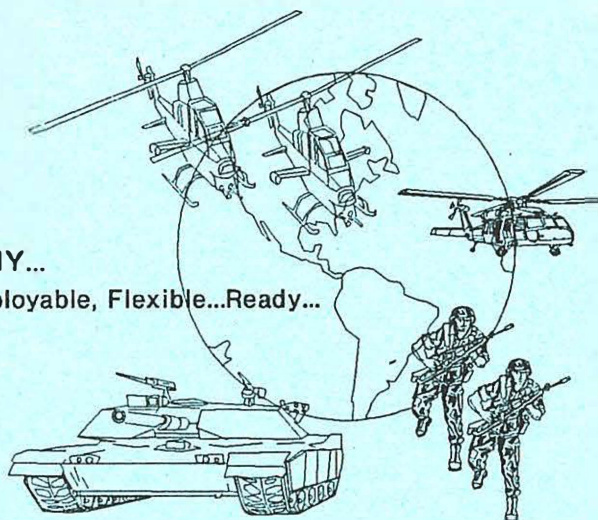


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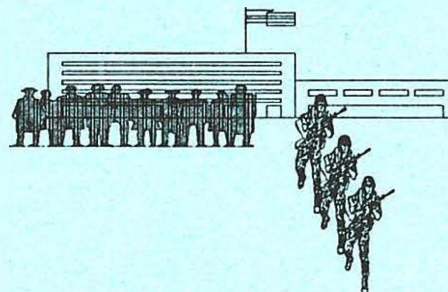


VOLUME TWO

Project VANGUARD Final Report

A blueprint for the future...

General Support Force



15 December 1990
Fort Belvoir, Virginia

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DEPARTMENT OF THE ARMY
WASHINGTON, D.C. 20310

2 May 1990



CHARTER OF THE
PROJECT VANGUARD STUDY GROUP

PURPOSE: To determine the most efficient and effective organization of the General Support Forces as the Army is reshaped in the next decade by strategic evolution and resource austerity.

MISSION: To identify the functional requirements of the General Support Forces in a smaller, more CONUS-based Army and to develop alternative concepts and policies and organizations that are more effective and provide additional cost savings.

SCOPE: In view of current projections which indicate a continuing decline in resources, it is essential that the General Support Forces continue to perform only those missions that directly contribute to the effectiveness of our fighting forces and the expansibility of those forces should mobilization become necessary. The following considerations will apply:

- Evaluate all forces, organizations and headquarters organized under tables of distribution and allowances.

- Schedule and recommendations will be fully integrated into the PPBES process.

- Both active and reserve component organizations will be evaluated.

- Findings and recommendations will complement and supplement FY 92-97 Program adjustments.

- Organizational efficiencies previously effected or recommended under Goldwater-Nichols, BRAC, ROBUST, AMR/DMR and USAR C2, or which may be presently under consideration by HQDA or individual MACOMs, will be advantaged as appropriate.

- Goals and objectives will be directed toward gaining the optimal balance between improved effectiveness and lowest operating and sustainment cost.

-- Reductions in Military and Civilian manpower will be a product of cost reductions, not an objective.

-- Base realignments or closures may be indicated to achieve operating efficiency, but are not, in themselves, objectives.

ESTABLISHMENT: Project VANGUARD is established effective 15 May 1990.

MANAGEMENT: Major General John R. Greenway is appointed Project Director. The Principal Deputy Assistant Secretary of the Army (Manpower and Reserve Affairs) will serve as the senior advisor to the Project Director.

REPORTING: Director, Project VANGUARD will provide periodic In-Process Reviews (IPRs) to a Select Committee (SELCOM) co-chaired by the Under Secretary of the Army and the Vice Chief of Staff. Final recommendations will be presented to the Secretary of the Army and the Chief of Staff for approval.

AUTHORITY AND RESPONSIBILITIES: Project VANGUARD is expected to generate substantial cost savings to the Army over the coming decade. It will, therefore, be given high priority for manpower and resource support.

Project VANGUARD will be provided civilian and military personnel with requisite qualifications and experience to assure success of its mission. The Study Group will consist of approximately 60 members. Ten directed military over-strength will be authorized with the remainder attached from the National Capital Region (NCR). Additionally, the MACOMS will provide one full time representative. Cost of the temporary duty to NCR will be centrally funded by HQDA. Personnel will remain assigned for the duration of the study subject to release by the Project Director. Individual assignments will not exceed 180 days.

The Project VANGUARD Director, at his discretion, may obtain the necessary contract support to conduct research, perform cost analysis, and examine alternative strategies to supplement and support study conclusions and recommendations. An operating budget of \$1.2 million in FY 90 and \$500 thousand in FY 91 is authorized.

Project VANGUARD will maintain full and complete records of recommendations, plans, and approved decisions to

assure accurate audit trails for all personnel and funding reductions and organization changes.

The Project VANGUARD Director has full authority to task all HQDA elements, Army Major Commands, agencies, and activities.

Project VANGUARD is authorized direct coordination with all Army staff agencies. In exercising this authority, the study group will comply with existing Army and higher level U.S. policies, laws, and regulations.

Project VANGUARD will develop and supervise a plan to ensure smooth and efficient transition to appropriate commands/agencies for execution.

TERMINATION: Director, Project VANGUARD will provide an interim report not later than 31 October 1990 in sufficient detail to permit leadership appropriate time for decision prior to finalization of the FY 1992/93 President's Budget.

Prior to the interim report, a funding and manpower wedge will be provided to the ASA(FM) not later than 13 August 1990 in sufficient detail to be included in the FY 1992/93 Budget Estimates Submission (BES).

A final report will be rendered not later than 14 December 1990. Director, Project VANGUARD will appoint a small transition team to guide and supervise implementation of approved recommendations. Project VANGUARD will be disestablished no later than 30 June 1991.



Carl E. Vuono
General, United States Army
Chief of Staff



M. P. W. Stone
Secretary of the Army

**CHAPTER XVII, APPENDIX B
CHRONOLOGY OF SIGNIFICANT EVENTS**

23 February 1990	DCSOPS briefing of Winter Senior Commanders' Conference on the need for a detailed study for TDA reductions
30 April 1990	VCSA Tasker for Personnel Assignments to VANGUARD
2 May 1990	Charter Signed for the VANGUARD Study Group
23 April-11 May 1990	Concepts Team at Humphrey Engineer Center
14 May 1990	VANGUARD moves to Building 201 Fort Belvoir
15-25 May 1990	Team Chiefs and Team Members Arrive
21-29 May 1990	Team Training
29 May 1990	VANGUARD briefing for VCSA
30 May-4 June 1990	VANGUARD CPX
30-31 May 1990	Senior Officer Review Group
1 June 1990	VANGUARD briefing for Secretary of the Army
4 June 1990	VANGUARD briefing for Deputy Assistant Secretary of the Army for Manpower and Reserve Affairs
15 June 1990	VANGUARD Policies and Study Rules Approved by VANGUARD Director
15 June 1990	Briefing for Under Secretary of the Army (USA)
19 June 1990	VANGUARD briefs DA Program and Budget Committee (PBC)
22 June 1990	VANGUARD briefs General Officer Working Group (GOWG)
19 July 1990	VANGUARD update for VCSA
27 July 1990	VANGUARD briefs GOWG

**VANGUARD FINAL REPORT CHAPTER XVII
APPENDIX 17B, CHRONOLOGY OF EVENTS
15 December 1990**

29 July 1990	Briefing for Deputy ASA M&RA
31 July 1990	VANGUARD briefs CSA
3 August 1990	VANGUARD update for Secretary of the Army and Under Secretary of the Army
5 August 1990	VANGUARD briefs Senior Commanders' Conference
13 August 1990	VANGUARD provides an information brief to the PBC for AMR II initiatives
16 August 1990	VANGUARD briefs Assistant Secretaries of the Army
20 September 1990	GOWG Teleconference concerning BASOPS/Installation Management
28 September 1990	GOWG Teleconference concerning Field Operating Agencies
2 October 1990	VANGUARD briefs PBC on AMR II initiatives for decision
4 October 1990	VANGUARD briefs SELCOM on AMR II
16 October 1990	VANGUARD briefs SELCOM prior to Fall Senior Commanders' Conference
7 November 1990	VANGUARD briefs PBC on BAND I initiatives for decision
21 November 1990	VANGUARD briefs SELCOM on BAND I initiatives
14 December 1990	VANGUARD briefs VCSA on Final Report
17 December 1990	VANGUARD briefs CSA on Final Report
18 December 1990	VANGUARD briefs Secretary of the Army on Final Report

CHAPTER XVII, APPENDIX C RESEARCH BIBLIOGRAPHY

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CHAPTER XVII
APPENDIX D
TAB 1

OPERATIONS
SUPPORT DIRECTORATE

ROUTINE

R 021347 APR 90

FM DA WASH DC//DACS-ZC//

TO COMAMC ALEXANDRIA VA
COMINTC FALLS CHURCH VA
CORUSAEIGHT STOKO FOR
CORUSAFAC FT BENJAMIN HARRISON IN
CORUSAMC FT SAM HOUSTON TX
CORUSASOC WASHINGTON DC
CORUSASOC FT BRAGG NC
COMNDW WASHINGTON DC
CORUSACIDC WASHINGTON DC
CORUSARSO FT CLAYTON PM
COMUSARCENT FT MC PHERSON GA
ARSTAF

ZYUW RUEADW7036 1210044

CDRINSCOM FT BELVOIR VA
CDRUSAGE WASHINGTON DC
CDRUSARJ CP ZAMA JA
CMGZ WASHINGTON DC
CORFORSCOM FT MC PHERSON GA
CDRTRADOC FT MONROE VA
CORUSALSC FT MURKINCA AZ
CINCUSARLUR HEIDELBERG GE
CDRWESTCOM FT SHAFTER NJ

STAFF OFFICER	LTC/MAJ	DAMO
STAFF OFFICER	CIV	DAPE
STAFF OFFICER	LTC/MAJ	TRADOC
6. EQUIPPING/SUSTAINING TEAM		
TEAM CHIEF	COL	TAPC
STAFF OFFICER	LTC/MAJ	DAMO
STAFF OFFICER	LTC/CIV	SARD
STAFF OFFICER (2)	LTC/CIV	DALO
STAFF OFFICER	LTC/CIV	AMC
7. FACILITIES/BASOPS TEAM		
TEAM CHIEF	COL/CIV	ASA(ILBE)
STAFF OFFICER (2)	LTC/MAJ	TAPC
STAFF OFFICER	LTC/CIV	DAEN
8. MOBILIZING/DEPLOYING TEAM		
TEAM CHIEF	COL	TAPC
STAFF OFFICER	LTC/MAJ	DAMO
STAFF OFFICER	LTC/MAJ	DAMI
STAFF OFFICER	LTC/MAJ	FORSCOM
STAFF OFFICER	LTC/MAJ	MTMC
STAFF OFFICER	LTC/MAJ	INSCOM
9. MANAGING INFORMATION TEAM		
TEAM CHIEF	COL	SAIS
STAFF OFFICER	LTC/MAJ	SAIS
STAFF OFFICER	LTC/MAJ	TAPC
STAFF OFFICER	LTC/MAJ	ISC

UNCLAS

SUBJECT: PROJECT VANGUARD

- A. MSG DACS-2A SUBJECT AS ABOVE, DTG 23120514PR90
1. REFERENCE MESSAGE ESTABLISHED PROJECT VANGUARD EFFECTIVE 15 MAY 1990. THE VANGUARD STUDY GROUP WILL EVALUATE ALL HEADQUARTERS AND UNITS ORGANIZED UNDER TABLES OF DISTRIBUTION AND ALLOWANCES IN THE TOTAL ARMY. ITS MISSION IS TO IDENTIFY THE FUNCTIONAL REQUIREMENT OF THE GENERAL SUPPORT FORCES IN A SMALLER, MORE CONUS-BASED ARMY AND TO DEVELOP ALTERNATIVE CONCEPTS, POLICIES AND ORGANIZATIONS THAT ARE MORE EFFECTIVE AND PROVIDE ADDITIONAL COST SAVINGS.
2. A SMALL WORKING GROUP CONVENED ON 23 APRIL TO FORMULATE PRINCIPLES AND DEVELOP METHODOLOGIES. PROJECT VANGUARD WILL BEGIN FULL OPERATIONS ON 15 MAY 1990 AT FT BELVOIR, VA. AS INDICATED IN REF A, PERSONNEL SUPPORT WILL BE REQUIRED FROM THE ARSTAF AND MACOM'S 15 MAY THROUGH 15 DEC 1990.
3. PROJECT VANGUARD IS ORGANIZED WITH A CONCEPTS INTEGRATION GROUP AND NINE FUNCTIONAL TEAMS. PERSONNEL SUPPORT TO CONDUCT THE STUDY IS REQUIRED AS FOLLOWS:

	TITLE	GRADE	SOURCE
A. CONCEPTS GROUP			
CHIEF	COL	DAAR*	
STAFF OFFICER	LTC/MAJ	SARD*	
STAFF OFFICER	LTC/CIV	NOFI	
STAFF OFFICER	LTC/CIV	DACS-DM*	
STAFF OFFICER	CIV	DACS-DM*	
STAFF OFFICER	LTC/MAJ	TAPC	
B. ECONOMIC ANALYSIS TEAM			
MANPOWER ANALYST (3)	CIV	NOFI	
COST ANALYST (3)	CIV	ASA(FH)	
C. HQDA STAFF TEAM			
TEAM CHIEF	COL/GMIS	ADMIN ASST SA	
STAFF OFFICER	LTC/CIV	ADMIN ASST SA	
STAFF OFFICER	LTC/CIV	ASA(MBRA)	
STAFF OFFICER	LTC/CIV	ASA(FH)	
STAFF OFFICER	LTC/MAJ	TAPC	
D. COMMAND MACOM TEAM			
TEAM CHIEF	COL	TAPC	
STAFF OFFICER	LTC/MAJ	FORSCOM	
STAFF OFFICER	LTC/MAJ	USAREUR	
STAFF OFFICER	LTC/MAJ	WESTCOM	
STAFF OFFICER	LTC/CIV	NOFI	
STAFF OFFICER	LTC/MAJ	DAAR	
STAFF OFFICER	LTC/MAJ	NSB	
E. STRUCTURE/MANAGING TEAM			
TEAM CHIEF	COL	DAPE	
STAFF OFFICER	LTC/MAJ	TAPC	
STAFF OFFICER	LTC/CIV	ASA(MBRA)	
STAFF OFFICER	LTC/MAJ	DASG	
STAFF OFFICER	LTC/MAJ	HSC	
STAFF OFFICER	LTC/MAJ	DAMO	
F. TRAINING TEAM			
TEAM CHIEF	COL	TAPC	

ACTION SAMR(1) DAAR(3) SAFM(4) DACH(2) DAEN(1) (A.F)
DAEN-ZC(2) SARA(2) DADA(2) DAMH(0) TAPC(0) BAPZ(3)
DASG(4) MBR(2) SALL(2) SASA(1) DAMO-ACC(1)
XCE DAMI WATCH(1) ASOMS-OSD(1) SAAB(1) DACS(30)
SAIG(2) DALO(11) DAMO(14) DAMI(2) SAIS(4) SAILE(1)
SACM(1) SARD(1)

INFO RETURN TO HQD(1) SCB REVIEW(1)

- * DENOTES OFFICER HAS ALREADY BEEN DETAILED.
4. INDIVIDUALS NOMINATED TO FILL THE POSITIONS DELINEATED ABOVE MUST BE EXPERIENCED STAFF OFFICERS, CAPABLE OF WORKING INDEPENDENTLY ABLE TO CONCEPTUALIZE, AND EXPERT IN THEIR FIELDS. ADDRESSEES ARE REQUESTED TO IDENTIFY NOMINEES TELEPHONICALLY NOT LATER THAN 10 MAY 1990. TEAM CHIEFS WILL REPORT AT 0800 15 MAY 1990; STAFF OFFICERS WILL REPORT AT 0800 17 MAY 1990. PROJECT VANGUARD WILL BE LOCATED IN BUILDING 201, FT BELVOIR. TDY COSTS FOR PERSONNEL WITH DUTY STATIONS OUTSIDE THE NATIONAL CAPITAL REGION WILL BE REIMBURSED BY PROJECT VANGUARD. FUND CITE INFORMATION TO FOLLOW. POINTS OF CONTACT ARE COL HOWARD BACHMAN OR LTC DAN BURLMAN AV 345-3085/3086. BT

CHAPTER XVII
APPENDIX D
TAB 2

01 05

MAY 90 RR RR UUUU

HQDA WASH DC//DACS-VG-Z//
CINCUSAREUR HEIDELBERG GE
CRUSAFORSCOM FT MCPHERSON GA
CDRUSAMC ALEX VA
CDRUSATRADOE FT MONROE VA
CDREUSA SEOUL KOR
CDRUSAWESTCOM FT SHAFTER HI
CDRUSASDC WASH DC
CDRUSATISC FT HUACHUCA AZ
CDRUSARJ CP ZAMA JA
CDRMTMC FALLS CHURCH VA
CDRHSC FT SAM HOUSTON TX
CDRUSASOC FT BRAGG NC
CDRMDW WASH DC
CDRUSARSO FT CLAYTON PM
CDRUSACIDC FALLS CHURCH VA
CDRINSCOM FT BELVOIR VA
CDRUSAREC FT SHERIDAN IL
CDRUSACE WASH DC

COL W.A. WHITTLE, DACS-VG-2

202-355-2500

JR GREENWAY, MG, DIRVG 355-2571

UNCLASSIFIED

02 05

MAY 90 RR RR UUUU

SUPUSMA WEST POINT NY

COMUSARCENT FT MCPHERSON GA

INFO: DA WASHINGTON DC//SAFM//SAAA/SAIG/SACW/SAILE
SAMR/SARD/SAPA/SALL/DACS-ZB/DAPE/DAMI/
DAMO/DALO/DAEN/DASG/DAAR/DAJA/DACH/NGB//

UNCLAS

SUBJ: PROJECT VANGUARD {SITREP NUMBER 1}

1. PROJECT VANGUARD HAS BEGUN WORK. IT IS ALREADY VERY CLEAR THAT VANGUARD'S SUCCESS FOR THE ENTIRE ARMY DEPENDS ON CONTINUOUS PARTICIPATION AND SUPPORT BY HQDA STAFF ELEMENTS AND MACOMS. TO THAT END, VANGUARD'S INITIAL PREMISE WILL BE TO INCORPORATE HQDA STAFF ELEMENT AND MACOM REDUCTION INITIATIVES INTO THE RECOMMENDATIONS PRESENTED TO THE ARMY LEADERSHIP FOR DECISION. WE EXPECT INITIATIVES THAT PROPOSE CHANGE TO FUNCTIONS, MISSIONS, POLICIES, AND ORGANIZATIONS. WE ALSO BELIEVE THAT REDUCTIONS OF THE MAGNITUDE IN THE 92-97 POM CANNOT BE ACHIEVED ON THE MARGINS BY CONTINUING TO DO BUSINESS

UNCLASSIFIED

03 05

MAY 90 RR RR UUUU

THE SAME WAYS WITH LESS RESOURCES. MAJOR CHANGE IS REQUIRED.

2. THE PROJECT VANGUARD CONCEPTS GROUP THAT CONVENED HERE ON 24 APR HAS LAID THE GROUNDWORK FOR FURTHER STUDY BY ASSESSING THE TRENDS THAT ARE EXPECTED TO INFLUENCE THE ARMY OF THE 90'S, SUGGESTING THE IMPLICATIONS ON THE TDA ARMY, AND PROPOSING RULES BY WHICH TO ORGANIZE AND OPERATE. THESE WILL BE SUBJECT TO FURTHER REVIEW AS THE STUDY PROGRESSES. THE MAIN VANGUARD TEAM CONVENED DURING THE WEEK OF 13-19 MAY. THE REMAINDER OF THE MONTH WILL BE SPENT ON ORIENTATION, REFINEMENT OF THE FRONT END CONCEPTS OUTLINED ABOVE AND FURTHER DEVELOPMENT OF THE METHODOLOGY FOR CONTINUATION OF THE STUDY. BASIC METHODOLOGY WILL PROCEED IN TWO DIRECTIONS:

A. PROJECT VANGUARD WILL EXAMINE FUNCTIONAL REQUIREMENTS OF AMHA AND TDA ORGANIZATIONS AGAINST BACKDROP OF HISTORICAL PERSPECTIVE, STATUTORY MISSIONS, CSA IMPERATIVES AND COST DRIVERS AS THE ARMY EXISTS IN 1990 AND AS IT IS PROJECTED TO BE IN 1997; THEN SUGGEST MISSIONS WHICH CAN BE ELIMINATED, CURTAILED OR STANDARDIZED ON A MORE AUSTERE MODEL THAT YOU HELP DEVELOP.

04 05

MAY 90 RR RR UUUU

B. HQDA STAFF ELEMENT AND MACOM PLANS WHICH ARE BEING DEVELOPED TO MEET POM 92-97 CONSTRAINTS WILL BE INCORPORATED BY APPROPRIATE PROJECT VANGUARD FUNCTIONAL TEAMS. PURPOSE WILL BE TO ENSURE CONSISTENCY OF PLAN WITH TOTAL ARMY ORGANIZATION AND MISSION RULES AND TO EVALUATE WHETHER PLAN IS ACHIEVING MAXIMUM RESOURCE SAVINGS CORRESPONDING TO REDUCED MISSION REQUIREMENTS.

3. INEVITABLY, ISSUES WILL ARISE BETWEEN PROPONENTS AND PROJECT VANGUARD. THESE MUST BE RESOLVED BY JOINT REVIEW THROUGHOUT THE COURSE OF THE STUDY. THOSE THAT CANNOT BE RESOLVED WILL BE REFERRED TO THE ARMY LEADERSHIP FOR FINAL DECISION. AGAIN, SUCCESS DEPENDS ON OPEN AND ACTIVE PARTICIPATION BY ALL COMMANDS. COMMAND REPRESENTATIVES ON PROJECT VANGUARD WILL BE EXPECTED TO PROVIDE UNENCUMBERED TWO-WAY DIALOGUE TO ENSURE COMMANDS' ISSUES AND RECOMMENDATIONS HAVING LOCAL, REGIONAL AND ARMY-WIDE IMPLICATIONS ARE IDENTIFIED AND FULLY ADDRESSED.

4. HEADS UP. THE VCSA DESIGNEE HAS INDICATED TO US THAT HE WANTS TO PUT HIS PERSONAL TOUCH ON THIS PROJECT BY MEETING "OFF SITE" WITH MACOM COMMANDERS, OR THEIR REPRESENTATIVES; PERHAPS

UNCLASSIFIED

05 05

MAY 90 RR RR UUUU

AS EARLY AS JUNE. MORE DETAILS WILL BE PROVIDED AS THEY BECOME AVAILABLE.

5. THIS IS THE FIRST OF A SERIES OF VANGUARD SITREPS. OTHERS WILL FOLLOW AS THE STUDY EVOLVES AND SUBSTANTIVE ISSUES EMERGE. PRIMARY VANGUARD POC FOR ARSTAF/MACOM IS THE CONCEPTS AND INTEGRATION TEAM. TEAM CHIEF IS COL AL WHITTLE (AV 345-2500). AS OUR WORK PROGRESSES, VANGUARD FUNCTIONAL TEAMS WILL ALSO NEED ACCESS TO MACOM/ARSTAF COUNTERPARTS. TO FACILITATE ACTIVE INTERCHANGE OF INFORMATION REQUEST YOU DESIGNATE A POC FOR VANGUARD ACTIONS.

6. APPRECIATE THE PROMPT AND CONTINUING ASSISTANCE OF THOSE COMMANDS/AGENCIES PROVIDING PEOPLE, FACILITIES AND ASSISTANCE TO VANGUARD EFFORT.

UNCLASSIFIED

CHAPTER XVII
APPENDIX D
TAB 3

SALE-CLASS IN
COMMUNICATIONS

UNCLASSIFIED

OPERATIONS
SUPPORT DIRECTORATE

PERSONAL FOR
THANK VIDEO
TELECONFERENCING
CALL 687-8840

PRIORITY

11624 Z

ZYUW RUEADWD9703 1572229

P 052122Z JUN 90

FM HQDA WASH DC//DACS-ZB//

TO CDRUSAFORSCOM FT MCPHERSON GA

CORTRADOC FT MONROE VA

CINCUSAREUR HEIDELBERG GE

CDRAMC ALEXANDRIA VA

CDRUSAEIGHT SEOUL KOR

CDRWESTCOM FT SHAFTER HI

HQDA WASH DC//SAIG-ZA/DAMI-ZA/DAEN-ZA/SAIS-ZA/

DASC-ZA/DAPE-ZA/DAMC-ZA/DALO-ZA/NBG-ARZ/DACH-ZA/

DACS-DPZ/DAJA-ZA/DAAR-ZA/SACW/SAFM/SAILE/SAMR/SARD//

UNCLAS

PERSONAL FOR GEN BURBA CDR FORSCOM; GEN FOSS CDR TRADOC; GEN SAINT, CINCUSAREUR; GEN TUTTLE, CDR AMC; GEN MENETREY, CDR USAEIGHT; LTG KICKLIGHTER; CDRWESTCOM; LTG CORNS, SAIG; LTG EICHELBERGER, DCSINT; LTG HATCH, COE; LTG HILMES, DISC4; LTG LEDFORD, TSG; LTG ONO, DCSPER; LTG REIMER, DCSOPS; LTG ROSS, DCSLOG; MG BURDICK, ARNG; MG EINERTSON, DACH; MG RENO, DPAC; MG SUTER, TJAG; MG WARD, OCAR; HONORABLE R.W. PAGE, SACW; HONORABLE D. A. BROOK, SAFM; HONORABLE S. LIVINGSTONE, SAILE; HONORABLE G. K. WINCUP, SAMR; HONORABLE S. K. CONVER, SARD

FROM GEN SULLIVAN

SUBJECT: TASK FORCE VANGUARD GENERAL OFFICER WORKING GROUP (GOWG)

DEF-SITE

1. THE SUCCESS OF VANGUARD DEPENDS ON ACTIVE PARTICIPATION BY THE TOTAL ARMY; THEREFORE WE ARE FORMING A GOWG TO BE COMPRISED OF ARSTAF, SECRETARIAT AND SELECTED MACOM REPRESENTATIVES TO PERIODICALLY REVIEW AND RATIFY THE PROGRESS AND DIRECTION OF THE PROJECT VANGUARD TASK FORCE.
 2. I WILL CHAIR THE FIRST OF THESE GOWG ON 22 JUN 90 AT THE CASEY BLDG, FT. BELVOIR. PURPOSE WILL BE TO AGREE ON THE POLICY GUIDELINES TO BE USED BY PROJECT VANGUARD IN RESHAPING THE TOTAL ARMY IN THE MOST COST EFFICIENT MANNER. VANGUARD TIMELINES DO NOT ALLOW FOR SURPRISES (EITHER BY THE FIELD OR BY THE TASK FORCE), THUS ATTENDANCE BY YOU OR YOUR DESIGNATED REPRESENTATIVE WILL INSURE OPEN FORUM FOR YOUR INTERESTS AND CONCERNS.
 3. A DETAILED AGENDA AND BACKGROUND INFORMATION WILL BE PROVIDED UNDER SEPARATE COVER TO ASSIST YOU IN PREPARING FOR THIS SESSION. IN THE INTERIM, REQUEST YOU CONFIRM ATTENDANCE THROUGH YOUR DESIGNATED POC WITH THE VANGUARD TASK FORCE.
 4. LOOKING FORWARD TO AN INTERESTING AND CONSTRUCTIVE SESSION.
- REGARDS--SULLIVAN. BT

ACTION DACS/GEN SULLIVAN/(1)

(K)

INFO SARD/MR S K CONVER/(1) SACW/MR R W PAGE/(1)
SAMR/MR G K WINCUP/(1) DAAR/MG WARD JR/(1)
DACH/MG EINERTSON/(1) DAEN/LTG HATCH/(1)
SAIG/LTG CORNS/(1) DALO/LTG ROSS/(1)
DAJA/MG SUTER/(1) DAMI/LTG EICHELBERGER/(1)
DAMC/LTG REIMER/(1) DAPE/LTG ONO/(1)
DASC/LTG LEDFORD/(1) SCB REVIEW(1)
NBG/MG BURDICK/(1) SAFM/MR D A BROOK/(1)
DACS/MG RENO/(1) SAILE/MR S LIVINGSTONE/(1)
DACS/WIGHAM/(1) SAIS/LTG HILMES/(1)

UNCLASSIFIED

CHAPTER XVII
APPENDIX D
TAB 4

01 03 091100Z JUL 90 PP PP UUUU

HQDA WASH DC//CACCS-ZB//

CDRUSAFORSCOM FT MCPHERSON GA

CINCUSAREUR HEIDELBERG GE

CDRTRADOC FT MONROE VA

CDRAMC ALEXANDRIA VA

CDR WESTCOM FT SHAFTER HI

HQDA WASH DC//SAFM-BU/DAMO-ZA/

DALO-ZA/DAEN-ZA/NGB-ARZ/

DAAR-ZA/DACS-DPZ//

UNCLAS

PERSONAL FOR GEN BURBA, CDR FORSCOM; GEN FOSS, CDR TRADOC; GEN SAINT, CINCUSAREUR; GEN TUTTLE, CDR AMC; LTG KICKLIGHTER, CDRWESTCOM; LTG HATCH, COE; LTG RIEMER, ODCSOPS; LTG ROSS, DCSLOG; MG BURDICK, ARNG; MG RENO, DPAE; MG FREITAG, DAB; MG WARD, OCAR

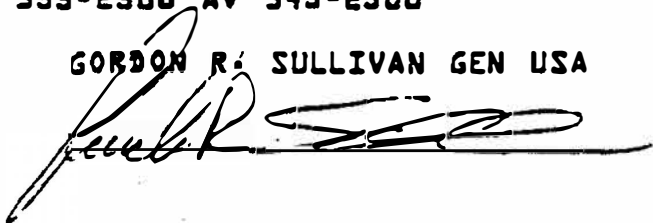
FROM GEN SULLIVAN, VCSA

SUBJECT: PROJECT VANGUARD GENERAL OFFICER WORKING GROUP (GOWG)
II

MS. JEAN WIGHAM, DACS-VG-Z

355-2500 AV 345-2500

GORDON R. SULLIVAN GEN USA



UNCLASSIFIED

02 03 091100Z JUL 90 PP PP UUUU

1. THE SECOND PROJECT VANGUARD GOWG WILL BE HELD ON 27 JULY .. FROM 0800 TO 1200 IN THE COMMAND CONFERENCE ROOM, HQS, FORT BELVOIR, BLDG 269.
2. DURING GOWG I, WE ASKED THE VANGUARD TASK FORCE TO DEVELOP A VISION OF THE FUTURE TDA ARMY AND DESCRIBE CHANGES IN THE CULTURE REQUIRED TO MEET THE CHALLENGES OF THAT FUTURE. GOWG II WILL PRESENT THAT INFORMATION AND ALSO CONTINUE A REVIEW OF EMERGING ISSUES IN PREPARATION FOR THE COMMANDER'S CONFERENCE.
3. I REALIZE THAT YOU WILL PROBABLY NOT BE ABLE TO ATTEND PERSONALLY SINCE YOU WILL BE HERE FOR THE AUGUST COMMANDERS' CONFERENCE THE FOLLOWING WEEK. HOWEVER, BECAUSE OF THE NATURE OF THE DISCUSSIONS AND YOUR PERSONAL INTEREST IN THE OUTCOME OF PROJECT VANGUARD TASK FORCE, REQUEST YOUR REPRESENTATIVE BE AT THE PRINCIPAL DEPUTY/ASSISTANT LEVEL. YOUR REPS ACTIVE PARTICIPATION WILL INSURE FULL AND COMPLETE DIALOGUE.
4. THE CONFERENCE FACILITIES ARE SMALL AND CAN ACCOMODATE ONLY ONE REPRESENTATIVE FROM EACH INVITEE. FOR PLANNING PURPOSES,

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03 03 091100Z JUL 90 PP PP UUUU

REQUEST YOUR VANGUARD POC PROVIDE CONFIRMATION THAT YOU WILL
ATTEND OR BE REPRESENTED.

