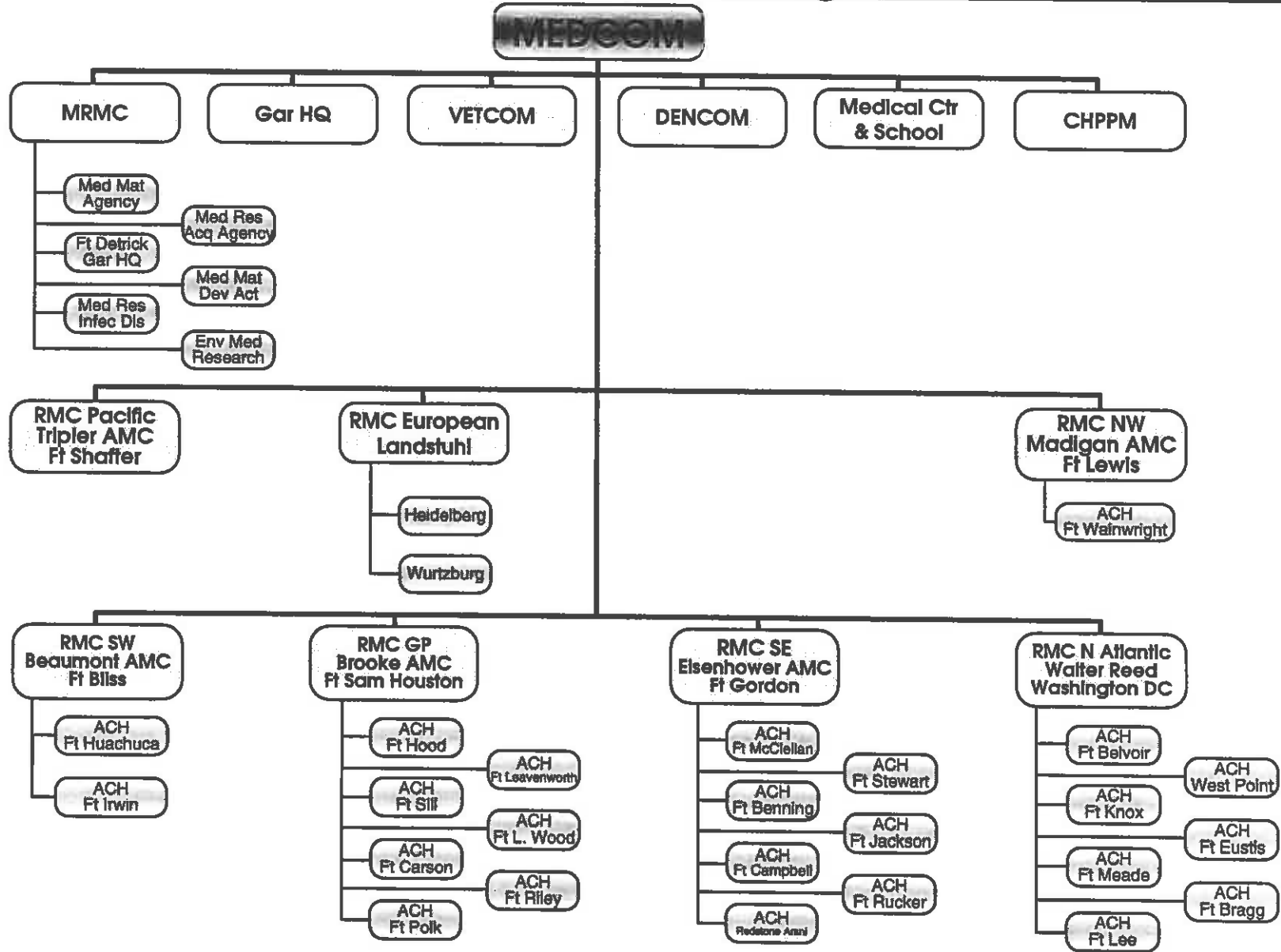
Manage Installations

Maintain & Sustain Land Operations

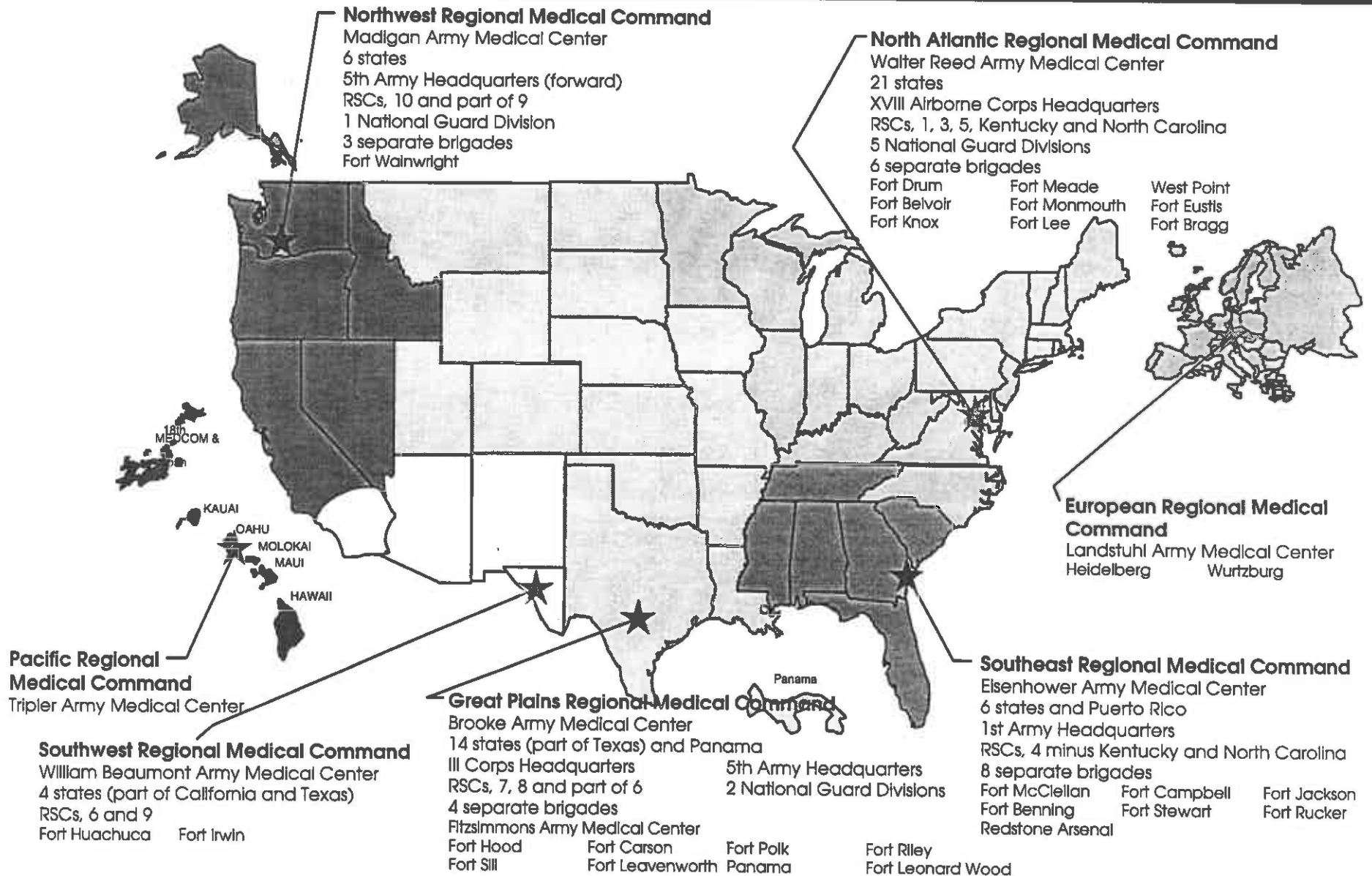
Selected Processes



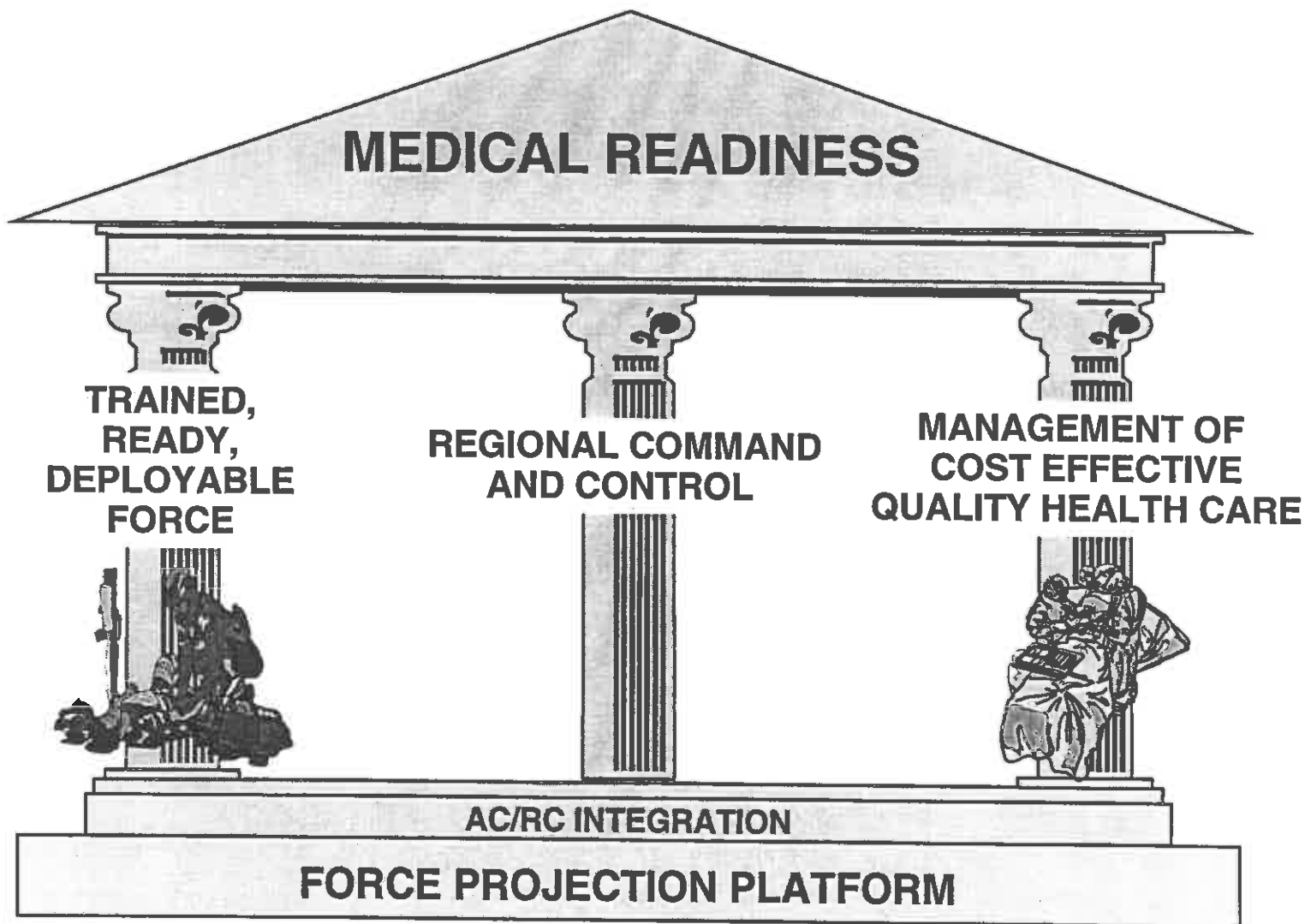
Current MEDCOM Organization



Regional Medical Commands



Regional Medical Command Mission



MEDCOM Resources

FY96=\$5.9B

Defense
Health
Program
"\$15 Billion"

5.5 Billion

MPA dollars for
TOE personnel
provided through
Army budget

5.9%--\$361.3 Million
(OMA, OPA, RDTE, RPA,
OMAR, Family Housing)

Army

Other

2.1%--\$122.4 Million
(Defense: FAP, RAP,
OPD, RDTE)

Includes dollars to
pay military and
civilian who perform
institutional health
care

92%--\$5.467 Billion

DHP

Resource Considerations

- Defense Appropriations Act FY92 Section 8070
 - Requires DoD to report to Congress changes in services provided at military medical and dental treatment facilities
- Defense Appropriations Act FY96 Section 564
 - DoD required to certify reductions in medical end strengths as excess to the needs of the services, and
 - Reductions do not increase CHAMPUS costs
- Defense Appropriations Act FY97 Section 8077
 - Prohibits the use of funds to reduce civilian and medical support personnel assigned to military treatment facilities
 - TSG may waive this section when it makes good business sense

Example of Funding Units



TDA*

- Peacetime medical care
- Separate Budget/ POM submitted by Army (TSG) to DoD (ASD(HA))
- C/C by MEDCOM

*Exceptions: Some TOE hospitals in Europe receive DHP MILPERS support



TOE

- Wartime medical care
- Budget submitted by Army to DoD
- C/C by MACOMs

MEDCOM currently looking at TDA/TOE integration options

Plan, Provide Direction; Obtain and Allocate Resources

Alternative (Medical) Process
"Umbrella" Perspective:

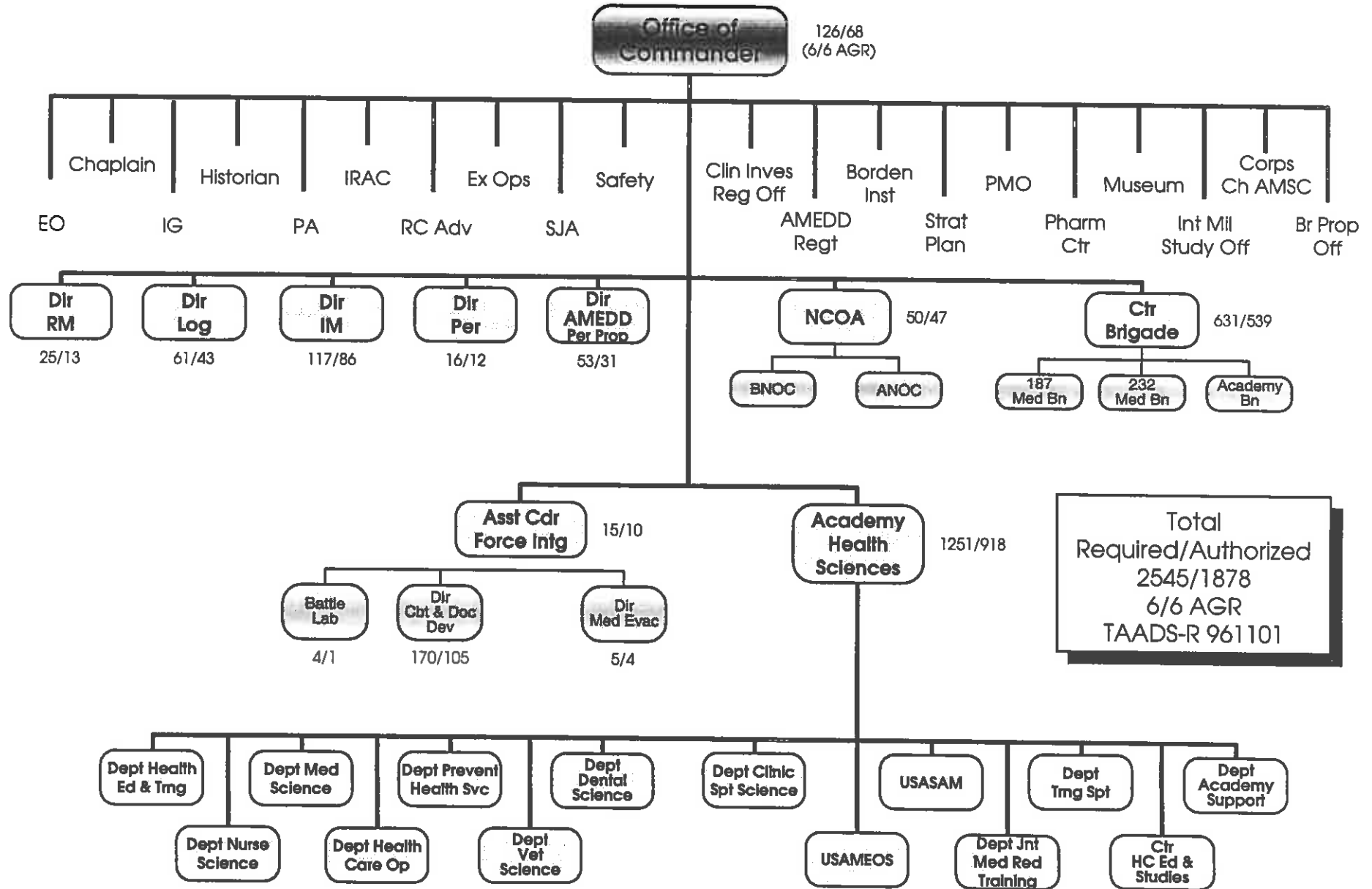
Current

1. Majority of resources are obtained/belong to OSD(HA)
2. MEDCOM HQs plans, provides direction and allocates resources
3. OSD(HA) cannot direct change in Services structure and C/C Structure

100xx Process-Alternatives

1. Transfer control of all medical funding to services
- 2a. Establish joint cmd
- 2b. HQDA plans, provides direction; obtains and allocates resources
3. No change

US Army Medical Department Center and School



Acquire, Train and Sustain People

Alternative (Medical) Process "Umbrella" Perspective:

Current

1. Acquire
 - officers-USAREC and TRADOC (ROTC)
 - enlisted-USAREC
 - civilians-civilian personnel office
2. Train (individual education)
 - officers-MEDCOM
 - enlisted-MEDCOM
 - civilian-MEDCOM
3. Sustain
 - officers-integrated
 - enlisted-integrated
 - civilians-integrated

100xx Process-Alternatives

1. No change
- 2a. If MEDCOM-no change
- 2b. Without MEDCOM- Transfer to TRADOC
 - no significant savings
 - not supported by TRADOC
3. No change

Manage Installations

Alternative (Medical) Process "Umbrella" Perspective:

Current

1. MEDCOM manages three medical installations
 - Walter Reed
 - Fort Detrick
 - Fort Sam Houston
2. 1 Oct 96--All BASOPS functions attributed to medical activities on non-medical installations is provided through DHP
3. Health care service provided on installations. Standards and resources managed by TSG/MEDCOM

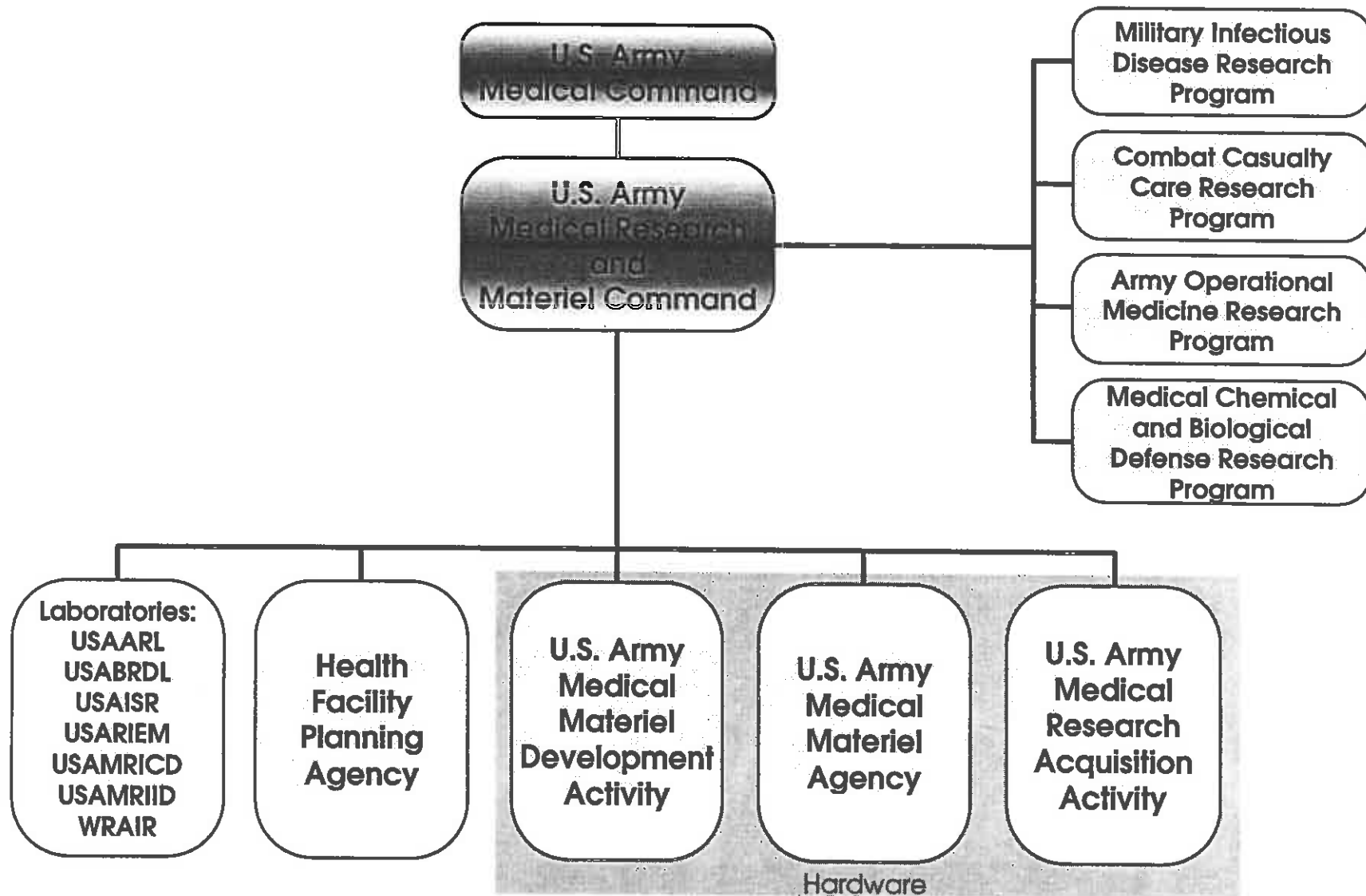
100xx Process-Alternatives

- 1a. If MEDCOM-no change
- 1b. Without MEDCOM- divested to FORSCOM, TRADOC and AMC

- 2a. If MEDCOM-no change
- 2b. Without MEDCOM- resources referred to HQDA proponents (e.g. IM/DISC4; electricity/ ACSIM/ACE) to resource installations directly

- 3a. If MEDCOM-no change
- 3b. Without MEDCOM-services funded directly from HQDA/ TSG to installation-no MEDCOM intermediate

USAMRMC's Organizational Framework



Acquire, Maintain and Sustain Equipment

Alternative (Medical) Process "Umbrella" Perspective:

Current

1. U.S. Army Medical Research and Materiel Command (MRMC) performs medical materiel research development and acquisition

100xx Process-Alternatives

- 1a. If MEDCOM-no change
- 1b. Without MEDCOM-AMC assumes materiel development process; other medical R&D retained under TSG.
 - Not supported by AMC

Develop Doctrine

Alternative (Medical) Process "Umbrella" Perspective:

Current

1. TRADOC designated as proponent/process owner of Army Doctrine (Phase I FAA)
2. MEDCOM supports doctrine development (MOA), supplements through technology innovations

100xx Process-Alternatives

1. No change
- 2a. With MEDCOM-no change
- 2b. Without MEDCOM-transfer to TRADOC

Develop Requirements

Alternative (Medical) Process "Umbrella" Perspective:

Current

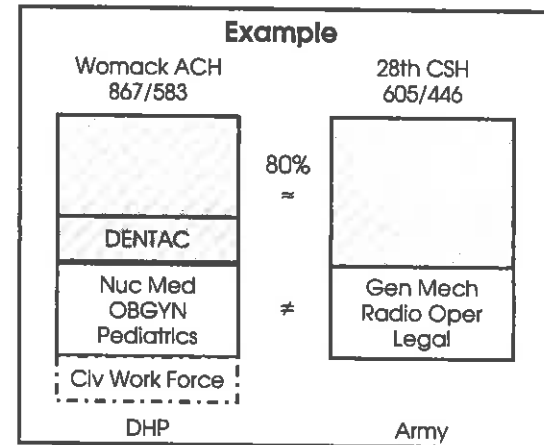
1. Hardware: TRADOC determines all Army Operational Force requirements; AMC develops. Institutional Force requirements determined and developed by proponents.
2. Force Structure: TRADOC develops Operational Force structure. Proponents develop Institutional Force structure.

100xx Process-Alternatives

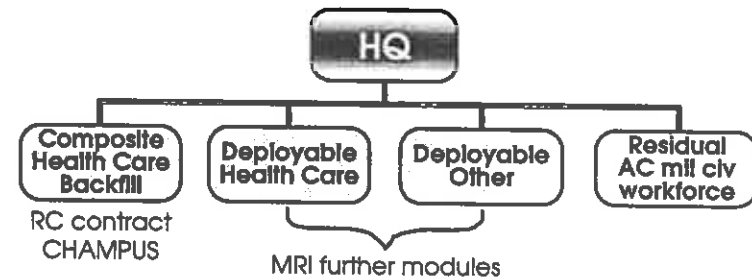
1. TRADOC determines all Institutional and Operational Force requirements; AMC develops.
2. TRADOC develops all Institutional and Operational Force structure.

Current TDA to TOE

	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

100-xx Process Alternative Conclusions

Umbrella Conclusions

Plan, Provide Direction;
Obtain and Allocate
Resources (OTSG)

- HQDA plans, provides direction, obtains and allocates resources

Acquire Train and Sustain
People (i.e., C&S)

- TRADOC's core competency, but—
- If joint, should retain school in MEDCOM

Manage Installations (OTSG)

- Installations resourced directly from HQDA

Acquire, Maintain and
Sustain Equipment (MRMC)

- AMC's core competency, but—
- If joint, should retain MRMC in MEDCOM

Develop Doctrine (Cbt Dev
of C&S)

- TRADOC's core competency, but—
- If joint, retain in MEDCOM C&S

Develop Requirements (Cbd
Dev of C&S)

- TRADOC determines all requirements— hardware and force structure
- TRADOC's core competency, but—not for the institution
- If joint, retain in MEDCOM C&S

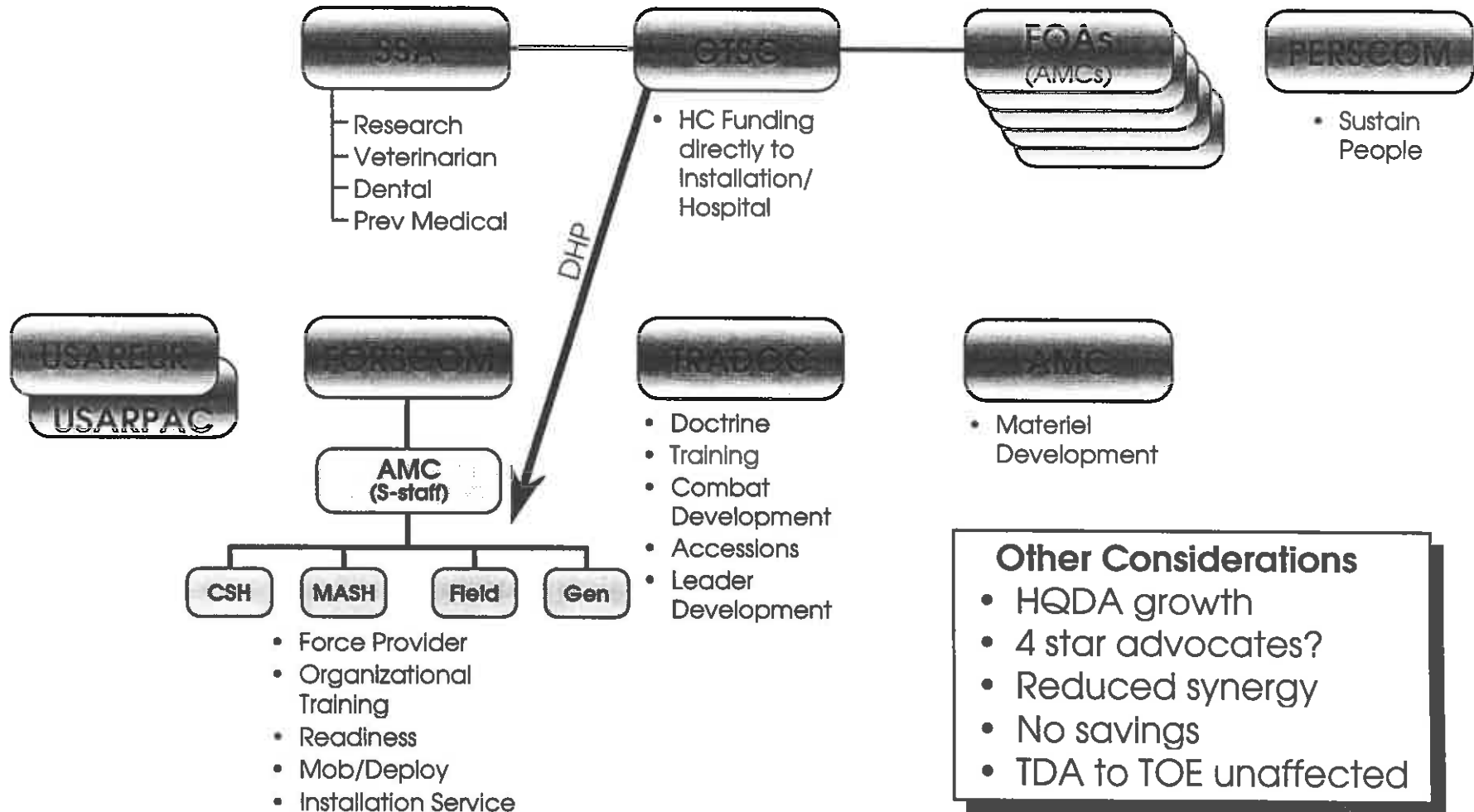
Medical Organizational Alternatives

Alternative (Medical) Process
"Umbrella" Perspective:

- | | |
|---------------|---|
| Alternative 1 | Disestablish MEDCOM |
| Alternative 2 | MEDCOM as a
specialized command |
| Alternative 3 | MEDCOM as an ASCC
of a Joint Command |

Alternative #1

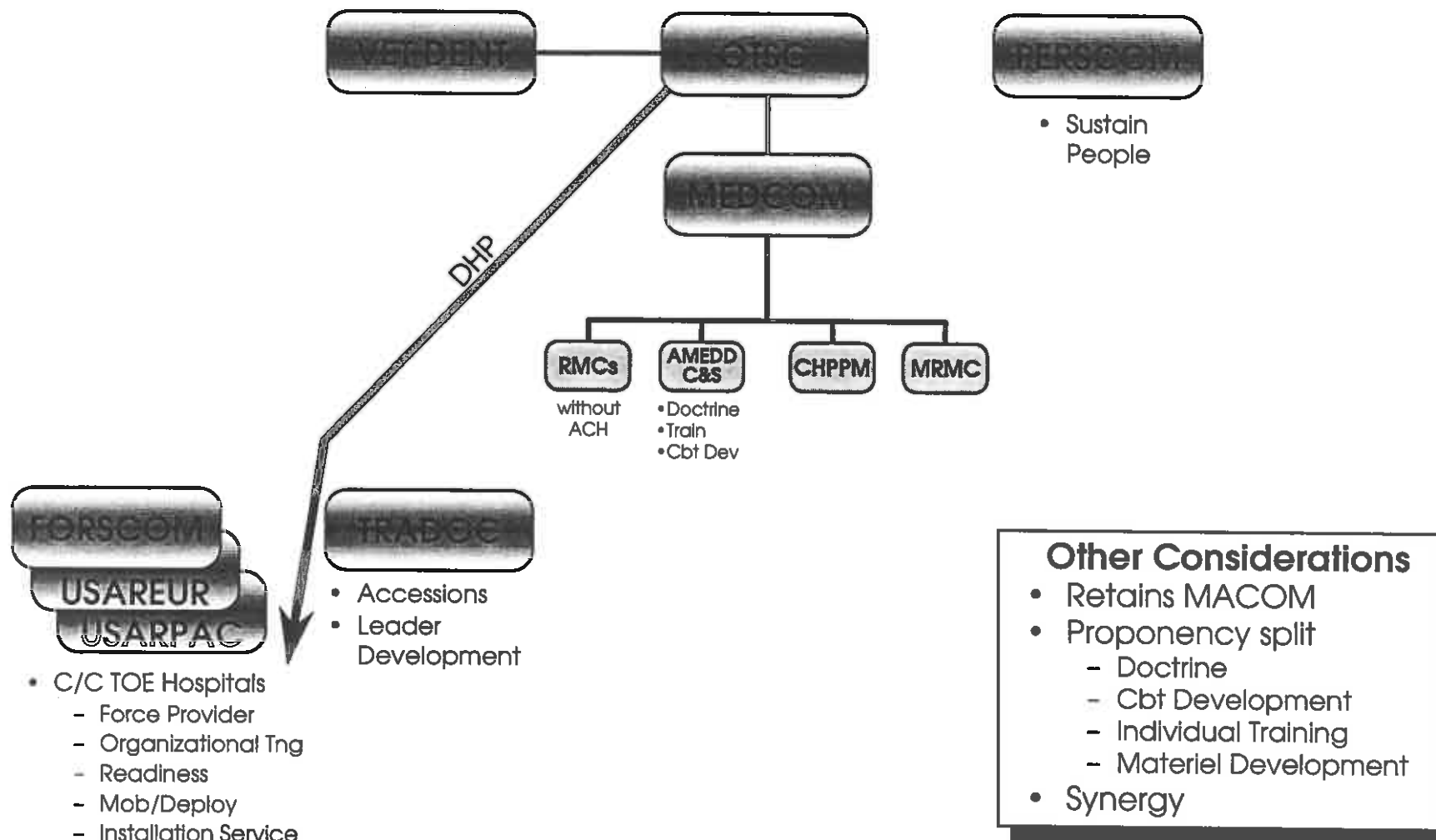
Disestablish MEDCOM



Quality Health Care must be Retained!

Alternative #2

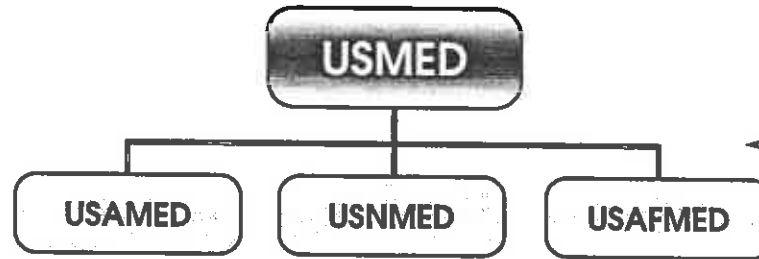
MEDCOM as a Specialized Command



Quality Health Care must be Retained!

Alternative #3

Joint Command (a)



IE Joint Command is ultimate goal, "Specialized Command" (Alt 2) preferred over disestablishing MACOM (Alt 1)

	USASOC	USAMED
Funding	Separate POM	DHP
Personnel Accession	Volunteers from Army force	TRADOC Access Cmd; PERSCOM
Personnel Management	PERSCOM with SOF	PERSCOM with MED
Doctrine	USASOC (JFKSWC)/TRADOC	USAMED (AHS)/TRADOC
Combat Development	USASOC (JFKSWC)/TRADOC	USAMED (AHS)/TRADOC
TOE Forces	USASOC Force Provider	USAMED Force Provider
Material Development	USASOC Acquisition Exec	USAMED/AMC
Training Individual (MOS)	USASOC (JFKSWC)/TRADOC	USAMED (AHS)/TRADOC
Training, Collective (readiness)	USASOC (ARTEP)	USAMED (ARTEP)
Military Construction		
new	USASOC Appropriation	USAMED DHP case-by-case
maintain	USASOC O&M	USAMED OMD

Quality of Service Provided: Special Operations = Improved
 Health Care = ?

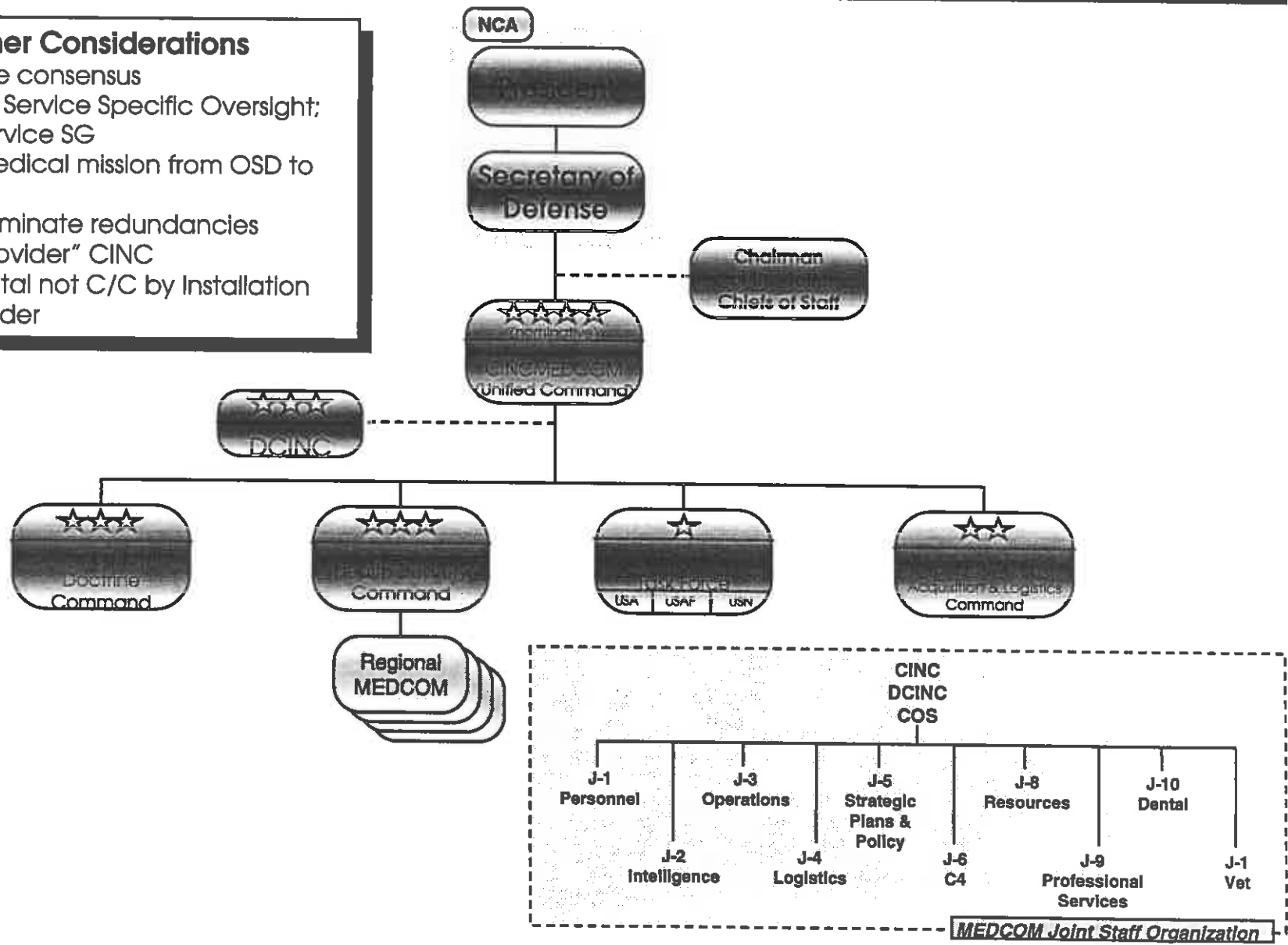
Cost of Service Provided: Special Operation = Less
 Health Care = Less, probably

Quality Health Care must be Retained!

Alternative #3

Joint Command (b)

- Other Considerations**
- No service consensus
 - Reduced Service Specific Oversight; role of Service SG
 - Moves medical mission from OSD to OJCS
 - Should eliminate redundancies
 - "Force Provider" CINC
 - TOE Hospital not C/C by Installation Commander



Summary

Guidance	Assessment
MEDCOM as a MACOM	Can Be Done Eliminate Layers: MACOM HQ; RMC HQ
TSG Staff Principal	Can Be Done HQDA/FOA/SSA grows Resource Mgmt at HQDA
Ind Trng to TRADOC Cbt Dev to TRADOC Materiel Dev to AMC	Can Be Done 4 star advocacy Synergy
TDA to TOE	Should Be Done!

Special Considerations: If Jointness is ultimate, Specialized Command
 Leverage DHP support of Health Care

Backup Slides

Alternative #1—Disestablish MEDCOM

TRADOC

Training Force
Integration

FORSCOM

Soldier & Family
Care

Medical Force
Projection Platforms



Fit and Healthy
Force

OTSG

RD&A

AMC

Alternative #1

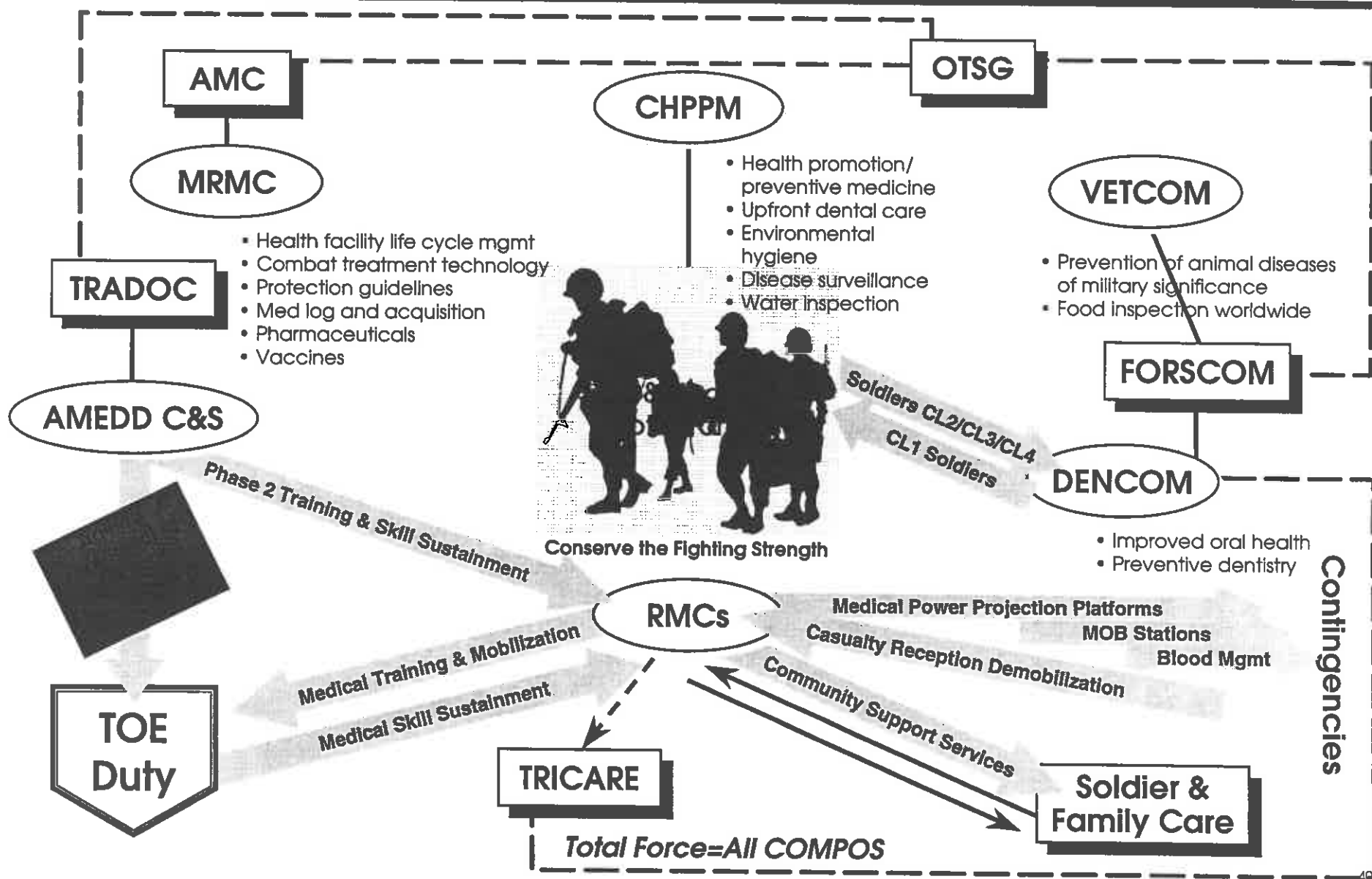
Advantages

- AMEDD product lines aligned with Army product lines
- Reduces MACOMs
- Three 4 star advocates

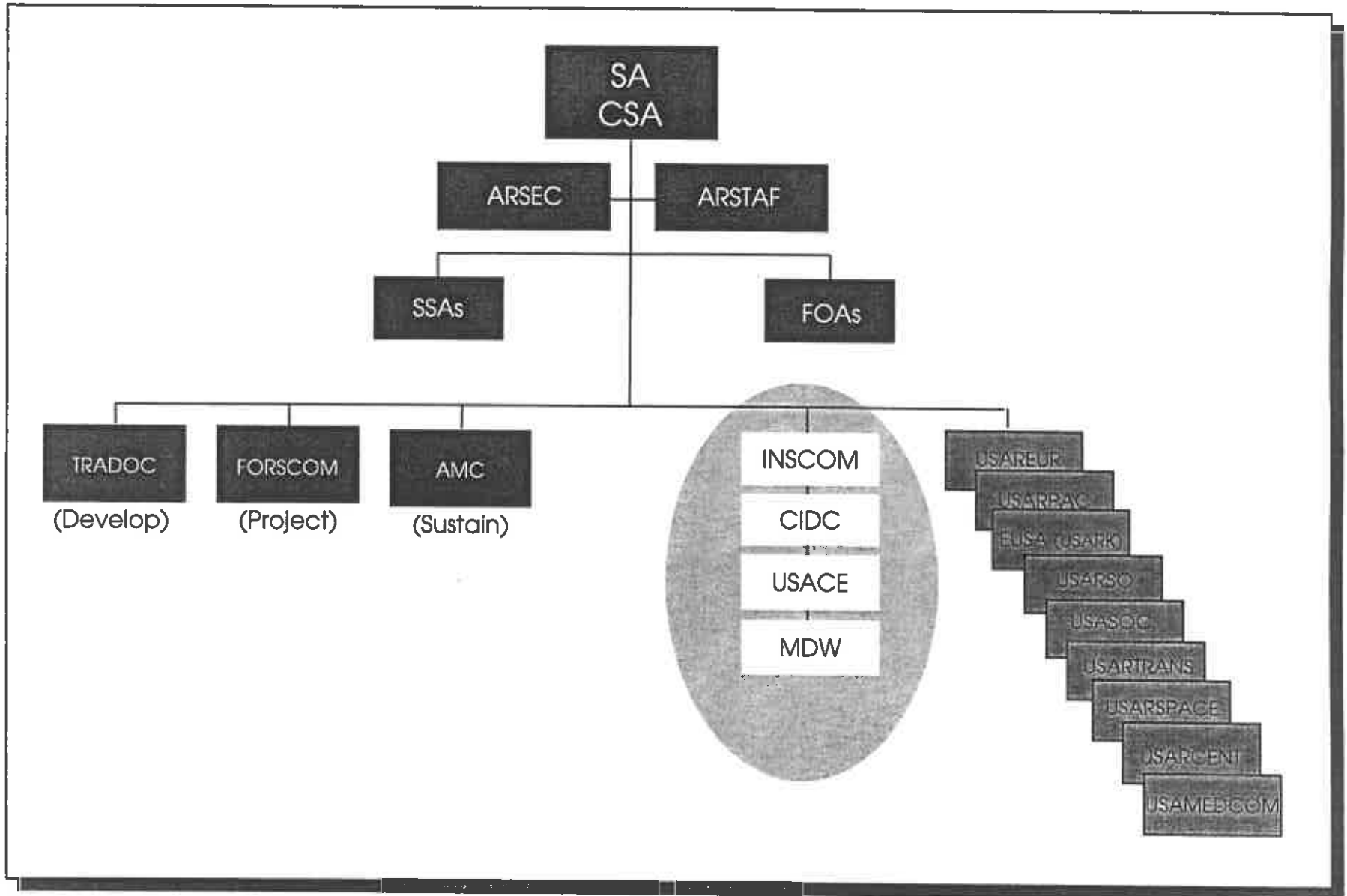
Disadvantages

- Increased need for coordination
- Would require growth of OTSG
- No savings possible growth required
- Reduces synergistic effects

Alternative #1 Process



Alternative #2



U.S. Medical Command

(Alternative # 2)

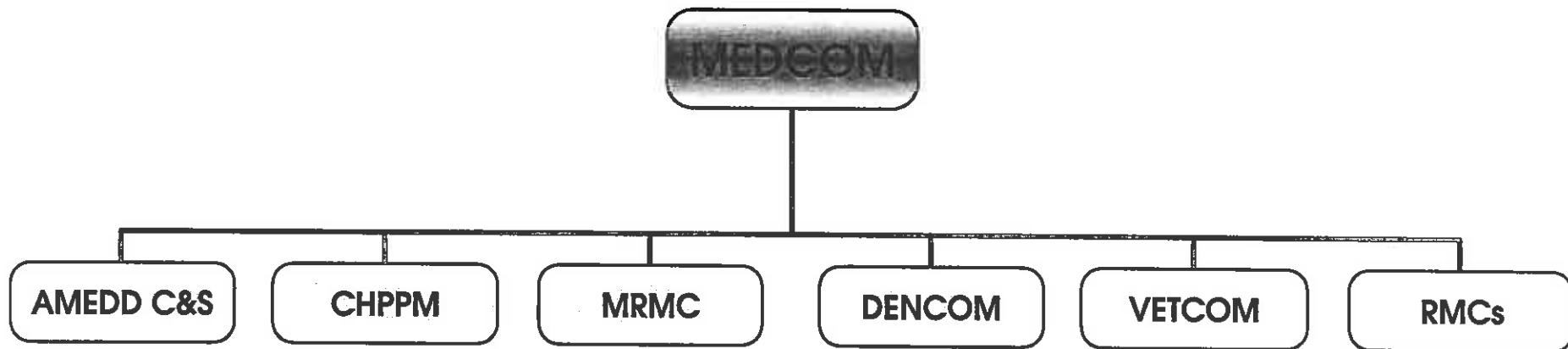
Advantages

- Enhances jointness and readiness in health care arena
- Enhances health care response to SSO and support to civilian agencies
- Single manager of defense health care system
- Consolidates service medical activities by function
- Consolidation will result in economies of scale savings and enhance cost effectiveness
- Consolidation will eliminate redundant functions
- Reduces size and scope of ASD(HA)
- Enhances accessibility of health care
- Reduces size/role of service surgeons' offices

Disadvantages

- Reduces service specific oversight and control of health care
- Counter to October 1991 SECDEF memo assigning ASD(HA) the mission of executing DoD's medical mission
- Other services opposed to unified command

Alternative #3—Specialized Command



Alternative #3

Advantages

- Unity of Command
- Senior AMEDD Officer in Charge
- Streamlined Command and Control
- Economies and efficiencies derived from matrix organization
- Single AMEDD Champion
- Tried and proven

Disadvantages

- Minimal savings to Army
- AMEDD product lines not aligned with Army product lines
- Does not reduce MACOMs

Plan, Provide Direction; Obtain and Allocate Resources

The process of providing direction and allocating resources in accordance with established priorities to support OSD, OJCS, CINCs, MACOMs and multinational operational planning including articulating, justifying, obtaining and executing resources in a manner consistent with OSD and the legislative branch of government.

Identify and Develop Leaders

The process of identifying and transforming potential leaders into future commanders, staff leaders, noncommissioned officers and civilian leaders for current and future Army requirements through education, self development and varied assignments and experience.

Identify and Develop Leaders

Alternative (Medical) Process "Umbrella" Perspective:

Current

1. PERSCOM provides career management **Green**
 - selection boards
 - assignment
 - career conseling
2. TSG provides Army Staff and professional Medical service input to process

Alternative

1. No change **Green**

**Alternative
Rating**

Green

Acquire, Train and Sustain People

The process of attracting, accessing, training, educating, managing, promoting, distributing, assigning and retaining personnel to meet military and civilian manpower requirements and sustaining entitled personnel service and health service support.

U.S. Army Medical Department Center of School—Major Areas

- Combat and Doctrine Development
 - Organization Structure Design
 - Concept Development
 - Doctrine Analysis/Redesign
 - Doctrinal Publications Revisions
- Leader Development
 - AMEDD Officer Basic and Advanced Courses
 - AMEDD Precommand Courses
 - Postgraduate Short Courses
 - AMEDD Noncommissioned Officers Academy
- Professional Education and Development
 - U.S. Army-Baylor University Healthcare Administration Program
 - U.S. Army Baylor Program in Physical Therapy
 - U.S. Army-University of Texas Houston Health Science Center Program in Anesthesia Nursing
 - U.S. Army-University of Texas Health Science Center at San Antonio Physician Assistant Program
- Healthcare Research and Studies
 - Army Medical Department Board
 - Center for Healthcare Education and Studies
 - Clinical Investigation Regulatory Office
 - Pharmacoeconomic Center

Support Organizational Training

The process of establishing organizational training standards and identifying and providing resources of all types and categories necessary for the conduct of organizational training.

Manage Information

The process of collecting, processing, disseminating and displaying information in an integrated, interoperable, compatible global system.

Manage Information

Alternative (Medical) Process "Umbrella" Perspective:

Current	
1. DISC4 is the lead	Green
2. MEDCOM continues to seek automation efficiencies	Green

Alternative	
1. No change	Green
2. No change	Green

Alternative Rating **Green**

Manage Installations

The process of planning, organizing, coordinating, staffing, directing and controlling resources to accomplish the installations' mission in support of maintaining the readiness of the force, deploying and sustaining the force, protecting the environment and enhancing the quality of life for soldiers, families and the Army civilian workforce.

Maintain and Sustain Land Operations

The process of providing maintenance, supply, transportation and field services to operating units world-wide to maintain force effectiveness including the initial provisioning of force packages and the strategic concentration of support assets in the theater based on combatant commander guidance and priorities.

Maintain and Sustain Land Operations

Alternative (Medical) Process "Umbrella" Perspective:

Current

1. FORSCOM/AMC are proponents Green
2. MEDCOM provides medical materiel and supports FORSCOM Amber

Alternative

1. No change Green
- 2a. If MEDCOM-no change Green
- 2b. Without MEDCOM-AMC provides medical materiel Green

Alternative Rating Green

Acquire and Sustain Facilities

The process of identifying, acquiring, managing, maintaining and ultimately disposing of real property in support of Army requirements for the sustaining base and forward stationed forces.

Acquire and Sustain Facilities

Alternative (Medical) Process "Umbrella" Perspective:

Current	
1. Medical construction requirements are initiated through MILCON process, but have DoD(HA) program manager	Red
2. DHP controls medical construction funds	Red
3. Medical facility standards conform to civilian medical facilities standards	Green

Alternative	
1. Transfer program manager responsibilities to HQDA	Green
2. Transfer control of MILCON funds to HQDA	
3. No change	Green

Alternative Rating Green

Tailor, Mobilize and Project Land Power

The process of building force packages from the total force based on requirements of the combatant commanders, preparing them for deployment, and insuring a seamless flow to ports of embarkation, while maintaining a continuity of support for deploying force package units. Tailoring is the function/process that, in the execution of either deliberate or contingency operations, entails the actions of the Army in selecting the specific CS and CSS units to be included in the CINCs force package and other force requirements for a specified operation. It also includes the function/process of the identification by supporting CINCs (e.g., ACOM, EUCOM, SOCOM, SOUTHCOM, PACOM, TRANSCOM, SPACECOM, STRATCOM, CENTCOM), in coordination with the Army, of the units (specific) which will be mobilized (active/reserve) for that action. The output of the tailoring process is a force package to accomplish the supported CINCs operational mission and a package of other necessary forces (forces for backfill, mobilization and deployment support, etc.) to support that operation.

Tailor, Mobilize and Project Land Power

Alternative (Medical) Process "Umbrella" Perspective:

Current

1. FORSCOM is the proponent
2. MEDCOM supports preparation for overseas movement at MOB station
3. MEDCOM/RMC validates medical unit deployability

100xx Process-Alternatives

1. No change Green
2. No change Green
3. FORSCOM validates unit deployability Green

Recommendation Alt 2b

Acquire, Maintain and Sustain Equipment

The process beginning with research and development, to production, and through materiel fielding which provides to the total force the necessary technology and enhanced systems capable of executing warfighting operations today and tomorrow.

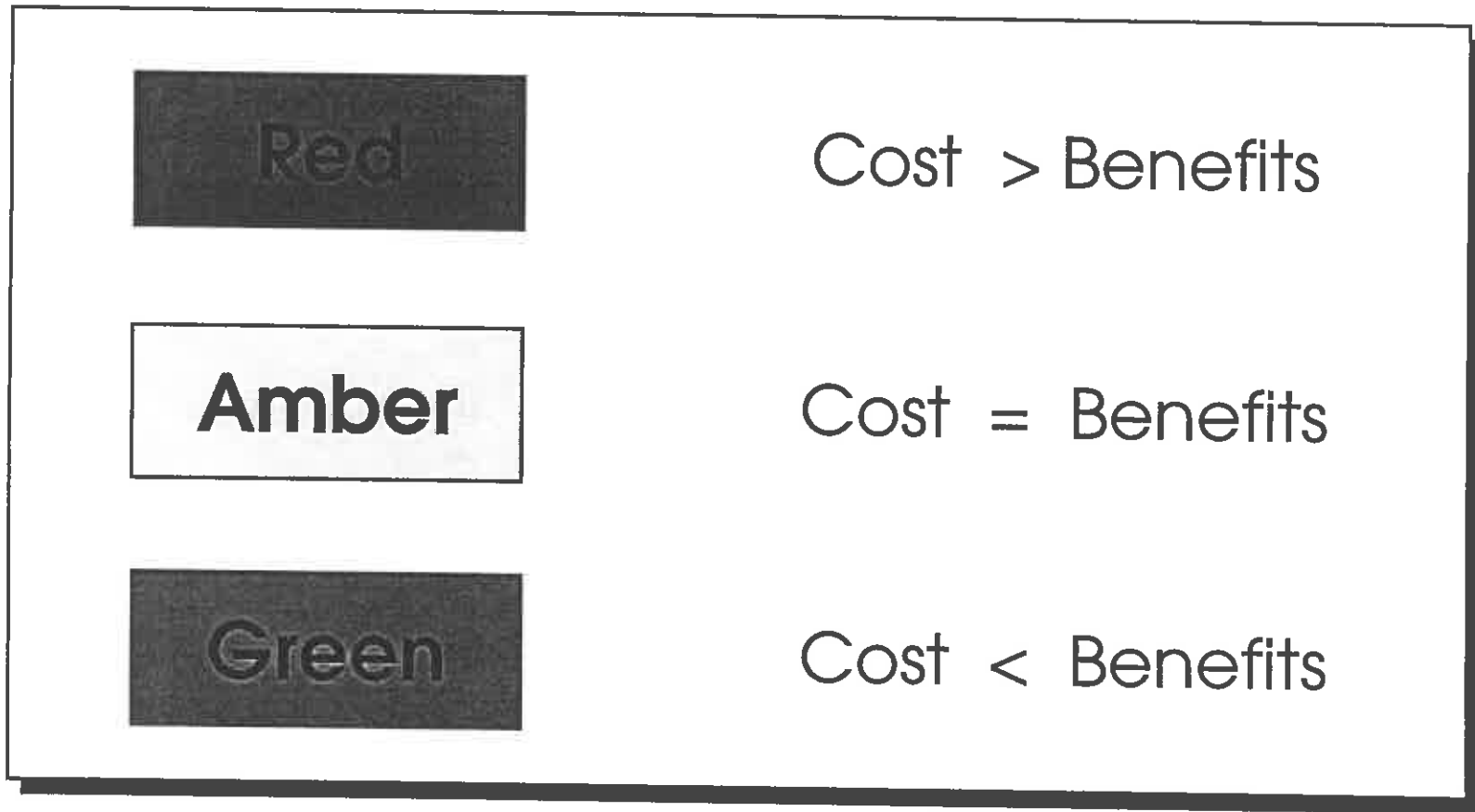
Develop Doctrine

The process of developing the fundamental principles by which the Operating Force and the Institutional Force guide their actions in support of national objectives in war and operations other than war.

Develop Requirements

The process of identifying, investigating and developing doctrine, training, leader development, organizations and materiel required improvements and capabilities, focused on the soldier, responding to the Army's vision of future requirements.

Reengineering the Health Care Process



Cost = resource, political, legal, etc.
Benefits = savings in personnel, equipment, facilities,
improved health care, etc.

Plan, Provide Direction; Obtain and Allocate Resources

Alternative (Medical) Process
"Umbrella" Perspective:

Current

1. Majority of resources are obtained/belong to OSD(HA)
2. MEDCOM HQs plans, provides direction and allocates resources
3. OSD(HA) cannot direct change in Services structure and C/C Structure

100xx Process-Alternatives

1. Transfer control of all medical funding to services
- 2a. Establish joint cmd
- 2b. HQDA plans, provides direction; obtains and allocates resources
3. No change

Red

TBD

Green

Green

Recommendation Alt 2b

Acquire, Train and Sustain People

Alternative (Medical) Process "Umbrella" Perspective:

Current	
1.	Acquire <ul style="list-style-type: none">- officers-USAREC and TRADOC (ROTC)- enlisted-USAREC- civilians-civilian personnel office
2.	Train (individual education) <ul style="list-style-type: none">- officers-MEDCOM- enlisted-MEDCOM- civilian-MEDCOM
3.	Sustain <ul style="list-style-type: none">- officers-integrated- enlisted-integrated- civilians-integrated

100xx Process-Alternatives	
1.	No change Green
2.	Transfer to TRADOC Green
3.	No change Green

Recommendation Alt 2

Support Organizational Training

Alternative (Medical) Process "Umbrella" Perspective:

Current

1. FORSCOM is proponent
2. TRADOC sets standards
3. RMC facilitates medical TOE unit readiness

100xx Process-Alternatives

1. No change Green
2. No change Green
3. FORSCOM/USARC responsible for TOE unit readiness Green

Recommendation Alt 3

Manage Installations

Alternative (Medical) Process "Umbrella" Perspective:

Current

1. MEDCOM manages three medical installations
 - Walter Reed
 - Fort Detrick
 - Fort Sam Houston
2. 1 Oct 96--All BASOPS functions attributed to medical activities on non-medical installations is provided through DHP
3. Health care service provided on installations. Standards and resources managed by TSG/MEDCOM

Recommendation Alt 2b/3b

100xx Process-Alternatives

- 1a. If MEDCOM-no change Green
- 1b. Without MEDCOM- divested to FORSCOM, TRADOC and AMC Green
- 2a. If MEDCOM-no change AMBER
- 2b. Without MEDCOM- resources referred to HQDA proponents (e.g. IM/DISC4; electricity/ ACSIM/ACE) to resource installations directly Green
- 3a. If MEDCOM-no change AMBER
- 3b. Without MEDCOM-services funded directly from HQDA/ TSG to installation-no MEDCOM intermediate Green

Acquire, Maintain and Sustain Equipment

Alternative (Medical) Process "Umbrella" Perspective:

Current

1. U.S. Army Medical Research and Materiel Command (MRMC) performs medical materiel research development and acquisition

100xx Process-Alternatives

- 1a. If MEDCOM-no change Amber
- 1b. Without MEDCOM-AMC assumes materiel development process; other medical R&D retained under TSG. Green
(Note: AMC concurs in retention of MRMC as a MSC of MEDCOM because AMC believes that
 - Joint RDA is the future
 - MRMC realignment under AMC would hamper proper transition)

Recommendation Alt 1b

Develop Doctrine

Alternative (Medical) Process "Umbrella" Perspective:

Current

1. TRADOC designated as proponent/process owner of Army Doctrine (Phase I FAA)
2. MEDCOM supports doctrine development (MOA), supplements through technology innovations

100xx Process-Alternatives

1. No change Green
- 2a. With MEDCOM-no change Amber
- 2b. Without MEDCOM-transfer to TRADOC Green

Recommendation Alt 2b

Develop Requirements

Alternative (Medical) Process "Umbrella" Perspective:

Current








1. Hardware: TRADOC determines all Army Operational Force requirements; AMC develops Institutional Force requirements determined and developed by proponents.
2. Force Structure: TRADOC develops Operational Force structure. Proponents develop Institutional Force structure.

100xx Process-Alternatives

1. TRADOC determines all Institutional and Operational Force requirements; AMC develops. Green
2. TRADOC develops all Institutional and Operational Force structure. Green

Recommendation Alt 1/2

100-xx Alternative Process Summary

Plan, Provide Direction; Obtain and Allocate Resources		<ul style="list-style-type: none">• HQDA plans, provides direction, obtains and allocates resources
Acquire Train and Sustain People		<ul style="list-style-type: none">• Transfer school to TRADOC• Not recommended by TRADOC
Support Organizational Training		<ul style="list-style-type: none">• FORSCOM responsible
Manage Installations		<ul style="list-style-type: none">• Installations resourced directly from HQDA
Acquire, Maintain and Sustain Equipment		<ul style="list-style-type: none">• AMC assumes materiel development, other medical R&D retained by TSG• Not recommended by AMC
Develop Doctrine		<ul style="list-style-type: none">• Transfer to TRADOC
Develop Requirements		<ul style="list-style-type: none">• TRADOC determines all requirements--hardware and force structure• Not recommended by TRADOC

***THE UNITED STATES ARMY
MEDICAL DEPARTMENT
Functional Area Assessment IPR***



**Presented to
VCSA
10 July 1997**



FAA Follow-up to VCSA

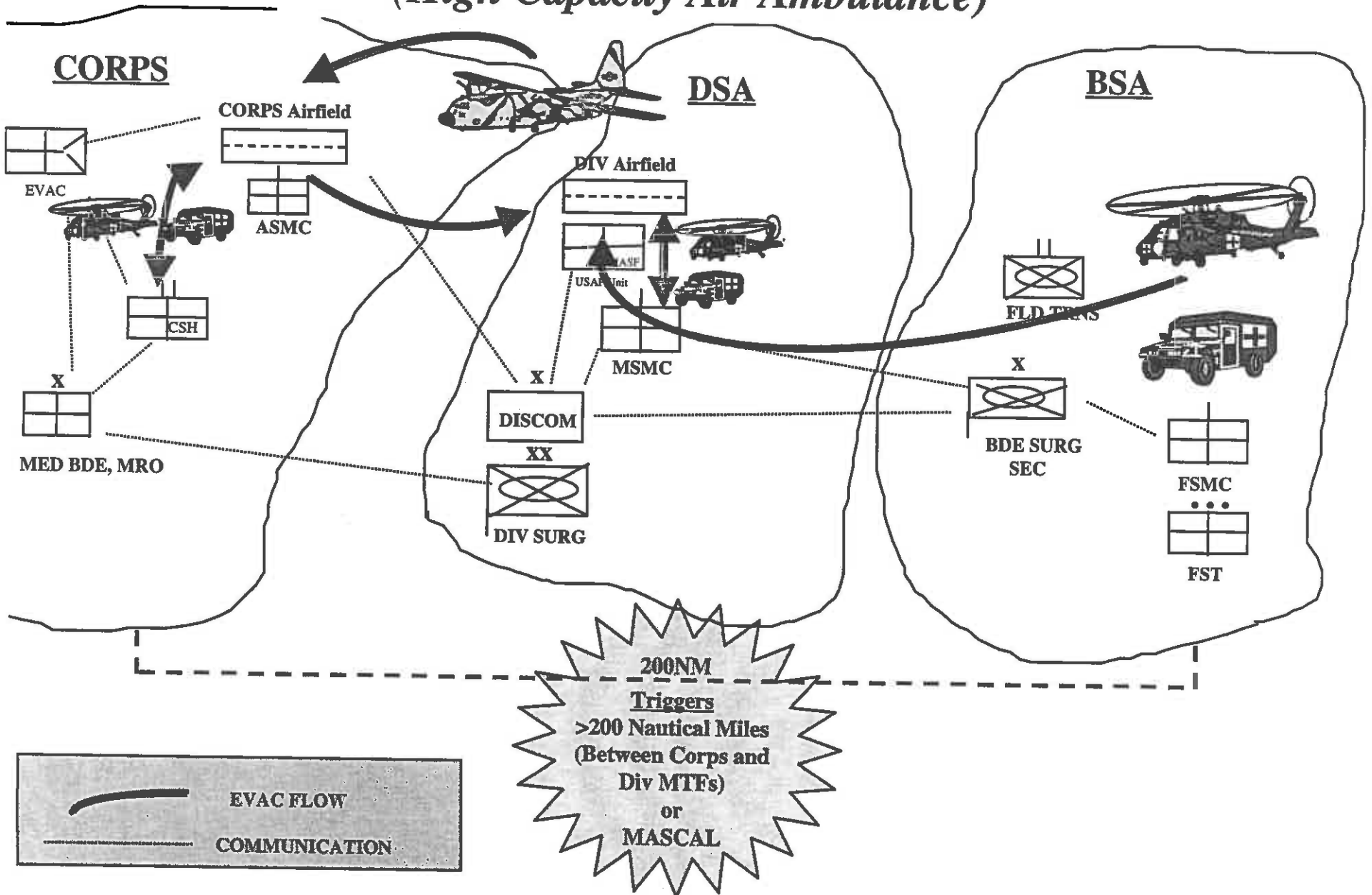
1 hour

<i>Topic</i>	<i>Action</i>	<i>To Be Briefed</i>
---------------------	----------------------	-----------------------------

Combat Lifesaver Training	Info Paper Provided	
Flight Surgeon Utilization	Info Paper Provided	
Congressional Fellows	Info Paper Provided	
Graying of RC Physicians	Info Paper Provided	
Satisfaction w/Joint Medical Training	Info Paper Provided	
Recruitment of Dental Officers	Info Paper Provided	
Evacuation Update		X
MEDCOM Reorganization Update		X
AMEDD C&S to TRADOC		X
TDA Hospitals to TOE		X
TAA Hospital Status		X



Level II to Level III Battlefield Evacuation (High Capacity Air Ambulance)





Battlefield Evacuation...

Accomplishments:

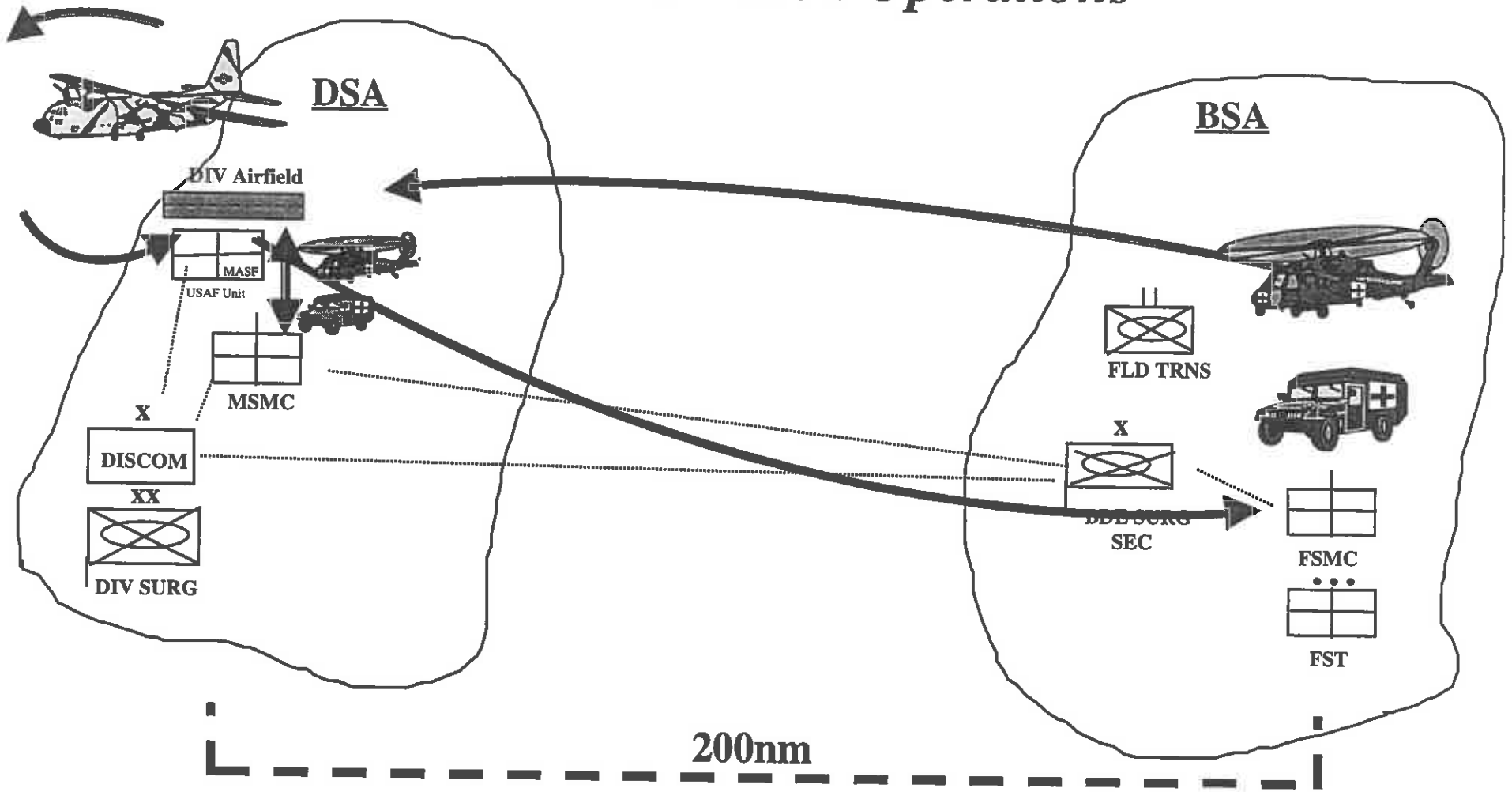
- **Executable Concept**
- **Draft AF Concept of Operations**
- **Draft Army Doctrine**
- **Test and Evaluation (AMEDDEX 96)**
- **Recommending Incorporation into CENTCOM OPLAN**

Concerns:

- **24 hours vs on-call Aircraft**
- **Availability of Airfields**
- **Distance between DSA and BSA**



Force XXI Division Operations



Battlefield Evacuation Initiatives



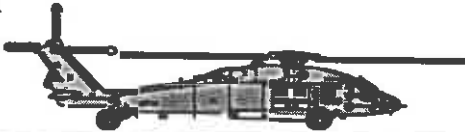
- **Patient Movement Items**
- **Equipment Certification w/AF**
- **Incorporation into CENTCOM OPLAN**
- **Publish Doctrine**



UH-60 Modernization



OR



TOTAL TOE FLEET= 357 UH-60s

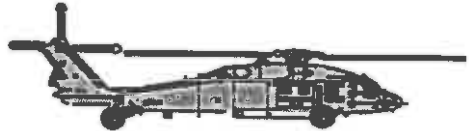


- DA DCSOPS goal is FY00
- Contingent upon NG Fielding Plan (60 UH-60s)

UH-60 Conversion Kits



- Complete FY99



TOTAL TOE FLEET= 357 UH-60s
(87 UH-60Q + 270 UH-60A)

(4) (4)

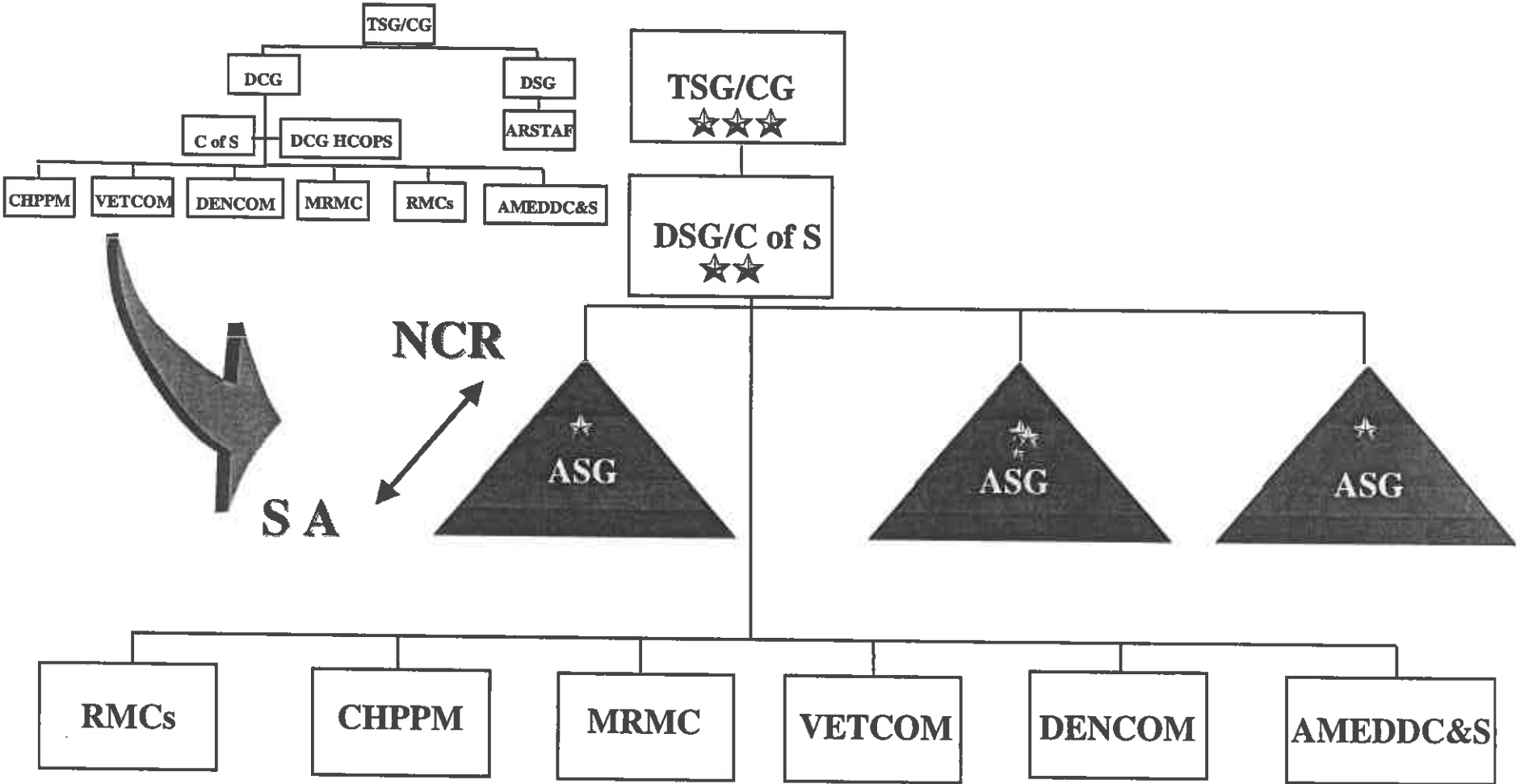
UH-60Q



- Currently unfunded (\$188.9M)

AMEDD Streamlining Reorganization

CURRENT STRUCTURE



- Capitalizes on communication technology
- Eliminates one layer
- Focus on ARSTAF-Pentagon Anchor Desk

- Speeds Responses
- Continue to reengineer
- Operate as one staff



FAA Follow-up to VCSA

1 hour

Topic

Action

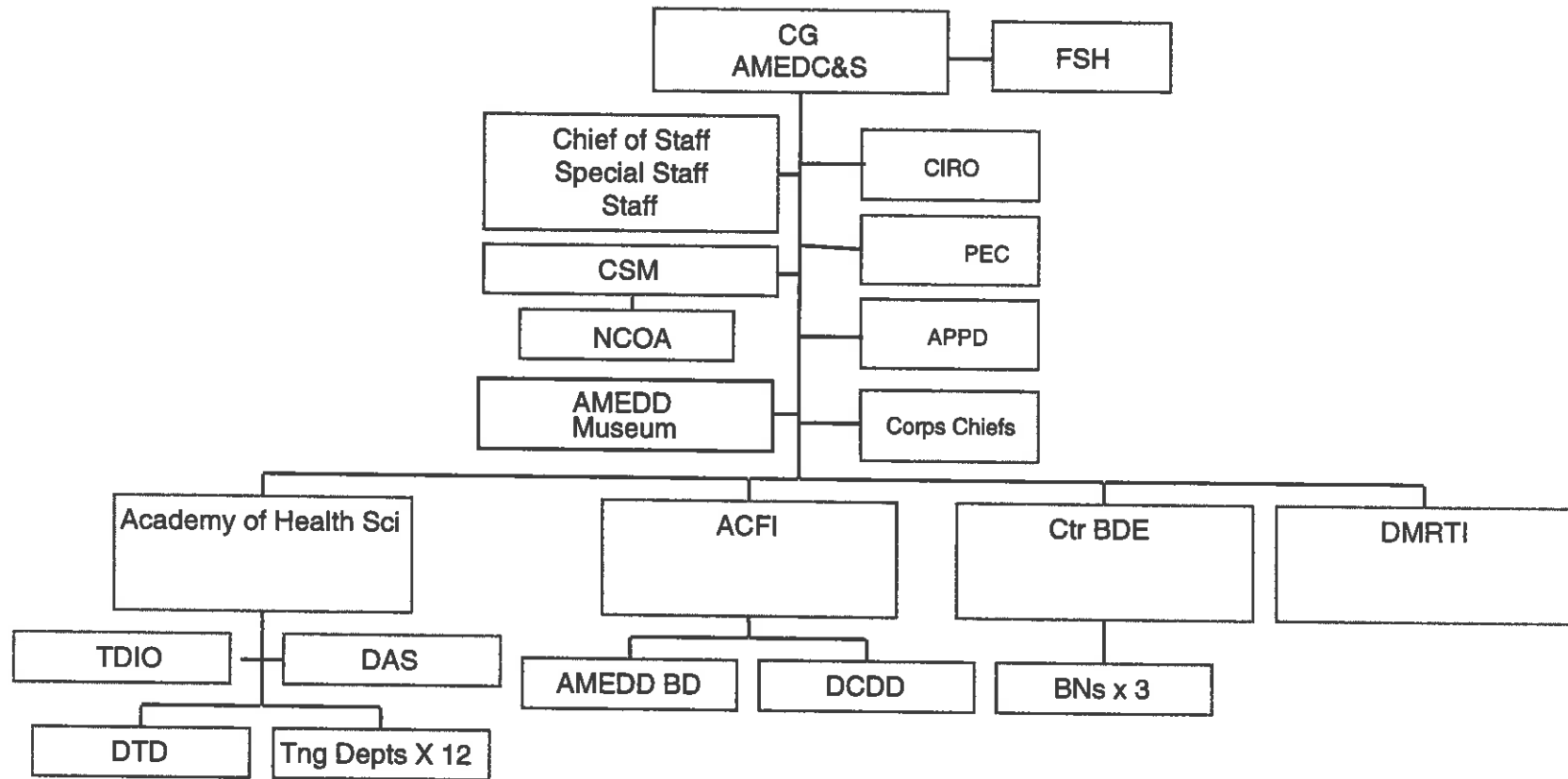
To Be Briefed

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Flight Surgeon Utilization	Info Paper Provided	
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Evacuation Update		X
MEDCOM Reorganization Update		X
AMEDD C&S to TRADOC		X
TDA Hospitals to TOE		X
TAA Hospital Status		X



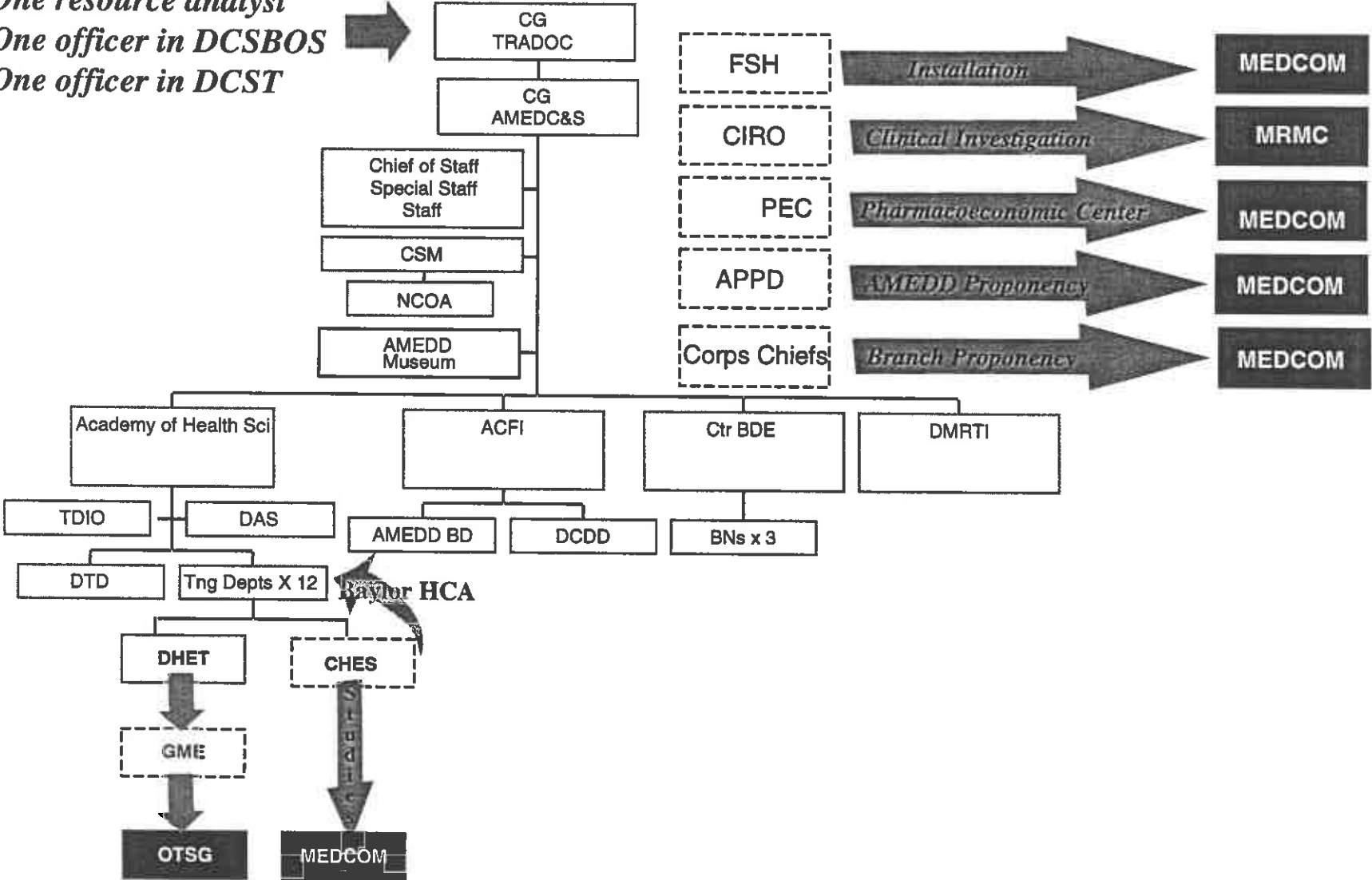
AMEDD C&S transfer to TRADOC

Existing Organization

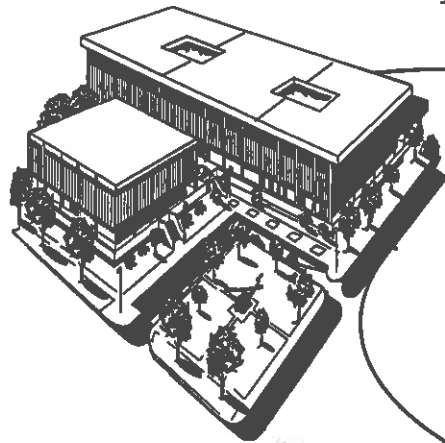


AMEDD C&S transfer to TRADOC

One resource analyst
One officer in DCSBOS
One officer in DCST



TRADOC Can Do, but ...