S. LOOKING FORWARD TO SEEING EITHER YOU OR YOUR REPRESENTATIVE
ON 27 JULY.

REGARDS SULLIVAN

UNCLASSIFIED

CHAPTER XVII
APPENDIX D
TAB 5

file

ROUTINE

ZYUW RUEADWD1887 1931835

R 121705Z JUL 90

FM HQDA WASH DC//DACS-ZA//

TO USCINCSO QUARRY HEIGHTS PM

CINCEUR VAIHINGEN GE

USCINCSOC MACDILL AFB FL

USCINCLANT NORFOLK VA

INFO CJCS WASH DC

CDRUSAFORSCOM FT MCPHERSON GA

CDRUSASOC FT BRAGG NC

CDRUSARSO FT CLAYTON PM

CINCSpaceCOM PETERSON AFB CO

USCINCPAC HONOLULU HI

USCINCFOR FT MCPHERSON GA

USCINCTrans SCOTT AFB IL

CDRUSAREUR HEIDELBERG GE

CDRUSAWESTCOM FT SHAFTER HI

CDR 3D ARMY FT MCPHERSON GA

CDR MTMC ALEXANDRIA VA

UNCLAS

SUBJECT: US ARMY PROJECT VANGUARD

1. THE SECRETARY AND I ESTABLISHED US ARMY PROJECT VANGUARD STUDY GROUP IN APRIL. THE TWO PRIMARY MISSIONS OF THE STUDY GROUP ARE TO IDENTIFY THE FUNCTIONAL REQUIREMENTS OF THE GENERAL SUPPORT FORCES (THE TDA ARMY) IN A SMALLER, MORE CONUS-BASED ARMY; AND TO DEVELOP ALTERNATIVE CONCEPTS, POLICIES AND ORGANIZATIONS THAT ARE MORE EFFECTIVE AND PROVIDE ADDITIONAL COST SAVINGS.

2. PROJECT VANGUARD'S RESULTS ARE TO COMPLEMENT THE CHANGES TO BE MADE IN THE ARMY'S TACTICAL FORCE STRUCTURE; TO ACCOMMODATE RESULTS OF THE BASE REASSIGNMENT AND CLOSURE ACT, DEFENSE MANAGEMENT REVIEW, AND ARMY STAFF AND MAJOR COMMAND INITIATIVES; AND MOST IMPORTANT, TO DETERMINE WAYS TO ACHIEVE SUBSTANTIAL COST SAVINGS IN GENERAL SUPPORT FORCES THROUGHOUT THE FY92-97 PROGRAM.

3. WE ARE CONVINCED REDUCTIONS OF THIS MAGNITUDE CANNOT BE ACHIEVED ON THE MARGINS BY CONTINUING TO DO BUSINESS THE SAME WAYS WITH LESS RESOURCES. MAJOR CHANGES ARE REQUIRED.

4. THE PROJECT VANGUARD STUDY GROUP IS OPERATING IN AN OPEN FORUM, TWO-WAY DIALOGUE TO ENSURE COMMANDS' ISSUES AND RECOMMENDATIONS HAVING LOCAL, REGIONAL, ARMY-WIDE AND JOINT IMPLICATIONS ARE IDENTIFIED EARLY ON AND FULLY ADDRESSED. THE STUDY GROUP WILL BE REVIEWING ALL HEADQUARTERS. INCLUDING THE ARMY ELEMENTS OF JOINT HEADQUARTERS, AND WILL WORK CLOSELY WITH ARMY COMPONENT COMMANDERS TO ENSURE THAT AN EFFECTIVE LEVEL OF SUPPORT TO CINCS WILL BE MAINTAINED.

5. PROJECT VANGUARD IS DIRECTED BY MG JOHN R. GREENWAY. STUDY GROUP LOCATION IS BLDG 201, FORT BELVOIR, VIRGINIA. TARGET DATE FOR COMPLETION IS 14 DECEMBER 1990. PRIMARY VANGUARD POC FOR JOINT HEADQUARTERS IS COL AL WHITTLE (AV 345-2500). BT

ACTION DACS(8)

(F)

INFO SCB REVIEW(1)

UNCLASSIFIED

CHAPTER XVII
APPENDIX D
TAB 6

JOINT MESSAGE FORM								SECURITY CLASSIFICATION			
								UNCLASSIFIED			
PAGE	DTG/RELEASE TIME			PRECEDENCE		CLASS	SPECAT	LMF	CIC	ORIG/MSG IDENT	
	DATE	TIME	MONTH	YR	ACT	INFO					
01 OF 04	141200Z		SEP	90	PP		UUUU				
BOOK	MESSAGE HANDLING INSTRUCTIONS										
<p>FROM: HQDA WASH DC//DACS-ZB//</p> <p>TO: CDRUSAFORSCOM FT MCPHERSON GA</p> <p>CINCUSAREUR HEIDELBERG GE</p> <p>CDRUSAEIGHT YONGSON KS</p> <p>CDRTRADOC FT MONROE VA</p> <p>CDRINSCOM FT BELVOIR VA</p> <p>CDRAMC ALEXANDRIA VA</p> <p>CDRMTMC FALLS CHURCH VA</p> <p>CDRUSAISC FT HAUCHUCA AZ</p> <p>CDRCIDC FALLS CHURCH VA</p> <p>CDRUSARPAC FT SHAFTER HI</p> <p>CDRUSAHSC FT SAM HOUSTON TX</p> <p>HQDA WASH DC//SAIG-ZA/DAHI-ZA/DAEN-ZA/SAIS-ZA/</p> <p>DACS-ZA/DACS-ZD/DAPE-ZA/DAMO-ZA/DALO-ZA/NGB-ARZ/</p> <p>DACH-ZA/DACS-DPZ/DAJA-ZA/DAAR-ZA/SACW/SAPM/SAILE/</p> <p>SAMR/SARD/SAGC/DACS-DM//</p> <p>U N C L A S PERSONAL FOR</p> <p>HONORABLE R.W.PAGE, SACW; HONORABLE D.A.BROOKS, SAPM;</p>											
DISTR:											
DRAFTER TYPED NAME, TITLE, OFFICE SYMBOL, PHONE MS JEAN WIGHAM, DACS-VG-Z 355-2500 AV 345-2500							SPECIAL INSTRUCTIONS REQUEST REPORT OF DELIVERY				
RELEASE	TYPED NAME, TITLE, OFFICE SYMBOL, AND PHONE GORDON R. SULLIVAN, GEN, VCSA										
	SIGNATURE <i>Original Signed</i>							SECURITY CLASSIFICATION UNCLASSIFIED		DATE TIME GROUP	

JOINT MESSAGE FORM						SECURITY CLASSIFICATION				
						UNCLASSIFIED				
PAGE	DTG/RELEASER TIME			PRECEDENCE		CLASS	SPECAT	LMF	CIC	ORIG/MSG IDENT
	DATE	TIME	MONTH	YR	ACT	INFO				
02 OF 04	141200Z		SEP	90	PP		UUUU			
BOOK	MESSAGE HANDLING INSTRUCTIONS									
<p>HONORABLE S. LIVINGSTONE, SAILE; HONORABLE G.K.WINCUP, SAMR; HONORABLE S.K.CONVER, SARD; HONORABLE W.J.HAYNES, SAGC; GEN BURBA, CDR FORSCOM; GEN FOSS, CDR TRADOC; GEN RISCASSI, CDR USAEIGHT; GEN SAINT, CINCUSAEUR; GEN TUTTLE, CDR AMC; LTG CORN, SAIG; LTG EICHELBERGER, DCSINT; LTG HATCH, COE; LTG HILMES, DISC; LTG KICKLIGHTER, CDR USARPAC; LTG LEDFORD, TSG; LTG PARKER, DAS; LTG RENO, DCSPER; LTG REIMER, DCSOPS; LTG ROSS, DCSLOG; LTG SHORT, CDR USAISC; MG BURDICK, DIR ARNG; MG ZIMMERMAN, DACH; MG HYMAN, CDR INSCOM; MG MAJOR, CDR USAHSC; MG PIATAK, CDR MTMC; MG CARNEY, DPAC; MG SUTER, TJAG; MG WARD, CAR; BG BERRY, CIDC; BG STOFFT, DM</p> <p>FROM GEN SULLIVAN, VCSA</p> <p>SUBJECT: TASK FORCE VANGUARD BRIEFINGS ON BASOPS AND FOAS</p> <p>A. 27 JULY 90 VANGUARD GOWG</p> <p>1. AT REFERENCE A, VANGUARD WAS TASKED TO PROVIDE SEPARATE LAYDOWNS TO ILLUMINATE BASOPS/INSTALLATION MANAGEMENT ISSUES AND HQDA/FOA ISSUES. ON 20 SEP 90 PROJECT VANGUARD WILL</p>										
DISTR:										
DRAFTER TYPED NAME, TITLE, OFFICE SYMBOL, PHONE						SPECIAL INSTRUCTIONS				
MS JEAN WIGHAM, DACS-VG-Z						REQUEST REPORT OF DELIVERY				
355-2500 AV 345-2500										
RELEASER	TYPED NAME, TITLE, OFFICE SYMBOL, AND PHONE						SECURITY CLASSIFICATION		DATE TIME GROUP	
	GORDON R. SULLIVAN, GEN, VCSA									
SIGNATURE						UNCLASSIFIED				

JOINT MESSAGE FORM										SECURITY CLASSIFICATION	
										UNCLASSIFIED	
PAGE	DTG/RELEASER TIME			PRECEDENCE		CLASS	SPECAT	LMF	CIC	ORIG/MSG IDENT	
	DATE	TIME	MONTH	YR	ACT						INFO
03 OF 04	141200Z	SEP	90	PP		UUUU					
BOOK	MESSAGE HANDLING INSTRUCTIONS										
<p>PROVIDE A BRIEFING ON BASOPS FROM 1300 TO 1600 HRS. A SECOND BRIEFING ON HQDA/FOAS IS SCHEDULED FOR 28 SEP 90 FROM 0900 TO 1200.</p> <p>2. IN ORDER TO REDUCE THE REQUIREMENTS FOR TDY AND TRAVEL FUNDS, BOTH BRIEFINGS WILL BE CONDUCTED VIA THE DEFENSE TELECOMMUNICATIONS SERVICES VIDEO-TELECONFERENCE SYSTEM. (LOCATED AT THE PENTAGON, AMC, USARPAC, TRADOC, FORSCOM, USAISC AND USAHSC). SEATING IN THE PENTAGON AOC VIDEO-TELECONFERENCE ROOM WILL BE USED FOR THE SECRETARIAT, SOME ARSTAF AND PROJECT VANGUARD TEAM. BECAUSE OF SEATING LIMITATIONS, ONLY THE PRINCIPAL ATTENDEE FROM EACH AGENCY CAN BE ACCOMODATED IN THE AOC. THE AMC STUDIO WILL ACCOMODATE OVERFLOW FROM THE ARSTAF (IG, DIR ARNG, TSG, TJAG, C, CHAP, DM), REPRESENTATIVES OF AMC, INSCOM, MTMC AND CIDC. REQUEST YOU COORDINATE DIRECTLY WITH MR HAYES, AMC, TELECONFERENCE CENTER (274-4752) FOR SEATING.</p>											
DISTR:											
DRAFTER TYPED NAME, TITLE, OFFICE SYMBOL, PHONE						SPECIAL INSTRUCTIONS					
MS JEAN WIGHAM, DACS-VG-Z						REQUEST REPORT OF DELIVERY					
355-2500 AV 345-2500											
RELEASER	TYPED NAME, TITLE, OFFICE SYMBOL, AND PHONE					SECURITY CLASSIFICATION			DATE TIME GROUP		
	SIGNATURE										
	GORDON R. SULLIVAN, GEN, VCSA					UNCLASSIFIED					

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JOINT MESSAGE FORM

SECURITY CLASSIFICATION

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PAGE	DTG/RELEASE TIME			PRECEDENCE		CLASS	SPEC	LNF	CIC	ORIG/MSG IDBT
	DATE	TIME	MONTH	YR	ACT					
04 OF 04	141200Z	SEP	90	PP		UUUU				

BOOK

MESSAGE HANDLING INSTRUCTIONS

REPRESENTATIVES OF USAEIGHT AND USAREUR WILL BE CONNECTED ON AUDIO ONLY. REPRESENTATIVES OF FORSCOM, TRADOC, USAISC, USARPAC AND USAHSC WILL USE THEIR RESPECTIVE VIDEO-TELECONFERENCE CENTERS AT THEIR INSTALLATIONS.

3. I REALIZE THAT YOU MAY NOT BE ABLE TO ATTEND PERSONALLY BECAUSE OF POSSIBLE OTHER DEMANDS. HOWEVER, BECAUSE OF THE NATURE OF THE DISCUSSION AND YOUR PERSONAL INTEREST IN THE OUTCOME OF VANGUARD, REQUEST YOUR REPRESENTATIVES BE AT THE DEPUTY OR CHIEF OF STAFF LEVEL. YOUR REPS ACTIVE PARTICIPATION WILL ENSURE FULL AND COMPLETE DIALOGUE.

4. A DETAILED AGENDA AND BACKGROUND INFORMATION WILL BE PROVIDED UNDER SEPARATE COVER TO ASSIST YOU IN PREPARING FOR THIS SESSION. IN THE INTERIM, REQUEST YOU CONFIRM ATTENDANCE THROUGH YOUR DESIGNATED POC WITH THE VANGUARD TASK FORCE.

5. LOOKING FORWARD TO SEEING EITHER YOU OR YOUR REPRESENTATIVE ON 20 AND 28 SEP 90.

REGARDS SULLIVAN

DISTR:

DRAFTER TYPED NAME, TITLE, OFFICE SYMBOL, PHONE
MS JEAN WIGHAM, DACS-VG-2

355-2500 AV 345-2500

SPECIAL INSTRUCTIONS

REQUEST REPORT OF DELIVERY

TYPED NAME, TITLE, OFFICE SYMBOL, AND PHONE

GORDON R. SULLIVAN, GEN, VCSA

SIGNATURE

SECURITY CLASSIFICATION

UNCLASSIFIED

DATE TIME GROUP

CHAPTER XVII
APPENDIX D
TAB 7

01 02

SEP 90 PP PP UUUU

HQDA WASH DC//DACS-VG-Z//

CDRTRADOC FT MONROE VA//ATCS-S//

INFO CDRUSAFORSCOM FT MCPHERSON GA

CINCUSAREUR HEIDELBERG GE

CDRAMC ALEXANDRIA VA

HQDA WASH DC//DACS-DP//

U N C L A S

PERSONAL FOR MG VAN LOBEN SELS, CHIEF OF STAFF, TRADOC; INFO FOR MG TAYLOR, CHIEF OF STAFF, FORSCOM; MG BURLESON, CHIEF OF STAFF, USAREUR; MG MCGRATH, CHIEF OF STAFF, AMC; MG CARNEY, DPAC, HQDA; FROM MG GREENWAY, VANGUARD

SUBJECT: VANGUARD DECISION PROCESS

A. REF YOUR PERSONAL FOR MESSAGE 131515Z SEP 90


1. APPRECIATE YOUR CONTINUED HELP IN THE VANGUARD PROCESS. VANGUARD DECISION PROCESS AND SCHEDULE HAVE NOT SIGNIFICANTLY CHANGED SINCE YOU WERE BRIEFED AT JULY GOWG ALTHOUGH WE NOW HAVE MORE CLARITY ON SPECIFIC EXTERNAL DRIVERS SUCH AS AMR II DEADLINES. CURRENT MILESTONES FOLLOW:

A. 20 SEP. SERVICES COMMAND BRIEFING (TELECONFERENCE) FOR VCSA, HQDA STAFF AND GOWG.

PLEASE PROVIDE COMEBACK COPY TO RELEASER.

COL WHITTLE, DACS-VG-Z, 355-2500

JOHN R. GREENWAY, MG, DIR, VANGUARD

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SEP 90

B. 28 SEP-HQDA/FOA BRIEFING (TELECONFERENCE) FOR VCSA, HQDA STAFF AND GOWG.

C. 3 OCT-AMR II SELCOM (SELECTED VANGUARD INITIATIVES WILL BE CONSIDERED)

D. 18 OCT-ARMY COMMANDERS CONFERENCE BRIEFED

E. VANGUARD SELCOM O/A 25 OCT.

F. NOV-DECISION REVIEWS WITH CSA/SA

G. EARLY DEC-UPDATE MACOMS.

H. 14 DEC-FINAL REPORT SUBMITTED TO CSA/SA.

2. CONSTRAINTS OF OUR SCHEDULE AND EVENTS EXTERNAL TO THE ARMY WILL NOT ALLOW FOR THE FULL FORMAL STAFFING PROCESS WITH THE FIELD. HOWEVER, DURING THE PERIOD FOLLOWING THE ARMY COMMANDERS CONFERENCE AND PRECEDING THE SA/CSA DECISION REVIEWS IN NOVEMBER FINAL VANGUARD RECOMMENDATIONS WILL BE MADE AVAILABLE TO THE FIELD FOR COMMENT. IN THE MEANTIME, YOU ARE ENCOURAGED TO USE YOUR MACOM REPRESENTATIVES ON PROJECT VANGUARD AS LIAISON TO CONVEY TIMELY INFORMATION TO YOUR HEADQUARTERS.

3. AS WE BEGIN THE FINAL PHASES OF VANGUARD, I SOLICIT YOUR COMMENTS, CONCERNS, AND RECOMMENDATIONS. VANGUARD REMAINS AN OPEN FORUM AND MACOM INPUT IS A VITAL INGREDIENT IN OUR TOTAL PRODUCT.

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SEP 70

CHAPTER XVII
APPENDIX D
TAB 8

01 03 211950Z SEP 90 PP UUUU

HQDA WASH DC//DACS-ZB//
CDRUSAFORSCOM FT MCPHERSON GA
CINCUSAREUR HEIDELBERG GE
CDRUSAEIGHT YONGSON KOR
CDRTRADOC FT MONROE VA
CDRINSCOM FT BELVOIR VA
CDRAMC ALEXANDRIA VA
CDRMTMC FALLS CHURCH VA
CDRUSAISC FT HAUCHUCA AZ
CDRCIDC FALLS CHURCH VA
CDRUSARPAC FT SHAFTER HI
CDRUSAHSC FT SAM HOUSTON TX
HQDA WASH DC//SAUS/SAIG-ZA/DAMI-ZA/DAEN-ZA/
SAIS-ZA/DACS-ZA/DACS-ZD/DAPE-ZA/
DAMO-ZA/DALO-ZA/NGB-ARZ/SACW/SA/
SAILE/DACH-ZA/DACS-DPZ/DAJA-ZA/
DAAR-ZA/SAMR/SARD/SAGC/DACS-DM/
DASG-ZA/SAAA/DACS-VG-Z//

U N C L A S S SULLIVAN SENDS

SUBJECT: 20 SEP VANGUARD GOWG WRAP UP

COL AL WHITTLE, DACS-VG-Z, 355-2500

REQUEST REPORT OF DELIVERY

GORDON R. SULLIVAN, GEN, VCSA

SIGNATURE *Gordon R. Sullivan*

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SEP 90

A. MY DACS-ZB 141200Z SEP 90

1. REFERENCE A INVITED YOU TO PARTICIPATE, OR BE REPRESENTED AT, A TELECONFERENCED VANGUARD GO WORKING GROUP ON BASOPS. APPRECIATE YOUR CONTINUED SUPPORT OF VANGUARD EFFORTS AND YOUR PARTICIPATION IN YESTERDAY'S CONFERENCE.

2. VANGUARD'S PRESENTATION PROVIDED THE NEEDED FRAMEWORK FOR US TO WORK TOGETHER IN DEVELOPING SOLUTIONS TO OUR LONG TERM BASOPS/INSTALLATION MANAGEMENT PROBLEMS WHILE GENERATING THE SAVINGS NEEDED TO HELP PROTECT THE WARFIGHTING FORCES AS RESOURCE CONSTRAINTS BECOME INCREASINGLY SEVERE. APPRECIATE AND UNDERSTAND YOUR CONCERNS ABOUT CREATION OF A SERVICES COMMAND AND YOUR WILLINGNESS TO CLOSELY EXAMINE POTENTIAL EXPANDED APPLICATION OF TRADOC'S DCSBOS MODEL.

3. IN A BROADER SENSE, VANGUARD MUST PROVIDE THE OPPORTUNITY TO MEET OUR BOTTOM LINE CHALLENGE - SAVINGS IN DOLLARS AND PEOPLE. OUR TENDENCY WILL NATURALLY BE TOWARD PRO-RATA REDUCTIONS AND "BOGIES" BUT THAT APPROACH WILL NOT PRODUCE REQUIRED SAVINGS WHILE MAINTAINING A COHERENT, EFFECTIVE ARMY. AT THE OTHER END OF THE SPECTRUM, VANGUARD HAS PROPOSED MAJOR CULTURAL CHANGES WHICH, FOR MANY, ARE DIFFICULT TO ACCEPT. WE MUST NOT REJECT THESE CHANGES IN CULTURE OUT OF HAND. I AM CONVINCED THAT SOME LEVEL OF CHANGE WILL BE REQUIRED

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SEP 90

AND WE CAN FIND THE RIGHT ANSWERS THROUGH CONTINUED DIALOGUE. FOR THAT REASON, WE WILL CONTINUE TO WORK ALL OPTIONS, INCLUDING SERVICES COMMAND, TO RESOLUTION.

4. ARMY LEADERSHIP HAS MADE NO DECISIONS AT THIS POINT. ALL ISSUES REMAIN ON THE TABLE AND WE NEED YOUR CONSTRUCTIVE INPUT AND ADVICE. SITUATIONS IN USAREUR AND EUSA ARE SUFFICIENTLY UNIQUE THAT THEY MUST BE TREATED SEPARATELY FOR THE MOST PART. I LOOK FORWARD TO ANY COMMENTS FROM THESE COMMANDS WHICH CAN BE FOLDED INTO VANGUARD'S ARMY VISION.

5. VANGUARD WILL FOLLOW WITH A DETAILED MFR. NEXT GOWG (TELECONFERENCE) IS 0900-1200 28 SEP WHEN HQDA AND FOA WILL BE DISCUSSED.

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SEP 90

CHAPTER XVII
APPENDIX D
TAB 9

01 03 021545Z OCT 70

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HQDA WASH DC//DACS-ZB//

CDRUSAFORSCOM FT MCPHERSON GA

CINCUSAREUR HEIDELBERG GE

CDRUSAEIGHT YONGSON KOR

CDRTRADOC FT MONROE VA

CDRINSCOM FT BELVOIR VA

CDRAMC ALEXANDRIA VA

CDRMTMC FALLS CHURCH VA

CDRUSAISC FT HAUCHUCA AZ

CDRCIDC FALLS CHURCH VA

CDRUSARPAC FT SHAFTER HI

CDRUSAHSC FT SAM HOUSTON TX

HQDA WASH DC//SAUS/SAIG-ZA/DAMI-ZA/DAEN-ZA/

SAIS-ZA/DACS-ZD/DAPE-ZA/DAMO-ZA/DALO-ZA/

NGB-ARZ/SACL/SACW/SAPM/SAILE/DACH-ZA/DACS-DPZ/

DAJA-ZA/DAAR-ZA/SAMR/SARD/SAGC/DACS-DM/

DASG-ZA/SAAA/DACS-VG-Z//

U N C L A S SULLIVAN SENDS

SUBJECT: VANGUARD GOWG (TELECONFERENCE), 28 SEP 70

A. MY DACS-ZB, 141200Z SEP 70.

W.A. WHITTLE, COL, DACS-VG-Z,
355-2500

REQUEST REPORT OF DELIVERY

GORDON R. SULLIVAN, GEN, VCSA

SIGNATURE *Gordon R. Sullivan* *col XO*

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OCT 70

02 03

OCT 90

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B. MY DACS-ZB, 211950Z SEP 90.

1. APPRECIATE YOUR PARTICIPATION IN VANGUARD'S FOA LAYDOWN LAST FRIDAY AND YOUR FOLLOW UP WORK ON THE BASOPS ISSUES DISCUSSED ON THE 20TH. CONTINUATION OF THIS DIALOGUE IS ESSENTIAL TO EFFECTING REQUIRED CHANGES IN OUR ARMY WHILE MAINTAINING CAPABILITIES AND READINESS GOALS.
2. BELIEVE THAT MANY OF THE FOA ISSUES SURFACED WILL BE QUICKLY RESOLVED AND WE CAN MOVE RAPIDLY TO EXECUTION WITH CONSENSUS. OTHERS WILL BE MORE DIFFICULT AND WILL REQUIRE OPEN EXCHANGE OF INFORMATION BETWEEN VANGUARD AND THE FIELD OR HQDA PROPONENTS FOLLOWED BY DECISION REVIEWS FOR THE CSA AND SA. REQUEST YOU REVIEW CONTENTS OF VANGUARD FOA PROPOSALS AND COORDINATE DIRECTLY TO ILLUMINATE AND RESOLVE ISSUES. DIALOGUE ON FOAS MUST BE CONCLUDED BY 12 OCT TO ALLOW TIME FOR VANGUARD TO PREPARE RESULTS FOR DISCUSSION AT ARMY COMMANDERS' CONFERENCE AND FOR SUBSEQUENT LEADERSHIP REVIEW AND DECISION.
3. AS BRIEFED, ARMY LEADERSHIP HAS MADE NO DECISIONS ON FOAS TO DATE. YOUR INPUT IS NEEDED TO ASSIST VANGUARD IN DEVELOPING FINAL RECOMMENDATIONS AND SUPPORTING THE DECISION PROCESS. APPRECIATE THE HARD WORK BY ALL ON THIS IMPORTANT ARMY PROJECT. WE NEED YOUR BEST

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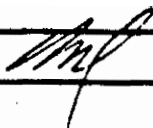
03 03

OCT 90

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SHOT. REGARDS -- SULLIVAN.

SIGNATURE

A handwritten signature in dark ink, appearing to be 'MS', is written over a horizontal rectangular line.

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OCT 90

CHAPTER XVII
APPENDIX D
TAB 10

01 03 06/002 NOV 90 PP PP UUUU

NO

HQDA/WASH DC//DACS-ZD//

CDRTRADOC FT MONROE VA//ATCS//

INFO HQDA WASH DC//DAMO-ZA//

HQDA WASH DC//DAPE-ZA//

HQDA WASH DC//DACS-DPZ-A//

HQDA WASH DC//DACS-VG//

UNCLAS

PERSONAL FOR MG VAN LOBEN SELS

SUBJECT: VANGUARD COSTING

REFERENCES:

A. YOUR 201330Z NOV 90, SAB.

B. DAMO-FDF MEMO, 10 APR 90, SUBJECT: MARCH 1990 COMMAND PLAN.

1. THE POTENTIAL PROBLEM OUTLINED IN REFERENCE A HAS BEEN
RECOGNIZED BOTH BY THE ARSTAF AND VANGUARD. VANGUARD HAS KEPT THE
PBC, SELCOM AND OTHERS INFORMED OF THE ACCURACY OF THE DATA AND HAS
UPDATED THE DATA TO PREVENT OVERSTATED SAVINGS. TAKING ALL FACTORS
INTO CONSIDERATION, VANGUARD'S METHODOLOGY AND EFFORTS ARE BELIEVED
TO BE SOUND.

PROVIDE COMEBACK COPY TO DRAFTER

DALE A. KEM, MAJ, GS
DACS-DPD/X78631

ELLIS D. PARKER, LTG, GS, DACS-ZD, X53542:

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02 03 NOV 90 PP PP UUUU

NO

2. VANGUARD'S MISSION IS TO REVIEW MISSIONS AND FUNCTIONS OF THE TDA ARMY AND TO RECOMMEND POLICY, PROCEDURE, AND ORGANIZATIONAL CHANGES. THE ONLY VIABLE BASELINE IS THE TAADS WHERE ORGANIZATIONAL STRUCTURE, MISSION AND RESOURCES COME TOGETHER. ALTHOUGH THE APRIL 90 TAADS WAS KEY TO VANGUARD'S INITIAL WORK, ANALYSTS ALSO USED POM, PBG, FAS DATA, AND ADJUSTMENTS DUE TO BRAC I, DMRDS, AND QS TO RECONCILE RECOMMENDATIONS WITH THE ARMY PROGRAM.

3. IT WAS FULLY RECOGNIZED THAT THE CURRENT TAADS OVERSTATED AUTHORIZATIONS. FIELD INPUT WAS USED WHEN IT COULD BE INCORPORATED INTO THE VANGUARD CONSTRUCT; HOWEVER, VTAADS DATA PROVIDED BY TRADOC WAS NOT OF A USABLE FORMAT/FORM. GIVEN THE PROBLEMS OUTLINED IN REFERENCE B AND THAT ODCSOPS WOULD SOON COMPLETE THE DA TAADS UPDATE, VANGUARD FOCUSED ON OBTAINING UPDATED DA DATA.

4. VANGUARD RECOGNIZED AND STATED UP FRONT THAT RECOMMENDATIONS WOULD HAVE TO BE RECONCILED WITH THE FALL 90 TAADS SUBMISSION. ADDITIONALLY IT WAS STATED THAT SAVINGS COULD BE ERODED BY AS MUCH AS FIFTY PERCENT DUE TO THIS UPDATE. AN AUTOMATED COMPARE BETWEEN

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DACS-DPD/X78631

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03 03 NOV 90 PP PP UUUU

NO

RECOMMENDED REDUCTIONS AND MOST OF THE LATEST TAADS DOCUMENTS HAS SHOWN THAT THE OVERLAPS ARE APPROXIMATELY TWENTY PERCENT (WELL WITHIN THE EXPECTED RANGE).

5. ALTHOUGH OVERLAPS DID EXIST BETWEEN VANGUARD RECOMMENDATIONS AND THE REDUCTIONS DUE TO CHANGES IN THE DATABASES DURING THE STUDY, ARSTAF FUNCTIONAL PROPONENTS HAVE REVIEWED FOR OVERLAP AND ARE NOW SPREADING THE AMR II REDUCTIONS. A SIMILAR PROCEDURE WILL BE USED TO RECONCILE AND UPDATE DATABASES BEFORE SUBMISSION TO PA&E. IN EACH CASE, THE ARSTAF REVIEW WILL PROVIDE AN ADDITIONAL SAFEGUARD FROM DOUBLE-DIPS AND OVERSTATED SAVINGS.

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DACS-DPD/X78631

ELLIS D. PARKER, LTG, GS, DACS-ZD, X53542



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CHAPTER XVII
APPENDIX D
TAB 11

OPERATIONS
SUPPORT DIRECTORATE

IMMEDIATE

ZYUW RUEADWD9566 3111744

O 071700Z NOV 90

FM HQDA WASHDC //DACS-VG-Z//

TO CINCUSARJUR HEIDELBERG GE
CDRTRADOC FT MONROE VA
CDRUSAEIGHT SEUOL KOR
CDRUSARJ CAMP ZAMA JA
CDRUSASDC HUNTSVILLE AL
CDRUSARSO FT CLAYTON PM
CDRMDW FT MCNAIR WASHINGTON DC
CDRMTMC FALLS CHURCH VA
CDRUSMEPCOM NORTH CHICAGO IL
CDRUSAREC FT SHERIDAN IL
CDRUSAFAC INDIANAPOLIS IN
CDRUSAIA WASHINGTON DC

CDRFORSOM FT MCPHERSON SA
CDRAMC ALEXANDRIA VA
CDRUSAISC FT HUACHUCA ZA
CDRUSACE WASHINGTON DC
PRES NDU WASHINGTON DC
CDRUSAHSC FT SAM HOUSTON TX
CDRUSACIDC FALLS CHURCH VA
CDRINSCOM FT BELVOIR VA
CDRUSARPAC FT SHAFTER HI
CDRUSASOC FT BRAGG NC
CDRTSA FT LEE VA
SUPTUSMA WEST POINT NY
USCINCSOC MACDILL AFB FL

INFO CINCEUR VAHINGEN GE

USCINCSO QUARRY HEIGHTS PM

DIRFINACCTG OASA-FM INDIANAPOLIS IN//SAFM-FAA//

HQDA WASHDC /SAAA/SAIG-ZA/DAMI-ZA/DAEN-ZA/SAIS-ZA/

DACS-ZA/DACS-ZD/DAPE-ZA/DAMO-ZA/DALO-ZA/DASG-ZA/

NGB-ARZ/DACH-Z-/DACS-DPZ/SALL/ DAJA-ZA/DAAR-ZA/

SACW/SAFM/SAILE/SAMR/SARD/

SAGC/DACS-DM/DACS-ZB/SAAG

SAUS/SAPA/USA//

UNCLAS SECTION 01 OF 03

SUBJECT: VANGUARD UPDATE

1. FY91 AUTHORIZATION ACT REDUCES ARMY \$2.7 BILLION BELOW PRESIDENT'S BUDGET REQUEST FOR FY91. IMPLICATIONS OF THIS SHORTFALL AND POTENTIAL IMPACTS FOR FY92/93 AND TIMING OF KEY DPRB EVENTS CAUSED ARMY TO ACCELERATE VANGUARD DECISION PROCESS. VANGUARD INITIATIVES HAVE BEEN DIVIDED INTO TWO BANDS. BAND ONE INCLUDES INITIATIVES ON WHICH WE BELIEVE WE HAVE SUBSTANTIVE AGREEMENT (EG: COMPLETE AGREEMENT, AGREEMENT EXCEPT FOR FINAL LOCATION, OR DISAGREEMENTS IN NUMBERS). BAND TWO INCLUDES THOSE ISSUES WHERE SUBSTANTIVE DISAGREEMENT REMAINS (EG: CONCEPTS, AND NUMBERS/LOCATION ETC). BAND ONE WILL BE BRIEFED TO THE PBC 7 NOV, THE SELCOM 9 NOV AND CSA/SA ON/ABOUT 14 NOV. BAND TWO WILL BE BRIEFED TO PBC 15 NOV, SELCOM 16 NOV AND CSA/SA BEFORE 28 NOV. THIS SCHEDULE CLEARLY ELIMINATES THE OPPORTUNITY FOR DISTRIBUTION OF THE COMPLETE FINAL VANGUARD PACKAGE AND FINAL MACOM COMMENTS PRIOR TO DECISION. WE ARE REPRESENTING YOUR CONCERNS AS ACCURATELY AS POSSIBLE ALONG WITH OUR PROPOSALS, BUT YOUR REPRESENTATIVES ON VANGUARD MUST PLAY A KEY ROLE IN KEEPING MACOM/ARSTAF AND VANGUARD TOGETHER DURING THIS COMPRESSED SCHEDULE. FOLLOWING IS A LIST OF CURRENT INITIATIVES ARRANGED IN BANDS AS DESCRIBED ABOVE.

2. REALIGN ARMY ANALYSIS.

BAND ONE ISSUES.

- REDUCES CONCEPTS ANALYSIS AGENCY AND REDESIGNATES AS THE CORE OF STRATEGIC/FORCE EVALUATION CENTER
- ELIMINATES THE ENGINEER STUDY CENTER
- REDUCES ARMY MATERIEL SYSTEMS ANALYSIS AGENCY AND REDESIGNATES AS THE CORE OF THE SYSTEMS ANALYSIS CENTER
- REDUCES STRATEGIC STUDIES INSTITUTE AND TRANSFERS TO STRATEGIC FORCE EVALUATION CENTER
- REDUCES COST AND ECONOMIC ANALYSIS CENTER
- REDUCES FUNDING FOR RAND ARROYO CENTER
- REDUCES TRADOC ANALYSIS COMMAND AND REDESIGNATES AS THE CORE OF THE FORCE DESIGN/COMBAT DEVELOPMENTS CENTER

ACTION DACS (8)

INFO SAMR (1) DAAR (3) SAFM (4) DACH (2) DAEN (1) SAIG (1)
SAPA (2) DAJA (1) DALO (6) DAMI (1) DAMO (8) DAPE (3)
DASG (4) NGB (2) SALL (2) SASA (1) AOC-DAMI WATCH (1)
SCB REVIEW (1) SAAG (1) SAIS (4) SAILE (1) SACW (1)
SARD (1)

(8,F)

BAND TWO ISSUE:

- ELIMINATES THE LOGISTICS EVALUATION AGENCY AND TRANSFERS RESOURCES TO THE STRATEGIC/FORCE EVALUATION CENTER

3. REALIGN LOGISTICS FUNCTIONS.

BAND ONE ISSUES:

- REPLACE MAJOR ITEMS SOLD FROM INVENTORY WITHOUT INITIATING FORMAL REPROGRAMMING
- STREAMLINE THE U.S. ARMY CONTRACTING SUPPORT AGENCY
- STREAMLINE THE U.S. ARMY NUCLEAR AND CHEMICAL AGENCY
- ELIMINATE THE ARMY TACTICAL COMMAND AND CONTROL SYSTEM (ATCCS) EXPERIMENTATION SITE
- ELIMINATE THE U.S. ARMY SECURITY ASSISTANCE AGENCY - LATIN AMERICA
- STREAMLINE THE OFFICE OF THE PROJECT MANAGER, NUCLEAR MUNITIONS
- ELIMINATE THE AMC QUALITY ASSURANCE ACTIVITY AS A FOA AND TRANSFER MISSION WITHOUT RESOURCES TO HQ DESCOM
- REDUCE THE U.S. ARMY EXECUTIVE DIRECTOR FOR CONVENTIONAL AMMUNITION (EDCA).
- ELIMINATE THE PRECISION GUIDED WEAPONS COUNTERMEASURES TEST AND EVALUATION DIRECTORATE AS A FOA, ASSIGNING MISSION AND SPACES TO HQ AMC
- REDUCE BY 50 THE INDUSTRIAL ENGINEERING ACTIVITY
- REDUCE THE TECHNICAL REVIEW GROUP AND TRANSFER THE NONREIMBURSABLE PROJECT ACTIVITY SPACES TO HQ USACE
- REDUCE THE AMC FIELD SAFETY ACTIVITY AND TRANSFER EXPLOSIVE SAFETY FUNCTIONS TO THE U.S. ARMY TECH. CENTER FOR EXPLOSIVE SAFETY AND REDESIGNATE AS AMC CIVILIAN TTHS ACCOUNT
- DISESTABLISH THE AMC SURETY FIELD ACTIVITY AND TRANSFER MISSION AND SPACES TO HQ, AMC
- DISESTABLISH THE AMC INSPECTOR GENERAL ACTIVITY AND TRANSFER MISSION AND SPACES TO AMC HQ IG
- REDUCE RAILROAD ROLLING STOCK MAINTENANCE CAPABILITY
- REDUCE THE DEFENSE AMMUNITION CENTER AND SCHOOL AND RETAIN AS AN AMC FOA
- ELIMINATE THE U.S. ARMY INTELLIGENCE MATERIEL ACTIVITY AS AN AMC FOA, TRANSFERRING MISSION AND SPACES (LESS 25) TO HQ, AMC
- ELIMINATE THE CENTRAL AMMUNITION MANAGEMENT OFFICE , PACIFIC, TRANSFER MISSION AND FUNCTIONS TO USARPAC DCSLOG
- CONSOLIDATE TROSCOM AND AVSCOM AND TRANSFER TO A CENTRAL COMPLEX
- ESTABLISH THE INDUSTRIAL OPERATIONS COMMAND
- CONSOLIDATE INTEGRATED MATERIEL MANAGEMENT AND ACQUISITION FUNCTIONS OF ARMAMENTS AND MISSILE COMMANDS.

BAND TWO ISSUES:

- REDUCE THE SCOPE OF THE LOGISTICS ASSISTANCE PROGRAM AND PERSONNEL TO SUPPORT A SMALLER MTOE FORCE STRUCTURE
- REDUCE THE U.S. ARMY SCIENCE AND TECHNOLOGY CENTER FAR EAST AND EUROPE BY 25 AND COMBINE WITH MI BRIGADES
- REDUCE AMC,EUROPE TO A COORDINATING ELEMENT BY FY95 THEN TRANSFER REMAINING RESOURCES TO HQ, AMC UIC

4. REALIGN INTELLIGENCE FUNCTIONS.

BAND ONE ISSUES:

- CLOSURE OF USAREUR FIELD STATIONS
- ELIMINATION OF INTEL FOA'S
- MERGER OF CONUS AND PANAMA MI BDE'S
- ELIMINATION OF ARMS REDUCTION MANAGEMENT ACTIVITY (USAREUR)

BAND TWO ISSUES:

- 2 BDE HQS VS 1 BGE HQS IN THE PACIFIC

5. REALIGN MANAGING INFORMATION.

BAND ONE ISSUES:

- IMA FUTURE CONCEPT
- IMA,RELATED FOA'S AND SSA'S
- RETAIN AND REDUCE USA COMMAND AND CONTROL SUPPORT AGENCY
- RETAIN AND REDUCE INFORMATION MANAGEMENT SUPPORT AGENCY
- ELIMINATE USA ENGINEER AUTOMATION SUPPORT ACTIVITY
- REDESIGNATE AND REDUCE COMMAND AND CONTROL SYSTEMS ACTIVITY
- RETAIN AND REDUCE USA COMMERCIAL COMMUNICATIONS OFFICE

- ELIMINATE AMC AUGMENTATION ELEMENT TO USA COMMUNICATIONS SYSTEMS AGENCY
- REDESIGNATE AND REDUCE USA RESEARCH, DEVELOPMENT AND ACQUISITION BT

UNCLAS SECTION 02 OF 03
INFORMATION SYSTEMS AGENCY

- REDESIGNATE AND REDUCE INFORMATION SYSTEMS MANAGEMENT ACTIVITY
- ELIMINATE RESERVE COMPONENT AUTOMATION SYSTEM ACTIVITY
- ELIMINATE USA MANAGEMENT SYSTEMS AND SUPPORT ACTIVITY
- REDUCE TRADOC LIBRARY AND INFORMATION NETWORK CENTER

BAND TWO ISSUES:

- IMA, RELATED FOA'S AND SSA'S
- ELIMINATE USA DECISION SYSTEMS MANAGEMENT AGENCY
- ELIMINATE USA FINANCIAL MANAGEMENT SYSTEM INTEGRATION AGENCY
- REDUCE NATIONAL GUARD BUREAU INFORMATION MANAGEMENT AGENCY
- ELIMINATE USA PLANS AND OPERATIONS INFORMATION SUPPORT AGENCY
- ELIMINATE USA TELEVISION, AUDIO SUPPORT ACTIVITY
- ELIMINATE USA INSTITUTE FOR RESEARCH IN MANAGEMENT INFORMATION, COMMUNICATIONS AND COMPUTER SCIENCES
- TRANSFER AND REDUCE USA INTELLIGENCE SUPPORT DETACHMENT
- ELIMINATE USA PROGRAM MANAGEMENT SYSTEMS DEVELOPMENT AGENCY

6. REALIGN INSTAL & BASOPS MGMT.

BAND ONE ISSUES

- IMPLEMENT DCSBOS IN MACOM HQS
- ELIMINATE BRAC OFFICE IN FY96
- REDUCE USA COMMERCIAL ACTIVITIES MANAGEMENT AGENCY
- TRANSFER MACOM HQS ENGINEER FUNCTIONS TO EHSC
- ELIMINATE MILITARY FROM USA KOREA CONTRACTING AGENCY
- INTEGRATE FORSCOM CENTRAL CONTRACT OFC INTO FORSCOM HQ
- ACCELERATE CONSOLIDATION OF REENLISTMENT AT INSTALLATION
- CONSOLIDATE DEH BUDGET
- REDUCE HUMPHREYS ENGR CTR SPT ACTY
- REDUCE AMC INSTAL & SVCS ACTY
- REDUCE USARPAC ACTIVITY

BAND TWO ISSUES:

- PRIVATIZE CAT B NAF; REDUCE APF TO CAT A
- ELIMINATE KP SERVICES
- CENTRALIZE INSTALLATION CONTRACTING FUNCTION
- ELIMINATE RPMA FOR WWII WOOD STRUCTURES
- REDUCE FACILITY ENGINEER ACTIVITY, KOREA

7. REALIGN PERSONNEL.

BAND ONE ISSUES:

- REDUCE CADET COMMAND HQ AND REGION HQS
- REDUCE USAREC HQ AND BRIGADE HQS
- ELIMINATION OF USAPIC, TRANSFER TO PERSONNEL COMMAND
- ELIMINATION OF DCSPER/PERSCOM FOA'S

- CFSC
- ARI
- CCF
- EREC
- ENLISTED ELIG ACTY
- PHYS DIS AGCY
- PERS ASST POINTS
- REDUCE DCSPER/M&RA FOA'S
- USACARA

- MILITARY REVIEW BOARDS AGENCY
- CIVILIAN PERSONNEL EVALUATION AGENCY
- TRANSFER MP OPERATIONS AGENCY TO PERSONNEL CMD

BAND TWO ISSUES:

- MERGER OF AC/RC PERSONNEL CENTERS
- ELIMINATE 1ST AND 8TH PERSCOM TDA AUGMENTATION
- REDUCE/ELIMINATE FIELD OPER ACTIVITIES ELEMENT, USAREUR
- REDUCE/ELIMINATE CIVILIAN SUPPORT AGENCY, USAREUR
- EXTENT OF HQ HSC AND MEDICAL FOA REDUCTION

8. REALIGN CONUS FORCES.

BAND ONE ISSUES:

- USARC AS A MSC OF FORSCOM
- ESTABLISH MANEUVER EXERCISE COMMANDS
- REDUCTION OF MTMC
- REDUCTION OF CIDC
- ELIMINATION OF USARSO
- REDUCTION OF AIR TRAFFIC CONTROL COMBAT SUPPORT ACTIVITY (FORSCOM)
- REDUCTION OF U.S. ARMY SPACE COMMAND

BAND TWO ISSUES:

- CONUSA ELIMINATION
- REDUCE RAIL RESTORATION PROGRAM
- REDUCE OPERATIONAL SPT AIRCRAFT STRUCTURE
- ELIMINATION OF MTMC AND CIDC AS MACOMS
- REDUCTION OF AC SUPPORT TO RC

9. REALIGN TRAINING & COMBAT DEVELOPMENTS

BAND ONE ISSUES:

- REDUCE BCT SITES (FORT SILL)
- RELOCATE ORDNANCE TRAINING FROM FT BELVOIR
- REDUCE OVERHEAD AT RC TRAINING INSTITUTIONS
- CONSOLIDATE MANAGEMENT TRAINING UNDER TRADOC
- REDUCE USARJ GROUP EXERCISE SUPPORT BY 20
- ELIMINATE EUSA ITEP

BAND TWO ISSUES:

- RESTRUCTURE AND REALIGN LEADER DEVELOPMENT TRAINING
- USE USAR TRAINING DIVISIONS TO REPLACE AC TRAINING UNITS
- REALIGN COMBAT TRAINING CENTER PROGRAM
- REORGANIZE COMBAT DEVELOPMENTS
- CENTRALIZE CD WITHIN TRADOC AT A SAVINGS
- DESIGNATE TRADOC ARCHITECT OF TOTAL (MTOE & TDA) ARMY
- TRADOC PRODUCES REQUIREMENTS & AUTH. DOCUMENTS
- REDUCE NUMBER OF ARMY BRANCHES

10. REALIGN HQDA STAFF.

BAND ONE ISSUES:

- HQDA STAFF REDUCTIONS
- ARMED SVC BRD OF CONTRACT APPEAL
- DOD WAGE FIXING AUTHORITY
- GENERAL OFFICER'S MESS
- HQ'S SERVICES-WASHINGTON
- OCPA, NEW YORK BRANCH
- HOMETOWN NEWS CENTER
- NATIONAL GUARD OPERATING AGENCY CENTER

BT

UNCLAS FINAL SECTION OF 03

- CONGRESSIONAL INQUIRY DIVISION
- CHAPLAINCY SERVICES SUPPORT AGENCY

BAND TWO ISSUES:

- DOD EXPLOSIVES SAFETY 8D
- PER DIEM TRVL & TRANS ALLOWANCE COMMITTEE
- USA INSPECTOR GENERAL AGENCY
- MODEL IMPROVE/STUDIES MGT AGENCY
- RESOURCE SVC-WASHINGTON
- DEFENSE SUPPLY SVC-WASHINGTON
- SAFETY, SEC, SPT SVC, WASHINGTON
- ARMY SAFETY CENTER
- USA LEGAL SERVICES AGENCY
- USA CLAIMS SERVICES
- ARMY BROADCAST SERVICES
- COMMAND INFORMATION UNIT
- CENTER OF MILITARY HISTORY
- MILITARY HISTORY INSTITUTE
- LEGAL SERVICES AGENCY, EUROPE
- CLAIMS SERVICE, EUROPE
- EUSA LEGALS SUPPORT

11. JOINT DEFENSE

- REDUCE ARMY COMPONENTS

OPERATIONS
SUPPORT DIRECTORATE

- CIVILIANIZE JOINT/DEFENSE ACTIVITY

12. REGRET THAT CIRCUMSTANCES AT THIS JUNCTURE PRECLUDE CONTINUATION OF LEVEL OF COORDINATION PLANNED FOR THIS PHASE AND CONDUCTED TO DATE. APPRECIATE YOUR CONTINUED COOPERATION AND ASSURE YOU THAT WE WILL REPRESENT ALL CONCERNS AS EQUITABLY AS POSSIBLE TO FACILITATE FULLY INFORMED LEADERSHIP DECISIONS. BT

CHAPTER XVII
APPENDIX D
TAB 12



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
OFFICE OF THE CHIEF OF STAFF
WASHINGTON, DC 20310-0200



DACS-VG-Z

8 NOV 1990

MEMORANDUM FOR

DEPUTY CHIEF OF STAFF FOR OPERATIONS AND PLANS, ATTN: DAMO-ZA,
WASH DC 20310
DEPUTY CHIEF OF STAFF FOR PERSONNEL, ATTN: DAPE-ZA,
WASH DC 20310
DEPUTY CHIEF OF STAFF FOR INTELLIGENCE, ATTN: DAMI-ZA,
WASH DC 20310
THE SURGEON GENERAL, ATTN: DASG-A, WASH DC 20310
THE CHIEF OF CHAPLAINS, ATTN: DACH-ZA, WASH DC 20310
THE JUDGE ADVOCATE GENERAL, ATTN: DAJA-ZA, WASH DC 20310
CHIEF OF ENGINEERS, ATTN: DAEN-ZA, WASH DC 20310
CHIEF, ARMY RESERVE, ATTN: DAAR-ZA, WASH DC 20310
CHIEF, NATIONAL GUARD BUREAU, ATTN: NGB-ZA, WASH DC 20310

SUBJECT: Restructure of Headquarters, Department of the Army
Staff


1. The FY91 Defense Authorization Act mandated a 20 percent reduction to the management and headquarters support activities of DOD. Pending specific guidance from OSD, we assume that Army Management Headquarters Activities (AMHA) are to be reduced in the aggregate at a rate of four percent per year for five years beginning in FY91 as the Army share of this reduction.
2. Task Force VANGUARD has been charged by the Under Secretary of the Army, ^{and the JCS} with the responsibility for capturing this reduction within the scope of Task Force VANGUARD initiatives. During this time of mission and resource turbulence, principal officials of HQDA are in the best position to determine where reductions can be taken and missions curtailed. Request you identify reductions of at least 20 percent in your active military and DAC authorizations and provide details to Task Force VANGUARD not later than 16 November 1990. Reductions should be functional rather than pro-rata and consistent with changing missions and workload. Specific reductions are to be identified on the enclosed format by priority for each fiscal year along with the associated manpower (Mil/Civ) and rationale for the reduction. Input will be incorporated into the VANGUARD initiatives and provided to the Army leadership at the appropriate dates.

DACS-VG-Z

SUBJECT: Restructure of Headquarters, Department of the Army Staff

3. The Point-of-Contact for this action is CH (LTC) Pingel, AV 345-2364/5.

Encl



ELLIS D. PARKER
Lieutenant General, GS
Director of the Army Staff

HQDA STAFF REDUCTION

FY _____

NOTE: ONE PER FY

STAFF AGENCY: _____

TDA NUMBER: _____

FUNCTION

PARA / LIN #

GR / RANK

RATIONALE

LIST IN PRIORITY FOR REDUCTION

CHAPTER XVII
APPENDIX D
TAB 13

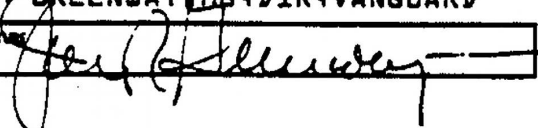
01 03 291530Z OCT 90 PP PP UUUU

HQDA WASH DC//DACS-VG-Z//

· CINCUSAREUR HEIDELBERG GE
· CDRFORSCOM FT MCPHERSON GA
· CDRTRADOC FT MONROE VA
· CDRAMC ALEXANDRIA VA
· CDRUSAEIGHT YONGSAN ROK
· CDRUSATSC FT HUACHUCA AZ
· CDRUSARJ CAMP ZAMA J
CDRUSACE WASHINGTON DC
CDRUSASDC HUNTSVILLE AL
PRES NDU WASHINGTON DC
· CDRUSARSO FT CLAYTON PM
· CDRUSAHSC FT SAM HOUSTON TX
· CDRMDW FT MCNAIR WASHINGTON DC
· CDRUSACIDC FALL CHURCH VA
· CDRMTMC FALLS CHURCH VA
· CDRINSCOM FT BELVIER VA
CDRUSMEPCOM NORTH CHICAGO IL
· CDRUSARPAC FT SHAFTER HI
· CDRUSAREC FT SHERIDAN IL

RUPERTO MARTINEZ, LTC, DACS-VG

J. R. GREENWAY, MG, DIR, VANGUARD

SIGNATURE 

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OCT 90

02 03

OCT 90 PP PP UUUU

CDR 1ST SOCOM FT BRAGG NC
CDRUSAFAC INDIANAPOLIS IN
CDRTSA FT LEE VA
CDRUSAIA WASHINGTON DC
SUPTUSMA WEST POINT NY

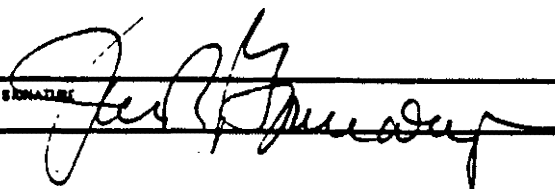
INFO CINCEUR VAIHINGEN GE

CINCSOC MCDILL AFB FL
USCINCSO QUARRY HEIGHTS PM
DIRFINACCTG OASA-FM INDIANAPOLIS IN//SAFM-FAA
DA WASH DC//SAFM-SUC/SAFM-BUI/ARSTF/DAAR-COB/
NGB-ARI/NGB-ARC/NGB-ZA/DCSINT/DAAR-ZX/DASG-ZA/
DAEN-ZA/SAILE/SARD/JDRS//

UNCLAS

SUBJECT: ZERO ENLISTED BASE

1. INPUT FROM THE FIELD INDICATES THAT SEVERAL MISCONCEPTIONS HAVE ARISEN CONCERNING THE VANGUARD ZERO BASE ENLISTED INITIATIVE. FOLLOWING INFORMATION IS INTENDED TO CLARIFY OUR APPROACH.
2. THE INTENT OF THIS INITIATIVE IS NOT TO COMPLETELY ELIMINATE ENLISTED SOLDIERS FROM THE GENERAL SUPPORT FORCES. THE INTENT IS TO CRITICALLY REVIEW ALL ENLISTED POSITIONS AND RETAIN ONLY THOSE WHICH


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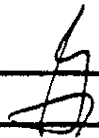
OCT 90

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OCT 90 PP PP UUUU

MUST BE ALLOCATED TO THE TDA ARMY. THIS OPTION IS BASED ON THE PREMISE THAT ENLISTED SOLDIERS BELONG IN THE TOE ARMY AND SHOULD BE ALLOCATED TO THE TDA ON AN EXCEPTION BASIS. BY STARTING THE EVALUATION AT "ZERO BASE" AND ADDING BACK ESSENTIAL SPACES, WE WILL OBTAIN A MORE CRITICAL REVIEW THAN BY USING THE TRADITIONAL "DECREMENT" APPROACH. THE VANGUARD METHODOLOGY DOES CONSIDER LIMITED CIVILIANIZATION OF THE ELIMINATED ENLISTED POSITIONS, BUT DEPENDS PRIMARILY UPON THE COMMANDER'S PREROGATIVE TO HIRE CIVILIANS (UNDER MCB) TO PERFORM FUNCTIONS WHICH HE THINKS ARE NECESSARY SUBJECT TO AVAILABLE FUNDS.

3. WE INTEND TO FINISH THIS EXERCISE IN THE NEAR FUTURE AND RESULTS WILL BE BRIEFED TO THE FIELD AND THE ARMY LEADERSHIP. CONTINUOUS DIALOGUE BETWEEN FIELD AND VANGUARD WILL INSURE SUCCESS IN ACHIEVING A SUBSTANTIAL RESOURCE SAVINGS IN A SMART AND EFFICIENT FASHION.

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OCT 90

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TAB 14

ROUTINE
R 041525Z DEC 90
FM WASHINGTON DC//DACS-VG-Z//
TO USAISC FT HUACHUCA AZ//ASCS// DA WASHINGTON DC //SAIS-ZA//

ZYUW RUEADWD1246 3381824

UNCLAS

SUBJECT: VANGUARD FOA-AND "ZERO ENLISTED" INITIATIVES

A. YOUR ASCG MSG, 210030Z NOV 90, SUBJ: SAB.

B. YOUR ASCS MSG, 251810Z OCT 90, SUBJ: VANGUARD FOA LAYDOWN

1. APPRECIATE CONCERNS RAISED IN REF A. NEED TO ACKNOWLEDGE THAT YOUR COMMAND POSITIONS IN REF A ARE NOT TOTALLY CONSISTENT WITH YOUR POSITIONS PREVIOUSLY PROVIDED IN REF B.

2. AIRMICS: AS A BAND 11 ISSUE, THE AIRMICS INITIATIVE WAS NOT PRESENTED AT THE SELCOM ON 21 NOV. YOUR CURRENT COMMAND POSITION IS STILL AT VARIANCE WITH THE VANGUARD RECOMMENDATION WHICH REDUCES AIRMICS BY 10 SPACE, RETAINING 3 MIL AND 9 CIV SPACES. REF B DID NOT RAISE THE PERSONNEL REDUCTIONS AS AN ISSUE. THE VANGUARD RECOMMENDATIONS WILL REMAIN AS STATED.

3. T-ASA: YOUR OBJECTIVE TO RETAIN T-ASA AS A SUBORDINATE UNIT OF USAISC ENGINEERING AND ACQUISITION COMMAND IS CONSISTENT WITH THE VANGUARD RECOMMENDATION. REF B DID NOT IDENTIFY THE RECOMMENDED SPACE REDUCTIONS AS AN ISSUE. THE VANGUARD SAVINGS OF 7 ENLISTED AND 22 CIVILIAN POSITIONS ARE DEEMED APPROPRIATE TO SUPPORT A SMALLER ARMY AND DOD MISSION, AS WELL AS RECOGNITION THAT T-ASA ELIMINATION WILL GARNER HOME OVERHEAD SAVINGS. THE VANGUARD RECOMMENDATION WILL REMAIN AS STATED.