Issues: *Flow of dollars*
- 2 funding streams-DHP & Army Garrison function
- Currently MEDCOM installation
- Consolidation of staff with AMEDD C&S Phase 2 Training

TRADOC Position



- **No Compelling Reason to Transfer C&S to TRADOC**
- **Fragments medical community**
- **No obvious resource savings**
- **Would require additional resources to manage**
- **AMEDD & TRADOC work together**



FAA Follow-up to VCSA

1 hour

Topic

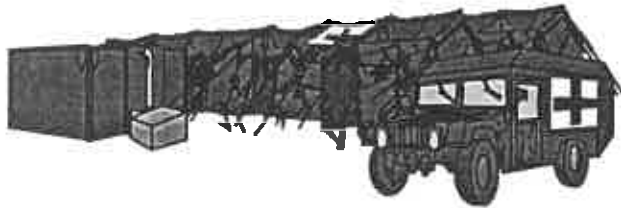
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To Be Briefed

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TAA Hospital Status		X



TDA to TOE Integration Potential



21st CSH

	REQ	AUTH
OFF	173	33
WO	2	2
ENL	430	410

PROFIS

OFF	140
WO	0
ENL	20

Darnall

	REQ	AUTH
OFF	326	249
WO	1	1
ENL	368	329
CIV	1302	692

Integration Results

	Caretaker Staffing	Savings
OFF	5	28
WO	1	1
ENL	95	234
Total		263

21st CSH/Darnall

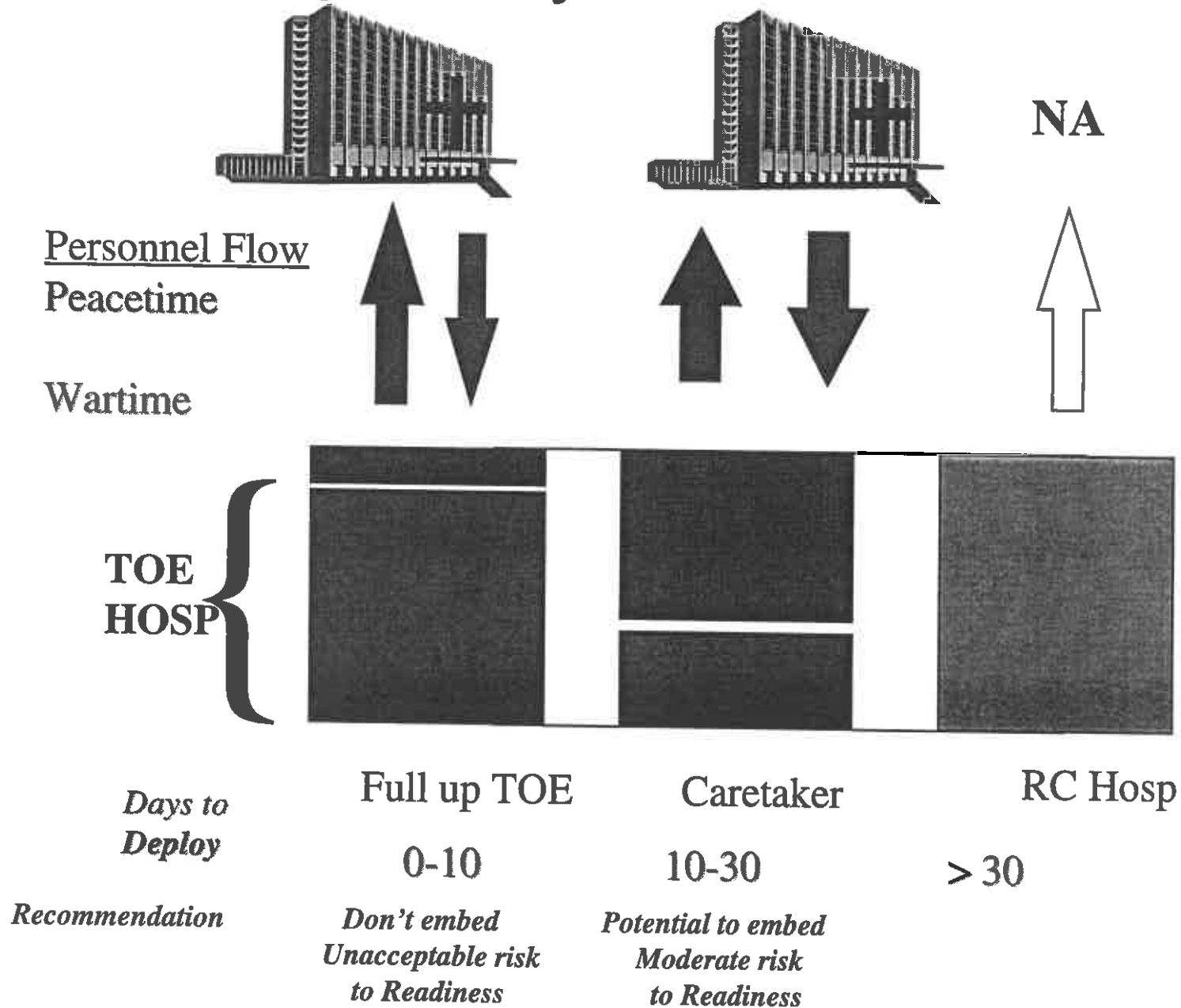
	REQ	AUTH
OFF	173	173
WO	2	2
ENL	430	430

Requires responsive Contractor!
Requires responsive RC backfill!

TDA Augmentation

	REQ	AUTH
OFF	362	69
WO	1	0
ENL	368	0
CIV	1302	611

Deployment Dynamics - Medical Readiness



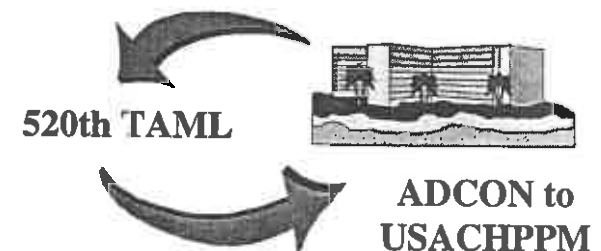
“Drive down the road of TOE imbedded in hospitals...plug/unplug...comprehensive backfill”

VCSA, 19 Nov 96

- *Goldwater-Nichols*
- *Funding Streams*
- *Personnel Accounts*
- *Readiness*

TOE embedded in TDA

- **ADCON selected units to MEDCOM activities to enhance readiness**
- **Efficient and effective use of personnel**
- **Maintenance and upgrading of specialized equipment**
- **Unit works and trains together**
- **Unit cohesion**



Administrative Control (ADCON)



ADCON is the direction or exercise of authority over subordinate or other organizations in respect to administration and support including organization of Service forces, control of resources and equipment, personnel management, unit logistics, individual and unit training, readiness, mobilization, demobilization, and discipline and other matters not included in the operational missions of the subordinate or other organizations. This is the authority necessary to fulfill Military Department statutory responsibilities for administration and support.



Joint Pub 0-2



Benefits of Proposed Command & Control Structure

- **Validates direct communication**
- **Promotes stabilization of PROFIS assignments**
- **Centralizes PROFIS C2 elements**
- **Minimizes PROFIS procurement training process**
- **Maximizes soldier readiness training assets**

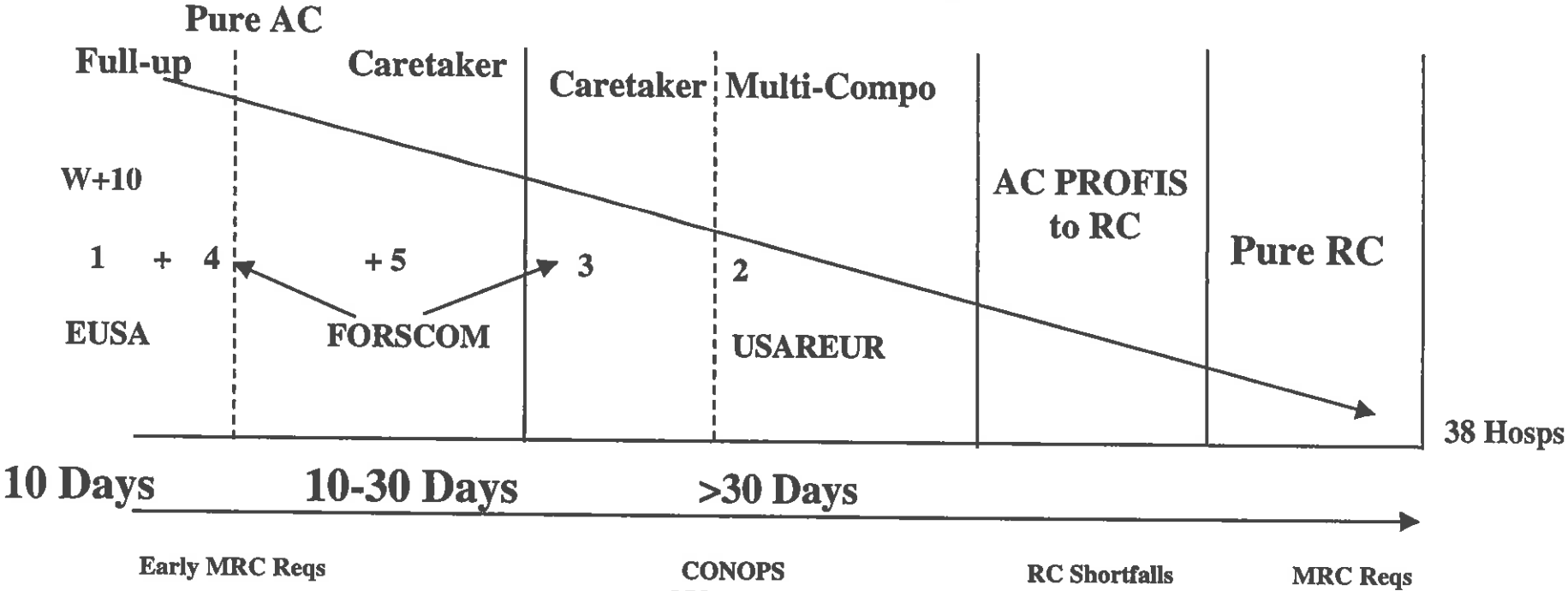


FORSCOM Position

- **Can support MEDCOM as a MACOM (retains MEDCOM/TSG linkage)**
- **Can also provide matrix staff functions *if* MEDCOM subordination directed**
- **In any case, MEDCOM should retain AMEDD C&S**
- **Must retain mix of full TOE and Caretaker units**
- **Concurs that ADCON of TOE units may improve medical readiness in “carefully selected ‘special’ units”**
- **Concurs looking at ADCON concept of selected units**
- **Full TOE & Caretaker mix is more cost effective than full TOE & contract (and reduces wartime risk)**



Hospital Resourcing for TAA05



Each Caretaker provides \$30 M of care paid by DHP

- Full-up Hospitals**
- Reqs and most auths in FORSCOM, EUSA USAREUR
- Caretaker Hosps**
- Reqs and few auths in FORSCOM
 - Most auths in MEDCOM as PROFIS
 - Cost Effective
 - DoD sizing model justifies manpower in DHP

Recommended Army XXI Course of Action



Allow MEDCOM to continue to reengineer

Allow FORSCOM and MEDCOM to pursue TOE/TDA integration and ADCON aggressively

Support robust AC hospital resourcing in TAA05



22 May 1997

INFORMATION PAPER

SUBJECT: Combat Lifesaver Program

1. *Purpose.* To answer the question asked by the VCSA regarding Combat Lifesaver training and it's monitoring

2 Facts.

a. The original course materials were published as a group-study correspondence course in 1987. Hands-on testing was required then as now. In 1991, the combat lifesaver course was revised and reduced in length from five to three days of group training time. The most recent course revision was fielded in the first quarter of FY96. It included an updated equipment package. Course content is scheduled for review this fiscal year and a revision will be published and fielded in FY98.

b. Army Regulation 350-41, Training in Units, states in part that battalions/squadrons/separate companies will "ensure that each squad, crew, or equivalent-sized unit have at least one member trained as a Combat Lifesaver" and will further "ensure each combat lifesaver maintains proficiency" (para 12-2f). "Proof of combat lifesaver course completion that is provided by the Army Correspondence Course Program will be placed in accordance with AR 640-10. A pencil entry will be made in item 19 of the soldier's DA Form 2-1 noting the date that the soldier successfully completed the combat lifesaver course or successfully completed recertification testing" (para 12-5). "Combat lifesavers must be recertified every 12 months" (para 12-3d). Units also have an opportunity to brief their combat lifesaver proficiency status IAW FM 25-100 during the Quarterly Training Briefings (QTBs) for the AC and Yearly Training Briefings (YTBs) for the RC.

c. Currently the U.S Army Medical Department Center and School in consort with the National Guard Bureau and The Army Research Institute are developing a Distance Learning (DL) Combat Lifesaver Program. The prototype DL training program via T-NET is presently being field tested and validated with guard members at the RTS-Medical, Ft. Indiantown Gap, PA. An exciting adjunct feature of the training program is the use of computer based instruction in CD-ROM for self-study and sustainment training All preliminary indications show a strong potential for the successful Army-wide application of the Combat Lifesaver DL training program

William Lesjak/MCC-HI/DSN 471-6162

13 Jun 97

INFORMATION PAPER

SUBJECT: Optimal Use of Army Flight Surgeons

1. Purpose. To answer the concerns of the VCSA regarding optimal use of Army flight surgeons.

2. Facts.

a. Issues bearing on the optimal use of Army flight surgeons are determination of which flight surgeons should be placed on flying status, minimum flight time requirements, duties and responsibilities, aid training standards/requirements.

b. A review off flight surgeon positions is being conducted to determine the threshold of flight duties required for a flight surgeon being placed on flying status. Only flight surgeons with substantial operational duties will be placed on flying status. Orders will be published upon recommendation of the Aviation Medicine consultant and approval of the Chief, Medical Corps Affairs. An annual review and update will be conducted

c. Army Regulation 600-105 requires flight surgeons to fly a minimum of 60 hours per year. Monthly Aviation Career Incentive Pay (ACIP) is based on DOD pay manual requirement of 4 hours flight time per month for active duty flight surgeons. On 28 May 1997, the HQDA DCSPER approved a MEDCOM request for reduction in the flight time requirement from 60 hours to 48 hours to correspond with the DOD requirement. The DCSPER published a message notifying the field of this change with an effective date of 1 June 1997, and will reflect the change in the next update of AR 600-105.

d. A MEDCOM instruction outlining the duties, expectations, and responsibilities for flight surgeons was mailed to all flight surgeons and distributed at the April 1997 Operational Aeromedical Problems course.

e. Training standards for flight surgeons have been developed but have yet to be incorporated into the Aircrew Training Manual (ATM) for competency based certification of flight surgeons. The standards are being staffed with the Aviation branch at Fort Rucker and are expected to be incorporated into the ATM not later than the 4th quarter FY97.

LTC William Caldwell/MCHO-CL-C, US Army MEDCOM

22 May 1997

INFORMATION PAPER

SUBJECT: AMEDD Congressional Fellows

1. Purpose. To answer the question asked by the VCSA regarding AMEDD officers serving in Congressional Fellowship positions on Capitol Hill

2. Facts.

a. Currently there are three AMEDD officers serving in formally sponsored Congressional fellowship positions, They are:

- (1) COL Larry Cook, DC, serving with Congressman Norwood (R-GA).
- (2) MAJ William Pratt, VC, serving with Senator Daschle (D-SD).
- (3) LTC Carl Settles, MS, serving with Sen Hutchinson (R-TX).

b. The fellowships are sponsored by the American Association for the Advancement of the Sciences (AAAS), a science and engineering based association. Each of the AMEDD officers was selected by a professional association that participates in the AAAS Congressional Fellowship program. They are as follows:

- (1) COL Cook - American Dental Association (ADA)
- (2) Maj Pratt - American Veterinary Medical Association (AVMA)
- (3) LTC Settles - American Psychological Association (APA)

c. The fellowships run for one year from September 1996 to August 1997. As the Army has recently restructured its Congressional Fellowship Program, it is not anticipated that the AMEDD will be participating in the AAAS program in the future. Beginning in Fiscal Year 1999, the AMEDD will have one branch immaterial billet to participate in the Army follow-on program to the APSA program.

LTC Michael Tate/DASG-GPA/681-4869

22 May 1997

INFORMATION PAPER

SUBJECT: Satisfaction with Joint Medical Readiness Training Center (JMRTC) training

1. Purpose. To answer the question asked by the Assistant Secretary of the Army (MR&A), if there was any evidence that the graduates of the Joint Medical Readiness Training Center course were not satisfied with the training.

2. Facts.

a. As a training department of the Army Medical Department Center and School, the JMRTC complies with Army training quality assurance mechanisms to include the administration of an "end-of-course" survey of all students every time a course is provided.

b. Based on a review of most recent survey for the Combat Casualty Care Course, completed 9 Dec 96, JMRTC received exceptionally high student satisfaction ratings.

c. Students appreciated such subject material as:

- 1) Night Sounds and Vision
- 2) Rappelling Operations
- 3) Traverse Suspension Bridge
- 4) Rope Bridge
- 5) Advanced Trauma Life Support
- 6) Field Hygiene
- 7) Introduction to the Effects of Chemical Agents
- 8) Map Reading
- 9) Use of a Military Compass
- 10) Litter Casualty Carries

d. In summary there is no evidence that there is any dissatisfaction with the JMRTC course by the graduates.

COL Maxwell/MCCS-H/DSN 471-8715

22 May1997

INFORMATION PAPER

SUBJECT: Graying of the U.S. Army Reserve Physician Force

1. Purpose. To answer the question asked by the VCSA concerning the aging of the USAR physician force and the actions being taken to address the issue.

2. Background. The Army Surgeon General and Chief Army Reserve have both voiced concern that the limited number of younger physicians being recruited into the USAR, coupled with the increased attrition rate of physicians since Desert Storm may be fostering a significantly older medical corps force. Additionally, due to advanced age this force may exhibit significantly more nondeployability problems. Until recently, data development and analysis has not been adequate to provide senior leaders the tools needed to address USAR medical force aging, retention, recruiting and long term modeling issues.

3. Facts.

a. There are currently a total of 5046 physicians in the Army Reserve, including TPU, IMA, and IRR officers. Of that total, the following chart shows the breakdown with associated percentages of the 5046 total:

Age 60 and over	251	4.9%
55-59	373	7.4%
50-54	339	6.7%
45-49	847	16.8%
40-44	913	18.1%
Age 39 and under	2323	46.0%
Average age	49.85	

b. Recruiting and retention of physicians is not meeting expectations or requirements for mobilization. Current Troop Program Unit physician requirements for FY97 are 2016 (does not include Individual Mobilization Augmentees) and assigned are 1379 leaving a delta of 637(68.2% fill). FY97 recruiting mission is 200, of which 80 have been recruited as of 5 April 97. The three-year average loss rate for all physician specialties is 152 annually. Even accepting that physician recruiting and retention is a very complex issue, it is apparent that with the current program goals, we can never reach needed physician fill.

c. In a joint effort to address medical force demographic, retention and recruiting issues, the Army Medical Department Center and School Proponency Directorate and OCAR have initiated a force modeling project. Goals are to clearly identify by area of concentration/military occupational specialty: the available number of officers and key NCOs who are fully qualified;

accession and loss rates, by specialty and program; and the demographic factors which may affect the Army's ability to attract, train and sustain key specialties. Analysis of this information should allow leadership to make decisions regarding future medical department force structure size, composition by component, and the recruiting/retention programs necessary to sustain that force.

COL Cotten/MCRC/471-6423

30 May 1997

INFORMATION PAPER

SUBJECT: Dental Officer Recruitment and Retention

1. Purpose. To answer the questions raised by the VCSA regarding recruiting and retention in the Dental Corps.

2. Facts.

a. Since 1984, the U.S Army has not met its recruiting goal for Dental Officers. The retention rate of Dental Corps Officers has also decreased for all year groups (Military Dentists Special Pay Study, OASD(HA), February 1997). The optimal dental strength needed for an Army of 480,000 is 2552 full time equivalents. Dental Corps programmed budgeted end strength for FY98 is 1169. Current inventory is 1047 Dental Officers (90% of budgeted end strength). Projections indicate that, without intervention, the Dental Corps inventory will decline to 455 by the end of FY06. Surveys of Dental Corps officers indicate that pay is a primary concern. The current income of military dentists is approximately 50% of that earned by civilian dentists.

b. Internal efforts to increase Dental Officer recruitment include reprogramming 20 Medical Corps allocations to Dental Corps, development of an internal Dental Officer recruiting network, mailing letters encouraging ROTC students to consider the profession of Army Dentistry, obtaining assistance of retired and RC Dental Officers teaching in dental schools, advertisements, recruiting brochures, and recruiting information posted on the Internet. Internal efforts to increase Dental Officer retention include an initiative to improve the quality of practice, enhanced educational opportunities for junior officers, and improved communications with Dental Officers. The National Defense Authorization Act of 1997 authorized a modest increase in pays for junior Dental Officers and a \$30,000 Accession Bonus (through FY02). That act also required a Report to Congress regarding the feasibility of increasing the numbers of students enrolled in the Health Professions Scholarship and Financial Assistance Programs.

3. The Health Professions Scholarship Program is proven, effective recruiting tool. Ramping up the number of scholarships from 92 manyears to 432 manyears will significantly enhance Dental Officer recruitment and enable Army to remain competitive with Navy and Air Force (which have programmed increases in HPSP). With this increase in HPSP, the inventory projected for FY06 is 717.

4. To enhance retention, an increase in pays is proposed for Dental Officers with 8 or more years of service. This proposal to increase pays, initiated by the American Dental Association, will enable the Dental Corps to retain mid to senior grade officers necessary to provide care to soldiers.

5. The proposed increase in HPSP and the proposed special pay increase together may still be insufficient to stop the decline of our officer strength.

COL Joseph G. Webb, Jr./DASG-DC/DSN 761-3029



*United States Army Intelligence Center and Fort Huachuca
Fort Huachuca, Arizona 85613*



Military Intelligence Functional Area Assessment

Presented to:

The Vice Chief of Staff of the Army

and

The Assistant Secretary of the Army (M&RA)

12 December 1996



FAA AGENDA



- **Introduction (MG Thomas)**
 - **Purpose**
 - **DA Guidance**
 - **Branch Overview**

- **MI Force Assessment (COL Davidson)**
 - **The Stage**
 - **Requirements (MRC/S&SO)/Design Imperatives**
 - **Dynamic Environment**
 - **DTLOMS**

- **Summary and Conclusions (COL Davidson)**



PURPOSE



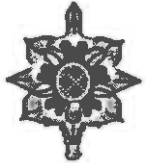
- **To present an integrated FAA of the TDA and TOE MI Force**
- **Identify and resolve systemic issues affecting the Army's MI Force**



DA GUIDANCE



- **Describe how MI is evolving to meet Army XXI requirements, to include a view toward gaining efficiencies:**
 - **Future functional and organizational changes**
 - **The Land Information Warfare Activity (LIWA)**
- **Address:**
 - **IEW modernization and the reduction of legacy systems**
 - **MI field grade shortfall**
 - **NCO restructuring**
 - **Opportunities for outsourcing**



MI FUNCTIONAL AREA ASSESSMENT



MI Branch Overview



WHY AN INTEGRATED FAA?



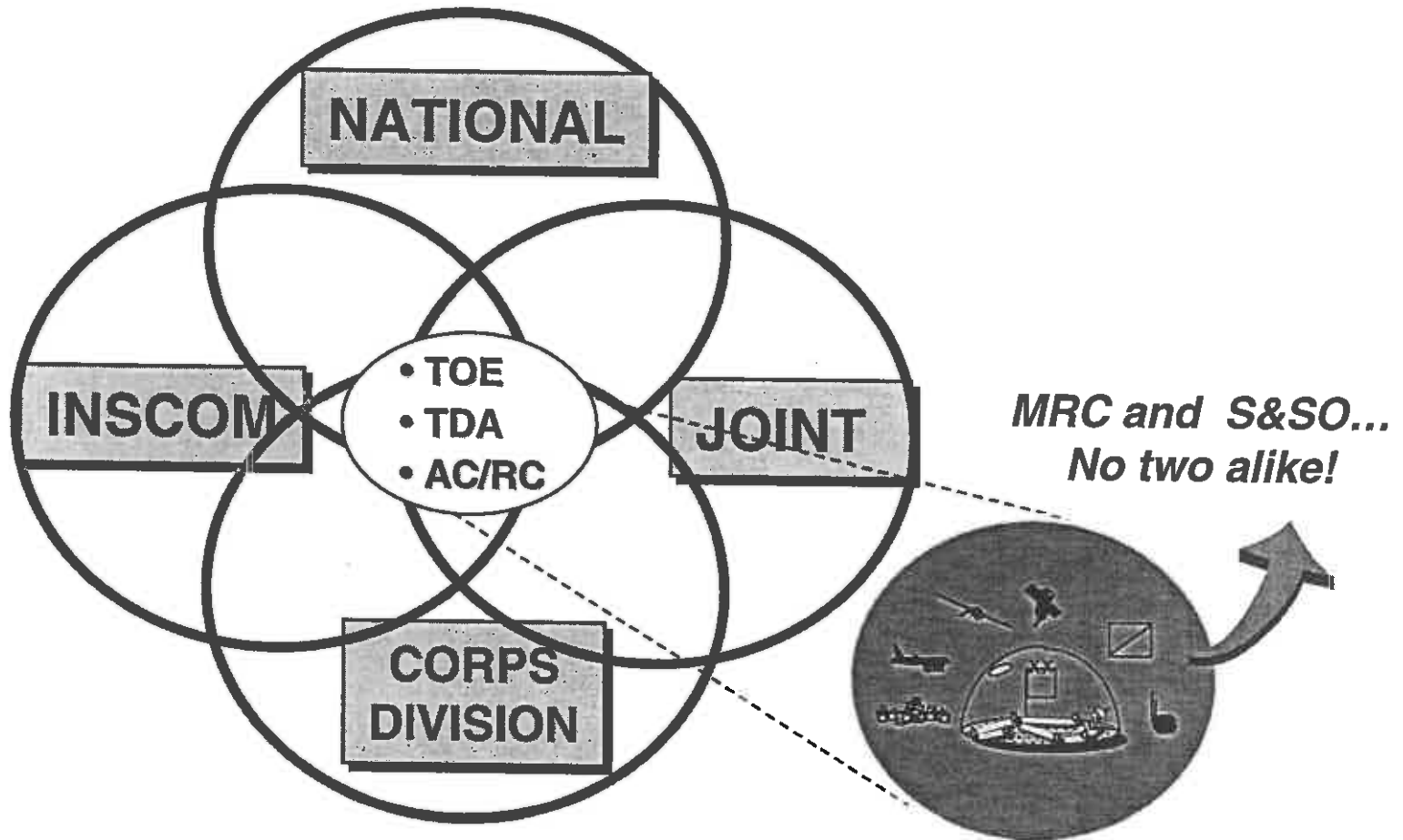
- **TDA and TOE Force are operationally linked**
- **Both are changing based on. . .**
 - Force XXI Concepts
 - Operational Lessons Learned
 - Technology
- **Both define the future MI Force**



THE INTEGRATED MI FORCE



The lines are blurring . . .



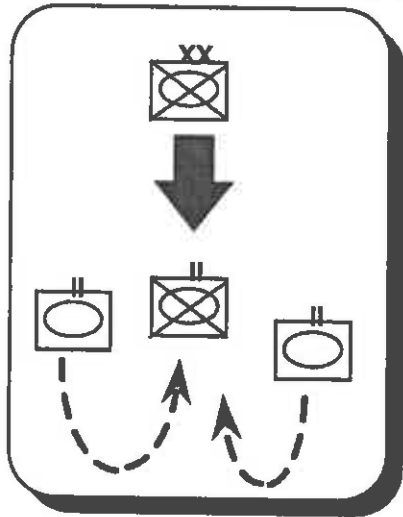
. . .demanding greater Intelligence integration.



EVOLUTION OF THE MI FORCE

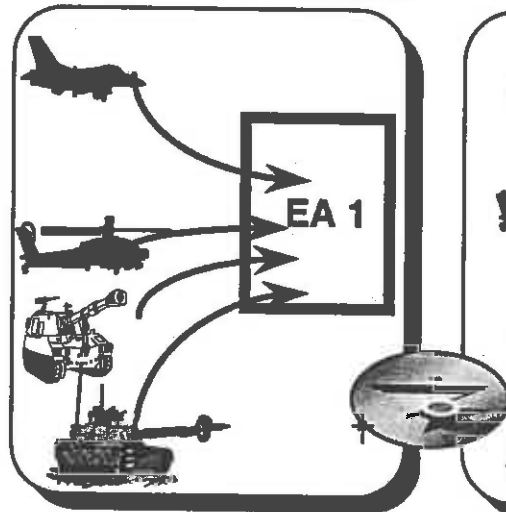


Active Defense



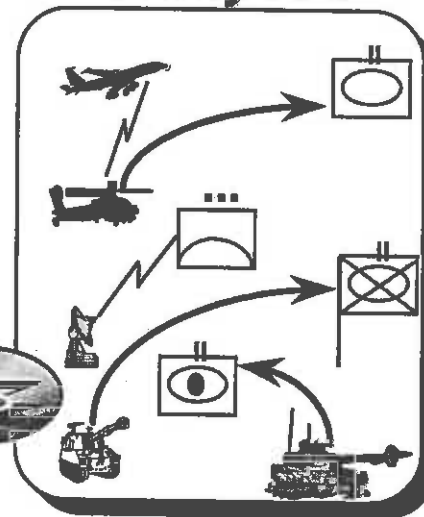
Mass Forces

AirLand Battle



Mass Combat

Army XXI



Mass Effects

Army After Next



Mass Lethality & Information

TODAY



-IEW-

-INTEL XXI-

-Info Dominance-

-Virtual MI?-

- ASA
- USA Intel Agency

- INSCOM
- MI (CEWI)

- TF XXI
- Today's MI Force

- MI (IW)
- INSCOM
- Re-investing for IW

- MI (AAN)
- Flat, internetted structures

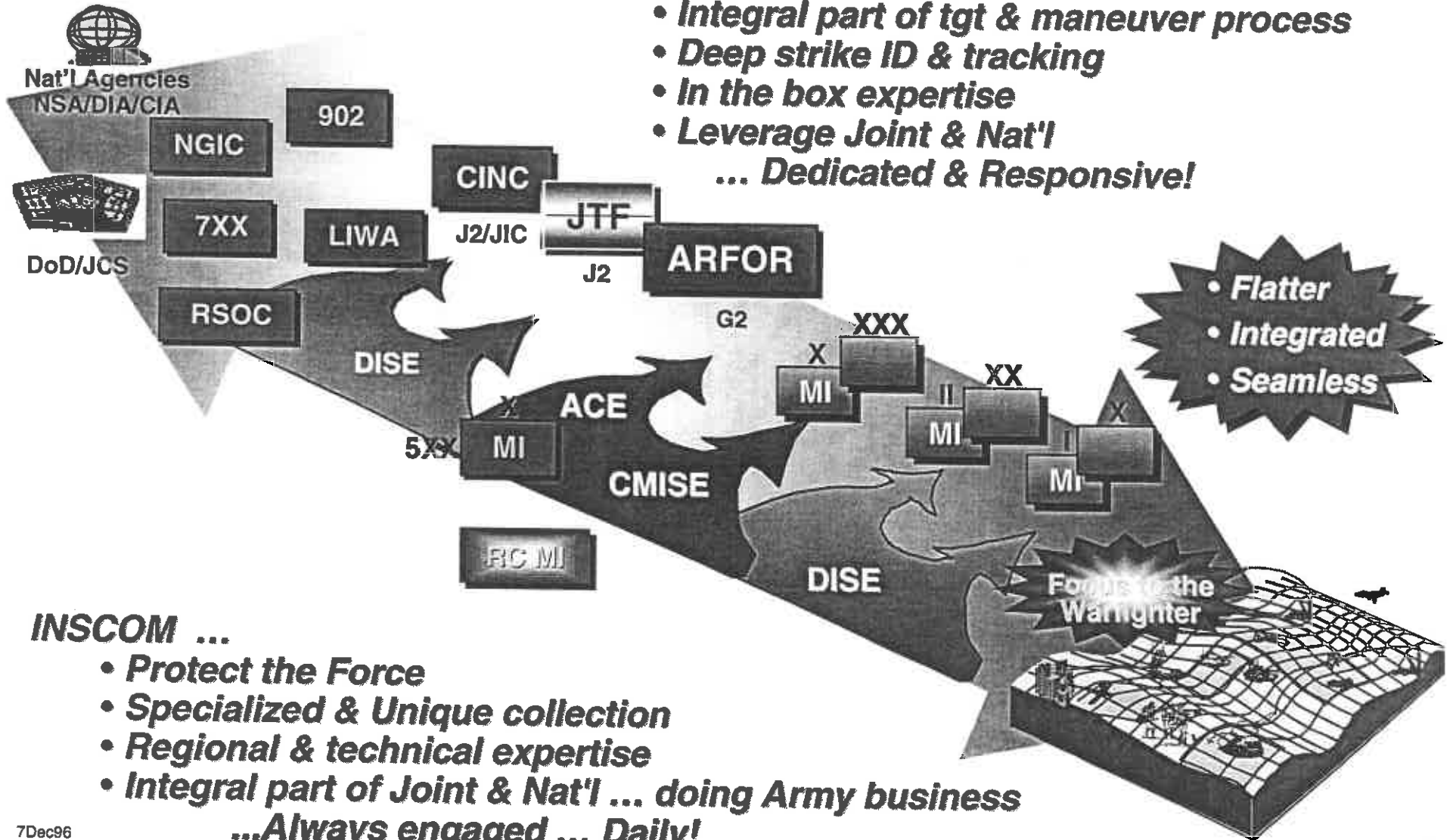


THE ARMY'S MI FORCE



Corps & Division ...

- Integral part of tgt & maneuver process
 - Deep strike ID & tracking
 - In the box expertise
 - Leverage Joint & Nat'l
- ... Dedicated & Responsive!



INSCOM ...

- Protect the Force
 - Specialized & Unique collection
 - Regional & technical expertise
 - Integral part of Joint & Nat'l ... doing Army business
- ...Always engaged ... Daily!

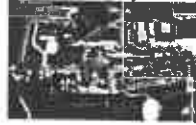


SEAMLESS/INTEGRATED OPERATIONS

- BOSNIA -



718th MI Gp, INSCOM



- 'Eagle Focus'
- DS to TF Eagle
- Unique Signals

Bad Aibling

66th MI Gp, INSCOM UCIRF



Augsburg

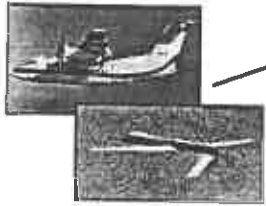
- GOB
- SIGINT
- Imagery
- Force Protect
- Split-based Ops

INSCOM



- Augmentees
- Linguists

513th MIB, INSCOM

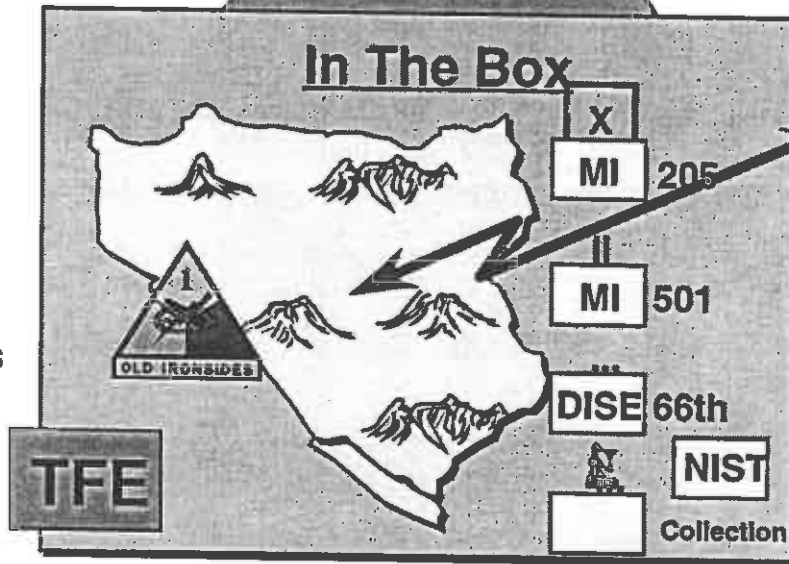


- ARL
- Initial Predator UAV
- JSTARS Crew
- Augmentees

USAIC&FH



- JSTARS Spt
- Augmentees
- Linguists



Direct Gateways To:

- UCIRF
- NGIC
- DIA
- NSA
- CIA
- EUCOM & JAC



ORGANIZATION

-- Reserve Component Restructure --



Last FAA Issue

West

East



FPB

FPB

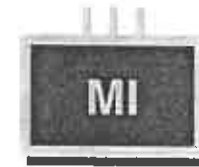
- Analysis
 - CI
 - IP/W
 - Linguists
 - Aerial
- Collection

USAR

JTF



CORPS



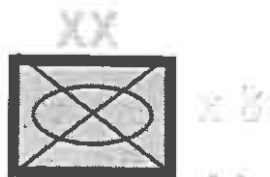
JTF

CORPS

OPS/TNG Sites

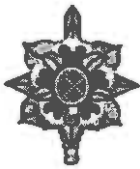
• No Mirror Image
• No SIGINT Cascade

NGB



- Linguists
- MI Surge





MI TODAY



**Trained
and
Ready**



GRCS



ARL

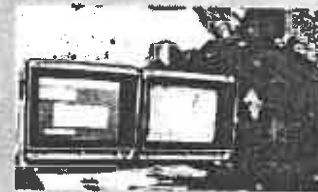
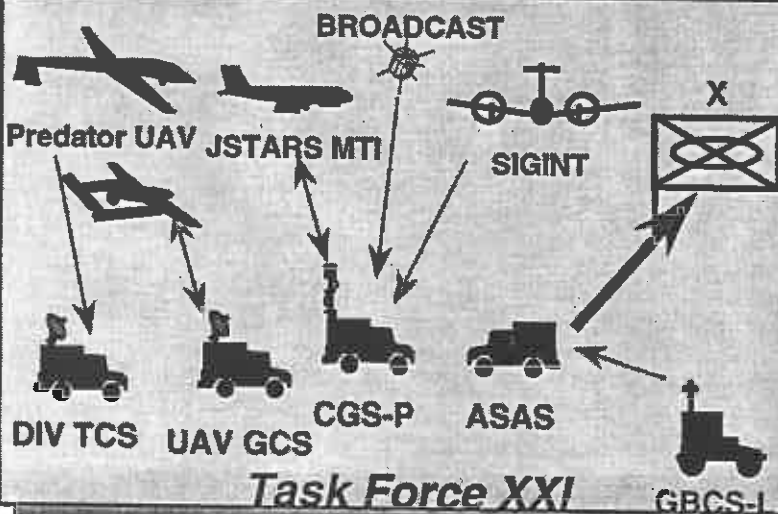


Enhanced Trackwolf



TUAV

Quality Soldiers & Civilians ... AC & RC



ASAS



GBCS-L



CGS



IMETS

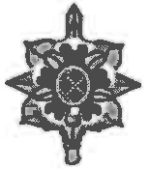
**Modernization Plan
New Generation of Systems**



CHALLENGES



- ***Realistic Simulations for Combined Arms Training***
- ***Field Grade Shortfall - Leadership & Experience at the Right Places***
- ***Accurate & Responsive Support to Targeting & Deep Strike***
- ***As we discuss the current force, we must understand the “non-dollar” operational costs (i.e.. risks) to our commanders***



MI FUNCTIONAL AREA ASSESSMENT



THE STAGE



Design Imperatives



- **Combined arms integration ... part of the team**
- **Intelligence capability at each echelon ...**
 - retain analysis, access, leverage & influence
 - retain smart "receptacles" and tailorable "plugs"
 - build tailorable & scalable capabilities
 - right expertise
- **Provide tiered & balanced capabilities ...**
 - air & ground
 - one echelon/discipline/collector ... can't do it all
- **Achieve efficiencies**

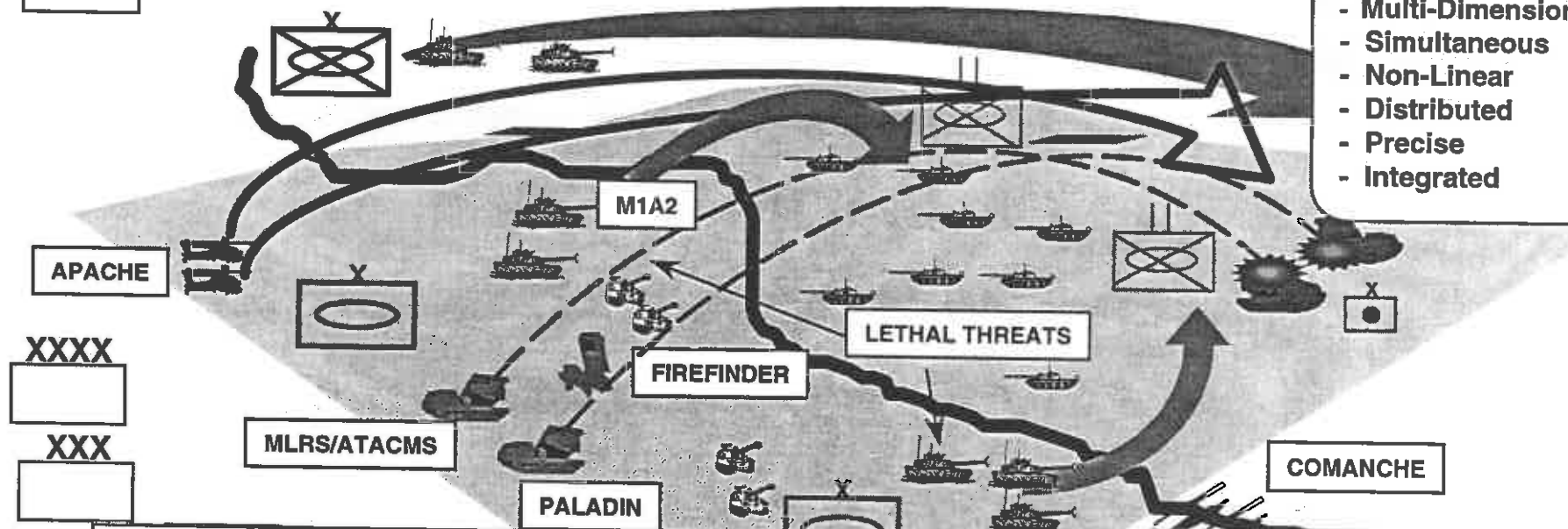
ARMY XXI



To Mass Effects...

CHARACTERISTICS

- Multi-Dimensional
- Simultaneous
- Non-Linear
- Distributed
- Precise
- Integrated



XXXX

XXX

XX

... Army XXI Commanders require accurate and responsive:

- Surveillance in depth... 360 degrees
- Precision Target location, ID, tracking & BDA
- Links to Joint, National, Coalition capabilities
- Shared situational understanding (BV)
- C2W - Electronic Attack
- Force Protection
- Battle Management/Force Tracking
- Combined Arms training & leader development

WHAT MI MUST DELIVER

Information & Battlespace Dominance

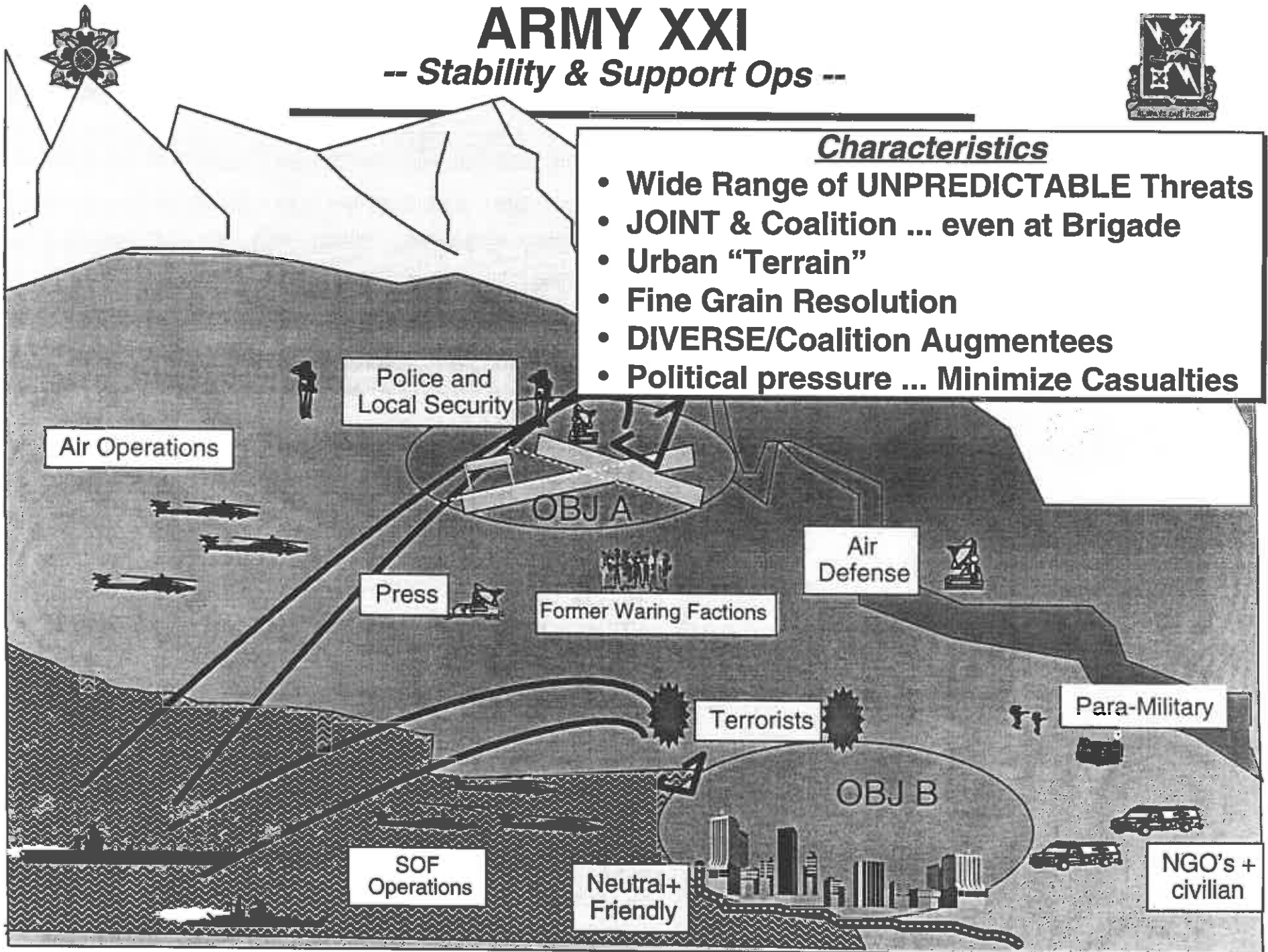
ARMY XXI

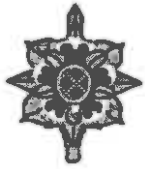
-- Stability & Support Ops --



Characteristics

- Wide Range of UNPREDICTABLE Threats
- JOINT & Coalition ... even at Brigade
- Urban "Terrain"
- Fine Grain Resolution
- DIVERSE/Coalition Augmentees
- Political pressure ... Minimize Casualties





WHY NO ONE ECHELON CAN DO IT ALL!



Yeah, but ...



- National Will
- Technology
- Nat'l Mil Strategy
- Title 10

- POL/MIL
- Centers of Gravity
- Infrastructure
- WMD
- Surge Capabilities

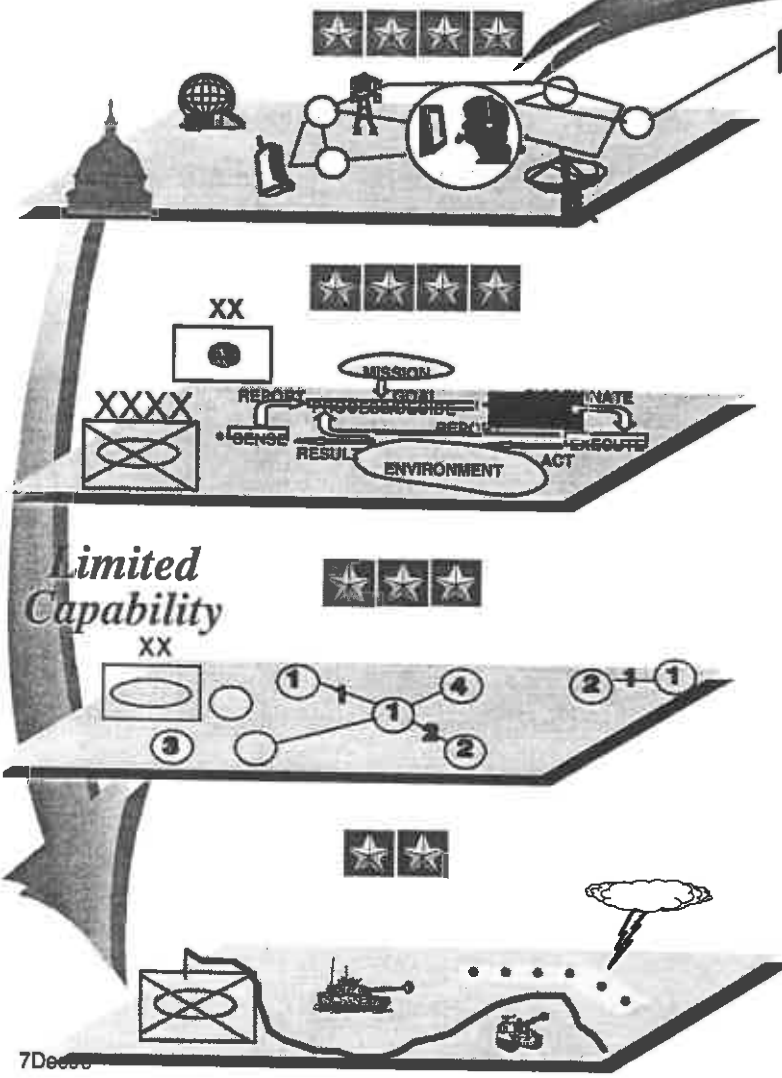
- Track
- Deep strike
- Correlation of Forces
- Detailed Analysis

- Obstacles
- Environment Impacts
- Targeting

Differing Rqmts

- Focus
- Volume
- Responsiveness

<u>Within First 150km</u>	
• Sitters	221
• Emitters	17,550
• Movers	12,387
• Shooters	17,213
• Hiders	200+



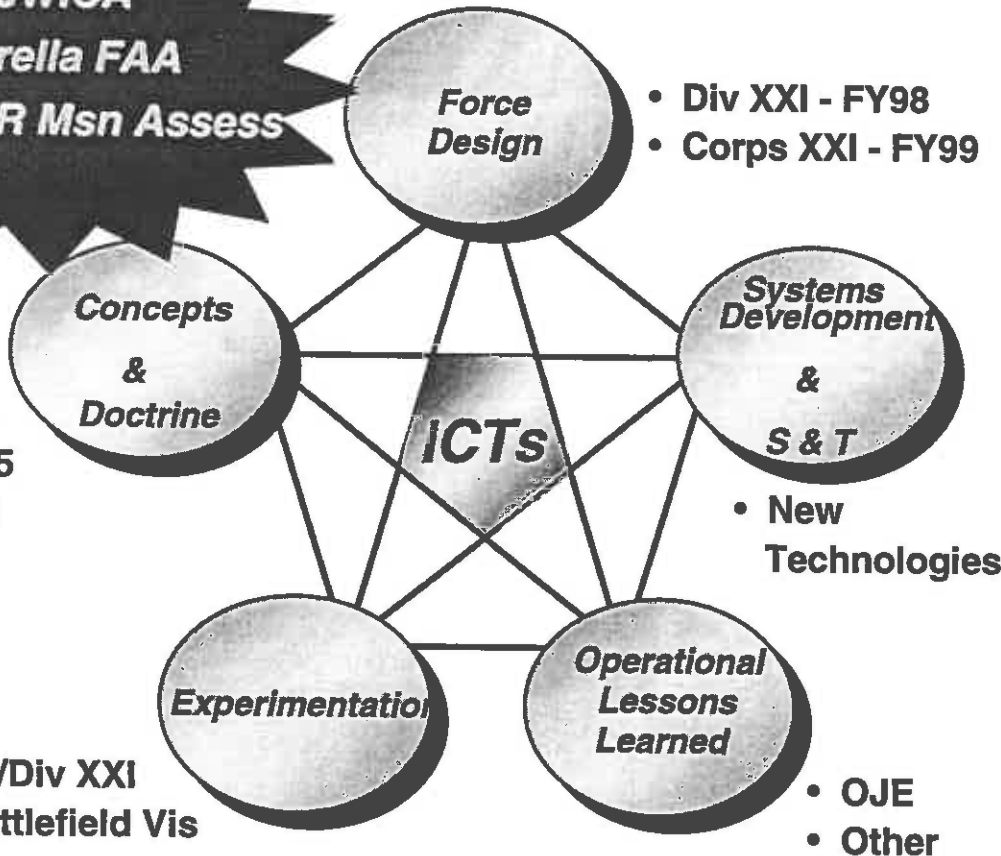


FUTURE MI FORCE



- **ISR JWICA**
- **Umbrella FAA**
- **C4ISR Msn Assess**
- **QDR**

- TP 525-5
- TP 525-75
- FM 100-6



Integrated Concept Teams

- **SIGINT** - Apr 97
- **CI/HUMINT** - Feb 97
- **Battlefield Vis** - Ongoing
- **Aerial Common Sensor** - Feb 97
- **TENCAP** - Comp

Studies

- **INSCOM HQ Review** - Mar 97
- **Imagery Mix** - Mar 97
- **SIGINT Mix** - Mar 97

Objectives:

- Evolve with Army Requirements
- Leverage National & Joint
- Integrate New Technologies
- Pursue efficiencies, but remain capable



MI FORCE ASSESSMENT



DOCTRINE

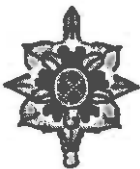
TRAINING

LEADER DEVELOPMENT

ORGANIZATION

MATERIEL

SOLDIERS



DOCTRINE



Proven in:

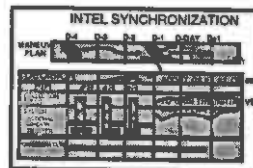
- Desert Storm
- Restore Democracy
- Joint Endeavor

Integrated into, and the basis for, most Joint Intel Doctrine

THE COMMANDER DRIVES INTELLIGENCE

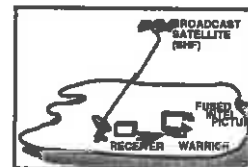


INTEL SYNCHRONIZATION



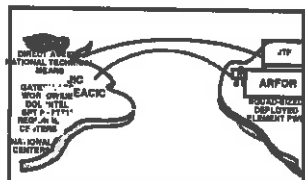
MELD W/OPERATIONS

BROADCAST



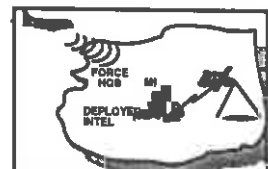
**"SMART" PUSH.
"SMART" PULL.**

SPLIT-BASED



FOCUS DOWN

TACTICAL TAILORING



FLEXIBLE & VERSATILE

INFORMATION OPERATIONS



Interagency



Joint



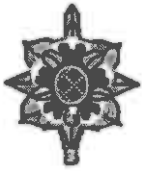
Combined

Relevant To Future:

- Army XXI
- Army After Next

FM 100-5 Operations

FM 34-1 IEW Opns



DOCTRINE

-- *Field Manual Modernization* --

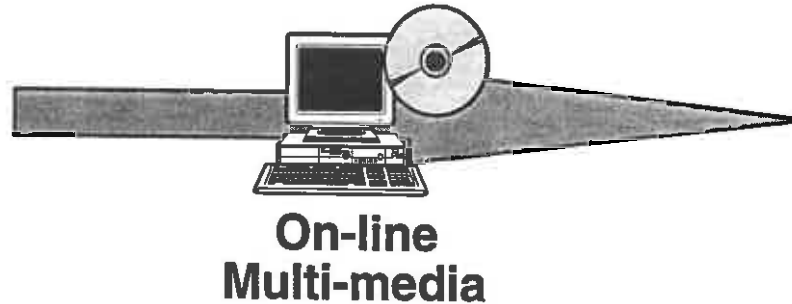


- Reduce the Number of Manuals
- Eliminate Paper Based System
- Save \$720K in production/publishing costs

FY96



FY97



FY02



Priorities

- *FM 34-1 Intel Ops (ICW Rewrite of 100-5)*
- *FM 34-80-5 & 34-10/ST (Digitized TTP for EXFOR)*
- *FM 34-37 EAC Intel Ops*
- *FM 34-40 Intel Spt to-Info Ops*



MI FORCE ASSESSMENT



DOCTRINE

A TRAINING

LEADER DEVELOPMENT

ORGANIZATION

MATERIEL

SOLDIERS

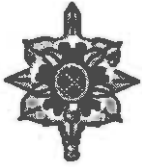


INTEL TRAINING XXI

-- Goals --



- ✓ **Produce trained & ready information age soldiers and leaders**
- ✓ **Build a seamless training architecture - schoolhouse to field**
- ✓ **Field and sustain a flexible, realistic, and relevant simulation driven training capability for combined arms & MI BOS**
- ✓ **Improve intelligence training provided combined arms soldiers, staffs & commanders**

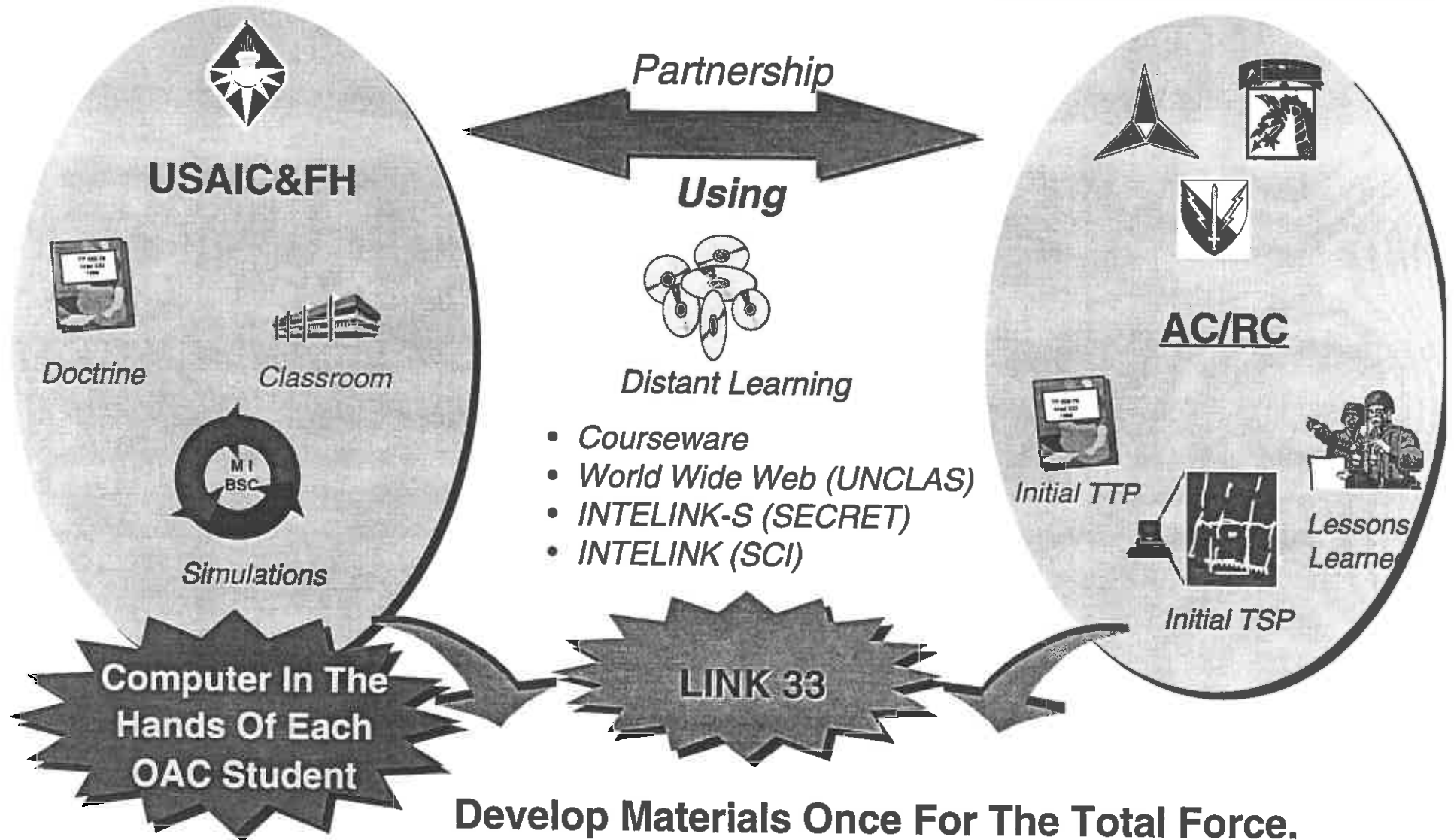


INTEL TRAINING XXI



Deliverables from Center

Deliverables from Field

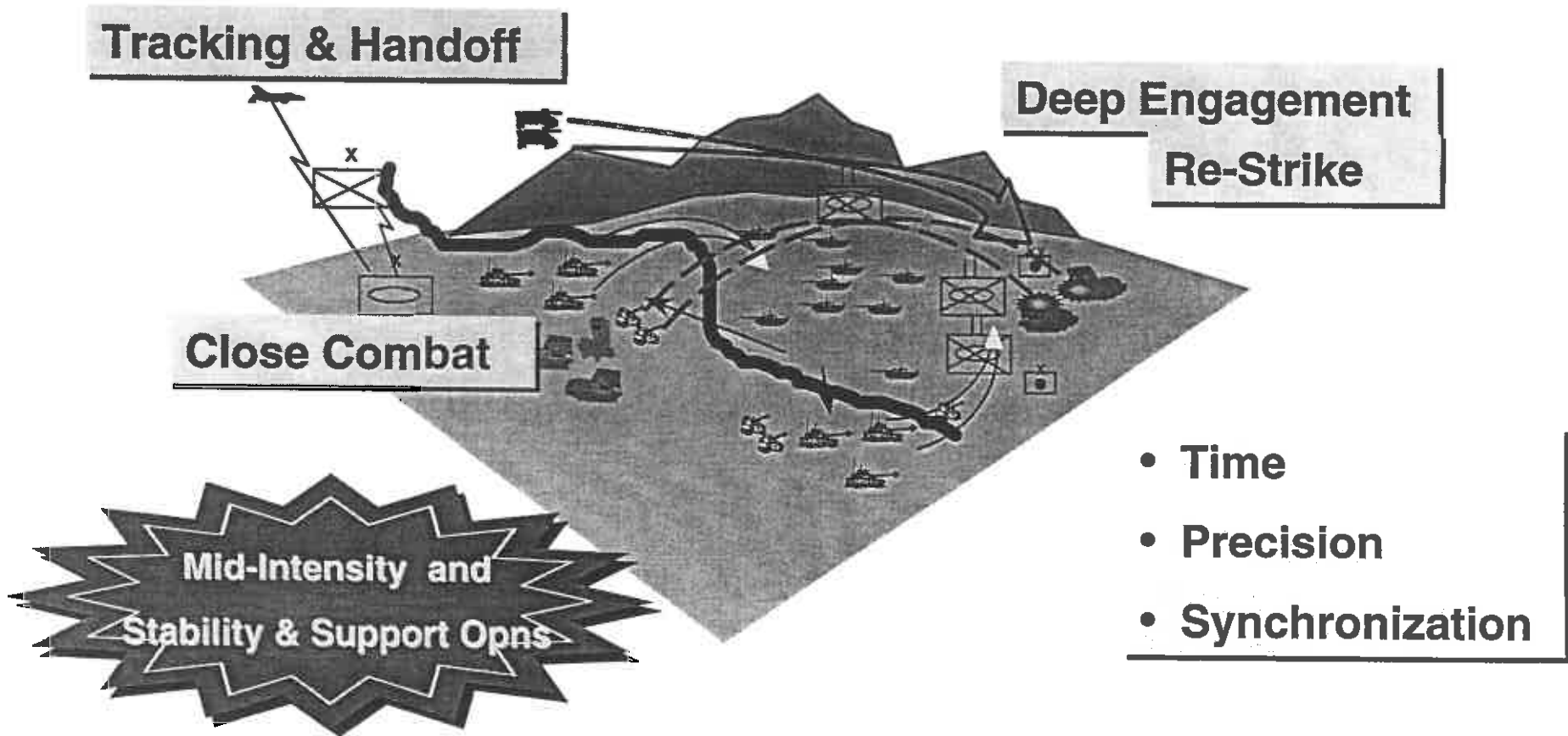




ARMY XXI TRAINING CHALLENGE



Must Provide a Realistic Environment To Be Effective ...



Must Support Consistent Combined Arms Unit, Staff, & Leader Training

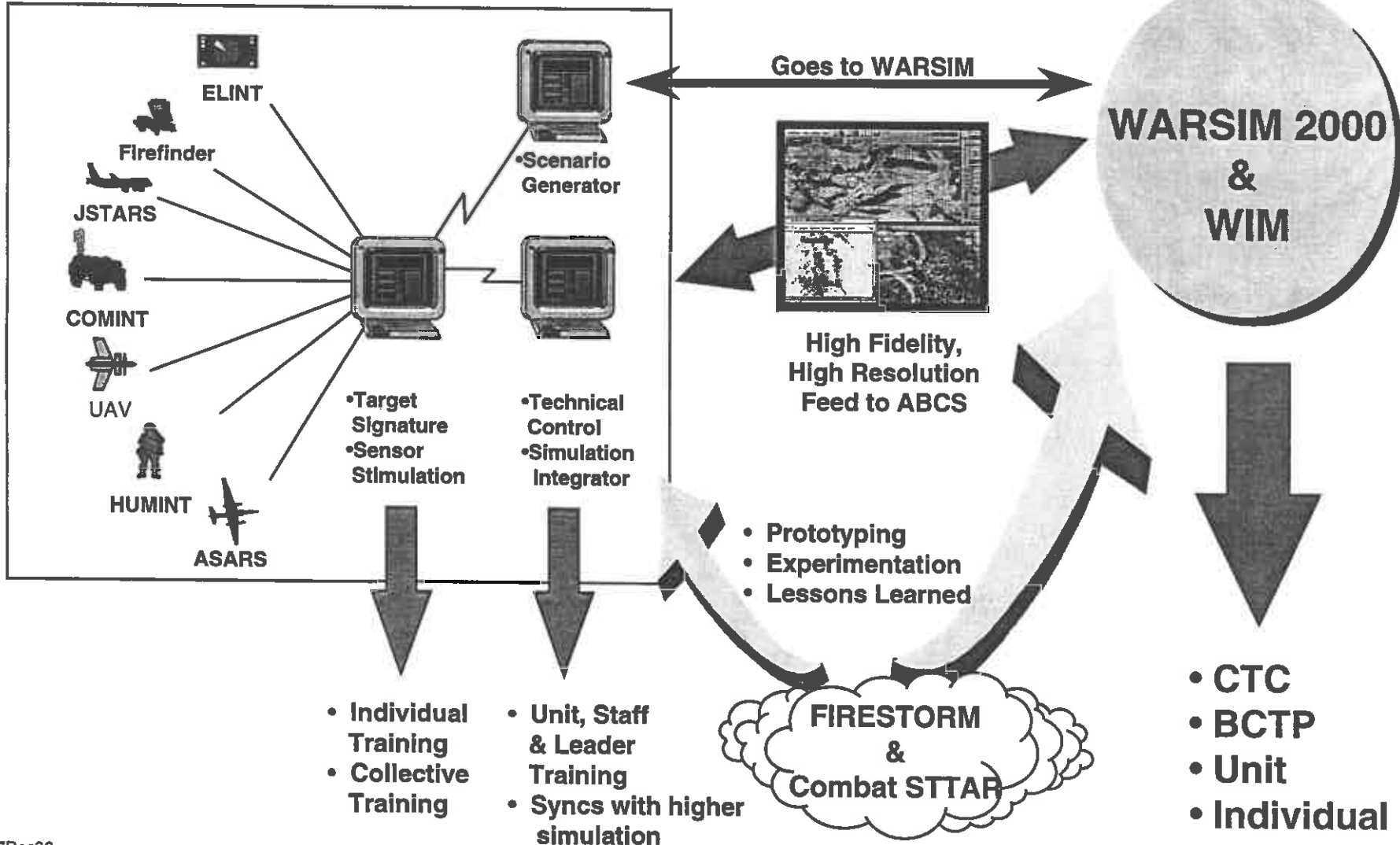


SIMULATION ARCHITECTURE



IEWTPT

JSIM





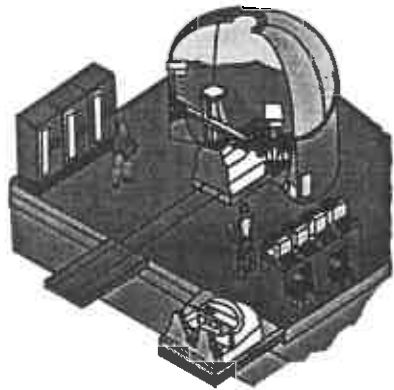
TRAINING

-- Improved Intel Training --



FAA ISSUE: Lack of Realistic, Robust Simulation Driven Combined Arms Training Capability

DISCUSSION:



- Validated requirement, but remains unfunded in DAMO-TR
- IEWTPT required to:
 - produce high fidelity, high resolution simulations
 - support Combined Arms & Leader Training
 - support institutional, individual and collective training
 - achieve WARSIM 2000 objectives
 - meet CSA's intent to improve intel training for combined arms and MI BOS

Recommendation: Support \$20M UFR for IEWTPT

	<u>FY98</u>	<u>FY99</u>	<u>FY00</u>
RDTE	\$6M	\$2M	\$.5M
OPA	\$2M	\$4M	\$5.5M



MI FORCE ASSESSMENT



DOCTRINE

TRAINING

A LEADER DEVELOPMENT

ORGANIZATION

MATERIEL

SOLDIERS

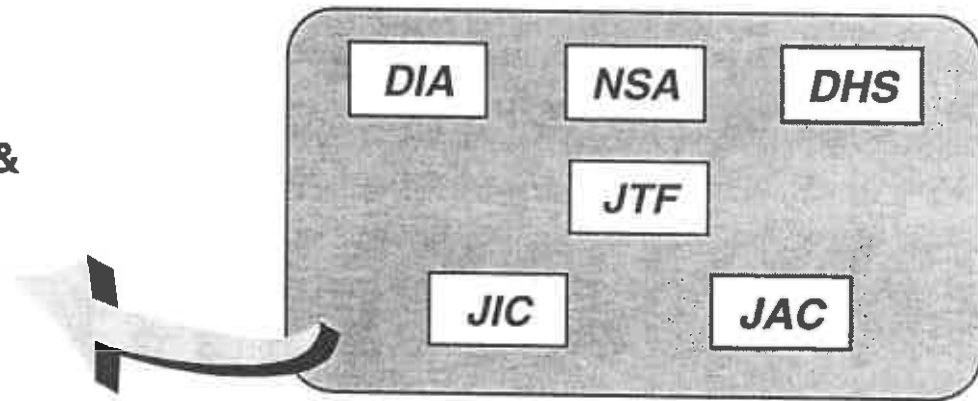
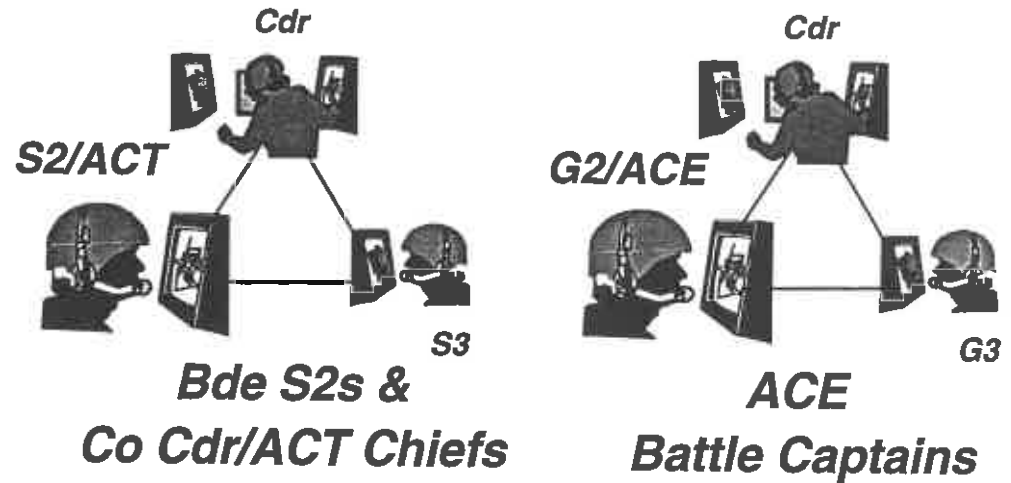


LEADER DEVELOPMENT

-- Overview --



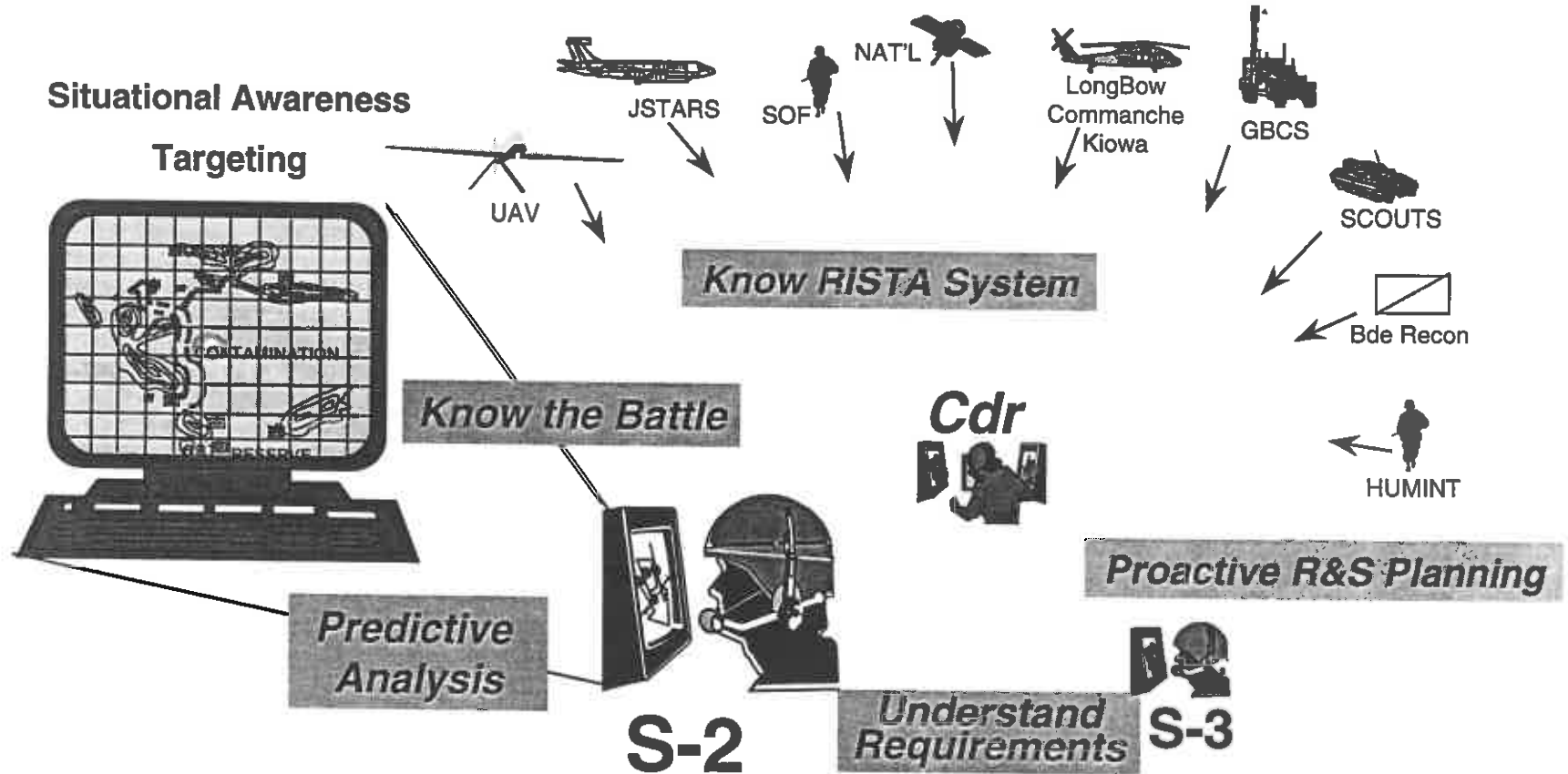
- S-2s, NCOs & Co Cdr/ACT Chiefs confident in Brigade IEW operations, able to drive ASAS/CGS operations, effective wargamers and predictive analysts in war and S&SO.
- ACE Battle CPTs, WOs, & NCOs confident in building intel architectures, able to lead ASAS operations, and predictive analysis in war and S&SO.
- Competent JTF officers, WOs, & NCOs capable of operating in the Joint Environment.