4. CCSA-EUROPE: THIS ISSUE WAS IDENTIFIED AS A BAND 1 ISSUE. VANGUARD'S RECOMMENDATION TO REDESIGNATE CCSA-EUROPE AS AN OPERATIONAL SUBORDINATE ORGANIZATION UNDER ISC COMMAND WITH A REDUCTION OF 21 SPACES WAS PRESENTED AND APPROVED AT THE SELCOM ON 21 NOV.

5. "ZERO-BASED ENLISTED" INITIATIVE:

A. THE METHODOLOGY USED FOR THIS INITIATIVE INCLUDED EXAMINATION OF THE ENLISTED TDA BY ALL VANGUARD FUNCTIONAL TEAMS. AN INITIAL SET OF RULES WAS DEVELOPED AND APPLIED ACROSS THE ENTIRE TDA ARMY WITH FOLLOW-ON REVIEWS CONDUCTED (AND STILL IN PROGRESS) FROM BOTH A FUNCTIONAL AND COMMAND PERSPECTIVE. THE REVIEW WAS CONDUCTED AT THE TDA PARAGRAPH AND LINE LEVEL OF DETAIL WITH ALL KNOWN AND DOCUMENTED REDUCTIONS TAKEN INTO ACCOUNT. REDUCTIONS PLANNED FOR SUCH EFFORTS AS CFE, QUICKSILVER, IMA FUTURE AND PROJECTE AMHA REDUCTIONS CANNOT BE TAKEN INTO ACCOUNT SINCE PARAGRAPH AND LINE LEVEL OF DETAIL IS NOT KNOWN FOR THESE ACTIONS.

B. THE "ZERO-BASED ENLISTED" ELIMINATION DATA WHICH YOUR COMMAND REVIEWED WAS THE RESULT OF THE INITIAL APPLICATION OF RULES. VANGUARD IS CURRENTLY COMPLETING ITS SIXTH ITERATION OF RULE MODIFICATION AND REFINEMENT, AND THESE RESULTS HAVE BEEN DECONFLICTED WITH THE 1990 TAADS DOCUMENT. ALL SPECIALLY MANAGED UNITS HAVE BEEN IDENTIFIED AND REMOVED FROM CONSIDERATION, AS WELL AS THE FORT HUACHUCA GARRISON COMMAND. ADDITIONALLY, THE LATEST KNOWN UNDOCUMENTED ORGANIZATIONAL CHANGES HAVE BEEN ACCOUNTED FOR MANUALLY. THE ELIMINATION OF ALL ENLISTED SPACES IN ISC HEADQUARTERS TO INCLUDE THE CSM HAS BEEN CORRECTED. THE CURRENTLY IDENTIFIED ISC ENLISTED REDUCTION IS APPROXIMATELY 800 SPACES, WHICH IS CONSISTENT WITH THE RESULTS ACROSS THE ENTIRE ARMY.

6. IN SUMMARY, THE VANGUARD RECOMMENDATIONS REGARDING AIRMICS AND T-ASA WILL GO FORWARD AS CURRENTLY STATED. THE "ZERO-BASED ENLISTED" INITIATIVE, SUBSEQUENT TO VANGUARD'S FINAL REVIEWS, WILL ALSO GO FORWARD FOR AN ARMY LEADERSHIP DECISION. BT

ACTION SAIS(4)
INFO DACS(8) SCB REVIEW(1)

(M)

MCN=90338/30340 TOR=90338/1748Z TAD=90339/1842Z CDSN=MAO198

PAGE 1 OF 1
041525Z DEC 90

UNCLASSIFIED

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TAB 15

OPERATIONS
SUPPORT DIRECTORATE

ROUTINE

ZYUW RUEADWD1718 3450531

R 101545Z DEC 90

FM DA WASHINGTON DC// DACS-VG-Z//

TO CDRFORSCOM FT MCPHERSON GA//ATCS//

CDRTRADOC FT MONROE VA//FCCS//

File

UNCLAS

SUBJECT: INSTALLATION ORGANIZATIONS

1. VANUARD'S FINAL REPORT WILL BE TURNED IN TO THE CSA ON/ABOUT 14 DEC.

2. AS YOU RECALL, THE DCSBOS INITIATIVE DESCRIBES PROPOSED DA AND MACOM LEVEL ORGANIZATIONAL STRUCTURE TO MANAGE INSTALLATIONS. THESE PROPOSALS HAVE BEEN PRESENTED TO THE ARMY LEADERSHIP THROUGH THE PBC AND SELCOM PROCESS. THERE HAVE BEEN NO DECISIONS ON THESE ISSUES TO DATE.

3. ANOTHER INITIATIVE HAS BEEN DEVELOPED TO ESTABLISH STANDARD TDAS FOR INSTALLATIONS IN CONUS. THE MAJOR POINTS OF THIS INITIATIVE ARE TO ESTABLISH OFFICER POSITIONS AT GARRISONS CONSISTENT WITH AR 611-101 AND PROVIDE FOR LOWER GRADED OFFICERS IN THE GARRISON ORGANIZATION IN ORDER TO "GROW GARRISON MANAGERS". IT RECOMMENDS THAT INSTALLATION MANAGEMENT BECOME A FUNCTIONAL AREA SPECIALTY AND THAT GARRISON COMMANDERS BE CENTRALLY SELECTED. THESE RECOMMENDATIONS ARE CONSISTENT WITH THE VISION BRIEFED TO YOU DURING THE 20 SEP 90 TELECONFERENCE.

4. THIS INITIATIVE FURTHER ESTABLISHES ENLISTED AUTHORIZATION FOR INSTALLATIONS BASED ON A SET OF RULES DEVELOPED DURING OUR REVIEW OF TDA ENLISTED PERSONNEL.

5. I DO NOT INTEND TO INCLUDE THIS INITIATIVE IN THE CURRENT ROUNDS OF BRIEFINGS, BUT WILL INCLUDE THE RECOMMENDATIONS IN THE FINAL REPORT. A COPY OF THE INITIATIVE HAS ALREADY BEEN PROVIDED TO YOUR VANGUARD POCS. BT

UCCA DISTRIBUTION

CSA _____	OTEA _____	SAPA _____	CSER _____
VCSA _____	ECC _____	SALL _____	DISC 4 _____
DAS _____	DAMO _____	DARG _____	GOM _____
SMA _____	DAMI _____	DAIA _____	TD1 _____
PAE _____	NOB _____	DAIG _____	SAIS _____
MGT _____	DAIO _____	CASG _____	WC _____
ESC _____	DAEN _____	CID _____	TE _____
ARI _____	DAPE _____	SAAA _____	AA _____
SW _____	BACH _____	ADMIN _____	FOR/TRA _____
RF _____	SARD _____	KLO _____	✓6
ROC _____	SAFM _____	ULO _____	
TF _____	TF _____	SF _____	

ACTION DACS(8)
INFO SCB REVIEW(1)

(F)

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TAB 16



DEPARTMENT OF THE ARMY
OFFICE OF THE SURGEON GENERAL
8109 LEESBURG PIKE
FALLS CHURCH, VA 22041-3258



REPLY TO
ATTENTION OF

14 DEC 1990

DASG-HCM (10-5a)

MEMORANDUM FOR VICE CHIEF OF STAFF, ARMY

SUBJECT: Army Medical Department (AMEDD) Manpower Reductions
Proposed by Project Vanguard and Implication of FY 91
Congressional Constraints that Fence AMEDD End
Strength (ES)--INFORMATION MEMORANDUM

1. Reference telephone conversation between MAJ Abel and LTC Blum on 28 November 1990 requesting that Vice Chief of Staff, Army be provided an information memorandum in lieu of an information briefing on proposed AMEDD manpower reductions identified by Project Vanguard at the 21 November 1990 SELCOM.
2. Project Vanguard has recommended that a total of 613 authorizations be decremented from Headquarters, Health Services Command and field operating agencies and activities within the AMEDD. This recommendation showed the AMEDD being reduced five percent. However, because patient care was not reduced, the proposed reductions will decrement infrastructure support and medical research and development manpower 10-13 percent.
3. Congressional fencing of AMEDD ES in both the FY 91 Authorization and Appropriation Acts has resulted in the Director, Project Vanguard recommending that manpower savings derived from command and control and infrastructure reductions be returned to patient care.
4. Congressional intent was to reduce the CHAMPUS bill by not proportionately reducing health care capability during the Army's major restructuring.
5. The Army will have an opportunity during the FY 92 Budget hearings to help Congress clarify its intent regarding AMEDD ES reductions.
6. The following background information papers are provided:
 - a. Army Medical Department (AMEDD) Manpower Reductions Proposed by Project Vanguard and Implication of FY 91 Congressional Constraints that Fence AMEDD End Strength (ES) (encl 1).
 - b. "Fencing" of Medical Personnel and Services, Prepared by Project Vanguard Legal Advisor (encl 2).


DASG-HCM

SUBJECT: Army Medical Department (AMEDD) Manpower Reductions
Proposed by Project Vanguard and Implication of FY 91
Congressional Constraints that Fence AMEDD End
Strength (ES)--INFORMATION MEMORANDUM

7. If you have any questions please call me or my point of
contact LTC Blum, DASG-HCM, 756-0254.

FOR THE SURGEON GENERAL:

2 Encls


ALCIDE M. LANOUE
Major General, MC
Deputy Surgeon General

DASG-HCM
11 December 1990

INFORMATION PAPER

SUBJECT: Army Medical Department (AMEDD) Manpower Reductions Proposed by Project Vanguard and Implications of FY 91 Congressional Constraints that Fence AMEDD End Strength (ES)

1. **Purpose:** To provide information requested by Vice Chief of Staff, Army on 21 November 1990 at a SELCOM discussing Project Vanguard recommendations.

2. **Facts:**

a. Active component ES is being reduced 25% over the FY 92-97 Program Objective Memorandum (POM). AMEDD has a 5% reduction identified by Vanguard. Congressional "fencing" of AMEDD ES results in Director, Project Vanguard recommending that savings taken from headquarters and field operating agency reductions be placed against patient care requirements. Vanguard proposed reductions are at enclosure 1.

b. Proposed reductions were blocked by FY 91 Authorization and Appropriation Acts language which fenced AMEDD ES (at the FY 89 level in the Authorization Act or at the FY 90 level in the Appropriation Act) until certain conditions were met. These restrictions apply until either the Secretary of Defense certifies that there are no longer requirements for these resources and the CHAMPUS bill will not be negatively affected, or until FY 95, by which time it is anticipated that the Army ES reductions and geographic redistribution will be better known and how to best accommodate the patient care demand can be determined. The legal interpretation by the Project Vanguard legal advisor is at enclosure 2.

c. Congressional intent was clearly not to thwart Army downsizing but rather to insure that adequate resources were maintained to accomplish the dual missions of wartime readiness and peacetime health care.

d. The Army has as its plan, Gateway to Care, to recapture CHAMPUS workload, expand the direct care system and identify the minimum essential cost-effective military end strength. Gateway to Care is being implemented beginning in FY 91 at eleven installations, and will be expanded throughout the entire CONUS health care system by the end of FY 95. This concept will allow use of various provider alternatives to

DASG-HCM

SUBJECT: Army Medical Department (AMEDD) Manpower Reductions
Proposed by Project Vanguard and Implications of FY 91
Congressional Constraints that Fence AMEDD End Strength (ES)

include civilians, contract, and CHAMPUS partnerships to achieve optimal utilization of the direct care system while minimizing the active component ES required to support peacetime health care. Simultaneously, the AMEDD is completely restructuring to seek additional efficiency and economy in its command and control structure and carefully scrubbing every field operating agency and activity for elimination or acceptable downsizing.

e. The Army must provide essential planning guidance which includes a Total Force Policy, an approved Total Army Analysis 99 with an appropriate Illustrative Planning Scenario, and perhaps most importantly, an executable base realignment and closure plan that identifies where the downsized Army will be stationed. Without this information, the Army must continue to provide comprehensive health services at all currently functioning locations.

4. Recommendations:

a. If AMEDD military or civilian ES remains a contentious issue in terms of total Army ES, consideration should be given to seeking exemption from counting cost-effective peacetime health care active component strength against Army ES cap similar to Civil Works strength for the Corps of Engineers.

b. The Army will have opportunities during the FY 92 Budget hearings to help Congress clarify its intent with regard to restricting AMEDD ES reductions. The AMEDD is prepared to fully participate in Army downsizing. The Army first must bring into sharper focus its vision for the Army future and then deal with the medical readiness and peacetime health care demands of both the active component and its increasing beneficiary population.

c. The Army should review its recent ES reduction actions, i.e., Quicksilver, that may be in contravention to congressional intent or language.

2 Encls
as

LTC Blum/756-0254

VANGUARD AMEDD REDUCTIONS

SUMMARY OF PROPOSED BAND 2 REDUCTIONS

ACTIVITY	CURRENT				PROPOSED REDUCTION					%	
	OFF	WO	ENL	CIV	TOT	OFF	WO	ENL	CIV	TOT	
US Army Med Resch & Development Command	58			95	153	8			12	20	10-13
Subordinate Laboratories	446		764	1533	2743	42		73	162	277	10-13
Med Resch & Development Command TOTAL	504		764	1628	2896	50		73	174	297	10-13
US Army Environmental Hygiene Agency	113		52	380	545	15		7	49	71	13
Patient Admin & Biostatistics Activity	9		2	70	81	1			9	10	13
*Health Care Systems Support Activity	60		47	209	316			47		47	15
Health Svcs Command Acquisition Agency	3		1	88	92				11	11	13
Health Care Mgmt Engineering Activity				37	37				28	28	
Health Services Command Clinical Investigation Activity	21		3	12	36	3			2	5	13
Armed Forces Med Intelligence Center (Army)	1		2	63	66						
Armed Forces Institute of Pathology (Army)	47		32	351	430	5		3	35	43	10
Joint Health Services Agency (Army)	8		4	29	41	1			3	4	10
US Army Elth Professional Spt Agency	105		1	199	305	14			26	40	13
US Army Health Facility Planning Agency	20			11	31	3			1	4	13
US Army Medical Materiel Agency	27		21	162	210	4		3	21	28	13
SUBTOTAL	918		929	3239	5086	96	0	133	359	588	
HQ, Health Services Command (less already reduced)	162		58	311	531	41		14	78	133	25
						20		5	71	96	
Adjusted Health Services Command						21		9	7	37	
TOTAL	1080		987	3550	5617	117	0	142	366	625	

* Double count/function transfer

21 Nov 90

Actual Vanguard recommended reduction is 613

PROJECT VANGUARD

**HEALTH CARE FUNCTIONS
BAND TWO**

**ISSUE FIVE: WHAT SAVINGS CAN BE MADE IN HQ HSC AND
ALL MEDICAL FOA'S**

- VG PROPOSAL POSITS A 25% DECREMENT OF HQ, HSC, AND
10-13% OF MEDICAL FOA'S
- CONGRESS REQUIRES MEDICAL PERSONNEL SAVINGS BE RETURNED
TO DIRECT PATIENT CARE TO REDUCE CHAMPUS COSTS

Strength: 92 93 94 95 96 97

MIL	2067	2067	2067	2067	2067	2067
CIV	3552	3552	3552	3552	3552	3552
\$ OMA	136.3	140.7	145.1	149.6	154.2	156.9

VG Position:

MIL	0	-253	-253	-253	-253	-253
CIV	0	-360	-360	-360	-360	-360
\$ OMA	0	-0.6	-14.3	-14.7	-15.2	-15.6

Proponent Position:

MIL
CIV
\$

TO BE DETERMINED

CURRENT \$

ALL MEDICAL SAVINGS WILL BE USED FOR DIRECT PATIENT CARE *← new*

26 November 1990

INFORMATION PAPER

1. **SUBJECT:** "Fencing" of Medical Personnel & Services.

2. **DISCUSSION:**

a. **Introduction.** FY 1991 Authorization & Appropriations Acts generally prohibit Army from reducing number of medical personnel or level of medical services.

b. **Restrictions under the Acts.**

(1) **General.** Absent Secretary of Defense certification to Congress that medical personnel, services, and facilities exceed needs, the Army may not:

o Reduce military and civilian medical personnel below the number serving on 30 September 1989.

o Reduce military or civilian work force at any military medical facility or medical support facility below the level maintained or authorized in fiscal year 1990. Exempted are facilities closed or reduced because of authorized base closures.

o Close or reduce the level of care offered by any military medical treatment facility. Exempted are facilities closed or care reduced because of authorized base closures or operational deployments. This restriction remains effective through 30 September 1995.

(2) **Definitions.** The term "medical personnel" includes:

o Members of the Medical Corps, Dental Corps, Nurse Corps, Medical Service Corps, Veterinary Corps, and Medical Specialist Corps.

o Enlisted personnel engaged in or supporting medically related activities.

o Civilian employees assigned to military medical facilities.

(3) **Purpose.** To keep down CHAMPUS costs.

c. **Exceptions.** To comply with the legislative restrictions and to attain Congress' goal of reducing reliance on CHAMPUS, the Army may:

- o Eliminate "branch-immaterial" spaces currently held by medical personnel (e.g., positions occupied by Medical Service Corps officers on the Army Staff). The Army may not cut the medical personnel holding these positions, but may return them to medical treatment facilities.
- o Reduce the size of medical headquarter staffs not directly supporting the delivery of health care. The Army may cut non-medical personnel occupying medical headquarters positions. It may not eliminate headquarters medical personnel, but may transfer them to medical treatment facilities.
- o If, as the result of returning medical personnel to medical treatment facilities, the Army determines it has a surplus of medical personnel, it may "over-staff" its treatment facilities to enhance the level of care or ask the Secretary of Defense to certify the surplus to Congress and cut the excess personnel.

MAJ Rosen/DACS-VG
355-2171/2226

MEMORANDUM FOR STRUCTURE/MANNING TEAM (LTC(P) NATKIN)

SUBJECT: Authorization & Appropriations Acts "Fencing" of Medical Personnel

1. OVERVIEW.

a. This answers your request for an interpretation of the Authorization Act¹ and Appropriations² Act sections shielding medical personnel and services from reductions. Specifically, you asked what effect the Acts have on the Army's management of medical personnel and medical services.

b. By "fencing" medical personnel and services from cuts, Congress intended to minimize the growth in CHAMPUS expenditures by preventing the military departments from reducing hospital and clinic staffs. The provisions do not proscribe, however, the reduction of medical headquarter staffs not directly supporting the delivery of health care or the reassignment of medical personnel in "branch-immaterial" positions to medical treatment facilities.

2. DISCUSSION.

a. Legislative Limits on Reductions.

(1) Reductions in Personnel.

(a) The Authorization Act prohibits the military department's from reducing the number of medical personnel below the number serving on 30 September 1989, unless the Secretary of Defense first certifies to Congress that (i) the number being reduced exceeds the current and projected needs of the military departments, and (ii) the reductions will not increase CHAMPUS costs.³

¹National Defense Authorization Act for Fiscal Year 1991, § 711, 146 Cong. Rec. (part II) H11965 (Oct. 23, 1990) [hereafter Authorization Act].

²National Defense Appropriations Act for Fiscal Year 1991, § 8098 [hereafter Appropriations Act]; see also H.R. Rep. No. 938, 101st Cong., 2d Sess. 136 (1990) (conference report).

³Authorization Act § 711(a). With respect to proposed reductions in military medical personnel, the Secretary has additional reporting requirements. He must include (i) the strength levels for the individual category of medical personnel involved in the reduction as of 30 September 1989, (ii) the projected DoD requirements over the next five fiscal years for medical personnel in the
(continued...)

SUBJECT: Authorization & Appropriations Acts "Fencing" of Medical Personnel

(b) The Authorization Act gives the term "medical personnel" the same meaning as 10 U.S.C. § 115:

[T]he term "medical personnel" includes --

(i) in the Army, members of the Medical Corps, Dental Corps, Nurse Corps, Medical Service Corps, Veterinary Corps, and Medical Specialist Corps;

...

(iv) enlisted personnel engaged in or supporting medically related activities; and

(v) such other personnel as the Secretary [of Defense] considers appropriate.⁴

The term "medical personnel" also encompasses civilian employees assigned to military medical facilities.

(c) The Appropriations Act takes a different approach. It forbids the use of appropriated funds to reduce the military and civilian work force at any military medical facility or medical support facility below the level maintained or authorized for fiscal year 1990.⁵

(2) Reductions in Facilities & Services. The Authorization Act also prohibits the military department's from closing medical treatment facilities or reducing the level of care offered by such facilities until 90 days after the Secretary of Defense submits to Congress a report that includes the following:

(a) The reason for the action.

(b) The projected savings to the government from the action.

(c) The impact on CHAMPUS and Medicare costs in the catchment area of the facilities.

³(...continued)

category being reduced, and (iii) the strength level recommended for each component of the armed forces for the most recent fiscal year for the category being reduced.

⁴Section 1483 of the Authorization Act revises section 115. The definitional provision will appear at 10 U.S.C. § 115(g)(2).

⁵Appropriations Act § 8098. The limitation is inapplicable to facilities located at installations scheduled for closure or realignment under the Base Closure and Realignment Act.

SUBJECT: Authorization & Appropriations Acts "Fencing" of Medical Personnel

(d) The impact on beneficiary cost-sharing.

(e) An examination of alternative ways to provide care to the persons served by the facilities that the Secretary considers would not adversely affect such individuals.

(f) An explanation of how care will be provided and the cost, if any, to the persons to receive the care.⁶

The restriction remains effective through 30 September 1995. Exempted from the provision are facilities closed or care reduced because of authorized base closures or operational deployments.⁷

b. Scope of Limits on Reductions.

(1) Legislative History. The most comprehensive explanation of the provisions insulating medical personnel and services appears in the House report on the Authorization Act.⁸ The report reflects Congress' intent to discourage DoD from cutting medical personnel proportionately with other forces because medical care needs will not decline proportionately.⁹ Congress feared symmetrical reductions in medical personnel and services would increase CHAMPUS costs:

The committee has on a number of occasions expressed its dismay about shortsighted and ill-advised attempts by the services to reduce staffing in military hospitals and clinics. Inadequate staffing in military medical facilities has been a major factor in the escalating cost of [CHAMPUS]. . . .

The committee is deeply concerned that medical capability be protected during the forthcoming force draw-down. The requirement for medical care will not decline proportionately to the reduction in force structure. In fact, with the growing retiree population, the requirement for care will likely remain stable for the initial

⁶Authorization Act § 716.

⁷Id. § 716(c).

⁸Congress adopted the House version of the sections in the Authorization Act. See Joint Explanatory Statement of the Comm. of Conference, 134 Cong. Rec. (part II) H12197 (Oct. 23, 1990).

⁹H.R. Rep. No. 665, 101st Cong., 2d Sess. 291 (1990).

21 November 1990

SUBJECT: Authorization & Appropriations Acts "Fencing" of Medical Personnel

years of any force reduction. The committee notes that any reductions in medical staffing, including both military and civilian ancillary and clerical support staff have a direct impact on CHAMPUS cost growth.¹⁰

(2) Effects of "Fencing" on the Army's Management of Medical Personnel & Services.

(a) In limiting authority to reduce medical personnel and services, Congress wanted to ensure that the level of military health care did not decline during the force drawdown. To comply with the legislation, the Army may not (absent Secretary of Defense certification to Congress):

- o Reduce military and civilian medical personnel below the number serving on 30 September 1989;
- o Reduce the military or civilian work force at any military medical facility or medical support facility below the level maintained or authorized in fiscal year 1990; or
- o Close or reduce the level of care offered by any military medical treatment facility.

Read together, these restrictions not only prevent the Army from cutting medical personnel (e.g., doctors and nurses), but also foreclose reductions in personnel supporting or working at treatment facilities.

(b) While narrowing the Army's ability to trim medical personnel and services, the Authorization and Appropriations Acts do not entirely eliminate the Army's ability to manage its medical community. In administering its health-care resources, the Army's paramount objective should be attaining Congress' goal of preserving medical services during the force reductions, thereby reducing reliance on CHAMPUS. To reach this end, the Army may:

- o Reduce or eliminate "branch-immaterial" spaces currently held by medical personnel (e.g., positions occupied by Medical Service Corps officers on the Army Staff). The Army may not cut the medical personnel holding these positions. To accomplish Congress' goal, the Army should return these personnel to medical treatment facilities.

¹⁰Id.

DACS-VG

21 November 1990

SUBJECT: Authorization & Appropriations Acts "Fencing" of Medical Personnel

- o Reduce the size of medical headquarter staffs not directly supporting the delivery of health care (e.g., OTSG, HSC). The Army may cut non-medical personnel occupying positions in the headquarters. While it may not eliminate the medical personnel in the headquarters, it may place the personnel in medical treatment facilities.
- o If, as the result of returning medical personnel to medical treatment facilities, the Army determines it has a surplus in any category of medical personnel, it may "over-staff" its treatment facilities to enhance the level of care or ask the Secretary of Defense to certify the surplus to Congress and cut the excess personnel.

3. CONCLUSION. The Authorization and Appropriations Acts generally preclude reductions in medical personnel and services. To attain the overriding congressional design of preserving a high level of military medical care, the Army should insert the greatest possible number of its medical personnel into its treatment facilities.



RICHARD D. ROSEN
MAJ, JA
Legal Advisor

Cf: COL Whittle

CHAPTER XVII, APPENDIX E
Summary of General Officers Working Group II (GOWG)

On 27 July 1990, the second meeting of the VANGUARD GOWG occurred at the Ft Belvoir Post Headquarters. The meeting was chaired by the Vice Chief of Staff of the Army and attended by representatives of various Major Army Commands and the Army Staff. The VANGUARD Director opened by reiterating the charter and mission of the VANGUARD Task Force. The Army leadership was also provided briefings on VANGUARD's General Support Forces Vision and the Initiatives effecting the General Support Forces developed by VANGUARD. Summary of the GOWG II follows this overview.

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CHAPTER XVII, APPENDIX E
Memoranda For Record

VANGUARD GEN OFF WORKING GROUP 22 JUN 90
VANGUARD GEN OFF WORKING GROUP 27 JUL 90

TAB 1
TAB 2

CHAPTER XVII
APPENDIX E
TAB 1



DEPARTMENT OF THE ARMY
OFFICE OF THE CHIEF OF STAFF
WASHINGTON, DC 20310-0200



DACS-VG-Z

06 JUL 1990

MEMORANDUM FOR RECORD

SUBJECT: VANGUARD General Officer Working Group-22 June 1990

1. The first meeting of the VANGUARD General Officer Working Group meeting occurred on 22 June, 1990 at the Casey Building, Humphrey's Engineer Center, Ft Belvoir, VA. The meeting was co-chaired by the VCSA and ASA(MRA) (acting for the USA). Roster of attendees is at enclosure 1 and the agenda is at enclosure 2.

2. The VCSA opened the meeting with a summary of the situation facing the Army today:

a. The Army is beginning the transition from the most dramatic modernization period in history to the smallest Army since 1948. We must make this transition while maintaining the quality of the force and being true to the Army's six imperatives.

b. VANGUARD's mission success is essential to the Army. Three deliverables are required.

- Substantial contribution to the bills already on the table in the FY92 Budget and the FY92-97 POM.

- Policy, mission and organizational alternatives which facilitate required savings and preserve the fabric of the Army.

- Alternatives to loss of additional warfighting structure if the Army is reduced below POM levels.

c. Several studies have been undertaken in the past to effect significant changes in the Army's organizations, policies, and missions. Most have been unsuccessful or, at best partially successful. VANGUARD is different from past efforts.

- The Army, as a corporate body, clearly understands the need for VANGUARD and supports its mission.

- MACOMs are involved fully. In fact, the field is out front in planning. VANGUARD will be the integrator of those plans.

- There is a clear requirement for the Army to substantially change the way it does business. All recognize that cuts around the margin will not result in required savings.

3. Briefings were presented as indicated at enclosure 2. Significant discussion is summarized below. An updated version of the briefing is at enclosure three.

a. There is a fundamental issue concerning the degree to which we can or should centralize and standardize to achieve cost savings without unduly restricting the field commanders' flexibility and innovation. Revised management guidelines are at enclosure 3, page 8.

b. Proposed policies concerning the roles of MACOMs, the Department, and installations were thoroughly discussed. Revised policies are at enclosure 3, page 9.

c. There is an immediate need to redefine the Army's mobilization concept given current threat projections and the posture of the POM Army (ODCSOPS Task).

d. A vision of the TDA Army of the future is required as a backdrop for VANGUARD's work. This should be developed based on a "blank sheet of paper" approach. (VANGUARD Task, see VCSA NLT 29 JUN).

e. The AC CS/CSS shortfall for support of the contingency corps needs to be specified (ODCSOPS Task). VANGUARD must then pay the bill from TDA to the extent feasible in order to protect the warfighting force.

f. We must cease or drastically reduce use and maintenance of WWII wood facilities. Look at ways to reduce cost of using those facilities for ROTC camp (TRADOC task).

g. Periods of six to eight years between PCS moves will become the norm. We need to work through the implications of that for the composition, stationing, operation of the training base, and leader development. (TRADOC Task)

h. There may be economies in changing personnel policies (eg: rehab vs discharge, centralized vs decentralized boards). These should be incorporated in VANGUARD (ODCSOPS Task).

4. The meeting was summarized by Mr Wincup and Gen Sullivan:

Mr. Wincup was impressed with the effort. He challenged everyone to look 5-10 years down the road and to look back to see if they would be satisfied with the product. He further stressed the importance of keeping the Army of the future an attractive place to work. He urged the task force to be ruthless in the analysis of the TDA Army. He also said there was a substantive and a perceptive side to the study and the Army's ability to control its own destiny was based on the credibility of the effort on both the substantive and the perceptive sides.

The VCSA said he was heartened by the number of senior leader:

at the table. He urged everyone to be innovative and creative. He stressed getting on with the effort in a positive way. He reminded all present that neither the Secretary of the Army nor the Chief of Staff Army had approved anything in the briefing and that the rules were not set in bronze. Rules and guidelines are for the purpose of setting study and direction and development of alternatives for separate division by the senior leadership. He asked everyone to assist VANGUARD in working the tough issues. He closed with a reminder that these are difficult times and that the Army needs to control its own destiny.