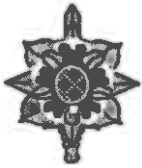


LEADER DEVELOPMENT

-- 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.

FY 97 MI Majors Projection

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:

- Increase Army Major ODP to minimum 70% in all units and 75% in Division.

RECOMMENDATIONS:

- Eliminate MI 01A/02A Rqmt
- Reduce MI Functional Area participation by 50%
- Selectively Continue eligible MI Majors (Approved)
- Reduce Policy Fill from 96% to 85%
 - Adjust grades where possible
 - Recode selected positions to 01A or Functional Area
 - Reduce "ODP" to Policy Positions

	<i>AUTH</i>	<i>INV.</i>
<i>TOTAL</i>	<i>899</i>	<i>814(90%)</i>
<i>POLICY</i>	<i>304</i>	<i>292</i>
<i>TTHS ACCT.</i>		<i>~150</i>
<i>01A RQMT</i>		<i>39</i>
<i>Functional Area</i>		<i>52</i>
<i>BALANCE</i>	<i>595</i>	<i>281(47%)</i>

Average Division
ODP = 4
of 12 auth



LEADER DEVELOPMENT

-- *Field Grade Shortfall* --



If Recommendations are implemented

	Current	New
Authorizations	899	899
Inventory	814	814 (90% of Auth)
TTHS	~ 150	~ 150
Eliminate 01A/02A	39	0
Reduce Functional Area by 50%	52	26
Reduce Policy to 85%	292 (96%)	258 (85%)
Army (less policy) Overall	281 (47%)	380 (62%)
Division Fill (Goal 75%)		90 (75%)

Use Selective Continuation and Position Recoding to bring MI Fill in all units to 70% (43 required)



MI FORCE ASSESSMENT



DOCTRINE

TRAINING

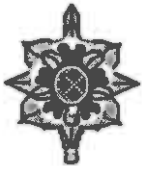
LEADER DEVELOPMENT



ORGANIZATION

MATERIEL

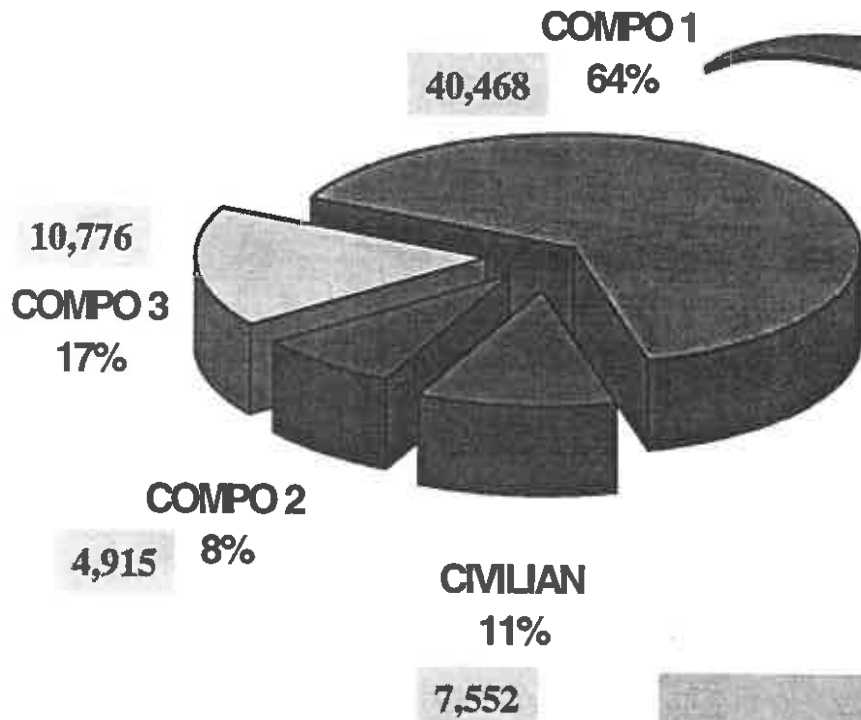
SOLDIERS



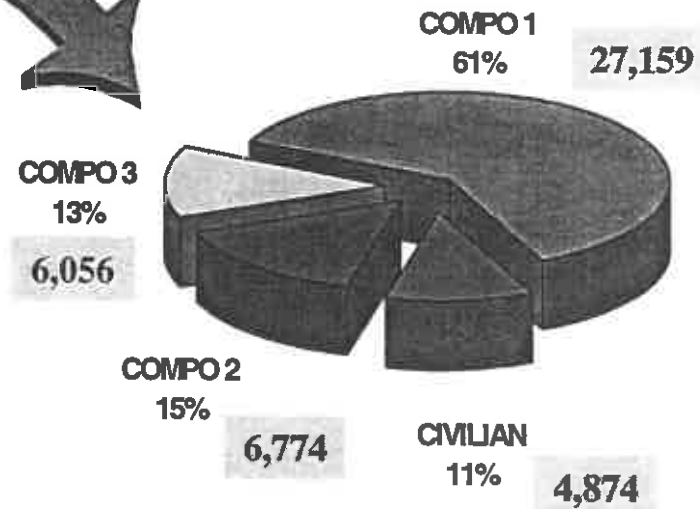
MI FORCE COMPOSITION



FY90 63,711



FY96 44,863



DELTA	
• COMPO 1	-33%
• COMPO 2	+37%
• COMPO 3	-44%
• Overall	-30%

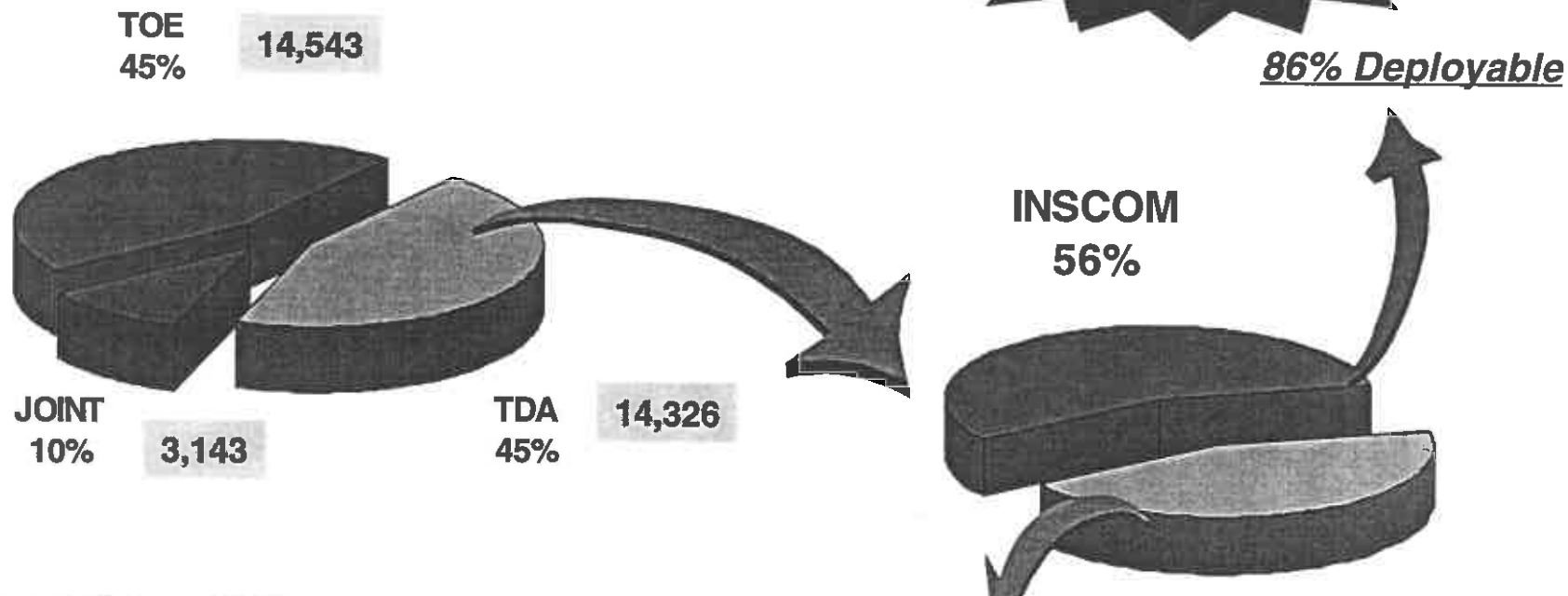


MI FORCE COMPOSITION



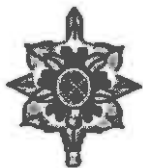
COMPO 1 ... 32,012
Military & Civilian

**TOE Conversion?
Equipment Fill Policy!**



	<u>TDA</u>	<u>TOE</u>
COMPO 1	17469	14543
COMPO 2/3	1282	11569
	<u>18751</u>	<u>26112</u>
	44863	

<u>OTHER ARMY:</u>		44%
- TRADOC	39%	
- DLI	16%	
- AMC	16%	
- MACOMS	12%	
- GARRISON	8%	
- DA STAFF	9%	

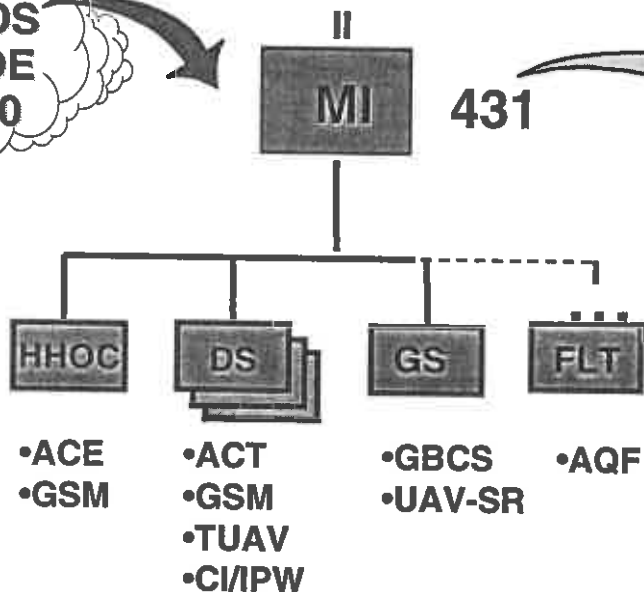


ORGANIZATION

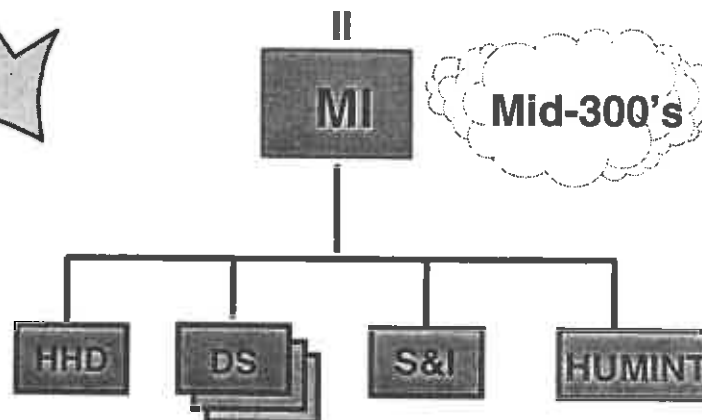
-- Division --



DS/DS
MTOE
~560



Potential Structure



LRS to Corps
For Light

DELTA

- ✓ GBCS & AQF ... To Corps
- ✓ GSOC ... Add
- ✓ CI/HUMINT ... Reduce
- ✓ MITT ... To ASAS/CGS
- ✓ IREMBASS ... To Scouts

RISKS

- CCIR ... "Asker" vs "Tasker"
- Reduces organic ability to determine threat "intent" ... & will to fight
- Reduces most organic all weather collection
- Eliminates organic electronic attack/SEAD
- Reduces force protection & C-RISTA
- Heavy reliance on EAD for targeting & surge

Due Out ... Nov 97 (Div AWE)



ORGANIZATION

-- Corps --

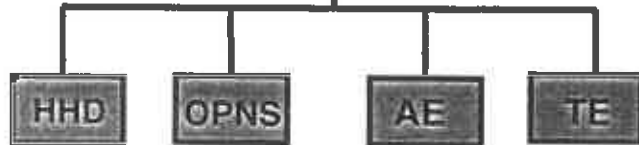


Current

X



1,084



- ACE
- ASAS
- TENCAP

- GRCS
- UAV-SR

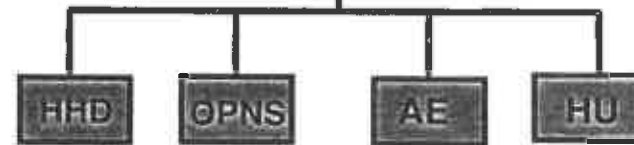
- CI
- IPW
- LRS

Potential Structure

X



Mid-1100's



DELTA

- ✓ TENCAP ...
 - ✓ CI/HUMINT ...
 - ✓ MITT ...
 - ✓ GBCS & AQF ...
 - ✓ Gnd SIGINT ...
 - ✓ GRCS ...
- Downsize
Reduce
To ASAS/CGS
Consolidated &
Reduced
Change
To ACS

RISKS

- Limits Corps ability to support more than two committed Divisions
- Removes AQF one-two echelons from supported commander, complicating training and wartime integration
- Decreased force protection



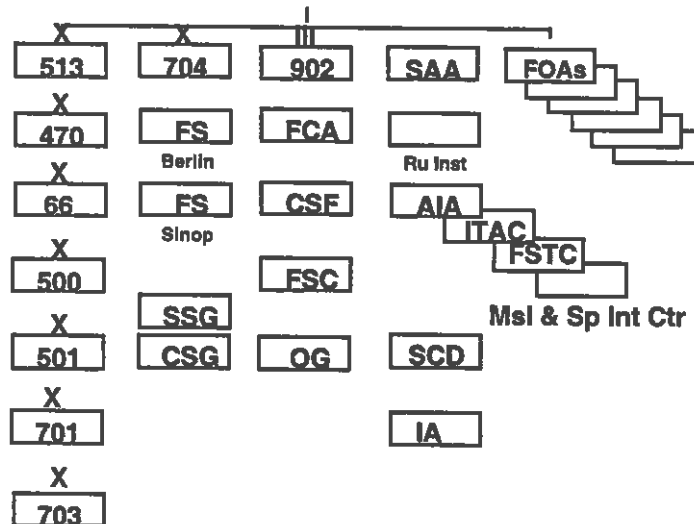
ORGANIZATION

-- INSCOM IN TRANSITION --



FY90

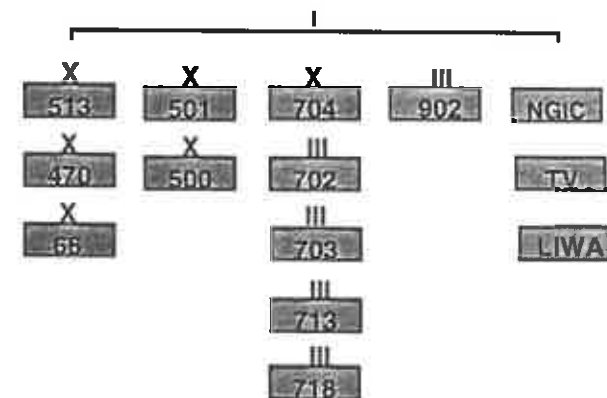
INSCOM 18,500



37% Reduction

Current

INSCOM 12,200



DELTA

- Closed 6 Field Stations
- Activated 3 Regional SIGINT Ops Ctrs
- Assumed Command of 2 Mission Gnd Stns
- Eliminated 6 FOAs
- Transferred 1,000 Spaces to DHS
- Began Forming FPBs
- Established LIWA in 94
- Consolidated CI Activities in 902d
- Merged AIA/ITAC/FSTC into NGIC
- Transferred AFMIC & MSIC to DIA



ORGANIZATION

--INSCOM--

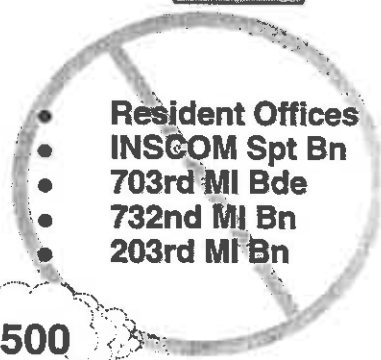
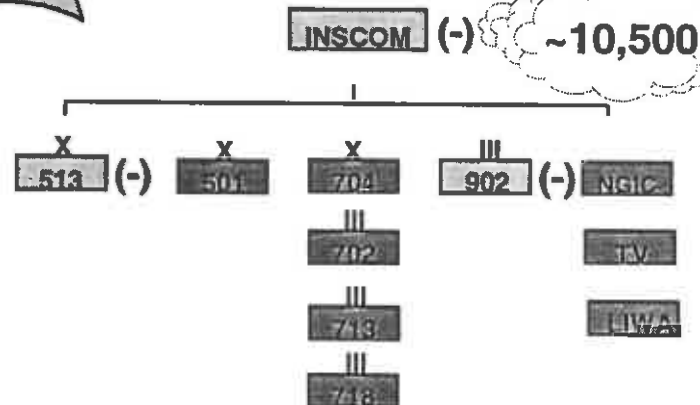


Current

INSCOM 12,200



Potential Structure



DELTA

- | | |
|---------------------------|-----------|
| ✓ LIWA ... | Reinvest |
| ✓ Geo-Spatial Imagery ... | Reinvest |
| ✓ SAP Oversight ... | Reinvest |
| ✓ USARSO DCSINT ... | Reinvest |
| ✓ TECHINT ... | To RC |
| ✓ HF Electronic Attack | To RC |
| ✓ INSCOM HQ ... | Reduce |
| ✓ NFIP | Reduce |
| ✓ TSCM ... | Outsource |
| ✓ Polygraph | Outsource |
| ✓ Info Management | Outsource |

RISKS

- Lost Leverage ... Nat'l Spt Reduced
- Increased Mobilization Time & Training
- Contract Reliability ... Combat Spt
- Surge Support to ECB ... complicated
- Law & Policy ... no easy challenge



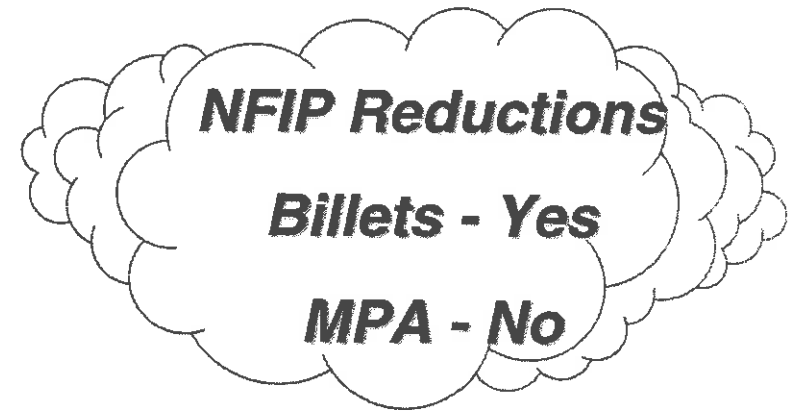
NATIONAL LEVERAGE



NFIP in the Army Provides:

- **Dollars**

- 53% of INSCOM Military
- 75% of INSCOM Civilians
- 54% of INSCOM Funding



- **Ability to Access and Leverage a Multi-Billion Dollar Annual NFIP Capability**

- Big Pipes
- Overhead Systems
- Technical Data Bases
- SIGINT
- Geo-Spatial Imagery Products



EFFICIENCY OPPORTUNITIES



<u>FUNCTION</u>	<u>~ SAVINGS</u>	<u>STATUS</u>	<u>RISK</u>	<u>COST</u>
TSCM	43	Outsource or divest to other service or agency. CI/HU ICT to be completed in Mar 97	Low	\$5.5M
Polygraph	24	Divest to other service or agency. CI/HU ICT to be completed in Mar 97	Medium	\$5.1M
Info Management	100	Outsource	Low	TBD
CI	TBD	Under Study to be completed Spring 97		
SIGINT	TBD	Under Study to be completed Spring 97		
INSCOM HQ	TBD	Under Study to be completed Spring 97		



FUTURE MI FORCE ?

-- COMPO 1 Military and Civilian --



FY90

48,020

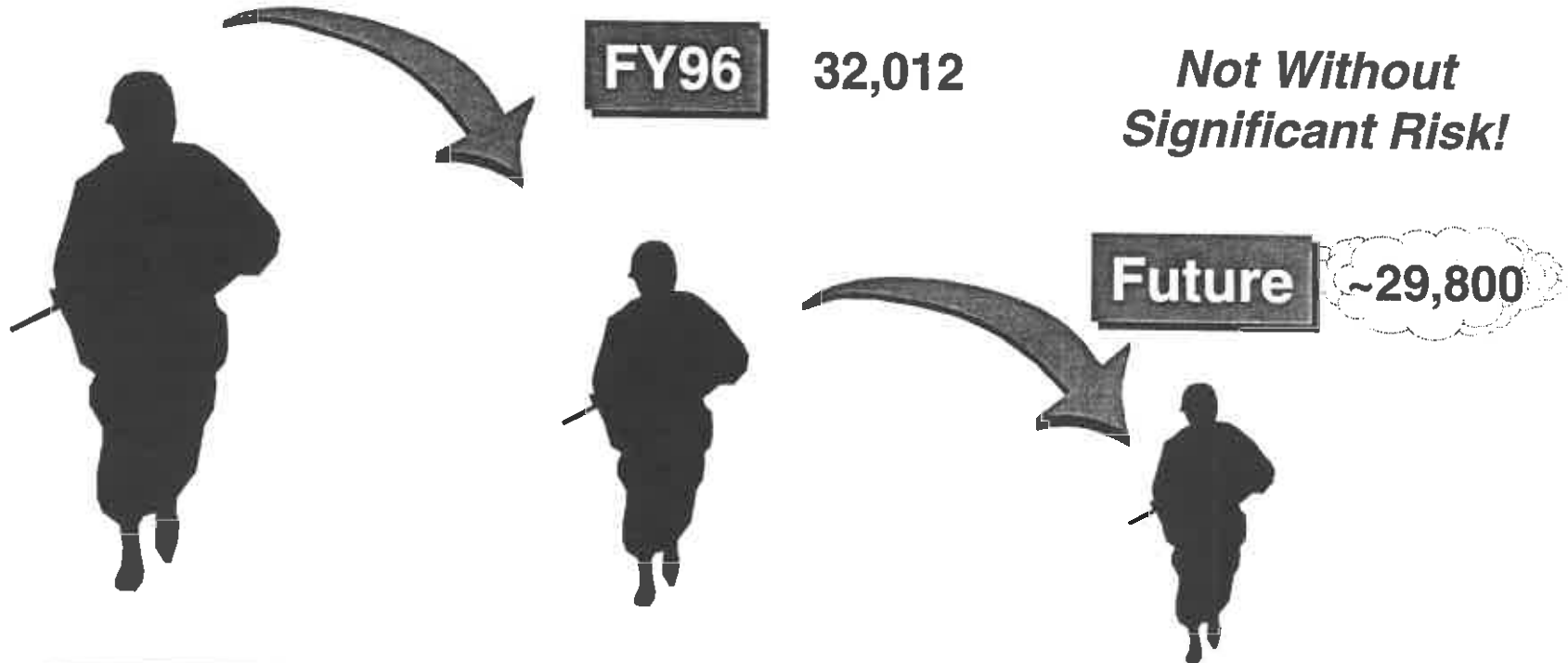
FY96

32,012

*Not Without
Significant Risk!*

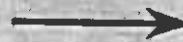
Future

~29,800



Decision Process

July ... GO Decision Brief



FDU 97-4



TAA 07



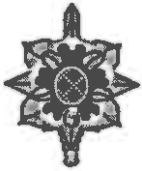
Options for INSCOM C2



- **OPTION 1 - INSCOM as Specialized Command**
- **OPTION 2 - INSCOM becomes an MSC of FORSCOM**
- **OPTION 3 - DCSINT Dual Hatted as Cdr, INSCOM**

Design Imperatives

- **Critical functions**
- **Relevant**
- **Operational Efficiencies**
- **Resource Savings**



Options for INSCOM C2



Option 1 ... INSCOM as a Specialized Command

- PRO: Takes down a MACOM Flag
- PRO: Retains the National -Tactical Synergy that has been developed
- PRO: Current INTEL operations continue without break
- PRO: Facilitates further efficiencies of consolidation of DCSINT - INSCOM staff

Option 2 ... INSCOM to FORSCOM as a MSC

- PRO: Takes down a MACOM flag
- CON: Adds Additional Layer
- CON: Requires Investment in FORSCOM Staff:
 - SCI HIGH: IO, IG, Auditors, Program-Budget (CCP-GDIP-FCIP)
 - Operational focus outside of CONUS & within National Intel
- CON: FORSCOM Cdr becomes an Army Member of Def Intel Mgmt ... SAP Oversight
- CON: ODCSINT Reinvests Functions currently "Labor Shared" w/HQ INSCOM

Option 3 ... DCSINT & INSCOM Dual Hatted

- PRO: Takes down a MACOM flag
- CON: Increases DCSINT Span of Control
- CON: Mixes staff and operations functions on ARSTAFF



Options for INSCOM C2



✓ Savings:	Option 1	Option 2	Option 3
-- Billets	~ 25	~ 30-40	No Additional
-- Dollars	~ \$1.25m	~ \$1.5-2m	No Additional

✓ Risk:	Very Low	Medium	Low
---------	----------	--------	-----

✓ Recommendation ... Option 1 (Specialized Command):

- Eliminates MACOM Trappings
- Preserves All Critical Functions
- Reduces Structure
- Simpler Coordination with National Agencies
- Global lift & shift capability

Challenges ...

- * Dollars Plus-up
- * NFIP & Theater Concerns

**Continue to Look For
Efficiencies ... Thru POM**



MI FORCE ASSESSMENT



DOCTRINE

TRAINING

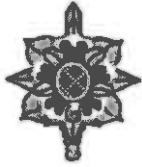
LEADER DEVELOPMENT

ORGANIZATION

A

MATERIEL

SOLDIERS



MODERNIZATION STRATEGY



of Systems & Platforms Going Down!



**Processor/
Comms**

**Airborne
Collectors**

**Ground
Collectors**

	<u>PAST</u>	<u>CURRENT</u>	<u>OBJECTIVE</u>
Processor/Comms	12	7	4
Airborne Collectors	4	4	3
Ground Collectors	8	5	3
	24	16	10

**Significant Reduction ...
Enhanced Effectiveness!**

Capabilities

- Wide Area Surveillance
- Common Situational Awareness & Understanding
- Precision Support to Targeting
- Joint Interoperability
- Modular/Scalable/Deployable
- Multi-spectral, Multi-dimensional

Efficiencies

- Force Structure
- Footprint/ # of Platforms
- Maintenance
- Training



MATERIEL

-- Deep Strike: Future Aerial Reconnaissance --



FAA ISSUE: Corps & Division CDRs must have responsive precision deep strike sensors - otherwise, deep strike is at risk.

DISCUSSION:

UAV

- Forward Control Element (FCE) designed to fill Hunter Gap
- PREDATOR/MAE CONOPS has risks:
 - Costs have increased: \$19M to \$34M per system
 - Only 11 of 16 systems may be procured for JTF requirements, 7 required for Army rqrmts
 - USAF opposes Army & Navy Fwd Control Elm

GRCS

- SIGINT Mix Study incorrectly referred to GRCS as “legacy” system
- GRCS accuracy is key to Corps fight

RECOMMENDATIONS:

- If CONOPS/FCE does not work, acquire UAV for Corps Fight @ cost of \$34M per system
- Support migration of GRCS & ARL to ACS

**Must Keep UAV
Force Structure
at Corps & Div!**

Hunter?



MATERIEL

-- ASAS RWS for Army --



FAA ISSUE: ASAS RWS Requirement is Under-Funded by \$65.33M



DISCUSSION:

- ASAS-RWS is part of the ABCS architecture and provides shared situational awareness - horizontally and vertically
- 877 RWS are required to field all maneuver brigades & battalions, SOF and MI Units at EAC at a cost of \$65.33M.
- Still to be costed are the non-MI EAC units.

RECOMMENDATION:

- Support funding of UFR beginning in FY 98
- Field ASAS-RWS IAW DAMPL

<u>FY98</u>	<u>FY99</u>	<u>FY00</u>
\$21.8M	\$21.8M	\$21.7M



MI FORCE ASSESSMENT



DOCTRINE

TRAINING

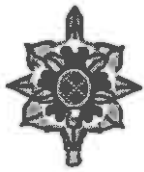
LEADER DEVELOPMENT

ORGANIZATION

MATERIEL



SOLDIERS



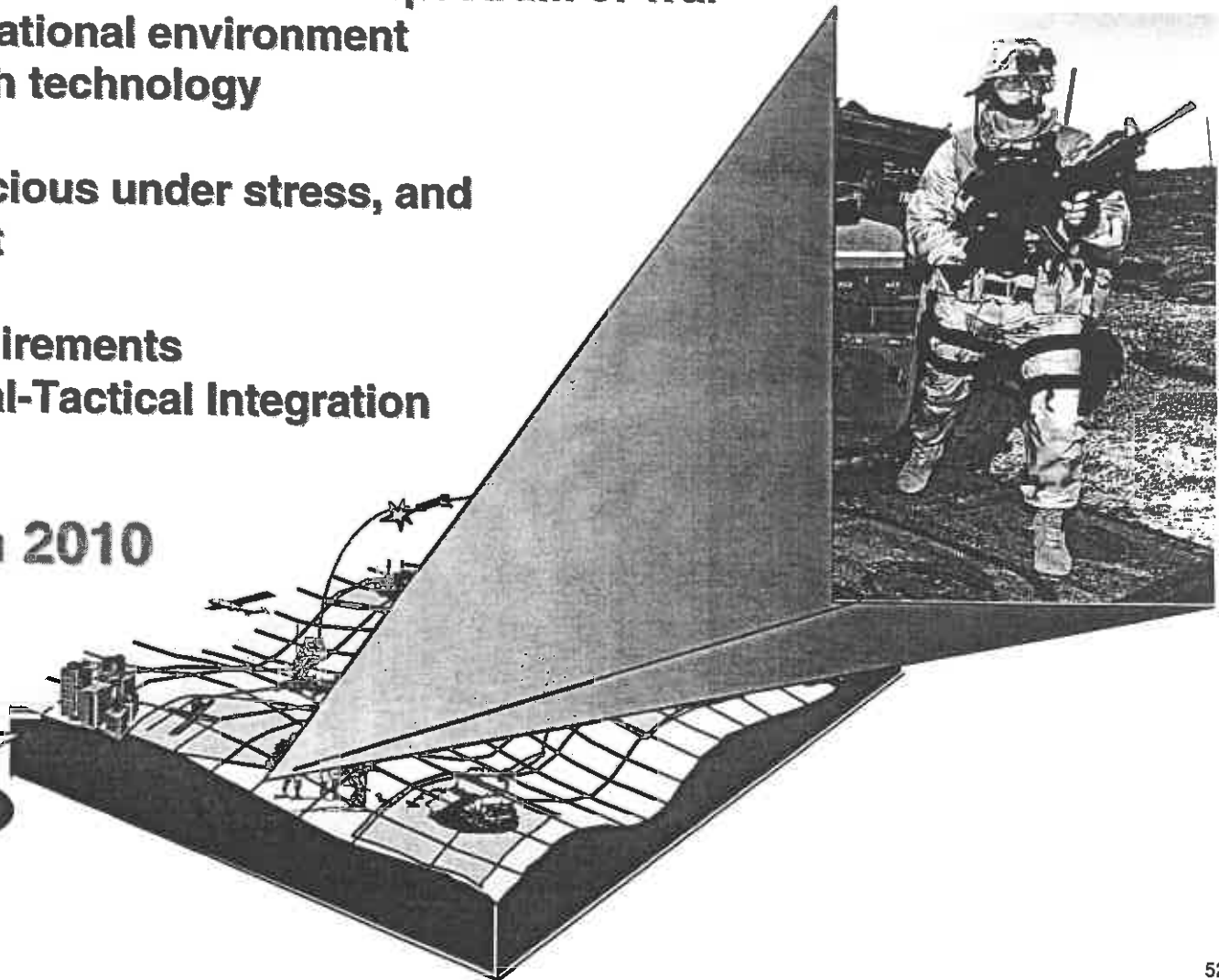
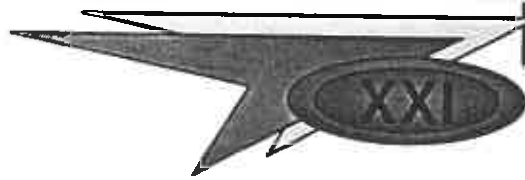
21ST CENTURY SOLDIER REQUIREMENTS



- ✓ Assimilate rapid information flow
- ✓ Perform diverse missions across the Spectrum of War
- ✓ Operate in a multinational environment
- ✓ Be comfortable with technology
- ✓ Be culturally aware
- ✓ Be adaptable, tenacious under stress, and sound of judgment
- ✓ For MI:
 - Heavy Joint requirements
 - Complex National-Tactical Integration

Joint Vision 2010

F O R C E





SOLDIERS

-- NCO Restructure --

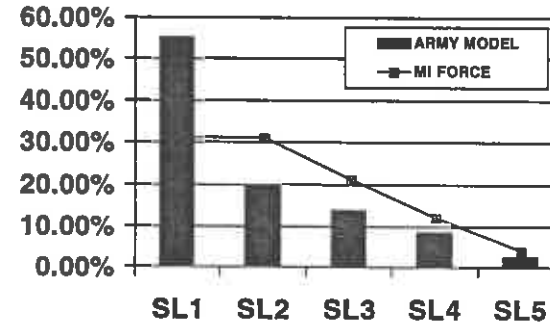


FAA UPDATE: MI NCO Structure exceeds Army Model strength requirements.

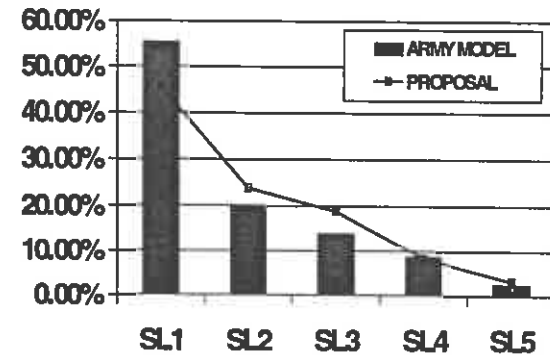
DISCUSSION:

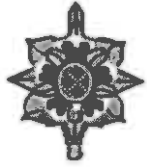
- Army Model establishes goals
- MI Restructure Proposal comes close
- Meeting the standard has operational and retention implications
- MI Restructure Proposal under PERSCOM/ Proponent Review

INITIAL MI ENLISTED STRUCTURE



MI RESTRUCTURE PROPOSAL





MI FUNCTIONAL AREA ASSESSMENT



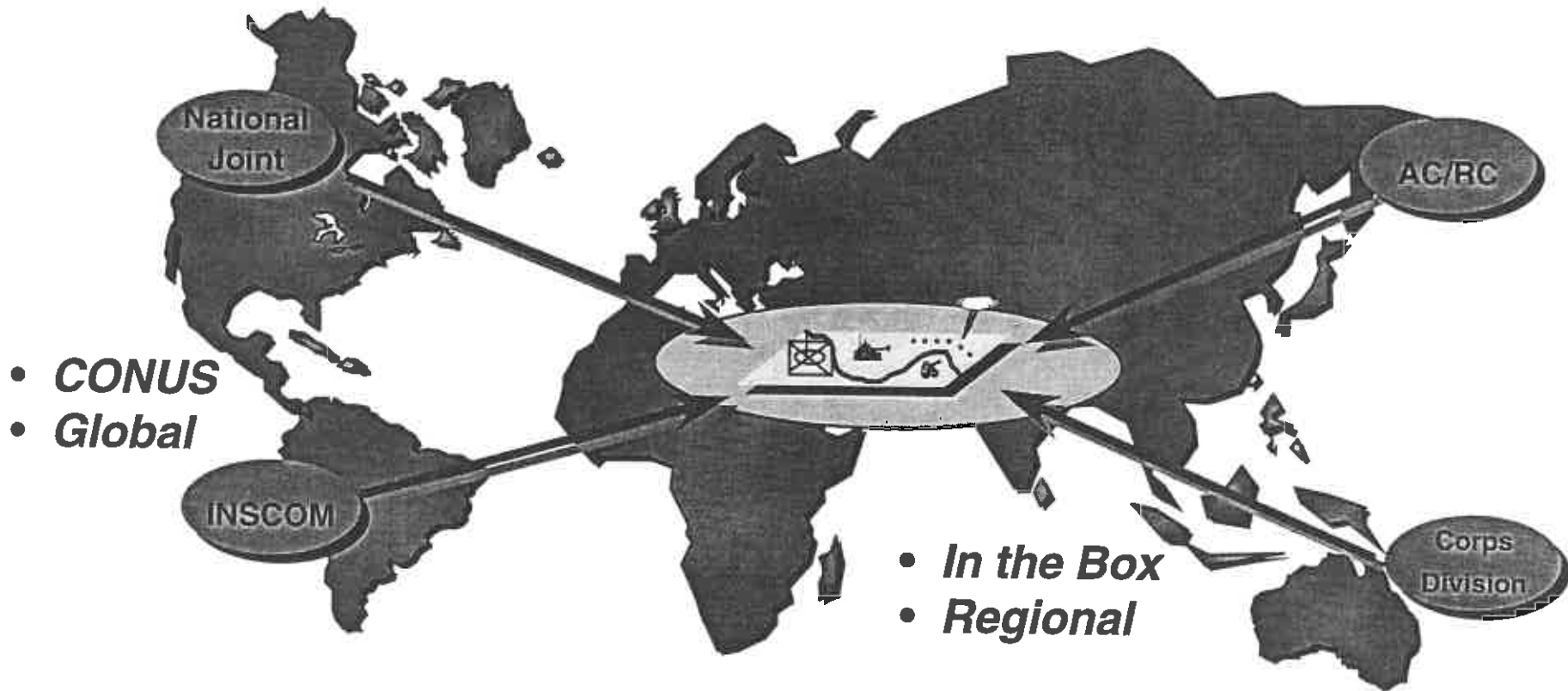
SUMMARY and CONCLUSIONS



INTEGRATED MI FORCE

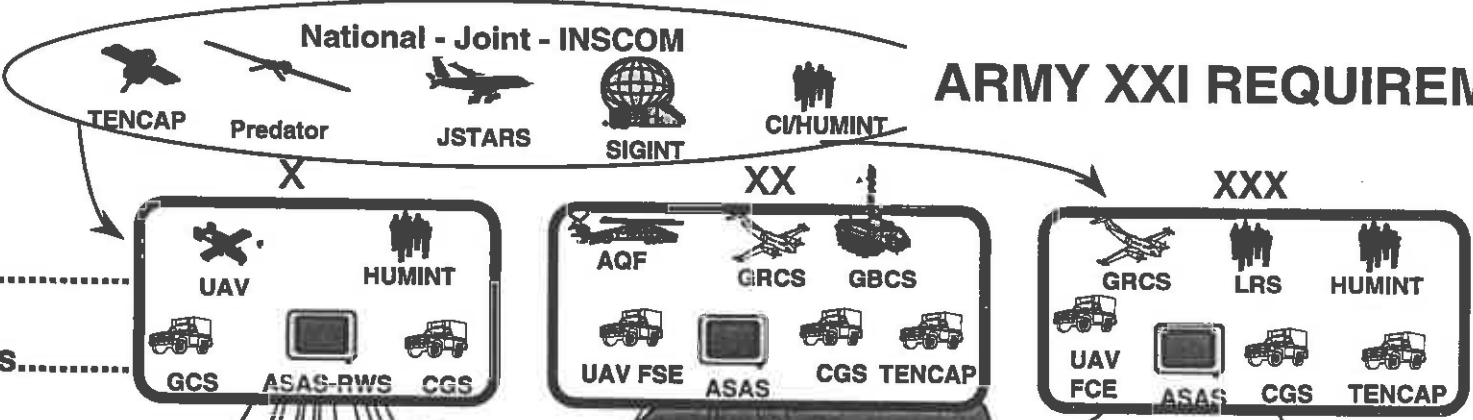


*Meeting MRC and S&SO Requirements ...
Requires Leveraged Global MI Support!*



Key to Gaining Information & Battlespace Dominance

ARMY XXI REQUIREMENTS



Collectors.....

Processors.....

CDR's Rqmts Differ by Echelon

Unlike AF & Navy Warfighter Rqmts...

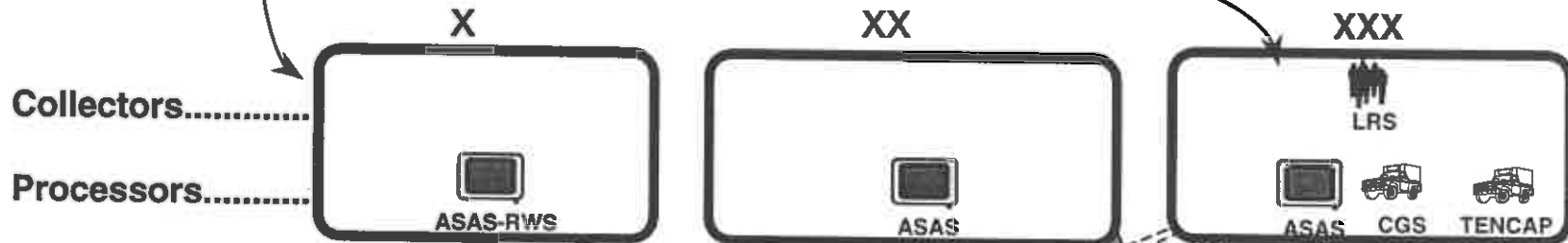
- Primary collectors are different
- Volume
- Responsiveness

- Increased Target Density
- Decreased Reaction Time

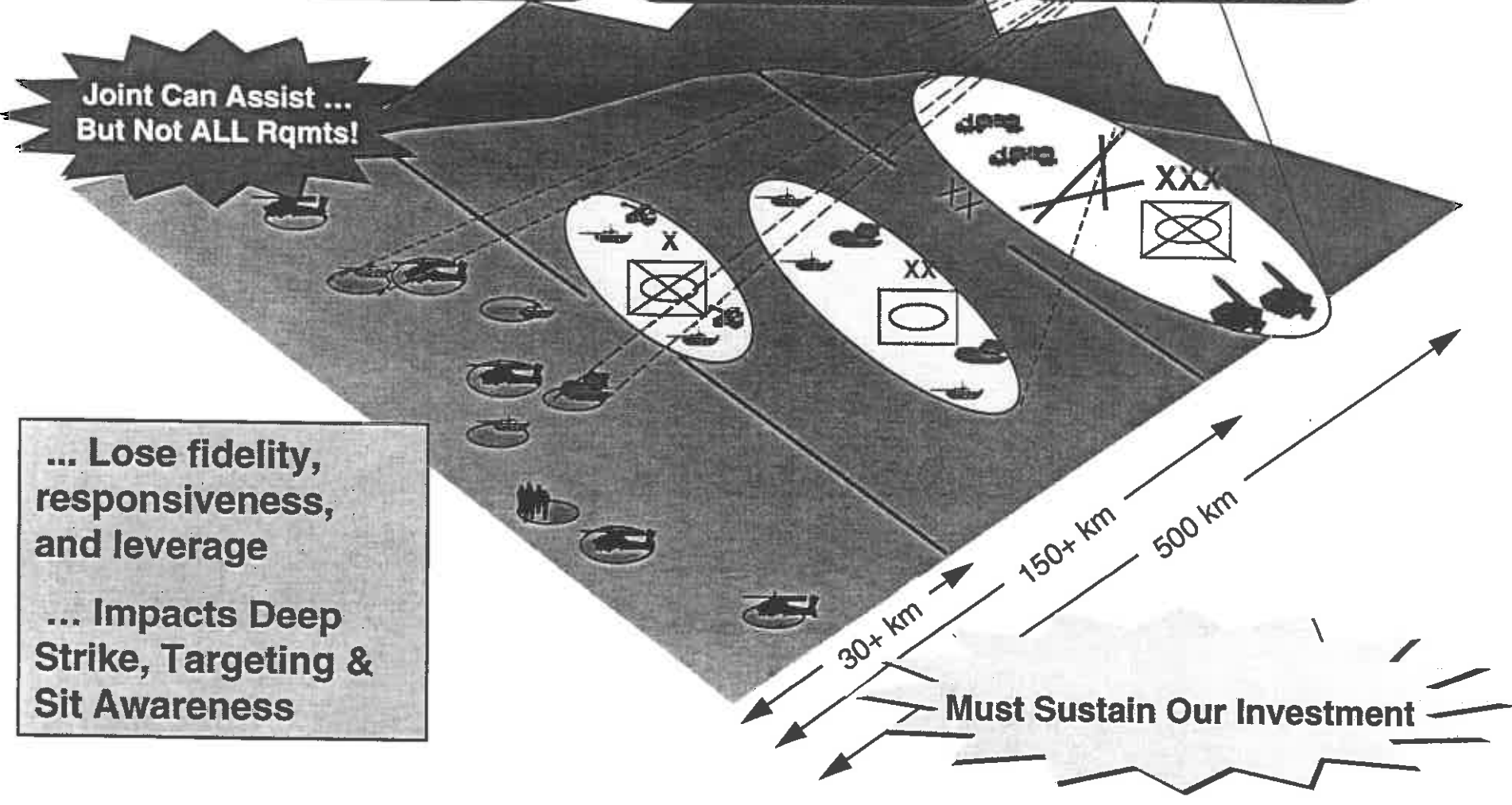
30+ km 150+ km 500 km



NON-OPERATIONAL COSTS



**Joint Can Assist ...
But Not ALL Rqmts!**



**... Lose fidelity,
responsiveness,
and leverage**

**... Impacts Deep
Strike, Targeting &
Sit Awareness**

Must Sustain Our Investment



MI FORCE ASSESSMENT

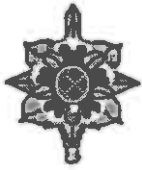
-- Issue Recap --



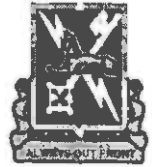
ISSUE

RECOMMENDATION

- **Lack of Realistic Simulation
Driven Combined Arms Training**
Support \$20M UFR for IEWTPT
- **Field Grade Shortfall**
Eliminate MI 01A/02A Rqmt
Reduce FA participation by 50%
Selectively continue eligible Majors
Reduce Policy Fill from 96% to 85%
- **Deep Strike: Future Aerial
Reconnaissance**
**If CONOPS/FCE does not work, acquire
UAV for Corps Fight.**
**Support migration of GRCS & ARL to
ACS.**
- **ASAS RWS**
**Support UFR of \$65.33M beginning in
FY98. Field ASAS-RWS IAW DAMPL**
- **Force Reduction**
Work in progress!
- **INSCOM C2**
Specialized Command



CONCLUSION



- *Force XXI ... totally seamless architecture!*
- *MACOM coming down ... Army Specialized Command*
- *Reduction:*
 - *flatter structures*
 - *savings equivalent to a Mechanized Brigade*
 - *overall reduction (with proposals)*
 - * *38% COMPO 1 (Mil & Civ)*
 - * *35% COMPO 1/2/3*
- *Officer shortfall:*
 - *we have a plan for fixing the tactical gap*
 - *requires JROC and Nat'l Agency support*
 - *need to conduct a Military Essential Review ...*
 - J1 lead ... JROC & Svc review*

PERSTEMPO!

**Not Without Risk To
Dominant Battlespace
Knowledge**

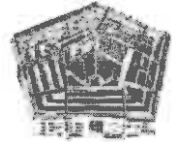


CONCLUSION



Always Engaged !





Redesign of the Institutional Army

Information Briefing

VCSA/ASA(MRA) Intelligence Process Umbrella Assessment



5 December 1996



Purpose

- **Present the Umbrella Assessment of the Army's Intelligence Process**
- **Proponent FAA to be conducted on 12 December 1996**

Guidance

Review:

- **MACOM Status of INSCOM**
- **40% Reduction in MACOMs**
- **TDA to TOE**
- **POM 00-05**
- **HQDA Redesign FAR of DCSINT**

Approach

- **Assess Intelligence in terms of the Institutional Army's 12 Core Processes**
- **Define Intelligence in terms of process, capability, product, and customer**
- **Reengineer the process as appropriate and deduce an organization redesigned to provide better or more cost effective Intelligence**

Institutional Army Axis Hypothesis

Fundamental “Reengineering” Hypothesis

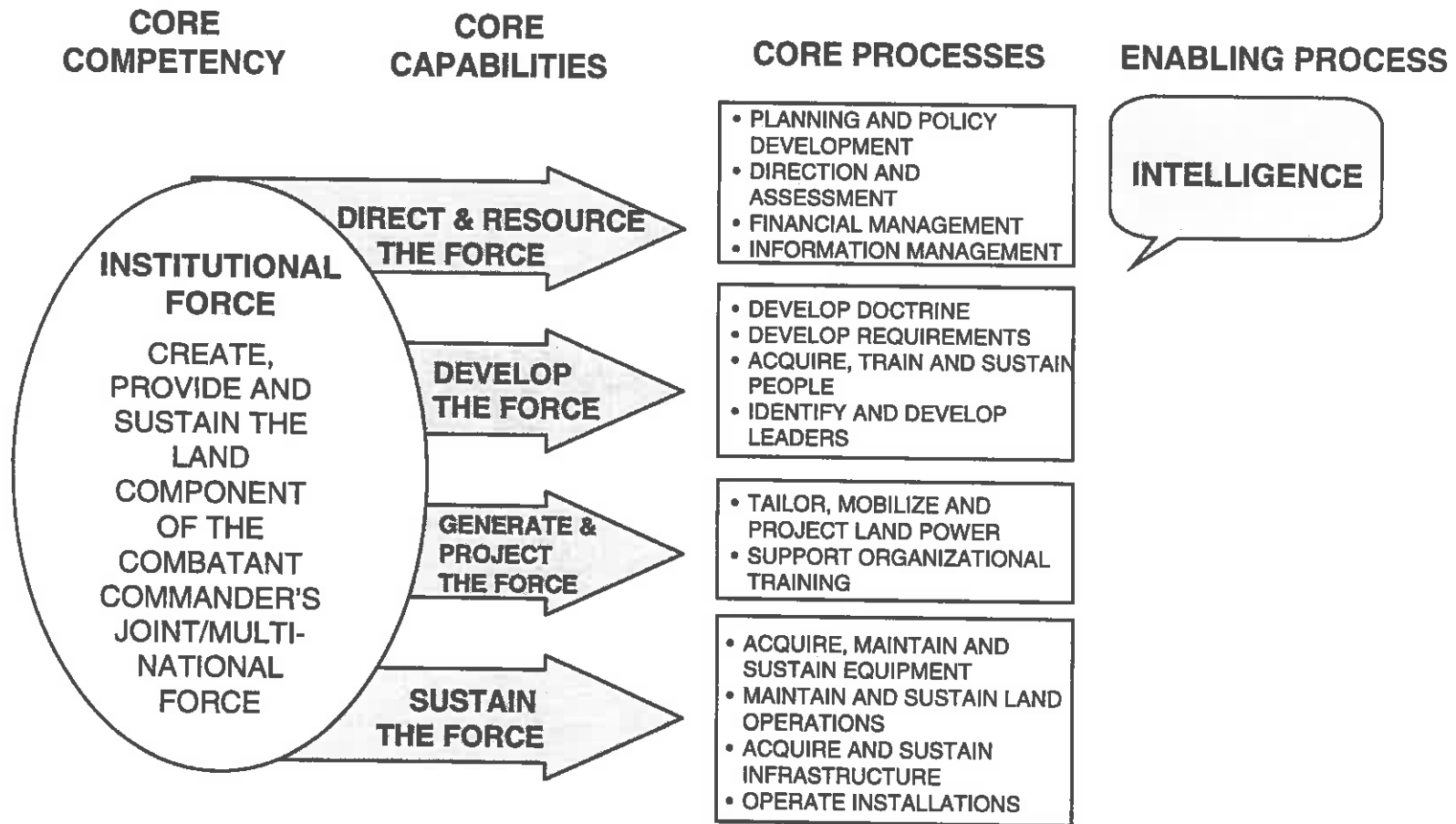
If we understand the Institutional Army’s **core competencies** and related **processes** and the insights derived from Joint Venture we can use information age technology and management practices for **reengineering** the processes to **deduce an organization** which produces a **better product**

Process + Technology

Process Reengineering 

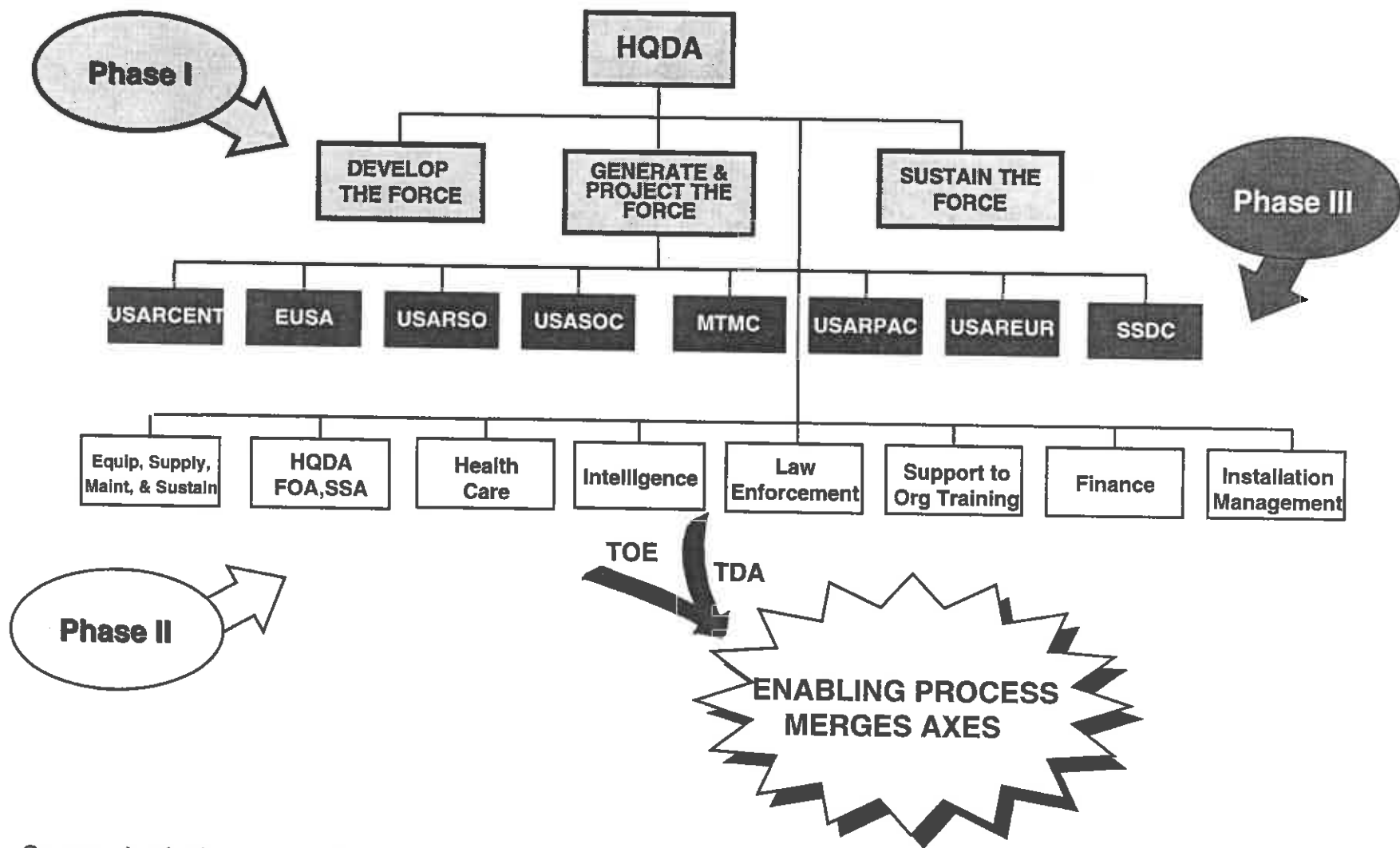
Organization = Product

Intelligence in Context



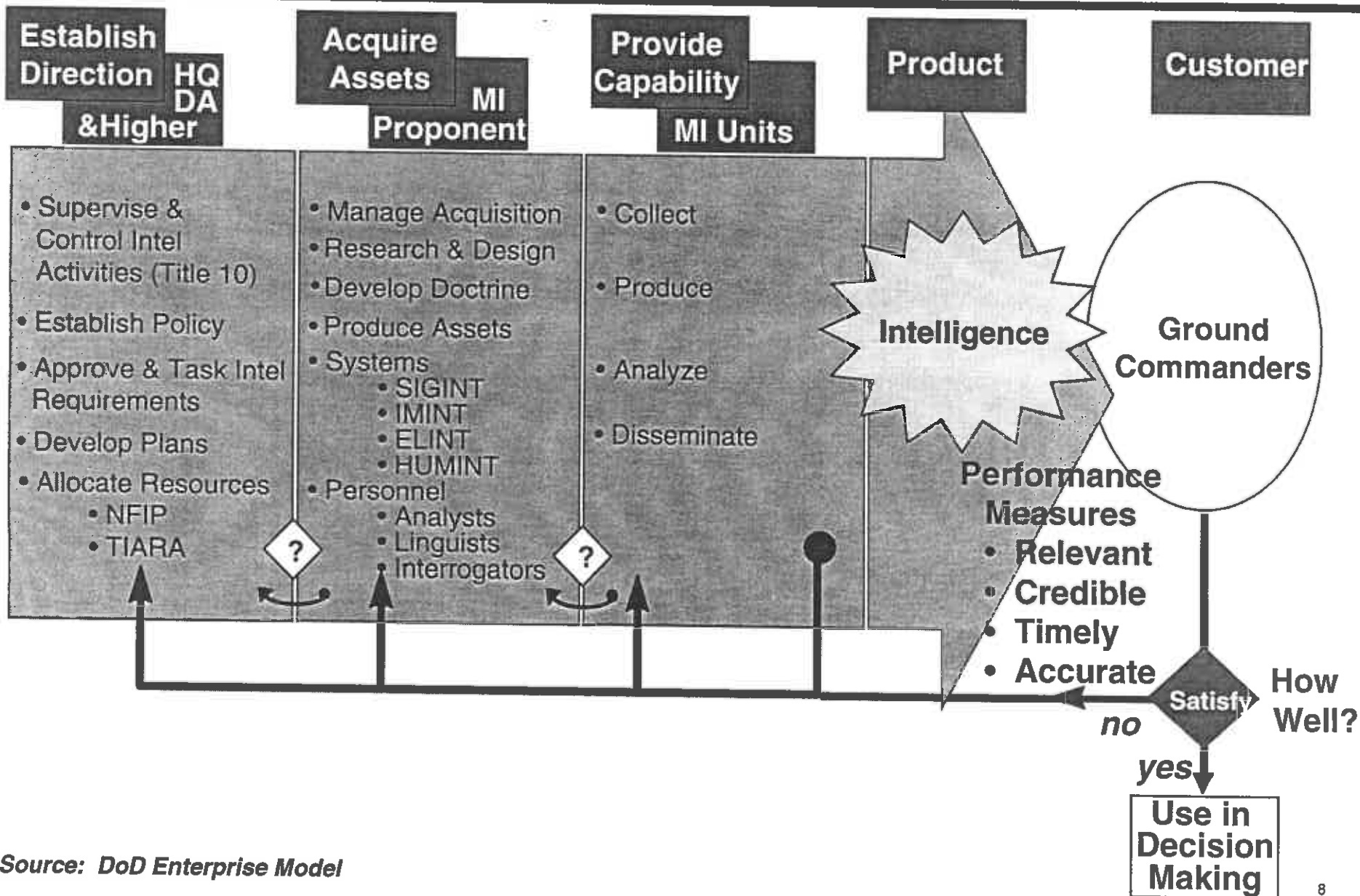
Source: DA Pam 100-XX

Phase II of the Institutional Army Axis



Source: Institutional Army Campaign Plan

The Intelligence Process



Source: DoD Enterprise Model

Intelligence Process Basis

- Title 10
 - SECARMY has responsibility for the conduct of Army intelligence activities
- Executive Order 12333
 - DCI has overall responsibility for national foreign intelligence and is primary adviser to the President and NSC
 - SECDEF has authority to conduct programs and missions necessary to fulfill national, departmental, and tactical intelligence using:
 - DIA
 - NSA
 - Service intelligence elements
 - Military Departments have authority to conduct military/military-related intelligence IAW DCI guidance
- SECDEF Memo, April 17, 1981
 - NFIP dollars are “fenced” in all phases of PPBES and cannot be adjusted without DCI coordination
- SECDEF Memo, March 15, 1990
 - Services must have a single command responsible for EAC intelligence
- Service Cryptologic Executive (SCE)
 - INSCOM is the SCE for the Army

Background Sources

NATIONAL SECURITY STRATEGY...

- Develop new strategies for collection, production & dissemination (including closer relationships between intelligence producers & consumers).
- Improve counterintelligence efforts.
- Provide focused support for counternarcotics, counterterrorism, & illegal technology trade.
- Streamline intelligence operations & organization to gain efficiency & integration.



ANNUAL DEFENSE REPORT

"As the Department downsizes from its late 1980's posture, technological superiority and operational flexibility must be attained through a combination of better intelligence, sophisticated C2, highly motivated and trained C4I personnel, and global defense information access for all DoD activities."

NATIONAL PERFORMANCE REVIEW...

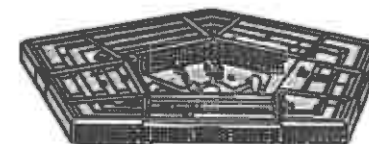
- Streamline background investigations.
- Reduce the duplication of drug intelligence.
- Integrate intelligence connectivity & interoperability.
- Develop integrated personnel & training systems.
- Improve support to ground troops during combat operations.
- Re-assess collection to meet new analytical challenges.



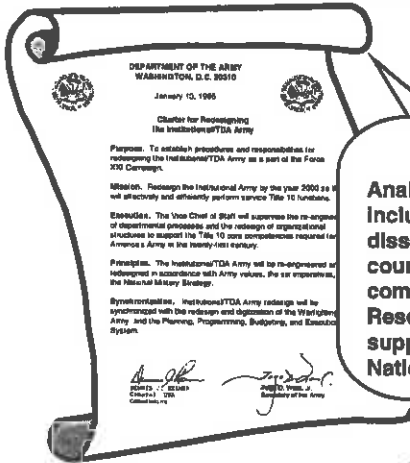
"The end of the Cold War and the constrained fiscal environment in the US create an imperative for the 13 components of the Intelligence Community to act more effectively and efficiently as a team."

COMMISSION ON ROLES & MISSIONS...

- Give CINCs more control over intelligence reports.
- Integrate management of service, space-based intelligence.
- Streamline the process for requesting & obtaining intelligence products from satellites.



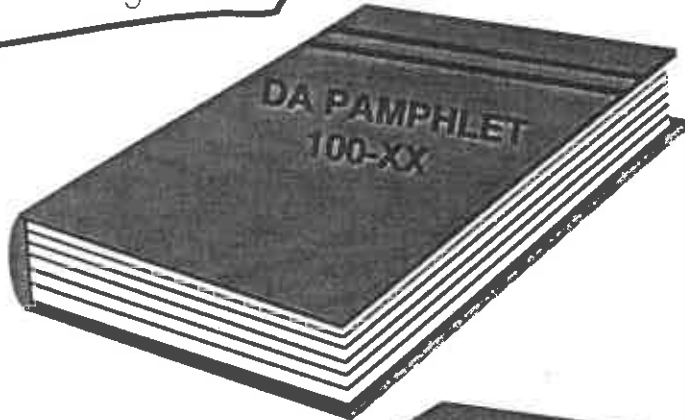
Redesign Framework



Intelligence FAA

Analysis of Intelligence processes, including collection, production, dissemination, electronic warfare and counterintelligence, embracing all components (Active, Guard, and Reserve), resulting in output that supports Army responsibility to the National Military Strategy.

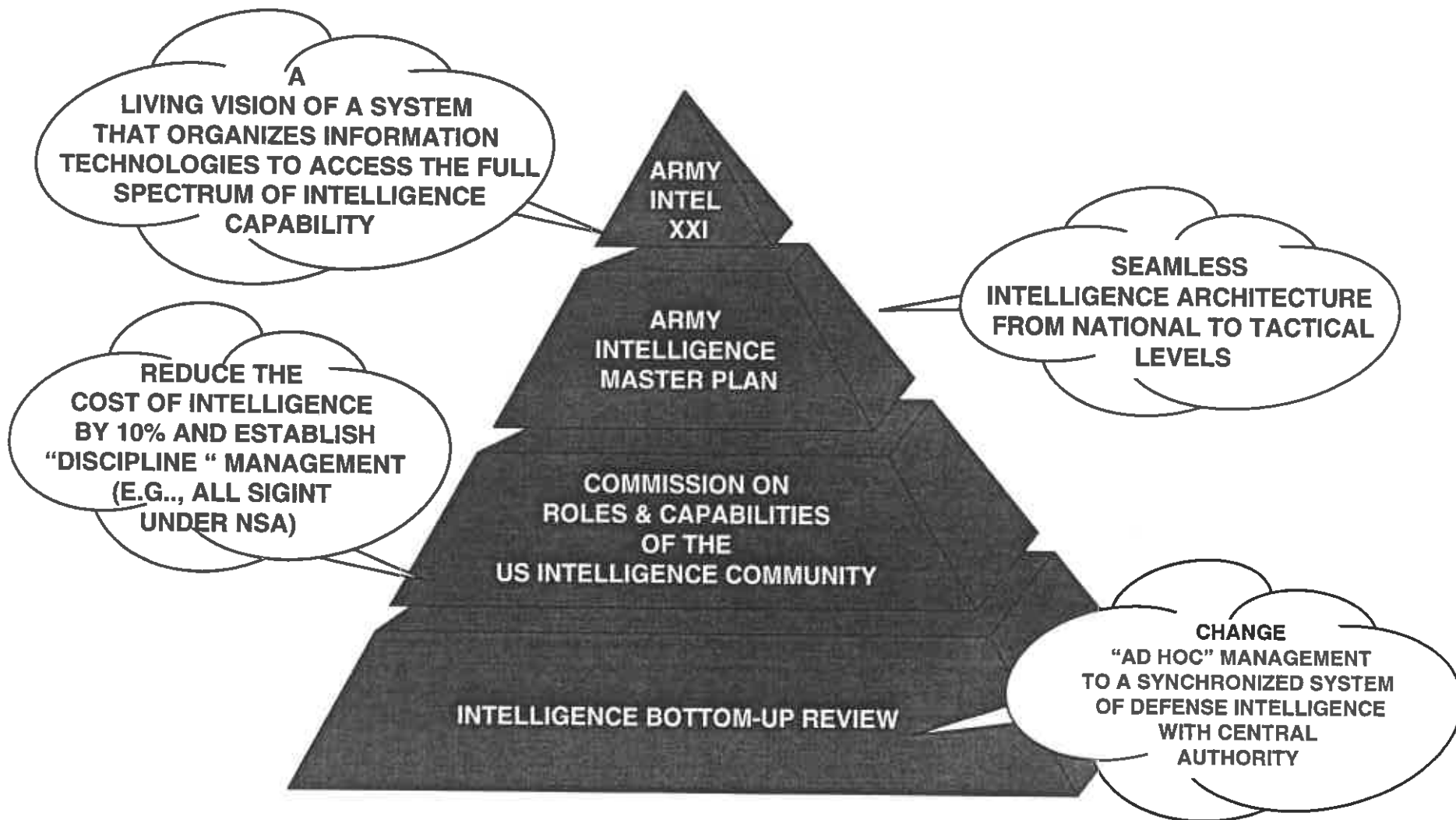
- The Institutional Army will organize around core competencies, capabilities, and processes.
- Reengineering will rest on the principles of power projection, technology leveraging, and modernization streamlining.
- Viewed as an element of the "Direct" capability, Intelligence will "enable" decision making.
- Force XXI will be supported by three multi-functional MACOMs; uni-functional MACOMs will be subject to elimination/divestiture, vertical/horizontal re-alignment, and/or outsourcing.
- C4 and intelligence will become inseparable.
- There will be considerable reliance on space-based intelligence.
- Split-based operations will be a significant force multiplier for MI operators.
- Demand for second language fluency will increase.
- Use of RC Intelligence resources will increase.
- There will be a convergence of roles between EAC and Corps (and below) units.



- Force XXI is defined by the characteristics of doctrinal flexibility, strategic mobility, tailorability and modularity, joint and multi-national connectivity, and versatility to function in War and OOTW.
- Warfighting will be "knowledge-based" (indicative of the Information Age).
- The success of Force XXI will depend on spectrum supremacy.
- Advanced technologies will greatly expand battlespace.
- Pull-down intelligence will be the norm.
- Human Intelligence will remain a prime source of reliable information and must be integrated to confirm, corroborate, or deny the digitally portrayed picture.
- Battlespace depth and simultaneous attack capability will increase demand for intelligence systems, including advanced UAV/RPV and sensor packages.
- Multispectral imagery terrain databases will be used extensively to do mission analysis and planning, to make force tailoring decisions, and to conduct virtual deployment rehearsals.
- Digitized Intelligence will enable commanders to control battlespace tempo and to orchestrate information chaos against the enemy.
- The number and variety of Army linguists will increase.