JOHN R. GREENWAY

MG, GS

VANGUARD, Task Force Director

ENCLS (3)

CF:

HQDA:

SAAA
SAFM
SAIS-ZA
ASRD
SARD
SAUS
DAAR-ZA
DACH-ZA
DACS-DMZ
DACS-DPZ-A
DAEN-ZA
DAJA-ZA
DALO-ZA
DAMI-ZA
DAMO-ZA
DAPE-ZA
DASG-ZA
NBG-ZA
CAA-CSCA-SP
SAILE
SMAR

MACOM:

COMMANDER IN CHIEF:

U.S. ARMY, EUROPE AND 7TH ARMY

COMMANDER:

U.S. ARMY FORCES COMMAND
U.S. ARMY TRAINING AND DOCTRINE COMMAND
U.S. ARMY MATERIEL COMMAND
U.S. ARMY WESTERN COMMAND
EIGHTH UNITED STATES ARMY

The following is a list of principal attendees:

GEN Sullivan, VCSA
Mr. Wincup, ASA(MR)
MG Greenway, Task Force Director
Mr. Hamilton, SAA
LTG Ono, DCSPER
LTG Kicklighter, Cdr WESTCOM
LTG Eichelberger DCSINT
LTG Hilmes, DISC4
LTG Corns, TIG
LTG Ledford, TSG
LTG Hatch, COE
MG Gordon, DCSRM FORSCOM
MG Van Loben Sels, CofS TRADOC
MG McGrath, CofS AMC
MG Ward, CAR
MG Freitag, DAB
MG Beltson, ASA(RDA) representative
MG Fields, ADCSOPS
MG Reno, DPAE
Mr. Johnson, ASA IL&E
MG Akin, ADCSLOG
BG Stofft, DM
MG Suter, JAG
BG Zimmerman, Chaplain
Mr. Manning, ASA(M&RA) representative
COL Eng, EUSA
Mr. Farbrother, USAREUR representative
COL Norman, NGB representative
COL Cato, AMRTF representative
Mr. Shedlowski, CAA representative

AGENDA

0715-0800

REGISTRATION OF ATTENDEES

0800-0910

OPENING REMARKS
Gen Sullivan/MG Greenway

PROJECT VANUARD OVERVIEW
Col Whittle

0910-0925

BREAK

0925-1130

LAYDOWN ON FUNCTIONAL POLICIES AND RULES

STRUCTURE/MANNING
Col Cook

MOBILIZATION
Col Kelly

TRAINING
Col Conrad

EQUIP/SUSTAIN
LTC Emling

MANAGING INFORMATION
Col Moll

FACILITIES/BASOPS
Col Whitton

MACOM/ORGANIZATION
LTC Yost

HQDA
Mr. Dawson

1130-1200

WRAP-UP/DECISION SUMMARY
Col Whittle

1200
MEETING ADJOURNED
Gen Sullivan

ENCL 2

CHAPTER XVII
APPENDIX E
TAB 2

CHAPTER XVII, APPENDIX E
Summary of General Officers Working Group II (GOWG)

On 27 July 1990, the second meeting of the VANGUARD GOWG occurred at the Ft. Belvoir Post Headquarters. The meeting was chaired by the Vice Chief of Staff of the Army and attended by representatives of various Major Army Commands and to Army Staff. The VANGUARD Director opened by reiterating the charter and mission of the VANGUARD Task Force. The Army leadership was also provided briefings on VANGUARD's General Support Forces Vision and the Initiatives effecting the General Support Forces developed by VANGUARD. Summary of the GOWG II follows this overview.



DEPARTMENT OF THE ARMY
OFFICE OF THE CHIEF OF STAFF
WASHINGTON, DC 20310-0200



DACS-VG-Z

22 AUG 1990

MEMORANDUM FOR RECORD

SUBJECT: VANGUARD General Officer Working Group, 27 July 1990

1. The second meeting of the VANGUARD General Officer Working Group occurred on 27 July 1990, at the Post Headquarters Building, Fort Belvoir, VA. The meeting was chaired by the VCSA. Roster of principle attendees is at enclosure. MG Greenway opened the meeting by reiterating the charter and the mission of the VANGUARD task force.

2. VCSA asked everyone to pay particular attention to both the objective of VANGUARD (to reshape the General Support Forces (GSF)-) and to the deliverables. --

3. Col Bachman presented the GSF Vision briefing and Col Whittle presented the GSF initiatives briefing. Significant discussion is summarized below.

a. GENERAL SUPPORT FORCES VISION:

(1) The series of charts on the historical perspective of Army organization caused lengthy discussion. VANGUARD - Add the number of divisions, the guard, and the reserves to the charts.

(2) GSF Vision presented four Army options to GOWGII. The VCSA offered a fifth option to be considered. An Army that is a CONUS deployable Army and the GSF to support it. This could be done under a "3 Armies" concept with the Corps in Germany forward deployed from a CONUS MACOM responsible for all contingency forces (CONUS and OCONUS); reinforcing forces (early deployers) and sustained reinforcing forces (late deployers). VANGUARD - Continue development of this concept.

(3) The Air Force organization apparently presents a good management structure for BASOPs. The Army needs to get facts on how the USAF operates its bases to include history and go-to-war functions. VANGUARD - Set this up.

(4) The VANGUARD Vision Options with minor modifications can meet the Army's future needs. VANGUARD - Modify Army vision models to mold best features into a working model for consideration.

DACS

Subject: VANGUARD General Officer Working Group, 27 July 1990

b. GENERAL SUPPORT FORCE INITIATIVES:

(1) Field Operating Agencies (FOAs) absorb large quantities of both dollar and manpower (60,000 plus). VANGUARD - Set up a one day GOWG session to laydown FOAs.

(2) BG Stroup reminded the group, we were getting into areas of legal concern, e.g., requirement for acquisition to be stand alone. TJAG - Provide VANGUARD a fulltime lawyer.

(3) VANGUARD - Continue development of the HQDA Staff "Program Integrator" concept.

(4) DAMO - Work with FORSCOM to assess feasibility of transferring USAR training to AC Corps level headquarters and disestablish the four CONUSA'S. Assume there will be a Reserve Command, the Army portion of Land Defense of CONUS, MSCA, MSCD to ARCOM headquarters. Include advantages and disadvantages of disestablishing CONUSA'S.

(5) Concern for VANGUARD'S capability to provide the detail required for decision making, e.g., impact of AIT in units. The VCSA clearly expressed that he expects the Army Staff and MACOMs to assist VANGUARD by providing cost data and analysis.

(6) Consensus was that consolidation of Army Branches would provide savings. DAMO - Work with DMPM and TRADOC the issue to consolidate branches and get back to VANGUARD. VANGUARD will include as part of the VANGUARD total package.

(7) DISC4 - Work the issue to disestablish ISC headquarters as part of VANGUARD vision briefing. Identify the functions of ISC and their placement in other organizations.

(8) ADCSLOG - Work the issue to disestablish MTMC headquarters as part of VANGUARD vision briefing. Identify the functions of MTMC and their placement in other organizations.

DACS

Subject: VANGUARD General Officer Working Group, 27 July 1990

(9) DAMO - Work with CIDC the issue to disestablish CIDC as part of VANGUARD vision briefing. Identify the functions of CIDC and their placement in other organizations. Assess the continuation of the initiative to convert CIDC's GSF organizations to MTOE organizations.

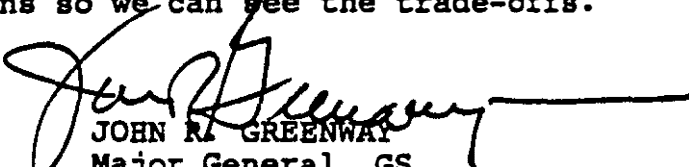
(10) The Surgeon General - continue working reorganization of the medical community.

(11) The Places Command had been a subject of issue on all the previous charts in the briefing. VANGUARD - Set up a one day GOWG session to lay down BASOPS.

(12) FY92 Initiatives - DAMO - Look into the initiative to reduce live training ammo. Include the types of ammo to reduce and the cost savings per fiscal year. Get back to VANGUARD with a recommendation.

4. The VCSA stated that no decision on the GSF Vision nor the GSF initiatives had been made by Army Senior Leadership. We must keep working the vision and all the initiatives and continue developing the options so we can see the trade-offs.

ENCL


JOHN R. GREENWAY
Major General, GS
VANGUARD Task Force, Director

CF:
HQDA:

SAFM
SAIS-ZA
SARD
SAUS
DAAR-ZA
DACS-DPZ-A
DAEN-ZA
DAJA-ZA
DALO-ZA
DAMI-ZA
DAMO-ZA
DAPE-ZA
DASG-ZA
NBG-ZA

MACOM:

COMMANDER IN CHIEF:
U.S. FORCES COMMAND
U.S. ARMY, EUROPE AND 7TH ARMY

COMMANDER:

U.S. ARMY TRAINING AND DOCTRINE COMMAND
U.S. ARMY MATERIEL COMMAND
U.S. ARMY WESTERN COMMAND
EIGHTH UNITED STATES ARMY

The following is a list of principal attendees:

GEN Sullivan, VCSA
Mr. Gamboa, Dep Gen Counsel
Mr. Clark, Prin Dep ASA For Army Budget
MG Greenway, Task Force Director
LTG Brailsford, DCG AMC
LTG Hilmes, DISC4
MG Burleson, CofS USAREUR
MG Taylor, CofS FORSCOM
MG Laboa, J3 FORSCOM
MG Van Loben Sels, CofS TRADOC
MG Lanoue, Dep Surg
MG Elam, ADCSLOG/SA
MG Ward, CAR
Mr Toohey, Asst DAB (For MG Freitag)
MG Edgar, Dep CofEng
MG Burdick, Dir Army Natl Guard
BG Fugh, TJAG
BG Matz, CofS WESTCOM
BG Stroup, Dir Mil Pers Mgt, ODCSPER
BG Hedrick, CG Army Inf Sys Cmd
Mr. Davis, ADCSINT
MR. Charles, Ofc of ASA (RDA)
Dr. Bellaschi, Dep DPAA (for LTG Reno)
COL Eng, DCSRM EUSA
COL Adams, ODCSOPS (for MG Fields)
COL Alcala, CAIG
COL Cato, AMRTF representative
Mr. Roll, RAND

ENCL

NATIONAL INFLUENCES

Perceived military threat is changing.

DEFENSE PRIORITIES

Soviet priorities threat is declining increased warning time.

ARMY IMPLICATIONS

Army resources are decreasing.

Greater proportion of Army will be CONUS-based.

TDA IMPLICATIONS

Resource decline will continue through FY97.

Common functions will be increasingly centralized and managed by DOD.

Resource justification and allocation will be centralized at higher levels.

Wider span of control resulting from centralization.

Greater reliance on "off the shelf" equipment contracted training, and commercial services during peace and conflict.

Greater reliance will be placed on technological advances in C3 and information management.

Smaller but credible presence will remain over seas to meet treaty requirements.

Overseas support infrastructure will decrease as units are withdrawn.

CONUS will proportionally increase its role as the sustaining base.

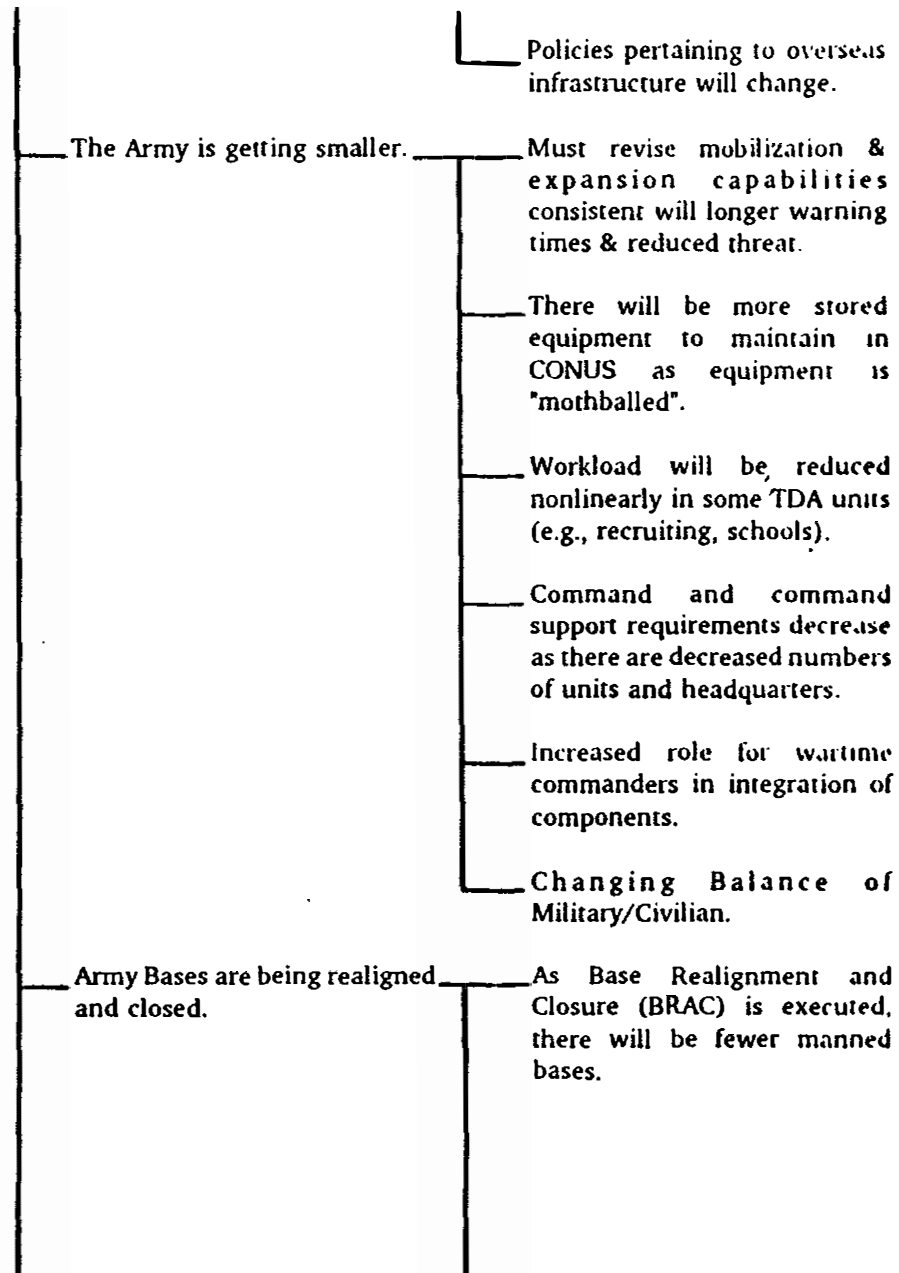
NATIONAL INFLUENCES

Perceived military threat is changing. (Cont)

DEFENSE PRIORITIES

ARMY IMPLICATIONS

TDA IMPLICATIONS



NATIONAL INFLUENCES

Perceived military threat is changing. (Cont)

DEFENSE PRIORITIES

ARMY IMPLICATIONS

TDA IMPLICATIONS

U.S. Changing interests in changing multipolar world.

Third World increasing in military capability and importance to U.S.: Little change in warning time.

The need for rapid projection of contingency forces from CONUS is increasing.

Goldwater-Nichols Act continues in force.

Requirement for short duration contingency operations conducted by "Come as you are" forces will increase.

Joint deployment and Army tailoring ability must increase

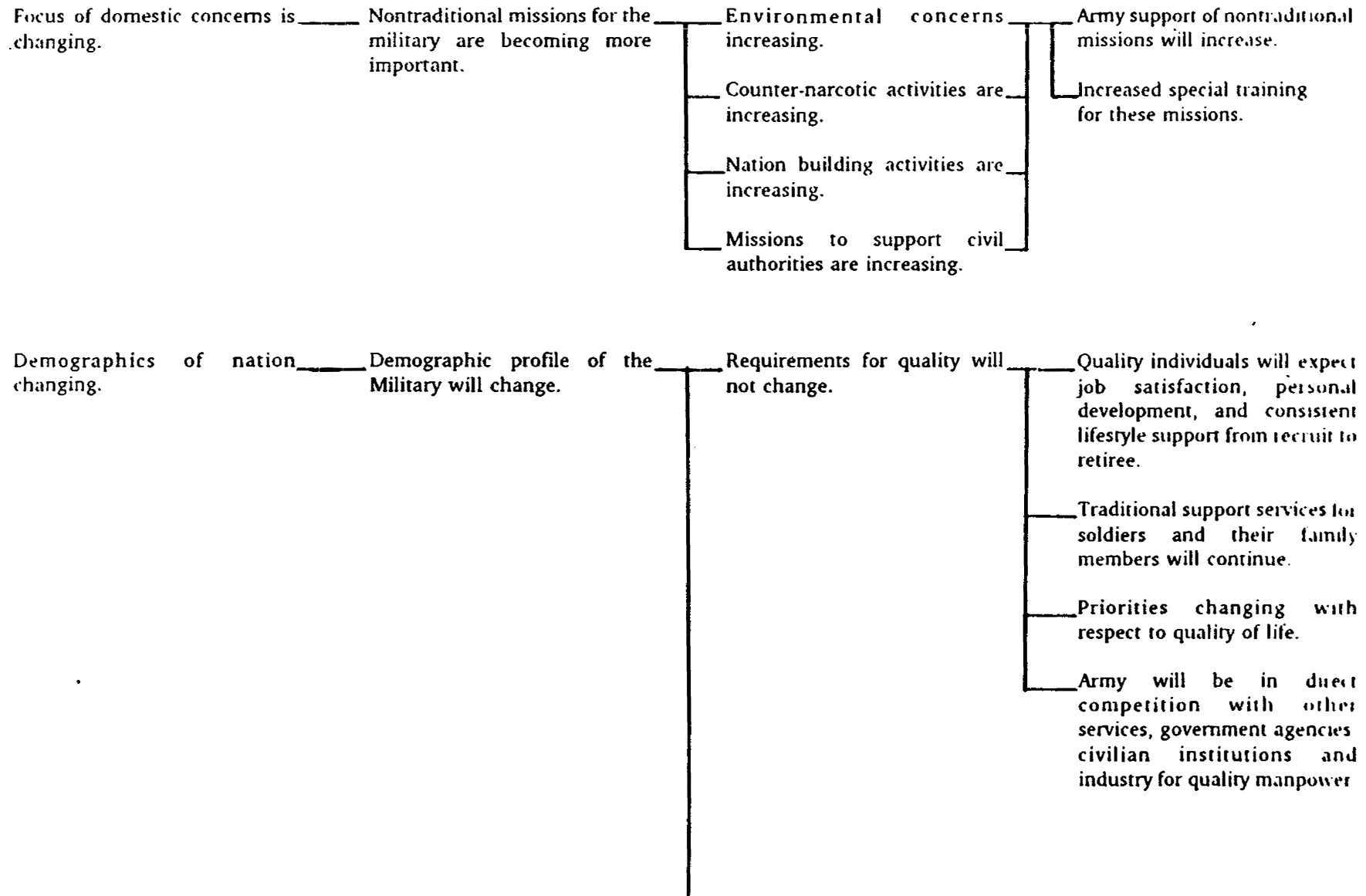
Posts with MTOE units will have increased responsibility for deploying contingency forces.

NATIONAL INFLUENCES

DEFENSE PRIORITIES

ARMY IMPLICATIONS

TDA IMPLICATIONS



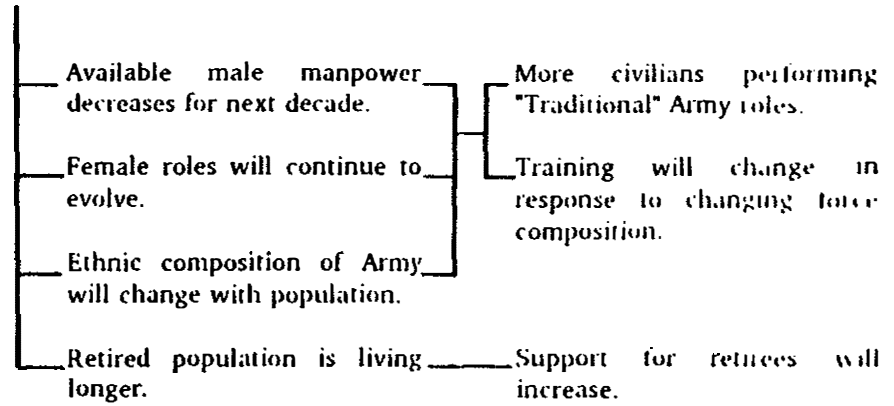
NATIONAL INFLUENCES

Demographics of Nation
changing. (Cont)

DEFENSE PRIORITIES

ARMY IMPLICATIONS

TDA IMPLICATIONS



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CHAPTER XVII, APPENDIX G VANGUARD STUDY RULES

a. The VANGUARD Vision has two components; an organizational construct and a set of alternative policies. These policies (shown below) are derived from the trends and implications at Chapter II. They are divided into two subsets. One set is oriented on mission performance while the other is more closely related to management. These policies became the basis for an initial set of rules to guide the study.

b. Study rules are listed by functional area and key to applicable policies on pages XVII-G-2 thru XVII-G-13.

PROPOSED POLICIES
MISSION
E1 Active component MTOE commanders and reserve component commanders will take increased responsibility for mobilization and traditionally TDA missions.
E2 Common administrative and support mission will be consolidated where feasible within the Army or nominated for transfer or consolidation under DOD.
E3 Within and among major commands, missions will be consolidated on fewer multi-functional installations; within installations, activities will be consolidated into fewer more modern and maintenance efficient facilities.
E4 As forward deployed forces are withdrawn, base support and community support missions will be consolidated or reduced to the maximum possible extent, consistent with quality of life standards.
E5 In priority order, installation support will be dedicated to soldiers, immediate families, retirees, and civilians.
E6 Manpower and resource intensive missions will be accomplished through the use of technological advances except where it can be demonstrated that other means are more effective or less costly.

PROPOSED POLICIES
MANAGEMENT
M1 TDA missions directly correlated with total Army end strength will be resourced in relationship to workload reductions; redundancy and layering will be eliminated.
M2 Policy development and resource programming will be accomplished primarily at departmental level, with program execution to be accomplished by units and installations under operational direction of major commands.
M3 Major command staffs will be organized primarily to plan and direct execution of mission responsibilities.
M4 Installation staffs will be standardized on SIO model based on mission and workload.
M5 Organizations whose mission exist primarily to provide information, forward reports, monitor program execution, and review or consolidate production, and do not add value will be eliminated to be supplanted, where necessary, with information management systems.
M6 Eliminate or reduce missions which can be more economically performed elsewhere, those of lower priority, and those no longer required or affordable.

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PERSONNEL FUNCTIONS

POLICIES

Common administrative and support functions will be consolidated where feasible within the Army or nominated for transfer or consolidation under DOD (E2).

Eliminate or reduce missions which can be more economically performed elsewhere, those no longer priority, and those no longer required or affordable (M6).

TDA missions directly correlated with total Army end strength will be resourced in relationship to workload reductions; redundancy and layering will be eliminated (M1).

Policy development and resource programming will be accomplished primarily at departmental level, with program execution to be accomplished by units and installations under operational direction of major commands (M2).

Installation staffs will be standardized upon an SIO model based on mission and workload (M4).

STUDY RULES

- (1) Combine personnel organizations.
- (2) Combine officer/enlisted accession activities.
- (3) Reduce Army MWR activities by leasing/contracting to private contractor.
- (4) Convert OMA funded NAF to NAF.
- (5) Reduce recruiting activities.
- (6) Reduce reception station activities.
- (7) Reduce costs of overseas accompanied tours.
- (8) Reduce personnel organizations.
- (9) Reduce recruiting activities.
- (10) Reduce Army component of MEPS activities.
- (11) Reduce reception station activities.
- (12) Reduce reenlistment activities.
- (13) Centralize personnel policy functions.
- (14) Reduce administrative overhead.

MANPOWER FUNCTIONS

Policy development and resource programming will be accomplished primarily at departmental level, with program execution to be accomplished by units and installations under operational direction of major commands (M2).

Organizations whose mission exists primarily to provide information, forward reports, monitor program execution, and review or consolidate production, and does not add value will be eliminated to be supplanted, where necessary, with information management systems (M5).

Common administrative and support missions will be consolidated where feasible within the Army or nominated for transfer or consolidation under DOD (E2).

(1) Eliminate missions and organizations associated with requirements determination below HQDA.

(2) Eliminate Army unique manpower requirements standards where other service, federal agency, or industry procedures are mission compatible and more cost effective.

(3) Eliminate redundant information systems and staffing at all levels.

(4) Centralize TAADS documentation.

(5) Centralize or consolidate manpower policy functions.

HEALTH SERVICES FUNCTIONS

In priority order, installation support will be dedicated to soldiers, families, retirees, and civilians (E5).

Common administrative and support missions will be consolidated where feasible within the Army or nominated for transfer or consolidation under DOD (E2).

Eliminate or reduce missions which can be more economically performed elsewhere, those of lower priority, and those no longer required or affordable (M6).

TDA missions directly correlated with total Army end strength will be resourced in relationship to workload reductions; redundancy and layering will be eliminated (M1).

(1) Nominate to DOD initiatives for reduced health care entitlements.

(2) Consolidate, under OSD, selected health service functions common to all services.

(3) Transfer management of joint medical activities to DOD (HA).

(4) Consolidate or eliminate organizations with overlapping functions and redundancy.

(5) Consolidate health service fabrication.

(6) Achieve economies by establishing centers of excellence for performance of high cost, low density, health services.

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(7) Reduce or discontinue long term substance abuse rehabilitative programs.

(8) Eliminate high cost DOD medical personnel accession programs.

OPERATIONS FUNCTION

Active component MTOE commanders and reserve component commanders will take increased responsibility for mobilization and traditionally TDA missions (E1).

Common administrative and support missions will be consolidated where feasible within the Army or nominated for transfer or consolidated under DOD (E2).

Within and among major commands, missions will be consolidated on fewer multi-functional installations; within installations, activities will be consolidated into fewer more modern and efficient facilities. (E3).

Eliminate or reduce missions which can be more economically performed elsewhere, those of lower priority, and those no longer required or affordable (M6).

(1) Increase CAPSTONE commanders role in training and support to the RC.

(2) Realign Readiness Groups consistent with structure and role of the RC.

(3) Increase USAR/ARNG responsibility for the Land Defense of CONUS.

(4) Consolidate Army traffic management operations and maximize centralized traffic management.

(5) Realign mobilization stationing requirements.

(6) Reduce or eliminate TDA headquarters and staffs.

(7) Reduce and/or realign size and number of USAR intermediate headquarters and staffs.

(8) Eliminate or consolidate peacetime TDA aviation operations that can be supplied by the private sector.

INTELLIGENCE FUNCTIONS

Within and among major commands missions will be consolidated on fewer multi-functional installations, activities will be consolidated into

(1) Consolidate and or eliminate intelligence production agencies and activities where possible.

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fewer more modern and maintenance efficient facilities (E3).

Active component MTOE commanders and reserve component commanders will take increased responsibility for mobilization and traditionally TDA missions (E1).

Common administrative and support missions will be consolidated where feasible within the Army or nominated for transfer or consolidation under DOD (E2).

(2) Consolidate and or eliminate redundant or overlapping installation personnel information and personnel security programs.

(3) Consolidate and or eliminate redundant intelligence management functions and activities.

(4) Consolidate and or eliminate intelligence collection agencies and activities under DOD.

SECURITY FUNCTIONS

Common administrative and support missions will be consolidated where feasible within the Army or nominated for transfer or consolidation under DOD (E2).

Active component MTOE commanders and reserve component commanders will take increased responsibility for mobilization and traditionally TDA missions (E1).

Manpower and resource intensive missions will be accomplished through the use of technological advances except where it can be demonstrated that other means are more costly (E6).

(1) Consolidate the Army's criminal laboratory operations within DOD or contract out where feasible.

(2) Consolidate the service confinement systems within DOD.

(3) Consolidate criminal investigation agencies and activities within DOD.

(4) Reduce or eliminate TDA law enforcement organizations whose mission can be performed by MTOE units.

(5) Achieve reductions in installation security functions through technological advances.

TRAINING FUNCTIONS

Active component MTOE commanders and reserve component commanders will take increased responsibility for mobilization and traditionally TDA missions (E1).

(1) Increase RC capacity to train the total Army.

(2) Redefine Initial Entry Training (IET) tasks between TRADOC and TOE units.

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Common administrative and support missions will be consolidated where feasible within the Army or nominated for transfer or consolidation under DOD (E2).

Within and among major commands, missions will be consolidated on fewer multi-functional installations; within installations activities will be consolidated into fewer, more modern and maintenance efficient facilities (E3).

Manpower and resource intensive mission will be accomplished through the use of technological advances except where it can be demonstrated that other means are more effective or less costly (E6).

TDA missions directly correlated with total Army end strength will be resourced in relationship to workload reductions; redundancy and layering will be eliminated (M1).

Eliminate or reduce missions which can be more economically performed elsewhere, those of lower priority; those no longer required or affordable (M6).

(3) Transfer to other service, DOD, Federal or private sources when cost-effective.

(4) Consolidate Total Army training and education under TRADOC.

(5) Consolidate schools/centers to accommodate smaller, more integrated Army.

(6) Consolidate Leader Development Training for maximum efficiency.

(7) Consolidate training support organizations.

(8) Convert training support organizations to contractor supported where feasible.

(9) Increase and accelerate the use of distributed training.

(10) Reduce training resources consistent with reduced training load.

(11) Eliminate training which is not mission or METL-related.

(12) Eliminate duplicate Reserve Training schools where feasible.

(13) Reduce course length where feasible.

COMBAT DEVELOPMENT FUNCTIONS

Active component MTOE commanders and reserve component commanders will take increased responsibility for mobilization and traditionally TDA missions (E1).

Organizations whose mission exists primarily to provide information, forward reports, monitor program execution, and review or consolidate

(1) Eliminate CD agencies whose mission can be performed by a TOE unit.

(2) Eliminate CD layers between policy development and execution.

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production, and does not add value will be eliminated to be supplanted, where necessary, with info mgt systems (M5).

Eliminate or reduce missions which can be more economically performed elsewhere, those of lower priority; those no longer required or affordable (M6).

(3) Reduce number of TRADOC System Managers (TSMs) so as to correspond to the PEO structure.

LOG/ACQ/R&D FUNCTIONS

Active component MTOE commanders and reserve component commanders will take increased responsibility for mobilization and traditional TDA missions (E1).

Common administrative and support missions will be consolidated where feasible within the Army or nominated for transfer or consolidation under DOD (E2).

Manpower and resource intensive missions will be accomplished through the use of technological advances except where it can be demonstrated that other means are more effective or less costly (E6).

Installation staffs will be standardized upon an SIO model based on mission and workload (M4).

Organizations whose mission exists primarily to provide information, forward reports, monitor program execution, and review or consolidate production, and do not add value will be eliminated to be supplanted, where necessary, with information management systems (M5).

Eliminate or reduce missions which can be more economically performed elsewhere, those no longer required or affordable (M6).