Intelligence Community Initiatives



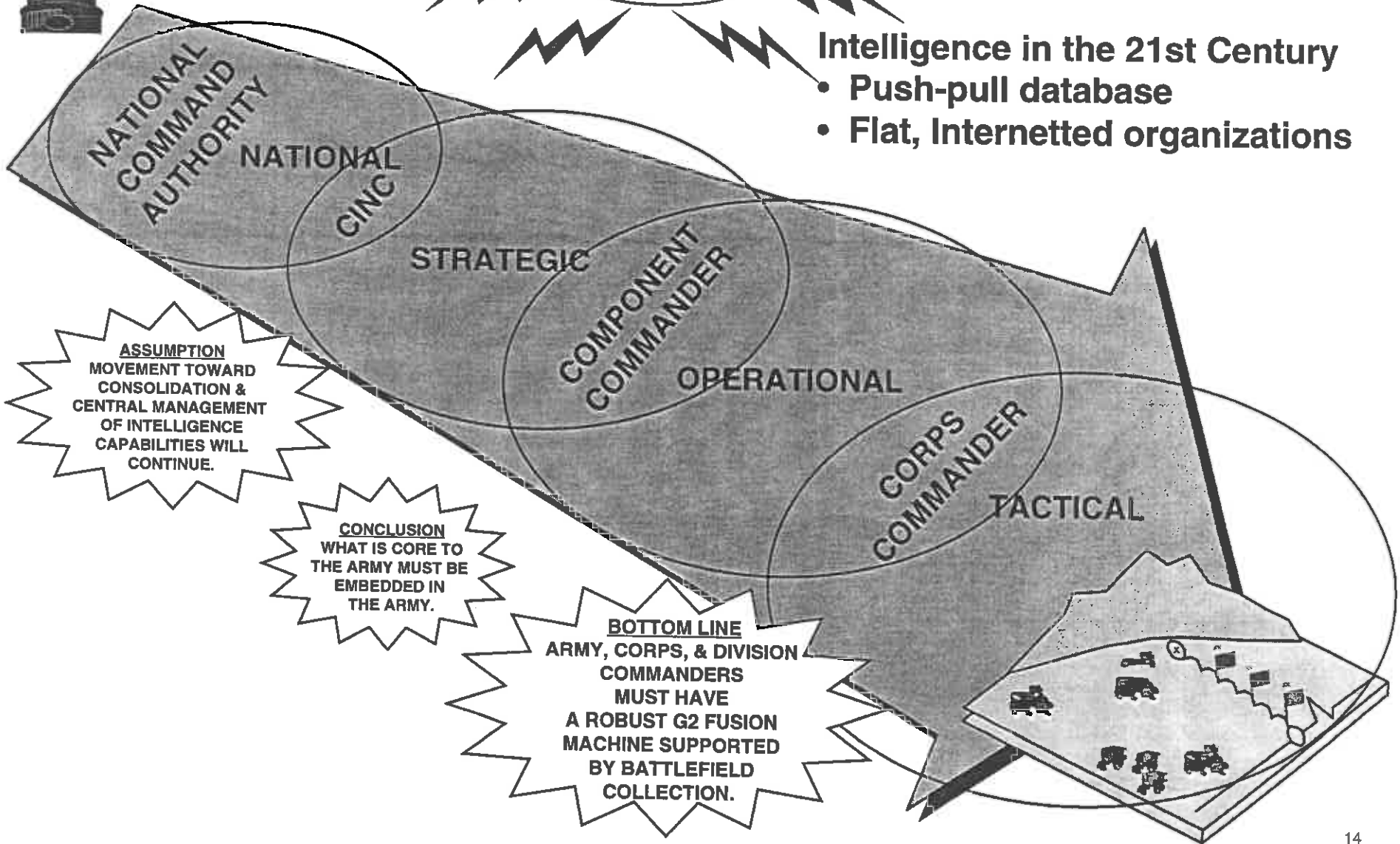
Recurring Themes

- **Streamline operations & organization**
- **Improve support to the Warfighter**
- **Leverage technology**
- **Synchronize & Integrate capabilities**
- **Eliminate duplication**

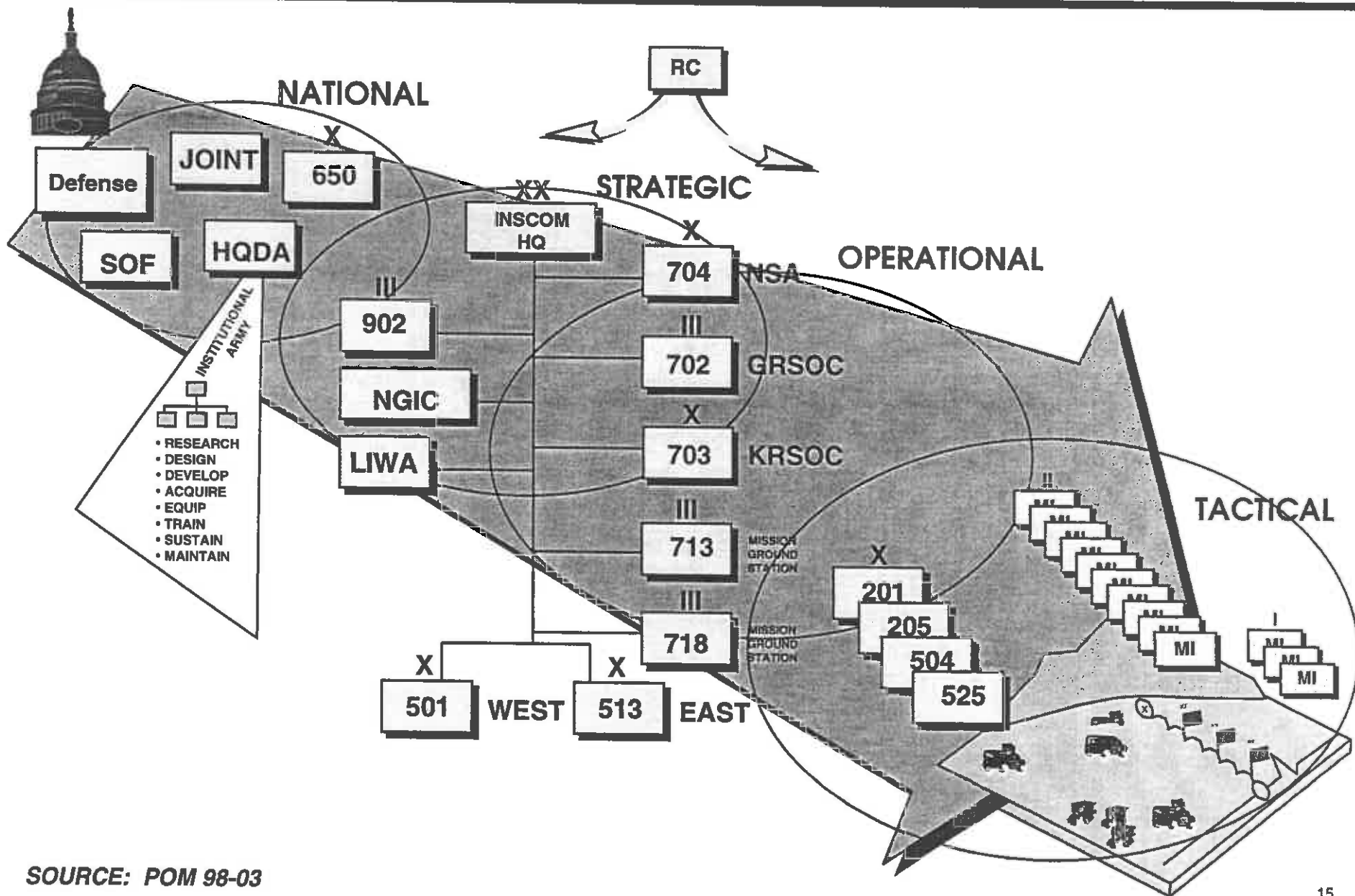
Bottom Line Up Front



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

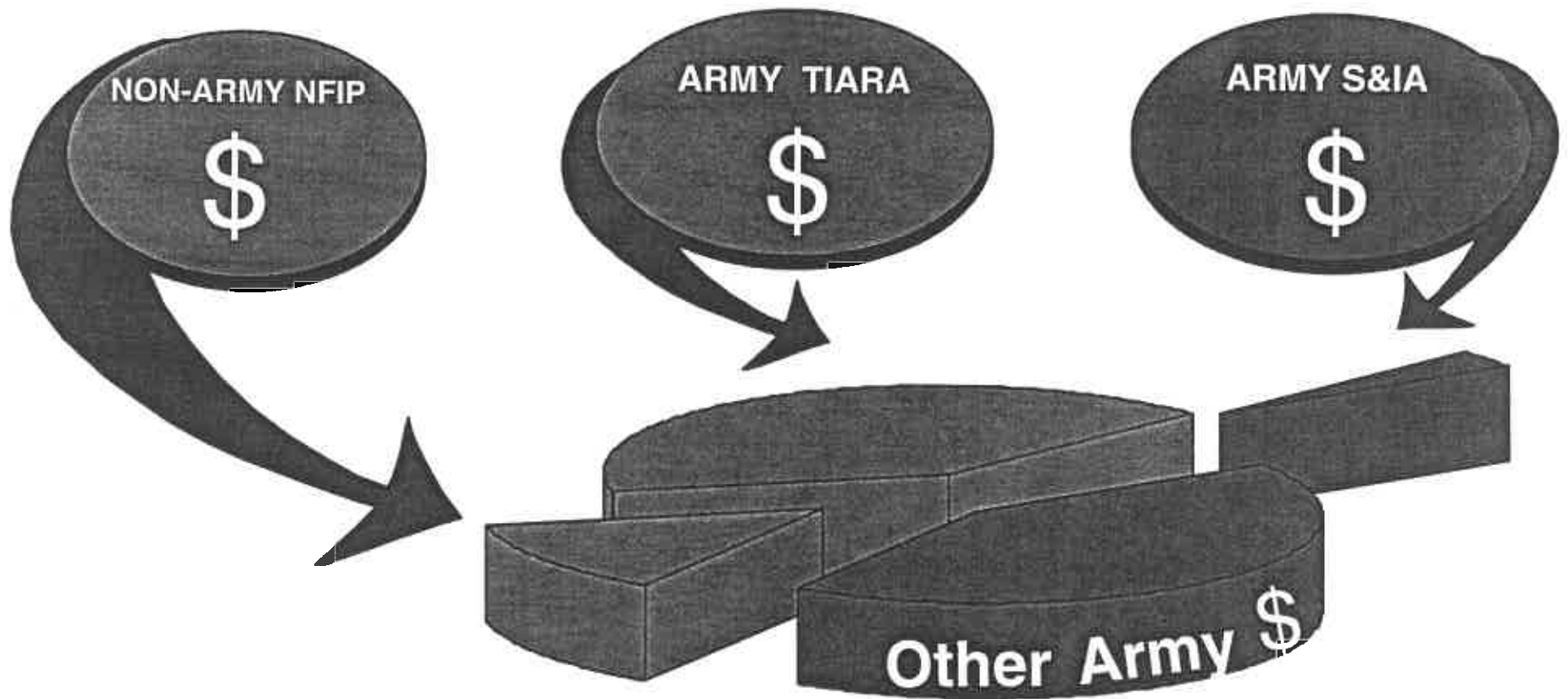


Today's Military Intelligence Force



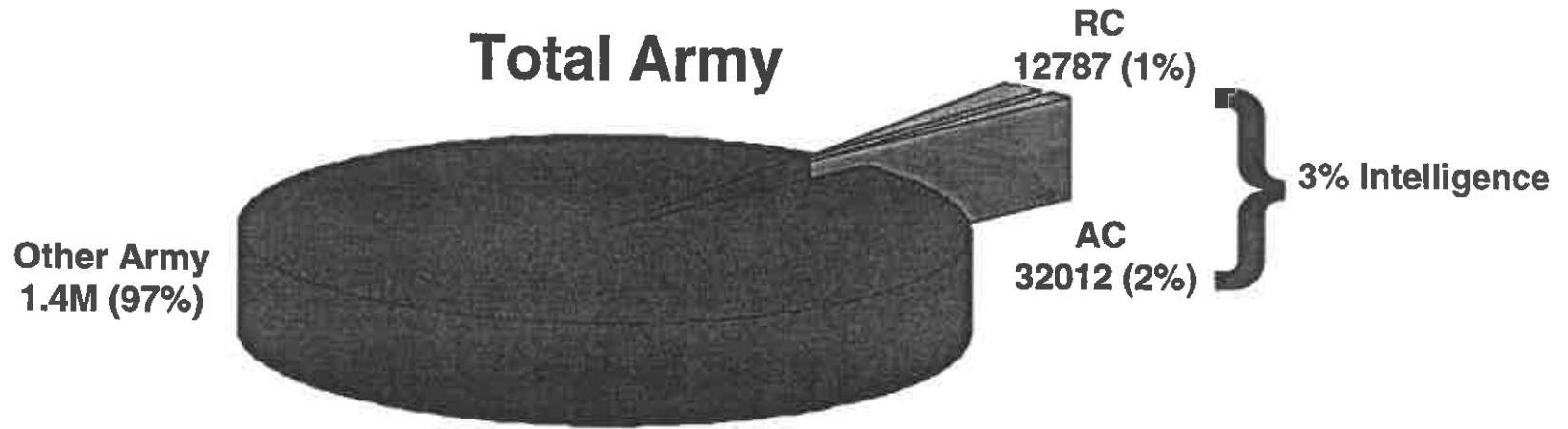
SOURCE: POM 98-03

Intelligence Process Funding

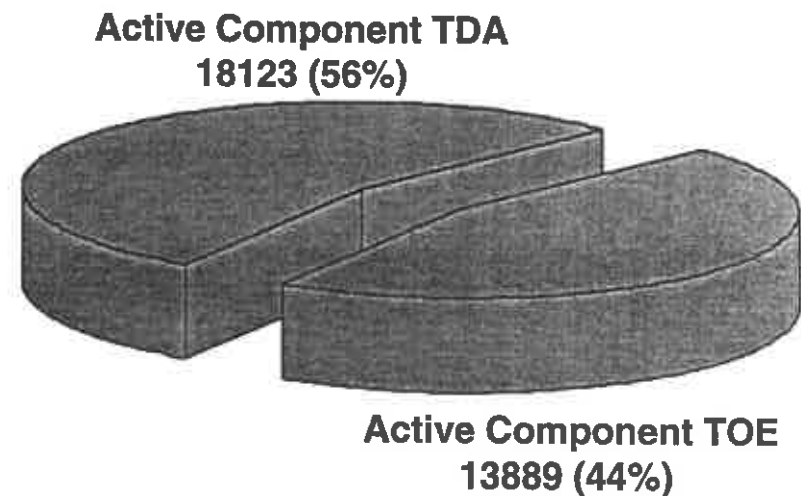
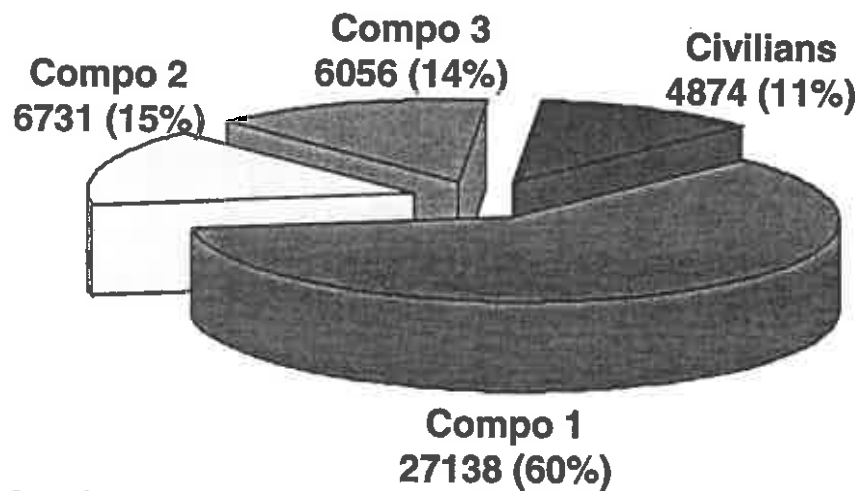


TOA \$3.9B

Intelligence Process Manpower

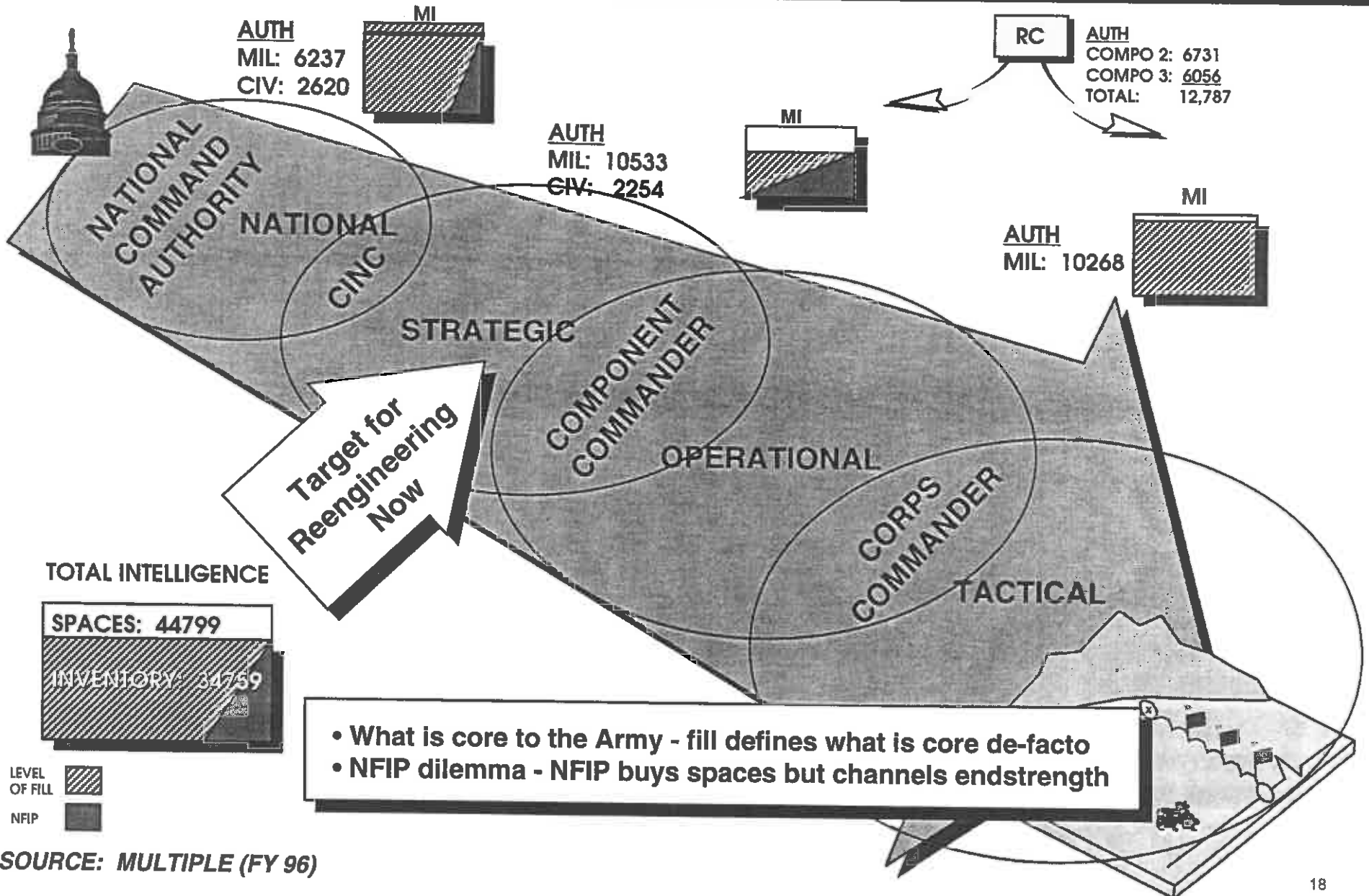


Military Intelligence



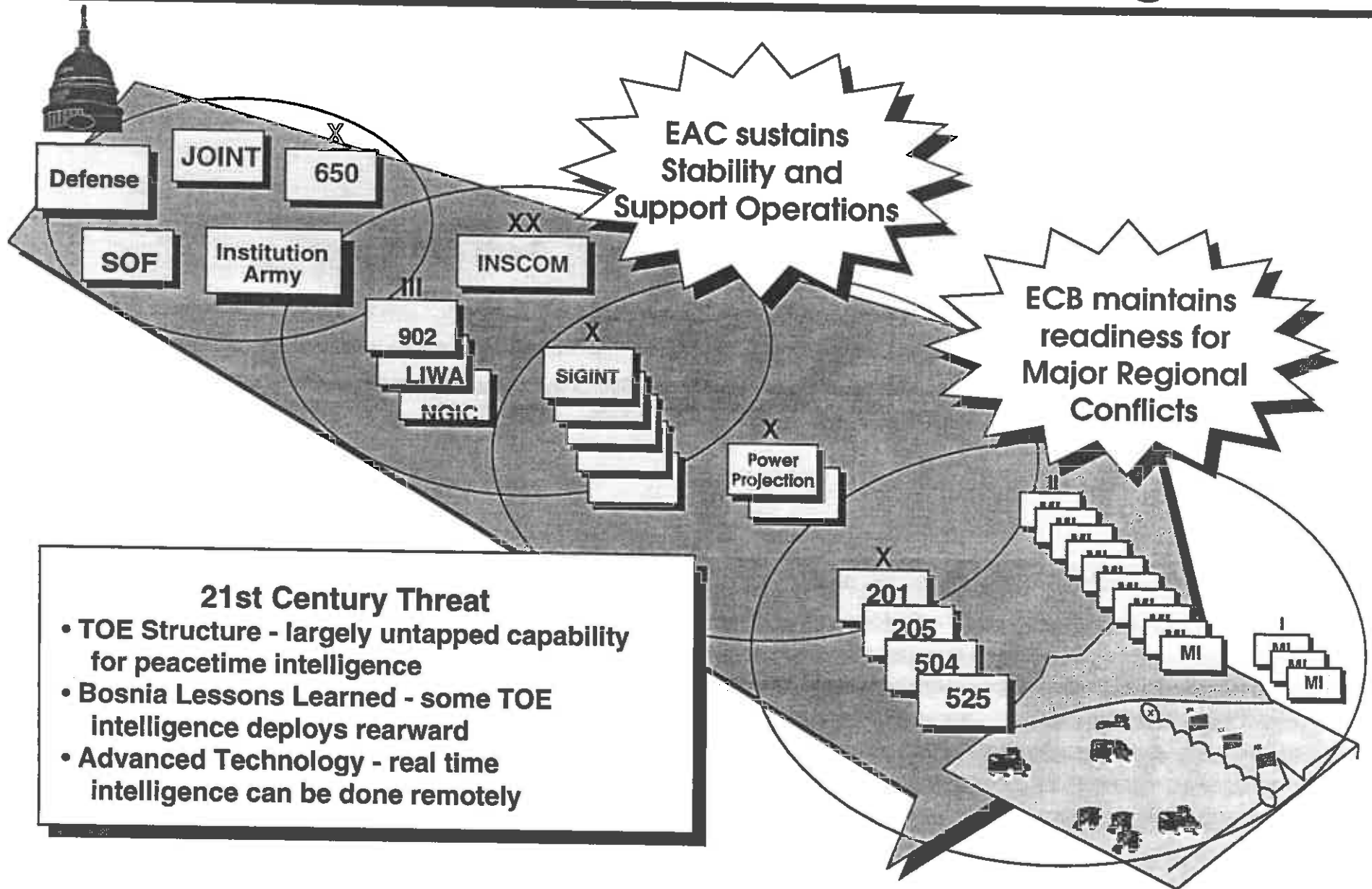
SOURCE: MULTIPLE (FY96)

Overstructured/Under-resourced



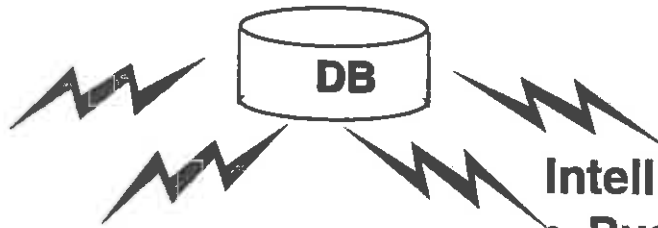
SOURCE: MULTIPLE (FY 96)

Sustainment of Peacetime Intelligence



Organization

Tomorrow's Objective

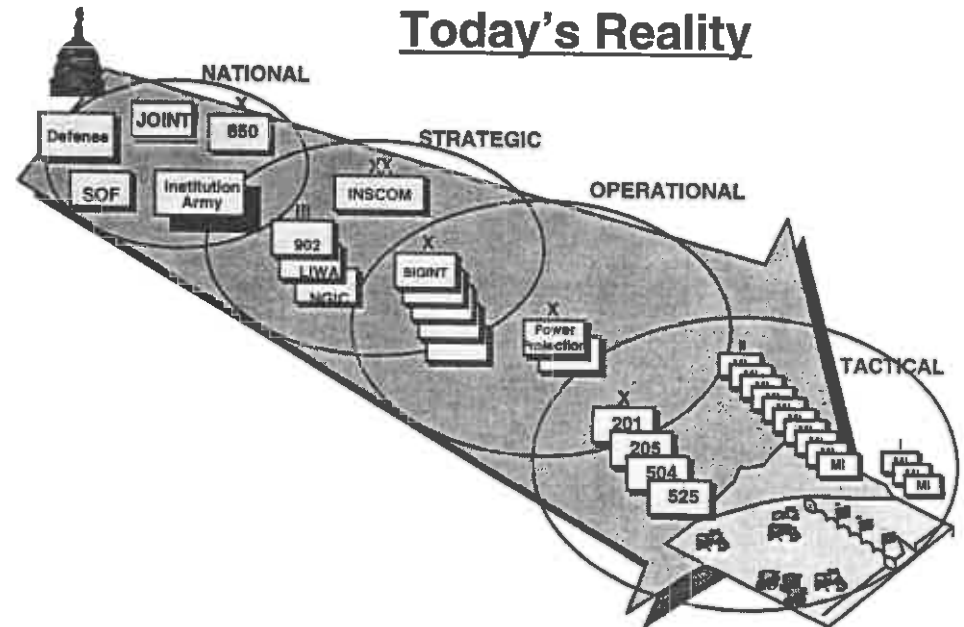


Intelligence in the 21st Century

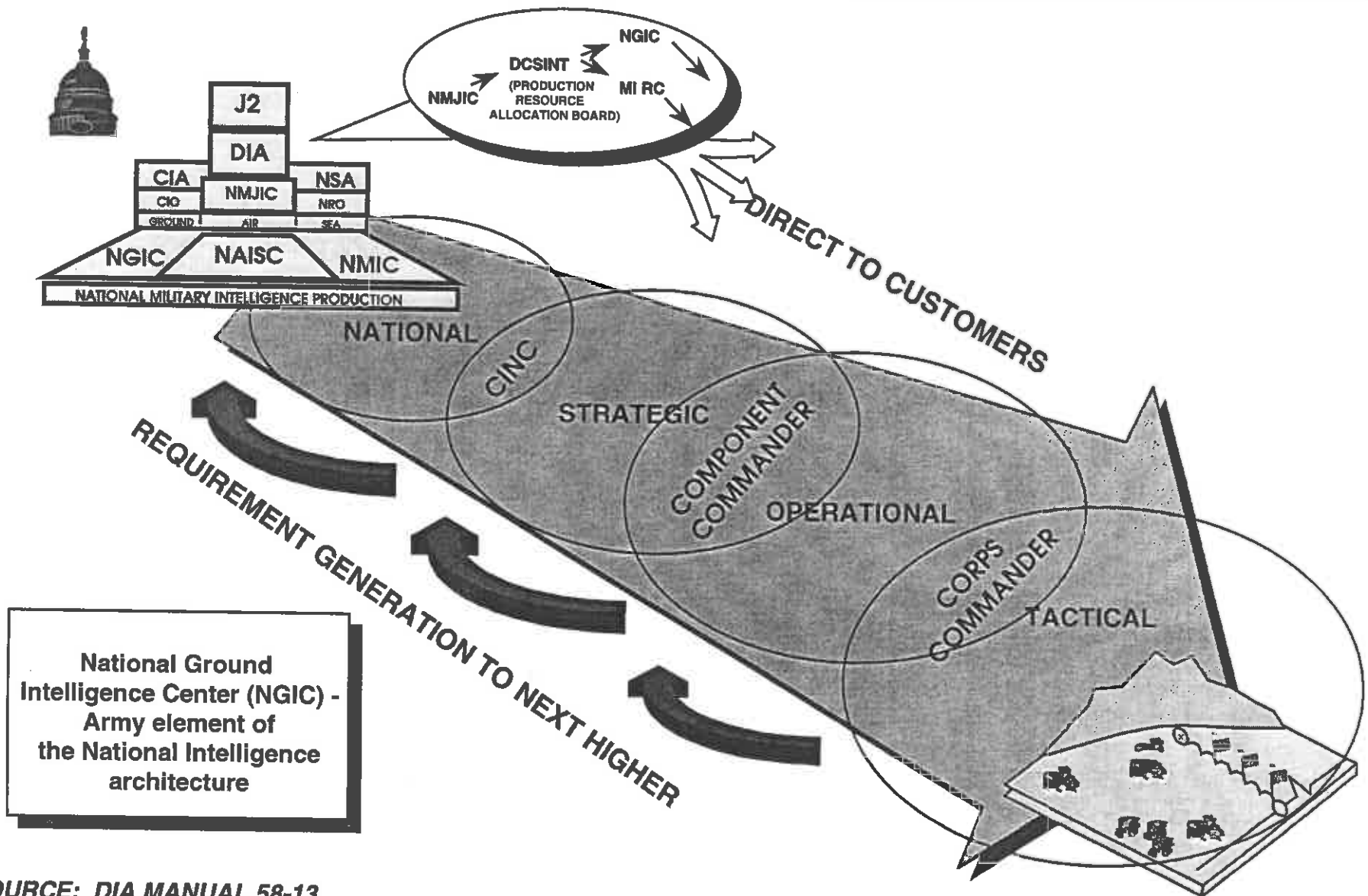
- Push-pull database
- Flat, Internetted organizations

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

Today's Reality

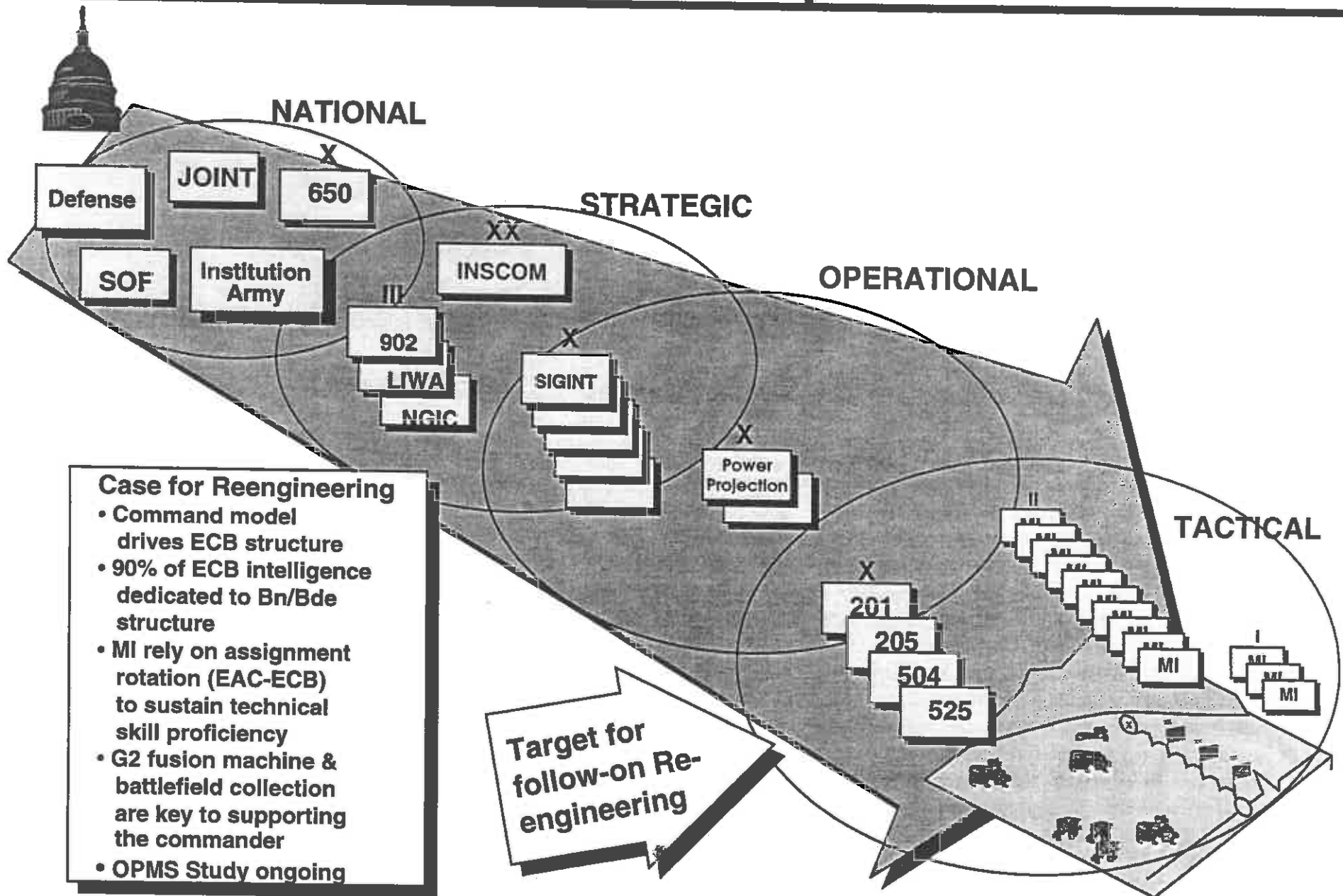


Production Requirements System



National Ground Intelligence Center (NGIC) - Army element of the National Intelligence architecture

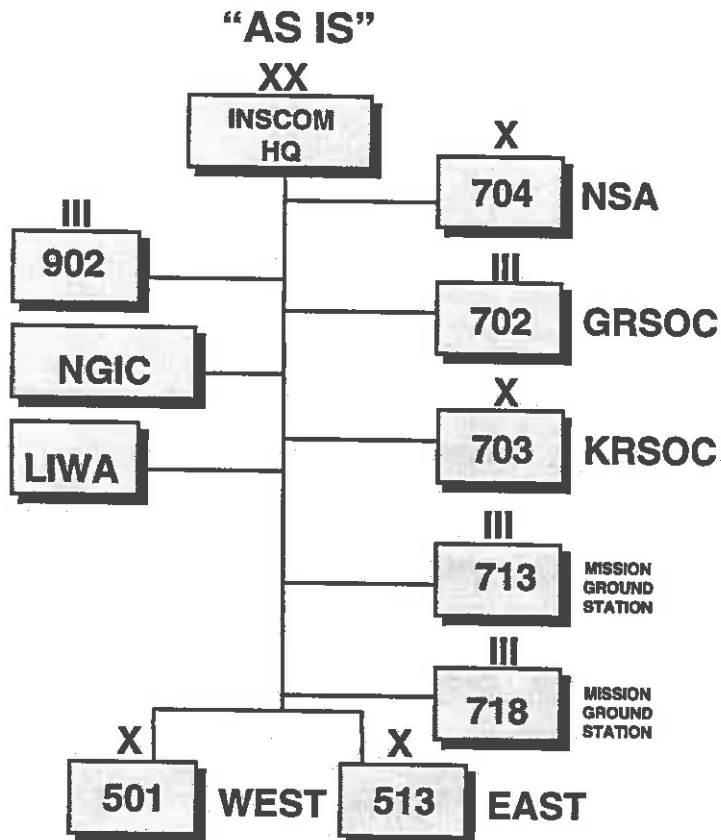
Leader Development



Institutional Army Focus

INSCOM

"Umbrella" Perspective:



"TO BE"



- NGIC links Army to National
- INSCOM HQ folds into NGIC
- Flattens EAC organization
- Saves some spaces
- NGIC re-roles as operational headquarters/production center
- NGIC exercises command & control of subordinate units

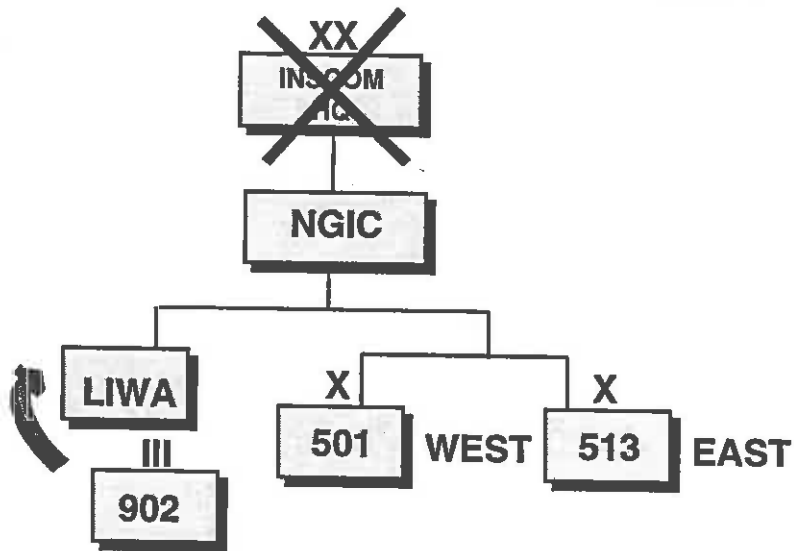
Subordinate Units

"Umbrella" Perspective:

Information Operations in the 21st Century

- Shaping function for intelligence
- Counterintelligence & overt HUMINT subsumed by Information Warfare
- 902d & LIWA meld
- Mitigates LIWA resource shortfall:

Required	On Hand
230	139



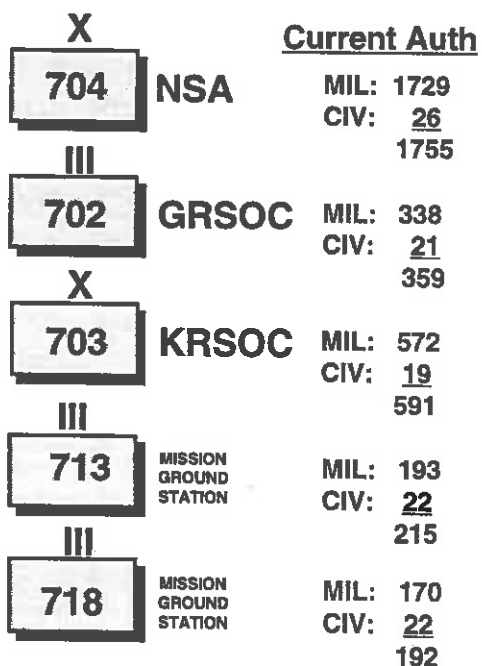
<p>Option A (Divest)</p>	<p>X SIGINT</p>	<p>Option B (TDA-TOE)</p>
-------------------------------------	---------------------	--------------------------------------

SIGINT Options

"Umbrella" Perspective:

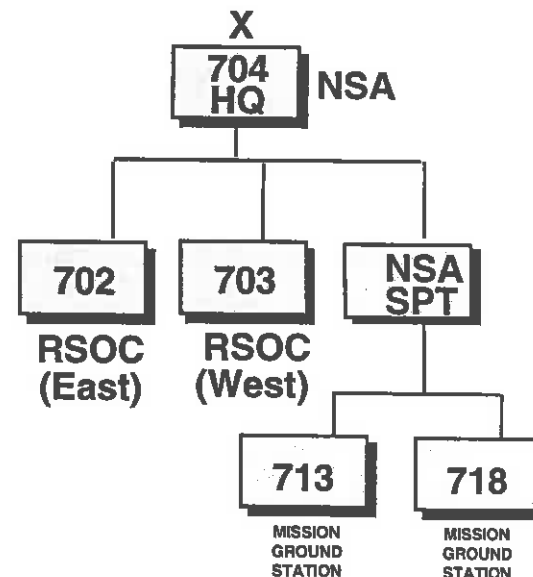
Option A (Divest)

- Divest to NSA
- Acknowledges CINC is customer of National Intelligence; Ground Component Cdr is customer of Army Intelligence
- Zero base NSA requirement
- Exploit NFIP to resource civilians (in lieu of military)



TOTAL: 3112

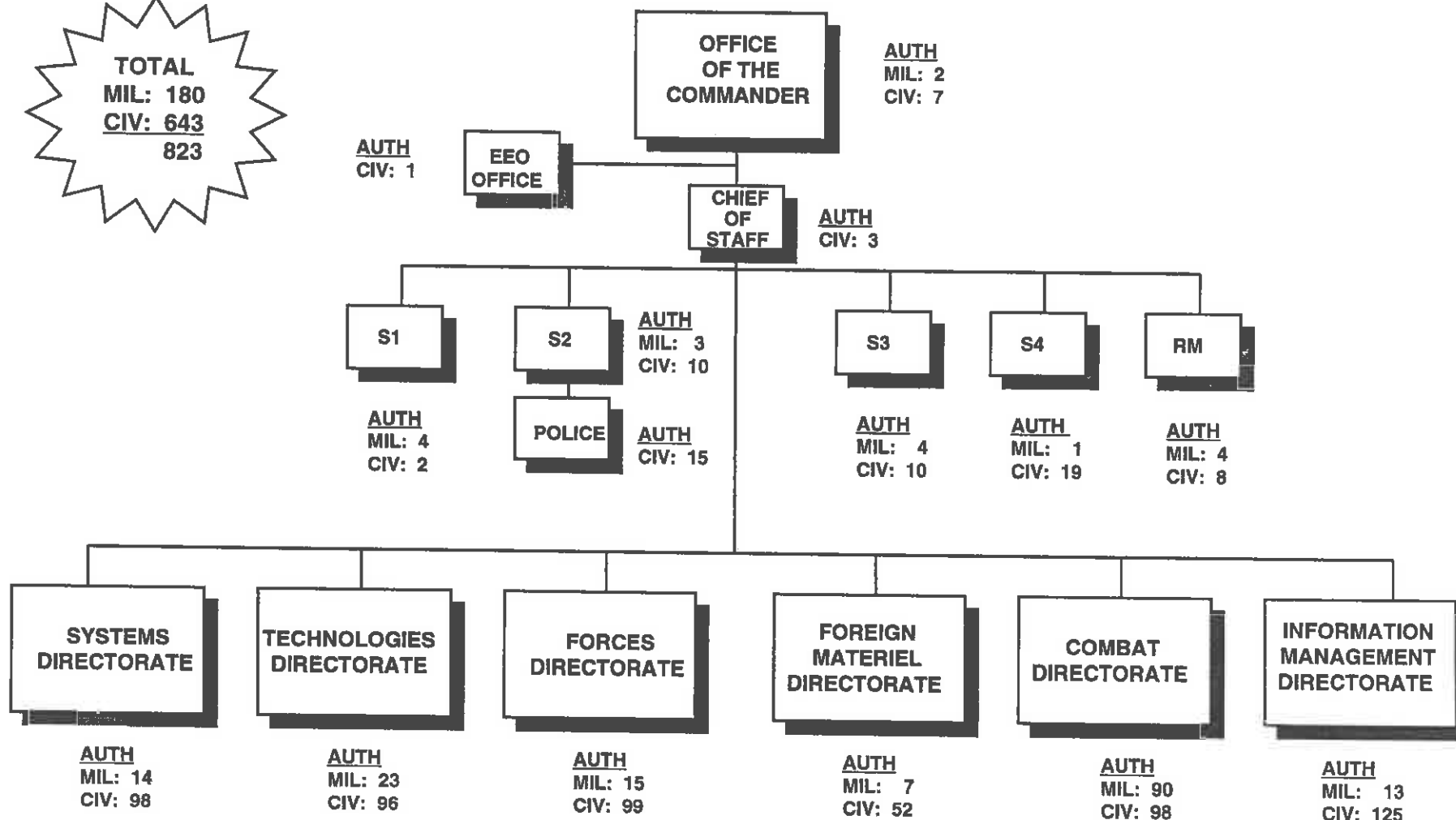
Option B (TDA-TOE)



- Consolidate into one BDE & convert to TOE
- Bde Cdr leverages National SIGINT for Army
- Explore NFIP for EAC TOE
- Notional case design (savings TBD by TAA)

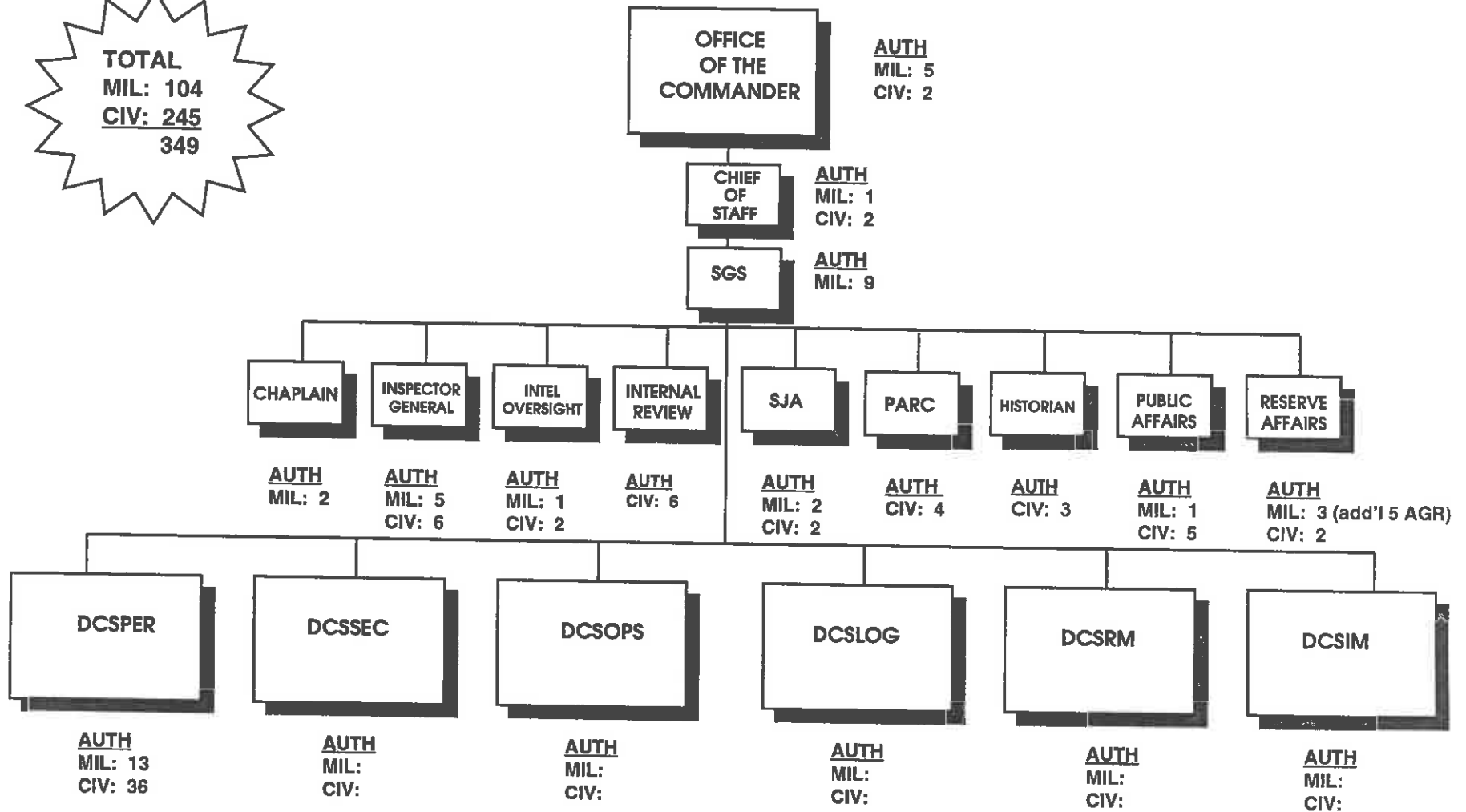
National Ground Intelligence Center

TOTAL
 MIL: 180
 CIV: 643
 823



INSCOM Headquarters

TOTAL
MIL: 104
CIV: 245
349



Conclusions

Concerns	“Umbrella” Perspective
Oversight	Army equities are protected by HQDA mechanism already in place
Access to National Intelligence	NGIC is entry point into National architecture; 704th Bde Commander should leverage SIGINT
Loss of NFIP	Exploit NFIP for civilians (no BES issue) & explore NFIP for TOE (EAC) military
Dilution of NGIC production capability	NGIC will need some spaces from INSCOM for command & control of subordinate units
Degradation of support to warfighter	Army intelligence customer is Army Component Commander (or JTF); what is core to the Army should be embedded at component level & below so as to be responsive to ground commanders; G2 fusion machine & battlefield collection are key at each operational echelon
Over-confidence in technology advances	In the Information Age, evolutionary organizational change may not keep pace with technology or decision cycle of commanders

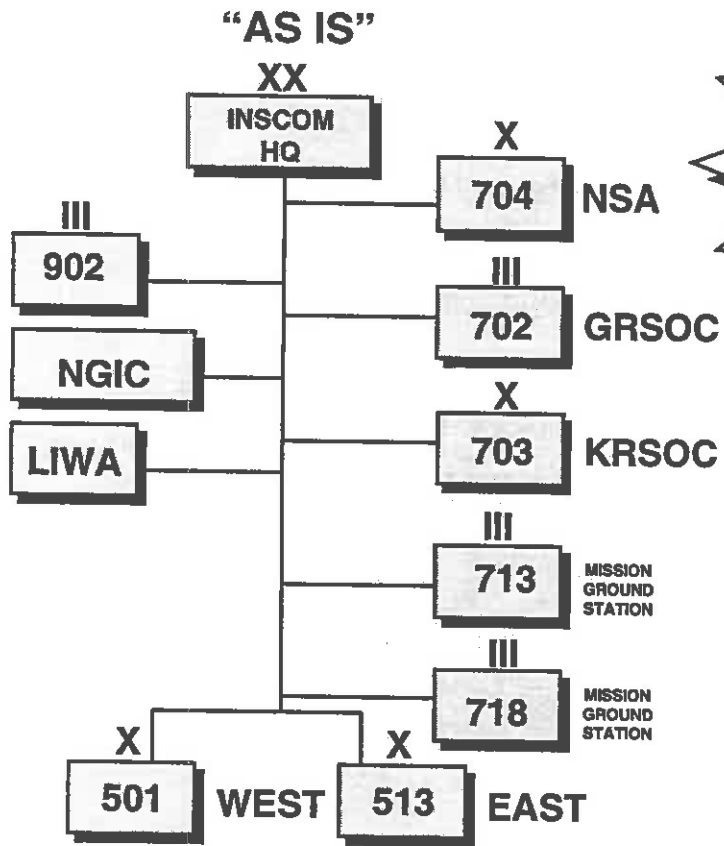
Organizational Alternatives

“Umbrella” Perspective:

Alternative 1	INSCOM as a specialized command (no change)
Alternative 2	NGIC as a specialized command (folds INSCOM into NGIC)
Alternative 3	NGIC as a FOA of the DCSINT (dual hatted)
Alternative 4	NGIC as a MSC of FORSCOM (power projection alignment)

Alternative #1

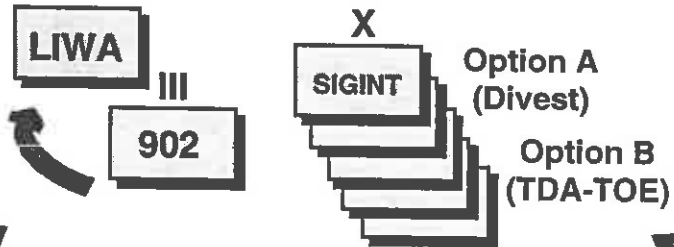
INSCOM as a Specialized Command



Modest savings
to re-role NGIC;
leave INSCOM

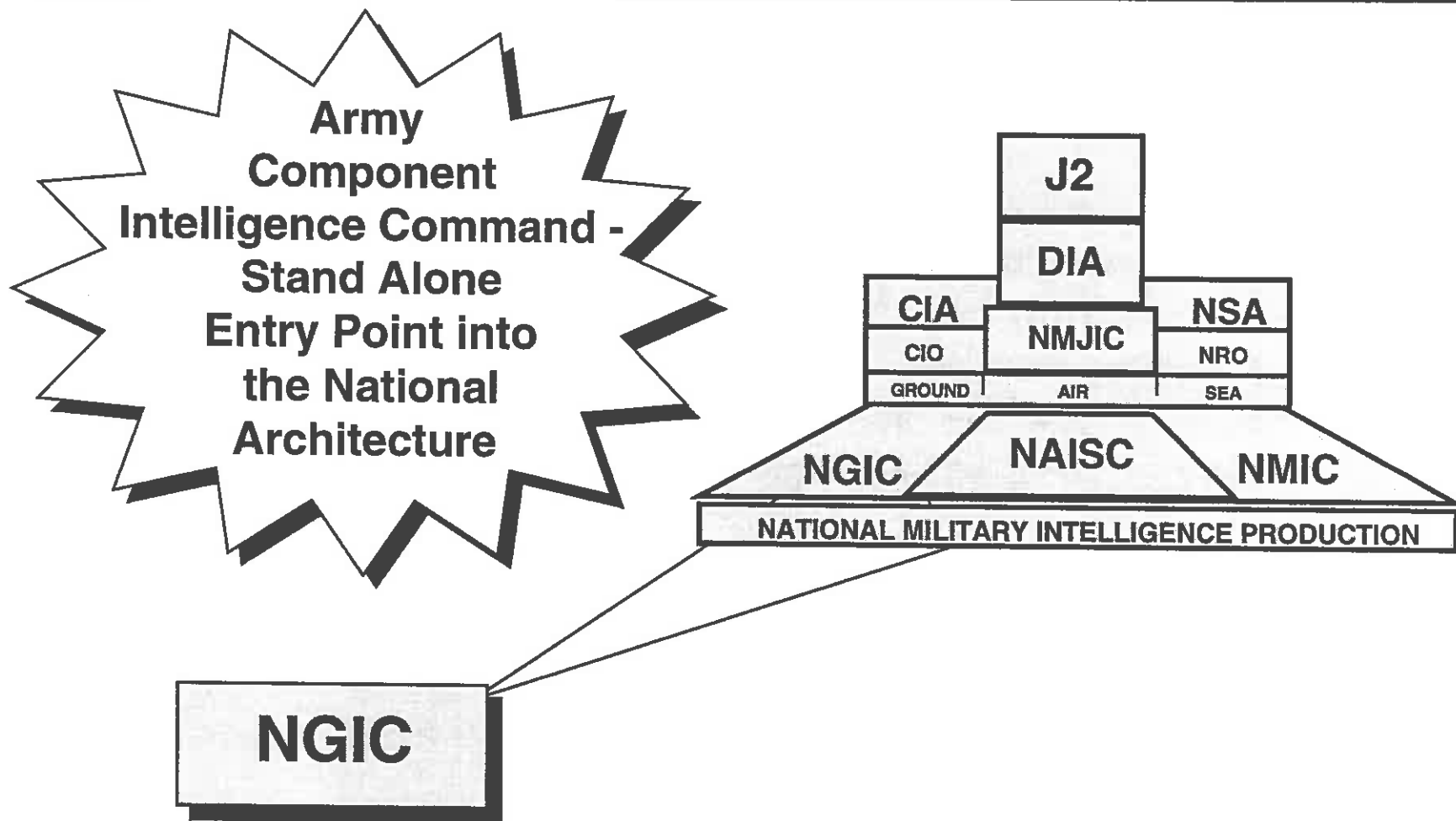
"As Is"

Can
still pursue subordinate unit
reengineering:



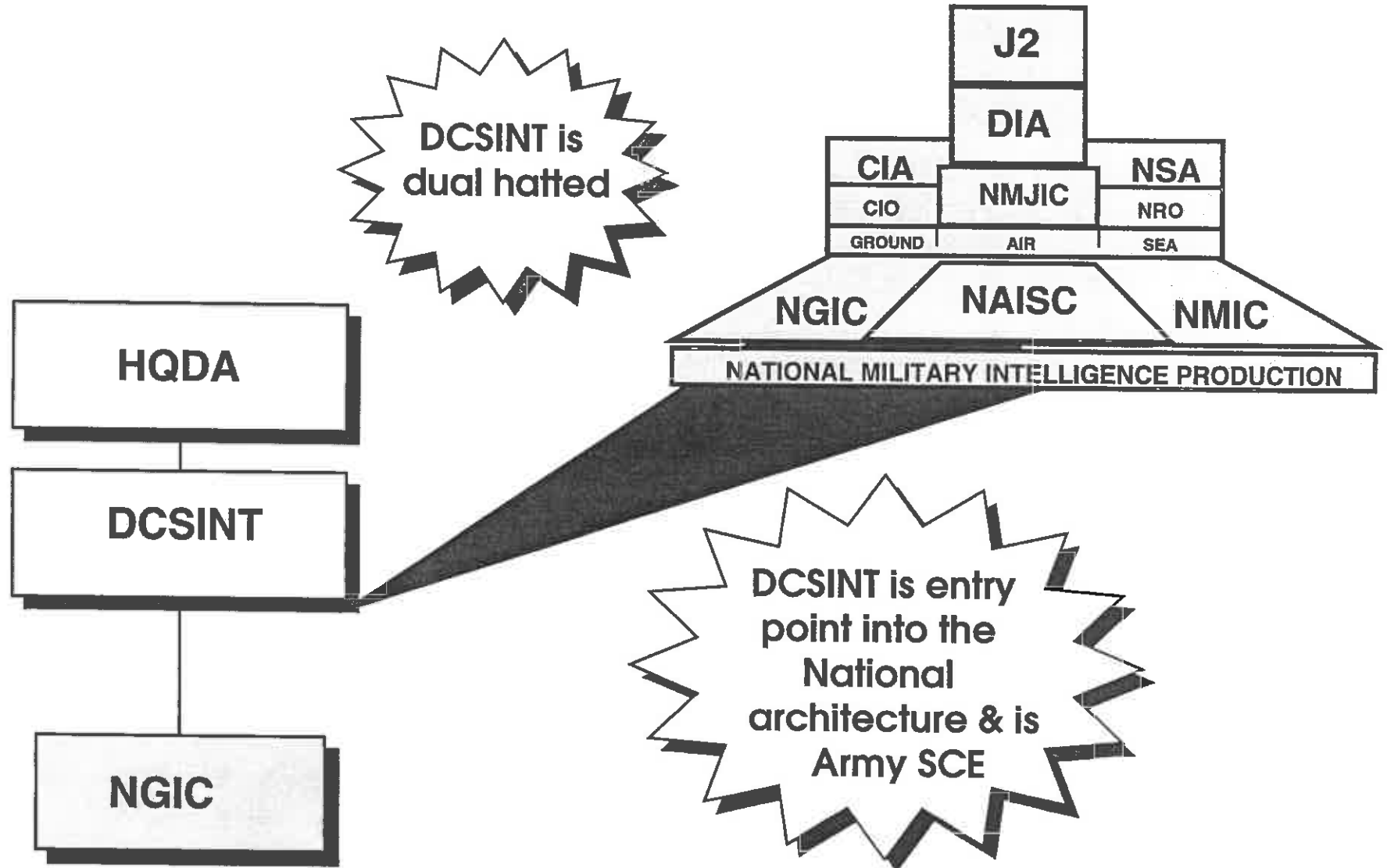
Alternative #2

NGIC as a Specialized Command



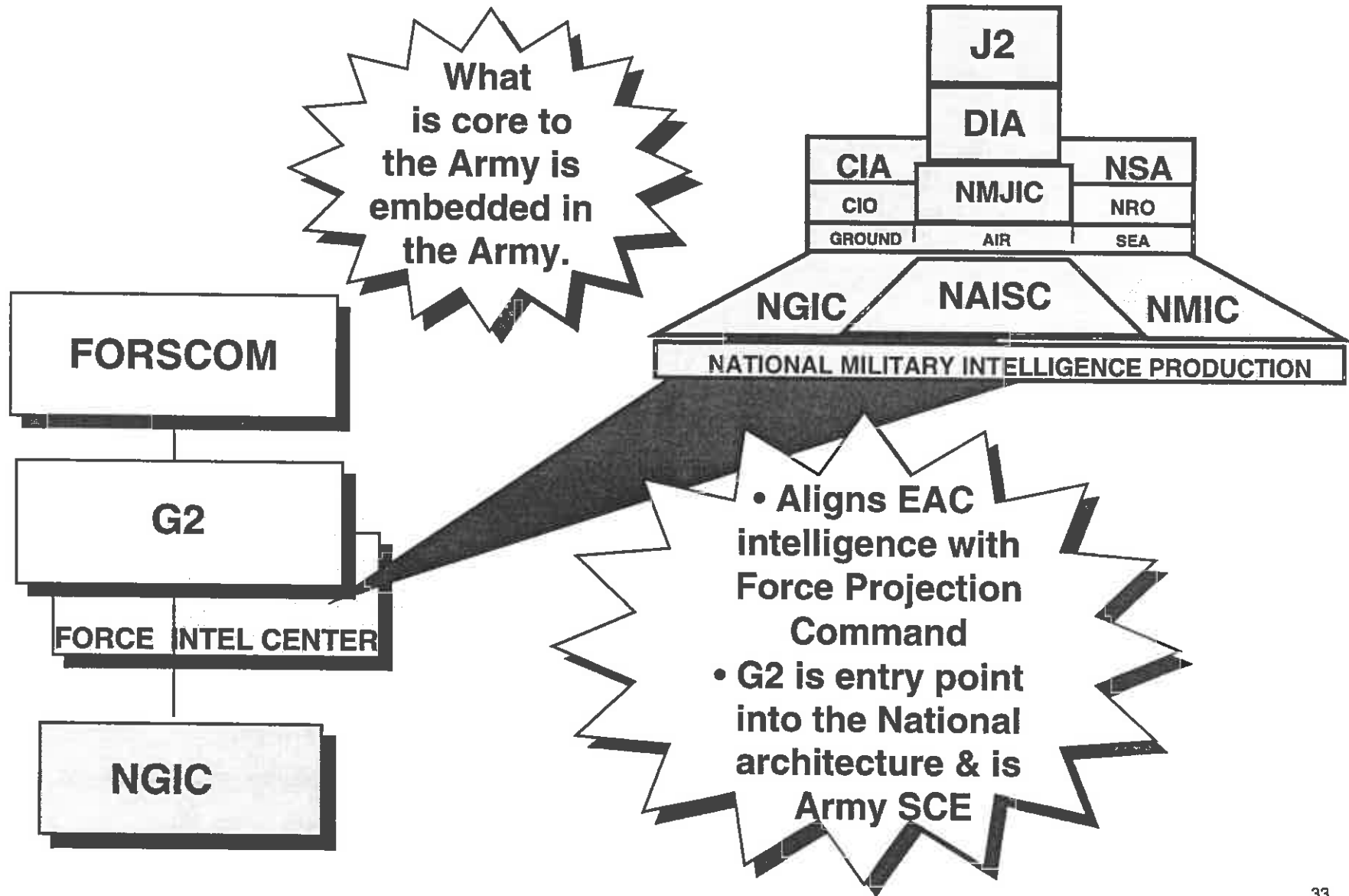
Alternative #3

NGIC as a FOA

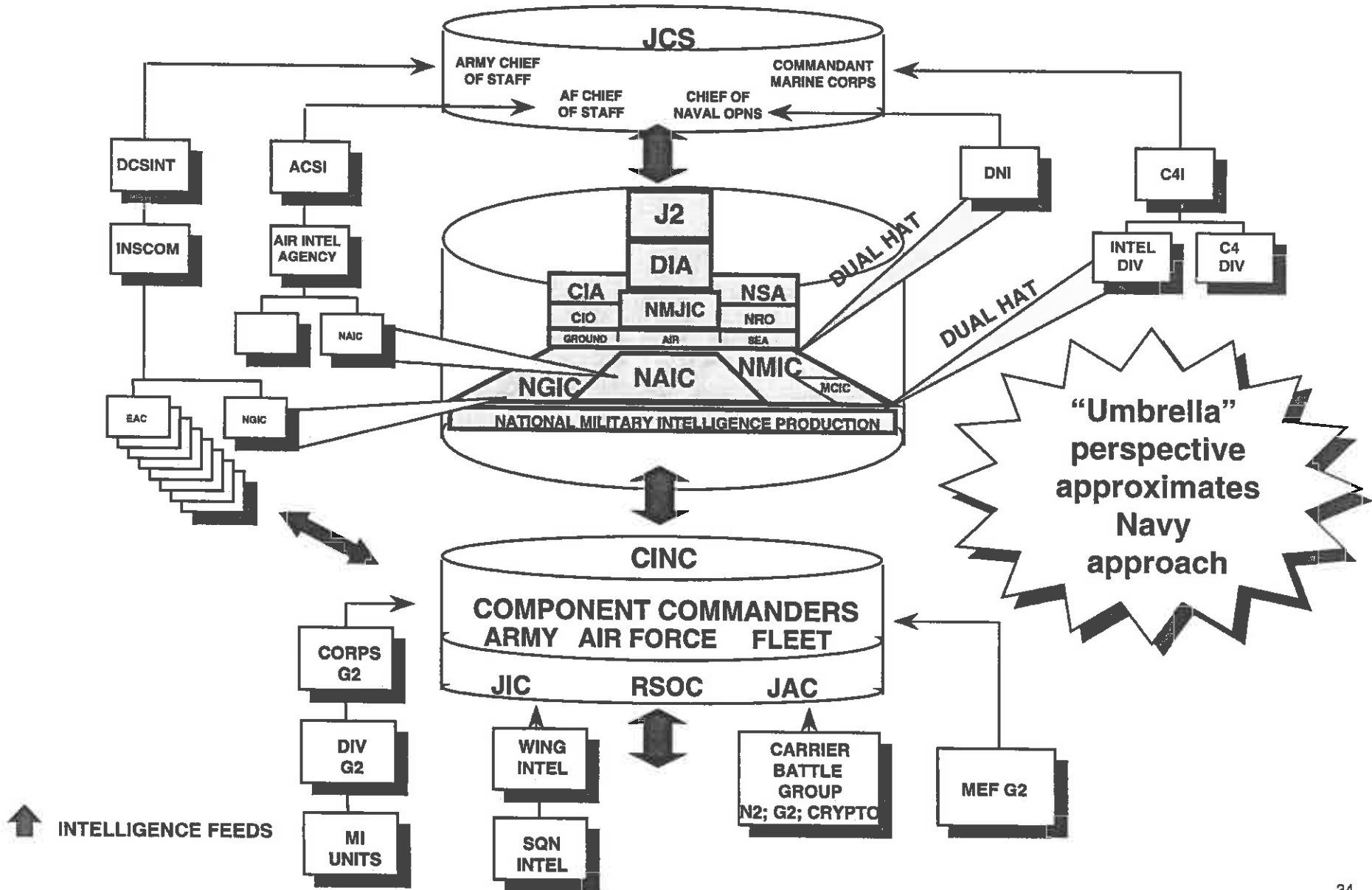


Alternative #4

NGIC as a MSC of FORSCOM



Service Comparison



Summary

Guidance	Umbrella Assessment
MACOM Status of INSCOM	Can be a Specialized Command "As Is" or as flattened organization under NGIC
40% Reduction in MACOMs	As NGIC can be a FOA under DCSINT or MSC under FORSCOM
TDA to TOE	INSCOM SIGINT units offer opportunity for TOE conversion
Measures of Efficiency & Effectiveness (POM 00-05)	Modest savings & streamlined organization with re-role of NGIC; additional yield in 902d/LIWA merge; further potential in TOE conversion
Follow-on - DCSINT FAR - TOE Redesign	Opportunity to take on additional issues: linguists; polygraph; force protection Should be pursued in conjunction with OPMS Study

Where Do We Go from Here

Follow-on Tasks

Consider Results of Proponent FAA

**Take “Umbrella” Assessment
& Proponent Views to
FORSCOM & TRADOC Commanders**

**Initiate FAR of DCSINT
Beginning in January, 1997**

**Incorporate Commanders’ Input
& FAR results into “Umbrella “Assessment**

**Present Decision Brief in June, 1997,
in Preparation for PBD Development
& POM 00-05 Submission**



*United States Army Intelligence Center and Fort Huachuca
Fort Huachuca, Arizona 85613*



Military Intelligence Functional Area Assessment

Update to VCSA

2 May 1997



Purpose



- **To provide a status update on tasking received at the 12 Dec 96 MI FAA**
- **Engage VCOSA in discussion & direction ... being part of the process!**



Bottom Line Upfront



- **COMPO 1 Billet Reduction ... ~2250**
- **INSCOM:**
 - **Must remain unified**
 - **C2 subordination transparent**
- **TDA-TOE conversion ... submitted**
- **AC/RC mix ... initial ideas**



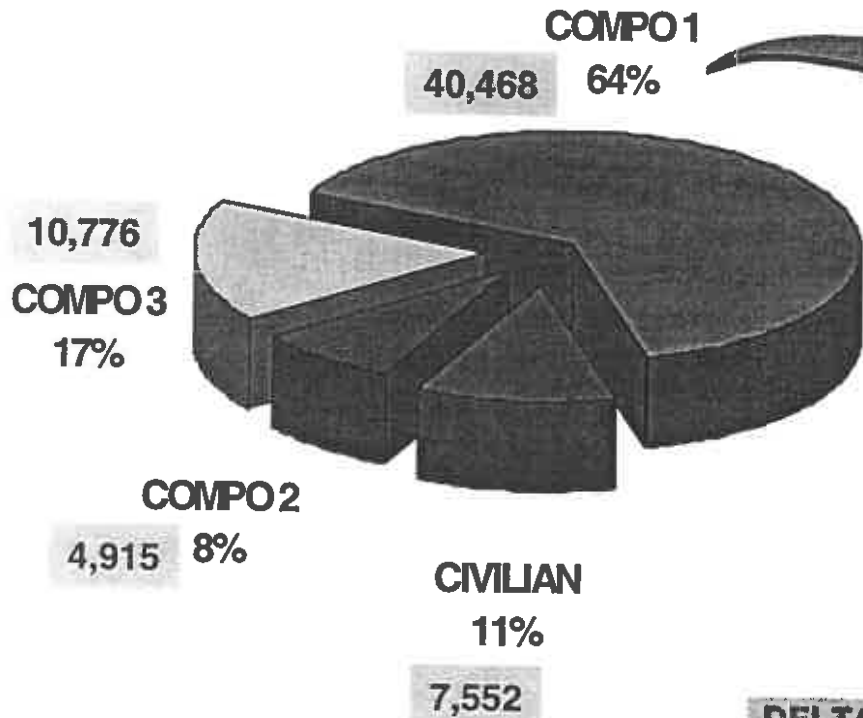
MI Total Force Laydown

-- MI FORCE COMPOSITION --



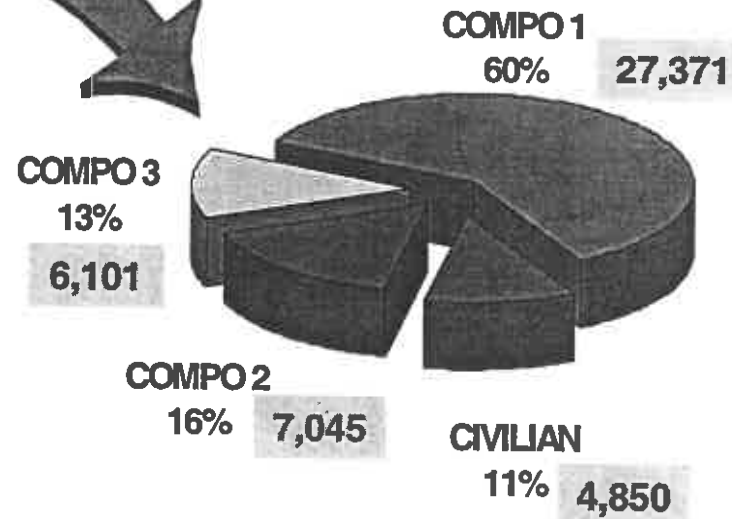
FY90

63,711



FY97

45,367

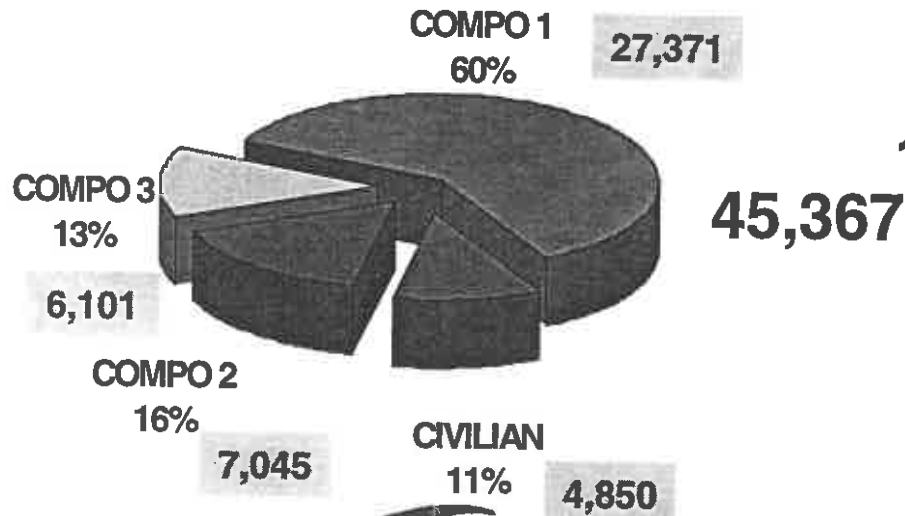


DELTA	
• COMPO 1	-32%
- Civilian	-36%
• COMPO 2	+43%
• COMPO 3	-43%
• Overall	-29%



MI Total Force Laydown

-- MI FORCE COMPOSITION --



1193 Substantive Analysts

The "MI Total Force" includes:

- MI MOS IN MI UNITS
- NON - MI MOS IN MI UNITS
- MI MOS IN NON - MI UNITS
- NON - MI MOS IN NON-MI UNIT

Non- MI

- ◆ Compo 1: 7,208 26%
- ◆ Compo 2: 772 * 10%
- ◆ Compo 3: 1,125 * 18%

* Additional 1380 (10%) = 97L



MI FORCE ASSESSMENT

-- Issue Recap --



<u>ISSUE</u>	<u>RECOMMENDATION</u>	<u>STATUS</u>
• Lack of Realistic Simulation	Support \$20M UFR for IEWTPT	\$7M of \$20M UFR Captured
• Field Grade Shortfall	Eliminate MI 01A/02A Rqmt Reduce FA participation by 50% Selectively continue eligible Majors Reduce Policy Fill from 96% to 85%	-- OPMS XXI Study -- FA 34 migration -- Field Grade down grading -- TFL reduction
• Deep Strike: Future Aerial Reconnaissance	If CONOPS/FCE does not work, acquire UAV for Corps Fight. Support migration of GRCS & ARL to ACS.	-- AWE UAV "goodness" -- JSTARS reduction -- ACS "threat"
• ASAS RWS	Support UFR of \$65.33M beginning in FY98. Field ASAS-RWS IAW DAMPL	-- UFR submitted
• Force Reduction	Work in progress!	-- this brief
• INSCOM C2	Specialized Command	-- this brief



Status of 12 December FAA Taskings



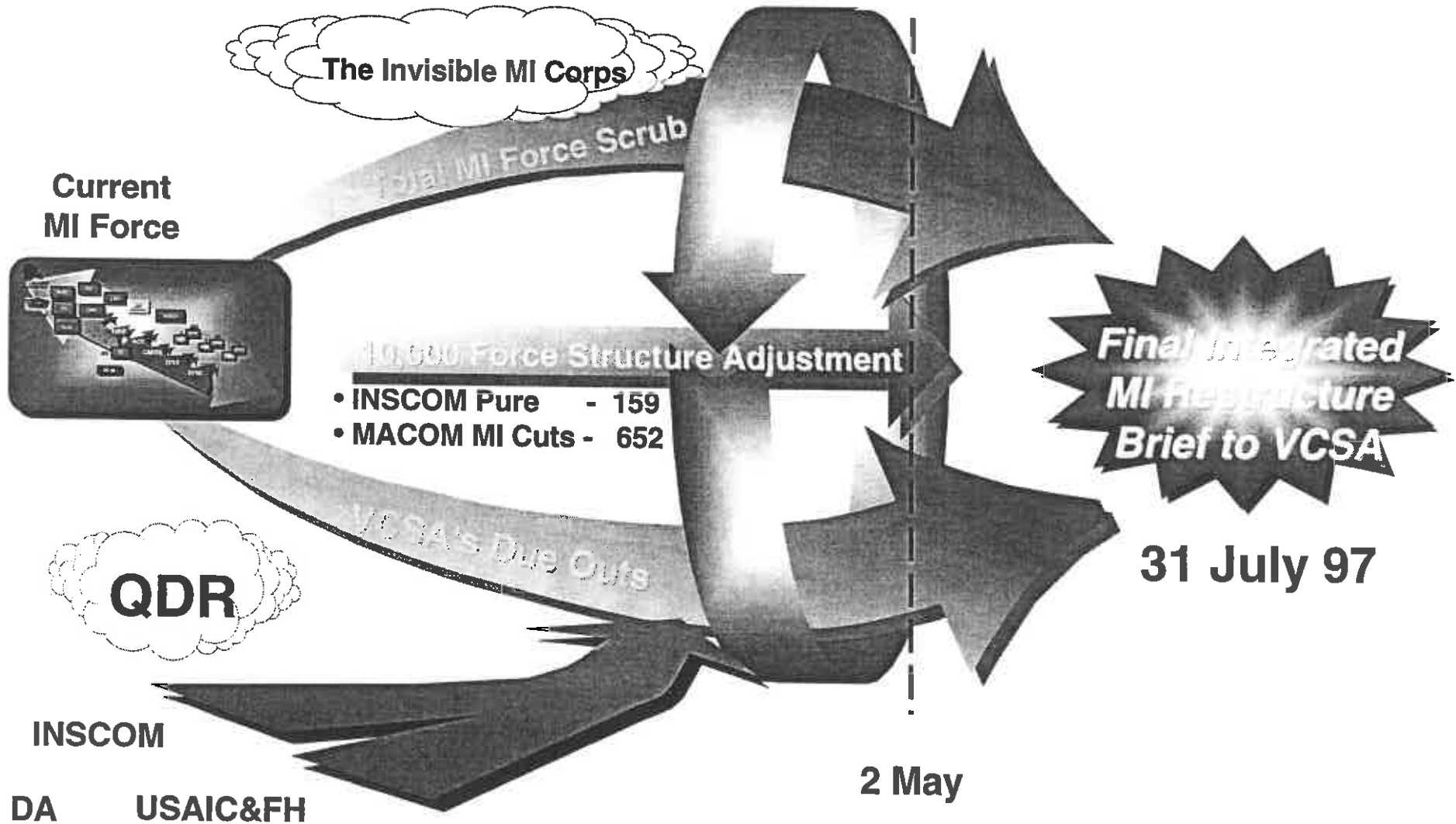
- **Divisional MI Bn**
 - Make as small as possible
 - Fill at 100% or higher
- **Corps MI Bde**
 - Explore integrating RC into AC
- **INSCOM**
 - Convert to Specialized Command
 - Convert TDA to TOE
- **Field Grade Requirements**
 - Reduce vice off-load
- **Joint**
 - Reduce Requirements
 - Explore Standardizing JICs
- **MI Laydown**
 - Show Savings by POM
- **Work in Progress ... initial ideas in this briefing**
- **Work in Progress ... initial ideas in this briefing**
- **C2 ... Work in Progress**
- **TDA/TOE ... done**
- **Scrub is complete ... staffing next**
- **Scrub is complete ... staffing next**
- **JICs ... need to be non-standard**
- **July 31**



MI TOTAL FORCE LAYDOWN



Fully Integrated MI Story



QDR

INSCOM

DA USAIC&FH

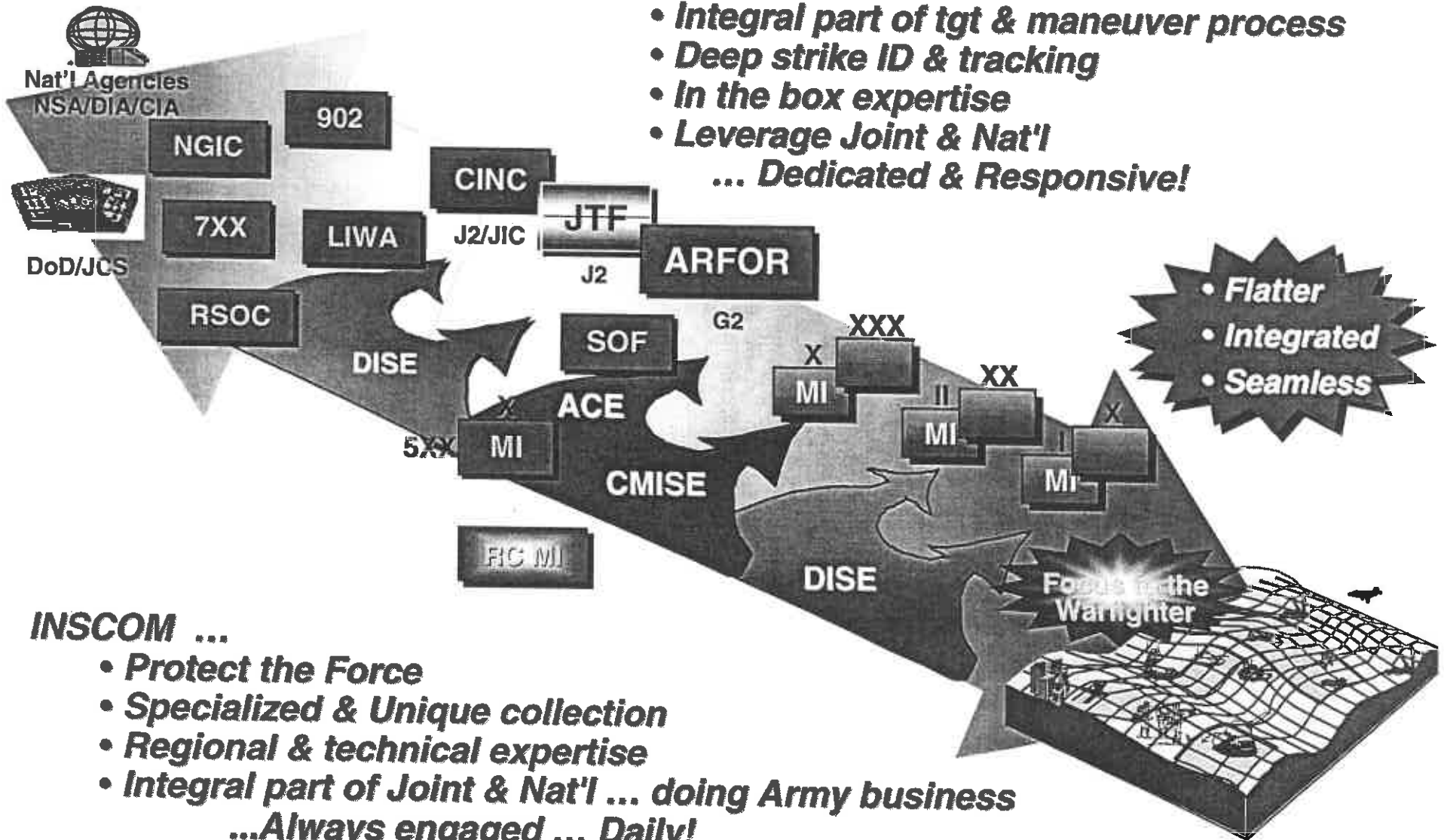


THE VISIBLE MI FORCE



Corps & Division ...

- Integral part of tgt & maneuver process
 - Deep strike ID & tracking
 - In the box expertise
 - Leverage Joint & Nat'l
- ... Dedicated & Responsive!



- Flatter
- Integrated
- Seamless

INSCOM ...

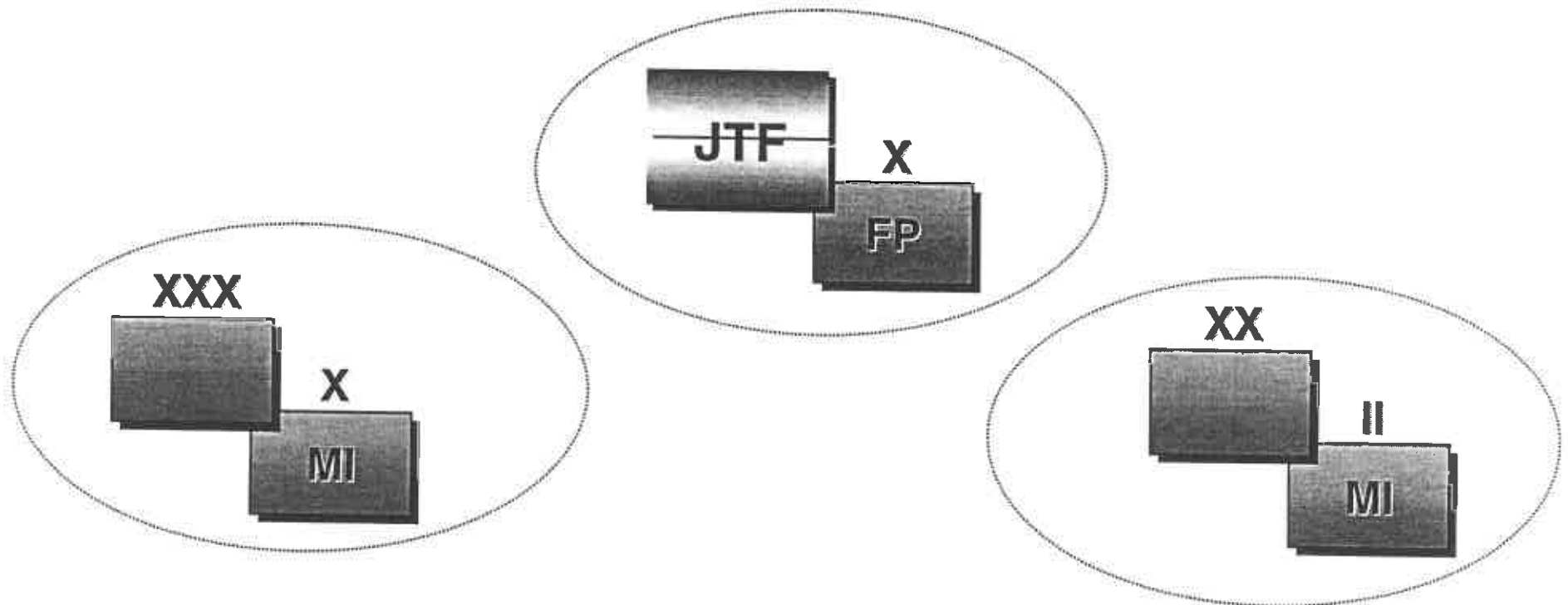
- Protect the Force
 - Specialized & Unique collection
 - Regional & technical expertise
 - Integral part of Joint & Nat'l ... doing Army business
- ...Always engaged ... Daily!