(1) Assign logistic unit mission to MTOE CSS organizations where work is related to unit mission and individual MOS proficiency (LOG).

(2) Implement joint materiel program management to achieve direct procurement savings (LOG/ACQ)

(3) Reduce HQS/operating agency authority for personnel that have secondary item management policy and operational responsibility (LOG/ACQ).

(4) Reduce or eliminate tech base activities that could be obtained from academic or industry efforts or from other government lab facilities.

(5) Eliminate outdated maintenance and supply functions that are unnecessary due to new equipment (LOG/ACQ).

(6) Same as 4.

(7) Standardize DOLs and TSAs at work center level based on mission and work load (LOG/ACQ).

(8) Reduce/consolidate/eliminate separate reporting activities for acquisition and logistics information (LOG/ACQ).

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Within and among major command, missions will be consolidated on fewer mult-functional installations; within installations, activities will be consolidated into fewer more modern and maintenance efficient facilities (E3).

TDA missions directly correlated with total Army end strength will be resourced in relationship to workload reductions; redundancy and layering will be eliminated (M1).

Policy development and resource programming will be accomplished primarily at department level, with program execution to be accomplished by units and installations under operational direction of major commands (M2).

(9) Contract out installation logistics and support activities for economies unless retention of military and DOD skill is required (LOG/ACQ).

(10) Reduce high density functional work centers for acquisition and logistics management of secondary items (LOG/ACQ).

(11) Eliminate or consolidate all LOG/ACQ/R&D functional work centers with a low personnel requirement density (LOG/ACQ/R&D).

(12) Minimize "level-of-effort" contracts (ACQ/R&D).

(13) Consolidate commodity commands and depots (LOG/ACQ/R&D).

(14) Same as 4.

(15) Consolidate development and operational testing to maximize use of fixed assets and equipment (R&D).

(16) Consolidate like materiel developer functional organizations/activities, such as PEOs/PMs (R&D).

(17) Reduce LOG/ACQ/R&D resources to match decreasing requirements (LOG/ACQ/R&D).

(18) Reduce LOG/ACQ/R&D resources to match decreasing requirements (LOG/ACQ/R&D).

INFORMATION MANAGEMENT FUNCTIONS

TDA missions directly correlated with total Army end strength will be resourced in relationship to workload reductions; redundancy and layering will be eliminated (M1).

(1) Reduce or eliminate telecommunications services and/or operation hours.

(2) Reduce or eliminate ADP services.

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Eliminate or reduce missions which can be more economically performed elsewhere, those of lower priority, and those no longer required or affordable (M6).

Common administrative and support missions will be consolidated where feasible within the Army or nominated for transfer or consolidation under DOD (E2).

Manpower and resource intensive missions will be accomplished through the use of technological advances except where it can be demonstrated that other means are more effective or less costly (E6).

(3) Minimize development, installation and maintenance of ADP systems.

(4) Reduce or eliminate visual information services.

(5) Transfer printing and publications mission/functions to DOD.

(6) Consolidate development, installation and maintenance of ADP systems.

(7) Centralize management of visual information missions/functions, or transfer to DOD.

(8) Decrease Army reliance on hardcopy publications.

BASOPS/AFH/MCA FUNCTIONS

AC MTOE commanders and RC commanders will take increased responsibility for mobilization and traditionally TDA missions (E1).

Common administrative and support missions will be consolidated where feasible within the Army or nominated for transfer or consolidation under DOD (E2).

Within and among major commands missions will be consolidated on fewer multi-functional installations; within installations activities will be consolidated into fewer more modern and maintenance efficient facilities (E3).

As forward deployed forces are withdrawn, base support and community support missions will be

(1) Reduce organizations whose mission can be performed by TOE units w/related skills or mission (BASOPS).

(2) Consolidate management of similar functions (BASOPS).

(3) Minimize use of WWII wooden structures into permanent structures (sell assets through direct sale or through privatization initiatives.) Minimize less cost (RPMA).

(4) Establish "user fees" to eliminate the concept of "free resources" throughout the Army (AFH).

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consolidated or reduced to the maximum possible extent, consistent with quality of life standards (E4).

In priority order, installation support will be dedicated to soldiers, families, retirees, and civilians (E5).

Installation staffs will be standardized upon an SIO model based on mission and workload (M4).

Eliminate or reduce missions which can be more economically performed elsewhere; those of lower priority; and those no longer required or affordable (M6).

(5) Reduce AFH costs by co-op business techniques (AFH).

(6) Major construction initiatives will be in concert with the size and stationing the total Army (MCA).

(7) Maximize the self-sustainability of NAF funded organizations (BASOPS).

(8) Establish third-party and private sector financing for MWR activities and facilities (BASOPS).

(9) Consolidate common installation functions (BASOPS).

(10) Consolidate management of installation contracting (BASOPS).

(11) Consolidate installation budget function (BASOPS).

(12) Eliminate organizations whose service can be more economically provided by the private sector (BASOPS).

(13) Eliminate functions not mission workload driven (BASOPS).

MACOM FUNCTIONS

Within and among major commands, missions will be consolidated on fewer mult-functional installations; within installation, activities will be consolidated into fewer more modern and maintenance efficient facilities (E3).

Active component MTOE commanders and reserve component commanders will take increased

(1) Consolidate organizations with similar missions unless clearly prevented by significant mission degradation.

(2) Realign mission/relocate organizations within MACOMs to optimize resources while facilitating command and control.

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responsibility for mobilization and traditional TDA missions (E1).

Common administrative and support missions will be consolidated where feasible within the Army or nominated for transfer or consolidation under DOD (E2).

Eliminate or reduce missions which can be more economically performed elsewhere, those of lower priority; and those no longer required or affordable (M6).

Major command staffs will be organized to plan and direct execution of mission responsibilities. (M3).

Organizations whose mission exists primarily to provide information, forward reports, monitor program execution, and review or consolidate production, and does not add value will be eliminated to be supplanted, where necessary, with information management systems (M5).

Policy development and resource programming will be accomplished primarily at departmental level, with program execution to be accomplished by units and installations under operational direction of major commands (M2).

AMHA; FOA; CMD & CMD SPT; FISCAL & RM; COMBINED/JT/DEF/ACT; ADMIN

Policy development and resource programming will be accomplished primarily at departmental level, with program execution to be accomplished by units and installations under operational direction of major commands (M2).

Eliminate or reduce missions which can be more economically performed elsewhere; those of lower priority; those no longer required or affordable. (M6)

(3) Transfer missions where cost savings can be achieved.

(4) Consolidate organizations with similar missions unless clearly prevented by significant mission degradation.

(5) Transfer organizations that have common administrative and support missions to DOD.

(6) Eliminate organizations no longer required because mission can be accomplished elsewhere and cost savings can be achieved.

(9) Standardize MACOM HQs to mission elements only in order to save resources while still facilitating command and control.

(10) Reduce, consolidate, or eliminate redundant or overlapping missions/functions between HQs & subordinate activities.

(11) Eliminate unnecessary management levels.

(1) Eliminate duplication of Management Headquarters functions (AMHA) between DA/MACOM HQ/FOA (AMHA,FOA).

(2) Eliminate policy and programming functions at MACOMS; transfer to HQDA at net savings (AMHA).

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Common administrative and support missions will be consolidated where feasible within the Army or will be nominated for transfer will be nominated for transfer or consolidation under DOD (E2).

Within and among major commands, missions will be consolidated on fewer multi-functional installations; within installations, activities will be consolidate into fewer more modern and maintenance efficient facilities (E3).

(3) Eliminate operational functions at HQDA; transfer to MACOMS at net savings (AMHA,FOA).

(4) Develop a streamlined, responsive framework for integrating programs (AMHA).

(5) Eliminate Ad Hoc demands on resources and nonessential missions and functions (AMHA).

(6) Eliminate Field Operating Agencies with vague, non-specific missions (FOA).

(7) Audit Army contributions to Combined, Joint and Defense Activities; align unique Army requirements (Combined, Joint, Defense).

(8) Transfer selected functions to DOD (FOA, Admin).

(9) Audit and realign Army Executive Agency responsibilities (FOA).

(10) Consolidate or eliminate duplicative, overlapping missions and functions and or layering between the department and user (Fiscal & RM/Admin/Cmd & Cmd Spt).

Chapter XVII, Appendix H
Summary of Initiatives and Impact on MACOM

a. The overall impact of the initiatives on general support forces is discussed in Chapter One of this report, sections 5-9. The purpose of this Appendix is to provide a summary of VANGUARD initiatives.

b. VANGUARD Initiatives.

(1) AMR II. On 16 October 1990, the Under Secretary of the Army provided the DOD Comptroller 23 AMR II initiatives developed by VANGUARD, which saved \$106.8M (under the \$150M FY92 target), but with a cumulative savings of \$1.3B over the program years. Civilian savings amounted to 3,241 spaces. The Army submission to OSD did not include associated military spaces as savings since the Army intended to reapply the military spaces to reduce undermanning in other units. DOD required the Army to provide the military spaces contained in the 23 initiatives and then DOD included 1,648 military space savings and \$244.8M in Program Budget Decision 945 for a cumulative dollar savings of \$1.2B over the program years. The implementing Defense Management Review Decision (DMRD) is attached at TAB A, DMRD 945.

(2) VANGUARD Initiatives.

(a) Initiative Numbers. Each initiative has a unique alpha-numeric designation. Listing of all VANGUARD initiatives with brief description is at Figure XVII-H-1, below.

INITIATIVE	NARRATIVE
ENL01	ELIMINATE ENLISTED SPACES IN TDA STRUCTURE.
ESA03	REDUCE UIC WOMMAA; REDUCE RAIL EQUIPMENT MAINTENANCE REPAIRS FOR LOCOMOTIVES AND ROLLING STOCK FUNCTION.
ESA20	INITIATIVE IS A FINANCIAL MANAGEMENT POLICY CHANGE FOR END ITEM REPLACEMENT PROCUREMENT. NOT A MANPOWER ISSUE.
ESA37	CONSOLIDATE HQ, AMC AND ITS MSCS. FUNCTIONS INCLUDE LOGISTICS, TECHNOLOGY, SECURITY ASSISTANCE, RDT&E, AND ACQUISITION.

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INITIATIVE	NARRATIVE
ESA40	REDUCE FOA W4MRAA; REDUCE CIV ADMIN AND PROCUREMENT ANALYST FUNCTIONS; STREAM LINE OVERALL OPERATIONS.
ESA46	REDUCE FOA W049AA; REDUCE MANPRINT FUNCTION PERSONNEL IN HUMAN ENGINEERING LAB AND BEHAVIORAL ;TRANSFER FUNCTION TO OSD.
ESA47	REDUCE FOA W0J5AA; REDUCE OFFENSIVE NUCLEAR AND CHEMICAL OVERSIGHT AND OPERATIONS SUBJECT TO CFE/TREATY AGREEMENTS
ESA48	ELIMINATE FOA W4MRAA; REDUCED NEED FOR OPERATIONAL ENVIRONMENT TO DEVELOP TACTICAL CMD/CNTL AS ATCCS SYSTEM IS FIELDDED.
ESA50	ELIMINATE FOA W2VNAA; TRANSFER CLOTH & SALES FUNCTIONS TO PM-CIE, DEM MISSION TO QM ACE, FOOD SPT TO TISA. RESIDUAL TO DCSLOG.
ESA51	ELIMINATE ARMY SECURITY ASSISTANCE, MILITARY (LA); ASSISTANCE PROGRAM FUNCTIONS REDUNDANT WITH OTHER ORGANIZATIONS.
ESA52	ELIMINATE THE RCAS PMO AS THE SYSTEM NEARS COMPLETION OF FIELDING. TRANSFER LIFE CYCLE MANAGEMENT FUNCTIONS.
ESA56	REDUCE FOA W36WAA; REDUCE NUCLEAR MUNITIONS LIFE CYCLE FUNCTIONS COMMENSURATE WITH MTOE FORCE REDUCTIONS & NUCLEAR INVENTORY
ESA60	RETAIN FOA W3GMAA; REDUCE AMMUNITION MISSIONS/TRAINING/ENGINEERING FUNCTIONS FOR AMMO STORAGE, HANDLING & TRANSPORTATION.
ESA61	DISESTABLISH FOA W4VAAA; REDUCE RDT&E, ACQUISITION/MAINT/ACCOUNTING OF NON-STD INTEL MATERIEL. XFER TO NEW ORGANIZATION.

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INITIATIVE	NARRATIVE
ESA62	REDUCE FOA W4ZPAA; USA AMC LAPA; ELIMINATE REDUNDANT LOG TNG MSN, BASED ON IMPROVED AUTOMATION, SMALLER MORE CONUS BASED FORCE.
ESA63	DISESTABLISH FOA W34EAA; REDUCE AUTHORIZATIONS; TRANSFER MISSIONS AND REMAINING POSITIONS TO HQ, USARPAC.
ESA64	ELIMINATE FOA W2DEAA
ESA65	ELIMINATE FOA W2ZJAA; US ARMY EUROPE SCIENCE AND TECHNOLOGY CENTER, EUROPE.
ESA66	ELIMINATE FOA W149AA; ELIMINATE REDUNDANCY IN TQM FUNCTION PERFORMED BY HQ, DESCOM. TRANSFER MISSION TO HQ, DESCOM.
ESA67	REDUCE FOA W3JCAA; REDUCE LOGISTICS MATERIEL ANALYSIS AND INDEPENDENT T&E TO SUPPORT A SMALLER, MORE CONUS BASED FORCE.
ESA68	REDUCE FOA W4JBAA; COMMAND AND CONTROL FUNCTIONS BETWEEN AMC AND SINGLE MGR FOR CONVENTIONAL AMMO (SMCA).
ESA85	ELIMINATE FOA W055AA; COMBINES WITH THREE OTHER STANDARDIZATION GROUPS. TRANSFER FUNCTIONS TO HQ, AMC.
ESA86	ELIMINATE FOA W4FDAA; USA RESEARCH AND DEVELOPMENT GROUP GERMANY; COMBINE WITH THREE OTHER ORGANIZATIONS AT HQS, AMC.
ESA87	ELIMINATE FOA W05FAA; MINIMAL RESOURCE IMPACT. COMBINES WITH THREE OTHER STANDARDIZATION GROUPS AND ELIMINATES FOUR FOAS.
ESA88	MINIMAL RESOURCE IMPACT. COMBINES THREE STANDARDIZATION GROUPS AND ELIMINATES FOUR FOAS.

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INITIATIVE	NARRATIVE
ESA94	ELIMINATE UIC W0V3AA AS A FOA OF AMC, AND REDUCE IN ACCORDANCE WITH THE AMC VISION 2000.
ESA95	STREAMLINE TEST AND EXPERIMENTATION COMMAND, TEXCOM; RELOOK FUNCTIONAL OVERLAP WITH OTHER TEST AND EVALUATION ACTIVITIES
ESA96	REDUCE UIC W2H6AA; SSI BY 22% WITH THE MISSIONS, FUNCTIONS, AND THE REMAINING RESOURCES MOVED TO STRATEGIC/FORCE EVALUATION CENTER.
FAC02	PRIVATIZE; MAKE TOTALLY NON APPROPRIATED; OR ELIMINATE ARTS AND CRAFTS, ENTERTAINMENT, AND CATEGORY B BOWLING.
FAC08	ELIMINATE KP SERVICES AT SOLDIER OPERATED DINING FACILITIES.
FAC14	ELIMINATE MAINTENANCE AND REPAIR OF WWII BUILDINGS.
FAC26	REDUCE FEAK PERSONNEL SPACES BY 25% BY FY95. IMPLEMENT EUSA INTERNAL REALIGNMENT PLAN FOR FEAK. DISESTABLISH UIC W3PCAA.
FAC32	DISESTABLISH FOA W4X9AA; MOVE PERSONNEL TO ASA (IL&E) USING TRADE-OFF WITHIN STATUTORY CEILING.
FAC33	DISESTABLISH FOA W4YNAA;REDUCE STRENGTH; MOVE REMAINDER TO DIR OF MGMT. REQUIRES TRADE-OFF AT DM DUE TO STATUTORY CEILING.
FAC34	ELIMINATE FOA W4TKAA; MOVE FUNCTIONS AND AUTHORIZATIONS TO ASA (IL&E) PER DOD DIRECTIONS.
FAC35	RETAIN FOA W051AA; REDUCE CONTRACTING FUNCTION.
FAC36	RETAIN SSA W454AA; BRACO, SSA AS STAFFED THROUGH FY96, ELIMINATE IN FY97.
FAC37	CONSOLIDATE INSTALLATION DEH BUDGET SHOPS INTO THE INSTALLATION DRM.

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INITIATIVE	NARRATIVE
FAC38	TRANSFER SELECT DEH FUNCTIONS; (AMC, FORSCOM, TRADOC) TO ENGINEER HOUSING SUPPORT CENTER, (EHSC), W03FAA; ELIMINATE DUPLICATE TECH ASSIST TO INSTALLATION DEH.
FAC39	DISESTABLISH FOA W3WCAA; TRANSFER MISSION AND RESOURCES TO THE STRATEGIC/FORCE EVALUATION CENTER.
FAC40	TRANSFER INSTALLATION CONTRACTING TO COE BEGINNING FY93.
HDA01	REDUCE THE HQDA AMHA ACCOUNT BY 20% OVER THE PERIOD OF FIVE YEARS. REDUCTION IS CONSISTENT WITH CONGRESSIONAL DIRECTION.
HDA08	REDUCE W4PTAA; PERSONNEL SPACES IN CEAC BY 15%. ORGANIZATION WOULD CONTINUE AS A PART OF ASA(FM)
HDA10	REDUCE FOA W06PAA; HOMETOWN NEWS CENTER BY 30%. THE ORGANIZATION REMAINS AS AN FOA.
HDA11	REDUCE FOA W4JTAA; REDUCE ARMY BROADCAST AGENCY BY 20% OVER 3 YEARS. ORGANIZATION SHOULD BE TRANSFERRED TO DOD.
HDA13	REDUCE FOA W4GJAA; REDUCE EUSA LEGAL SERVICES ACTIVITY BY THREE SPACES. TRANSFER FUNCTIONS TO COMBINED FIELD ARMY.
HDA14	REDUCE FOA W0KFPA; REDUCE U.S. ARMY CLAIMS SERVICES BY 15% FROM FY94 TO FY96. MAINTAIN THE AGENCY AS A FOA.
HDA15	REDUCE W3X7AA; GENERAL OFFICER'S MESS BY 10%. OR TWO MILITARY POSITIONS. ORGANIZATION SHOULD BE MAINTAINED AS A FOA.
HDA18	REDUCE FOA W0KEAA; USALSA; REDUCE BY 20%, SPREAD OVER A FOUR YEAR PERIOD BEGINNING IN FY93; MAINTAIN AS AN FOA.

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INITIATIVE	NARRATIVE
HDA19	REDUCE FOA W4XEAA; RESOURCE SERVICES WASHINGTON BY 20%; THE REDUCTION WOULD BE PHASED OVER THREE YEARS BEGINNING IN FY92.
HDA20	REDUCE W4CHAA; CONGRESSIONAL INQUIRY DIVISION BY 26%. THE ORGANIZATION SHOULD BE RECLASSIFIED AS AN SSA.
HDA22	REDUCE FOA W06EAA; USA SAFETY, SECURITY, AND SUPPORT, WASH BY 15%, AND MOVE TO THE BASOPS COMMAND.
HDA23	REDUCE FOA W062AA; CHAPLAINCY SERVICES SUPPORT AGENCY BY 15%, REDUCTIONS WOULD OCCUR IN FY92 AND FY94.
HDA24	REDUCE FOA W21CAA; DOD WAGE FIXING AUTHORITY BY 20% BEGINNING FY92. RESOURCES DICTATE DODWFATS CANNOT BE STAFFED AT CURRENT LEVELS
HDA27	REDUCE FOA W1A5AA; DOD EXPLOSIVES BOARD PERSONNEL SPACES BY 20%. RESOURCE CONSTRAINTS DICTATE REDUCTION
HDA28	REDUCE FOA W1B5AA; REDUCE FUNCTION TO REVIEW CONTRACT APPEALS BASED ON DOWNSIZED FORCE; REDUCE BY 20%.
HDA29	REDUCE FOA W10TAA; TRAVEL, PERDIEM, TRANSPORTATION COMMITTEE BY 20%,
HDA30	REDUCE FOA W3YUAA; CENTER FOR MILITARY HISTORY BY 25%, IN ADDITION TO OTHER PROGRAM REDUCTIONS, BEGINNING IN FY92
HDA31	ELIMINATE FOA W280AA; MILITARY HISTORY INSTITUTE. REDUCE THE STAFFING BY 20%. MERGE WITH CENTER FOR MILITARY HISTORY.

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INITIATIVE	NARRATIVE
HDA32	ELIMINATE FOA W4ZTAA; MISMA, TRANSFER THE MISSION AND THE FUNCTIONS TO THE DDUSA(OR) WITH 5 SPACES, ALSO REDUCE MISMA BY 3.
HDA34	REDUCE FOA W303AA; PERSONNEL AUTHORIZATIONS BY 25%, OVER A FOUR YEAR PERIOD. RECLASSIFY THE ORGANIZATION AS AN SSA.
HDA35	ELIMINATE FOA W0KDAA; CAOP, NEW YORK. MISSION TRANSFERRED TO THE OFFICE OF CHIEF, PUBLIC AFFAIRS.
HDA36	REDUCE FOA W06NAA; COMMAND INFORMATION UNIT BY 18 PERSONNEL SPACES. ELIMINATE NON COMMAND INFORMATION SPACES.
HDA37	REDUCE FOA W2TZAA; DEFENSE SUPPLY SERVICES AGENCY WASHINGTON BY 51 SPACES.
HDA38	REDUCE FOA W313AA; HQ SERV WASH, REDUCE PERSONNEL COORDINATION FUNCTION BY 30% IN FY92.
HDA40	REDUCE FOA W0J7AA; U.S. ARMY SAFETY CENTER BY 15%. REDUCTIONS BEGIN IN FY93. RECLASSIFY AS AN SSA.
HDA41	REDUCE UIC W4AEAA; TRAC, TRANSFER ANALYSIS FUNCTION TO FORCE DESIGN DEVELOPMENT CENTER HQS TRADOC.
HDA42	ELIMINATE DUPLICATION WITH NGB STAFF; REDUCE W39LAA; REDUCE AGENCY BY 20% IN FY93. RECLASSIFY THE ORGANIZATION AS AN SSA.
HDA43	REDUCE THE DEFENSE AND JOINT AGENCIES BY AN ADDITIONAL 7%; IN ADDITION TO A CURRENT 18% PROGRAMMED REDUCTION.
HDA45	LIMIT FUNDING OF RAND ARROYO. ARMY HAS SIGNIFICANT INTERNAL ANALYSIS CAPABILITY IN CAA, AMSAA, TRADOC ANALYSIS AGENCY.

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INITIATIVE	NARRATIVE
IMA09	ELIMINATE FOA W4K8AA; DECISION SUPPORT MANAGEMENT AGENCY; COMBINE FUNCTION INTO DSC4; DIRECTING NEW INFO TECHNOLOGY SUCH AI
IMA10	ELIMINATE FOA W44LAA; TRANSFER IMO FUNCTIONS AND 4 SPACES TO ASA(FM). TRANSFER NETWORK FUNCTIONS TO ISC.
IMA11	ELIMINATE FOA W42SAA; TRANSFER HQDA DCSIM MISSION TO HQ, ASACE ADMIN ASST OFFICE.
IMA13	RETAIN FOA W1UXAA; NGB MANAGEMENT AGENCY; FUNCTIONS STREAMLINED DUE TO RCAS INTRODUCTION.
IMA14	ELIMINATE FOA W4CXAA; TRANSFER THE IMO MISSION TO ODCOPS.
IMA15	RETAIN SSA W421AA; REDUCE THE PERSONNEL AUTHORIZATIONS.
IMA16	ELIMINATE SSA W34ZAA; TRANSFER IMO FUNCTIONS TO PA&E IMO TO INCLUDE DEVELOPMENT OF PPBES INFO MGMT SUPPORT SYSTEMS.
IMA19	RETAIN SSA W4XFAA; INFO MGMT SUP AGENCY, SSA OF DISC4. REDUCE STAFFING BY FOUR POSITIONS; TRANSFER IMO FUNCTION TO DISC4
IMA21	RETAIN FOA W4M8AA; TRANSFER LIBRARIAN CAREER PROGRAM MANAGEMENT TO DISC4.
IMA23	TRANSFER INFORMATION AUTOMATION AND COMMO SUPPORT FUNCTIONS TO DCSIM FOR USACE. ELIMINATE W253AA AS SSA.
IMA25	REDUCE FOA W31LAA; REDUCE PROGRAMMER SUPPORT; RETAIN WORLD-WIDE C2 FUNCTION FOR USAREUR.
IMA26	REDUCE FOA W341AA; RETAIN TELE CERT OFC (TCO)/MANAGEMENT OF LONG-HAUL COMM FUNCTIONS AT REDUCED STAFFING LEVEL.

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INITIATIVE	NARRATIVE
IMA27	DISESTABLISH UIC W3HUAA; TV AUDIO UNIT AS AN OPERATIONAL UNIT OF ISC. TRANSFER MISSION TO ISEAC.
IMA28	DISCONTINUE AS A TDA UNIT. REDUCE PERSONNEL SPACES BASED ON LESS SUPPORT REQUIRED TO THE ARMY.
IMA34	DISESTABLISH FOA W46JAA; DESIGNATE AS A OPERATIONAL UNIT OF 501ST MI BDE. REDUCE THE PRESENT PERSONNEL STAFFING.
IMA37	ELIMINATE FOA W0V8AA; TRANSFER MISSION TO MANAGE COMM SYS ENGR, INSTAL AND ACQ TASKS TO USAISEAC.
IMA38	REDUCE UIC W0LAAA; UNIT CONTINUES ADP SUPPORT FOR ASA(RDA) AND OTHER DA AND DOD STAFF ELEMENTS.
IMA42	REDUCE INFO SYS ENGINEERING, INSTALLATION & ACQUISITION FUNCTIONS ; REDUCED LEVEL IN SUPPORT OF A SMALLER ARMY.
IMA44	REORGANIZE ISC FROM A COMMAND ORIENTED STRUCTURE TO AREA-ORIENTED STRUCTURE ; REDUCE MANPOWER; INTEGRATE IMA FUTURE PLANS.
MAC01	ELIMINATE HECSA; REDUCE PERSONNEL; TRANSFER REMAINING -- INSTALLATION/ MANAGEMENT TO MDW; BASOPS TO USACE.
MAC03	REDUCE AMC-EUROPE TO A SMALL COORDINATING CELL. (W4JMAA)
MAC04	ELIMINATE FOA W2U8AA; TRANSFER POSITIONS TO THE ENGINEER AND HOUSING SUPPORT ACTIVITY.
MAC05	DISESTABLISH FOA W4EGAA. REDUCE PERSONNEL AUTHORIZATIONS; TRANSFER THE REMAINING SPACES TO HQ USACE.
MAC06	CONSOLIDATE INSTALLATION MANAGEMENT MISSION FROM 13 MACOMS TO FOUR -- TRADOC, FORSCOM, AMC, AND MDW.

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INITIATIVE	NARRATIVE
MAC08	ELIMINATE FOA W3GMAA; ADOPT AMC PROPOSED TRANSFERS AND REDUCTIONS.
MAC09	DIESTABLISH UIC W4ARAA; REDUCE TEST ACTIVITIES; TRANSFER THE REMAINING SPACES TO HQ, AMC, DCGRDA.
MAC10	ELIMINATE UIC W0A5AA; USARSO; IAW TREATY IMPLEMENTATION PLAN, DIESTABLISH USAG PANAMA W0ALAA; TRANSFER INSTAL SUPPORT TO 41ST SPT GP.
MAC12	DIESTABLISH FOA W3DMAA; REDUCE ACTIVITY, TRANSFER REMAINING SPACES TO HQ USAREUR.
MAC14	REDUCE FOA W3JUAA; REDUCE INTERN AUTHORIZATIONS. TRANSFER FAST ASSETS TO HQ, AMC.
MAC15	DIESTABLISH UIC W2EWAA; USA SURETY FIELD ACTIVITY; REDUCE SPACES; TRANSFER MISSION TO HQ, AMC.
MAC16	DIESTABLISH FOA W0V4AA; REDUCE AND TRANSFER REMAINING SPACES TO HQ, AMC W0GWAA.
MAC17	REDUCE FOA W32FAA AND W4QQAA; TRANSFER SPACES TO TO AMHA, USARPAC
MAC18	DIESTABLISH FOA W4XTAA; REDUCE THE ORGANIZATION; TRANSFER REMAINING SPACES TO HQ USAREUR.
MAC19	DIESTABLISH FOA W1YBAA; REDUCE THE CIVILIAN SPT AGENCY IN FY94; DIESTABLISH IN FY97.
MAC20	COMBINE SEPARATE IG STAFF ACTIVITIES AT AMC HQ. ELIMINATE FOA (W2GJAA)
MAC21	REDUCE W0ATAA, USARJ EXERCISE GROUP BY 20%. TRANSFER REMAINING SPACES TO HQ USARJ. DIESTABLISH UIC.(W4TLAA)
MAC22	REDUCE FOA W0BAAA; USAREUR CLAIMS SERVICE, REDESIGNATE AS AN ACTIVITY OF USAREUR. (W0BAAA)

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INITIATIVE	NARRATIVE
MAC23	ELIMINATE FOA W4VXAA; REDUCE SPACES; INTEGRATE FUNCTION AND PERSONNEL INTO J4, FORSCOM.
MAC24	DISESTABLISH FOA W3A2AA; TRANSFERRING SPACES AND FUNCTIONS TO HEIDELBERG MIL TDA AND HQ USAREUR.
MDA01	GIVES TO CONUS CORPS COMMANDERS RESPONSIBILITY FOR RESERVE COMPONENT TRAINING AND READINESS; REDUCES CONUSA TO THREE IN FY94; ZERO IN FY95.
MDA02	REALIGN RC READINESS ASSETS; COMBINE TWO MANEUVER AREA COMMANDS; NINE MANEUVER TNG CMDS INTO THREE MANEUVER EXERCISE CMDS.
MDA03	ELIMINATE CID AS SEPARATE CMD. ELIMINATE REGIONAL HQS. TRANSFER CRIMINAL INVEST FUNCTION TO PERSCOM. RETAIN FLAG POSITION
MDA07	ELIMINATE MTMC SPACE AUTHORIZATIONS AND TRANSFER MTMC MISSIONS AND FUNCTIONS INTO ARMY LOGISTICS CMD. RETAIN FLAG POSITION.
MDA10	CONSOLIDATE, REORGANIZE, AND ELIMINATE OR TRANSFER INTELLIGENCE CENTERS AND FOAS TO HQ, INSCOM. REDUCE RESIDUAL BY 10%.
MDA11	REORGANIZE INSCOM, CONSOLIDATING MILITARY INTELLIGENCE BRIGADES AND THREE INSCOM FOAS. RELATED TO INITIATIVE MDANF
MDA17	ELIMINATE FOA W13FAA, ARMA. TRANSFER MISSION AND FUNCTIONS TO HQ, USAREUR.
MDA18	ELIMINATE FOA W0BXAA, ARMY INTELLIGENCE CENTER - EUROPE. CENTER TO BE REORGANIZED AS A MTOE.
MDA19	ELIMINATE FOA W4J3AA; FORSCOM US ARMY AIR TRAFFIC CONTROL COMBAT SUPPORT ACTIVITY. FUNCTIONS TO BE PERFORMED AT HQ, FORSCOM

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INITIATIVE	NARRATIVE
MDA20	ELIMINATE FOA W40LAA; FORSCOM AUTOMATED INTELLIGENCE SUPPORT ACTIVITY. TRANSFER MISSION AND SPACES TO AUG TDA.
MDA22	ELIMINATE FOA W4GQAA; TRANSFER THE FUNCTIONS AND RESOURCES TO THE PERSONNEL COMMAND.
MDA24	ELIMINATE FOA W1EXAA; US ARMY SPACE COMMAND. REDUCE OVERALL STRENGTH BY 10%; TRANSFER REMAINDER TO STRATEGIC DEF CMD.
MDA26	REDUCE THE ACTIVE COMPONENT SUPPORT TO THE U.S. ARMY RESERVE AND ARMY NATIONAL GUARD.
MDANF	REORGANIZE INSCOM AND SELECTED INTELL ACTIVITIES
SMA26	REDUCE TDA AUGMENTATION TO 8TH AND 1ST PERSON; DUE TO REDUCED FORCE STRENGTHS OVERSEAS OVERALL REQUIREMENT REDUCED.
SMA36	REDUCE W3AFAA STAFFING FOR CIVILIAN APPEALS. SMALLER ARMY CIV STRENGTH WILL RESULT IN REDUCED WORKLOAD.
SMA39	REDUCE UIC W4RHAA; CFSA; REDUCE SUPPORT REQUIREMENTS DUE TO SMALLER FORCE; REDUCE ORG BY 25% BY FY96.
SMA40	ELIMINATE FOA W4DSAA; TRANSFER FUNCTION TO ARMY PERSONNEL COMMAND;CONTINUE TO SUPERVISE ADAP CP.
SMA41	REDUCE FOA W40WAA; ARMY-WIDE SURVEYS REDUCED BY NUMBER OF INSTALLATIONS.
SMA43	MERGE GUARDPERCEN WITH THE ARMY PERSONNEL COMMAND;
SMA44	MERGE ARPERCEN WITH ARMY PERSONNEL COMMAND TO GAIN EFFICIENCIES OF MGMT.
SMA45	ELIMINATE W1EXAA USAPIC, REDUCE AUTHORIZATIONS AND MERGE WITH ARMY PERSONNEL COMMAND

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INITIATIVE	NARRATIVE
SMA46	REDUCE US TOTAL ARMY PERSONNEL COMMAND TO MATCH REDUCTION OF ARMY END STRENGTH
SMA50	REDUCE USAREC COMMAND; REDUCED NUMBER OF RECRUITERS NEEDED TO SUPPORT A SMALLER ACCESSION MISSION.
SMA51	ELIMINATE FOA W061AA; TRANSFER FUNCTIONS TO ARMY PERSCOM. REDUCE ACTIVITY TO SUPPORT A SMALLER ACTIVE FORCE.
SMA52	ELIMINATE FOA W0M4AA; TRANSFER FUNCTIONS (CUSTODIAN OF OPMF, PLANS & COORDINATES ENL BOARDS) TO ARMY PERSCOM.
SMA53	ELIMINATE FOA W0ZNAA ; TRANSFER ARMY DISABILITY SYSTEM (PHYS FIT DETERMINATION) FUNCTIONS TO PERSCOM.
SMA54	MAINTAIN W336AA AS FOA OF ASA (M&RA); REDUCE AUTH STRENGTH BY 25%. AGENCY RETAINS ARMY COUNCIL OF REVIEW BOARD.
SMA55	TRANSFER USA ESCORT DET TO ARMY PERSCOM AS SUB ACTIVITY OF CMOC. DET RETAINS MISSION TO ESCORT REMAINS BACK TO USA.
SMA56	REDUCE OVERSEAS PERSONNEL SITES DUE TO REDUCED DEPLOYED FORCES. MAINTAIN CAPABILITY TO SERVE A COMMO LINK WITH TAPC.
SMA74	ELIMINATE FOA W4AFAA; TRANSFER TO ARMY PERSCOM & REDUCE PERSONNEL AUTH BY 25%; SAVINGS TO LAG FORCE REDUCTIONS.
SMA75	ELIMINATE FOA W4S0AA; TRANSFER FUNCTIONS TO ARMY PERSONNEL COMMAND.
SMA76	REDUCE CADET COMMAND HEADQUARTERS TO SUPPORT SMALLER FORCE REQUIREMENTS.

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INITIATIVE	NARRATIVE
TNA02	RESTRUCTURE THE OFFICER ADVANCED COURSE TO 12 WEEKS.
TNA03	INCREASE USE OF USAR TRAINING DIVISIONS TO REPLACE TWO ACTIVE COMPONENT IET BATTALIONS.
TNA04	REDUCE ONE OF THE CURRENT FOUR BCT SITES. PROGRAM IN FY92-97 POM.
TNA05	SUSPEND SMA OPERATIONS; REPROGRAM RESOURCES.
TNA06	SUSPEND CAS3; COMBINE THE SKILL TRAINING INTO OTHER BRANCH SCHOOLS.
TNA08	CONVERT INTEGRATING CENTERS TO PROFESSIONAL DEVELOPMENTS CENTER AND FORCE INTEGRATION CENTER. LOCUS OF FI FROM DA TO TRADOC.
TNA09	SUSPEND OPERATION OF CMTC DUE TO BUDGET CUTS AND LACK OF LIVE-FIRE TRAINING OPPORTUNITIES AS WELL AS REDUCED TRAINING LOAD.
TNA12	CONSOLIDATE AND STREAMLINE USAR TRAINING INSTITUTIONS.
TNA15	ELIMINATE THE ARMY PHYSICAL FITNESS SCHOOL TO SAVE \$ 1 MILLION ANNUALLY AND INTEGRATE PHYSICAL FITNESS TRAINING INTO SCHOOLS.
TNA18	RELOCATE ORDNANCE TRAINING FROM FT BELVOIR TO ABERDEEN PROVING GROUNDS; CONVERT ONE ORD BN TO AN ORD CO; REDUCE BASOPS COSTS.
TNA20	CONSOLIDATE MANAGEMENT TRAINING AT FORT LEE ; TRADOC CONSOLIDATE SIX DIFFERENT INSTITUTIONS; ESTABLISH ARMY MGMT COLLEGE.

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INITIATIVE	NARRATIVE
TNA22	ELIMINATE FOA WRCRAA, EUSA ITEP; TRANSFER THE FUNCTION TO EUSA G3.
TNA23	DECREASE THE OVERALL STRUCTURE OF CGSC TO THE PROPORTION OF A REDUCED OFFICER END STRENGTH.

Table XVII-H-1 Summary of Vanguard Initiatives.

(b) VANGUARD Initiatives. VANGUARD initiatives were modified during the process. All initiatives were not fully implemented. The initiatives are not counted twice, they appear only on one category. Summary of initiatives by command is at Table XVIII-H-2, below.

COMMAND	INITIATIVE	OFF	WOF	ENL	CIV	TTL
Adjutant General	ENL01	0	0	-1	0	-1
TOTAL		0	0	-1	0	-1
Army Reserve	MDA07	-56	0	-94	0	-150
Army Reserve	TNA12	-217	-26	-537	0	-780
TOTAL		-273	-26	-631	0	-930
INSCOM	MAC06	-2	0	-1	-6	-9
INSCOM	MDA10	-16	0	-87	-3	-106

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COMMAND	INITIATIVE	OFF	WOF	ENL	CIV	TTL
INSCOM	MDA11	-78	-57	-498	-57	-690
INSCOM	MDA18	41	3	166	94	304
INSCOM	MDA20	3	0	15	23	41
INSCOM	ENL01	0	0	-167	0	-167
TOTAL		-52				
CIDC	MAC06	-1	-3	-4	-1	-9
CIDC	MDA03	-66	-49	-89	-111	-315
TOTAL		-67	-52	-93	-112	-324
COE	IMA23	0	0	0	-2	-2
COE	MAC01	0	0	0	-59	-59
COE	MAC04	0	0	0	-33	-33
COE	MAC05	2	-1	-3	-30	-32
COE	MAC06	0	0	0	-2	-2
COE	ENL01	0	0	-38	0	-38
COE	FAC37	0	0	0	-5	-5
COE	FAC40	0	0	0	765	765
TOTAL		2	-1	-41	634	594
ARSTAF CSA	FAC33	0	0	0	17	17
ARSTAF CSA	HDA01	-183	0	-10	-225	-418
ARSTAF CSA	MAC08	0	0	0	3	3
ARSTAF CSA	MDA10	-6	0	-2	-5	-13
ARSTAF CSA	ENL01	0	0	-11	0	-11
ARSTAF CSA	ESA50	12	0	0	22	34

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COMMAND	INITIATIVE	OFF	WOF	ENL	CIV	TTL
TOTAL		-177	0	-23	-188	-388
ISC	IMA25	0	0	-17	-2	-19
ISC	IMA26	0	0	-5	-4	-9
ISC	IMA38	0	0	0	-7	-7
ISC	IMA42	0	0	-4	-6	-10
ISC	IMA44	-25	0	-250	-1025	-1300
ISC	MAC06	-1	0	-1	-82	-84
ISC	MDA10	-2	0	-2	-10	-14
ISC	ENL01	0	0	-934	0	-934
ISC	FAC02	0	0	0	-31	-31
ISC	FAC37	0	0	0	-5	-5
ISC	IMA27	0	0	-7	-22	-29
ISC	IMA28	-3	0	0	-7	-10
TOTAL		-31	0	-1220	-1201	-2452
Defense Agencies	ENL01	0	0	-3	0	-3
Defense Agencies	HDA43	0	0	-104	0	-104
TOTAL		0	0	-107	0	-107
USAREUR	MDA10	-5	0	-25	-5	-35
USAREUR	MDA17	-4	-3	-10	-2	-19
USAREUR	MDA18	-41	-3	-166	-94	-304
USAREUR	ENL01	0	0	-1384	0	-1384
USAREUR	FAC02	-1	0	-1	-306	-308

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COMMAND	INITIATIVE	OFF	WOF	ENL	CIV	TTL
USAREUR	FAC08	0	0	0	-596	-596
USAREUR	FAC37	0	0	0	-89	-89
USAREUR	MAC12	-25	-8	-46	-189	-268
USAREUR	MAC19	-3	0	0	-2	-5
USAREUR	MAC22	-1	0	-1	-12	-14
USAREUR	MAC24	-3	0	0	-2	-5
USAREUR	SMA26	0	0	-29	-147	-176
USAREUR	TNA08	-64	0	-41	-169	-274
TOTAL		-147	-14	-1703	-1613	-3477
FORSCOM	FAC38	0	0	0	-19	-19
FORSCOM	MAC23	0	0	0	-2	-2
FORSCOM	MDA10	-13	0	-11	-14	-38
FORSCOM	MDA19	-1	0	-1	-2	-4
FORSCOM	MDA20	-3	0	-15	-23	-41
FORSCOM	SMA55	0	0	-9	0	-9
FORSCOM	ENL01	0	0	-1552	0	-1552
FORSCOM	FAC02	0	0	0	-123	-123
FORSCOM	FAC37	0	0	0	-67	-67
FORSCOM	FAC40	-4	0	0	-471	-475
FORSCOM	MAC6A	-13	0	-11	-88	-112
FORSCOM	MDA01	-233	-6	-102	-441	-782
FORSCOM	MDA26	-292	-6	-498	-111	-907
FORSCOM	TNA08	-154	0	-83	-264	-501

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COMMAND	INITIATIVE	OFF	WOF	ENL	CIV	TTL
TOTAL		-713	-12	-2282	-1625	-4632
National Guard	HDA42	-8	-1	0	-33	-42
National Guard	IMA13	-15	0	-2	-13	-30
National Guard	SMA43	0	0	-1	-12	-13
TOTAL		-23	-1	-3	-58	-85
HSC	MAC06	-7	0	-1	-34	-42
HSC	ENL01	0	0	-58	0	-58
HSC	FAC02	0	0	0	-19	-19
HSC	FAC37	0	0	0	-3	-3
TOTAL		-7	0	-59	-56	-122
SHAPE	ENL01	0	0	-3	0	-3
SHAPE	HDA43	0	0	-286	0	-286
TOTAL		0	0	-289	0	-289
Joint Activities	ESA51	2	0	0	1	3
Joint Activities	ENL01	0	0	-2	0	-2
Joint Activities	HDA43	0	0	-248	-98	-346
TOTAL		2	0	-250	-97	-345
USMA	ENL01	0	0	-21	0	-21
USMA	FAC02	0	0	0	-12	-12
USMA	FAC37	0	0	0	-2	-2
USMA	FAC40	-1	0	0	-35	-36
TOTAL		-1	0	-21	-49	-71
OTSG FOAs	ENL01	0	0	-10	0	-10

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COMMAND	INITIATIVE	OFF	WOF	ENL	CIV	TTL
TOTAL		0	0	-10	0	-10
TAPC	SMA39	0	0	0	70	70
TAPC	SMA40	4	0	2	12	18
TAPC	SMA51	0	0	0	-5	-5
TAPC	SMA52	-2	0	-8	-45	-55
TAPC	SMA53	-3	0	-2	-9	-14
TAPC	SMA56	0	0	-5	0	-5
TAPC	SMA74	0	0	0	-12	-12
TAPC	ENL01	0	0	-20	0	-20
TAPC	SMA46	-365	-18	-315	-1240	-1938
TOTAL		-366	-18	-348	-1229	-1961
MTMC	MAC06	-1	0	0	-28	-29
MTMC	MDA07	-395	0	-108	-824	-1327
MTMC	ENL01	0	0	-27	0	-27
TOTAL		-396	0	-135	-852	-1383
MDW	MAC01	0	0	0	7	7
MDW	ENL01	0	0	-151	0	-151
MDW	FAC02	0	0	0	-11	-11
MDW	FAC37	0	0	0	-2	-2
MDW	FAC40	0	0	0	-49	-49
TOTAL		0	0	-151	-55	-206
NGB	ESA52	-7	0	-1	-13	-21
TOTAL		-7	0	-1	-13	-21

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COMMAND	INITIATIVE	OFF	WOF	ENL	CIV	TTL
WESTCOM	MAC17	0	0	-3	-7	-10
WESTCOM	MDA10	-2	-1	-3	-2	-8
WESTCOM	ENL01	0	0	-223	0	-223
WESTCOM	FAC02	0	0	0	-32	-32
WESTCOM	FAC37	0	0	0	-8	-8
WESTCOM	MAC6A	-2	0	-3	-33	-38
TOTAL		-4	-1	-232	-82	-319
Japan	MAC21	0	0	-8	0	-8
Japan	MDA10	0	-1	-2	0	-3
Japan	ENL01	0	0	-61	0	-61
Japan	MAC6A	0	0	-1	-15	-16
TOTAL		0	-1	-72	-15	-88
USA Korea	FAC35	0	0	0	-9	-9
USA Korea	MDA10	-2	0	-16	0	-18
USA Korea	TNA22	0	0	-6	-1	-7
USA Korea	ENL01	0	0	-103	0	-103
USA Korea	FAC02	0	0	-1	-8	-9
USA Korea	FAC08	0	0	0	-458	-458
USA Korea	FAC26	0	0	-5	-739	-744
USA Korea	FAC37	0	0	0	-1	-1
USA Korea	HDA13	0	0	-3	0	-3
USA Korea	SMA26	0	0	-16	-9	-25
TOTAL		-2	0	-150	-1225	-1377

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COMMAND	INITIATIVE	OFF	WOF	ENL	CIV	TTL
MEPCOM FOA	SMA55	0	0	18	0	18
MEPCOM FOA	ENL01	0	0	-112	0	-112
TOTAL		0	0	-94	0	-94
USAREC FOA	SMA50	-49	-1	-70	-123	-243
USAREC FOA	ENL01	0	0	-235	0	-235
TOTAL		-49	-1	-305	-123	-478
SEC ARMY	FAC32	1	0	0	5	6
SEC ARMY	FAC34	2	0	0	6	8
SEC ARMY	HDA01	-51	0	-1	-138	-190
TOTAL		-48	0	-1	-127	-176
SOCOM	ESA40	0	0	0	-3	-3
SOCOM	FAC34	-2	0	0	-6	-8
SOCOM	SMA41	0	0	0	-4	-4
SOCOM	SMA54	-2	0	-2	-10	-14
SOCOM	ENL01	0	0	-4	0	-4
SOCOM	HDA32	-2	0	0	-1	-3
SOCOM	HDA34	-16	0	-2	-18	-36
SOCOM	HDA36	-2	0	-5	-11	-18
TOTAL		-24	0	-13	-53	-90
Strategic Defense	ENL01	0	0	-3	0	-3
TOTAL		0	0	-3	0	-3
ARSTAF FOAs	ESA46	-4	0	0	-46	-50
ARSTAF FOAs	ESA47	-1	0	-4	-1	-6

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COMMAND	INITIATIVE	OFF	WOF	ENL	CIV	TTL
ARSTAF FOAs	ESA48	-9	0	0	-6	-15
ARSTAF FOAs	ESA51	-4	0	-2	-6	-12
ARSTAF FOAs	ESA96	-3	0	0	-4	-7
ARSTAF FOAs	FAC32	-1	0	0	-5	-6
ARSTAF FOAs	FAC33	0	0	0	-22	-22
ARSTAF FOAs	FAC39	-20	0	0	-13	-33
ARSTAF FOAs	HDA08	0	0	0	-12	-12
ARSTAF FOAs	HDA10	0	0	-9	0	-9
ARSTAF FOAs	HDA20	-3	0	-1	-10	-14
ARSTAF FOAs	HDA23	-1	0	0	-1	-2
ARSTAF FOAs	MAC08	0	0	0	6	6
ARSTAF FOAs	MDA22	-3	0	0	-5	-8
ARSTAF FOAs	MDA24	0	0	0	-10	-10
ARSTAF FOAs	SMA36	0	0	0	-3	-3
ARSTAF FOAs	SMA39	0	0	0	-123	-123
ARSTAF FOAs	SMA40	-4	0	-2	-12	-18
ARSTAF FOAs	ENL01	0	0	-50	0	-50
ARSTAF FOAs	ESA50	-19	0	-10	-96	-125
ARSTAF FOAs	ESA95	-36	-1	-50	-63	-150
ARSTAF FOAs	HDA11	-4	0	-65	-33	-102
ARSTAF FOAs	HDA14	-2	0	-1	-11	-14
ARSTAF FOAs	HDA18	-72	0	-2	-34	-108
ARSTAF FOAs	HDA30	0	0	-1	-12	-13

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COMMAND	INITIATIVE	OFF	WOF	ENL	CIV	TTL
ARSTAF FOAs	HDA31	0	0	-2	-2	-4
ARSTAF FOAs	HDA35	-2	0	-1	-1	-4
ARSTAF FOAs	HDA40	-6	-2	-3	-9	-20
ARSTAF FOAs	IMA09	-22	0	0	-8	-30
ARSTAF FOAs	SMA44	-30	0	-48	-296	-374
ARSTAF FOAs	TNA08	-5	0	-22	-128	-155
TOTAL		-251	-3	-273	-966	-1493
SEC ARMY FOA	HDA24	0	0	0	-13	-13
SEC ARMY FOA	HDA28	-2	0	0	-12	-14
SEC ARMY FOA	HDA38	-1	-4	0	0	-5
SEC ARMY FOA	IMA11	-1	0	-1	-3	-5
SEC ARMY FOA	MAC08	0	0	0	2	2
SEC ARMY FOA	HDA19	0	0	-4	-32	-36
SEC ARMY FOA	HDA22	0	0	-31	-8	-39
SEC ARMY FOA	HDA27	0	0	0	-2	-2
SEC ARMY FOA	HDA29	0	0	0	-3	-3
SEC ARMY FOA	HDA37	0	0	0	-52	-52
TOTAL		-4	-4	-36	-123	-167
SPE OPS CMD	ENL01	0	0	-121	0	-121
TOTAL		0	0	-121	0	-121
SEC ARMY FOAs	HDA15	0	0	-2	0	-2
SEC ARMY FOAs	IMA15	0	0	-1	-6	-7
SEC ARMY FOAs	ENL01	0	0	-15	0	-15

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COMMAND	INITIATIVE	OFF	WOF	ENL	CTV	TTL
SEC ARMY FOAs	IMA10	-1	0	-2	-16	-19
SEC ARMY FOAs	IMA14	0	0	0	-4	-4
SEC ARMY FOAs	IMA16	-5	0	0	-11	-16
TOTAL		-60	0	-180	-333	-567
US Army South	MAC06	-8	0	-1	-2	-11
US Army South	MAC10	-110	-3	-385	-1671	-2169
US Army South	ENL01	0	0	-17	0	-17
US Army South	FAC02	0	0	0	-34	-34
TOTAL		-118	-3	-403	-1707	-2231
TRADOC	ESA51	0	0	1	1	2
TRADOC	FAC38	-1	0	0	-8	-9
TRADOC	HDA41	-51	0	-11	-50	-112
TRADOC	IMA21	0	0	0	-1	-1
TRADOC	MAC06	-11	0	-11	-61	-83
TRADOC	MDA10	-104	-9	-294	-57	-464
TRADOC	SMA45	-20	0	-17	-11	-48
TRADOC	SMA76	-27	0	-5	-17	-49
TRADOC	TNA04	-32	0	-207	-54	-293
TRADOC	TNA18	-7	0	-47	-16	-70
TRADOC	ENL01	0	0	-3100	0	-3100
TRADOC	FAC37	0	0	0	-38	-38
TRADOC	FAC40	-6	0	-1	-444	-451

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COMMAND	INITIATIVE	OFF	WOF	ENL	CIV	TTL
TRADOC	TNA03	-24	0	-175	0	-199
TRADOC	TNA05	-6	0	-104	-53	-163
TRADOC	TNA06	-115	0	-12	-48	-175
TRADOC						
TRADOC	TNA08	-502	0	-224	-1202	-1928
TRADOC						
TRADOC	TNA15	-8	0	-7	-8	-23
TRADOC	TNA23	-41	0	-1	-32	-74
TOTAL		-955	-9	-4215	-2099	-7278
TSA	ENL01	0	0	-10	0	-10
TOTAL		0	0	-10	0	-10
AMC	ESA03	0	0	0	-10	-10
AMC	ESA37	-80	-7	-71	-3862	-4020
AMC	ESA51	0	0	0	1	1
AMC	ESA56	-4	0	0	-2	-6
AMC	ESA60	0	0	0	-51	-51
AMC	ESA61	-2	-1	-8	-2	-13
AMC	ESA63	-7	-1	-8	-27	-43
AMC	ESA66	0	0	0	-18	-18
AMC	ESA67	0	0	-3	-64	-67
AMC	ESA68	0	0	0	-2	-2

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COMMAND	INITIATIVE	OFF	WOF	ENL	CIV	TTL
AMC	ESA85	-1	0	0	0	-1
AMC	ESA86	-4	0	0	-3	-7
AMC	ESA87	-1	0	-1	0	-2
AMC	ESA88	6	0	0	6	12
AMC	ESA94	0	0	0	-40	-40
AMC	FAC38	0	0	0	-34	-34
AMC	IMA37	0	0	0	-16	-16
AMC	MAC06	-10	0	-12	-310	-332
AMC	MAC08	0	0	0	-27	-27
AMC	MAC09	0	0	0	-1	-1
AMC	MAC14	0	0	0	-53	-53
AMC	MAC15	2	-2	0	-1	-1
AMC	MAC16	0	0	0	-11	-11
AMC	MAC20	-20	-1	-1	-36	-58
AMC	MDA10	-11	0	-6	-42	-59
AMC	ENL01	0	0	-698	0	-698
AMC	ESA62	-21	0	-22	-808	-851
AMC	FAC02	0	0	0	-14	-14
AMC	FAC37	0	0	0	-12	-12
AMC	MAC03	-15	-1	-7	-66	-89
AMC	MDA01	0	0	0	-1	-1
AMC	TNA08	-41	0	-9	-300	-350
AMC						

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COMMAND	INITIATIVE	OFF	WOF	ENL	CIV	TTL
TOTAL		-209	-13	-846	-5806	-6874

DEFENSE MANAGEMENT REPORT DECISION**SUBJECT:** Army DMR Proposals**DOD COMPONENT:** Army**ISSUE:** Should the Army management initiatives in DMR II be approved?

	(TOA, Dollars in Millions)		
	FY 1991	FY 1992	FY 1993
Service Estimate	-	-106.8	-207.4
Alternative Estimate	16.5	-119.3	-236.9

SUMMARY OF EVALUATION: The Army has proposed a series of DMR II initiatives designed to save \$106.8M in FY 1992. These 23 separate items are explained in the detail of the evaluation. Cumulative savings are estimated to be \$1.28B through FY 1997 with associated civilian space savings of 3,241. The Army's DMRD proposal redistributes dollar resources contained in a negative wedge previously submitted and reapplies Military manpower savings to reduce undermanning of its force structure.

The Alternative Estimate takes the reduction in Military end strength and removes the additional associated dollar savings.

Army submitted a negative wedge in its Budget Estimate Submission in the amount of \$1.35B taken against the OMA appropriation. This wedge has been reduced by the amount of anticipated savings in each fiscal year. In some cases the amount of savings was less than the amount contained in the wedge (e.g., FY 1992). This balance will be retained in the wedge until additional initiatives to generate the remainder are submitted. Upon approval of this DMRD, readjustment between appropriations needs to be accomplished. The Army must provide the appropriate adjustments to the Comptroller's office within 7 days after this DMRD is signed.

These initiatives have been reviewed and appear to meet DMR criteria. As such, proposed savings will be tracked and audited in the outyears. Management plans to track progress of implementation will be required NLT 30 days following approval of this DMR.

ALTERNATIVE ESTIMATE NO. 1

Approve the alternative estimate, which provides for reduction of 1,383 military end strength in FY 1992, and documents total savings of \$119.3M in FY 1992 and \$236.9M in FY 1993. There is a \$16.5M add-on in FY 1991 to purchase equipment for these initiatives. Cumulative savings are 1,648 spaces and \$1.54B through FY 1997.

DECISION THE DEPUTY SECRETARY APPROVED
THE ALTERNATIVE ESTIMATE

NOV 18 1990
 Date _____

DMRD Continuation Sheet

DETAIL OF EVALUATION:

The Under Secretary of the Army on October 16, 1990, forwarded to the Comptroller of the Department of Defense a number of FY 1992 Defense Management Report initiatives that would save approximately \$106.8M in FY 1992. This DMRD addresses those proposals:

The Service Estimate proposes to achieve savings of \$1.28 billion through FY 97 through these reductions, but would retain the Military manpower no longer required as a result of these initiatives.

A. Consolidate reenlistment at the installation level - This initiative reduces the number of reenlistment counselors at Army installations and eliminates civilian support personnel.

(TOA \$ in millions)

	<u>FY 92</u>	<u>FY 93</u>	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>
O&M, ARMY	-.2	-.6	-.6	-.6	-.7	-.7
MPA	-1.2	-2.9	-4.2	-7.1	-8.0	-8.4
TOTAL	-1.4	-3.5	-4.8	-7.7	-8.7	-9.1

	(Civilian Personnel End Strength)					
USDH-	-27	-27	-27	-27	-27	-27
	(Military Personnel End Strength)					
	-75	-145	-225	-248	-248	-248

B. Eliminate U.S.Army Community and Family Support Center (USACFSC) - This initiative eliminates a Field Operating Agency and transfers the functional and policy responsibilities for Child Care, Army Community Services and Youth Development Programs to Army Personnel Command and to The Office of the Deputy Chief of Staff for Personnel.

(TOA \$ in millions)

	<u>FY 92</u>	<u>FY 93</u>	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>
O&M, ARMY	-.7	-1.9	-1.8	-1.8	-1.9	-1.9
MPA	-.2	-.5	-.7	-1.2	-1.5	-1.6
TOTAL	-.9	-2.4	-2.5	-3.0	-3.4	-3.5

	(Civilian Personnel End Strength)					
USDH	-54	-48	-42	-42	-42	-42
	(Military Personnel End Strength)					
	-28	-28	-34	-38	-40	-

DMRD Continuation Sheet

C. Consolidation of the Directorate of Reserve Components into the Directorate of Plans, Training and Security There are efficiencies to be gained by consolidating the Directorate of Reserve Components into the Directorate of Plans, Training and Security at the installation level.

(TOA \$ in millions)

	<u>FY 92</u>	<u>FY 93</u>	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>
O&M, ARMY	-2.0	-2.0	-2.1	-2.2	-2.3	-2.3
MPA	-.3	-.7	-.8	-1.1	-1.1	-1.3
TOTAL	-2.3	-2.7	-2.9	-3.3	-3.4	-3.6

		(Civilian Personnel End Strength)				
USDH	-69	-69	-69	-69	-69	-69

		(Military Personnel End Strength)				
	-31	-31	-31	-31	-31	-31

D. Restructure the Confinement System - This initiative is accomplished by elimination of the retraining brigade at Ft. Riley, Kansas and consolidation of the Army's correctional system. Closure of this activity will result in the transfer of approximately 550 prisoners to other correctional facilities.

(TOA \$ in millions)

	<u>FY 92</u>	<u>FY 93</u>	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>
O&M, ARMY	-.9	-3.1	-3.2	-3.3	-3.4	-3.5
MPA	-.1	-.3	-.3	-.4	-.4	-.5
TOTAL	-1.0	-3.4	-3.5	-3.7	-3.8	-4.0

		(Civilian Personnel End Strength)				
USDH-	-110	-110	-110	-110	-110	-110

		(Military Personnel End Strength)				
	-12	-12	-12	-12	-12	-12

DMRD Continuation Sheet

E. Disestablish Marksmanship Training Units - The Army currently has a marksmanship training unit at Ft. Benning with three field teams whose mission it is to assist commanders in marksmanship training within their units. This management initiative eliminates the field teams and returns the mission to the commanders.