MI FUNCTIONAL AREA ASSESSMENT



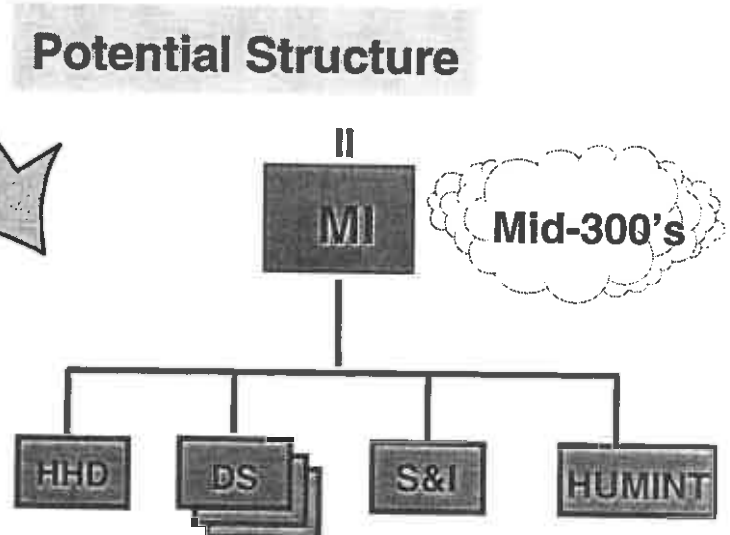
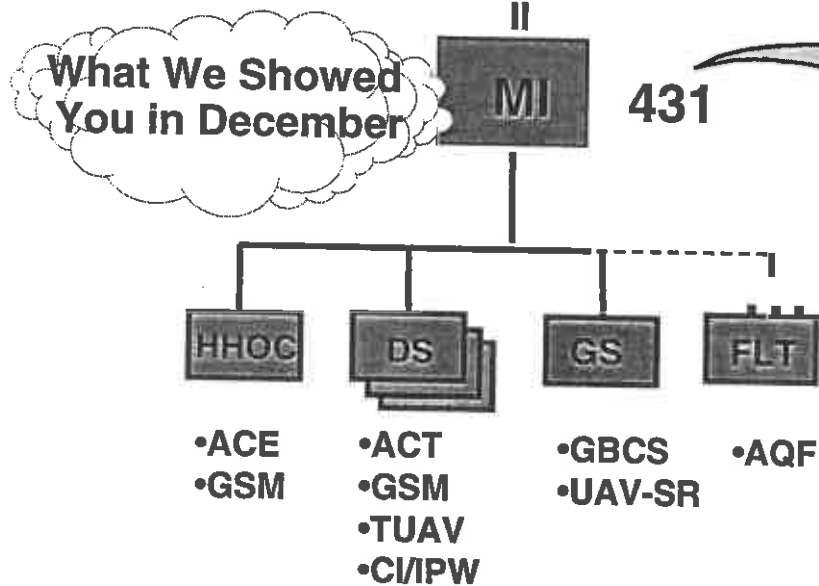
Tactical & Operational Restructure Opportunities





ORGANIZATION

-- Division --



DELTA

- ✓ GBCS & AQF ... To Corps
- ✓ GSOC ... Add
- ✓ CI/HUMINT ... Reduce
- ✓ MITT ... To ASAS/CGS
- ✓ IREMBASS ... To Scouts

RISKS

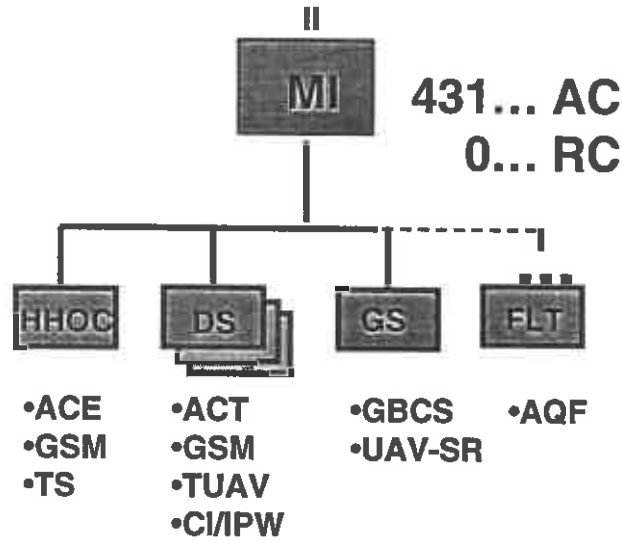
- CCIR ... "Asker" vs "Tasker"
- Reduces organic ability to determine threat "intent" ... & will to fight
- Reduces most organic all weather collection
- Eliminates organic electronic attack/SEAD
- Reduces force protection & C-RISTA
- Heavy reliance on EAD for targeting & surge

LRS to Corps For Light



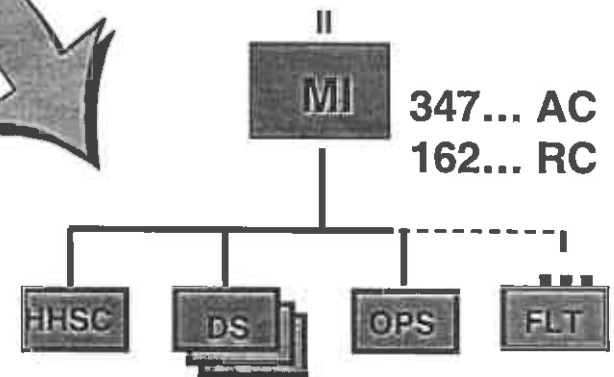
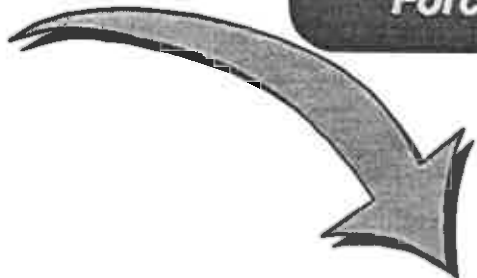
ORGANIZATION

-- Heavy Division --



Key Force XXI Enablers

- ACE ... Threat & IO Assessment
- DS CO ... New Battle Focus
- Collection ... Freedom of Movement, Force Protection & Targeting



CHANGES

- ✓ GBCS ... To Corps
- ✓ UAV-SR ... To Corps
- ✓ IREMBASS ... TO RC ... new
- ✓ HUMINT ... RC Augment
- ✓ SOC, HOC, TES-D ... Reinvest
- Access & Leverage

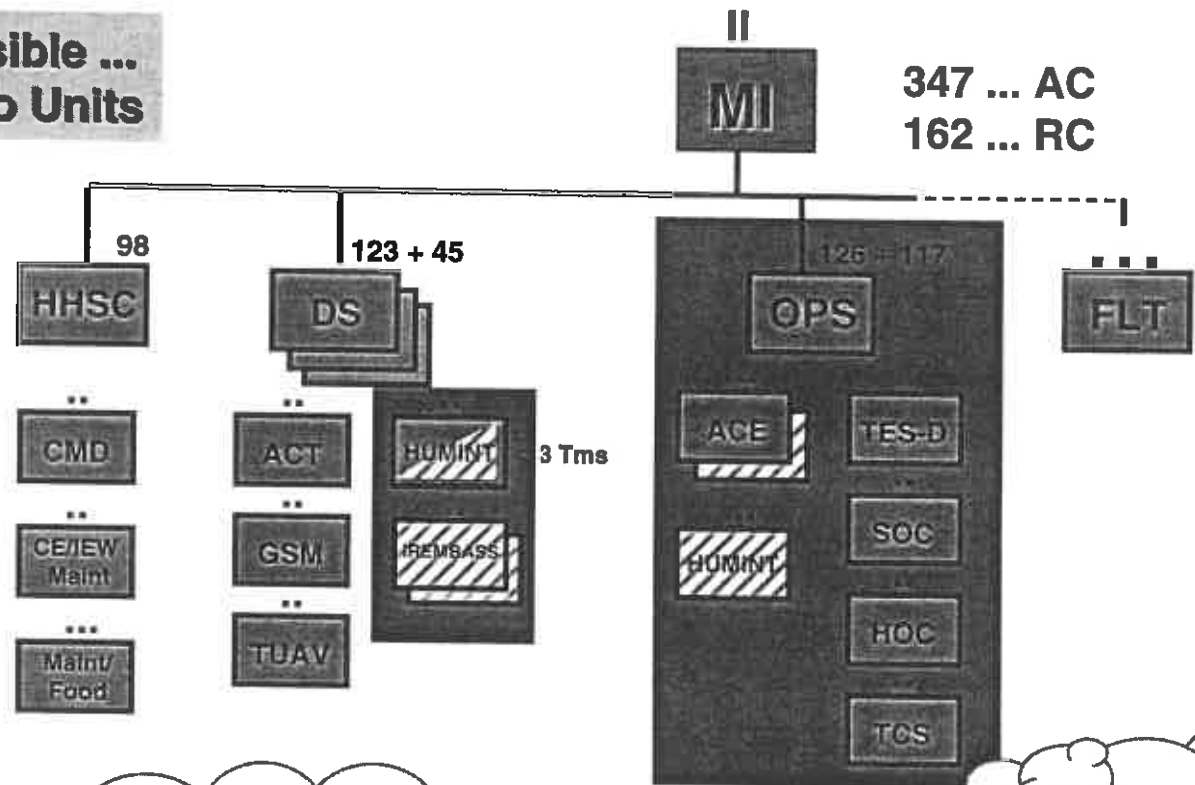




AC/RC MIX



Where Possible ...
Multi-Compo Units



Challenges

- Access prior to alert
- \$\$... Programming Wedge (Tng & Call-up)

RC Readiness Reporting ...
Linked to Parent AC Unit!

One Corps & Two Divisions ... Total AC

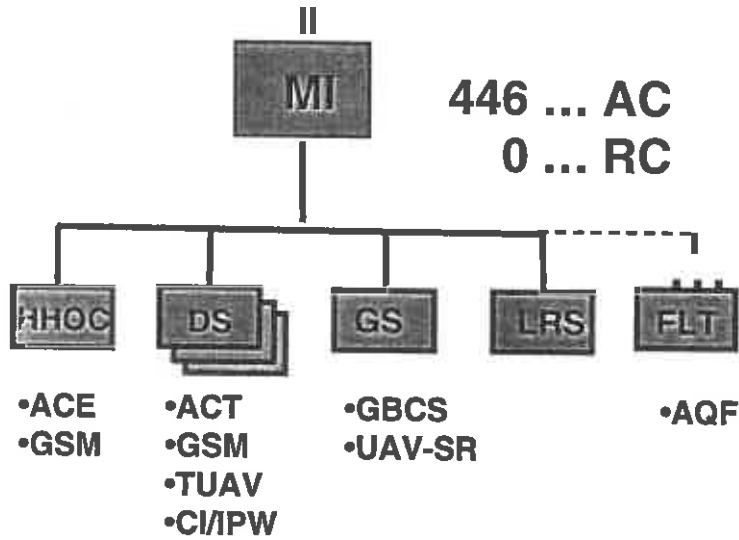


ORGANIZATION

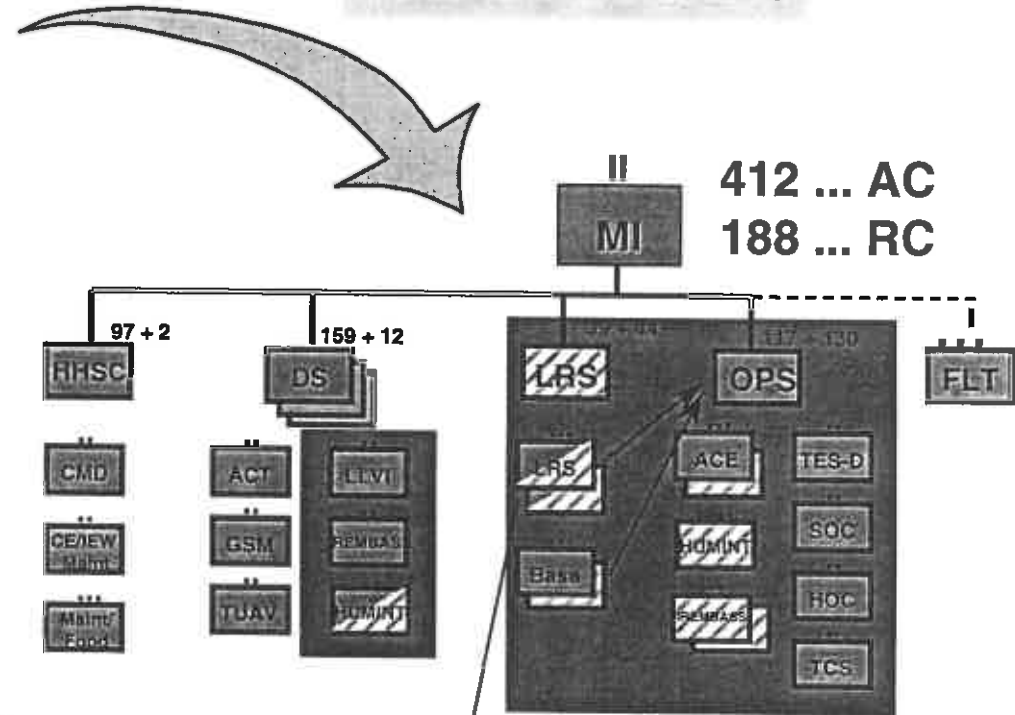
-- Lt/ABN/AASLT Division --



Current



Potential Structure



Multi-COMPO
Platoons

CHANGES

- | | |
|------------------------|------------|
| ✓ GBCS ... | SAME |
| ✓ UAV-SR ... | AS |
| ✓ SOC, HOC & TES-D ... | HEAVY DIV |
| ----- | |
| ✓ HUMINT & LRS ... | Reduce AC |
| | RC Augment |
| ✓ IREMBASS ... | RC Augment |
| ✓ LLVI ... | Reinvest |



ORGANIZATION

-- Corps --



Current

X



1,084 ... AC
0 ... RC



•ACE
•ASAS
•TENCAP

•GRCS
•UAV-SR

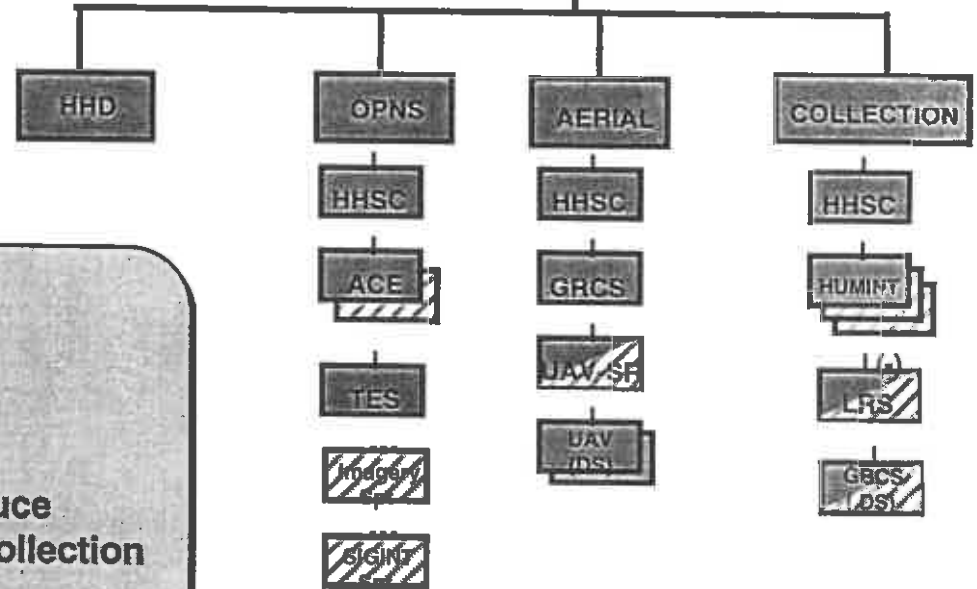
•CI
•IPW
•LRS

Potential Structure

X



1160 ... AC
454 ... RC



CHANGES

- ✓ TENCAP ...
- ✓ LRS & HUMINT ...
- ✓ GBCS ...
- ✓ UAV-SR ...
- ✓ GRCS ...

- Downsize
- Reduce AC
 - RC Augment
 - Consolidated & Reduce
 - Change the way of collection
 - Consolidate
 - DS to Div
- To ACS



ORGANIZATION

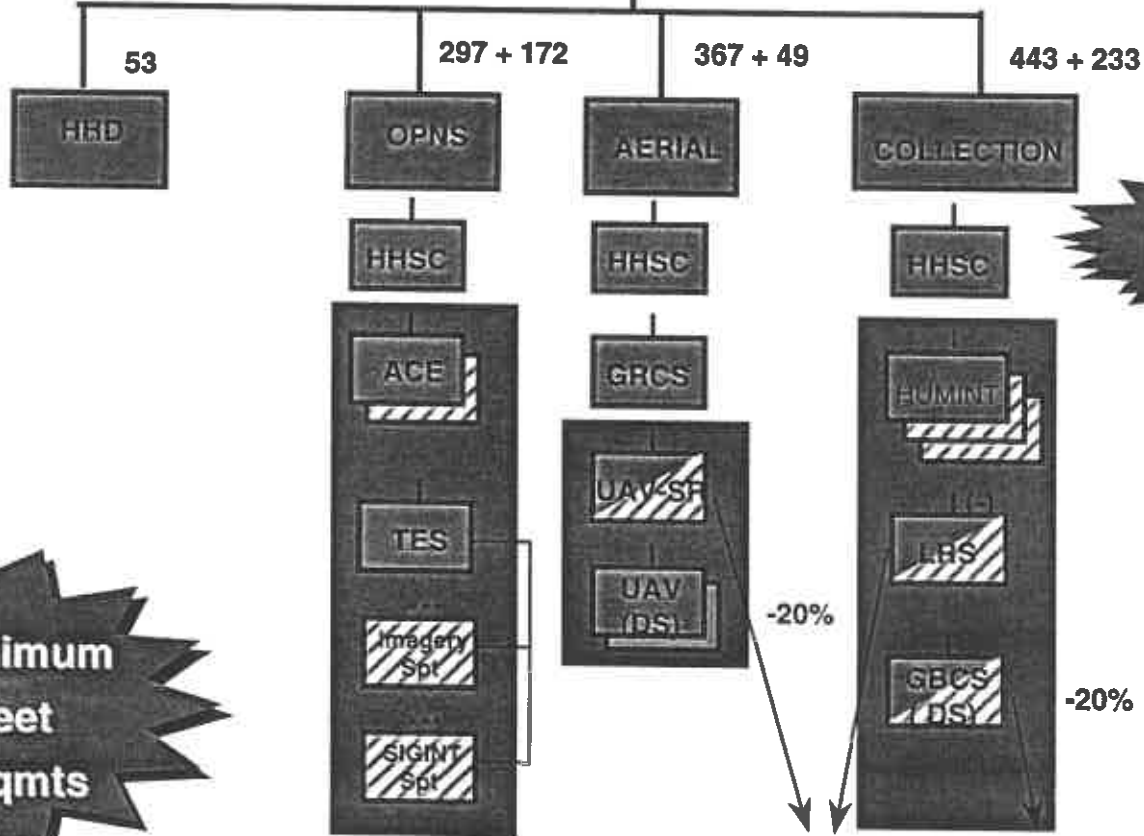
-- Corps MI Brigade Restructure --



Limits Corps Support to 2 vice 3 Divisions

X
MI

1160 ... AC
454 ... RC



GS & DS

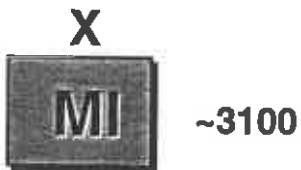
Retains Minimum Spt to Meet Tactical Rqmts

Multi-COMPO Companies

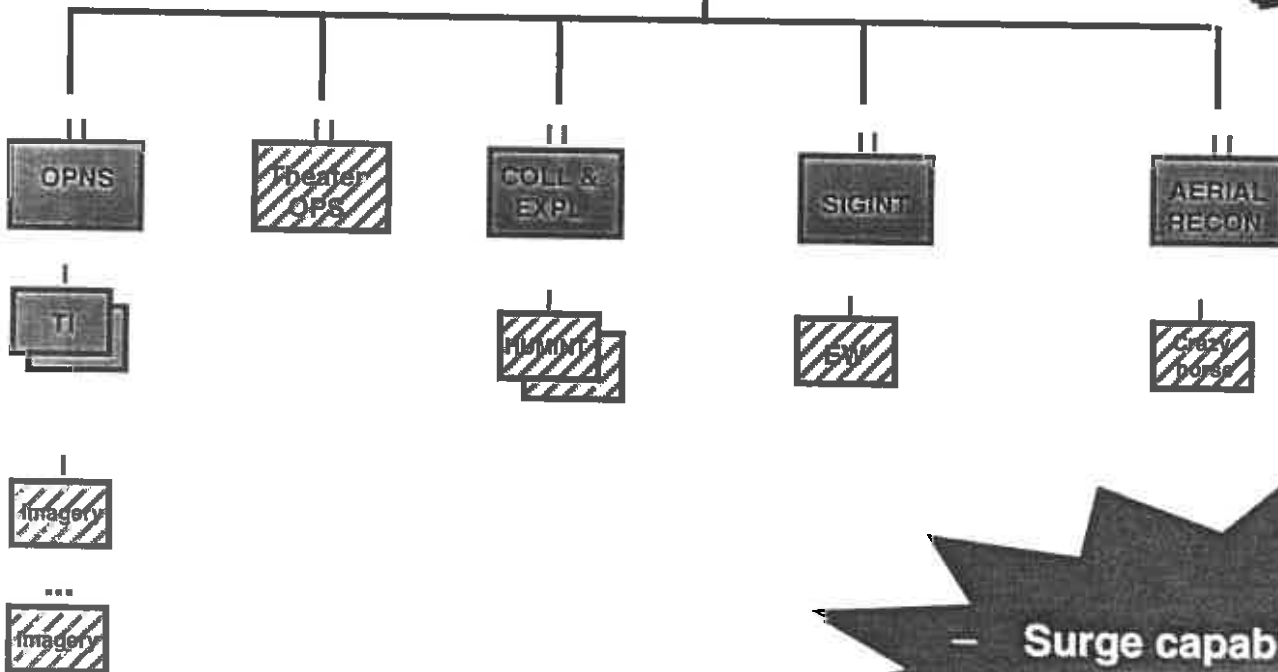


ORGANIZATION

-- Force Projection Brigade - East --



Already Heavy RC ... ~ 35%



Surge capability for tactical forces

Formed out of existing assets

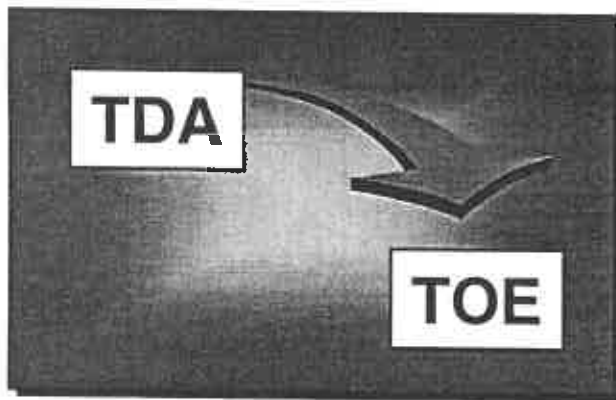
Coordinated w/CINCs



MI FUNCTIONAL AREA ASSESSMENT



INSCOM Status



... Two Critical Conversion Processes

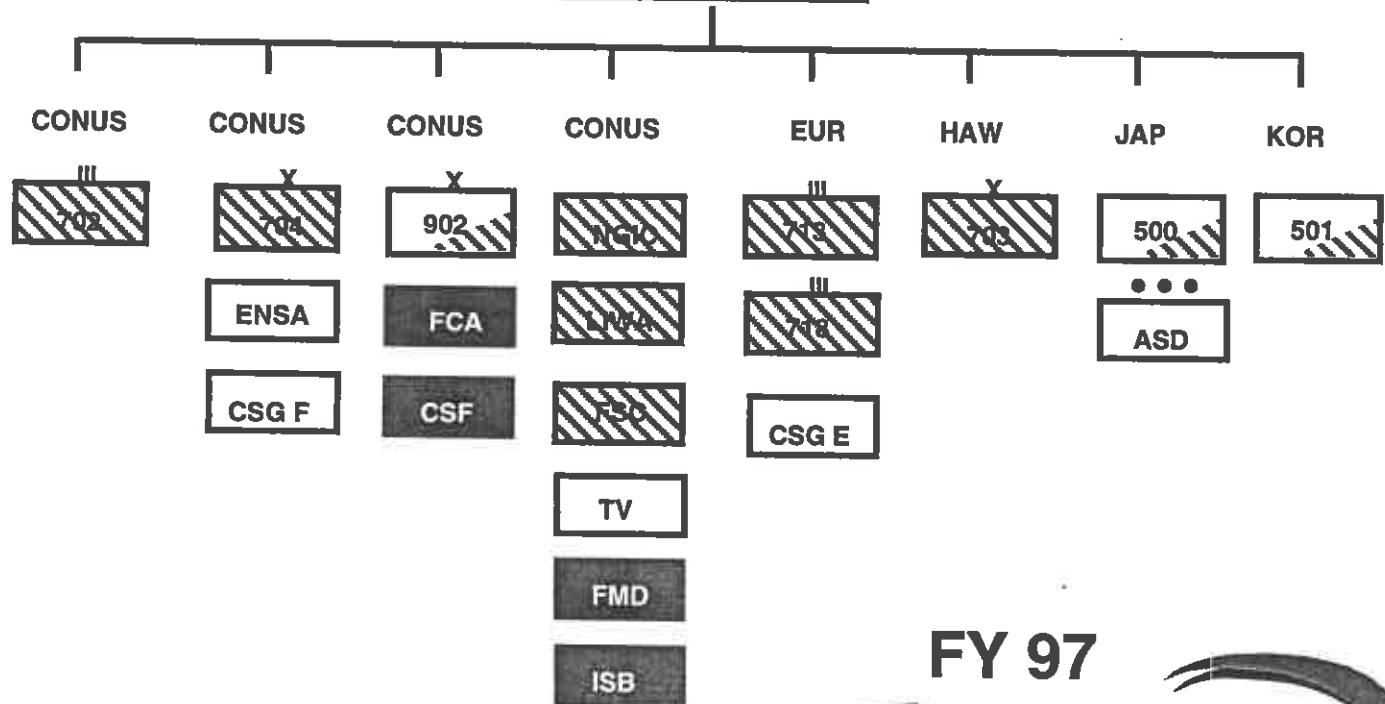




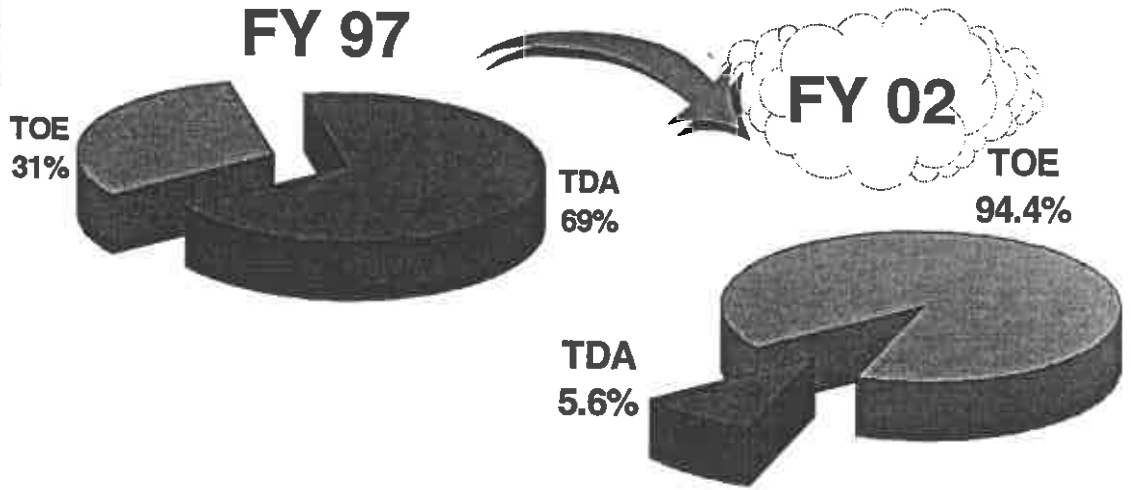
TDA to TOE Conversion



HQS INSCOM



 TOE
 TDA
 MERGED





INSCOM C2 STRUCTURE



- **Key Functions:**
 - Intelligence Oversight
 - World-wide C2 of critical & specialized functions
 - Army's SCE ... by regulation
 - DoD Production Interface
 - Garners OPM... Nat'l

Army Specialized Command ...
Current Guidance

- **"Look like a Division" ... differences:**

- Historian = army repository for classified
- Contracts = secure contracting
- Oversight = IO, IG, IR, SJA
- Reserve Affairs = essential to integrate AC/RC
- PAO = disclosure protection

If Army adopts 100-XX ... Options:

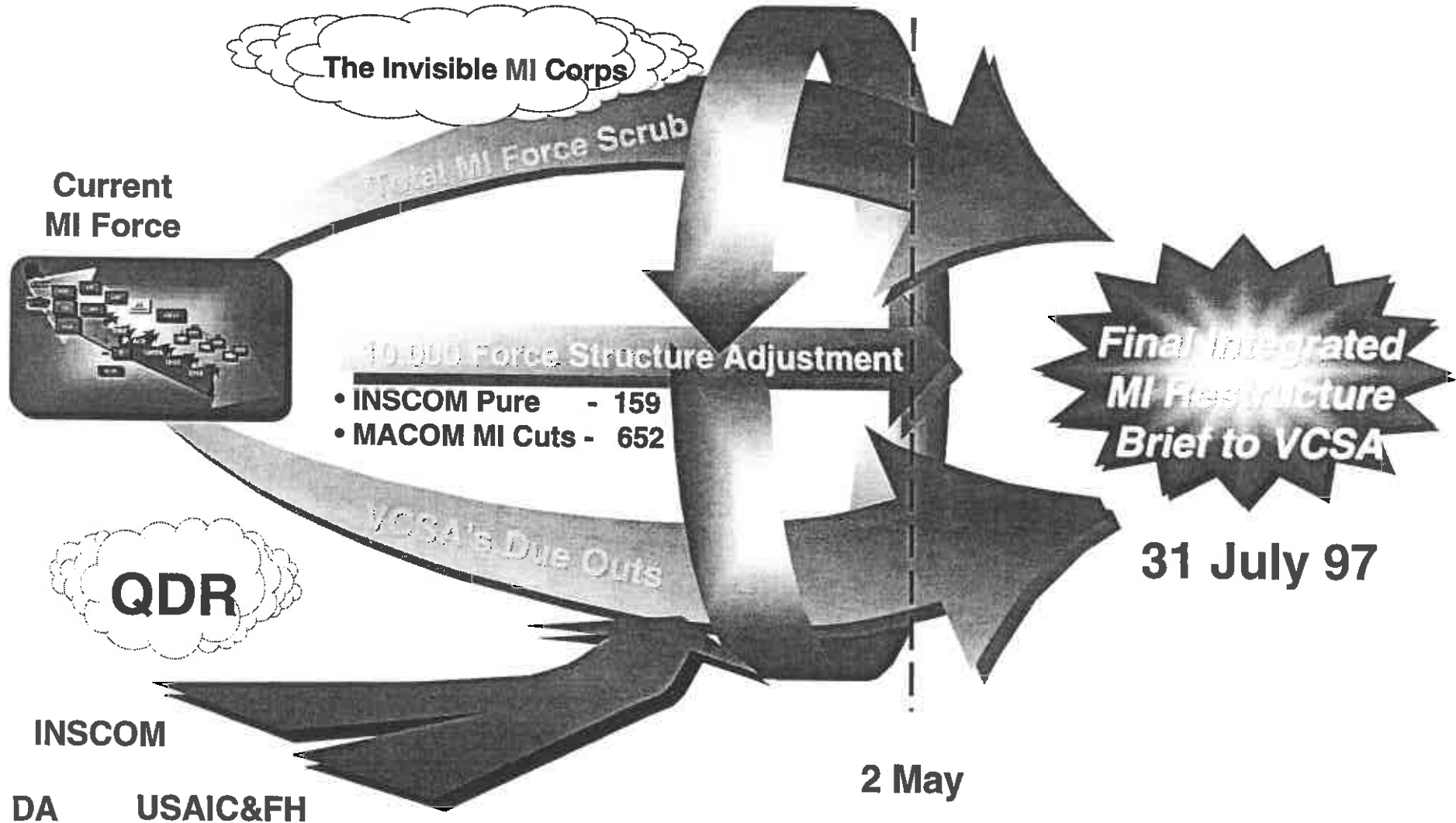
- DCSINT FOA
- FORSCOM Subordinate



MI TOTAL FORCE LAYDOWN

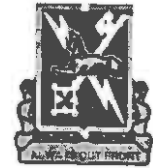


Fully Integrated MI Story

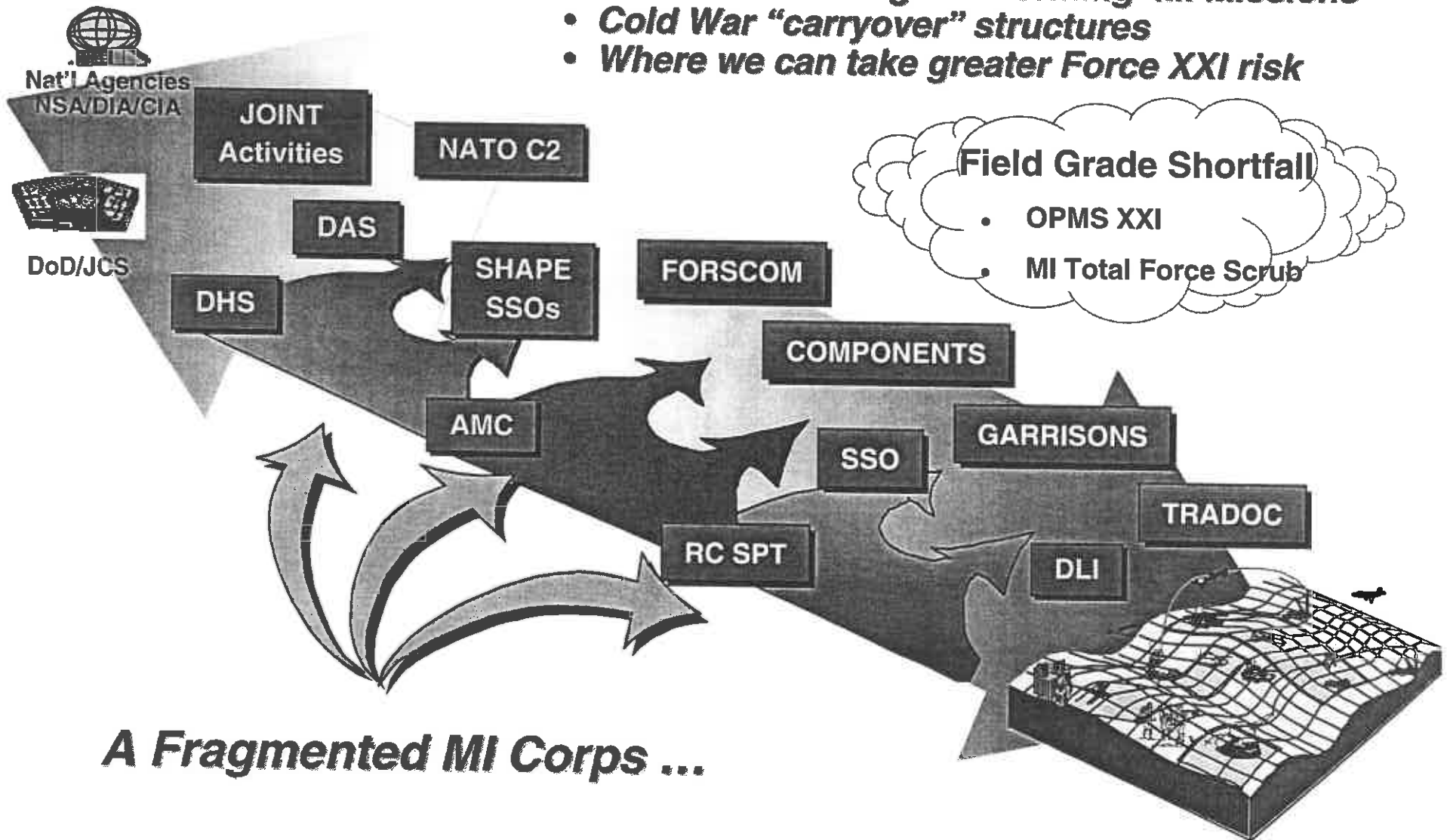




THE INVISIBLE MI FORCE



- *A Small Percentage Performing MI Missions*
- *Cold War "carryover" structures*
- *Where we can take greater Force XXI risk*




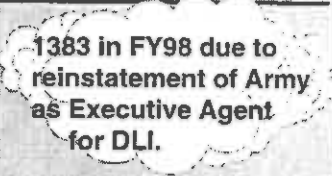



A Fragmented MI Corps ...



DRAWDOWN OPPORUNITIES

-- STRATEGIC: DEFENSE/JOINT--



Functional Area	FY90/96 Change	Current Structure	Reductions being Considered	Risk	Who To Contact
DEFENSE LANGUAGE INSTITUTE	-32%	Officers: 30 Enlisted: 158 Civilian: 693	Officers: 0 Enlisted: 0 Civilian: -693 -79%	 LOW RISK Outsource civilian positions. Retain military cadre.	 1383 in FY98 due to reinstatement of Army as Executive Agent for DLI.
JOINT INTELL CENTERS (JIC/JAC)	+309%	Officers: 207 Enlisted: 449 Civilian: 73	Officers: - 31 Enlisted: - 90 Civilian: 0 -17%	 MOD RISK Only Army "plugs" remain in non-geo JICs	CINCS:SOCOM, ACOM, SPACECOM
DEFENSE/JOINT - OSD - OJCS - DEF / JT UNITS - NSA/DIA - CINC HQ	-16%	Officers: 559 Enlisted: 361 Civilian: 74	Officers: - 51 Enlisted: -110 Civilian: - 13 -18%	 LOW RISK Retains support to warfighting CINCs and sustaining base	VARIOUS
SUPPORT TO NATO C2	-19%	Officers: 38 Enlisted: 34 Civilian: 14	Officers: - 33 Enlisted: - 25 Civilian: 0 -67%	 LOW RISK Retain 1 or 2 in MSCs Support from USEUCOM	OJCS J3
<div style="border: 1px solid black; padding: 5px; display: inline-block;"> Total 1046 ... Success equals ~400 Billets </div>					



DRAWDOWN OPPORTUNITIES

-- JOINT INTEL CENTERS --



JAC
234 SPACES

TRANSCOM JIC
9 SPACES
CUT 6

STRATCOM JIC
1 SPACE

ACOM JIC
68 SPACES

SPACECOM JIC
42 SPACES
CUT 12

ELE USA JIGS (DC)
6 SPACES
CUT

CENTCOM JIC
129 SPACES
OUTSOURCE 3

SOF JIC
31 SPACES
OUTSOURCE 12

SOUTHCOM JIC
84 SPACES
OUTSOURCE 12

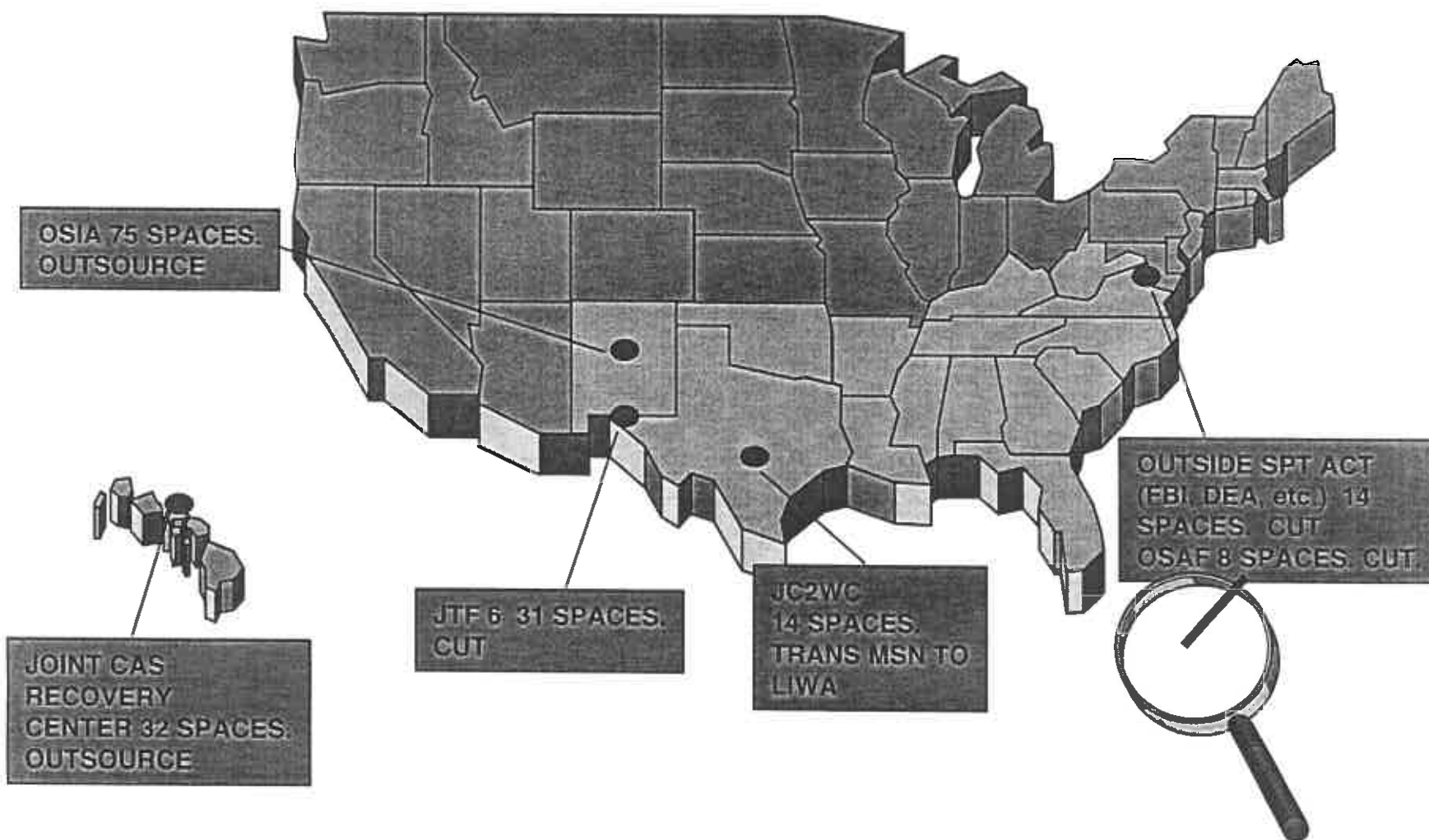


JIC PAC
125 SPACES
OUTSOURCE 8



DRAWDOWN OPPORTUNITIES

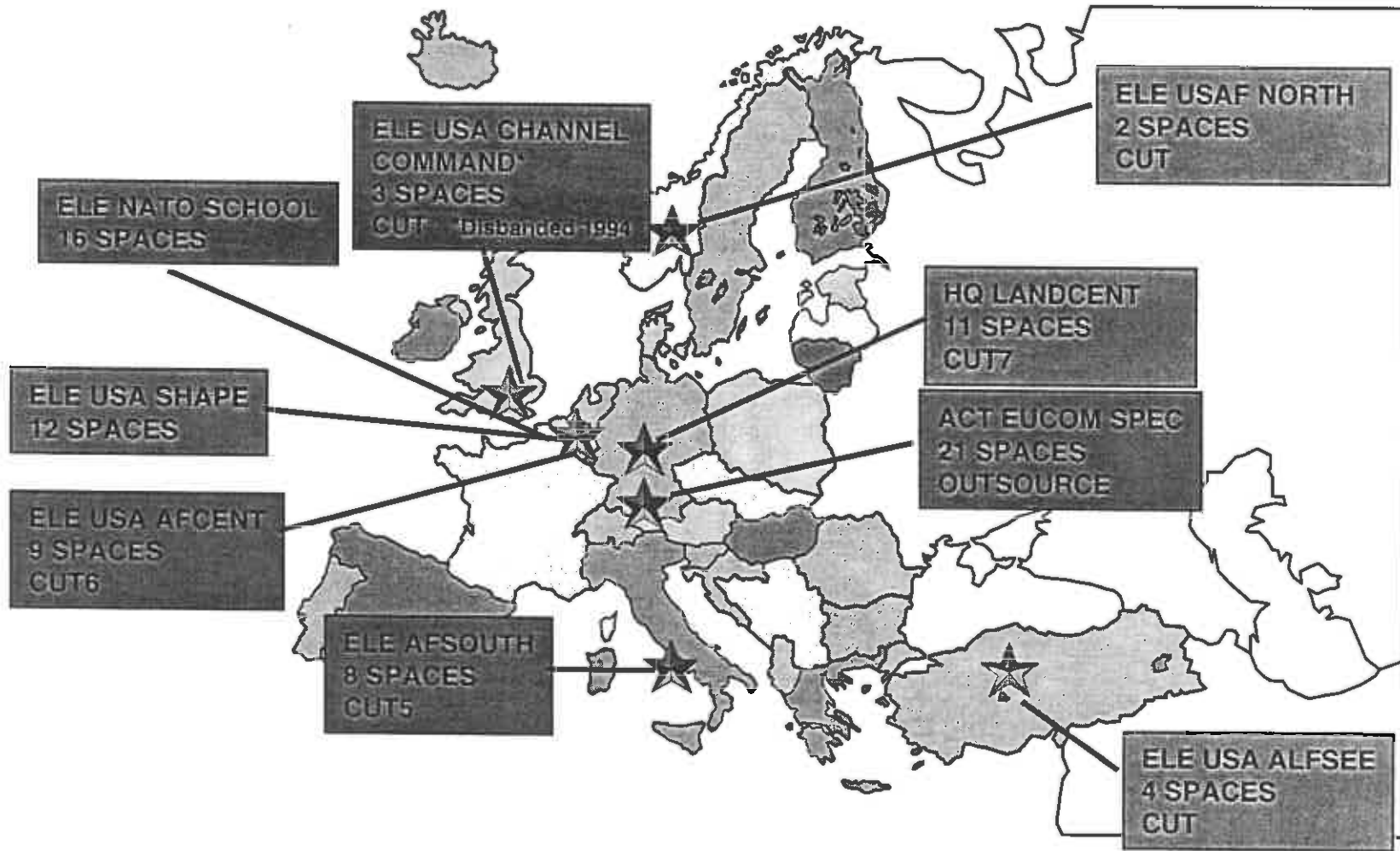
-- DEFENSE/JOINT --





DRAWDOWN OPPORTUNITIES

-- SUPPORT TO NATO C2 --



NATO Organizations

Major Subordinate Command (MSC)

Principal Subordinate Command (PSC)



DRAWDOWN OPPORTUNITIES

-- STRATEGIC: ARMY--



Functional Area	FY90/96 Change	Current Structure	Reductions being Considered	Risk	Who To Contact
TRADOC: CENTERS AND SCHOOLS (less USAIC)	+1 %	Officers: 60 Enlisted: 86 Civilian: 44	Officers: -36 Enlisted: -57 Civilian: -35 -67%	LOW RISK Cut Threat Shops. Retain 3 positions for MI SME in School houses	CG, TRADOC AND BRANCH CENTERS
ARMY MATERIEL COMMAND	+16%	Officers: 24 Enlisted: 183 Civilian: 601	Officers: -4 Enlisted: -106 Civilian: -400 -63%	LOW RISK Outsource support functions	CG, AMC
<p>Total 638 ... Success equals ~300</p>					

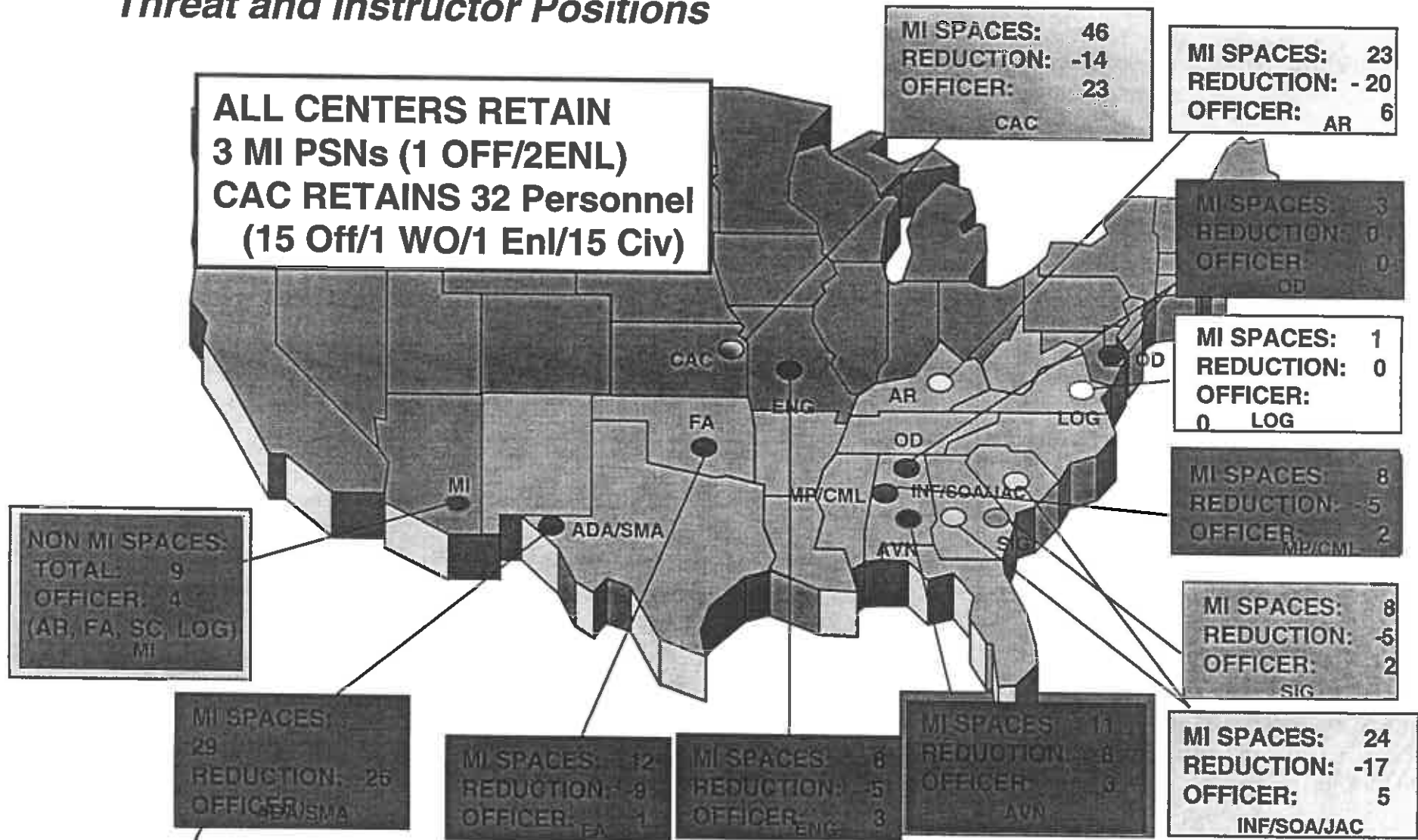


DRAWDOWN OPPORTUNITIES

-- MI SPACES IN TRADOC CENTERS & SCHOOLS --



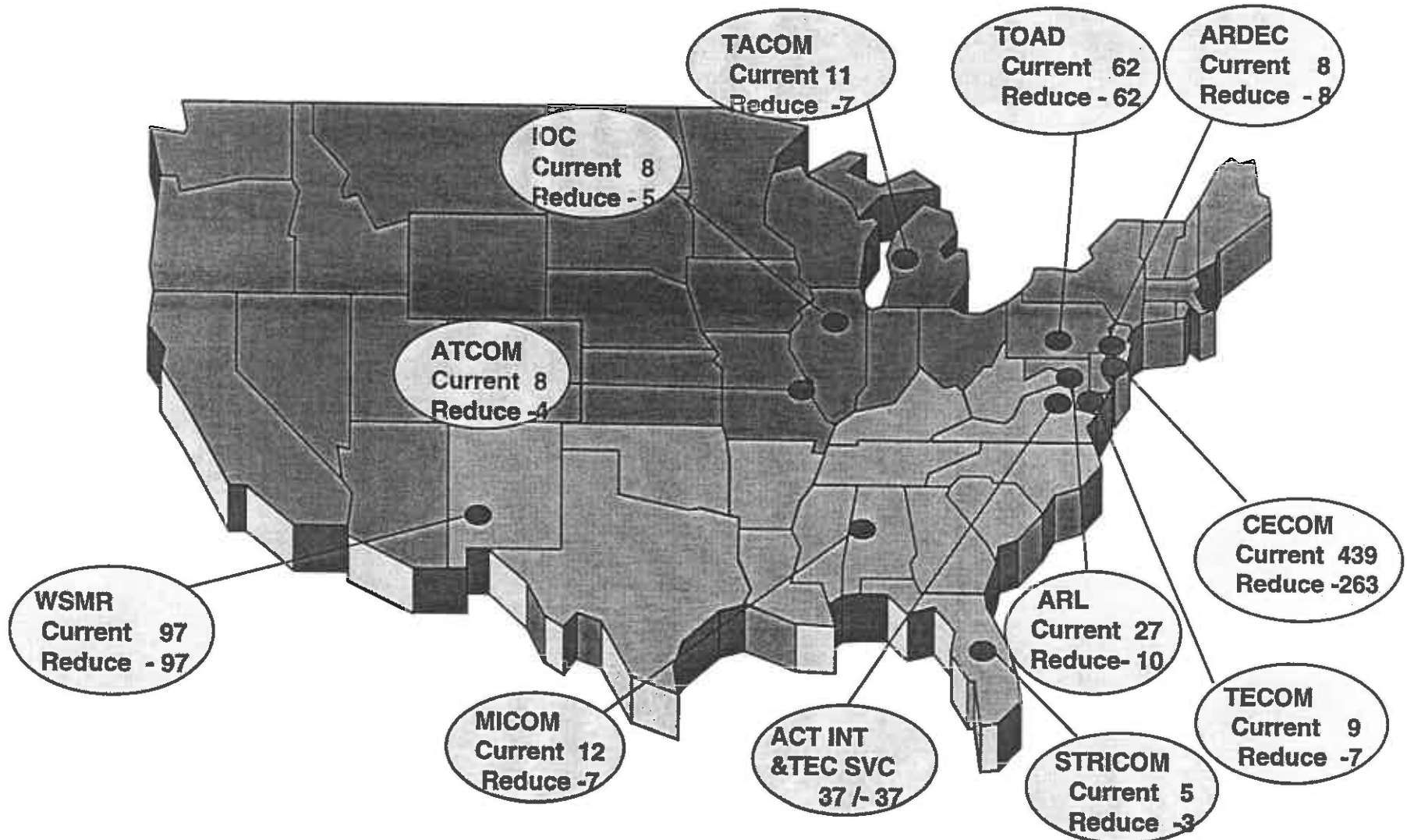
Threat and Instructor Positions





DRAWDOWN OPPORTUNITIES

-- ARMY MATERIEL COMMAND --





DRAWDOWN OPPORTUNITIES

-- INSCOM --



Functional Area	FY90/96 Change	Current Structure	Reductions being Considered	Risk	Who To Contact
NFIP REDUCTION	-57%	OFF- 549 WO-178 ENL-4352 CIV-1397 TOTAL-8467	OFF- 6 WO-0 ENL-440 CIV-55 TOTAL- ~500 -8%	MEDIUM LAW/POLICY	CG, INSCOM
HQ STAFF REDUCTION	-35%	OFF- 88 WO-13 ENL-117 CIV-498 TOTAL-716	OFF- 18 WO-4 ENL-25 CIV-103 TOTAL- ~150 -21%	MEDIUM	CG, INSCOM
UNIT ELIM ISB,703,732	48%	OFF- 23 WO-6 ENL-544 CIV-18 TOTAL-591	OFF- 11 WO-0 ENL-69 CIV-0 TOTAL-58 -14%	LOW	CG, INSCOM
CSF	-19%	OFF-0 WO-0 ENL-0 CIV-84 TOTAL-84	OFF-0 WO-0 ENL-0 CIV-84 TOTAL-84 -100%	LOW OUTSOURCE	CG, INSCOM
TECHINT (203RD) BLENDING	-20%	OFF-23 WO-7 ENL-200 CIV-7 TOTAL-237	OFF-0 WO-0 ENL-84 CIV-0 TOTAL-84 -31%	LOW BLEND AC/RC	CG, INSCOM
EW		OFF- 4 WO-1 ENL-69 CIV-0 TOTAL-74	OFF- 4 WO-1 ENL-69 CIV-0 TOTAL-74 -100%	LOW XFER TO RC	CG, INSCOM

Total 922 ... Success equals ~550

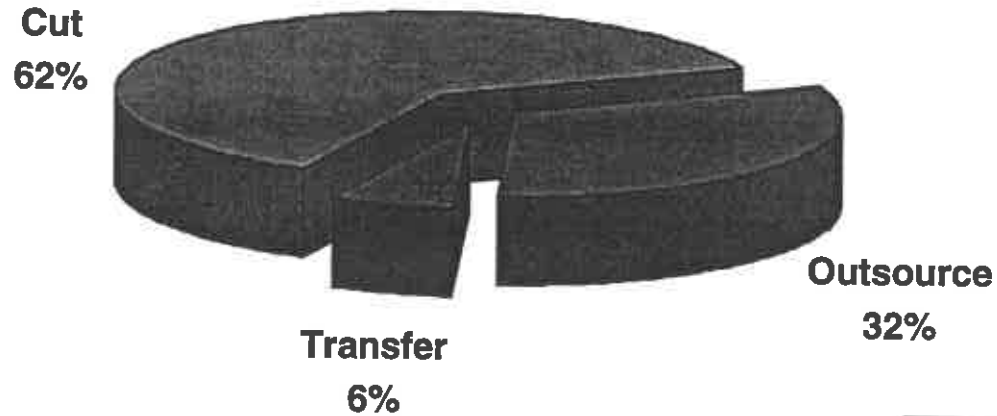


DRAWDOWN OPPORTUNITIES

-- BOTTOM LINE --

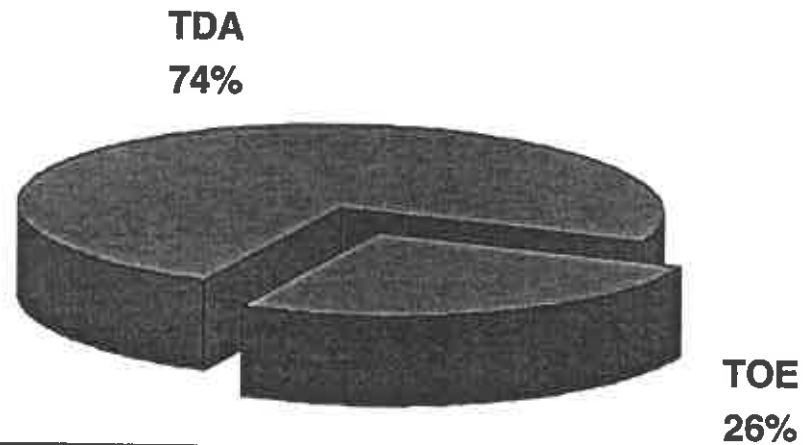


RELATIONSHIP OF CUTS, TRANSFERS, AND OUTSOURCING



COMPO 1 Only

RELATIONSHIP OF CUTS: TOE VS. TDA





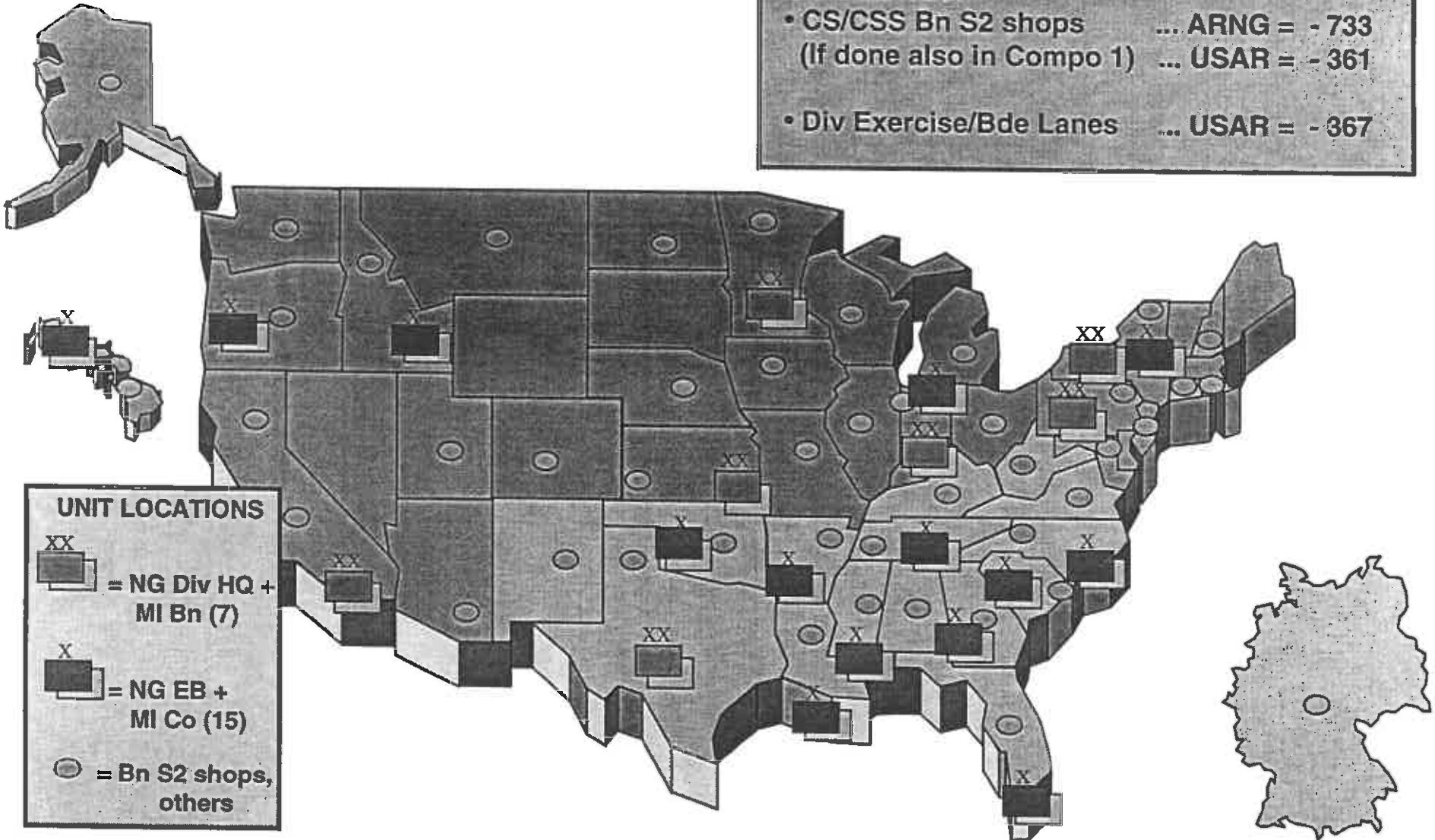
TOTAL FORCE LAYDOWN

--COMPO 2 (ARNG) & COMPO 3 (USAR) --



GUIDELINES:

- CS/CSS Bn S2 shops ... ARNG = - 733
(If done also in Compo 1) ... USAR = - 361
- Div Exercise/Bde Lanes ... USAR = - 367



UNIT LOCATIONS

XX
[] = NG Div HQ + MI Bn (7)

X
[] = NG EB + MI Co (15)

○ = Bn S2 shops, others



MI FUNCTIONAL AREA ASSESSMENT



Conclusion



Conclusion



• Aggregate Savings ... ~2250 Compo 1

- 10,000 Billet Reduction ... 811
- Invisible MI Corps ... 700
- INSCOM ... 550
- Tactical ... ~300

Likely

811

700

550

~300

INSCOM & Tactical

Joint & Defense!

• Challenging
• Timing

PRO

CON

- Smaller
- Flexible
- Initial Entry
- Access & Leverage

- UAV-SR & GBCS ... 20% reduction
- LRS ... 1/2 in RC
- Requires DS Surge ...
- Marginal savings

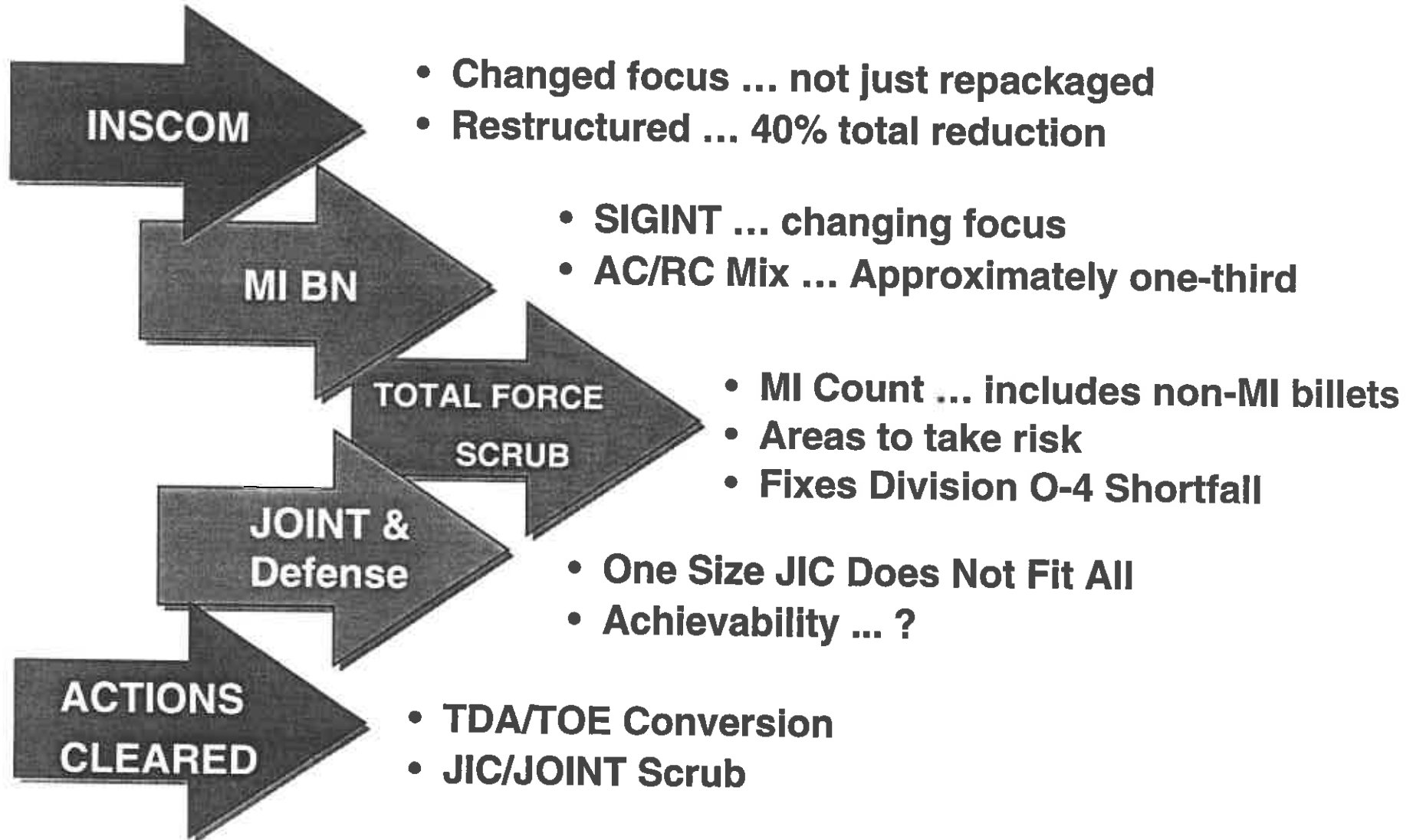
• Compo 2 Proposed Reductions ... 733

• Compo 3 Proposed Reductions ... 788

Div Reduction...
Existence Rule



Bottom Lines





WHY NO ONE ECHELON CAN DO IT ALL!



Yeah, but ...



- National Will
- Technology
- Nat'l Mil Strategy
- Title 10

- POL/MIL
- Centers of Gravity
- Infrastructure
- WMD
- Surge Capabilities

- Track
- Deep strike
- Correlation of Forces
- Detailed Analysis

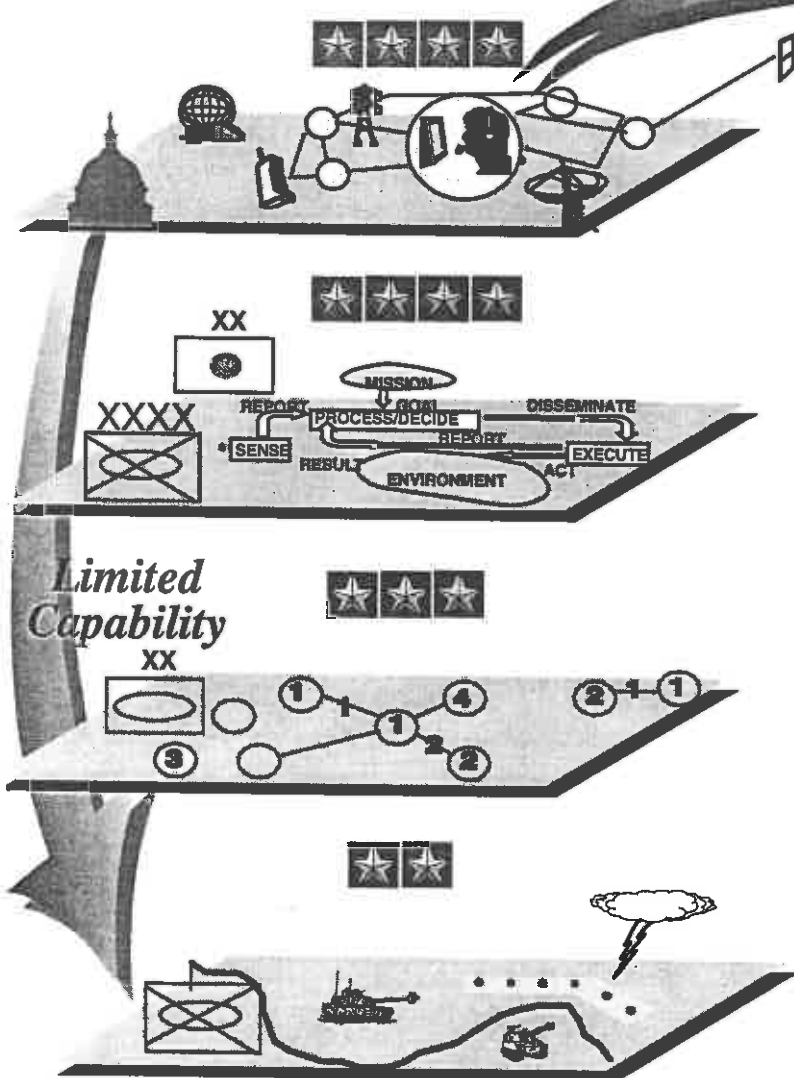
- Obstacles
- Environment Impacts
- Targeting

Differing Rqmts

- Focus
- Volume
- Responsiveness

Within First 150km

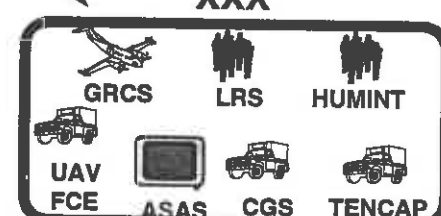
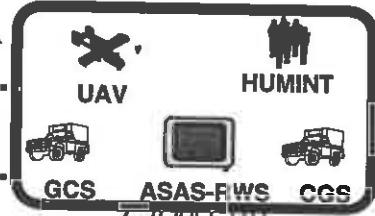
• Sitters	221
• Emitters	17,550
• Movers	12,387
• Shooters	17,213
• Hiders	200+



ARMY XXI REQUIREMENTS



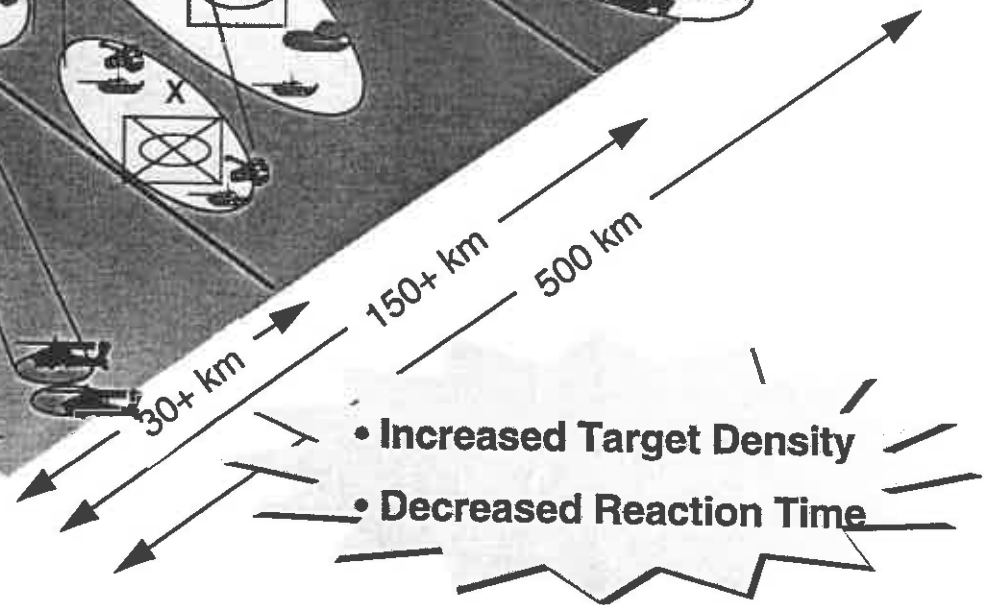
Collectors.....
Processors.....



CDR's Rqmts Differ by Echelon

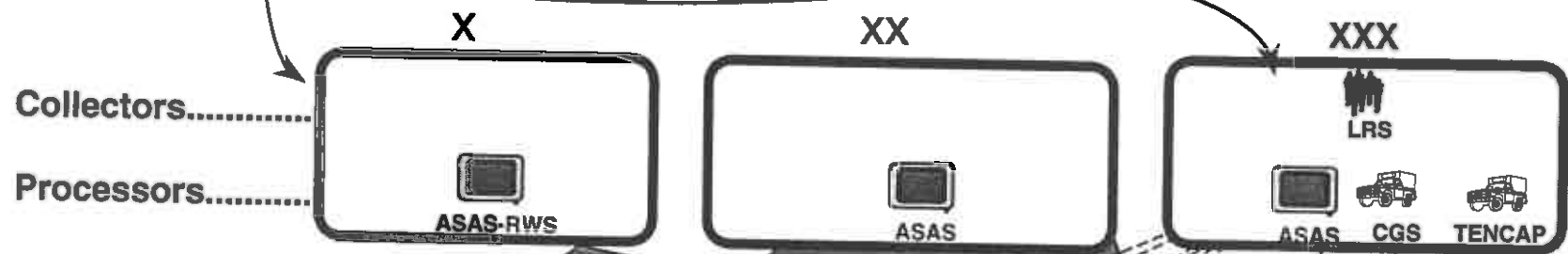
Unlike AF & Navy Warfighter Rqmts...

- Primary collectors are different
- Volume
- Responsiveness





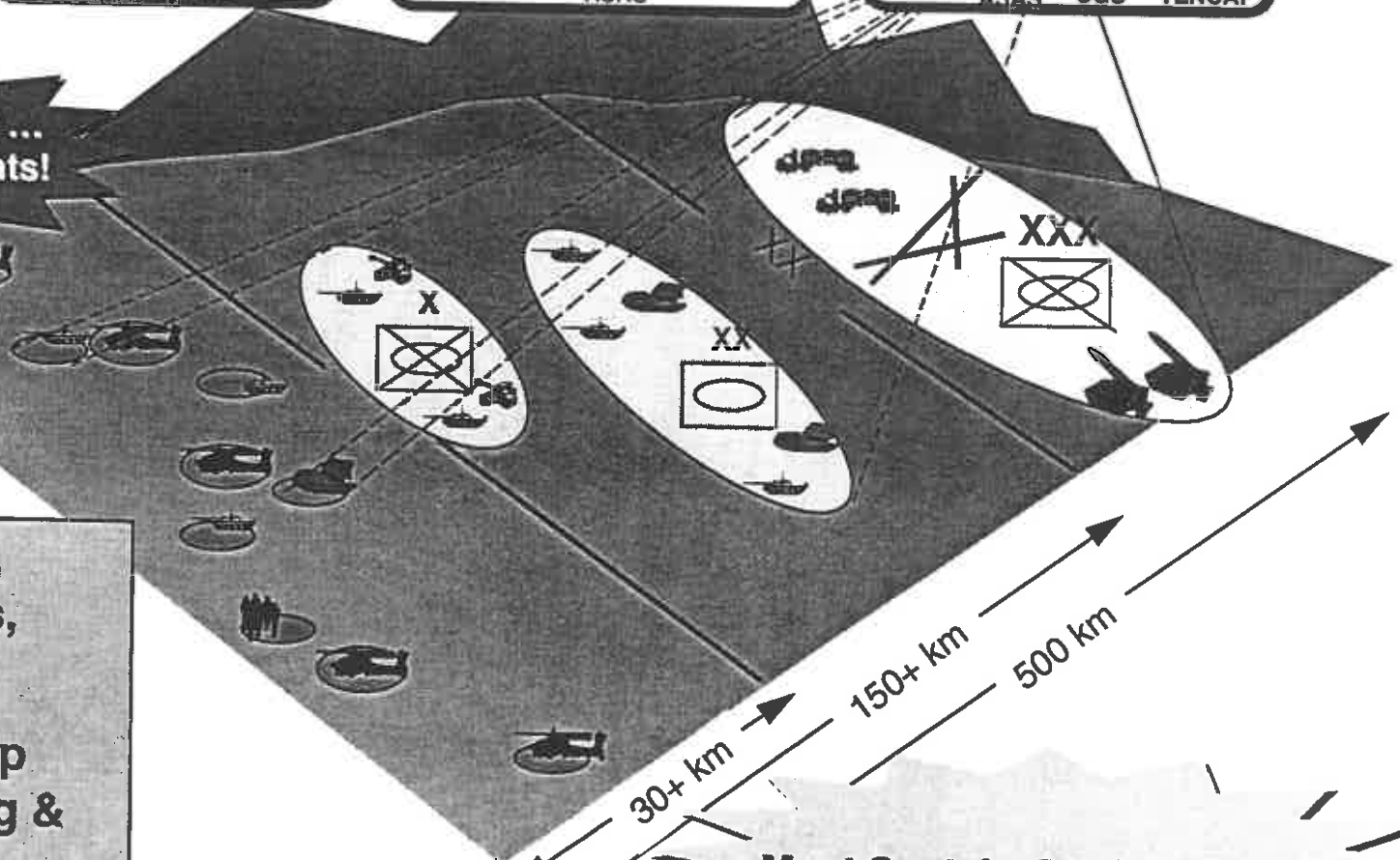
NON-OPERATIONAL COSTS



**Joint Can Assist ...
But Not ALL Rqmts!**

**... Lose fidelity,
responsiveness,
and leverage**

**... Impacts Deep
Strike, Targeting &
Sit Awareness**



Must Sustain Our Investment



*United States Army Intelligence Center and Fort Huachuca
Fort Huachuca, Arizona 85613*



Military Intelligence Functional Area Assessment

**Final Briefing
to
VCSA**

31 July 1997



Purpose



To provide a final status update on taskings received at:

- 12 Dec 96 Initial MI FAA Briefing**
- 2 May 97 Interim MI FAA Update**



Agenda



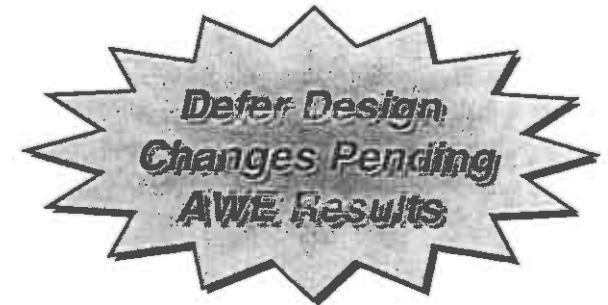
- **Recap ... Taskings & Size of the MI Force**
- **Key Issues**
- **Tactical Restructure**
- **INSCOM ... TOE Conversion & C2**
- **Drawdown Opportunities ... Total Force Laydown**
- **Conclusion**



Recap of VCSA Taskings



- **Divisional MI Bn**
 - Make as small as possible
 - Fill at 100% or higher
 - AC/RC Composite Unit
- **Corps MI Bde**
 - Explore integrating RC into AC
- **INSCOM**
 - Convert to Specialized Command
 - Convert TDA to TOE
- **Field Grade Requirements**
 - Reduce vice off-load
- **Recap Total MI Force ... reduce**
 - Joint
 - All COMPOs
- Done ...
- Done ...
- Done ...
- Done ...
- Working ... J1 & JWCA ISR issue
- Done ...





Recap of the MI Force



Fully Integrated MI Story

Focus on Invisible MI Corps

Total MI Force Scrub

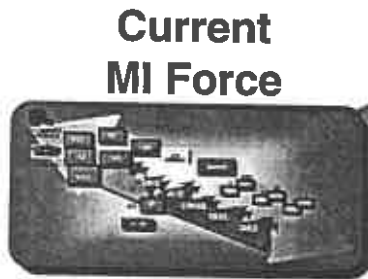
10,000 Force Structure Adjustment

- INSCOM Pure - 159
- MACOM MI Cuts - 652

VCSA's Due Outs

Final Integrated MI Restructure Brief to VCSA

31 July 97



INSCOM

DA

USAIC&FH

2 May



- COMPO 1 1,000
- COMPO 2 n/a
- COMPO 3 1,100
- AGENCIES unk (6%)
- JOINT unk (10%)
- GDIP REALIGN unk (5%)



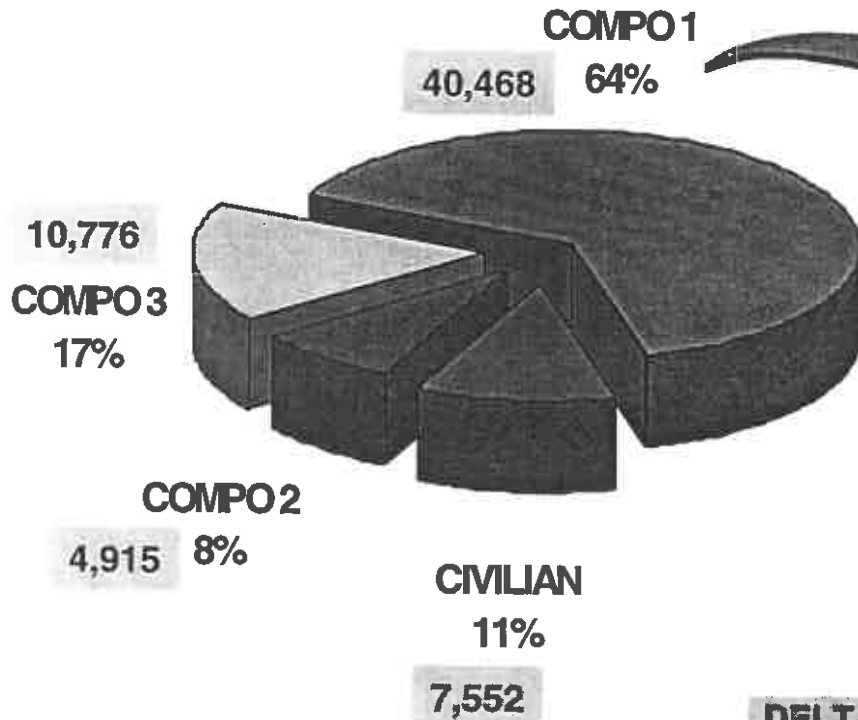
MI Total Force Laydown

-- MI FORCE COMPOSITION --



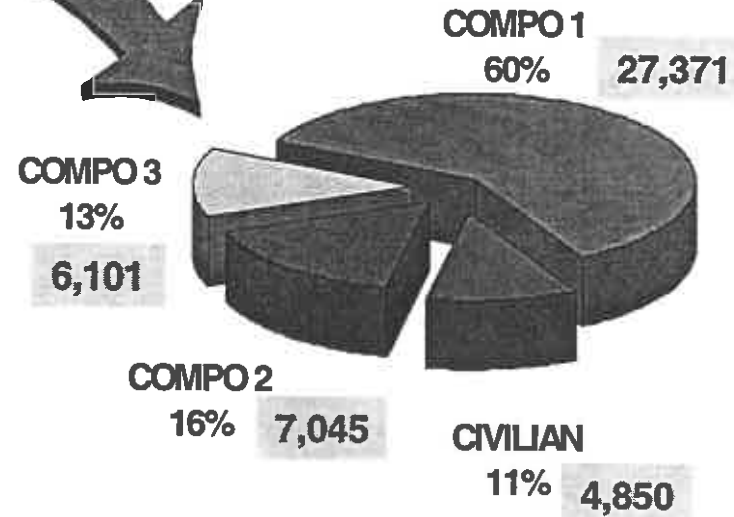
FY90

63,711



FY97

45,367



DELTA

- COMPO 1 -32%
- Civilian -36%
- COMPO 2 +43%
- COMPO 3 -43%
- Overall -29%



How MI Is Invested

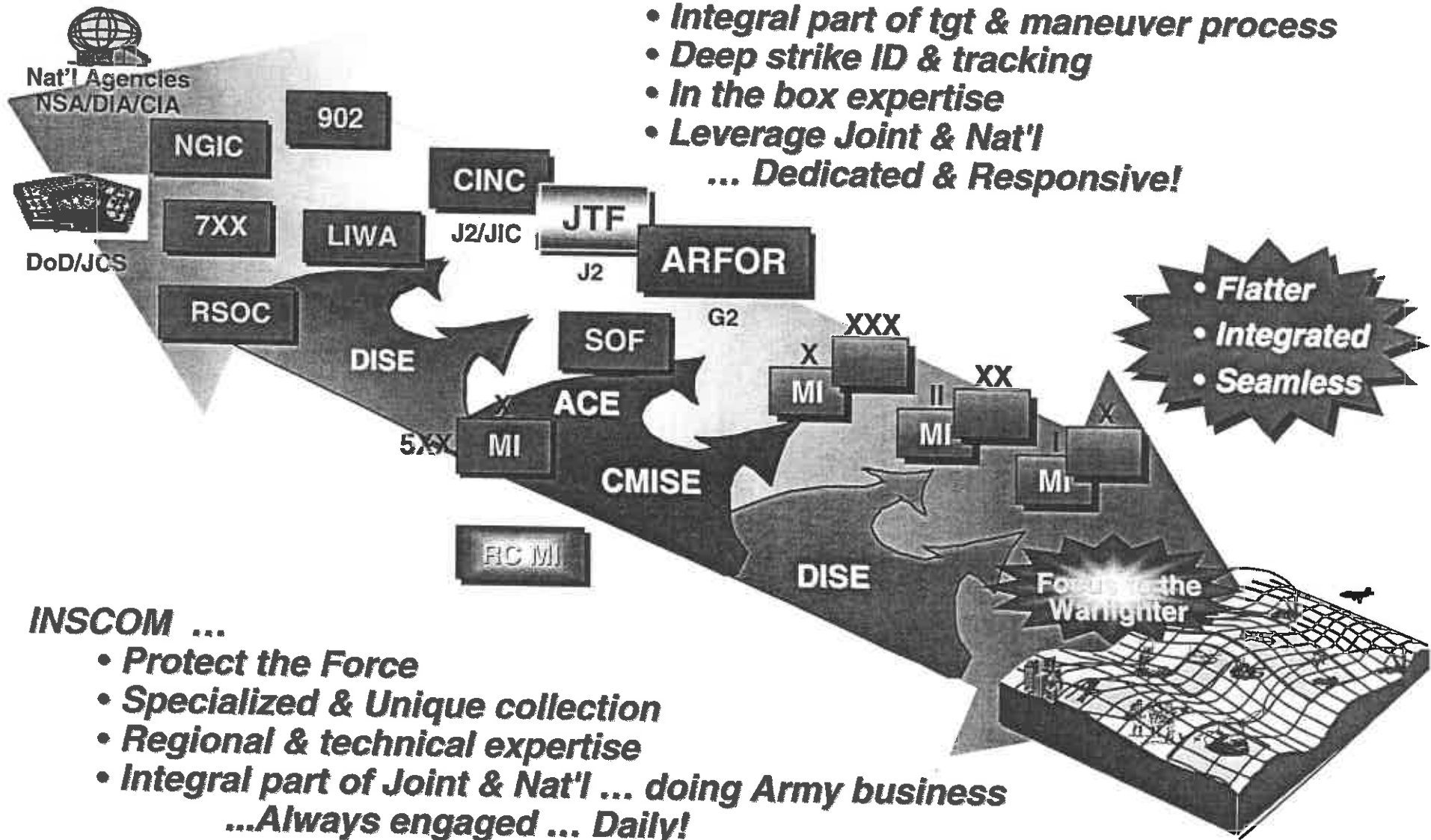
-- Visible MI Force --



Corps & Division ...

- Integral part of tgt & maneuver process
- Deep strike ID & tracking
- In the box expertise
- Leverage Joint & Nat'l

... Dedicated & Responsive!



INSCOM ...

- Protect the Force
 - Specialized & Unique collection
 - Regional & technical expertise
 - Integral part of Joint & Nat'l ... doing Army business
- ...Always engaged ... Daily!

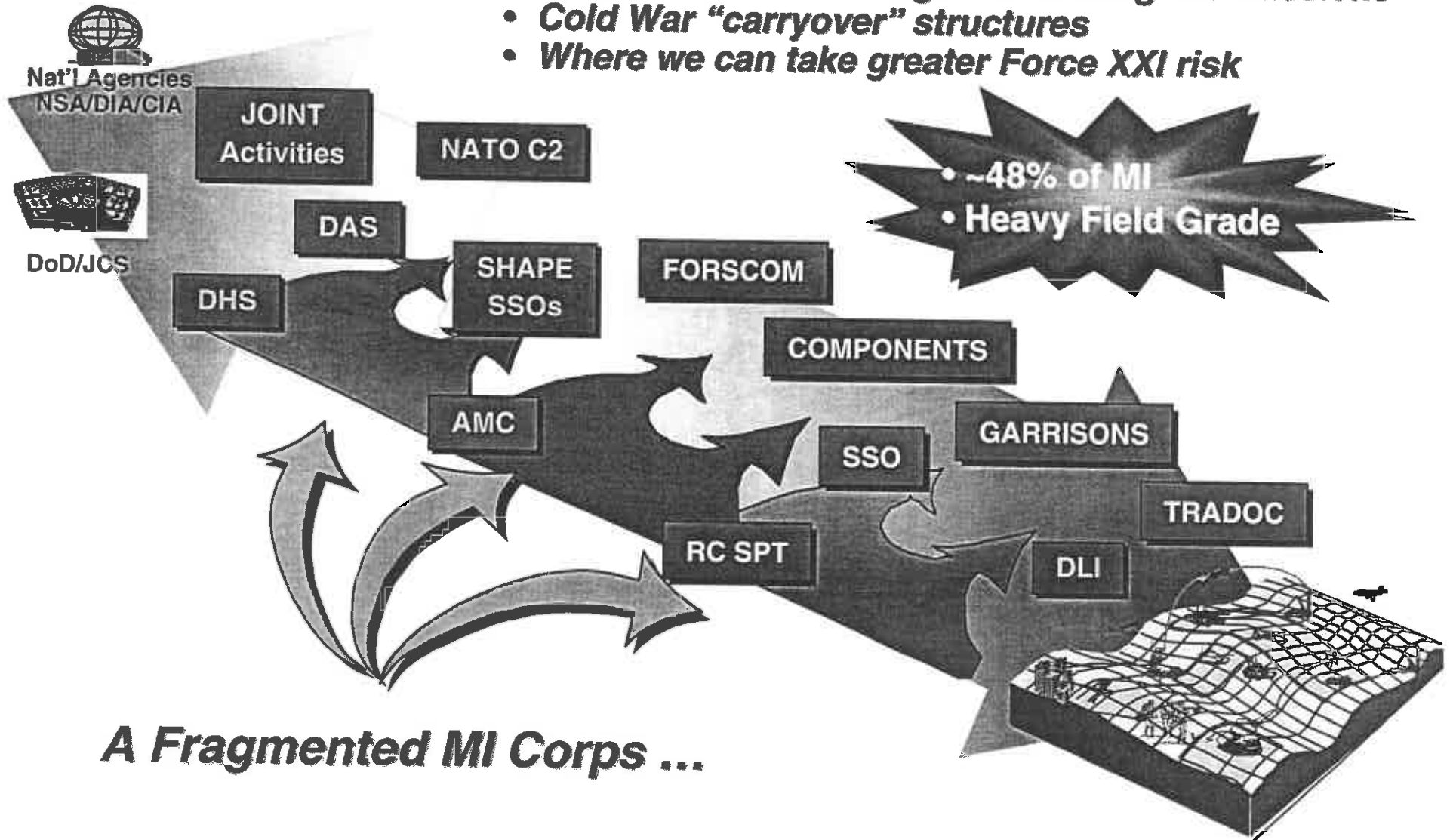


How MI Is Invested

-- Invisible MI Force --



- Only a Small Percentage Performing MI Missions
- Cold War "carryover" structures
- Where we can take greater Force XXI risk





How MI Is Invested

-- Counted Unlike Any Other BOS --

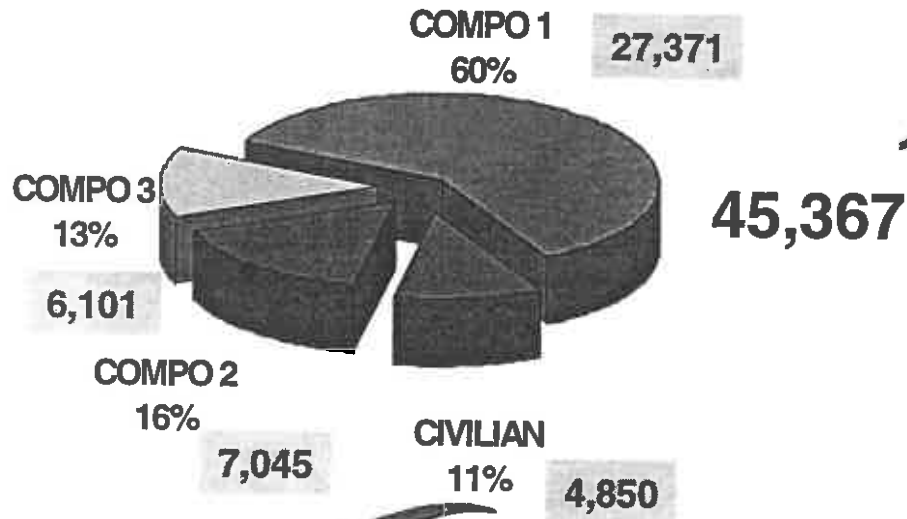


- **MI MOS in MI units (35s, 96s in MI BN)**
- **Non-MI MOS in MI units (76s, 71s in MI BN)**
- **MI MOS in non-MI units (35s, 96s in any unit, agency, activity, G2, S2, etc.)**
- **Non- MI MOS in non-MI unit (Supporting MI system acquisition, testing, fielding, etc.)**



How MI Is Invested

-- Specifics of Non-MI --



1193 Substantive Analysts

- The "MI Total Force" includes:
- MI MOS IN MI UNITS
 - NON - MI MOS IN MI UNITS
 - MI MOS IN NON - MI UNITS
 - NON - MI MOS IN NON-MI UNIT

<u>Non- MI</u>		
◆ Compo 1:	7,208	26%
◆ Compo 2:	772 *	10%
◆ Compo 3:	1,125 *	18%
* Additional 1380 (10%) = 97L		

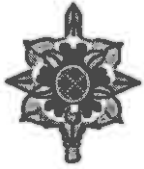
**~30%
Non-MI**



Agenda



- **Recap ... Taskings & Size of the MI Force**
- **Key Issues**
- **Tactical Restructure**
- **INSCOM ... TOE Conversion & C2**
- **Drawdown Opportunities ... Total Force Laydown**
- **Conclusion**



Recap of Key Issues



- **ASAS RWS - Alternative Fielding Strategy**
- **CSTAR Funding**
- **MI Field Grade Shortfall**



ASAS RWS

-- Proposed Initial Distribution - FY 98+ --



FAA Requirement = 877 RWS @ \$62.2M

Vice Chief of Staff Guidance - "Go across the force at the critical nodes."
- use 26.8M (1st year of UFR) to do that.



\$26.8M Buys 374 RWS

374 RWS distributed to critical nodes

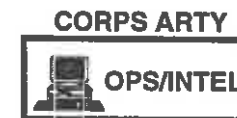
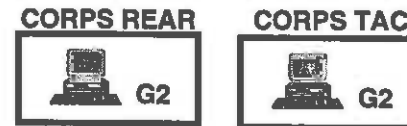
Critical nodes include:

- 10 Divisions with RWS to:
Maneuver Bde TOC S-2 OPS
Maneuver BN S-2
MI DS Company ACT
Division Staff - G2 OPS, Plans,
TAC, and Rear
DIVARTY HQ
AVN Bde HQ
CAV SQDN
- 4 Corps with RWS to:
Corps Staff - G2 OPS, Plans,
TAC, and Rear
Corps Arty HQ
FA Bde HQ
AVN Bde HQ
MP Bde HQ
- 3 ACR/Sep Bde - S2 OPS and Plans
- 5 SOG HQ - Intell Staff
- 1 Ranger Regiment HQ

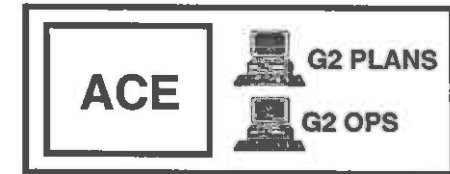
Not included

- Maneuver Bde TAC
MI BN/QuickFix PLT
Eng BN
- DS FA BN
AVN BNs
- MI Bde/Bns
- ARTY BNs
AVN BNs
MP BNs
All Other Bde/BNs
- MI Co/SQD S-2s
Subordinate Units
Subordinate Units

CORPS MAIN



DIVISION MAIN



Maneuver BDE X 3 = 18 RWS



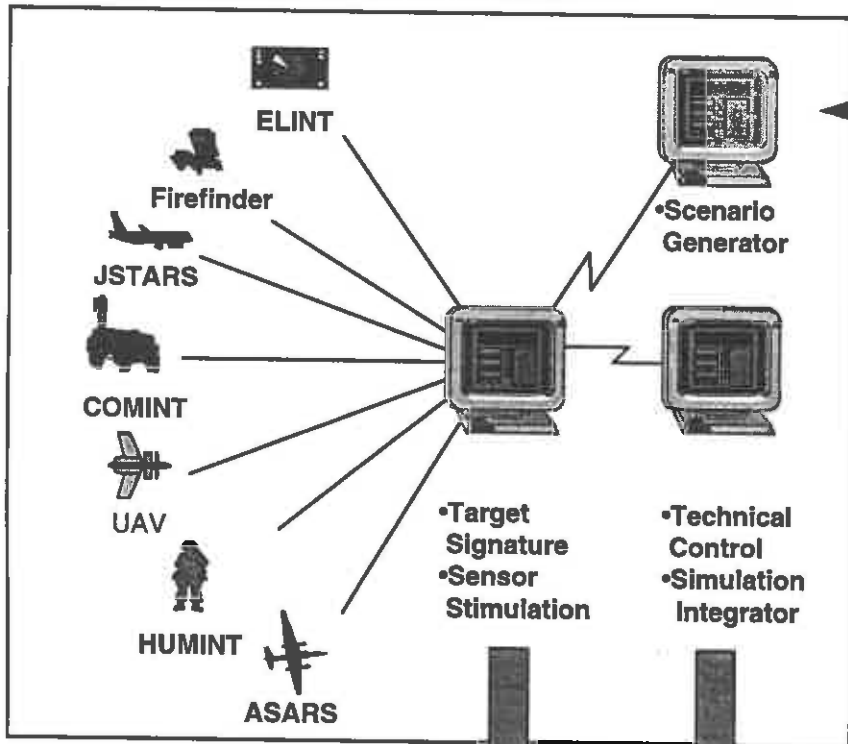
= RWS v3.X



SIMULATION ARCHITECTURE

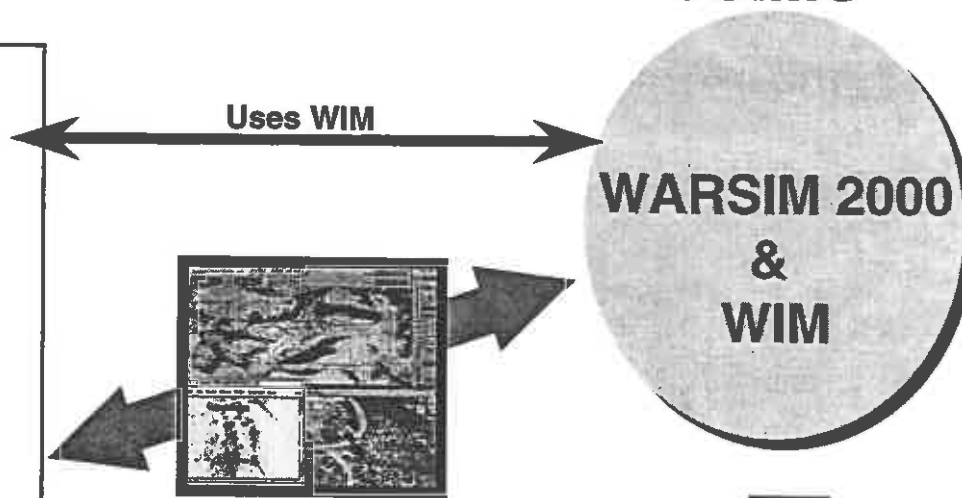


CSTAR



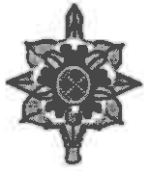
- Individual Training
- Collective Training
- Unit, Staff & Leader Training
- Syncs with higher simulation

JSIMS



High Fidelity,
High Resolution
Feed to ABCS

- CTC
- BCTP
- Unit
- Individual



Defining Risk



How Army Intelligence Support to the Warfighter is Affected:



High risk (Direct impact on combat mission)



Moderate risk (Affects Tactical Intelligence mission)



Low risk (Little direct impact on Army warfighting mission)



Drawdown Opportunities

-- STRATEGIC: DEFENSE/JOINT--



Functional Area	FY90/96 Change	Current Structure	Reductions being Considered	Risk	Who To Contact
JOINT INTELL CENTERS (JIC/JAC)	+309%	Officers: 207 Enlisted: 449 Civilian: 73	Officers: - 31 Enlisted: - 90 Civilian: 0 -17%	MOD RISK Only Army "plugs" remain in non-geo JICs	JCS J2 and/or JROC JIC/JAC Study Due Feb 98
DEFENSE/JOINT -- OSD - OJCS -- DEF / JT UNITS -- NFIP	-16%	Officers: 559 Enlisted: 361 Civilian: 74	Officers: - 51 Enlisted: -110 Civilian: - 13 -18%	LOW RISK Retains support to warfighting CINCs and sustaining base	JCS J2 Letters of Intent
SUPPORT TO NATO C2	-19%	Officers: 38 Enlisted: 34 Civilian: 14	Officers: - 33 Enlisted: - 25 Civilian: 0 -67%	LOW RISK Retain 1 or 2 in MSCs Support from USEUCOM	JCS J2/J3

353 Billets

Going in Position Only ...

Bottom Line ... Reduce Cold War Investment!



Drawdown Opportunities

-- STRATEGIC: DEFENSE/JOINT--



Main Function Performed

- Comms ... JICs
- ADP ... JICs
- Linguist ... OSIA/JCRC
- Staff ... NATO
- SSO... NATO

- Heavy Enlisted
- Geo-JIC Emphasis

Issues/Impacts

- Impacted Organization:
 - ✓ Perception that MI is out of it's lane
 - ✓ Can't reduce ... Army not paying it's fair share of Joint
 - ✓ J1 initiated JIC/JAC Study ... Feb 98 completion
 - ✓ Def Agency Study (6% reduction)
 - ✓ Joint Study (10% reduction)
- Proponent Response:
 - ✓ "Joint-like" evens the playing field (Additional USAR augmentation)
 - ✓ Manpower sizing not tied to requirements
 - ✓ Longterm Translator/Interpreter requirements should be met with non-MI personnel
 - ✓ DoD SSO Study, Dec 96 ... reduce

- JCS J2
- ACOM
- PACOM
- FORSCOM

Recommendations

- Take to JWCA ISR
- If not achieved ... then need to lower "billet bar"

Army
35%

AF
37%

Navy
28%



Drawdown Opportunities

-- STRATEGIC: ARMY (TRADOC) --



Functional Area	FY90/96 Change	Current Structure	Reductions being Considered	Risk	Who To Contact
TRADOC: CENTERS AND SCHOOLS (less USAIC)	+1 %	Officers: 60 Enlisted: 86 Civilian: 44	Officers: -33 Enlisted: -54 Civilian: -28 -60%	LOW RISK Cut Threat Shops. Retain 3 positions for MI SME in School houses	CG, TRADOC AND BRANCH CENTERS
DEFENSE LANGUAGE INSTITUTE	-32%	Officers: 30 Enlisted: 158 Civilian: 693	Officers: 0 Enlisted: 0 Civilian: -693 -79%	LOW RISK Outsource civilian positions. Retain military cadre.	CG, TRADOC

808 billets

Going In Position Only ...

Bottom Line ... working to lower the "billet bar"!



Drawdown Opportunities

-- STRATEGIC: ARMY (TRADOC) --



Main Function Performed

- | | |
|----------------|---------|
| • Threat | Schools |
| • Tng | Schools |
| • Battle Labs | Schools |
| • Security | Schools |
| • Language Tng | DLI |

- HQ TRADOC
- DA DCSINT

Issues/Impacts

- Impacted Organization:
 - ✓ Don't cut/reduce ... not consistent with TRADOC plus-up
 - ✓ Work to save unencumbered billets ...
 - TRADOC must recast
 - Upwards of 30 billets
- Proponent Response:
 - ✓ CJB requires DLI reporting ... OSD & Congress agreement to change

Recommendations

- Accept Gen Hartzog's strategy
- Work to capture unencumbered billets
- DLI A76 Study requirement to OSD



Drawdown Opportunities

-- STRATEGIC: ARMY --



Functional Area	FY90/96 Change	Current Structure	Reductions being Considered	Risk	Who To Contact
ARMY MATERIEL COMMAND	+16%	Officers: 24 Enlisted: 183 Civilian: 601	Officers: -4 Enlisted: -106 Civilian: -400-63%	LOW RISK Outsource support functions	CG, AMC
FORSCOM	-46%	Officers: 51 Enlisted: 180 Civilian: 107	Officers: -28 Enlisted: -158 Civilian: -54-71%	LOW RISK Transfer Sig Msns to ASC books or outsource. Retain DSEC each USAG	CG, FORSCOM
AC SUPPORT TO RC	UNK	Officers: 97 Enlisted: 104 Civilian: 6	Officers: -91 Enlisted: -104 Civilian: 0-94%	LOW RISK	CG, USARC

945 billets

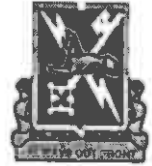
Going In Position Only ...

Bottom Line ... must get reductions here given "Joint" Challenges!



Drawdown Opportunities

-- STRATEGIC: ARMY --



ARMY MATERIEL COMMAND	+16%	Officers: 24	Officers: -4	LOW RISK	CG, AMC
		Enlisted: 183	Enlisted: -106		
		Civilian: 601	Civilian: -400	Outsource support functions	
			-63%		

Changed Methodology:

- FAA ... TAADS
- Bill Payer ... actual

Main Function Performed

- Research
- Test
- Warehouse
- Security

Issues/Impacts

- Impacted Organization:
 - ✓ 188 Billet Cut
 - ✓ Warehouse billets being eliminated
 - ✓ 134 billets may be outsourced with minor Impact (A76 Study Required)
 - ✓ 180 Additional billets may be outsourced, but with MAJOR impact on AMC Mission
 - ✓ 353 "Core" Billets cannot be cut or outsourced
- Proponent Response
 - ✓ Will work with AMC to mitigate impacts of outsourcing

Recommendations


- Take 188 Billet Reduction
- Conduct A76 Study to determine if additional billets can be outsourced



Drawdown Opportunities

-- STRATEGIC: ARMY --



FORSCOM	-46%	Officers: 51 Enlisted: 180 Civilian: 107	Officers: -28 Enlisted: -158 Civilian: -54-71%	 LOW RISK Transfer Sig Mns to ASC books or outsource. Retain DSEC each USAG	CG, FORSCOM
---------	------	--	--	---	-------------

Main Function Performed

- SSO ... Garrisons
- Comms ... ASC
- CSG ... FORSCOM



- FORSCOM
- ASC

Issues/Impacts

- Impacted Organization:
 - ✓ Can't cut TCC support ... NSA policy
 - ✓ 101 Billets Offered ... all but 34 counted in other reduction drills
- Proponent Response:
 - ✓ Not proposing to cut TCC support, but to outsource

Recommendations

- Proceed with recommended cuts
- Conduct A76 study to determine if billets can be outsourced



Drawdown Opportunities

-- STRATEGIC: ARMY--



AC SUPPORT TO RC	UNK	Officers: 97 Enlisted: 104 Civilian: 6	Officers: -91 Enlisted: -104 Civilian: 0 -94%	LOW RISK	CG, USARC
------------------	-----	--	---	----------	-----------

Main Function Performed

- Training Spt
- Threat
- SSO

Issues/Impacts

• FORSCOM

- Impacted Organization:
 - ✓ Perform critical mission to COMPO integration
 - ✓ Billets reinvested into TSDs
 - ✓ 60 Billet Savings ... includes ~10 Field Grade Savings
- Proponent Response:
 - ✓ Scrub field grades ... reduce where appropriate
 - ✓ Same holds true for RC Division Exercise billets
 - ✓ Counted as part of other reduction drills

Recommendations

- FORSCOM conducts scrub



Drawdown Opportunities

-- STRATEGIC: COMPO 2 & 3 --



Functional Area	FY 90 Structure	Current Structure	Reductions being Considered	Risk	Who To Contact
QDR Reductions COMPO 3	10,776	6,101	1,100	LOW RISK Minor impact : not in the warfight	CAR
QDR Reductions COMPO 2	4,915	7,045	N/A ... not applied to SRC		

1,100 billets

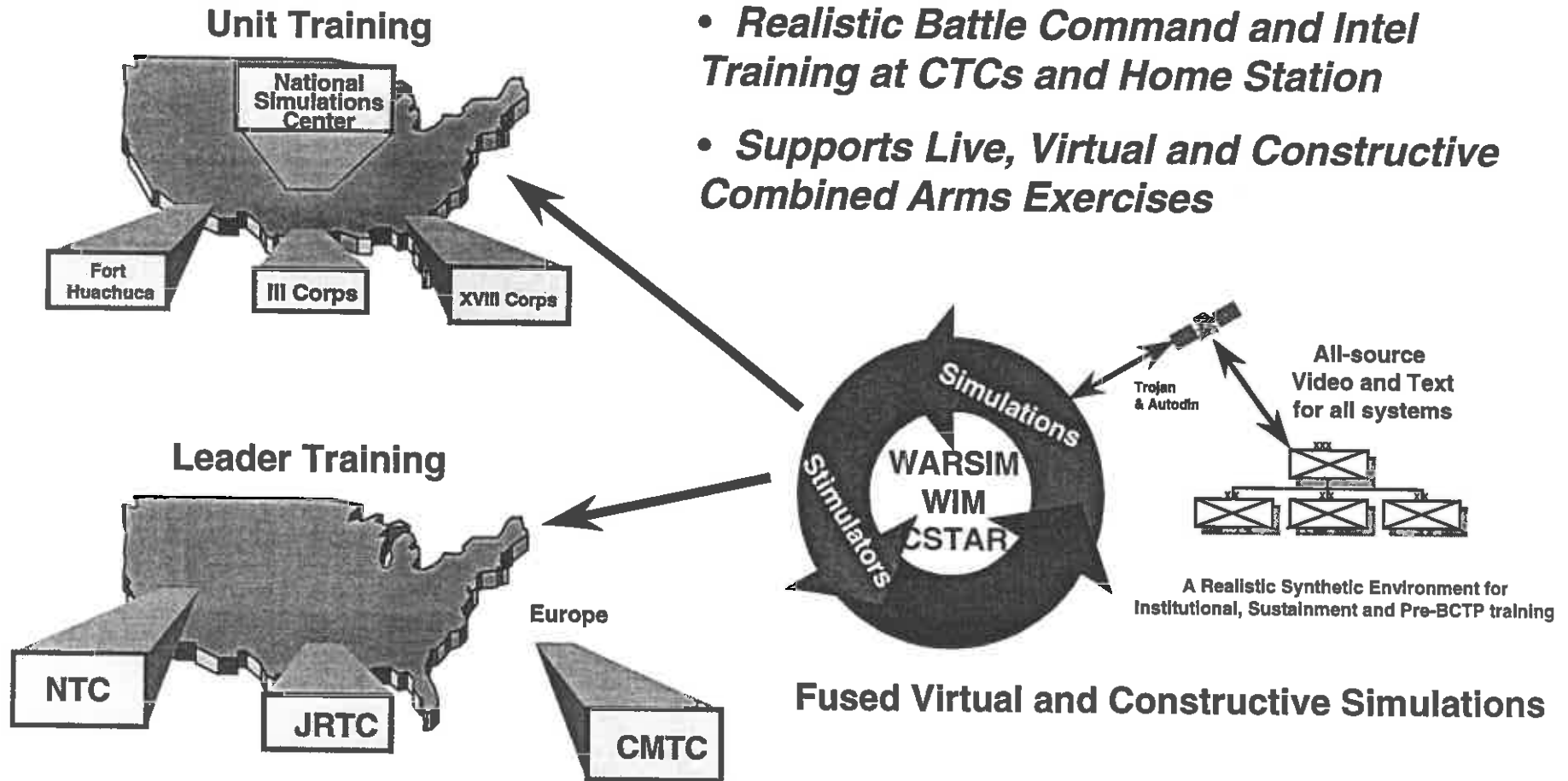
Going In Position Only ...

1008 COMPO 2 billets...
required for multi-compo Divisions
& Corps LRS



Enabling Battle Command

-- Intelligence Integration --



- *Realistic Battle Command and Intel Training at CTCs and Home Station*
- *Supports Live, Virtual and Constructive Combined Arms Exercises*

Intelligence ... A Partner in Unit and Leader Training



Funding Profile



Impacts

- Staff Integration ... CTCs
- Intel Realism
- Resolution of planning & execution

CTC + Home Station

\$28M

\$34.3M Total *

	CSTAR WRAP		CSTAR PHASE II						
	FY97	FY98	Gap			FY02	FY03	FY04	FY05
	FY97	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05
RDT&E	1.1	5.4	3.8	6.0	6.2	6.3			
OPA			2.0	6.0	4.0				
OMA			1.6	2.8	4.0	6.8	6.8	6.8	6.8

CSTAR funding needed beyond FY98!

* Does not Include OMA Funding



Field Grade Shortfall



- Awaiting Implementation of OPMS XXI

- MI Field Grade Positions to be Recoded

	FA30	FA34	FA40	FA50	FA57	Total
COL	3	18	3	2	0	26
LTC	17	101	14	7	0	139
MAJ	14	206	17	20	2	259
						<hr/> 424

- Potential Savings from Total Force Laydown Cuts

	AC	AC/RC	Total
COL	10	0	10
LTC	25	3	28
MAJ	49	7	56
			<hr/> 94



Agenda



- **Recap ... Taskings & Size of the MI Force**
- **Key Issues**
- **Tactical Restructure**
- **INSCOM C2 ... TOE Conversion & C2**
- **Drawdown Opportunities ... Total Force Laydown**
- **Conclusion**



Tactical Restructure

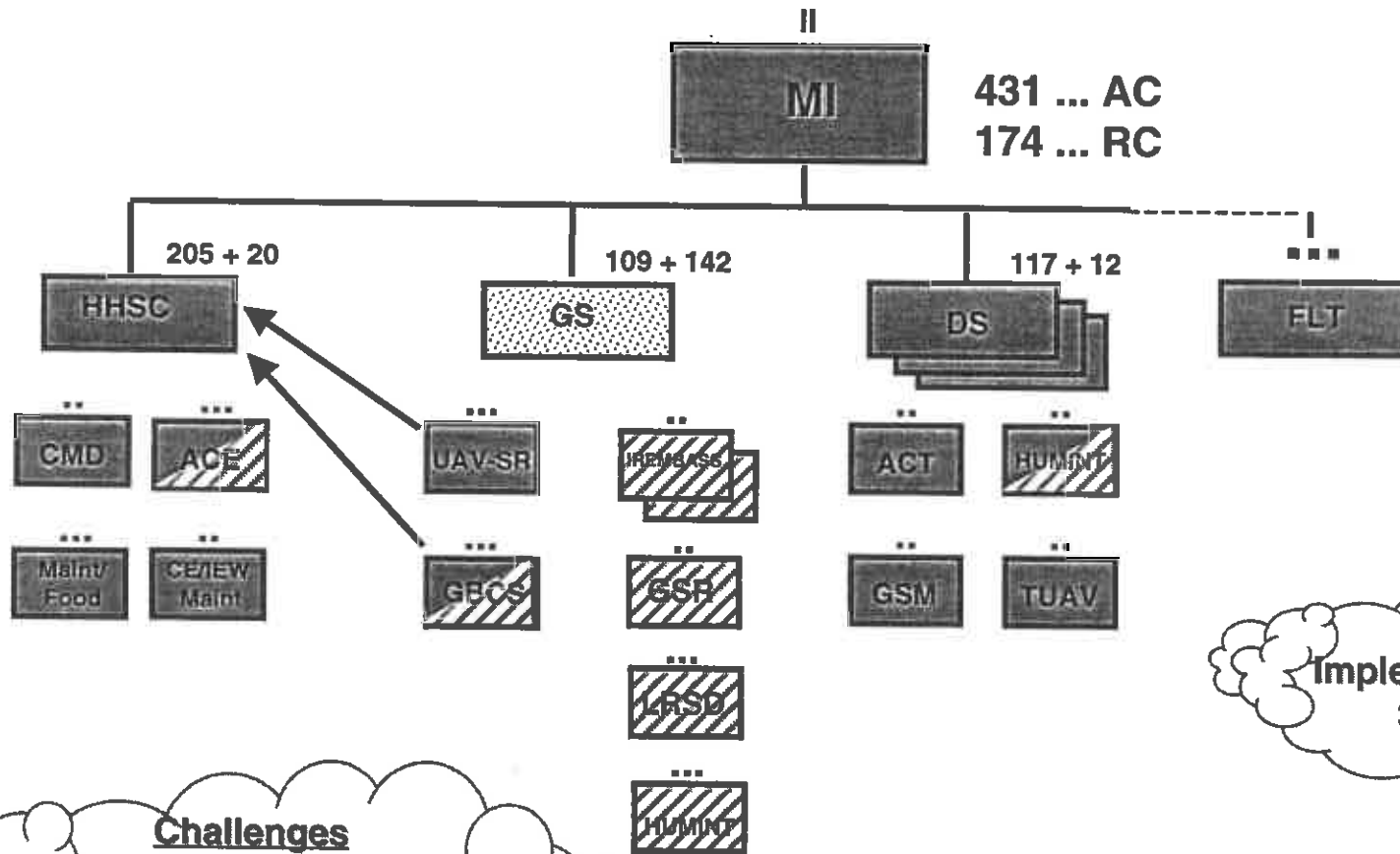


- **VCSA Guidance (2 May):**
 - Rely on the Force XXI process to relook functions & size
 - Don't downsize Corps & Division COMPO 1 structures
 - Address the feasibility of multi-compo MI units
- **Intent of USAR and NG integration:**
 - Address functions required by AC Division Commanders ... but not affordable in Compo 1
 - Focus on soft skills & simplistic systems ... versus those requiring a large training, hardware costs & maintenance bills
 - Be realistic on when capabilities can arrive "in the box"
- **Requires AGR increase at USAIC&FH (~25) ...**
If serious about multi-compo units!



Tactical Restructure

-- MI BN, Hvy Division --



Implementation ...
3-5 years

Challenges

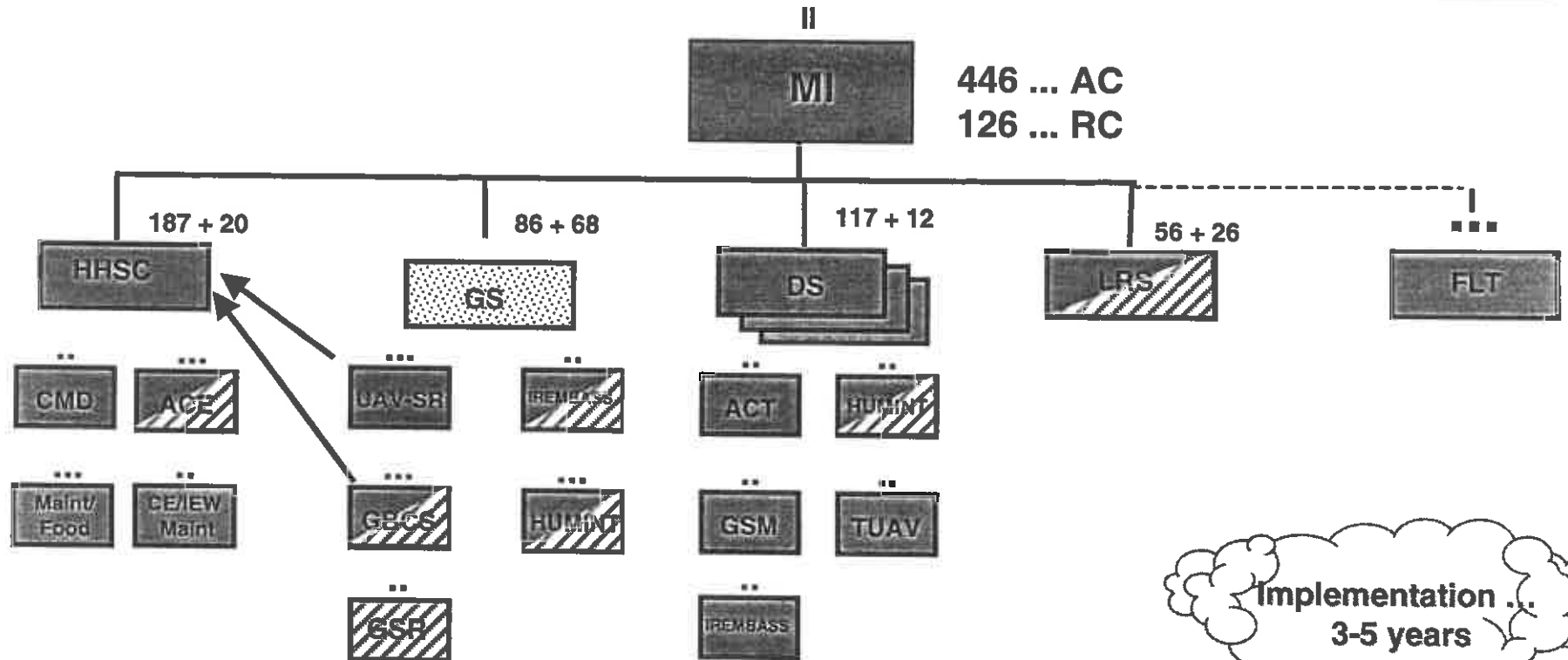
- Access prior to alert
- \$\$... Programming Wedge (Tng & Call-up)
- RC Bill
- Tiered Approach
- Stationing/Density

RC Readiness Reporting ...
Linked to Parent AC Unit!



Tactical Restructure

-- MI BN, Light Division --



Implementation ...
3-5 years

Challenges

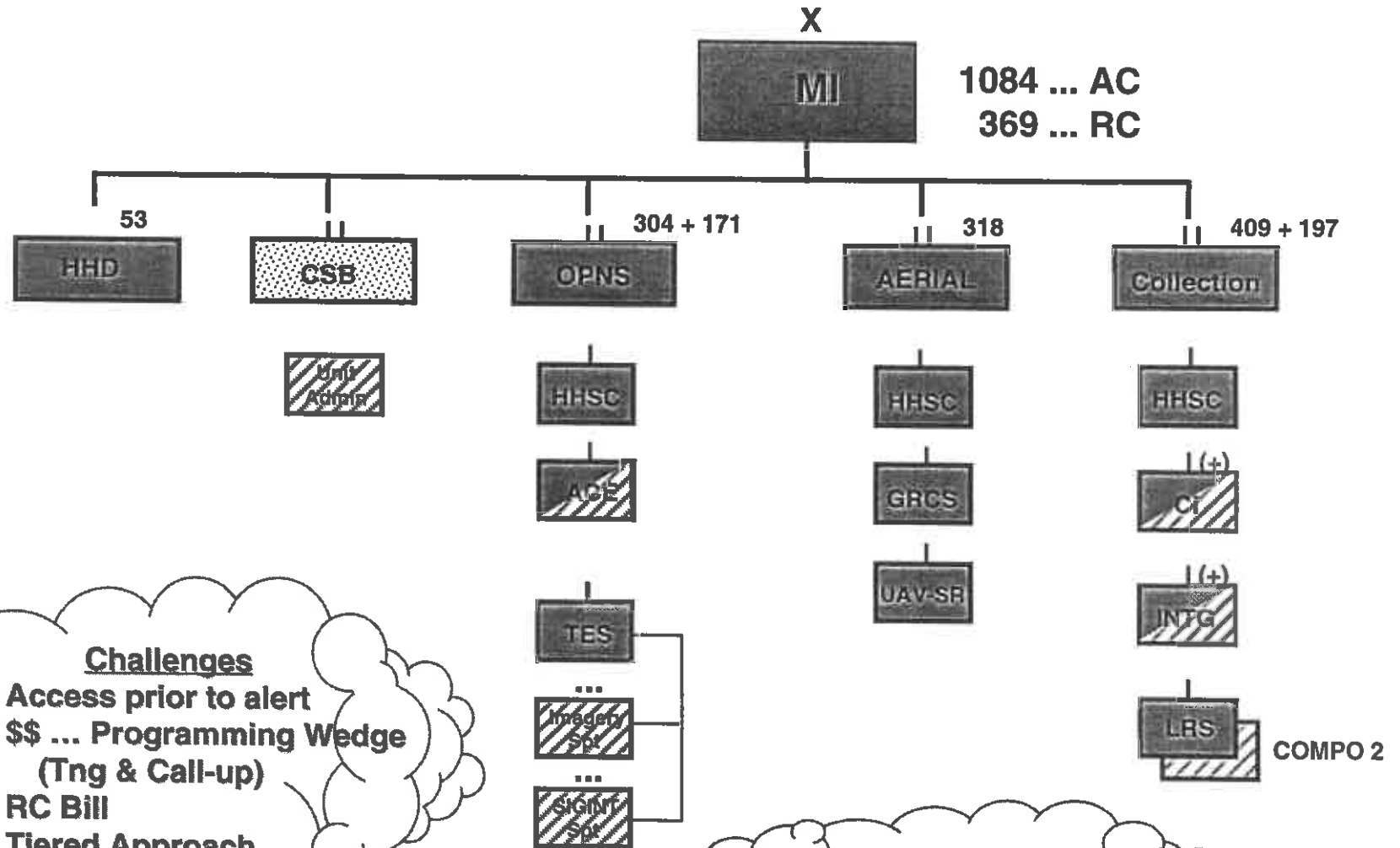
- Access prior to alert
- \$\$... Programming Wedge (Tng & Call-up)
- RC Bill
- Tiered Approach
- Stationing/Density

RC Readiness Reporting ...
Linked to Parent AC Unit!



Tactical Restructure

-- MI Bde, Corps --



Challenges

- Access prior to alert
- \$\$... Programming Wedge (Tng & Call-up)
- RC Bill
- Tiered Approach
- Stationing

**RC Readiness Reporting ...
Linked to Parent AG Unit!**



Agenda



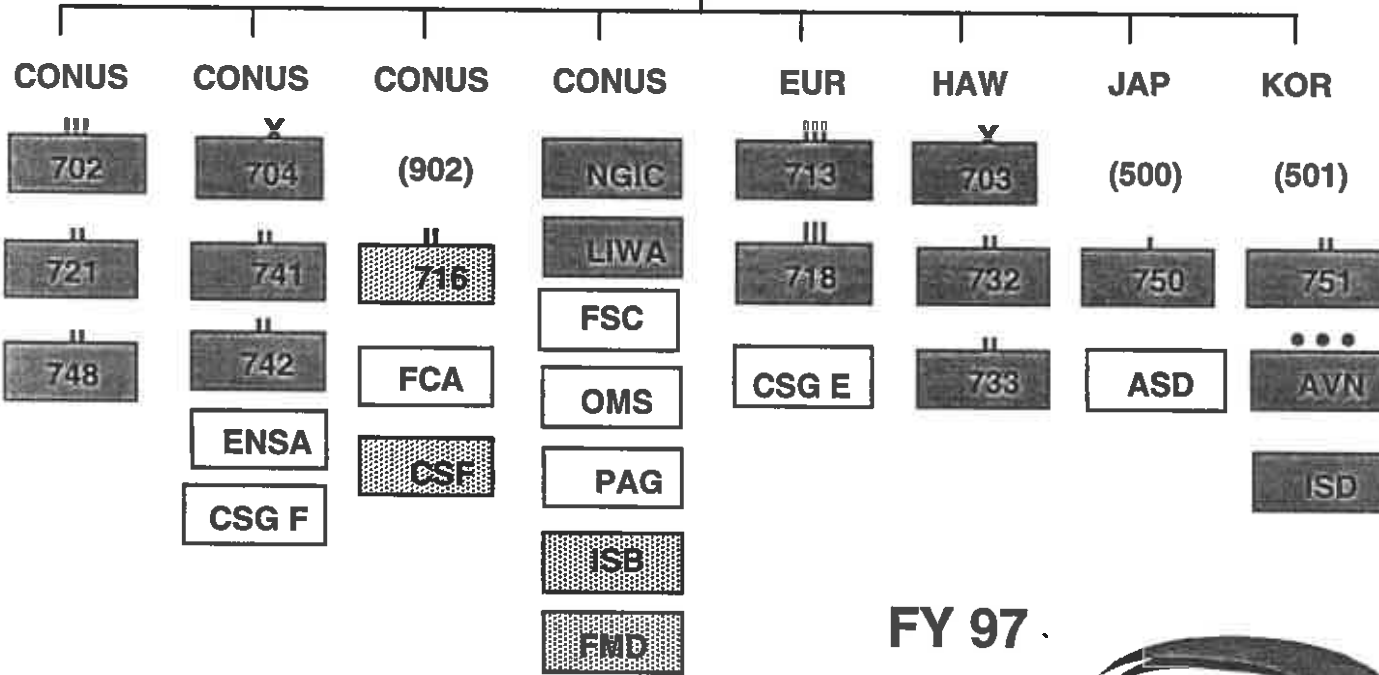
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TDA to TOE Conversion



HQS INSCOM

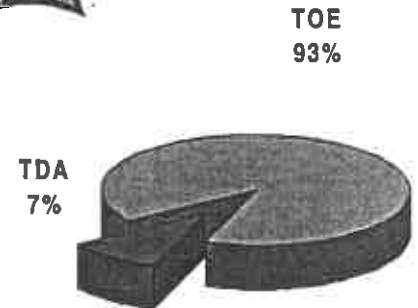


-  TOE
-  TDA
-  DISCONTINUE

FY 97



FY 02





TDA To TOE Issues



- **RESOLVED ---**
 - Level 1 structure ... the building of the TOE structure
 - Equipment ... what's needed versus just being a TOE
 - Standard Duty Title Codes

- **CURRENT---Being worked by DAMO-FD**
 - Multiple AMSCOs on MTOEs ...
 - Test Dec 97 for 10 multi-compo units
 - Readiness Reporting ...
 - Waiver in Equipment Reporting Criteria

- **LONG TERM ---**
 - Civilians/Contractors



INSCOM C2

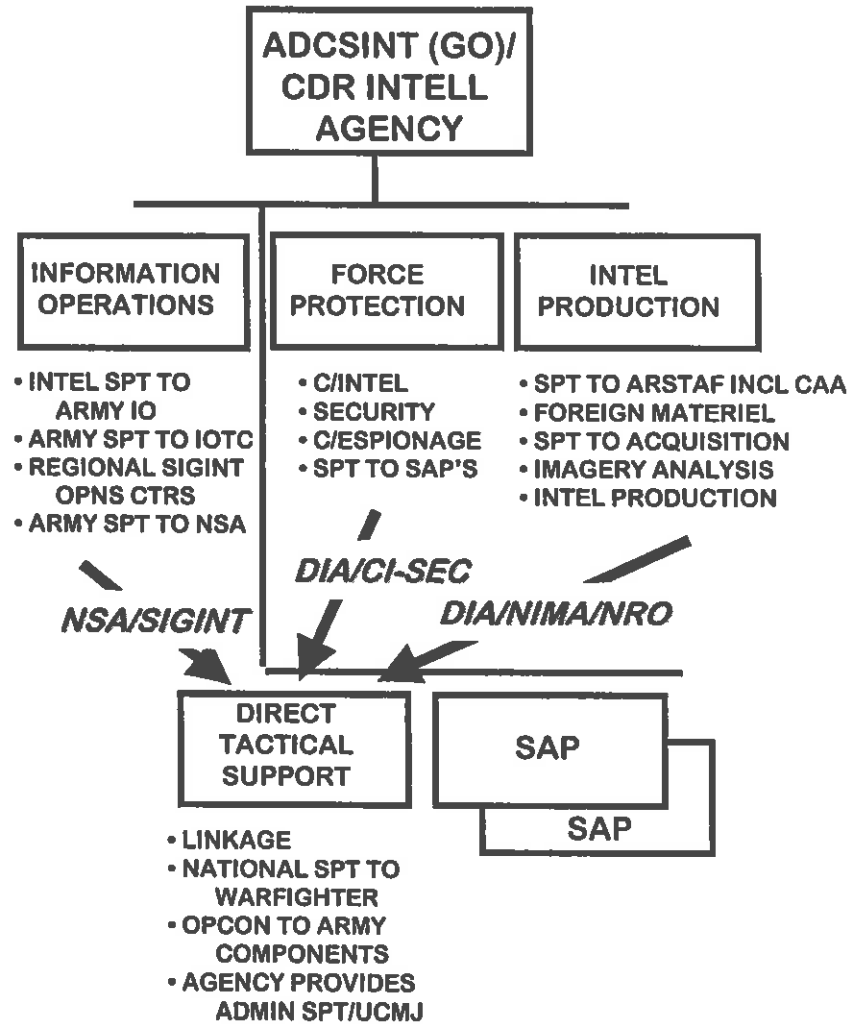
-- Intel FOA --



-- RESTRUCTURED
-- DOWNSIZED
-- FOCUSED ON WARFIGHTERS

+ FOCUS ON PRIORITY INTEL FUNCTIONS

+ ENSURES DIRECT LINKAGE FOR NATIONAL TO TACTICAL SUPPORT





Agenda



- **Recap ... Taskings & Size of the MI Force**
- **Key Issues**
- **Tactical Restructure**
- **INSCOM C2 ... TOE Conversion & C2**
- **Drawdown Opportunities ... Total Force Laydown**
- **Conclusion**



Drawdown Opportunities

-- STRATEGIC: COMPO 2 & 3 --



Main Function Performed

- Linguists
- JSTARS Det
- Imagery
- Staff

Issues/Impacts

- COMPO 2 Impacted Organization:
 - ✓ Not sure they can pay the bill
 - ✓ Take to TAA-O5
- COMPO 3 Impacted Organization:
 - ✓ Linguists & JSTARS ... can't stand up at C3
 - ✓ Linguists ... can't meet rqmts ... type and quality
 - ✓ Deactivation of Imagery Bn HQs of MI Grp West
 - ✓ No USAR surge
 - ✓ Loss of career development Bn commands
 - ✓ Corps Spt BN pays the COMPO 1 Corps restructure ... less LRS
- Proponent Response:
 - ✓ TAA-07 or Post-AWE ... COMPO 2
 - ✓ Concurred with USAR on Corps & above investment
 - ✓ C3 problems ... need to address SGA, training length & high mobility by USAR

- NGB
- CAR
- DA DCSINT

Recommendations

- Defer Tier 3 manning to COMPO 4 (temporarily)
- Proceed with stated reductions
- Defer Division redesign to AWE



Drawdown Opportunities

-- INSCOM --



Functional Area	FY90/96 Change	Current Structure	Reductions being Considered	Risk	Who To Contact
MISSION RESTRUCTURE	-35%	OFF- 1724 ENL-8104 CIV-2141 TOTAL-11979	OFF-24 ENL-220 CIV-0 TOTAL-244 -2%	LOW	CG, INSCOM
UNIT ELIM ISB,703,732	48%	OFF- 29 ENL-544 CIV-18 TOTAL-591	OFF-9 ENL-41 CIV-0 TOTAL-50 -8%	LOW	CG, INSCOM
TDA AUGMENTATION	?	OFF- 138 ENL-574 CIV-370 TOTAL-1082	OFF-0 ENL-85 CIV-0 TOTAL-85 -8%	LOW	CG, INSCOM
HQ STAFF REDUCTION	-35%	OFF- 101 ENL-117 CIV-498 TOTAL-716	OFF-15 ENL-35 CIV-0 TOTAL-50 -8%	LOW	CG, INSCOM
TECHINT (203RD) BLENDING	-20%	OFF-30 ENL-200 CIV-7 TOTAL-237	OFF-0 ENL-94 CIV-0 TOTAL-94 -39%	LOW BLEND AC/RC	CG, INSCOM
CMISE	100%	OFF- 20 ENL-83 CIV-0 TOTAL-103	OFF-4 ENL-65 CIV-0 TOTAL-69 -67%	MOD RISK	CG, INSCOM

592 Billets



Drawdown Opportunities

-- INSCOM --



Main Function Performed

- HQ Staff
- Field HQs
- Information Mgmt
- TECHINT
- CMISE

Issues/Impacts

- INSCOM
- DA DCSINT

- Impacted Organization:
 - ✓ Limited operational loss in capability ...
 - Significant loss in flexibility (lift & surge)
 - ✓ Outsource 50 Information Management Billets
 - ✓ Corps Support
- Proponent Response:
 - ✓ Concur with assessment.

Recommendations




- Proceed with stated reductions.
- Conduct A76 study to determine if billets can be outsourced



Drawdown Opportunities

-- OPERATIONAL/TACTICAL --



Functional Area	DA DCSOPS Reduction	Risk	Who To Contact
CS/CSS BN S-2s THEATER	121	 LOW RISK	DA DCSOPS
DOCEX (ECB)	12	 LOW RISK	DA DCSOPS
CORPS UAV DOWNSIZING	53	 MOD RISK	DA DCSOPS

186 Billets

Going In Position Only ...

Bottom Line ... Impairs MRC capability!



Drawdown Opportunities

-- OPERATIONAL/TACTICAL --



Main Function Performed

- BN S-2s ... Theater
- DOCEX ... ECB
- UAV ... Corps

• DA, DCSORS

Issues/Impacts

- Impacted Organization:
 - ✓ CS/CSSBN S-2s:
 - Relies on higher Bde/Echelons for support
 - Impairs their MRC go to war capability
 - ✓ ECB DOCEX:
 - Relies on EAC for support
 - ✓ Corps UAV:
 - Must keep 2 Baselines of Rqmts ... Joint strategy
 - Predator management requires less resources
- Proponent Response:
 - ✓ Concur
 - ✓ USAREUR ... floors & ceilings concerns

Recommendations

- Take the stated reductions
- DA DCSOPS needs to work the USAREUR floors and ceilings issues



Reduction Opportunity Recap



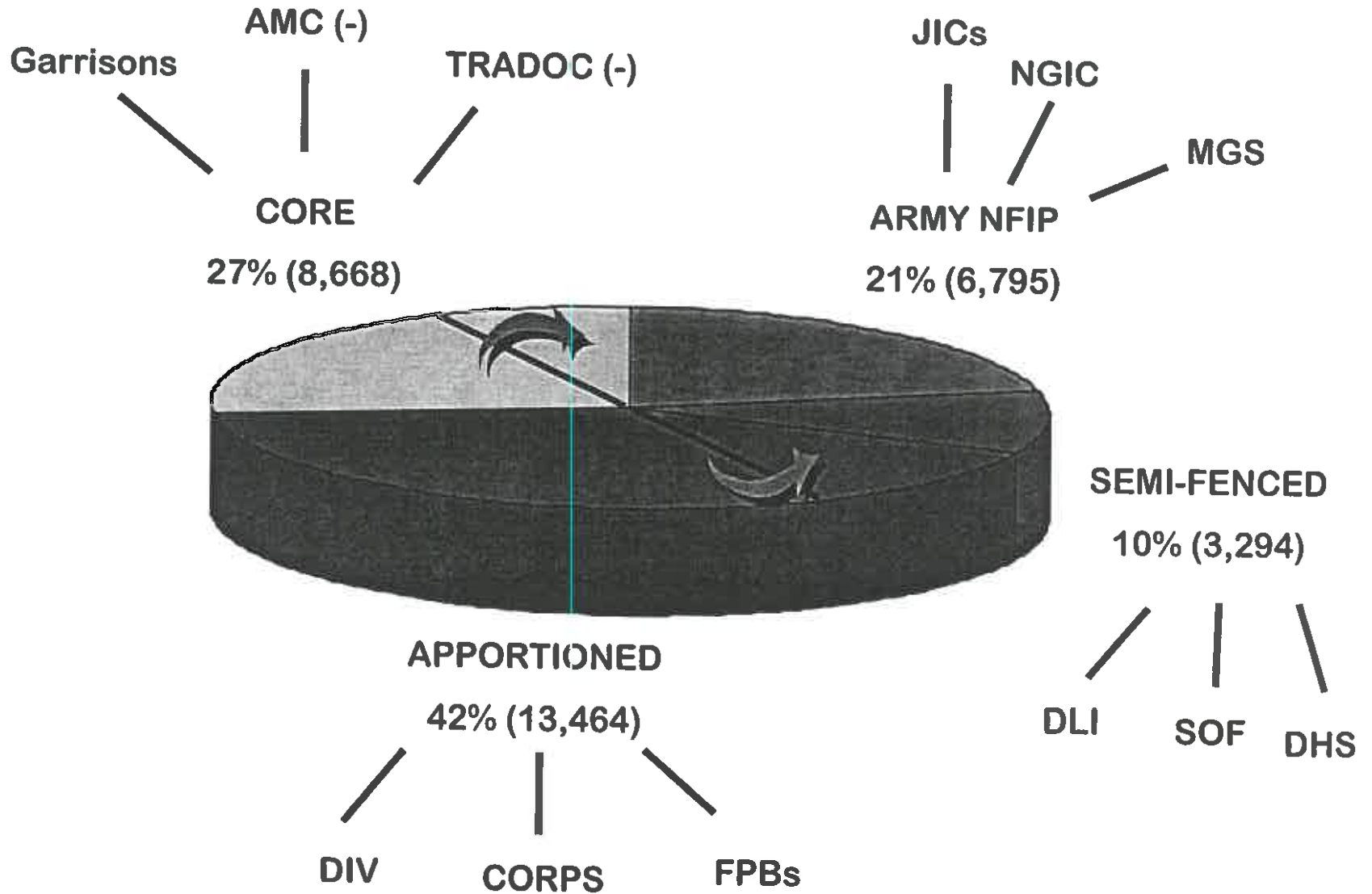
Bottom Line ...

Organization	Type	98	99	00	01	02	03	04	05	TOTAL
• QDR ... 1K -- NFIP ... AMC -- INSCOM -- FORSCOM -- TACTICAL	Reduction	178	10	} 1000						188
		304	288							592
		34								34
			186							186
• QDR Compo 3	Reduction	550	550							1100
• 10K READJUST -- INSCOM -- TACTICAL	Reduction	159								159
		652								652

- COMPO 1 1,000
- COMPO 2 n/a
- COMPO 3 1,100
- AGENCIES unk (6%)
- JOINT unk (10%)
- GDIP REALIGN unk (5%)



MI Apportionment





Decision Recap



Resources:

- 1000 billet bogey (COMPO 1):
 - MI will pay it's bill
 - Does not include the 811 in 10K Push Around billet reductions
- CSTAR ... direct "gapped" year funding ... \$28M
- COMPO 3 ... support 1100 QDR reduction for MI

Structure:

- Multi- compo unit structure ... do we proceed?
- Joint:
 - JROC ... drive sizing to requirements (JWCA ISR Study)
 - JROC ... Army position stated in JWCA ISR Study
- A76 Studies ... AMC, FORSCOM, DLI (OSD) & INSCOM



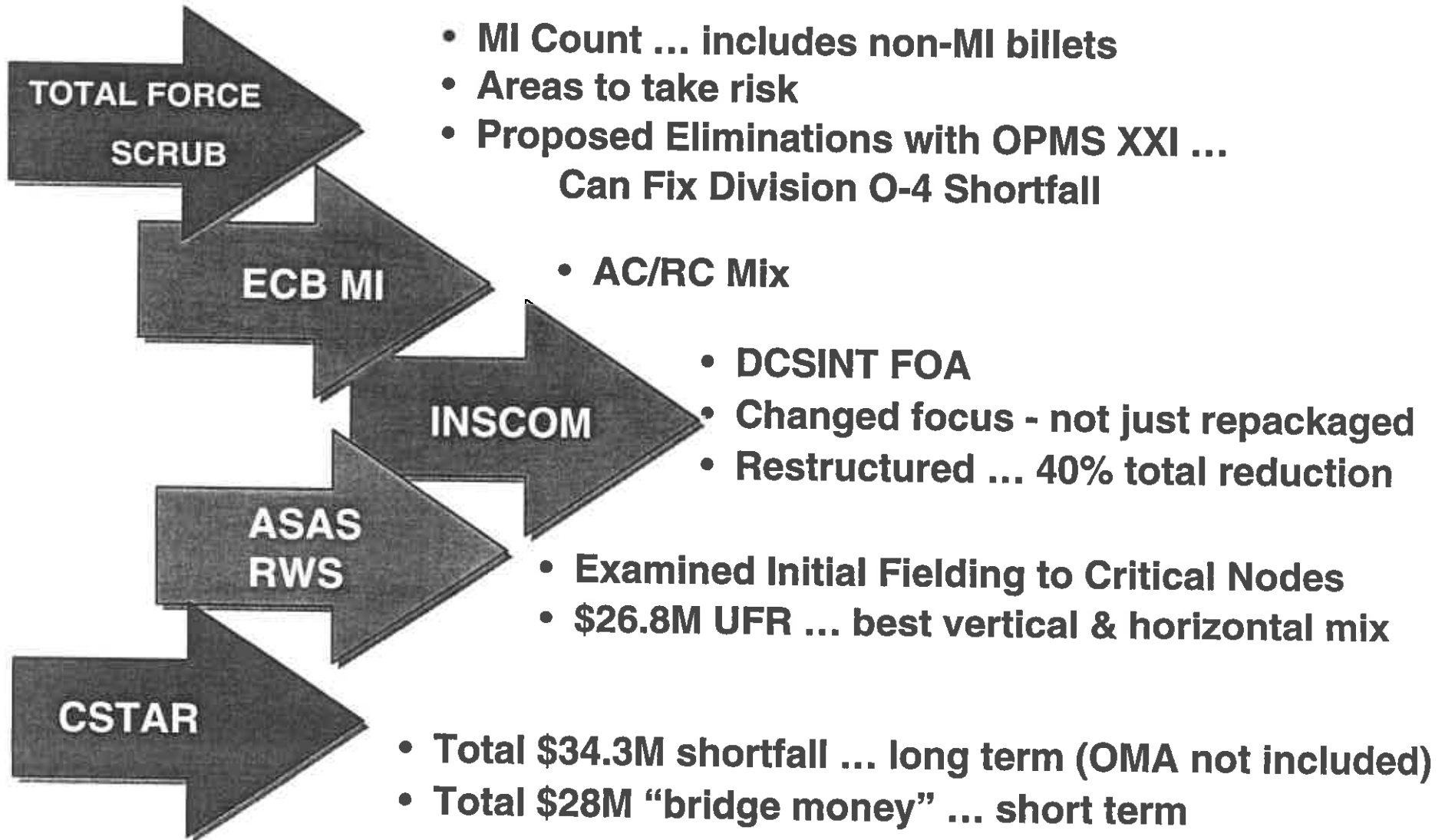
Agenda



- **Recap ... Taskings & Size of the MI Force**
- **Key Issues**
- **Tactical Restructure**
- **INSCOM C2 ... TOE Conversion & C2**
- **Drawdown Opportunities ... Total Force Laydown**
- **Conclusion**



Bottom Lines





AC to RC Training Support





Purpose

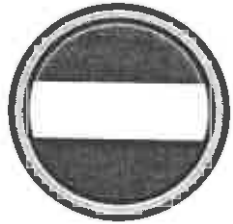
- **Determine optimum C2 structure for AC to RC training support**
- **Determine how much AC (and RC) manning is required**
- **Apportion AC (and RC) manning properly within structure**



Considerations

Force Projection Army

- **National Military Strategy**
 - Flexible and selective engagement
 - Deterrence and conflict prevention
 - Fight, if necessary, and win
 - **Few forward stationed forces**
 - **Most/all CONUS units have multiple-theater options**
 - **Enhanced Brigades**
 - Could go to any theater
 - Could work for any corps or division
 - **SASO(OOTW)/LRC will require tailored packages**
 - Location(s) unknown
 - Composition unknown
- THUS*
- **Emphasis on pre-mob training relationship**
 - **Goal is same training relationship pre-mob and post-mob**
 - **Realities define AC relationship**



Considerations (2)

Guidance

- **Integrate structure**
 - Tri-component strengths
 - Total Army
- **Optimize structure**
 - History and experience
 - AC infusion
 - Best service to RC units
- **Strengthen CONUSAs**
 - Missioned to support RC training and mobilization
 - Extensive structure
- **Recognize impact on AC units**
 - OPTEMPO/PERSTEMPO
 - Dedicated AC individuals



Considerations (3)

Factors

- **Pre-BOLD SHIFT experience**
 - **Post-Draft Period (1973-1990)**
 - **DESERT SHIELD/DESERT STORM**
- **BOLD SHIFT experience**
 - **Platoon focus**
 - **Lanes training**
 - **RTT, RTD, ORE, etc.**
- **Title XI experience**
 - **3, 4 Years**
 - **Dedicated, Available**
 - **RTB, RTBn, Div(E)**

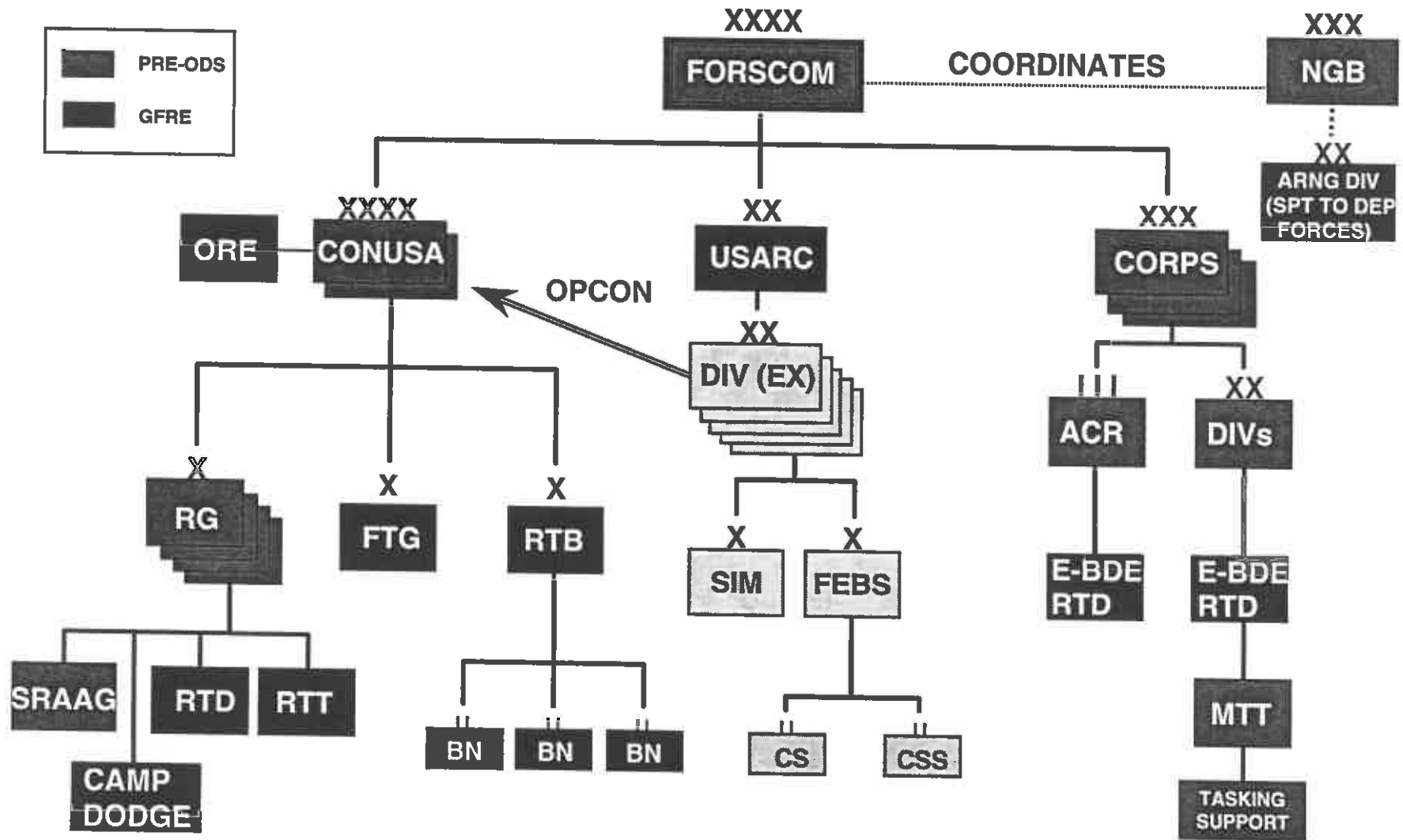


Considerations (4)

- **Redundancies**
 - **RGs, RTTs(?)**
 - **RTBs, OREs(?)**
- **Lack of unity of command**
 - **CONUSA -- RTB -- RTD**
 - **AC Division -- RTD**

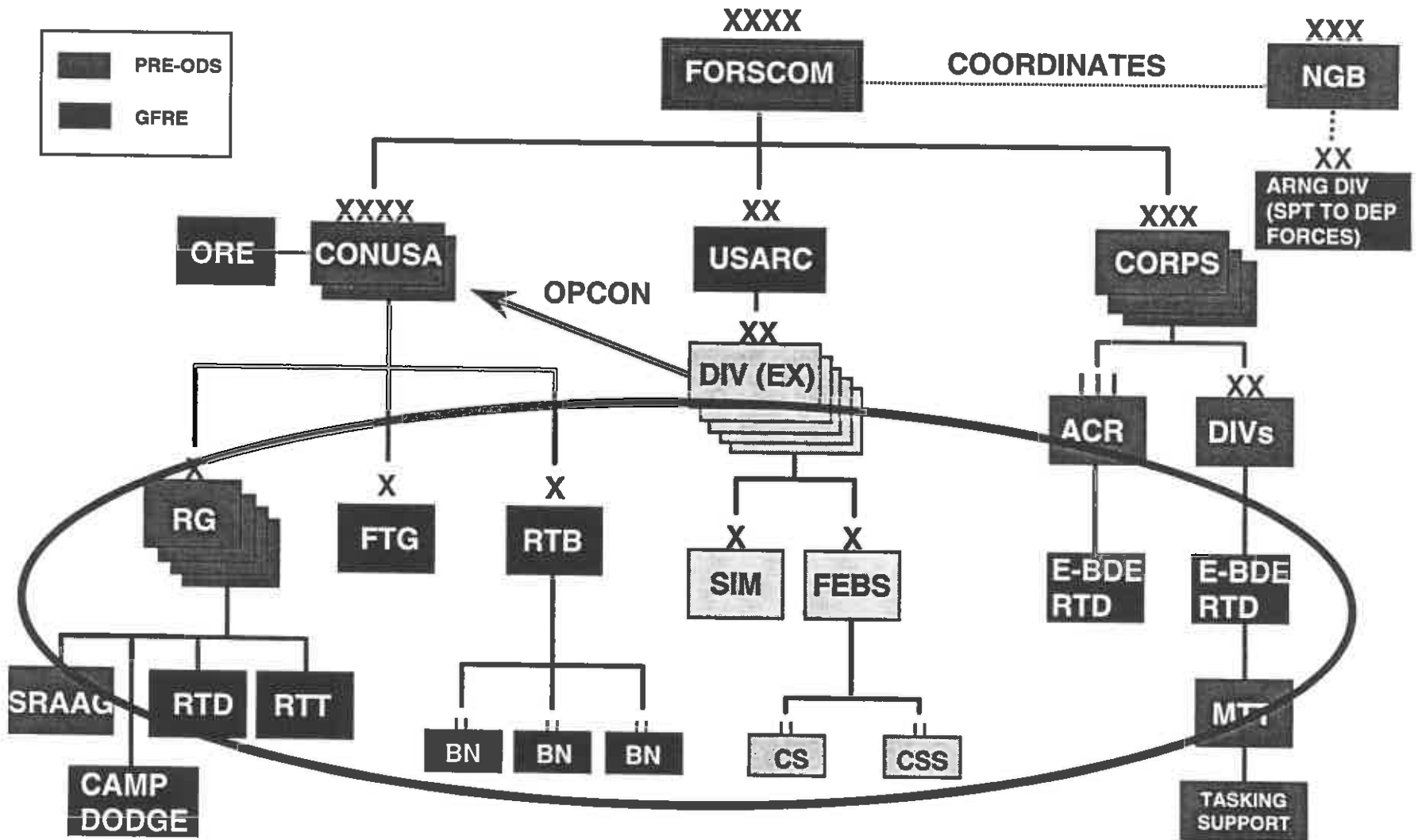


Current AC/RC Structure





Current AC/RC Structure

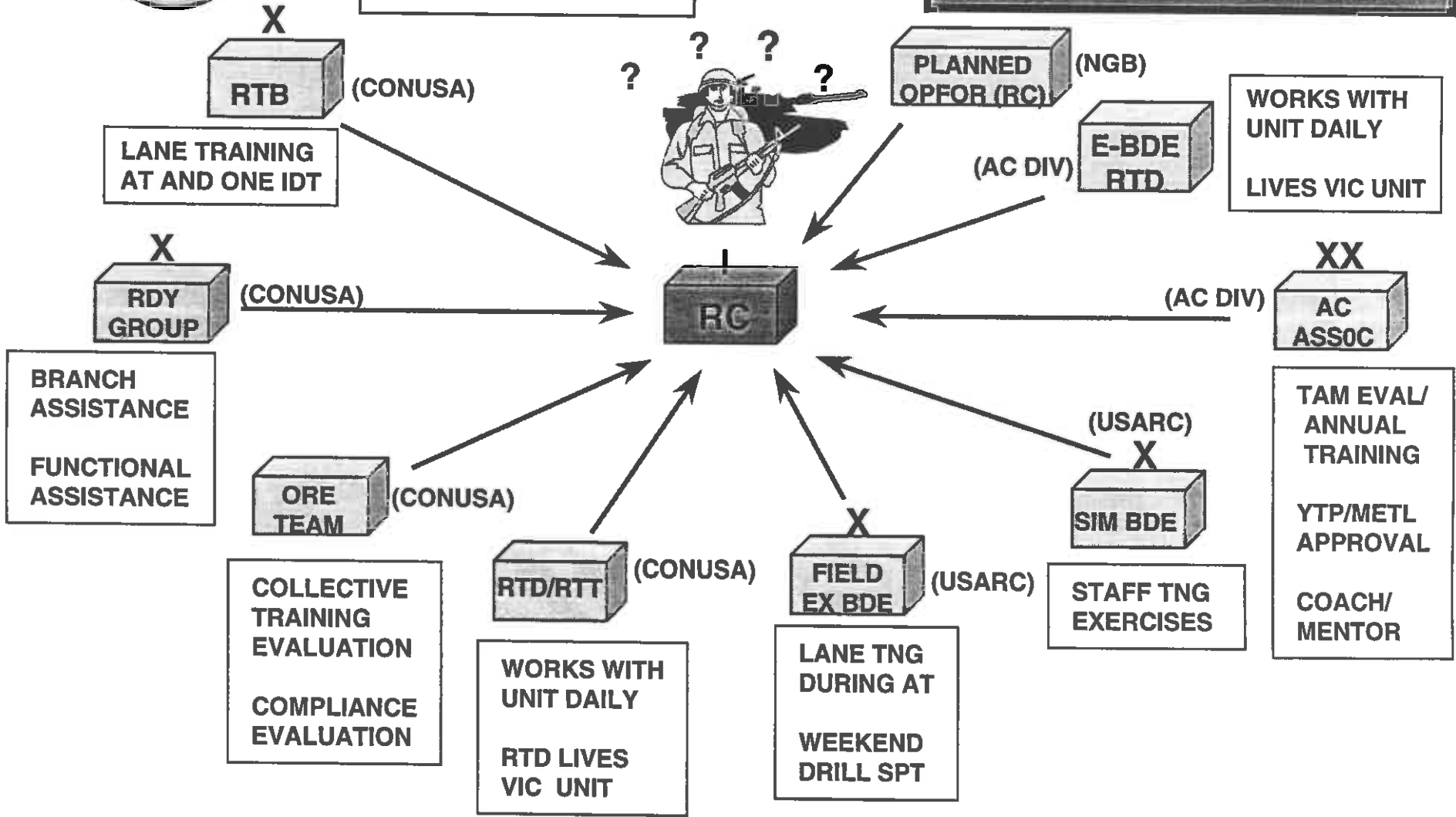




TYPICAL RC UNIT COMMANDER

NOW

- COORDINATION COMPLEX
- CONUSA TIES TOGETHER
- NOT AN EASY JOB
- REDUNDANCIES





Current AC/RC Numbers

FORSCOM (5891)	<u>AUTH</u>	<u>NON-TITLE</u>	<u>TITLE</u>
* RTB	1820	32	1788
* DIV(EX)	403		403
* FTG	80		80
* RTD(14 EB)	667		667
* CAMP DODGE	24		24
* CTC ACADEMY	10		10
* CONUSA HQ	171	171	
* RG	2005	1287	718
* ORE	144		144
* RTT/RTD(FSP)	445		445
* SR ARMY ADVISOR	107	107	
* ARMS TMS	15	15	
TRADOC (496)			
* TASS	415		415
* O/C ACAD (FT LVN)	5		5
* BCBST	57		57
* B2STP (FT KNOX)	19		19

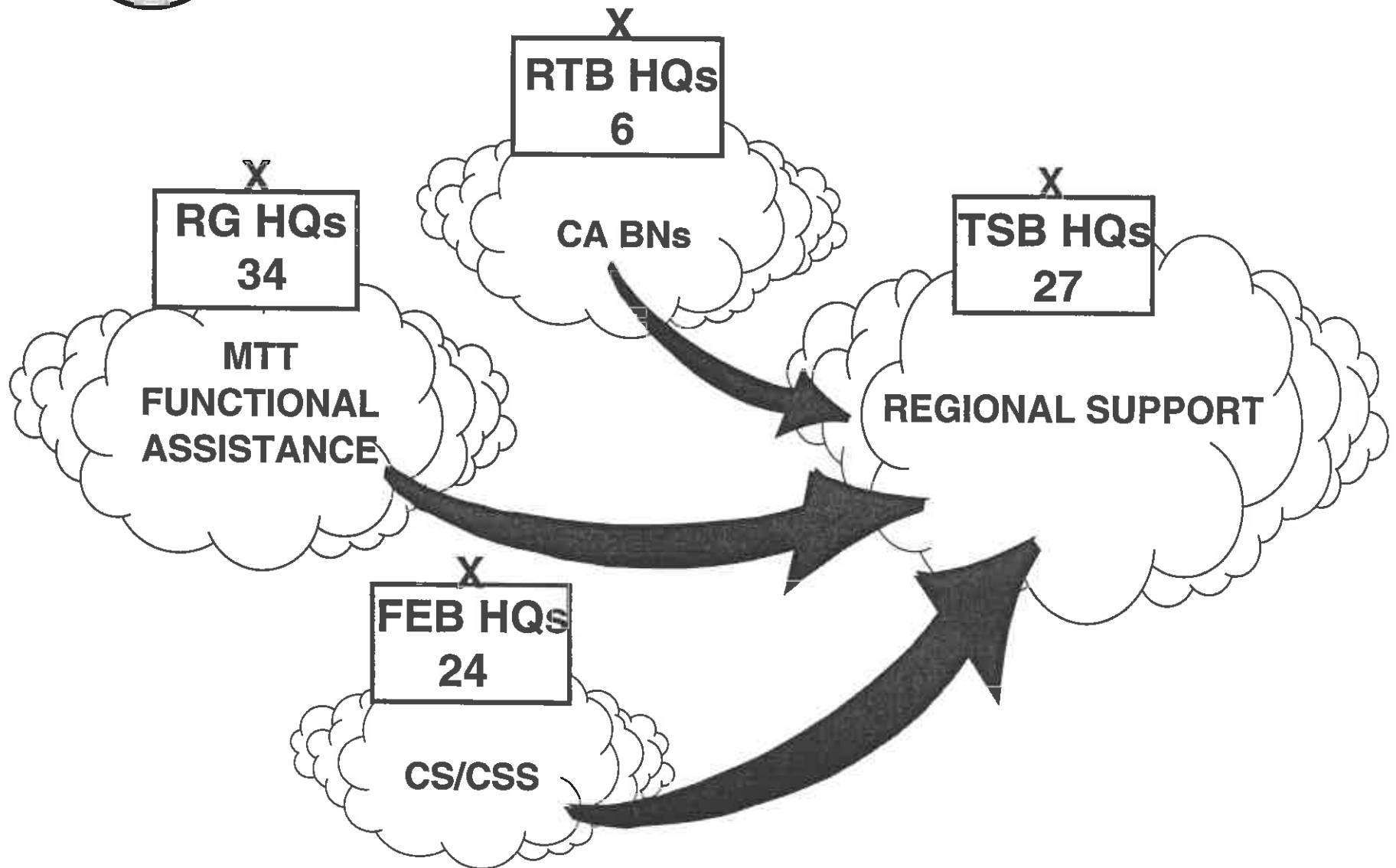


Current AC/RC Numbers (2)

USARC (1147)	<u>AUTH</u>	<u>NON-TITLE</u>	<u>TITLE</u>
* TUSA DOWNTRACE	212	41	171
* SRAA	33	33	
* FTS	902	902	
NATIONAL GUARD (102)			
* NGB/MDW	52	52	
* IG	50	50	
USARPAC (111)			
* RTD	42		42
* ORE	12		12
* RG	53	53	
* SRAAG	4	4	
USASOC (38)			
* CAPOC	20	20	
* NG FTS	18	18	
7TH ARCOM	12	12	
TOTAL	7797	2797	5000



Training Support Brigade Concept



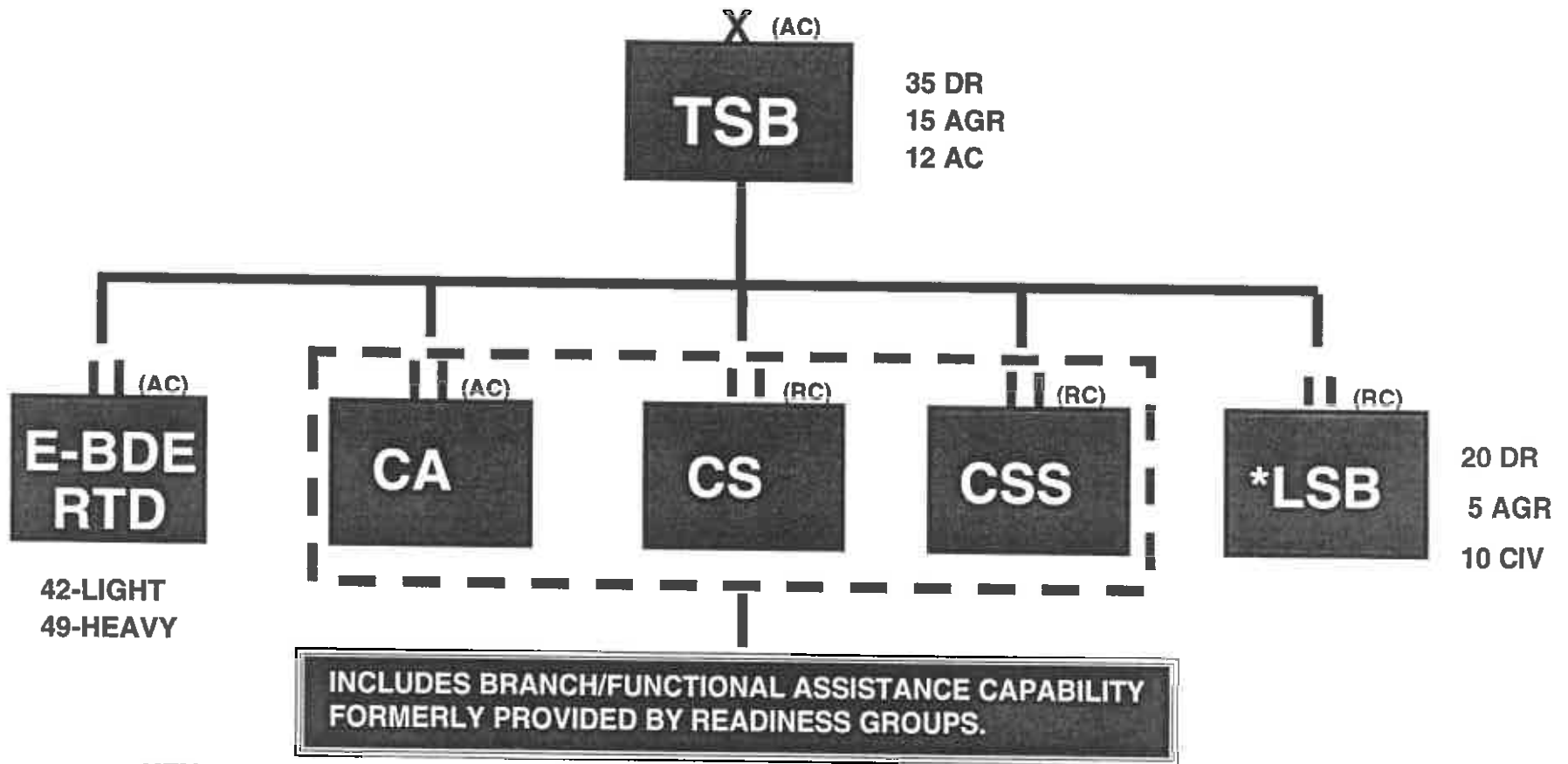


Tng Spt Bde (TSB) Functions

- **Coords/conducts combined arms lane training**
- **Assists during AT and IDT**
 - **Assessment (advice, evaluation, mentoring)**
 - **Mobile Training Teams (MTTs)**
- **Approves YTP/METL for all units except:**
 - **E-Bdes and GO Cmd YTP/METL approved by associated AC unit**
- **Provides input to CTC assessment process**
 - **BCST results & TAM**
- **Inputs to Title XI requirements for high priority units**
 - **Assesses PER, EQUIP, and resource shortfalls**
 - **Assesses compatibility for RC unit with AC force**
 - **Provides data to associated AC unit commander**
- **Executes MSCA/Mob requirements as assigned by CONUSA**
 - **AC DCO and DCEs provided**



TSB Organization



KEY

DR - DRILLING RESERVIST
AGR - ACTIVE GUARD/RESERVE
CIV - CIVILIAN EMPLOYEE
AC - ACTIVE COMPONENT

AC / RC Commanders

*** NOTE: MANAGES CS/CSS
EQUIP AND AUGMENTS CA
BN RQMTS IF DIRECTED.**



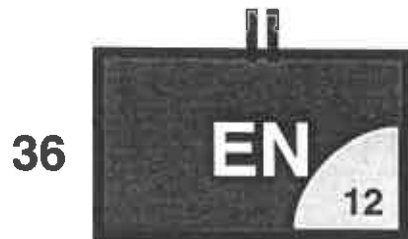
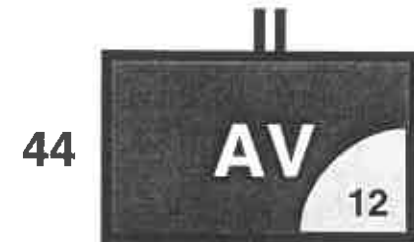
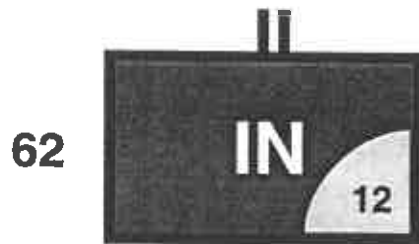
Tng Spt Bn (TSBn) Functions

- **Coords/conducts combined arms lane training**
- **Assists during AT and IDT**
 - **Assessment (advice, evaluation, mentoring)**
 - **Mobile Training Teams (MTTs)**
- **Provides TAM evaluation as directed (Bn & below)**
- **Participates in YTB/METL process**
- **Provides branch and functional assistance (formerly from RGs)**



TSBn (CA) Organization

ALL PERSONNEL ARE ACTIVE COMPONENT



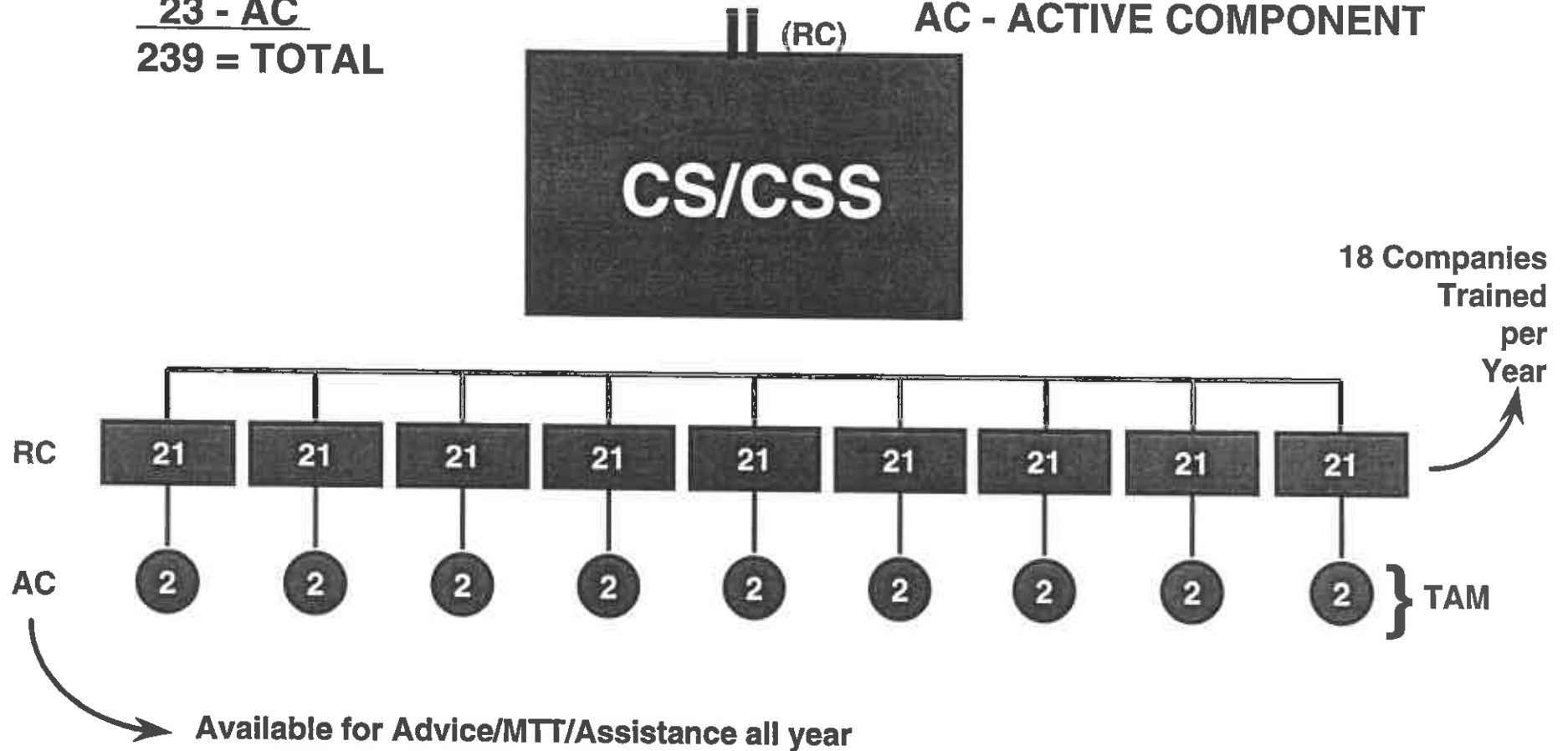
**FORMERLY PERSONNEL ASSIGNED TO
READINESS GROUPS FOR ASSISTANCE**



TSBn (CS/CSS) Organization

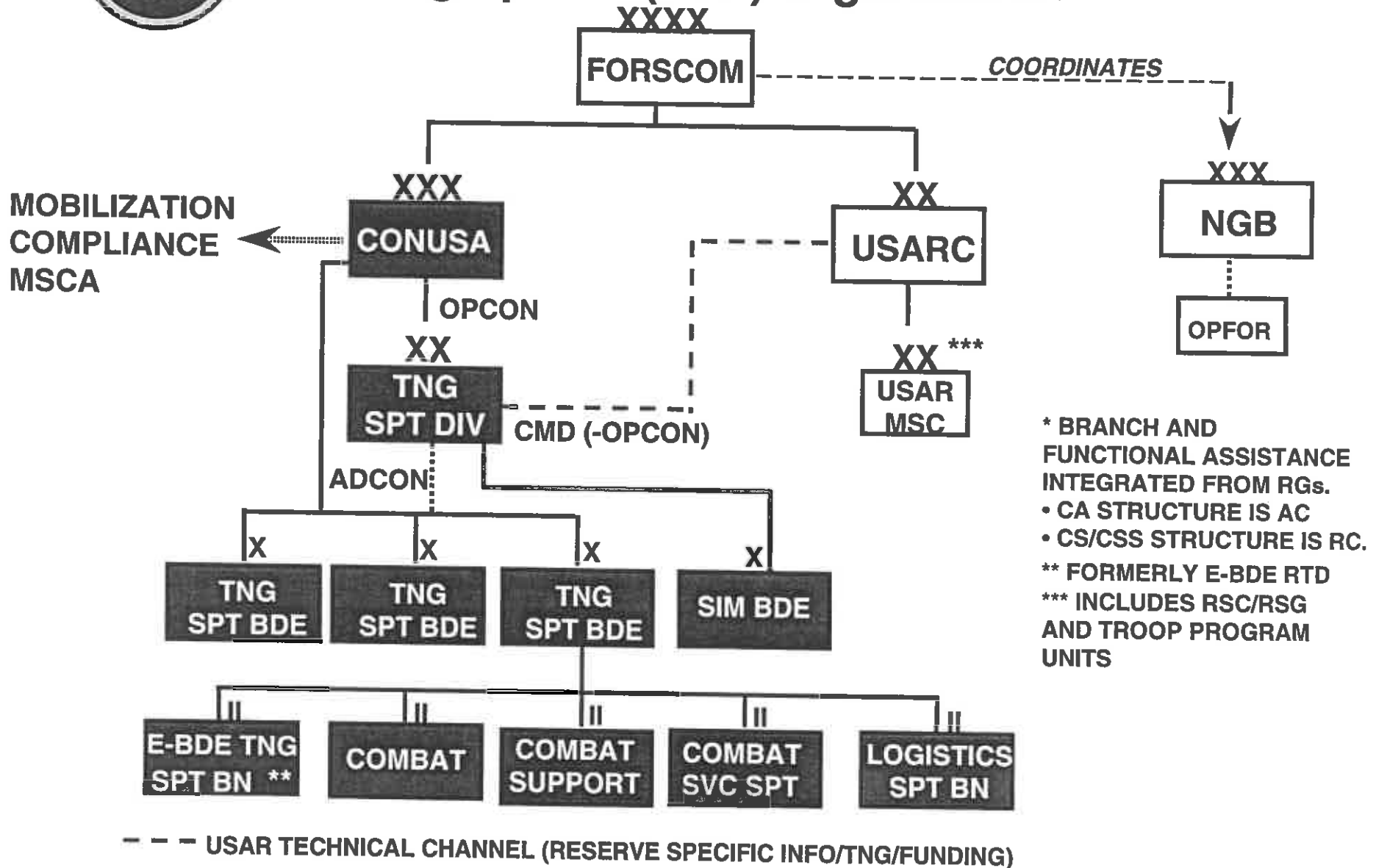
212 - DR
3 - AGR
1 - CIV
23 - AC
239 = TOTAL

DR - DRILLING RESERVIST
AGR - ACTIVE GUARD/RESERVE
CIV - CIVILIAN EMPLOYEE
AC - ACTIVE COMPONENT





Integrated Alternative Tng Spt Div (TSD) Organization



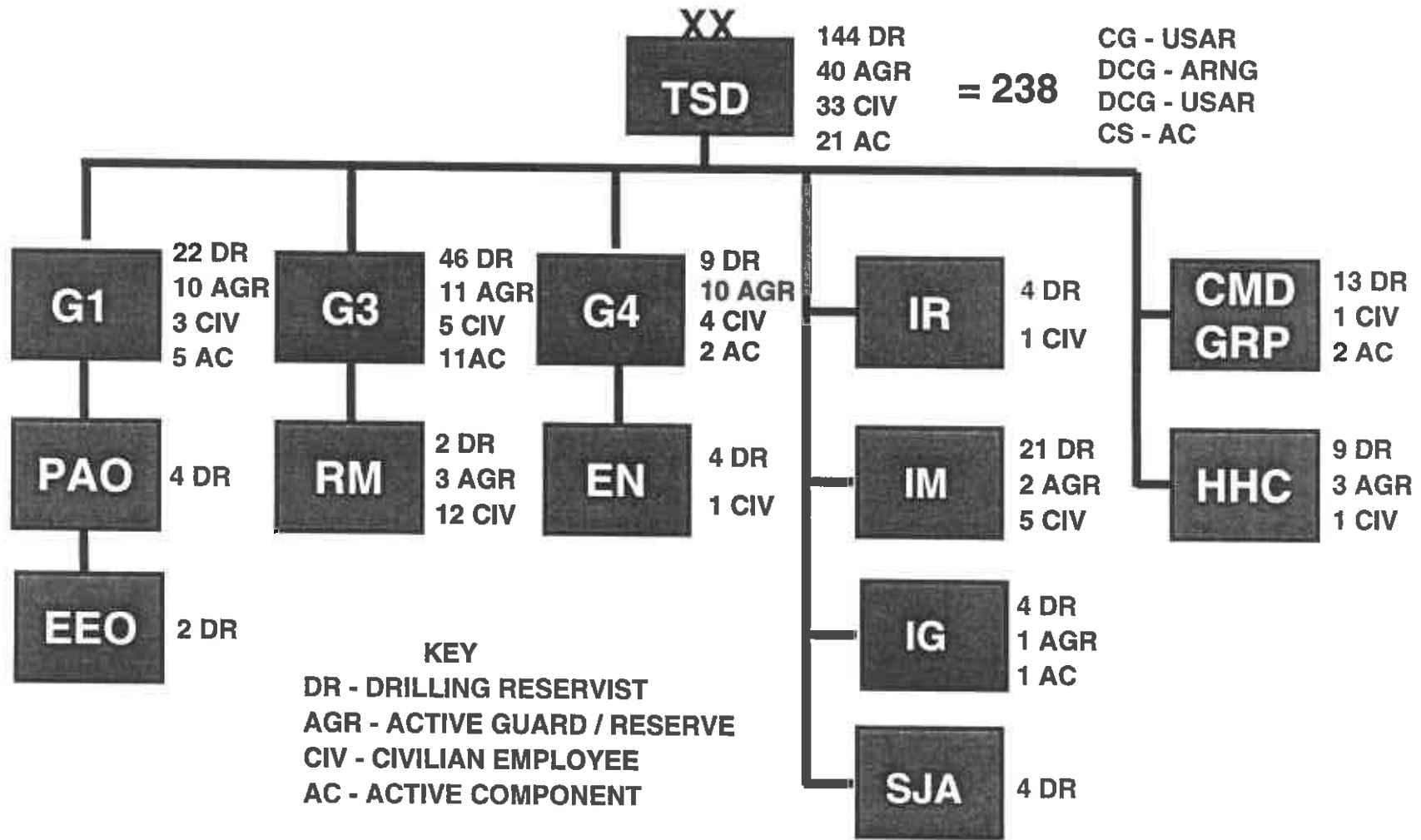


TSD HQs Functions (ADCON)

- **Coordination HQ; does not play in training execution**
- **Schedules lanes/simulations/TAMs**
- **Synchronizes subordinate brigades' missions**
- **Coordinates resources**
- **Conducts regional AT Site/Date Conferences**



TSD HQ Organization (5 Div)





Tng Spt Div (TSD) Recap (5 Div)

	DR RES	AGR	AC	CIV
DIV HQ (5)	720200	105	165	
TSB HQ (27)	1,485	540	324	270
SIM BDE (5)	2,470	95	170	70
CA BNS (38)			1,894	
CS BNS (16)	3,392	48	368	16
CSS BNS (18)	3,816	54	414	18
E-BDE RTD(15)			709	
	11,883937	3,984	539	
			TOTALS	17,343



Conclusions

- **Integrated synergism**
 - Optimizes each component's expertise
 - Has tri-component potential
 - Establishes a "Total Army" example
- **More efficient structure**
 - Optimizes Title XI spaces
 - Saves other AC spaces
- **Unity of command for training support**
 - Places CONUSA in charge of RC training support
 - Improves standardization
- **Improves AC mentor relationship with RC**



Conclusions (2)

- **More flexibility**
 - Can focus on needed areas
 - Can surge
 - Can task organize (as required)
 - Can seek assistance through chain of command
- **Balances impact on AC units**
 - Associated AC units continue Sec 1131 support
 - AC units mentor (designated relationships)
 - FORSCOM tasks AC units for support
 - As needed/if needed
 - Considers OPTEMPO/PERSTEMPO



AC Personnel Auth/Titling Integrated Alternative

	<u>CURRENT</u> <u>AUTH</u>	<u>PROP</u> <u>AUTH</u>	<u>PROP</u> <u>TITLED</u>	<u>PROP</u> <u>NT(PROJ*)</u>
FORSCOM (570)				
* TNG SPT DIV	0	3984	3984	0
* CONUSA HQ(2)	315	253	162	91 (73)
* SRAAG	107	107	0	107 (86)
* ARISC(EFF 04/98)	34	34	34	0
* FTG(8)	80	80	0	80 (64)
* CTC ACADEMY	10	10	10	0
* CAMP DODGE	24	24	0	24 (19)
TRADOC (496)				
* TASS	415	415	415	0
* BCBST	57	57	57	0
* O/C ACAD (FT LVN)	5	5	5	0
* B2STP (FT KNOX)	19	26	0	26 (20)
USARC (1147)				
* 3A DOWNTRACE	212	212	171	41 (33)
* SRAA	33	0	0	0
* FTS	902	549	120	429 (343)

(PROJ*- Average ODP and EDTM fills (80%))



AC Personnel Auth/Titling Integrated Alternative (2)

	CURRENT AUTH	PROP AUTH	PROP TITLED	PROP NT(PROJ*)
ARNG (102)				
* NGB/MDW	52	52	0	52 (42)
* IG	50	50	0	50 (40)
USARPAC (99)				
* RTD	42	42	42	0
* RG	53	53	0	53 (42)
* SRAAG	4	4	0	4 (3)
USASOC (38)				
* CAPOC	20	20	0	20 (16)
* NG FTS	18	18	0	18 (14)
7TH ARCOM (12)	12	12	0	12 (10)
SUBTOTAL	2464 (5333)	6007	5000	1007 (805)
TOTALS	7797	6007	5000	1007 (805)

NOTE: AC/ARNG DIV PLACEHOLDER; 500 SPACES; ADDITIVE TO TOTALS

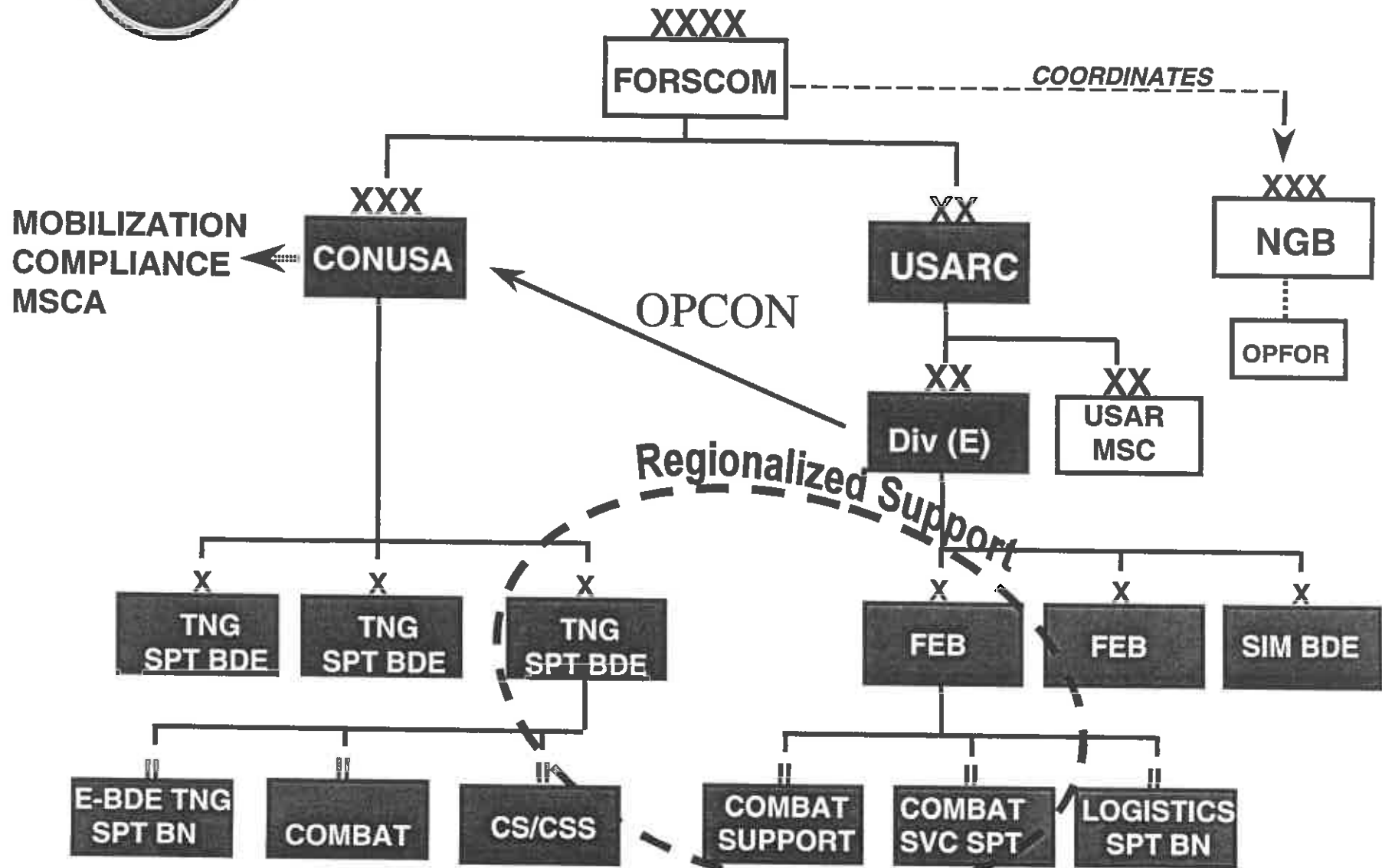


Concerns

- **AC “backing away” from RC training**
- **USAR “C2” role in ARNG unit training**
- **CONUSA “C2” = no confidence in Div(E) headquarters**
- **USAR loss of colonel headquarters’ opportunities**
- **Value added of TSD/Div(E) headquarters questioned**
- **Loss of Readiness Group support**
- **5000 titled positions = self-fulfilling ceiling**



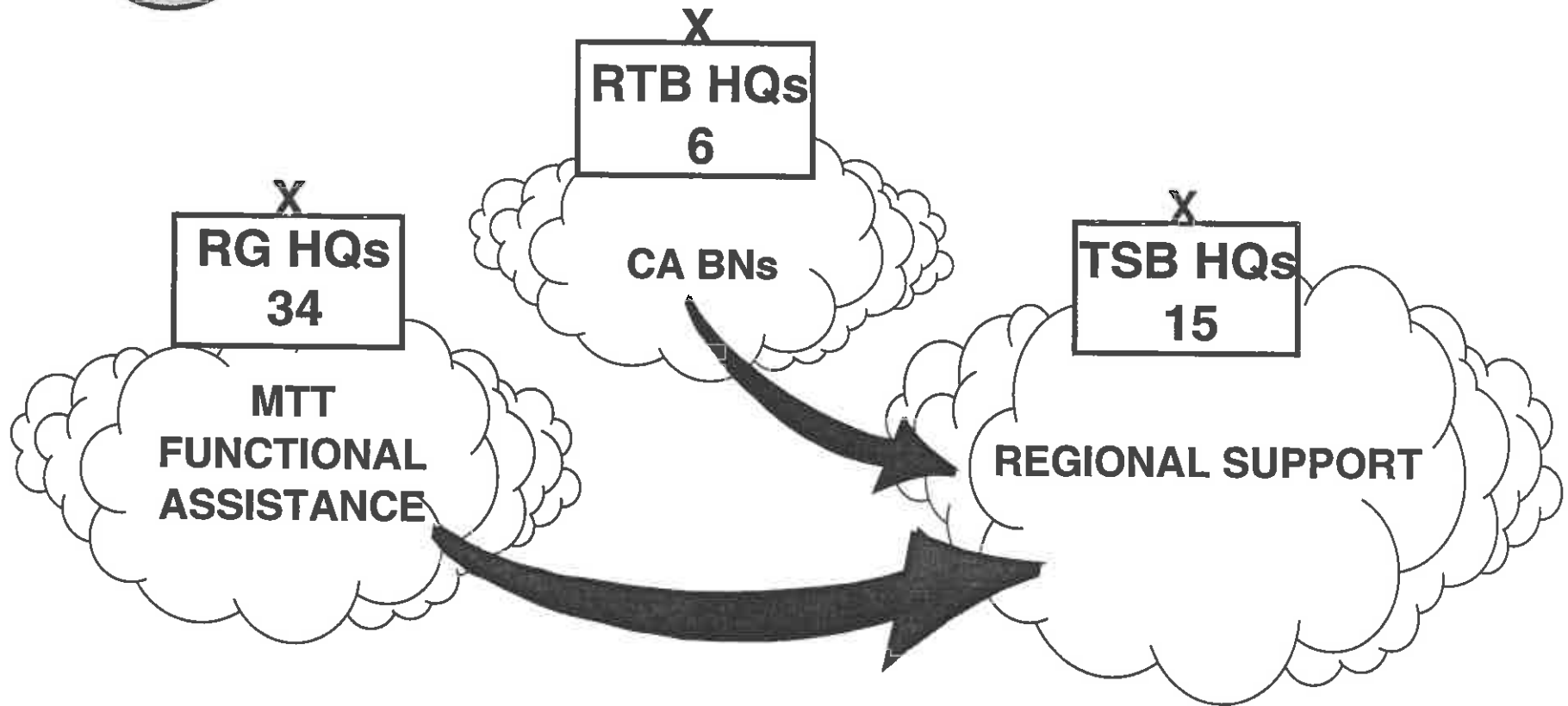
Hybrid Alternative



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



Training Support Brigade Concept





Hybrid Alternative (Recap)

	DR RES	AGR	AC	CIV
DIV EX HQ (5)	837123		15	104
FEB HQ (24)	384 48			96
TSB HQ (15)			630	
SIM BDE (5)	2,470	95	170	70
CA BNS (38)			1,894	
CS BNS (16)	3,392	48	368	16
CSS BNS (18)	3,816	54	414	18
LSB (22)	440110			220
E-BDE RTD(15)			709	
	11,339478		4200	524
			TOTALS	16,541



AC Personnel Auth/Titling Hybrid Alternative

	CURRENT	PROP	PROP	PROP
	<u>AUTH</u>	<u>AUTH</u>	<u>TITLED</u>	<u>NT(PROJ*)</u>
FORSCOM (570)				
* HYBRID ALT	0	4200	3984	216 (173)
* CONUSA HQ(2)	315	253	162	91 (73)
* SRAAG	107	107	0	107 (86)
* ARISC(EFF 04/98)	34	34	34	0
* FTG(8)	80	80	0	80 (64)
* CTC ACADEMY	10	10	10	0
* CAMP DODGE	24	24	0	24 (19)
TRADOC (496)				
* TASS	415	415	415	0
* BCBST	57	57	57	0
* O/C ACAD (FT LVN)	5	5	5	0
* B2STP (FT KNOX)	19	26	0	26 (20)
USARC (1147)				
* 3A DOWNTRACE	212	212	171	41 (33)
* SRAA	33	0	0	0
* FTS	902	549	120	429 (343)

(PROJ*- Average ODP and EDTM fills (80%))



AC Personnel Auth/Titling Hybrid Alternative (2)

	<u>CURRENT AUTH</u>	<u>PROP AUTH</u>	<u>PROP TITLED</u>	<u>PROP NT(PROJ*)</u>
ARNG (102)				
* NGB/MDW	52	52	0	52 (42)
* IG	50	50	0	50 (40)
USARPAC (99)				
* RTD	42	42	42	0
* RG	53	53	0	53 (42)
* SRAAG	4	4	0	4 (3)
USASOC (38)				
* CAPOC	20	20	0	20 (16)
* NG FTS	18	18	0	18 (14)
7TH ARCOM (12)	12	12	0	12 (10)
SUBTOTAL	2464	6223	5000	1223 (978)
HYBRID "BANK"	+5333	0	0	0
TOTALS	7797	6223	5000	1223 (978)

NOTE: AC/ARNG DIV PLACEHOLDER; 500 SPACES; ADDITIVE TO TOTALS



Actions

1. Do Hybrid now

- FORSCOM organizes AC structure effective 1 October 97
- RC determine appropriate DR; AGR support

2. Establish integrated organization as endstate

- FORSCOM establish PAT for review and analysis
- Make endstate effective 1 October 99



**Support to Organizational Training (SOT)
Functional Area Assessment (FAA)
Training Support 'Lane'**

Briefing to:

VCSA



Support to Organizational Training FAA

AGENDA

- Mission & definition 3-4**
- Resource snapshot 5-6**
- Executive Summary 7-8**
- Policy Issues 9-10**
- Acquisition Process Issues 11-18**
- General Support Issues 19-22**
- Direct Support Issues 23-28
(installation-level)**
- Feedback Issues 29-30**
- Summary 31-32**



Support to Organizational Training FAA

MISSION:

- **Conduct a zone reconnaissance to identify concepts for further detailed study**
- **Identify potential space efficiencies for FY 00-05+ POM**

END STATE:

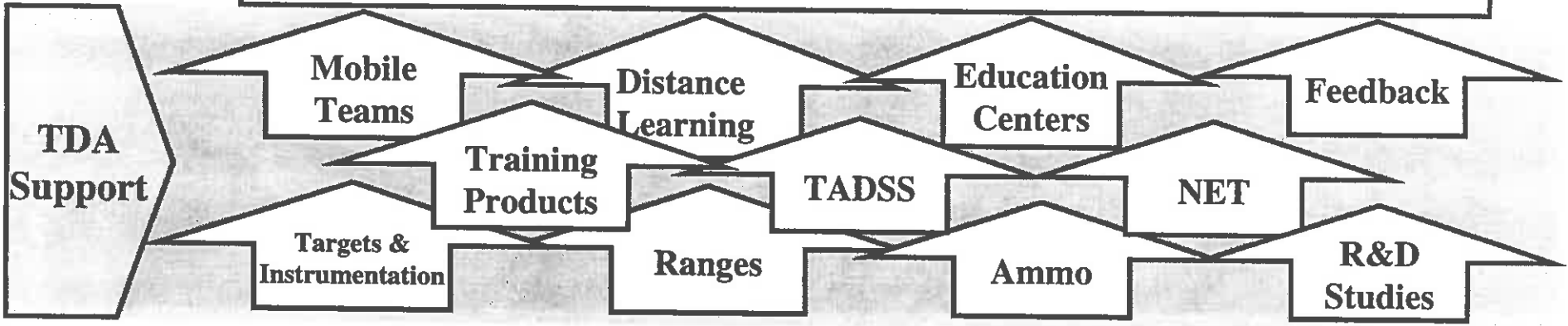
- **Force XXI soldiers, leaders, and units prepared to deploy, fight, and win in combat at any intensity level, anywhere, anytime**



Support to Organizational Training FAA

Training Support Lane Definition

Soldier, Leader, & Collective TOE Training:

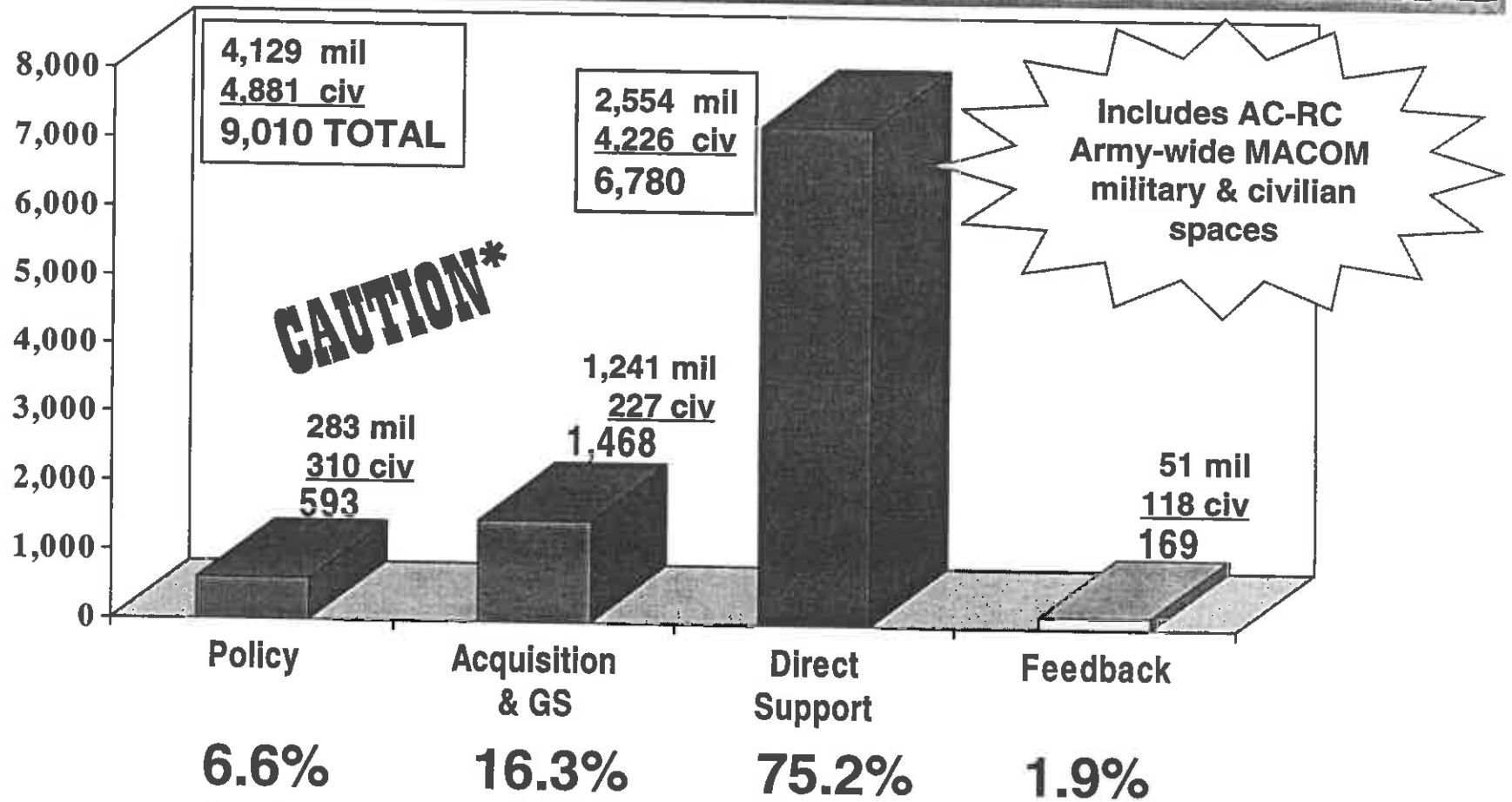


'SUPPORT TO ORGANIZATIONAL TRAINING':
Providing the resources (ranges, aids, devices, simulators, materials, people, Visual Information (VI), multimedia products/services, etc.) from TDA organizations to unit commanders to conduct effective and efficient AC and RC unit training.
NOTE: Does not include CTC (CTC PAT) or TOE-to-TOE support.



Support to Organizational Training FAA

Army-Wide SOT Training Support Lane Total TDA Spaces*



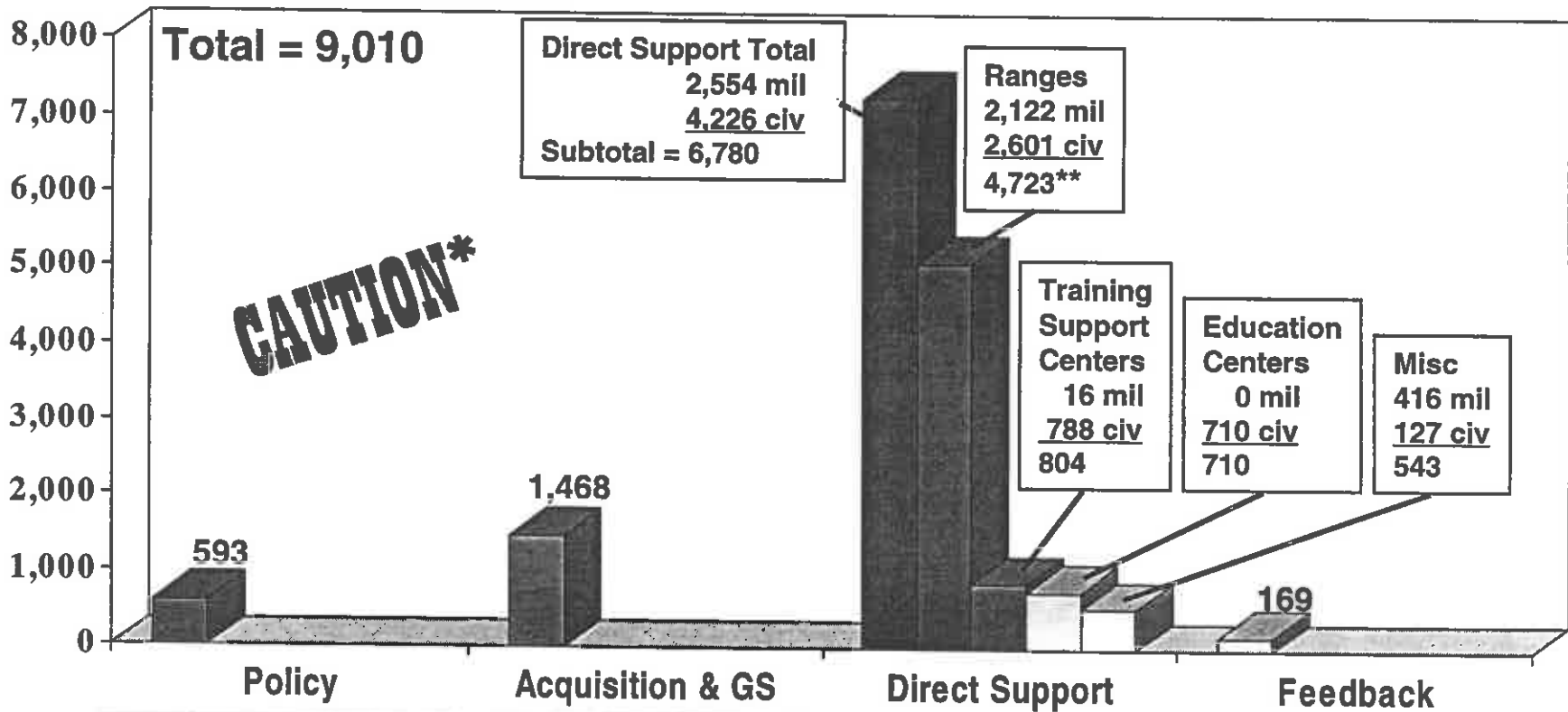
• 75+% of total spaces are at installation level

*SOURCE: FORSCOM SOT FAA datacall based on 96-02 TDA



Support to Organizational Training FAA

Army-wide "Direct Support" Breakout



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

* Rough Order of Magnitude data

** Includes CTC ranges



Support to Organizational Training FAA

Overall Findings:

SOT:

- **Is not User-friendly**
- **Is fragmented and stovepiped**
- **Has duplicative support organizations**
- **Has limited feedback**



Support to Organizational Training FAA

Issue Summary

CATEGORY

ISSUES

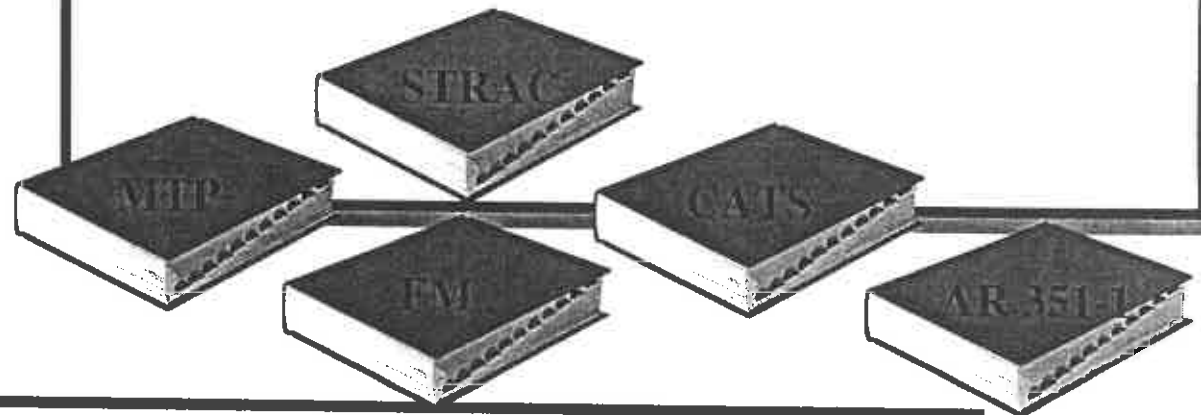
- | CATEGORY | ISSUES |
|----------------------------|---|
| 1. Policy: | <ul style="list-style-type: none">• Multiple DA-level training regs & pams• Multiple GOSC• Multiple publications guide Commander |
| 2. Acquisition: | <ul style="list-style-type: none">• “Too much training support stuff”• System TADSS \$\$ diverted in acquisition process• New Equipment Training (NET) is resource intensive• Multiple, unsynchronized acquisition processes |
| 3. General Support: | <ul style="list-style-type: none">• Multiple warehousing systems• Multiple materiel management information systems |
| 4. Direct Support: | <ul style="list-style-type: none">• Education Center opportunity• Multiple support organizations• Resource-intensive ranges |
| 5. Feedback: | <ul style="list-style-type: none">• Limited feedback process |



Support to Organizational Training FAA

Policy Issues:

- Multiple training GOSC
- At least 28 DA-level training regs & pams
- Multiple publications guide Commanders



Bottomline: Policy & guidance are not user friendly



Support to Organizational Training FAA

Recommendations

CONCEPTS	IMPACT
<ul style="list-style-type: none">• One Training GOSC	<ul style="list-style-type: none">* Better management ACTION: DCSOPS
<ul style="list-style-type: none">• One training & training support regulation	<ul style="list-style-type: none">* User friendly ACTION: DCSOPS
<ul style="list-style-type: none">• One 'guide' for Commander (e.g. digital MTP + CATS + STRAC + FM)	<ul style="list-style-type: none">* Helps Commander ACTION: DCSOPS/TRADOC

**GOOD NEWS:
DCSOPS & TRADOC
have started
fixing these!**



Support to Organizational Training FAA

Acquisition Issues (includes requirements)

- ✓ **“Too much training support stuff,” worsened by:**
- **Training Development (TD) shortfall**
 - **Lack of Unit Training Management training**
 - **Systems TADSS \$\$ diverted in acquisition process**
 - **New Equipment Training (NET) is resource intensive**
 - **Multiple, unsynchronized acquisition processes**

**TRADOC TD manpower down
76% since 1987**



Support to Organizational Training FAA

Recommendations

CONCEPTS

- Scrub existing training material by MOS and unit type or slice
- Single GOSC and acquisition process
- Invest in Training Development account
- Recapture Unit Training Management training (underway as part of TRADOC Common Core)

IMPACT

- * Reduce inventory
ACTION: TRADOC
- * Aligns TADSS, ranges, etc.
- * Better requirements management
ACTION: DCSOPS
- * ASA(M&RA)/DCSOPS fixing
- * Units know how to use system
ACTION: DCSOPS/TRADOC

GOOD NEWS:
Scrub underway!
ASA(M&RA) & DCSOPS
helping fix TD
manpower



Support to Organizational Training FAA

Acquisition Issues

- “Too much training support stuff”
- ✓ **Systems TADSS \$\$ diverted in acquisition process**
- **New Equipment Training (NET) is resource intensive**
- **Multiple, unsynchronized acquisition processes**



Support to Organizational Training FAA

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**
ACTION: SARDA & DCSOPS
- * **Visibility for new Systems' training 'tail'**
ACTION: SARDA/AMC
- * **Enables proponents to adapt with new training strategies**
ACTION: SARDA/AMC/TRADOC
- * **Ensures compatibility among TADSS, instrumentation, etc.**
- * **Reduces costs**
ACTION: DCSOPS/TRADOC/ AMC



Support to Organizational Training FAA

Acquisition Issues:

- **“Too much training support stuff”**
- **Systems TADSS \$\$ diverted in acquisition process**
- ✓ **New Equipment Training (NET) is resource intensive**
 - **Post-NET sustainment gap**
- **Multiple, unsynchronized acquisition processes**



Support to Organizational Training FAA

Recommendation & Alternatives

CONCEPTS	IMPACT
<ul style="list-style-type: none"> • Require <u>self-paced</u>, stay-behind NET packages 	<ul style="list-style-type: none"> * Fills NET 'gap' ACTION: SARDA & DCSOPS/ AMC
<ul style="list-style-type: none"> • New: - Maximize technology-based NET (e.g. Distance Learning, Embedded, Computer Based Training (CBT), etc.) 	<ul style="list-style-type: none"> * Lowers delivery costs * Standardizes training * Fills NET 'gap' ACTION: SARDA & DCSOPS/AMC
<ul style="list-style-type: none"> • OTB: - Increase outsource of NET to max 	<ul style="list-style-type: none"> * Saves up to 291+ spaces * Requires investing \$14.5-29.1+M ACTION: SARDA/DCSOPS/AMC

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 16



Support to Organizational Training FAA

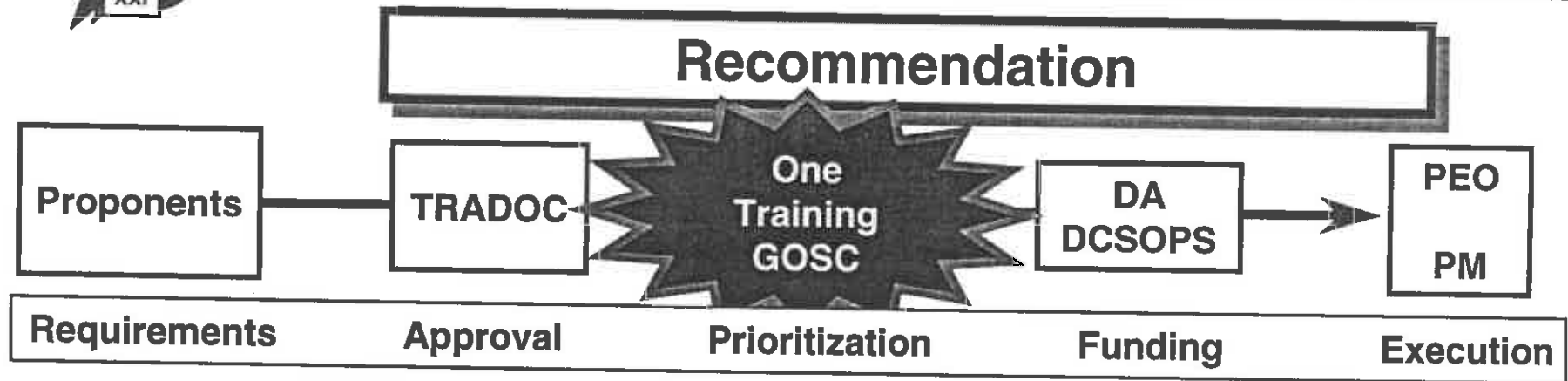
Acquisition Issues

- “Too much training support stuff”
- Systems TADSS \$\$ diverted in acquisition process
- New Equipment Training (NET) is resource intensive
- ✓ **Multiple, unsynchronized acquisition processes (Ranges, Systems TADSS, Nonsystems TADSS, etc.)**

**Improved requirements
are our best
long-term fix**



Support to Organizational Training FAA



CONCEPT

- One process for all major training materiel items IAW “Black Book”

IMPACT

- * Integrates & aligns requirements acquisition, and management
- * Ensures Warfighting focus
- * Supports Power Projection Army (deployable support)

**ACTION: DCSOPS & SARDA/
MACOM**

GOALS:

- Combat Ready Units
- TRADOC develops what units need
- Support fits within unit resources
- Training “goes to war”



Support to Organizational Training FAA

General Support Issues

- ✓ **Multiple warehousing facilities**
 - **Visual Information (VI), TADSS, GTA, TSP, TATSC, ADTLP, etc.**
 - **Multiple Army Correspondence Course Programs (ACCP) (AMEDC&S, AWC, JAG, ALMC, etc.)**
- **Multiple training materiel management information systems**



Support to Organizational Training FAA

Recommendations & Alternatives

CONCEPTS

- **Consolidate all Army-level training materiel warehousing management**
 - **Consolidate VI under DCSOPS from DISC4**
 - **Consolidate ACCP operations under ATSC**
- **Minimize warehouse functions by:**
 - **improved management process**
 - **maximizing pinpoint distribution**
 - **maximizing electronic distribution**
- **OTB: Contract out/divest warehouse functions**

IMPACT

- * **Saves overhead spaces (TBD)**
ACTION: DCSOPS & DISC4/TRADOC
- * **Need warehousing review**
- * **Simplifies C2**
- * **Saves 23 spaces**
- * **Consolidate ACCP budgets at ATSC**
ACTION: DCSOPS/ OTSG/TJAG
TRADOC/ALMAC/AWC
- * **Reduces warehousing costs**
ACTION: DCSOPS & DISC4/TRADOC
- * **Savings TBD**
ACTION: DCSOPS & DISC4/TRADOC

Note: Rough Order of Magnitude data



Support to Organizational Training FAA

General Support Issues

- **Multiple warehousing systems
(replication, storage, & distribution)**
- ✓ **Multiple training materiel management information systems**



Support to Organizational Training FAA

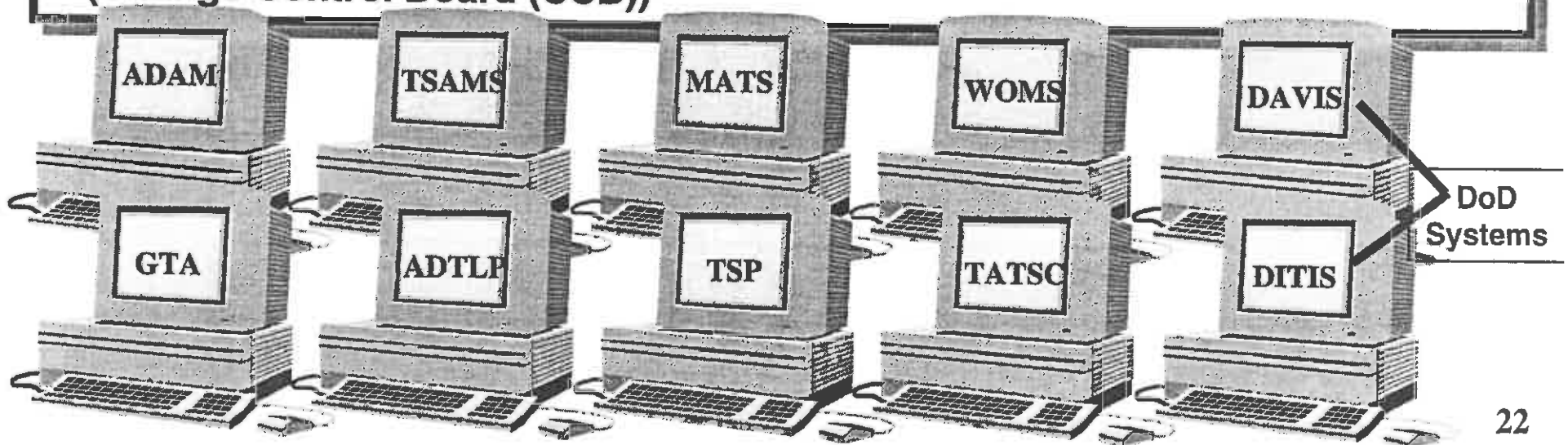
Recommendations

CONCEPT

IMPACT

- 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))

- * Invest \$15M (over POM)
- * Cost Avoidance up to \$206M (over POM)
- * User friendly
- ACTION: DISC4 & DCSOPS
- * Identifies all requirements



Support to Organizational Training FAA

Direct Support Issues

**75+% of total
TDA spaces under
Direct Support**

- ✓ **Education Center opportunity**
- **Multiple support organizations**
- **Resource-intensive range support costs**

**34% (\$32.2M) of
Education Center \$94.7M
budget
is in personnel overhead**



Support to Organizational Training FAA

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
ACTION: DCSPER & DCSOPS

- * Saves up to 710 spaces
- * Invest up to \$32.2M
- * Option: Plus-up Tuition Assistance by any savings
ACTION: DCSPER & DCSOPS



Support to Organizational Training FAA

Direct Support Issues

- Education Center opportunity
- ✓ **Multiple support organizations**
- Resource intensive range support costs



Support to Organizational Training FAA

Recommendations

CONCEPTS

IMPACT

- | | |
|--|--|
| <ul style="list-style-type: none">• Create an installation Training Resource Management (TRM) process (within FM 25-100/101 planning process)• Consolidate all installation-level support management:
Training Support Centers (TSC),
Simulation Centers, Ranges, Libraries (ed, pubs, VI), Education Centers-Distance Learning Centers, Visual Information (VI), & Fabrication shops• Regionalize, Outsource, & Consolidate (ROC) within DA-level ROC Plan:<ul style="list-style-type: none">- VI operations- Fabrication- Training Support Centers (TSC) | <ul style="list-style-type: none">* Cross-levels needs & resources
ACTION: DCSOPS/TRADOC/ACSIM* Unity of Command* Eliminates duplication
ACTION: ACSIM/DISC4/DCSOPS* Saves spaces (TBD)* Eliminates duplication
ACTION: DISC4 & DCSOPS/MACOM* Saves spaces (TBD)* Saves spaces (TBD)* Saves up to 788+ civilian spaces (TBD)* Invest \$45-90+M (TBD) |
|--|--|

Note: Rough Order of Magnitude data



Support to Organizational Training FAA

Direct Support Issues

- Education Center opportunity
- Multiple support organizations
- ✓ Resource-intensive range support costs

Ranges are **52+%** of
total SOT TDA spaces



Support to Organizational Training FAA

Recommendation & Alternatives

CONCEPTS

- DCSOPS task TRADOC (TRAC) to study range, targets, & instrumentation policy, requirements, acquisition, operations, and support
- New: Centrally manage ranges, targets, and instrumentation requirements within Combined Arms Training Strategies (CATS) & Life Cycle Management Model
- OTB: Civilianize or outsource operation of range facilities

IMPACTS

- * Develop accurate options
- * Invest \$4.6M to do study
 - \$2.6M & 9 mo. current opns
 - \$2.0M & 24 mo. Force XXI rqmts(TRAC estimate per Mr. Spiegel tasker)
ACTION: DCSOPS/TRADOC
- * Reduce Life Cycle costs
- * Align range, target, & instrumentation requirements
ACTION: DCSOPS/ACSIM/TRADOC
COE/ACALA/AMC/Safety Cmd
- * Saves up to 2,122 military spaces (TBD)
- * Up to 2,601 civilian spaces (TBD)
- * 4,723 Total
- * Invest \$236-472M (TBD)
ACTION: DCSOPS/ACSIM/TRADOC
COE/ACALA/AMC/Safety Cmd

Note: Rough Order of Magnitude data



Support to Organizational Training FAA

Feedback Issues

- **Information stored in multiple 'libraries'**
- **Limited training support feedback process**



Support to Organizational Training FAA

Recommendation

CONCEPTS	IMPACT
<ul style="list-style-type: none">• One system under Center for Army Lessons Learned (CALL) for all feedback & Lessons Learned<ul style="list-style-type: none">- Conduct Manpower Survey among 'libraries' (e.g. ARI, AAA, IG, Safety Cmd, etc.)• Re-establish proponent evaluation capability	<ul style="list-style-type: none">* User friendly* Invest \$760k/year to digitize ACTION: TRADOC/DISC4/MACOM* Reduce spaces (TBD)* Forges unit-proponent link* Improves requirements* Invest up to 80 spaces or contract \$4-6M ACTION: DCSOPS/TRADOC

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



Support to Organizational Training FAA

Conclusions

What we said at the beginning:

- Not User-friendly
- Fragmented and stovepiped
- Multiple support organizations
- Limited feedback

Potential Savings:

Return a BDE(-)
to the Force!!!



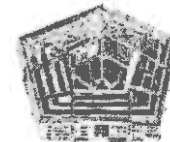
GOALS:

- Combat-Ready Units
- TRADOC develops what units need
- Support fits within unit's resources
- Training "goes to war"

Support to Organizational Training FAA

RECOMMENDED CONCEPTS	MIL	CIV	INVEST (POM 00-05+)
1. POLICY			
• One Training GOSC			qualitative
• One DA-level training & training support reg			qualitative
• One Unit Commander digital 'guide'			qualitative
2. ACQUISITION			
• One acquisition & requirements process			qualitative
• System TADSS \$\$ line item visibility with Training GOSC			qualitative
• Technology-based New Equipment Training (NET)	Up to 129+	Up to 162	Up to 29.1M
3. GENERAL SUPPORT			
• One training warehouse management system		TBD	TBD
•• One ACCP system		23	
• One training product inventory software system			\$15.0M
			cost avoid \$206.0M
4. DIRECT SUPPORT			
• Regionalize-Outsource-Consolidate Army-wide video, film, graphics, fabrication, TSC support		Up to 788+	Up to 78.8+M
• Integrate Education Centers with Distance Learning			\$1.35M
• Study range policy, acquisition process, operation & support			4.6M
	Up to 2,122	Up to 2,601	Up to 472.3+M
5. FEEDBACK			
• One Lessons Learned & feedback electronic 'library' at CALL		TBD	\$1.00M
• Re-establish proponent evaluation teams		80 spaces or \$4+M	
TOTAL	Up to 2,251+	Up to 3,654+	Up to 606.1+M

Note: Rough Order of Magnitude data

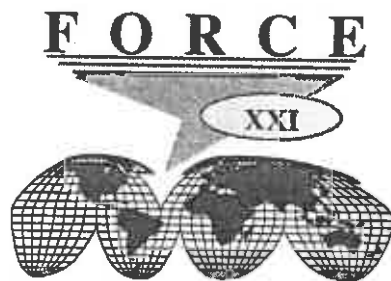


REDESIGN OF THE INSTITUTIONAL ARMY

Information Briefing Support to Organizational Training (SOT) FAA

Umbrella Assessment

6 March 1997



11/15/96



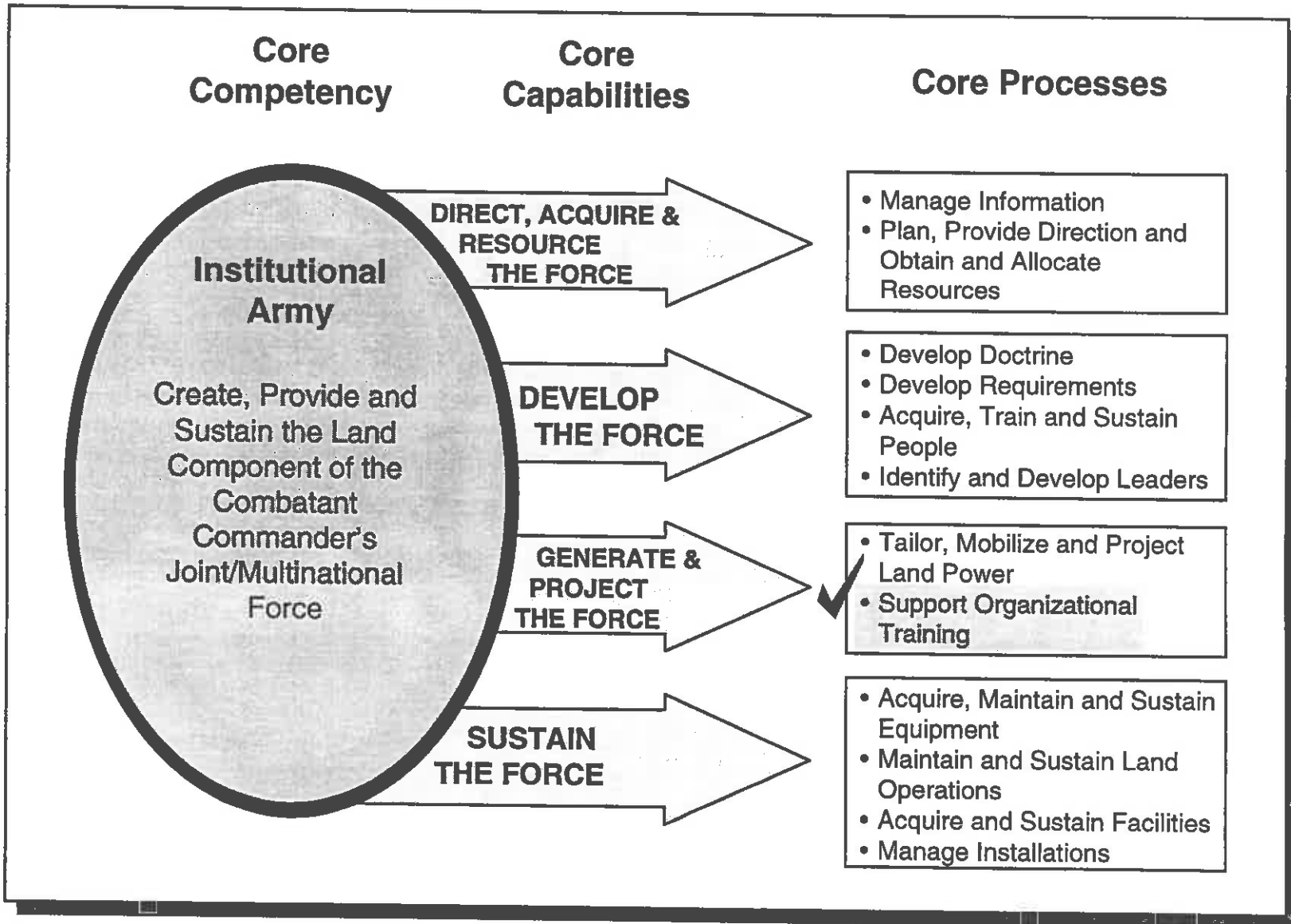
Purpose

- Present the Umbrella assessment of the Army's *Support to Organizational Training* process.
- Proponent FAA to be conducted on:
 - 12 March 1997 (FORSCOM) and
 - 9 April 1997 (TRADOC)

Approach

- **Define** the process product, customer and proponent.
- **Assess** the current process in terms of the Army's Institutional 12 Core Processes.
- **Reengineer** the processes as appropriate and deduce an organization redesigned to provide better or more cost effective *Support to Organizational Training*.

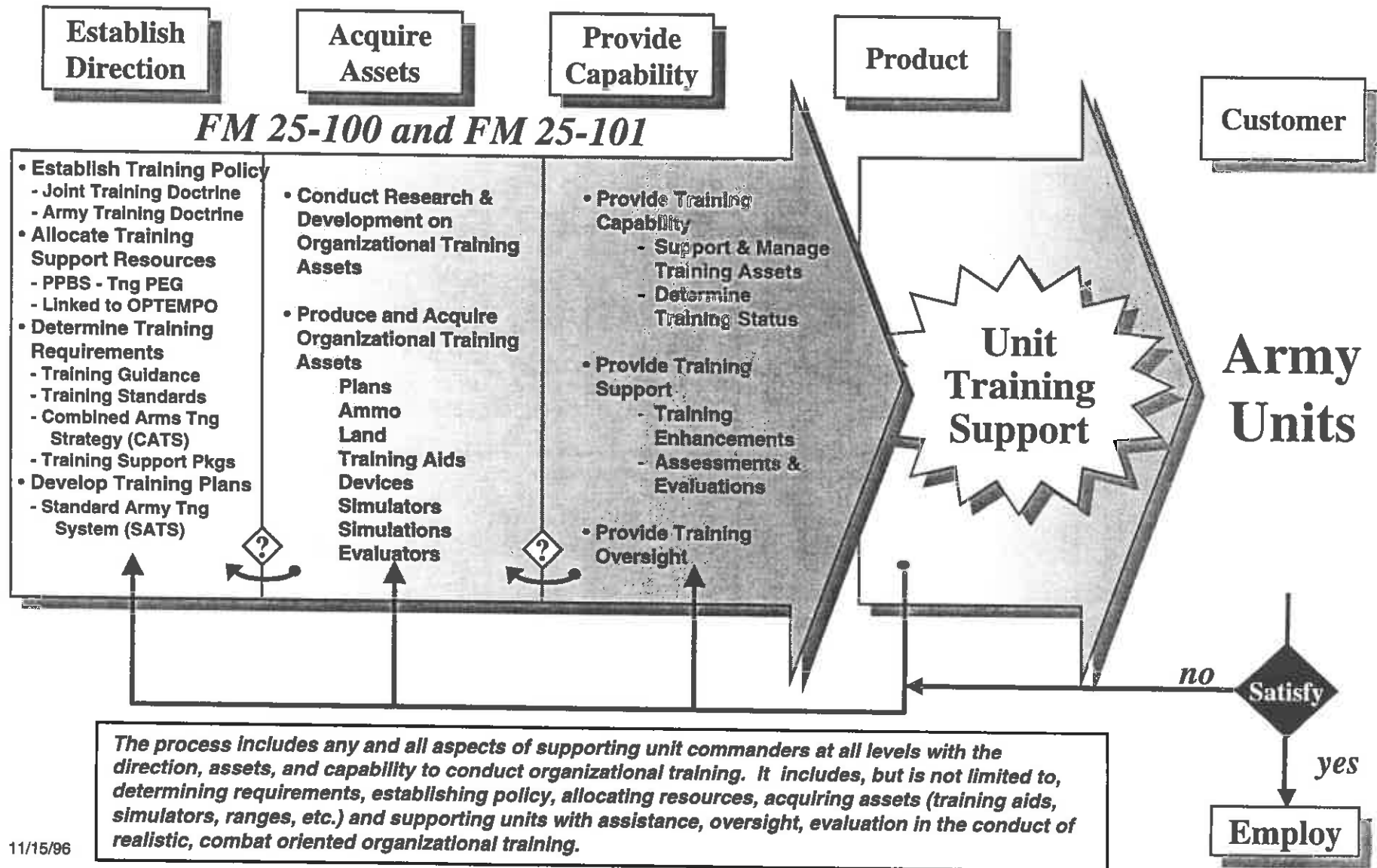
Core Competencies and Processes Institutional Force



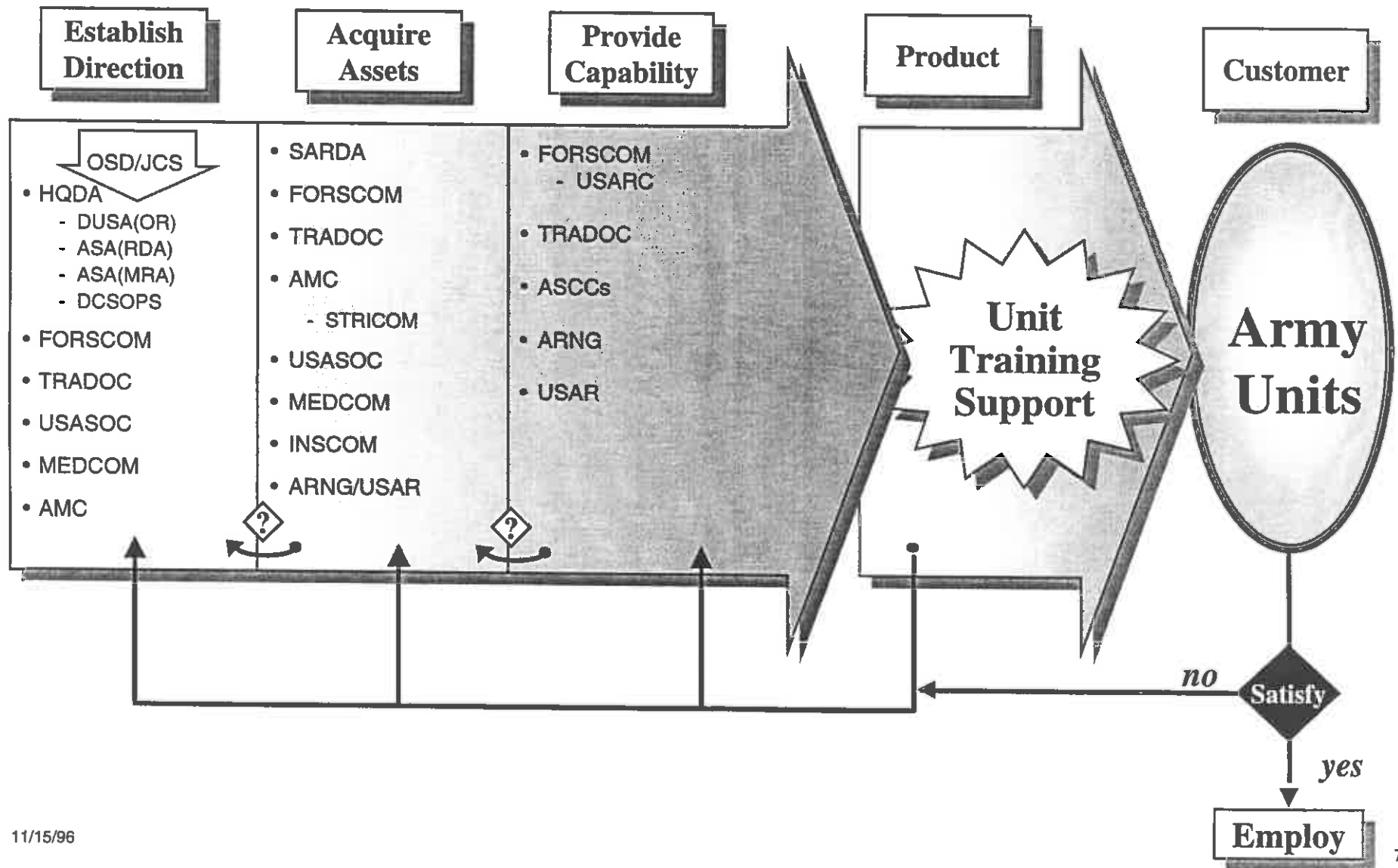
Process, Product and Customer Defined

- Process: provide a customer-focused seamless *Support to Organizational Training* system.
- Activities:
 - Training aids, devices, simulators & simulations
 - Training ranges, facilities and land
 - Training ammunition
 - Combat Training Centers
 - Training support units
 - Training evaluations
 - Training feedback
- Product: Unit Training Support
- Customer: **Army Units**

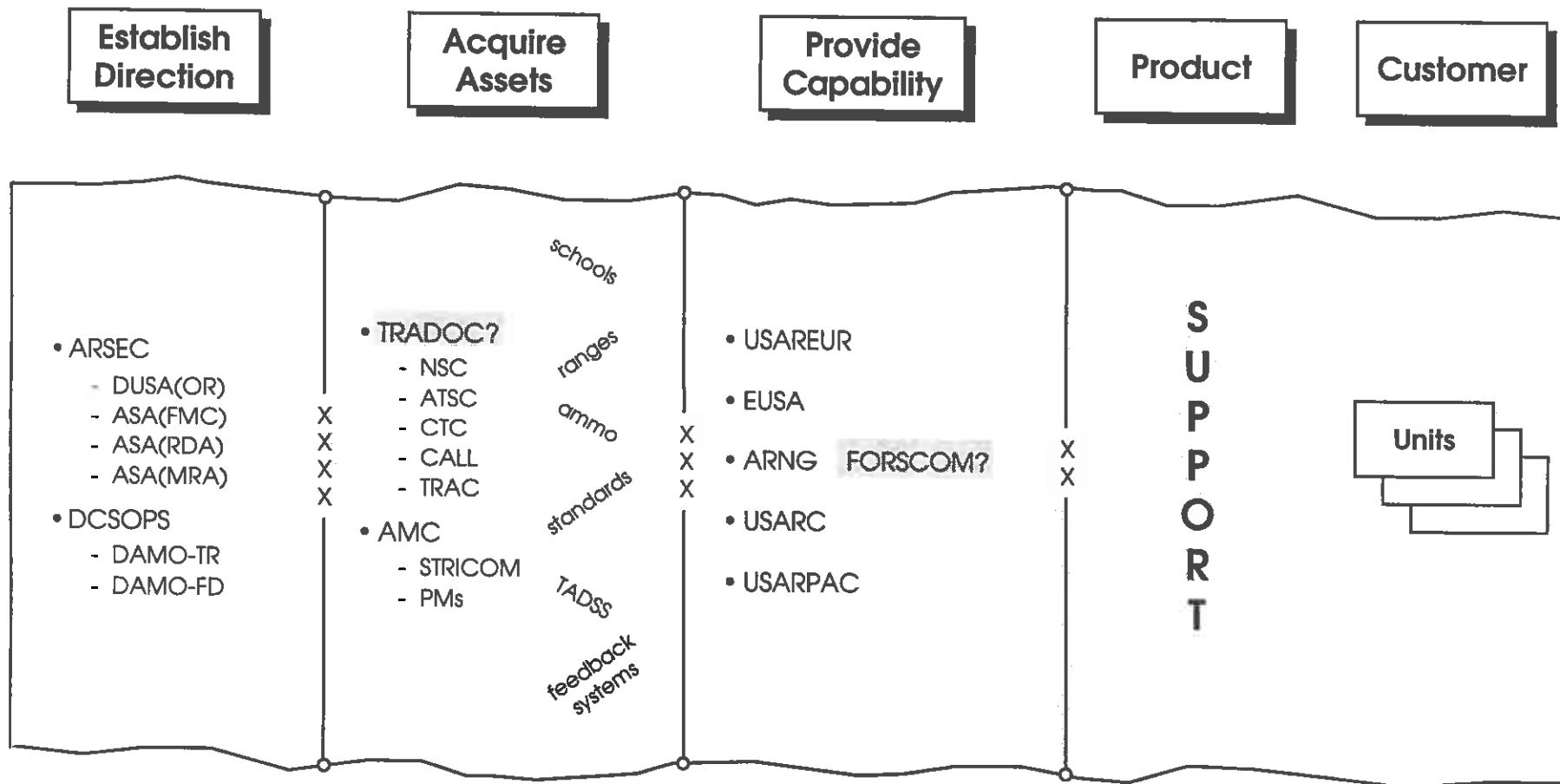
Support to Organizational Training: The Process



Support to Organizational Training: The Organizations



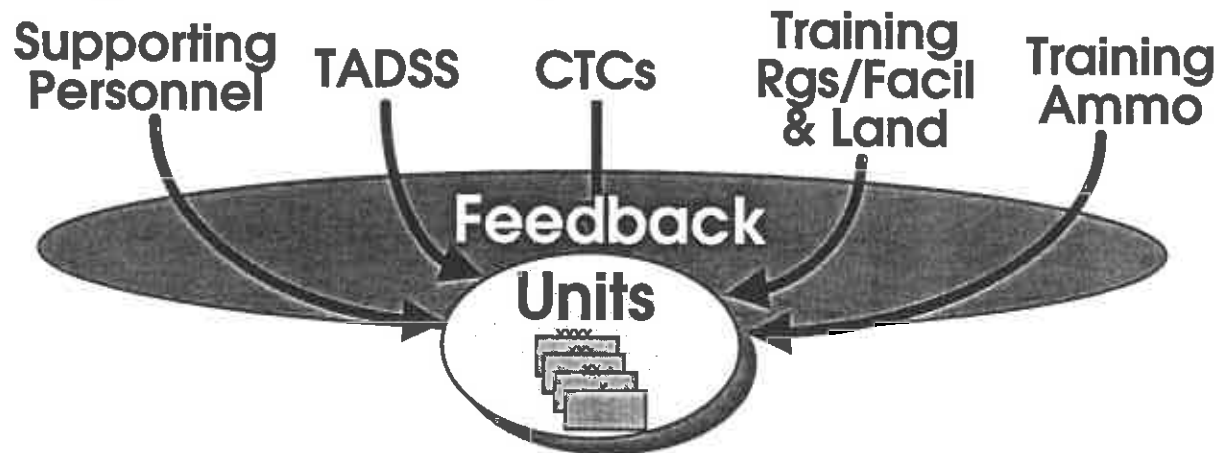
Who is the SOT Proponent?



21st Century: Force Package (MTOF) on demand
 Training support before, during, after deployment/redeployment

Support to Organizational Training Process & Product

The process includes any and all aspects of supporting unit commanders at all levels with the direction, assets, and capability to conduct organizational training.



It includes, but is not limited to, determining requirements, establishing policy, allocating resources, acquiring assets (training aids, simulators, ranges, **etc.**) and supporting units with assistance, oversight, evaluation in the conduct of realistic, combat oriented, organizational training.

The Product is "Unit Training Support"

(The commander is responsible for conducting the training; this FAA addresses the process that provides the support necessary for organizational training to take place)

SOT proponent FAA briefing topics

FORSCOM

- AC to RC SPT
 - Traditional Support (Spt & Assist Prgms)
 - Title VII (ORE/RTT/RTD)
 - Title XI (AC-RC Spt Prgms)

TRADOC

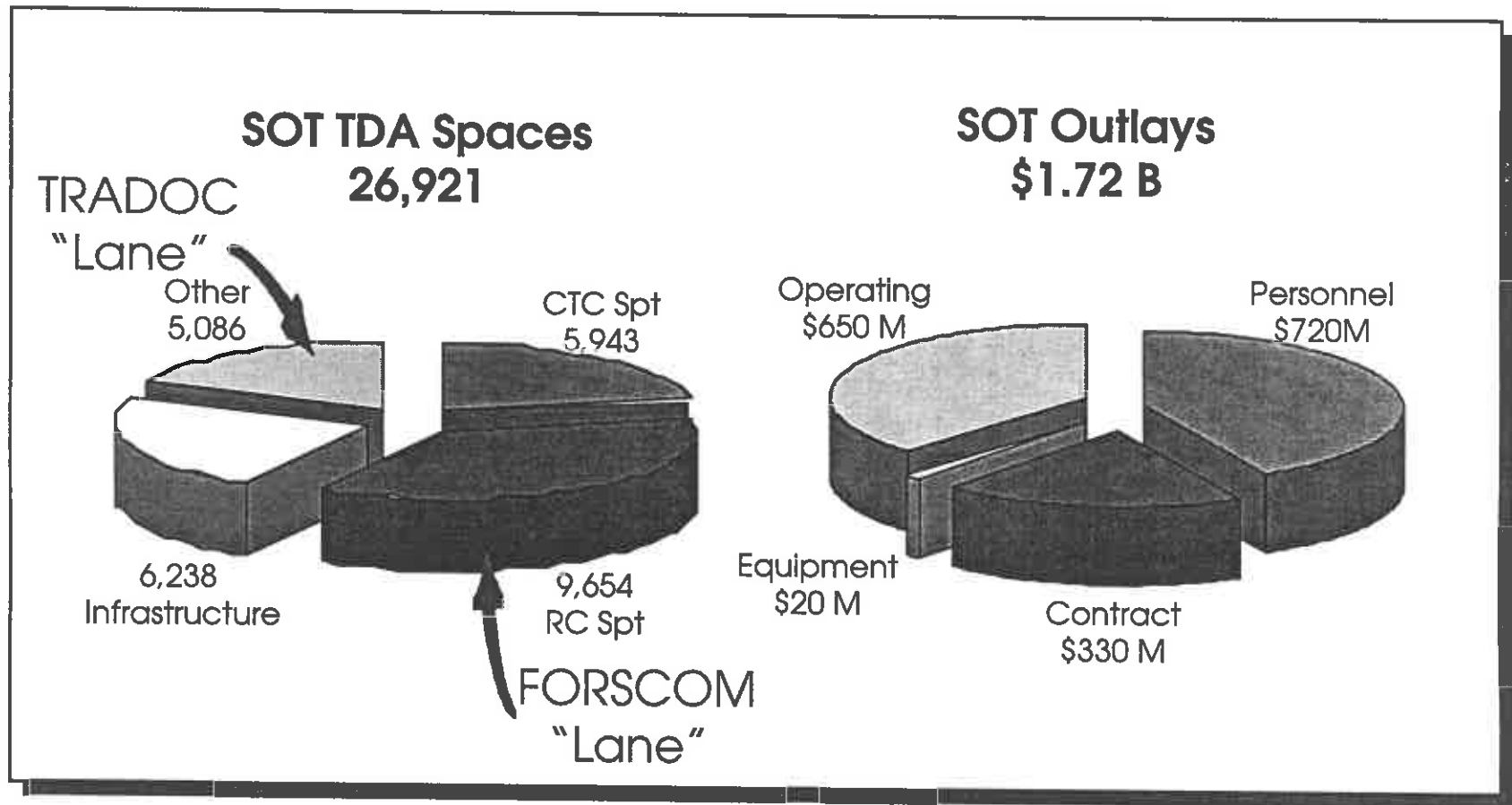
- TDA Training Support
 - TADSS
 - Training Ranges
 - Training Ammo
 - Facilities
 - *“Education Centers”*



SOT topics not covered in FAA briefing

- Combat Training Centers
 - CSA directed GO PAT
- TOE unit support to training
- OPTEMPO
- Acquisition costs
- Borrowed Military Manpower
- Support for Joint Training
- Active component units, e.g., 2ID
- Support of "response" force packages (MTOF)

SOT Process Resources



Establishing Direction for SOT Process

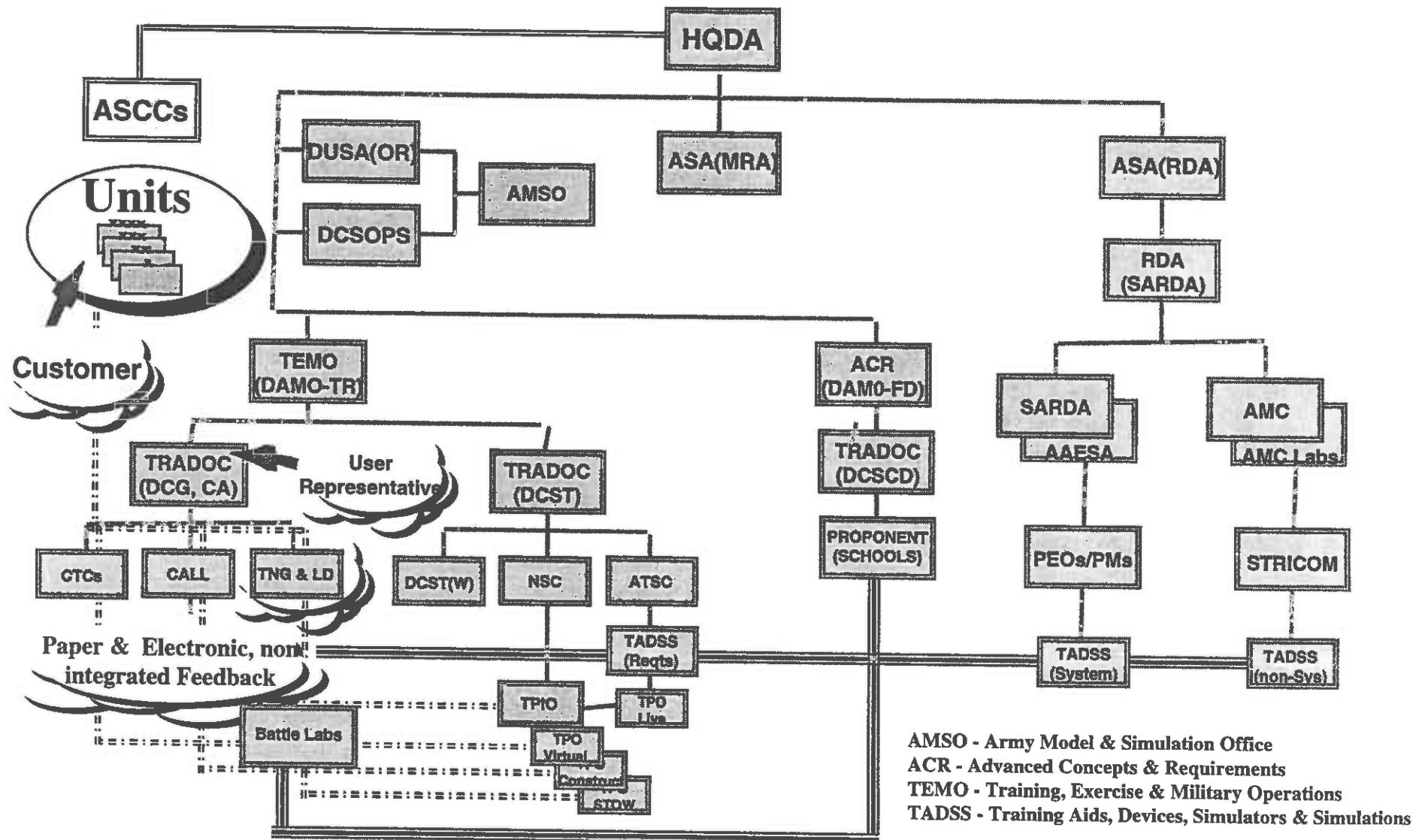
“as is”

- SOT process is embedded, but not explicit within Training Strategy - lacks focus and direction
- No SOT proponent therefore no strategy or vision for process
- TADSS are often done after the training strategy without requirements documents and with undefined OPTEMPO reductions
- Technology has increased the number of SOT systems, but not the way in which they are provided

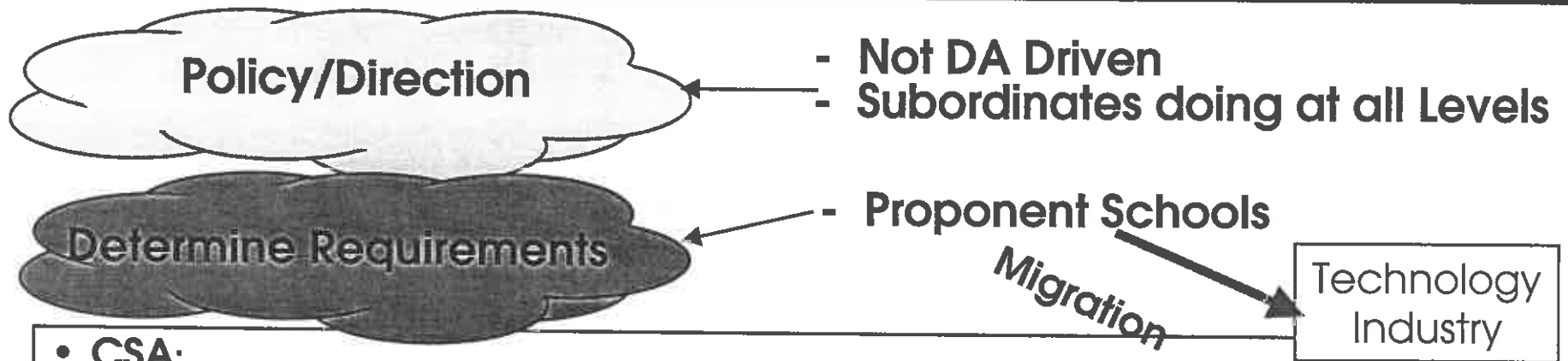
“to be”

- Establish single SOT process owner responsible for coalescing SOT doctrine/ policy, publications, standards, prioritization and resources into a product
- Establish training super GOSC to integrate and prioritize all training and SOT resources (approved by DCSOPS)

SOT Process "Stakeholders"



Establish Direction for SOT Process



• CSA:

- "... TRADOC Commander will approve **all** Army warfighting requirements prior to their submission toDA."
- "If a need is identified that has **any** potential warfighting impact or utility,....follow the procedures....to determine...requirements"

• CDR TRADOC:

- "Achieving the desired future capabilities involves modifyingDTLOMS structure."
- "These **modifications** are what we call "requirements."
- "As but one of several examples, non-systemTADSS, are generated outside TRADOC and passed directly to DA without TRADOC knowledge."

Why? **NO SUPPORT STRATEGY**

Acquire Assets for the SOT Process

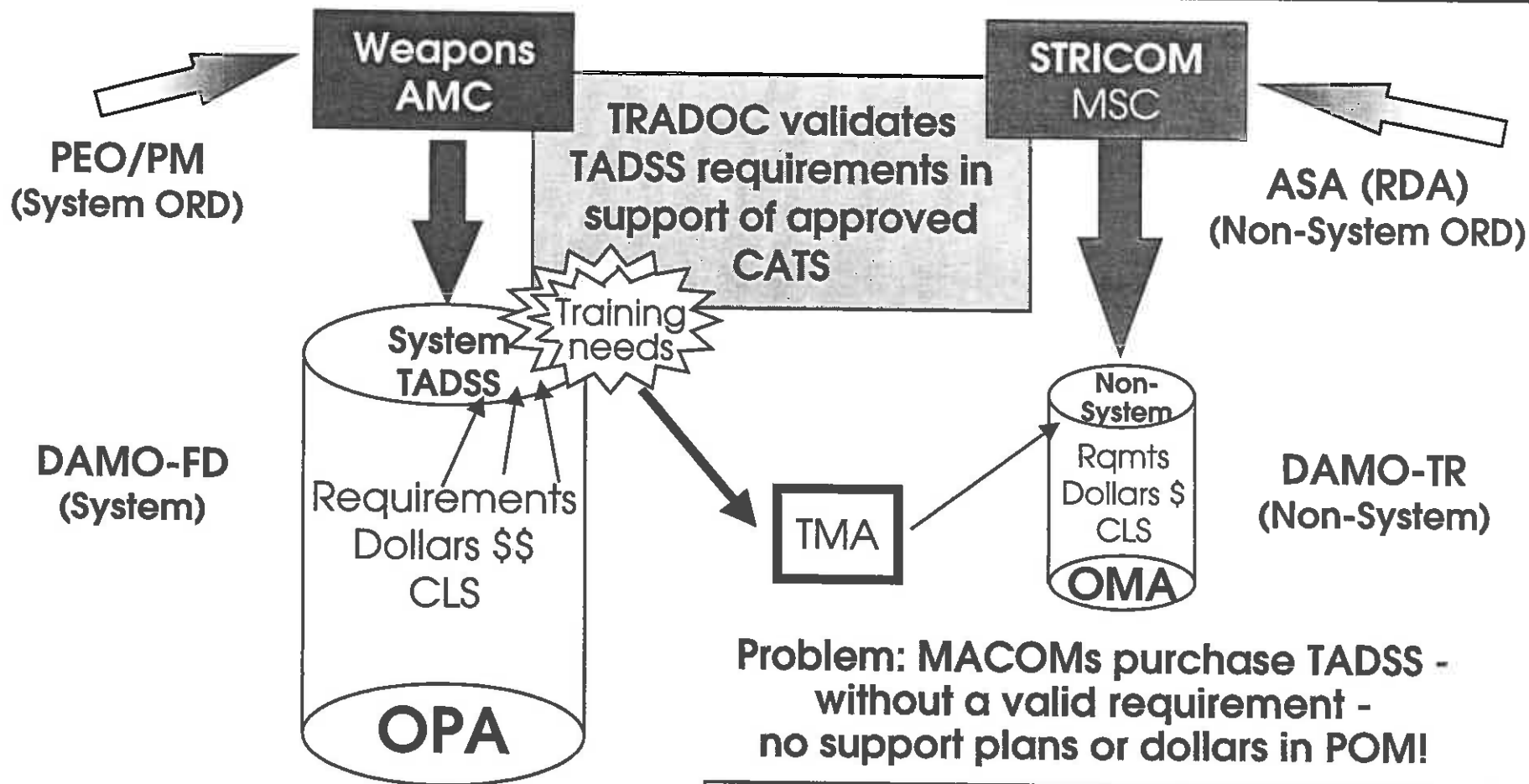
“as is”

- SOT requirements are uncoordinated
 - System requirements for training support are often squeezed out of the procurement
 - Then system and non-system requirements often compete for much smaller resource pot
- TADSS perceived as a billpayer for unplanned Contracted Logistical Support (CLS)
- Little integration between system and non-system requirements @ HQDA
- ATSC provides “oversight” of schools proponentcy for system TADSS

“to be”

- Consolidate SOT acquisition (less systems procurement) at STRICOM
- Regionalize/realign TSCs Army-wide
 - Regionalize: TADSS Production/Visual Information (VI) Multimedia
 - Divest: GTA/VI Equip/VI Products/Graphics
 - Outsource: Photo (wet)
 - Consider using March AFB as JVIC pinpoint VI distribution

Acquiring System/Non-System TADSS



CONVOLUTED SYSTEM
(With little integration)

"...our review of the 33 projects contained in the divisions 5-year development plan for FY 90 showed that 6 approved projects did not fill a valid resource shortfall."

Provide Capability from SOT Process

“as is”

- AC Spt for Tng RC units consists of different programs implemented at different times - inefficient and redundant
- Each MACOM has its own TSC
- Each MACOM has its own ED centers
- VI has not leveraged technology
- SOT has not been focused:
 - Installations/MACOMs/DCSOPS
- Feedback for SOT not integrated
 - SATS
 - CALL
 - FXXI Db
 - CTCs
 - TEMO

“to be”

- Restructure AC Spt to RC
 - Reducing redundant C2
 - Integrate AC/RC throughout unit
 - Focus on effectiveness, then simplicity and efficiency
- Convert Ed Centers to Distance Learning Ctrs or Outsource/Private
- Establish single SOT process owner

AC-RC Support to Organizational Training

“as is”

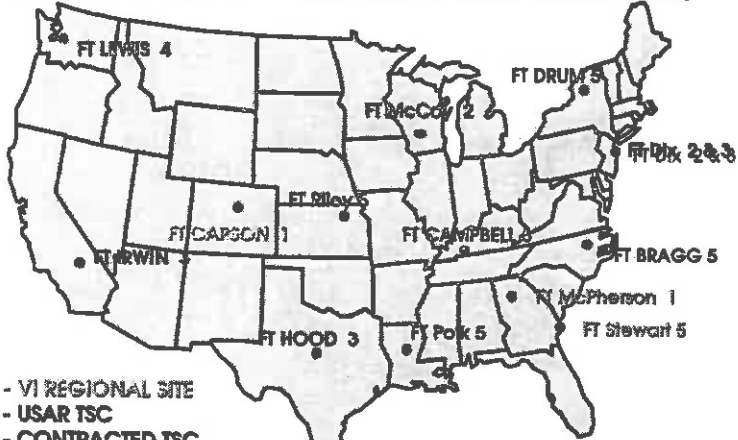
- A “congressional patchwork” without a synchronization concept
- Organizational construct lacks simplicity, efficiency and effectiveness
- An “alphabet soup” of AC/RC relationships
- Redundancies in headquarters
- Lack of unity of command
- MOE is spaces = law

“to be”

- AC/RC organization that is integrated top-to-bottom
- Organized to maximize training/management role
- Capitalize on tricomponent training experiences
- One stop shopping for RC people to support unit training
- Increase ability to task organize
- MOE is efficiency & effectiveness

Regionalize TSCs Army-wide

FORSCOM TRAINING SUPPORT CENTERS

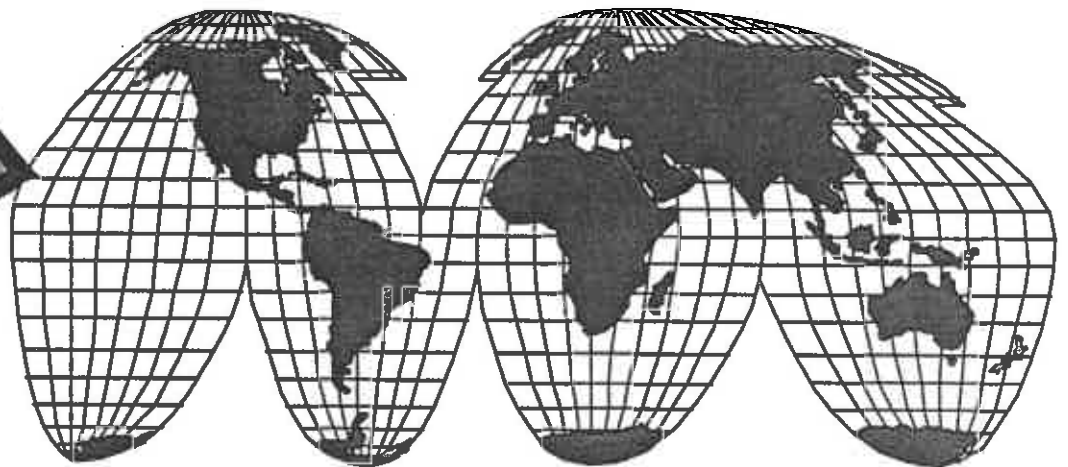


- 1 - VI REGIONAL SITE
- 2 - USAR TSC
- 3 - CONTRACTED TSC
- 4 - DEVICE FABRICATION
- 5 - Scaled down TSCs

- TSC CUSTOMER ACCESS
 - LOCAL AREA NET
 - COUNTER
 - DIAL-UP
 - TELEPHONE
- TSC CUSTOMER SUPPORT
 - ON-LINE
 - TELEPHONE
 - IN-PERSON
 - MAIL / UPS / FED-EX



Apply FORSCOM
concept Army-wide

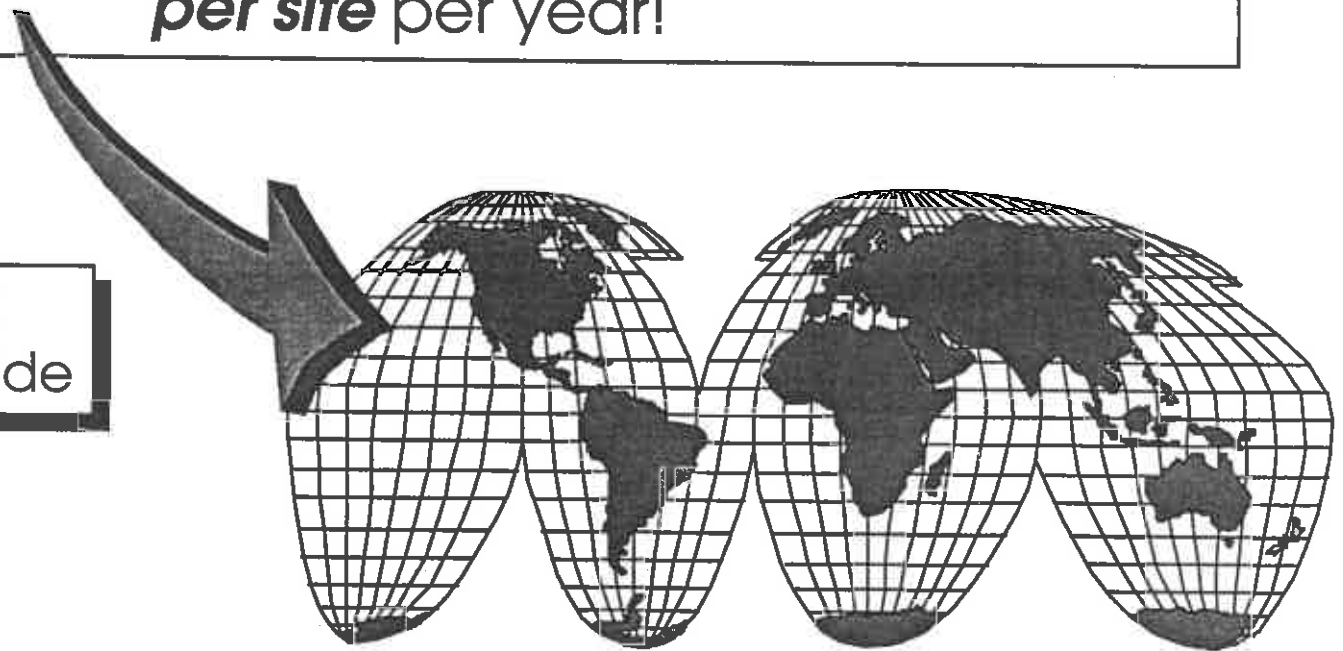


Establish Regionalized EMICs Army-wide

Expand TRADOC (Ft Eustis) EMIC concept Army-wide

- Before EMIC 100 people in TASC
 - With EMIC 40 people in TASC
 - Cost ~ \$350K for initial equipment
 - Savings ~ \$120K per year (60 people @ \$20K)
- per site*** per year!

Apply TRADOC
concept Army-wide



SOT Feedback Systems

Do not:

- Transfer data among themselves
- Display data in a standardized format
- Store data in a standard manner

This results in:

- Data can not be shared within the TEMO, ACR, and RDA domains
- Data input to Army Training Digital Library (ATDL) is done manually, if at all

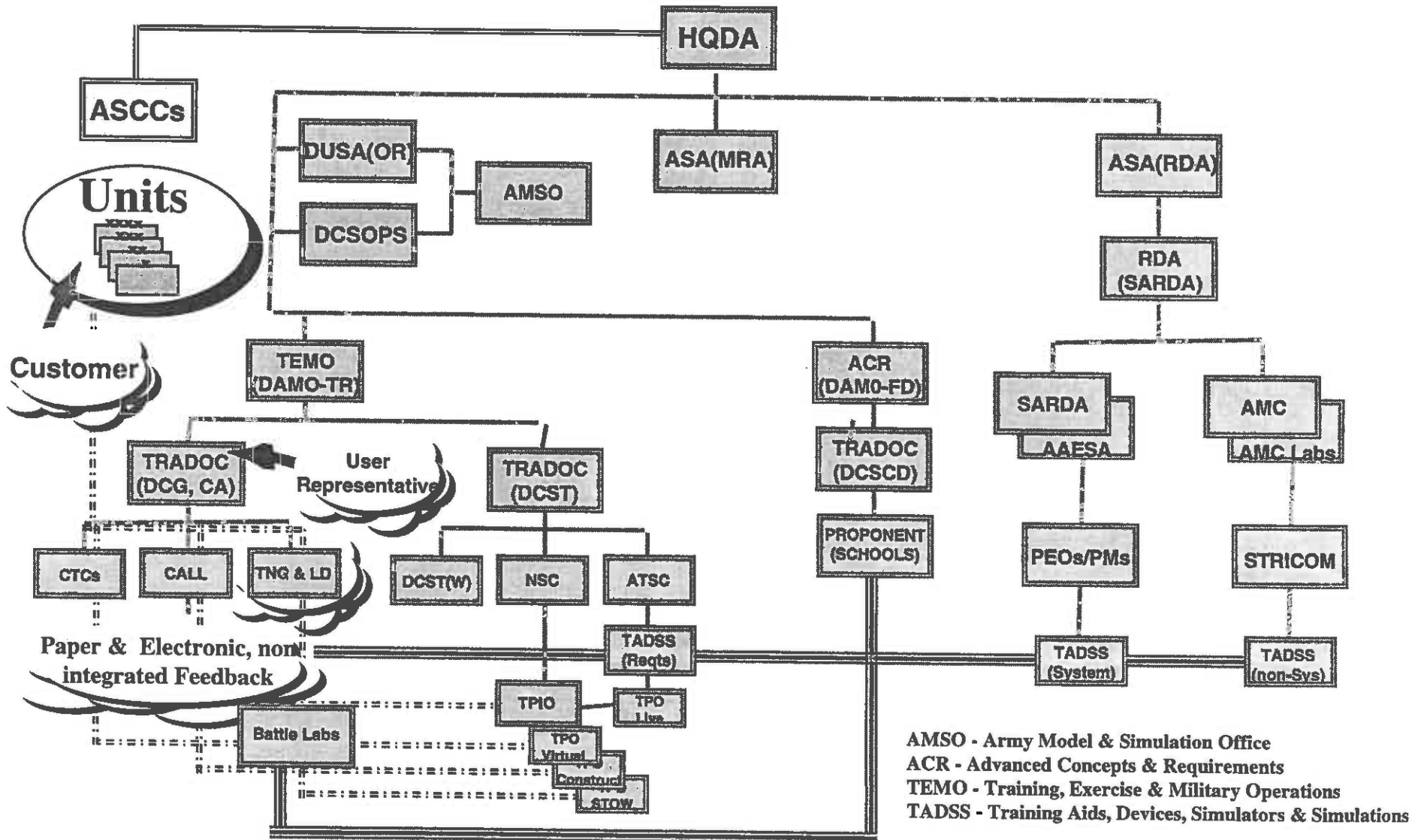
- “The field expressed concern over the number of points of contacts for automation issues.”
- “There are still too many points of contact to deal with on automation issues at DCST (TDAD, ATSC, and TASS are a few examples).”

SOT & Ammunition Management Systems

Umbrella Conclusions

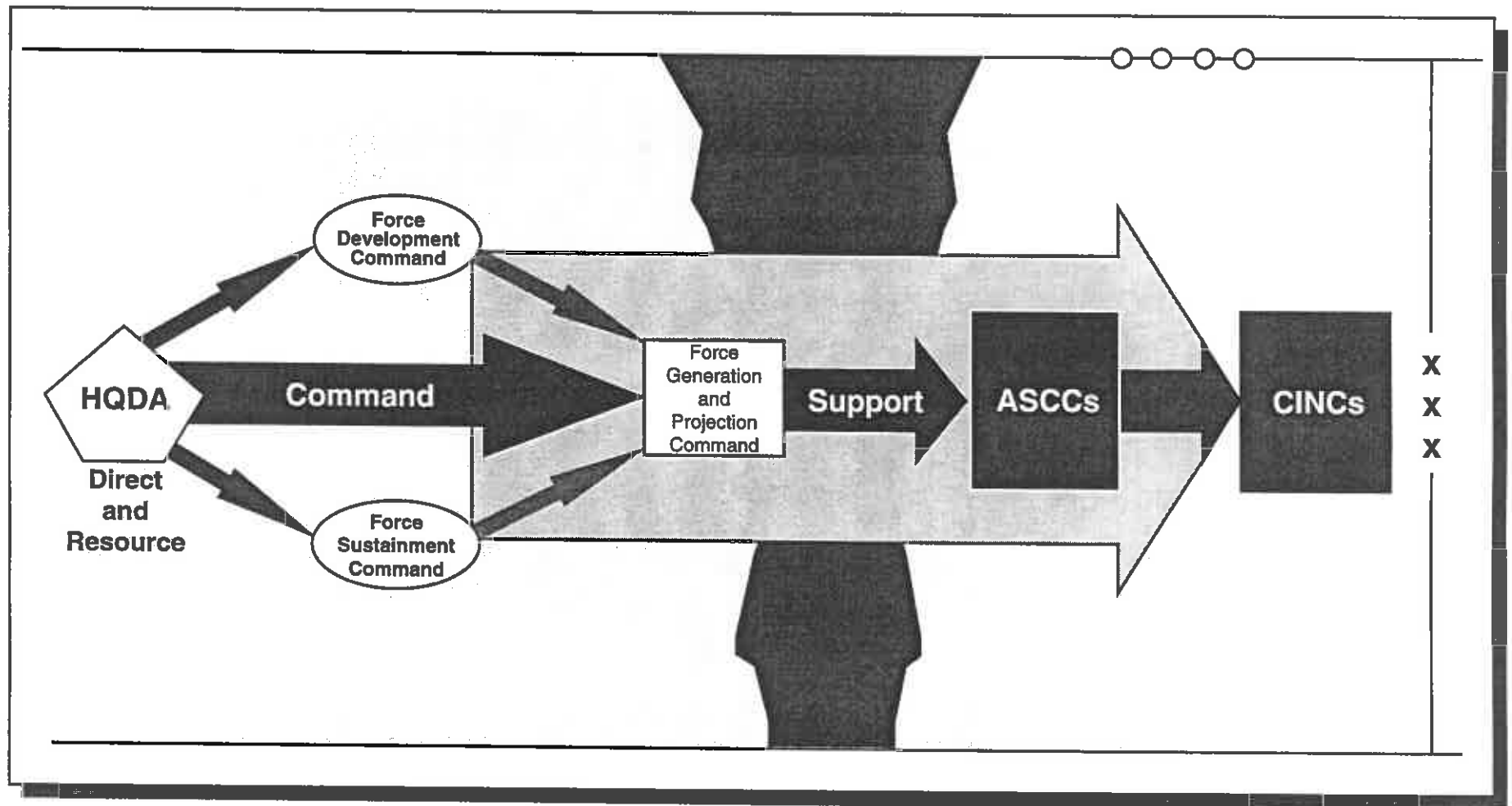
- Establish a single SOT process owner:
 - 100-XX view - FORSCOM
 - Traditional view - TRADOC
- Establish a super GOSC to integrate and prioritize all training and SOT resources
- Consider consolidating the following
 - DCST to DCG, CAC
 - ATSC to CALL
 - NSC to STRICOM
- Restructure AC SOT for RC
- Integrate SOT feedback systems into one, responsive, customer friendly system
- Reduce number of separate ammunition management systems
- Consolidate TSC and VI Army-wide & leverage technology

SOT Process "Stakeholders"



Back-up Slides

Institutional Force -- A Vision




Institutional Army Axis Hypothesis

Fundamental “Reengineering” Hypothesis

If we understand the Institutional Army’s **core competencies** and related **processes** and the insights derived from Joint Venture we can use information age technology and management practices for **reengineering** the processes to **deduce an organization** which produces a **better product**

Process + Technology

Process Reengineering 

Organization = Product

Institutional Army Core Processes

Plan, Provide Direction; Obtain & Allocate Resources

Develop Requirements

Identify & Develop Leaders

Develop Doctrine

**Acquire, Train & Sustain
People**

**Acquire, Maintain &
Sustain Equipment**

**✓ *Support
Organizational Training***

**Tailor, Mobilize & Project
Land Power**

Manage Information

Acquire and Sustain Facilities

Manage Installations

Maintain & Sustain Land Operations



Phase I FAA Issues Relevant to SOT Process

- **Acquire and Sustain Facilities FAA**
Outsourcing Real Property Functions & Facilities - APPROVED
- **Manage Information FAA**
Disposition of Non-Core IM Responsibilities - APPROVED
- **Develop Doctrine**
TRADOC becomes single process owner for doctrine - APPROVED
- **Determine Requirements**
Align all CD activities in TRADOC - APPROVED
- **Training Development**
A single Army Training Management System - Study due July 97
- **Leader Development**
TRADOC to become single Leader Development Process Owner -
Concept Plan due October 96

Phase II FAA Issues Relevant to SOT Process

- **Installation Management FAA**

The entire process of Installation Management and the resourcing of it impacts on the process of Support to Organizational Training. The installation is the conduit through which many of the support to organizational training resources are provided.

- Standards for “Services” to be developed
- “5th Option” for Managing Installations

- **Law Enforcement FAA**

Because of OPTEMPO concerns and the limited number of MP units, TRADOC was tasked to address the feasibility of developing Training packages to allow other type units (e.g. light infantry) to operate and perform MP functions.

- **Medical FAA**

- Blend operating (TOE) and institutional (TDA) hospitals
- Determine appropriate MACOM command and control relationship
- Consider C&S to TRADOC, et al

- **Intelligence**

- Man active component TOE personnel shortfalls with RC at 200%
- Consider INSCOM to FORSCOM

Process Evaluation

Process Proponent - FORSCOM

“Generate & Project the Force Command”

- **FORSCOM is proponent, but**
- **HQDA**
 - DCSOPS - OPTEMPO
 - DCSOPS (FD & TR) - establish requirements
 - ASA(FMC) - resources
 - ASA(MRA) - training policy
 - DUSA(OR); ASA(RDA); DCSOPS - Modeling and Simulation
 - ASA(RDA) - acquires “system” TADSS
- **TRADOC**
 - DCST; NSC; ATSC; CTC; Proponents - set standards & evaluate
 - CTC; CALL; TRAC; Proponents - conduct feedback
- **AMC**
 - STRICOM - acquires “non-system” & some system TADSS
- **FORSCOM; USARC; USAREUR; EUSA; ARNG**
 - responsible for TOE unit readiness
 - acquire “non-system” TADSS

SOT FAA bottom line up front

- *Multiple* training requirements processes
- Not all *requirements* task-based
- Limited *Customer* (Unit vs Proponent) input
- Limited *integrated* Lessons Learned input
- Limited life cycle *support planning*
- Lots of “*good (some old) ideas*”
 - with their own *organizations*
 - with their own *automation* systems

Who Provides TADSS Support?

MACOMs

Policy
Guidance
Prioritization

ATSC

Deploy Pkgs

STRICOM

Contracted
Logistical
Support
(CLS)

Installations

Provide Infrastructure
Ranges/Tng Assets
VI
Tng Ammo
TADSS

- Problem:**
- “Un-planned” CLS (Improved Moving Target Simulator (IMTS); System TADSS)
 - Excess Capability exists (Ft. Hood; TWGSS)
 - Have not leveraged technology (TSC) Army-wide (beyond TRADOC EMIC)
 - MACOM Duplication (Ft. Bragg/Gordon TV)(being worked by MACOMs)
 - Training Ammo Plan (FORSCOM, TRADOC, USARC, NGB, etc)

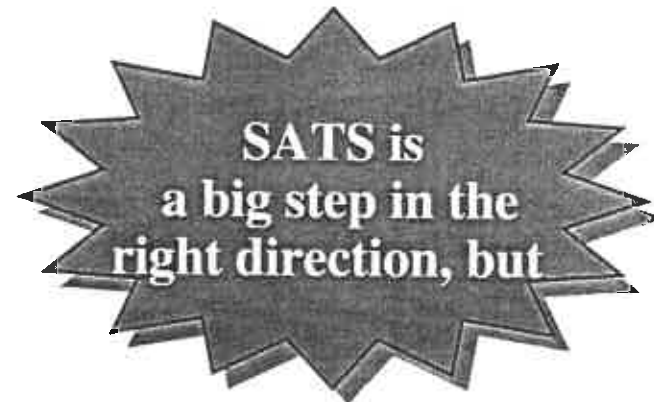
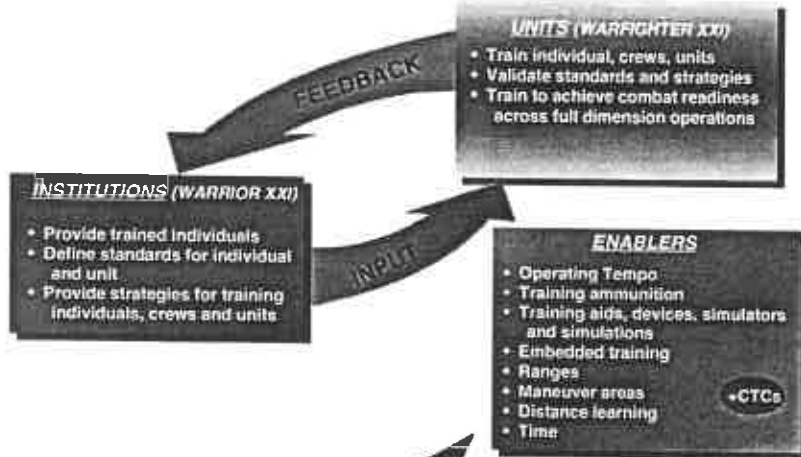
Why: Requirements Process does not focus effort
Requirements driven by BOIP vice Tng Strategy (Needs Assessment)

Need to Address: Force Projection Training
Support Plan in CINC’s OPLANS
“TRADOC DOG concept”

Who is Managing the Enablers?

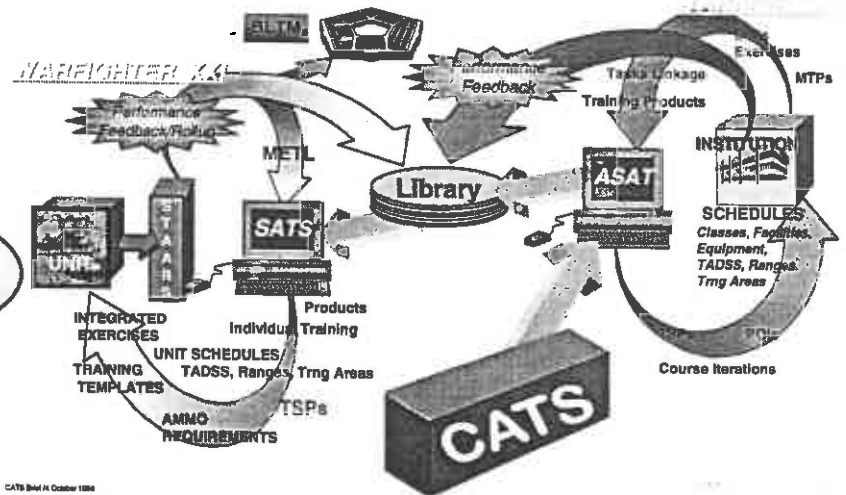
TRADOC DEPARTMENT OF THE ARMY TRAINING CENTER

ARMY TRAINING XXI SYSTEM



TRADOC DEPARTMENT OF THE ARMY TRAINING CENTER

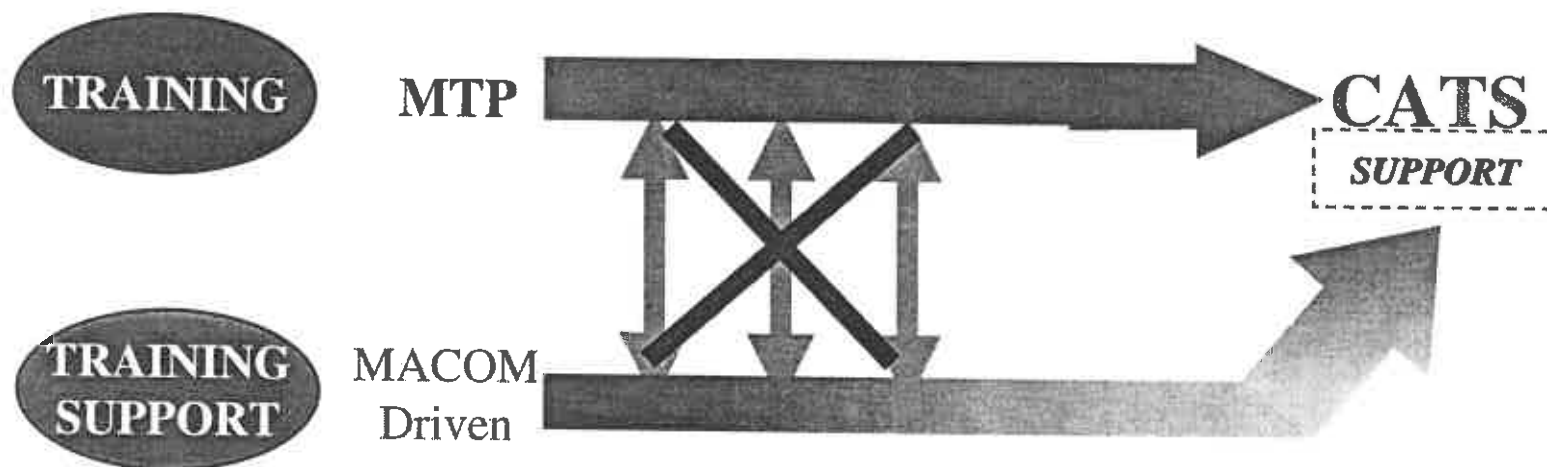
ARMY TRAINING XXI CATS *Training Management / Development*



SATS does not, as programmed, fully support SOT (e.g. neither LAN nor WWW capability)

Training -vs-Training *Support* Strategy

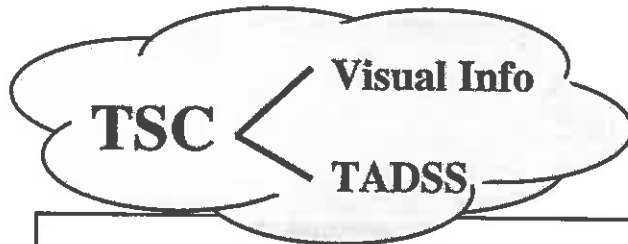
LONG RANGE PLAN



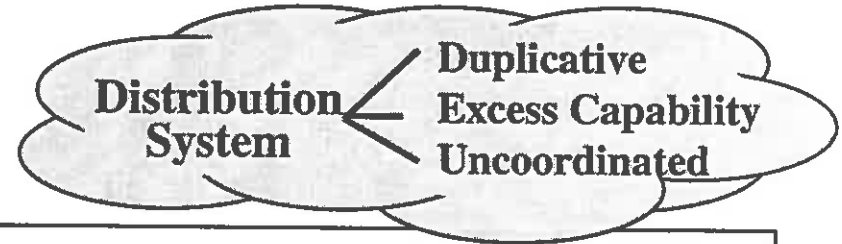
**The plan to SUPPORT Army Training
as we transition to our future training strategy
DOES NOT EXIST!**

SOT Little changed in last 10 years...

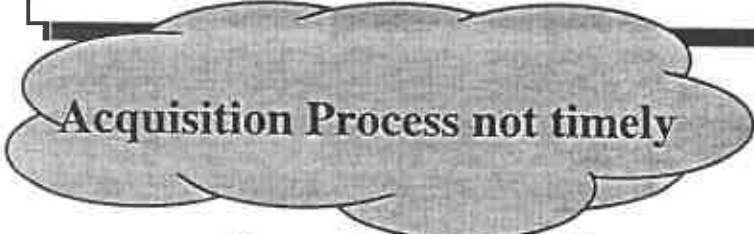
**Still Done the Same Way
[EXCEPT FORSCOM]**



Still Done the Same Way



- **“The reengineering of the TRADOC is necessary However, installations continue to reorganize rather than reengineer.”**
- **“Leaders said that the overhead required to provide support for the training base is not fully considered, thereby creating a bill which is being paid by training.”**
- **“The Concept Based Requirements System wasn’t an effective vehicle for making changes in three of the five functional domains (doctrine, training, leader development)....”**



**Still Done the Same Way
(but through STRICOM)**

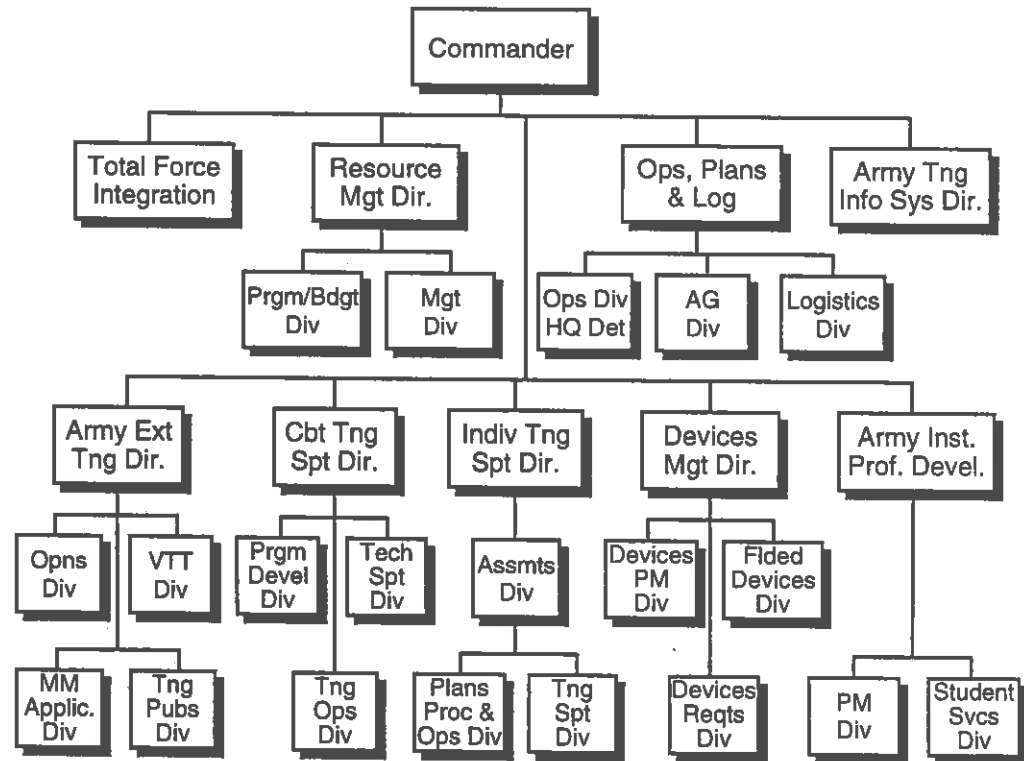


**Effects negatively System
and Non-system Training
Acquisitions**

Army Training Support Center

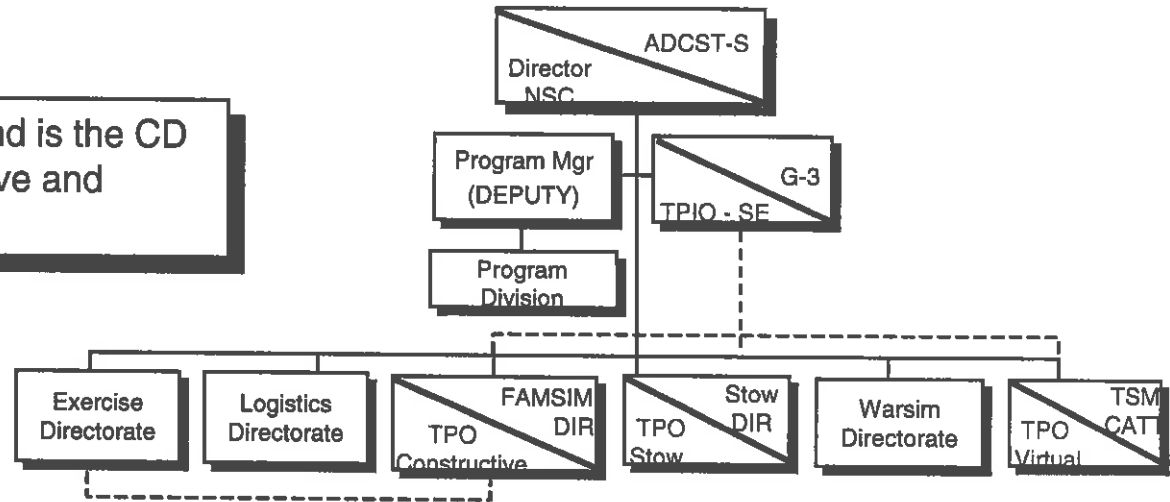
Established in July 1976 as a central manager for various training programs and products developed to meet the requirements of the Army's Training System, ATSC provides centralized, efficient training support programs and services to the entire Army.

- Training Strategy Development, Land Management and Range Design to assist users with developing live fire training strategies and selects best range options to meet training requirements



National Simulation Center

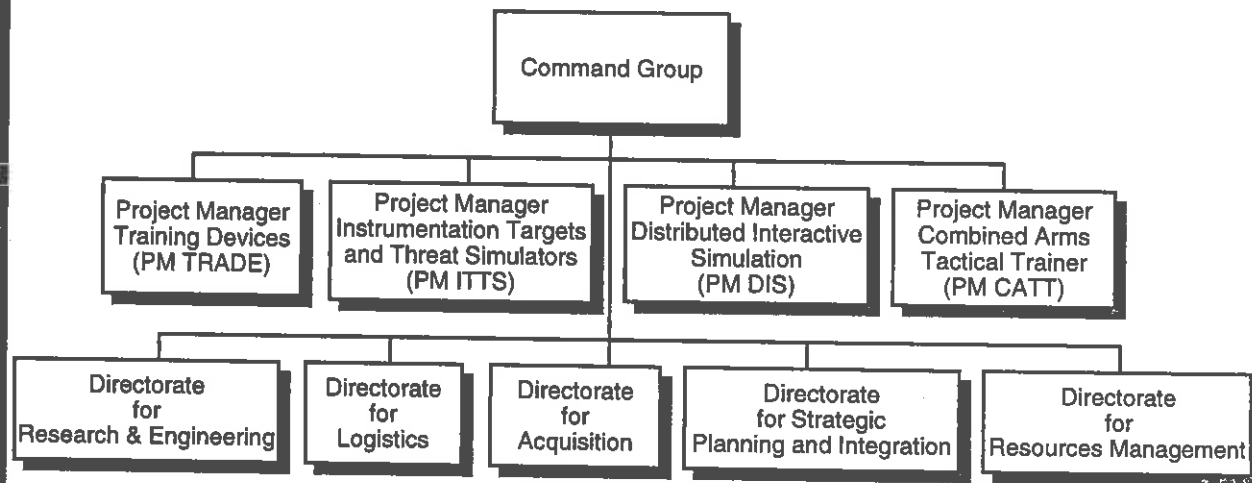
The NSC supports major Tng Ex and is the CD and Integrator of Virtual, Constructive and STOW Simulation requirements.



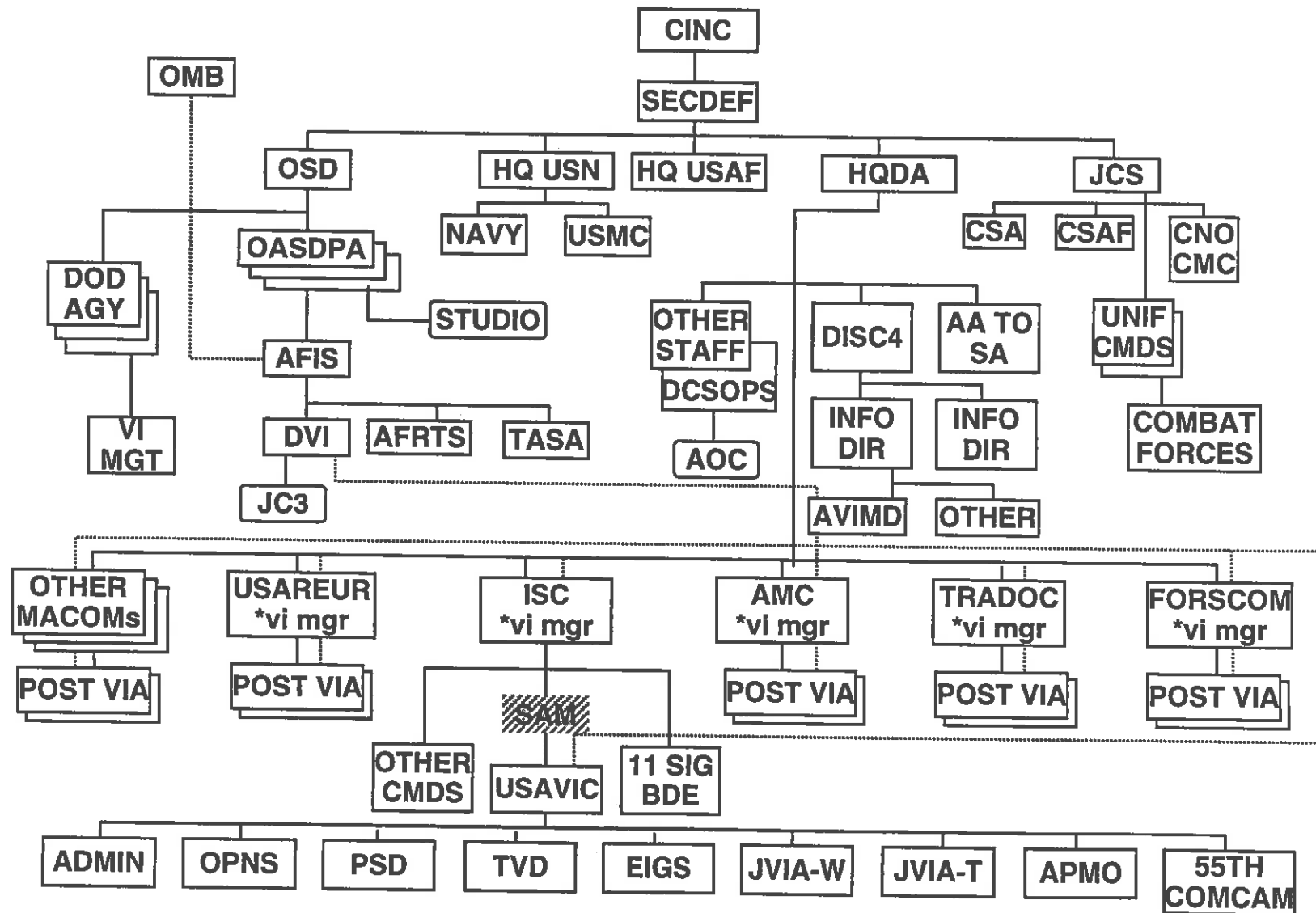
- Provides Exercise Support with Priority to BCTP Over Other Exercises.

Simulation, Training and Instrumentation Command

STRICOM provides training and test simulation, simulator, target and instrumentation products and services to develop and sustain war-fighting skills, create a synthetic environment to evaluate concepts and support requirements definition, and support materiel development and test and evaluation. STRICOM is the DoD Technical Manager for DIS and provides acquisition management and direction for the RDA and fielding of Army Training Devices, Simulations and Simulators (TDSS), and major Test Instrument, Targets and Threat Simulators (ITTS). The mission encompasses cradle to grave life cycle acquisition beginning with technology base programs and following with each phase of the acquisition process through support and disposal.



Visual Information Management



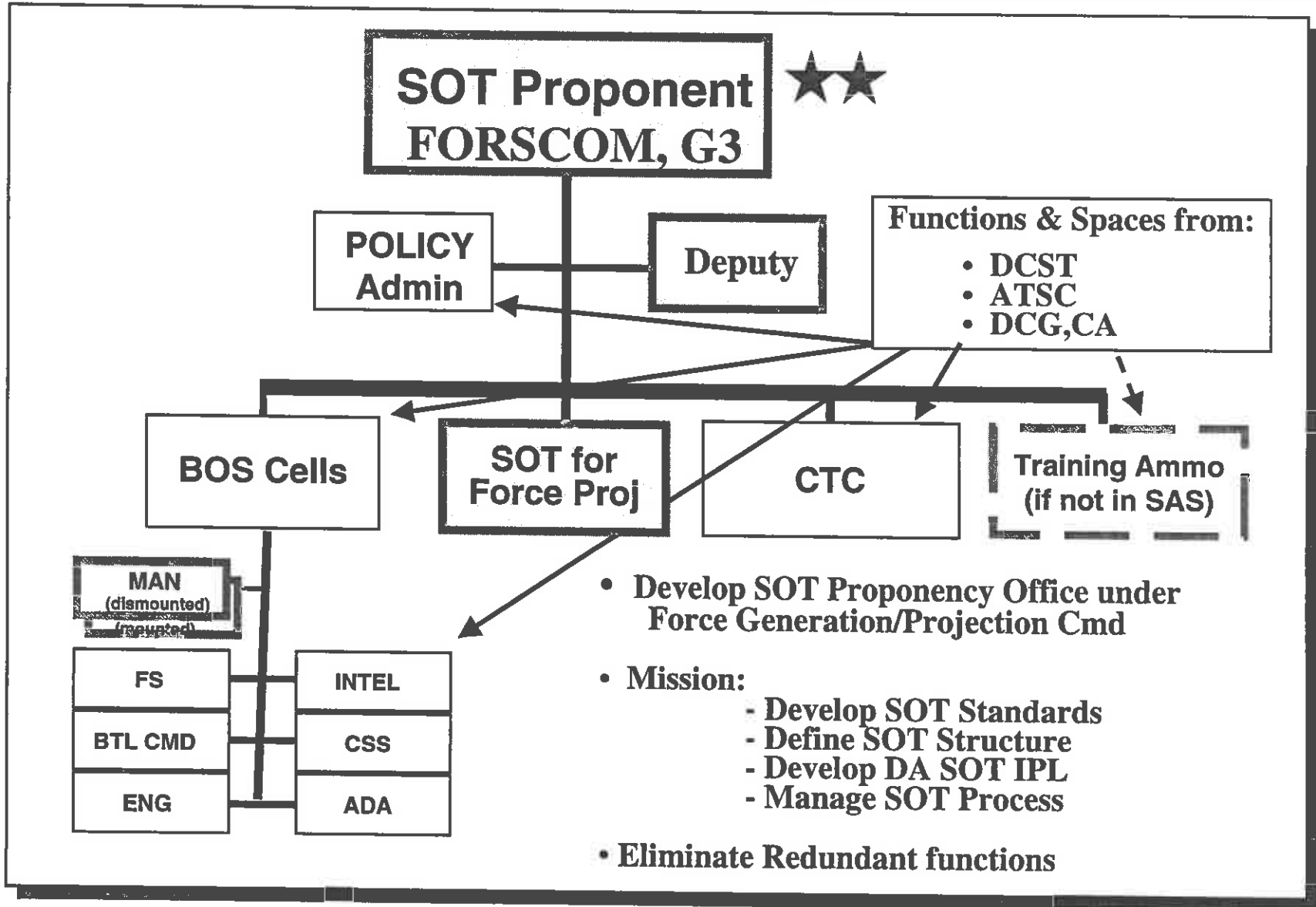
Responsibilities of DCG, CA

“I have broadened the training responsibilities of the DCG, CA. He will provide oversight for all day-to-day training and leader development in TRADOC -- initial entry training (IET) through the School of Advanced Military Studies (SAMS).”

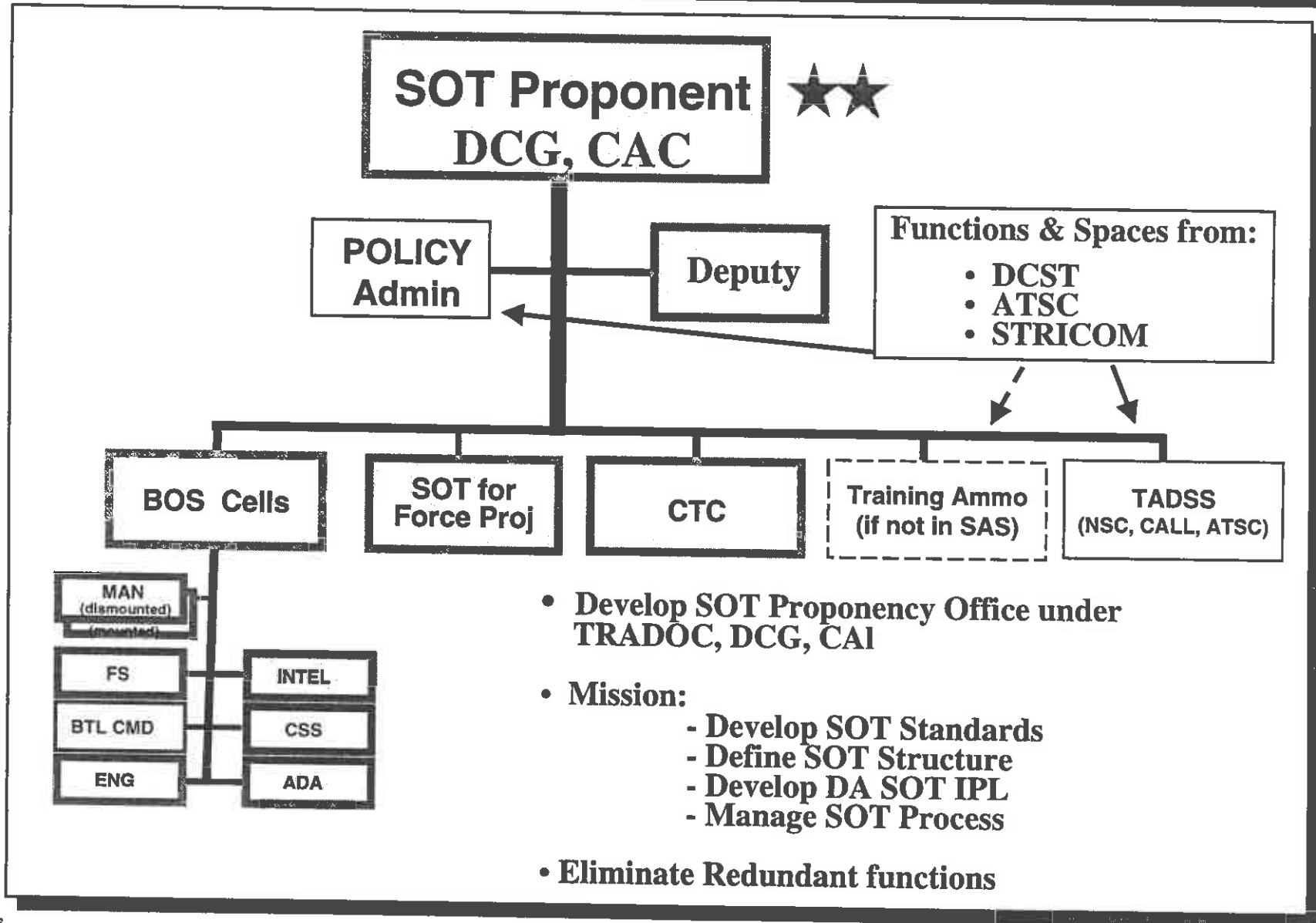
Specific responsibilities of include, but are not limited to:

- Serving as Commandant, CGSC and the Director, Battle Command Battle Lab.
- Coordinating and integrating training and leader development at all levels and locations including:
 - All TRADOC schools and centers.
 - Sergeants Major Academy (SMA).
 - School of the Americas (SOA).
 - Combat Training Centers (CTCs).
 - New Equipment Training Teams (NETTs) and Military Training Teams (MTTs).
- Providing oversight for development of doctrine, conduct and development of training and leader development, and integration of combat developments into all TRADOC combat and combat support schools and centers.
-
-
- Expanding information architectures and automation to link the schoolhouse with all training audiences -- centers, schools, and tactical forces -- across the Total Army.”

SOT Proponent Structure - Option "A"



SOT Proponent Structure - Option "B"



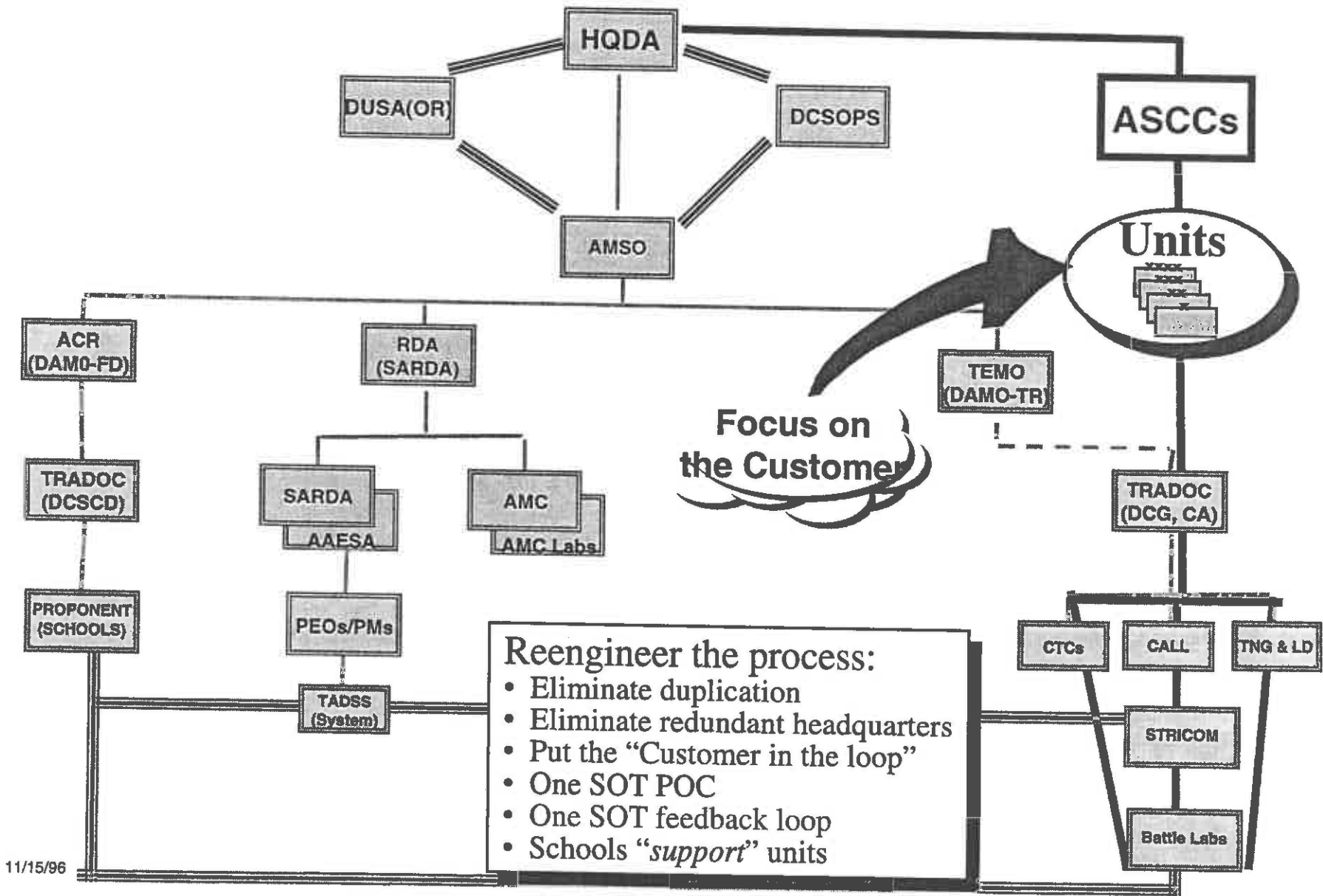
Support to Organizational Training

There are many organizations out there, but aren't coordinating SOT very well:

- Training Ranges & Facilities
- TADSS
- Training Ammunition
- CTCs

Can some efficiencies be made to get more "effectiveness"?

Reengineer the Process - Deduce the Organization



ARMY FINANCIAL MANAGEMENT
RESULTS OF FM REDESIGN EFFORT

for

Vice Chief of Staff, Army

and

Assistant Secretary of the Army (Manpower and Reserve Affairs)

September 5, 1997

Agenda

- I Purpose
- II Background Information
- III Redesign Initiatives
- IV Total Resource Implications
- V Concluding Thoughts

Purpose

- Present the Financial Communities Vision for Simplifying the Financial/Resource Management Processes and Achieving Efficiencies in Operations

Redesign Process

- Two HQDA, MACOM, Installation Workshops
- ASA (FM&C), HQDA, MACOM RMs Workshop
- Consultant Development of Selected Issues
- Professional Development Institute Executive Session
- MACOM, HQDA written comments on Selected Issues
- Use of Multi Attribute Utility Model
- USAAA/CEAC Scrubs

Trends in the DoD Environment

- NPR initiatives for outsourcing and privatization are continuing
- Executive Branch intent to continue government downsizing through personnel reductions
- QDR will be further “enhanced” by congressional task force (National Defense Panel) - focus on outsourcing and infrastructure reductions
- Army civilian end strength will be reduced from 252,000 in FY97 to 199,000 by FY05
- Need for step change rather than incremental - need bold steps - redesign initiatives provide the bold steps

Today's Army Financial Management Environment

- Financial systems are old
- Financial and functional systems do not connect
- Program/budget processes are bottom-up
- Processes are labor intensive
- Not a clear definition of the roles of HQDA and MACOM/Installation
- Part of accounting has been outsourced to DFAS

Themes for FM Redesign

Initiatives provide fixes to fragmented and labor intensive processes:

- Move Program/Budget details to HQDA--rely on models
- Stabilize/simplify the Execution process
- Leverage existing Information Technology (IT) to reduce redundancy and rework
- Remove workforce staffing “fences” to improve efficiencies
- Consolidate over lapping activities
- Use NPR umbrella to test/prototype Redesign Initiatives

Base for the Redesign Study

- FY 1997 TAADS Personnel baseline (16060 Spaces)
- Cost factors
 - Separation cost (\$26,350)
 - Composite pay rate (\$59,560)
 - Infrastructure cost (\$5,000)

Redesign Elements Overview

- Maximize Information Technology
- Optimize Resource Management
- Enhance Workforce Effectiveness
- Improve Funds Management
- Provide Tools

Maximize Information Technology

- Thrusts
 - Make use of existing WEB technology to obtain data from multiple disconnected financial and functional systems
- Results
 - More timely financial execution information and decisions
 - Reduced FM/RM workload

Maximize Information Technology

- Provide access to databases and share information
- Integrate manpower and dollar data during PPBES
- Develop “living database”
- Develop single source data entry for FM/RM PPBES processes
- Convert to on-line financial processes
- Manage real-time review and analysis data

Provide Access to Databases and Share Information

Description: Adjust policies and make data available to all FM/RM users from database sources containing relevant RM or performance information

Rationale: Improves decision-making between or among functional and FM/RM staffs, and can produce better financial products

Impact: Reduces rework, improves stewardship, and creates opportunities to link performance to its financial impacts

Approval Authority: ASA(FM&C)

Integrate Manpower and Dollar Data Information Management

- Description:** Link manpower and financial policy guidance in a seamless information management process at HQDA
- Rationale:** Places a “stake in the ground” to formulate policy and leverage IT to pull together manpower and dollar policy management at HQDA
- Impact:** Achieves efficient and effective delivery of services, improves financial accountability and stewardship and supports modern internal processes
- Approval Authority:** ASA(FM&C)/ASA (M&RA)

Develop “Living Database”

Description: Create a *horizontal* electronic linkage between the POM, President’s Budget, and the field’s execution data, and provide a *vertical* interaction between HQDA and the field

Rationale: Enables decision makers to use data in a timely and efficient manner, and provides visibility to all levels

Impact: Flattens and integrates the PPBES process, eliminates hand-off seams, and reduces labor intensive data calls

Approval Authority: ASA(FM&C)

Develop Single Source Data Entry for FM/RM PPBES Processes

Description: Minimize data entries for transactions

Rationale: Improves accuracy and reduces labor intensive reconciliation actions

Impact: Reduces workload, and improves data accuracy and reliability

Approval Authority: ASA(FM&C)

Convert to On-Line Financial Processes

Description: Eliminate paper by using Electronic Commerce processes for FM/RM business transactions

Rationale: Improves productivity and optimizes financial management processes

Impact: Reduces workload

Approval Authority: ASA(FM&C)

Manage Real-Time Review and Analysis Data

Description: Provide timely access to data for execution tracking

Rationale: Gives decision makers at all levels access to real-time data to assess execution performance

Impact: Reduces current review and analysis lag-time

Approval Authority: ASA(FM&C)

Resource Implication - Maximize Information Technology

One Time Cost (\$M)

Personnel Separation	+46
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Initiative Implementation	+39
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Steady State Savings (\$M)	-112
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Steady State Spaces Saved	-1747
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Optimize Resource Management

- Thrusts
 - Consolidate functions and offices at HQDA and the field
 - Reduce field workload
- Results
 - More efficient operations
 - Reduce duplication and overlap

Optimize Resource Management

- Integrate programming and budgeting functions
- Establish internal-Army biennial PPBES process
- Consolidate all auditors into AAA
- Complete Goldwater Nichols Act Resource Management Consolidation
- Consolidate within same location single MACOM RM Offices
- Consolidate within same location multiple MACOM RM Offices
- Outsource selected CEAC Operations

Integrate Programming and Budgeting Functions

Description: Integrate program and budget functions

Rationale: Reduces duplicate guidance, eliminates seams, improves hand-offs, and strengthens analysis

Impact: Stabilizes schedules, consolidates guidance , and enhances workforce effectiveness

Approval Authority: Outside ASA(FM&C)

Establish Internal-Army Biennial PPBES Process

Description: Staff-develop all off-year Program and Budgets without field data calls

Rationale: Refocuses field workload to execution

Impact: Reduces workload at all levels

Approval Authority: Outside ASA(FM&C)

Consolidate all Auditors into USAAA

Description: Consolidate all auditor 511 positions Army-wide into US Army Audit Agency

Rationale: Streamlines the structure and execution of the audit and internal review programs

Impact: Improves financial accountability, supports modern internal processes, and achieves efficient delivery of audit services

Approval Authority: Outside ASA(FM&C)

Complete Goldwater-Nichols Act (GNA) Consolidation

Description: Finish the HQDA financial management GNA consolidations

Rationale: Eliminates seams and duplication of effort in separate budget offices

Impact: Transforms HQDA into a leaner, flatter, more focused headquarters, and improves the Army's ability to direct and resource the force

Approval Authority: Outside ASA(FM&C)

Consolidate *Same MACOM* RM Offices

Description: Combine RM offices where *multiple RM organizations* under the same MACOM exist at the same location

Rationale: Provides opportunity at 21 Army sites to consolidate some 65 RM offices

Impact: Consolidates functions, makes them leaner, ensures flexibility, maintains adaptability, and maximizes workforce effectiveness

Approval Authority: Outside ASA(FM&C)

Consolidate Within Same Location Multiple MACOM RM Offices

Description: Combine RM offices where multiple MACOM RM offices exist at the same location

Rationale: Provides opportunity at 32 Army sites to consolidate 76 RM offices

Impact: Consolidates functions, makes them leaner, ensures flexibility, maintains adaptability, and maximizes workforce effectiveness

Approval Authority: Outside ASA(FM&C)

Outsource Selected CEAC Operations

Description: Convert some functions of CEAC to contract support or FFRDC support

Rationale: Places CEAC in a position to support in-house government customers on the basis of the service needed by the customer

Impact: Embraces GPRA and maximizes CEACs role as a service provider

Approval Authority: ASA(FM&C)

Resource Implication - Optimize Resource Management

One Time Cost (\$M)	
Personnel Separation	+8
Initiative Implementation	+1
Steady State Savings (\$M)	-18
Steady State Spaces Saved	-283

Enhance Workforce Effectiveness

- Thrusts
 - Eliminate/reduce job series in financial/resource management offices
- Results
 - Builds a new generation of “financial managers”
 - Better utilization of personnel

Consolidate Professional Job Series Classifications

Description: Consolidate FM/RM job series

Rationale: Develop “Financial Managers” with multiple skills

Impact: Creates core competencies, improves analysis, and requires smaller staff

Approval Authority: Outside ASA(FM&C)

Resource Implication - Enhance Workforce Effectiveness

One Time Cost (\$M)

Personnel Separation	+10
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Initiative Implementation	+57
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Steady State Savings (\$M)	-25
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Steady State Spaces Saved	-383
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Improve Funds Management

- Thrusts
 - Streamline the funds allocation and control process
 - Remove restrictions on how funds are used
- Results
 - More timely guidance to MACOM/Installation
 - More orderly execution
 - More efficient year-end/start of year operations

Improve Funds Management

- Release funding letters by 1 October
- Provide annual funding targets down through installation level
- Distribute funding authority electronically
- Eliminate reprogramming restrictions to provide flexibility
- Stretch operating appropriations to two years and allow carryover
- Reduce number of funds sub-divisions
- Implement annual apportionment

Release Funding Letters by 1 October

Description: Provide expected annual funding target and authority by 1 October to MACOMS

Rationale: Provides blueprint for annual spending

Impact: Allows field to maximize execution opportunities

Approval Authority: ASA(FM&C)

Provide Annual Funding Targets Down Through Installation Level

Description: Provide expected annual funding target and authority to Installations

Rationale: Provides blueprint for annual spending

Impact: Allows field to maximize execution opportunities

Approval Authority: ASA(FM&C)

Distribute Funding Authority Electronically

Description: Use electronic medium throughout the funds control process

Rationale: Eliminates paper, increases timeliness, and provides a useable audit trail

Impact: Reduces rekeying, reduces possibility of error, and reduces workload

Approval Authority: ASA(FM&C)

Eliminate Reprogramming Restrictions to Provide Flexibility

Description: Remove Army, DoD, and congressional reprogramming restrictions to provide field execution flexibility

Rationale: Improves execution

Impact: Enhances local planning and reduces paperwork

Approval Authority: ASA(FM&C) and outside ASA(FM&C)

Stretch Operating Appropriations to Two Years and Allow Carryover

Description: Expand annual appropriations to allow two year spending with a 3% carryover

Rationale: Improves execution choices and increases flexibility

Impact: Improves spending choices at year-end and during CRAs and makes moot the annual ritual of sub-optimal closeouts

Approval Authority: Outside ASA(FM&C)

Reduce Number of Funds Sub-Divisions

Description: Relax constraints on funds use

Rationale: Improves management analysis through reduction of unnecessary detail

Impact: Provides field execution flexibility

Approval Authority: ASA(FM&C)/Outside ASA(FM&C)

Implement Annual Apportionment

Description: Shift funds control from quarterly to annual apportionment

Rationale: Allow funds distribution process to become an annual rather than a quarterly process

Impact: Reduces paperwork, and improves execution and stewardship

Approval Authority: Outside ASA(FM&C)

Resource Implication - Improve Funds Management

One Time Cost (\$M)	
Personnel Separation	+10
Initiative Implementation	+2
Steady State Savings (\$M)	-25
Steady State Spaces Saved	-392

Provide Tools

- Thrusts
 - Army-wide standard business applications
 - Use of models and metrics
- Results
 - Increased efficiency in business processes
 - Reduced errors from multiple data inputs
 - Reduced MACOM/installation program and budget workload

Provide Tools

- Adopt best practices for reimbursements
- Field modern business applications
- Model and develop obligation and outlay plans at HQDA
- Use metrics to predict future budgets
- Use metrics to link PPBES phases

Adopt Best Practices for Reimbursements

Description: Implement contract-like arrangements for internal-Army reimbursable agreements

Rationale: Includes FM/RM in reimbursement negotiations and agreements, and subsequent financial transactions

Impact: Reduces functional staff workload, reduces FM/RM workload, improves timeliness of disbursements, and saves resources

Approval Authority: ASA(FM&C)

Field Modern Business Applications

Description: Implement modern business applications to reconcile commitments, obligations, and disbursements

Rationale: Optimizes fragmented business processes among FM/RM and functional staffs

Impact: Simplifies processes that result in financial savings across the board

Approval Authority: ASA(FM&C)

Model and Develop Obligation and Outlay Plans at HQDA

Description: Move obligation and outlay planning from field to HQDA

Rationale: Use historical data and models to develop obligation and outlay plans

Impact: Eliminates field workload

Approval Authority: ASA(FM&C)

Use Metrics to Predict Future Budgets

Description: Develop Budget estimates through models based on performance data

Rationale: Links Budgets to existing or predicted performance

Impact: Moves Budget development details from field to HQDA and meets GPRA requirements for performance-based budgeting

Approval Authority: ASA(FM&C)

Use Metrics to Link PPBES Phases

Description: Develop quantifiable linkages and metrics between the PPBES phases

Rationale: Relates PPBES phases to one another, especially as perceived by the field

Impact: Enables the “living database” IT initiative and provides a better audit trail from Planning to Programming to Budgeting

Approval Authority: ASA(FM&C)

Resource Implication - Provide Tools

One Time Cost (\$M)	
Personnel Separation	+2
Initiative Implementation	+7
Steady State Savings (\$M)	-4
Steady State Spaces Saved	-61

Total Resource Implications

	Personnel Separation Cost(\$M)	Initiative Implementation Cost (\$M)	Steady State Savings (\$M)	Steady State Spaces
Maximize Information Technology	+46	+39	-112	-1,747
Optimize Resource Management	+8	+1	-18	-283
Enhance Workforce Effectiveness	+10	+57	-25	-383
Improve Funds Management	+10	+2	-25	-392
Provide Tools	+2	+7	-4	-61
TOTAL	+76	+106	-184	-2,866

Concluding Thoughts

- Initiatives developed by complete involvement of FM/RM community from installation to HQDA
- Independent review by Booz-Allen and Hamilton
- USAAA/CEAC have validated the resource implications of each initiative
- The initiatives serve as a blueprint to enhance the Army Financial Management Operations into the 21st century

Recommendation

- Support the inclusion of the up front redesign investment cost in the Army Program and the reallocation of the FY98 amount of \$11.42 Million