(TOA \$ in millions)

	<u>FY 92</u>	<u>FY 93</u>	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>
O&M, ARMY	-.1	-.2	-.2	-.2	-.2	-.2
MPA	-.5	-1.2	-1.5	-2.0	-2.1	-2.3
TOTAL	-.6	-1.4	-1.7	-2.2	-2.3	-2.5
(Civilian Personnel End Strength)						
USDH	-5	-5	-5	-5	-5	-5
(Military Personnel End Strength)						
	-56	-56	-56	-56	-56	-56

F. Consolidate CONUS Aircraft Hubs. Increase Aircraft Scheduling Efficiency - Army analysis of aircraft flight missions and aircraft usage patterns indicates that the same mission level can be sustained using a smaller number of more efficient aircraft flying from fewer bases. Accordingly, Army is reducing the number of aircraft hubs from 15 to 20, reducing CONUS fixed wing aircraft by 75 of an older, piston-driven variety, and reducing flying hours by 10 percent.

(TOA \$ in millions)

	<u>FY 92</u>	<u>FY 93</u>	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>
O&M, ARMY	-10.5	-10.8	-11.1	-11.5	-11.9	-12.2
MPA	-	-.1	-.3	-.5	-.6	-.7
TOTAL	-10.5	-10.9	-11.4	-12.0	-12.5	-12.9
(Civilian Personnel End Strength)						
USDH	-5	-10	-10	-10	-10	-10
(Military Personnel End Strength)						
	-	-12	-12	-12	-18	-18

DMRD Continuation Sheet

G. Transfer of Milk Plants - Army operates two dairy product processing plants overseas. AAFES has expressed an interest in taking over their operation. This will result in both dollar and manpower savings.

(TOA \$ in millions)

	FY 92	FY 93	FY 94	FY 95	FY 96	FY 97
O&M, ARMY	-2.4	-2.4	-2.4	-2.5	-2.5	-2.5

	(Civilian Personnel End Strength)					
USDH	-1	-1	-1	-1	-1	-1
CFIH	-33	-33	-33	-33	-33	-33

H. RDTE Funding for the ARROYO Center - ARROYO Center performs mid to long-range analysis in support of Army planning. The workload of this facility can be reduced from 120 professional manyears to 100 to accommodate a reduced future demand for analysis.

(TOA \$ in millions)

	FY 92	FY 93	FY 94	FY 95	FY 96	FY 97
RDT&E	-1.8-	1.8	-1.8	-2.1	-2.1	-2.5

I. Centralized TAADS (The Army Automated Document System). Manpower Standards and Surveys - This is a consolidation of the manpower used to develop standards, conduct surveys, document and track manpower at the major command and the installation level. There is a significant savings in manpower beginning with -340 spaces in FY 1992 ramping to -510 spaces in FY 1997.

(TOA \$ in millions)

	FY 92	FY 93	FY 94	FY 95	FY 96	FY 97
O&M, ARMY	-3.4	-13.9	-15.6	-17.6	-18.9	-20.5

	(Civilian Personnel End Strength)					
USDH	-340	-370	-410	-450	-510	-510

J. Eliminate residual elements of Troop Support Agency - The Army Troop Support Agency originally ran issue facilities for the commissaries and for dining facilities. Their mission essentially disappears in October 1991 when TSA loses its commissary operation to the Defense Commissary Agency.

(TOA \$ in millions)

	<u>FY 92</u>	<u>FY 93</u>	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>
O&M, ARMY	- .2	- .6	- .6 -	- .7	- .7	- .7

(Civilian Personnel End Strength)

USDH	-12	-12	-12	-12	-12	-12
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(Military Personnel End Strength)

-1 -1 -1 -1 -1 -1

K. Army Audit Agency Reorganization - Army has prepared a management plan to reorganize AAA resulting in a 24 percent reduction in the Agency's strength. To implement this, Army plans to invest \$4.6M in FY 1991.

(TOA \$ in millions)

	<u>FY 92</u>	<u>FY 93</u>	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>
O&M, ARMY	-5.3	-5.4	-5.5	-5.7	-5.8	-6.0
MPA	-	-.1	-.3	-.3	-.4	-.4

(Civilian Personnel End Strength)

USDH -95 -95 -95 -95 -95 -95

(Military Personnel End Strength)

TOTAL	-	-5	-5	-5	-5	-5
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L. Army Reserve Travel Reduction - The Army Reserve did not receive a reduction to travel during the initial round of Defense Management Review initiatives. The reduction of \$10M in each year represents a proportionate reduction.

(TOA \$ in millions)

	<u>FY 92</u>	<u>FY 93</u>	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>
	<u>-10</u>	<u>-10</u>	<u>-10</u>	<u>-10</u>	<u>-10</u>	<u>-10</u>
O&M, ARMY						

DMRD Continuation Sheet

M. Reduce EEO (Equal Employment Opportunity) staffing and consolidate offices - This action reduces EEO functions consistent with mission reductions, reduces major command and major subordinate command staff positions and consolidates offices.

(TOA \$ in millions)

	<u>FY 92</u>	<u>FY 93</u>	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>
O&M, ARMY	-3	-2.9	-3.0	-3.1	-3.2	-3.3
	(Civilian Personnel End Strength)					
USDH	-7	-57	-57	-57	-57	-57

N. Consolidation of Installation Budgeting Functions - BASOPS budget functions not only are decentralized at the installation level but there exists considerable "shadow staffing" to perform these functions. This initiative would consolidate all installation BASOPS budgeting functions in the installation Directorate of Resource management. This will eliminate a considerable amount of duplication in budget assistant and administrative support personnel spaces and elimination of supervisory budget personnel in those offices to be closed. Savings will be 299 civilian manpower spaces.

(TOA \$ in millions)

	<u>FY 92</u>	<u>FY 93</u>	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>
O&M, ARMY	-1.8	-8.0	-8.3	-8.5	-8.8	-9
	(Civilian Personnel End Strength)					
USDH-	-299	-299	-299	-299	-299	-299

O. Modernize Telecommunications Center Equipment - The operational hours in and numbers of telecommunications centers can be reduced by buying automated message handler/delivery equipment. This will reduce operations in most cases to one shift per day and will save 119 civilian spaces. Army will invest \$8M in FY 91 to accomplish this.

DMRD Continuation Sheet

(TOA \$ in millions)

	<u>FY 92</u>	<u>FY 93</u>	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>
O&M ARMY	-1.2	-3.6	-3.7	-3.8	-4.0	-4.0
OPA	4.0	-	-	-	-	-
MPA	-4.1	-9.8	-12.2	-16.6	-17.1	-17.6
TOTAL	-1.3	-13.4	-15.9	-20.4	-21.1	-21.6

		(Civilian Personnel End Strength)				
USDH-	-119	-119	-119	-119	-119	-119

		(Military Personnel End Strength)				
	-616	-616	-616	-616	-616	-616

P. Reduce Illustrators and Graphic Technicians - As a result of improved standard PC-based graphics packages the number of personnel employed to develop graphics can be significantly reduced. The up-front investment is relatively small in comparison to the \$12-\$13M annual savings and the reduction of 370 civilian spaces.

(TOA \$ in millions)

	<u>FY 92</u>	<u>FY 93</u>	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>
O&M, ARMY	-.5	-5.7	-12.2	-12.6	-13.2	-13.5
OMAR	-	-.0	-.1	-.1	-.1	-.1
RDTE	-	-.1	-.1	-.1	-.1	-.1
OPA	.3	.5	.5	-	-	-
MPA	-.3	-.9	-1.5	-2.0	-2.1	-2.2
TOTAL	-.5	-6.3	-13.4	-14.8	-15.5	-15.9

		(Civilian Personnel End Strength)				
USDH	-122	-370	-370	-370	-370	-370

		(Military Personnel End Strength)				
	-32	-64	-64	-64	-64	-64

Q. Consolidate Official Mail and Personal Mail - The mail and distribution function is duplicative at present since official mail is now being distributed by Information Mission Area personnel and personal mail is distributed by Adjutant General Postal Units. This requires two mail rooms and two sets of personnel. This management initiative transfers the official mail function to the existing postal structure to perform within available resources.

DMRD Continuation Sheet

(TOA \$ in millions)

	<u>FY 92</u>	<u>FY 93</u>	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>
O&M, ARMY	-.4	-2.1	-3.5	-3.6	-4.1	-3.8
MPA	-.2	-.6	-1.1	-1.4	-1.5	-1.5
RDTE	-	-.1	-.1	-.1	-.1	-.1
TOTAL	-.6	-2.8	-4.7	-5.1	-5.7	-5.4

	(Civilian Personnel End Strength)				
-79	-165	-166	-166	-166	-166

	(Military Personnel End Strength)				
-21	-45	-45	-45	-45	-45

R. Automate telephone Directory Service - This initiative will install automated telephone directory equipment at Army switchboards reducing operational hours of assisted service to one shift per day with a resultant saving of 281 civilian spaces. Army will invest \$4M in FY 1991 and \$7.2M IN FY 1992 to accomplish this.

(TOA \$ in millions)

	<u>FY 92</u>	<u>FY 93</u>	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>
O&M, ARMY	-.8	-7.3	-7.5	-7.7	-8.0	-8.2
OPA	8.0	-	-	-	-	-
MPA	-2.3	-3.1	-3.4	-4.6	-4.8	-4.9
TOTAL	4.9	-10.4	-10.9	-12.3	-12.8	-13.1

	(Civilian Personnel End Strength)				
USDH-	-141	-141	-141	-141	-141

	(Military Personnel End Strength)				
-94	-94	-94	-94	-94	-94

S: Print Publications and Forms to Demand - Army believes that it can eliminate significant levels of nonessential printing by printing to actual demand instead of maintaining stockage levels. Investment required to purchase electronic printing equipment.

(TOA \$ in millions)

	<u>FY 92</u>	<u>FY 93</u>	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>
O&M, ARMY	-24.0	-28.0	-35.4	-43.5	-58.5	-71.9
OPA	-	-	3.5	6.5	9.7	13.0
TOTAL	-24.0	-28.0	-31.9	-37.0	-48.8	-58.9

T. Transfer Remaining Publications Management Personnel to DOIM - This initiative eliminates the remaining installation management publications

DMRD Continuation Sheet

personnel from BASOPS and transfers the mission to the installation Director of Information Management. Savings will be 32 civilian spaces.

(TOA \$ in millions)

	<u>FY 92</u>	<u>FY 93</u>	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>
O&M, ARMY	-5	-5	-5	-5	-6	-6
MCA	-1	-1	-1	-1	-2	-2
RDTE	-2	-2	-2	-3	-3	-3
TOTAL	-9	-9	-9	-1.0	-1.0	-1.0

		(Civilian Personnel End Strength)				
-	-32	-32	-32	-32	-32	-32

		(Military Personnel End Strength)				
-	-2	-2	-2	-2	-2	-2

U. Software Engineering - By reducing and consolidating software engineering assets, programs and centers in the Army considerable savings can be made. This initiative centralizes design, development and maintenance of Army programs. It removes administrative, business oriented ADP systems from major command and field operating agencies and consolidates software engineering assets into established software engineering centers. All life cycle software engineering for the Army will be done centrally. Anticipated savings exceed \$50M annually with a reduction of 1,019 civilian spaces.

(TOA \$ in millions)

	<u>FY 92</u>	<u>FY 93</u>	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>
O&M, ARMY	-5.0	-46.6	-48.3	-49.8	-51.5	-52.8
MPA	-1.8	-5.1	-6.7	-8.9	-9.2	-10.1
OMAR	-	-	-1	-1	-1	-1
RDTE-	-1.0	-3.3	-3.4	-3.5	-3.6	-3.7
TOTAL	-7.8	-55.0	-58.4	-62.2	-64.3	-66.7

		(Civilian Personnel End Strength)				
USDH	-1017	-1019	-1019	-1019	-1019	-1019

		(Military Personnel End Strength)				
-	-232	-233	-233	-233	-233	-233

V. Restructure Security Activities - Efficiencies can be gained by eliminating MP functions of crime prevention education and AWOL apprehension. Commanders will continue to emphasize crime prevention and civil authorities will continue to apprehend soldiers that are AWOL. Civilian space savings of 38 will be realized.

DMRD Continuation Sheet

(TOA \$ in millions)

	<u>FY 92</u>	<u>FY 93</u>	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>
O&M, ARMY	-.4	-1.0	-1.1	-1.1	-1.2	-1.2
RDTE	-	-.1	-.1	-.1	-.1	-.1
MPA	-1.4	-3.9	-5.0	-5.8	-6.0	-6.2
TOTAL	-1.8	-5.1	-6.2	-7.1	-7.3	-7.6

USDH-	-38	-38	-38	-38	-38	-38
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(Civilian Personnel End Strength)

	-183	-183	-183	-183	-183	-183
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(Military Personnel End Strength)

W. Industrial Fund Productivity Initiatives - Numerous Total Quality Management initiatives are planned for these activities which will improve efficiency and reduce costs. These include modernization of equipment, streamlining of work flow and other TQM initiatives. The Army Industrial Fund Budget captured some degree of cost reduction in the projected rates and prices to customers but did not anticipate the full extent of such improvements.

While the total savings are made up of many smaller component initiatives, the major items include (a) streamlining overhead structure, -\$6.5M, (b) modernization of the Red River Road Wheel and Track Shoe Manufacturing Facility, -\$6.8M, (c) installation of shop floor control and computer integrated manufacturing systems, -.3M, enhancement of machine tool and test equipment, -.4M, (d) extension of the Productivity Enhancements, Efficiencies, and Rewards (PEER) Program to four more arsenals (program saved \$4M in ONE location last year), (e) Value Engineering programs continuance, -\$16.5M, (f) purchase of new beam welder technology, -\$1.8M, and other similar smaller initiatives.

(TOA \$ in millions)

	<u>FY 92</u>	<u>FY 93</u>	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>
O&M, ARMY	-36.0	-36.0	-36.0	-36.0	-36.0	-36.0
WTCV	-4.1	-4.1	-4.1	-4.1	-4.1	-4.1
AMMO	-2.3	-2.3	-2.3	-2.3	-2.3	-2.3
OPA-	-1.8	-1.8	-1.8	-1.8	-1.8	-1.8
MSLS	-.4	-.4	-.4	-.4	-.4	-.4
ACFT	-.7	-.7	-.7	-.7	-.7	-.7
TOTAL	-45.3	-45.3	-45.3	-45.3	-45.3	-45.3

(Civilian Personnel End Strength)

USDH-						
TOTAL DMRD 945	-119.4	-236.8	-262.2	-287.9	-307.9	-326.2

DMRD	FY91	FY 92	FY 93	FY 94	FY95	FY 96	FY 97
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INITIATIVE		1975-1976					
945A	CONSOL REEN ✓	-2	-6	-6	-6	-7	-7
945B	ELIM CFSC	-7	-1.9	-1.8	-1.8	-1.9	-1.9
945C	CONSOL DRCS	-2.0	-2.0	-2.1	-2.2	-2.3	-2.3
945D	CORR BGDE	-9	-3.1	-3.2	-3.3	-3.4	-3.5
945E	ELIM MARKS	-1	-2	-2	-2	-2	-2
945F	REDUCE ACRFT ✓	-10.5	-10.8	-11.2	-11.5	-11.9	-12.2
945G	XFER MILK	-2.4	-2.4	-2.4	-2.5	-2.5	-2.5
945H	RED STUDIES	-1.8	-1.8	-1.8	-2.1	-2.1	-2.5
945I	CENTRALIZE TAADS	-3.4	-13.9	-15.6	-17.6	-18.9	-20.5
945J	ELIM. TSA ✓	-2	-6	-6	-7	-7	-7
945K	AAA REORG 4.6	-5.3	-5.4	-5.5	-5.7	-5.8	-6.0
945L	REDUCE USAR TRAVEL	-10.0	-10.0	-10.0	-10.0	-10.0	-10.0
945M	CONSOL EEO	-3	-2.9	-3.0	-3.1	-3.2	-3.3
945N	CONSOL BUD ✓	-1.8	-8.0	-8.3	-8.5	-8.8	-9.0
945O	COMM CNTRS ✓ 8.0	2.85	-3.6	-3.7	-3.8	-4.0	-4.0
945P	RED GRAPHICS ✓	-2	-5.3	-11.9	-12.8	-13.2	-13.7
945Q	MAIL ROOM ✓	-4	-2.2	-3.6	-3.7	-4.2	-3.9
945R	UPGRADE TELEPHONES ✓ 4.0	7.2	-7.3	-7.5	-7.7	-8.0	-8.2
945S	REDUCE PUBS ✓	-24.0	-28.0	-31.9	-37.0	-48.8	-58.9
945T	BASOPS PUBS ✓ .1	-9	-9	-9	-1.0	-1.0	-1.0
945U	SOFTWARE ENG ✓	-6.0	-49.9	-51.7	-53.3	-55.1	-56.7
945V	SECURITY ACT	-4	-1.2	-1.2	-1.2	-1.3	-1.3
945W	AIF PROD INC	-45.3	-45.3	-45.3	-45.3	-45.3	-45.3

TOTAL 16.5 -106.8-207.3-224.0-235.6-253.2-268.5 -1279.1

DMRD Continuation Sheet

SERVICE REDISTRIBUTION OF WEDGE

APPROP	<u>FY 92</u>	<u>FY 93</u>	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>
OMA	-96.6	-183.0	-202.8	-216.6	-237.1	-255.2
OMAR	-10.0	-10.1	-10.1	-10.1	-10.1	-10.1
ACFT	-.7	-.7	-.7	-.7	-.7	-.7
MSLS	-.4	-.4	-.4	-.4	-.4	-.4
WCTV	-4.1	-4.1	-4.1	-4.1	-4.1	-4.1
AMMO	-2.3	-2.3	-2.3	-2.3	-2.3	-2.3
OPA	10.5	-1.3	2.2	4.7	7.9	11.2
RDTE	-3.2	-5.6	-5.8	-6.2	-6.3	-6.8
TOTAL	-106.8	-207.4	-224.0	-235.6	-253.2	-268.4
AMOUNT IN WEDGE	-150.0	-150.0	-250.0	-200.0	-240.6	-294.3
REDISTRIBUTED	106.8	150.0	224.0	200.0	240.6	268.4
REMAINING IN WEDGE	-43.2	0	-26.0	0	0	-25.9

DMRD Continuation Sheet

SERVICE SUBMIT-CIVILIAN MANPOWER REDUCTION

DMR	INITIATIVE	<u>FY 91</u>	<u>FY 92</u>	<u>FY 93</u>	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>
945A	CONSOL REEN	0	-27	-27	-27	-27	-27	-27
945B	ELIM CFSC	0	-54	-48	-42	-42	-42	-42
945C	CONSOL DRCS	0	-69	-69	-69	-69	-69	-69
945D	CORR BGDE	0	-110	-110	-110	-110	-110	-110
945E	ELIM MARKS UNIT	0	-5	-5	-5	-5	-5	-5
945F	REDUCE ACRFT	0	-5	-10	-10	-10	-10	-10
945G	XFER MILK	0	-34	-34	-34	-34	-34	-34
945H	REDUCE STUDIES	0	0	0	0	0	0	0
945I	CENTRALIZE TAADS	0	-340	-370	-410	-450	-510	-510
945J	ELIMINATE TSA	0	-12	-12	-12	-12	-12	-12
945K	AAA REORG	0	-95	-95	-95	-95	-95	-95
945L	REDUCE USAR TRAVEL	0	0	0	0	0	0	0
945M	CONSOL EEO	0	-7	-57	-57	-57	-57	-57
945N	CONSOL BUD FUN	0	-299	-299	-299	-299	-299	-299
945O	COMM CENTERS	0	-119	-119	-119	-119	-119	-119
945P	REDUCE GRAPHICS	0	-122	-370	-370	-370	-370	-370
945Q	MAIL RM CONS	0	-79	-165	-166	-166	-166	-166
945R	UPGRADE PHONES	0	-141	-141	-141	-141	-141	-141
945S	REDUCE PUBS	0	0	0	0	0	0	0
945T	BASOPS PUBS	-32	-32	-32	-32	-32	-32	-32
945U	SOFTWARE ENG	0	-1017	-1019	-1019	-1019	-1019	-1019
945V	SECURITY ACT	0	-38	-38	-38	-38	-38	-38
945W	AIF PROD INC		-86	-86	-86	-86	-86	-86
TOTAL		-32	-2691	-3106	-3141	-3181	-3241	-3241

DMRD Continuation Sheet

ALTERNATIVE 1: The Army's plan, which now proposes savings through FY 97 of \$1.27 billion, involves reapplication of all Military manpower savings achieved through these initiatives to other unspecified Army Military manning needs and priorities. The Army's plan does not achieve the level of savings proposed in the Army Budget Estimate submission, which was \$1.35 billion. The Alternative Estimate reduces Military manpower and takes the additional savings associated with that reduction. This action achieves savings of \$1.54 billion, exceeding the original Army BES proposal of \$1.35 billion. The reductions in Military manpower and the savings from that reduction are shown on the following tables.

DMRD Continuation Sheet

ALTERNATIVE 1-MILITARY END STRENGTH REDUCTION

DMR	INITIATIVE	<u>FY 92</u>	<u>FY 93</u>	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>
945A	CONSOL REEN	-75	-145	-225	-248	-248	-248
945B	ELIM CFSC	-28	-28	-34	-38	-40	-40
945C	CONSOL DRCS	-31	-31	-31	-31	-31	-31
945D	CORR BGDE	-12	-12	-12	-12	-12	-12
945E	ELIM MARKS UNIT	-56	-56	-56	-56	-56	-56
945F	REDUCE ACRFT	0	-12	-12	-12	-18	-18
945G	XFER MILK PLANT	0	0	0	0	0	0
945H	REDUCE STUDIES	0	0	0	0	0	0
945I	CENTRALIZE TAADS	0	0	0	0	0	0
945J	ELIMINATE TSA	-1	-1	-1	-1	-1	-1
945K	AAA REORG	0	-5	-5	-5	-5	-5
945L	REDUCE USAR TRAVEL	0	0	0	0	0	0
945M	CONSOL EEO	0	0	0	0	0	0
945N	CONSOL BUD FUN	0	0	0	0	0	0
945O	COMM CENTERS	-616	-616	-616	-616	-616	-616
945P	REDUCE GRAPHICS	-32	-64	-64	-64	-64	-64
945Q	MAIL RM CONS	-21	-45	-45	-45	-45	-45
945R	UPGRADE PHONES	-94	-94	-94	-94	-94	-94
945S	REDUCE PUBS	0	0	0	0	0	0
945T	BASOPS PUBS	-2	-2	-2	-2	-2	-2
945U	SOFTWARE ENG	-232	-233	-233	-233	-233	-233
945V	SECURITY ACT	-183	-183	-183	-183	-183	-183
945W	AIF PROD INC	0	0	0	0	0	0
TOTAL		-1383	-1527	-1613	-1640	-1648	-1648

DMRD Continuation Sheet

ALTERNATIVE 1- ARMY REDISTRIBUTION PLUS MPA RESOURCES

APPROP	<u>FY 91</u>	<u>FY 92</u>	<u>FY 93</u>	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>
OMA	4.6	-96.6	-183.0	-202.8	-216.6	-237.1	-255.2
OMAR	0	-10	-10.1	-10.1	-10.1	-10.1	-10.1
ACFT	0	-7	-7	-7	-7	-7	-7
MSLS	0	-4	-4	-4	-4	-4	-4
WCTV	0	-4.1	-4.1	-4.1	-4.1	-4.1	-4.1
AMMO	0	-2.3	-2.3	-2.3	-2.3	-2.3	-2.3
OPA	12	10.5	-1.3	2.2	4.7	7.9	11.2
RDTE	-.1	-3.2	-5.6	-5.8	-6.2	-6.3	-6.8
MPA	0	-12.5	-29.4	-38.2	-52.2	-54.8	-57.7
TOTAL	16.5	-119.3	-236.9	-262.2	-287.9	-307.9	-326.1
Service Estimate		-150.0	-150.0	-250.0	-200.0	-240.6	-294.3
Redistributed		119.3	150.0	250.0	200.0	240.6	294.3
Remaining in wedge		-30.7	0	0	0	0	0
Delta*to Svc Estimate	16.5	-	-86.9	-12.2	-87.9	-67.3	-31.8

* indicates savings in excess of service estimate

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CHAPTER XVII, APPENDIX I

SENIOR OFFICER REVIEW GROUP

a. The Senior Officer Review Group (SORG) was the first review group to assess the VANGUARD vision at the end of Phase I on 30-31 May 1990. VANGUARD contracted with Military Professional Resources Incorporated for organizing the SORG which was comprised of General Walter T. Kerwin, USA Ret., General Glenn K. Otis, USA Ret., Lieutenant General Frederic J. Brown, USA Ret. and Dr. Harry West (BG USAR-Ret.). VANGUARD briefed the VANGUARD Vision at the beginning of the SORG. They responded with a report to the Project VANGUARD Director in which each member provided key insights concerning the VANGUARD Vision as well as general perspectives on the future organization of the Army.

b. The SORG served VANGUARD by providing a key check on the VANGUARD Vision with the insights of retired senior Army leaders who were intimately familiar with the Army's culture yet divorced from its day-to-day responsibilities. It encouraged "thinking the unthinkable;" finding out how far the Army can be cut without "breaking the Army," as well as finding the "essence of the Army." The SORG also reinforced VANGUARD's preferred tactic of "consensus-building" with the MACOMs and HQDA in order to develop initiatives which would be sold to the collective senior Army leadership rather than developed in secrecy, approved in outline or concept form, and then forced on the Army from the top down.

c. The SORG approved the general contours of VANGUARD's methodology while recommending additional reductions including "zero-basing" FOAs and Staff Support Agencies (SSAs), consolidation of certain installation support and IMA functions on a geographical basis, and pursuing "privatization" of support functions to a greater extent.

d. Additional recommendations included developing three notional Army end-strength models of different sizes in order to analyze different models of Army TDA structure which would best support an Army scheduled to decline during the POM years, but to an as-yet unknown end-strength. VANGUARD initiatives could be assessed as to how each would support an Army of 580,000 Active Component military personnel, one with an Active Component of 450,000, and one with an Active Component of 300,000. These in turn could help develop a "VANGUARD Vision" with the flexibility to assess initiatives against several alternative sizes of supported force in order to derive maximum flexibility.

e. Also included were detailed assessments of key initiatives likely to be included in the final iteration VANGUARD Vision. In the personnel/manpower arena, SORG recommendations were virtually unanimous in favor of consolidation at the highest level, privatization of selected pay and medical programs, and extending contracting to such functions as Military Entrance Processing Station (MEPS) operations. In addition to contracting of certain training functions, the SORG recommended consolidation of institutional training and education at TRADOC, and reassessing how IET/AIT should be

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accomplished between the TDA and TO&E Army. In a similar vein suggestions were offered for increased use of privatization in BASOPS as well as RDT&E with increased procurement of off-the-shelf end-items procured directly from industry. SORG members expected manpower and cost savings in the Information Management Area (IMA) in the POM years due to the advancing pace of technology as well as consolidation initiatives. SORG suggestions essential reinforced VANGUARD's direction and helped shape early initiatives.

CHAPTER XVII APPENDIX J AUTOMATION MANAGEMENT

a. Requirements Development.

(1) The system was designed to support Project VANGUARD. There was no intent to establish a system for army-wide use following the project. Where possible, existing formats, databases, and report capability were used to support the team. Throughout the project, USAFISA provided updated and revised databases that were modified for use by the study teams. Ongoing projects such as TAADS-R, SAMAS, and Force Builder were not integrated into the VANGUARD System.

(2) Requirements were integrated as required. As the concept for analysis evolved, requirements for automation were validated and integrated into the overall architecture.

(3) The project was short term. There was no established ADP Steering Committee or similar group to screen, evaluate, and prioritize requirements for automation. Changes to the basic requirements were integrated into the overall architecture when approved by the Chief, Concepts Team or ADP Project Manager.

b. Project Management. The project was managed by an in-house Project Manager and augmented with contractor support. Assets used to support the project were provided from existing contracts and funded by specific appropriation.

(1) Requirements, Configuration, and Design:

(a) Requirements. Initial requirements for the system were established by the Deputy Director. The team would be composed of approximately 70 personnel and require direct access to various army databases to conduct the analysis for the VANGUARD worksite and various locations throughout the commands.

(b) Configuration.

1 Basic system configuration consisted of a local area network linking Director, Deputy Director, Team Chiefs and all team members. Hardware used to configure the system consisting of 30 UNYSIS, 386-20 work stations, one 386-33 AST file server equipped with a 660 MEG HDD, and a local area network with Novell Netware software. The basis configuration is illustrated at Figure XVII-J-1.

2 Graphics capability was supplemented with the addition of second LAN supporting six Macintosh PC.

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3 Communications and remote operations were supported by 12 Zenith Super Sport 286 Laptop Computers and three toll free dial-up nodes. PC Anywhere software was use as communications software..

(c) Design. System was designed by Graph Tech with guidance from the Project Manager. All work stations were linked on a LAN. A separate Macintosh LAN was established linking the six Macintosh Pcs. The dispersed layout of both LAN required cabling and a repeater to amplify the signal to all work stations.

(d) LAN Layout: Illustration of LAN Layout is shown at Figure XVII-J-2.

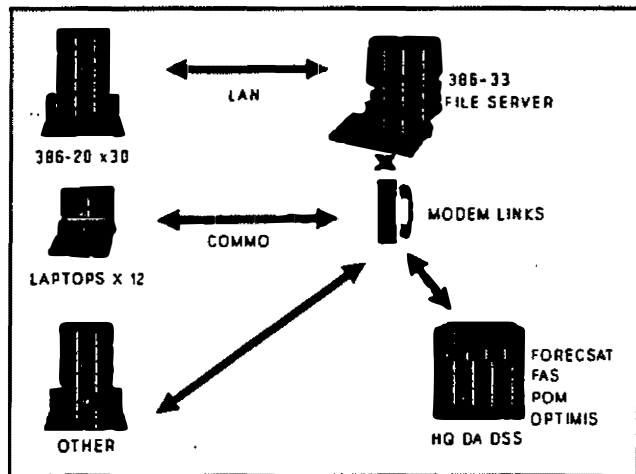


Figure XVII-J-1
Configuration Design

(d) LAN Layout: Illustration

of LAN Layout is shown at Figure XVII-J-2.

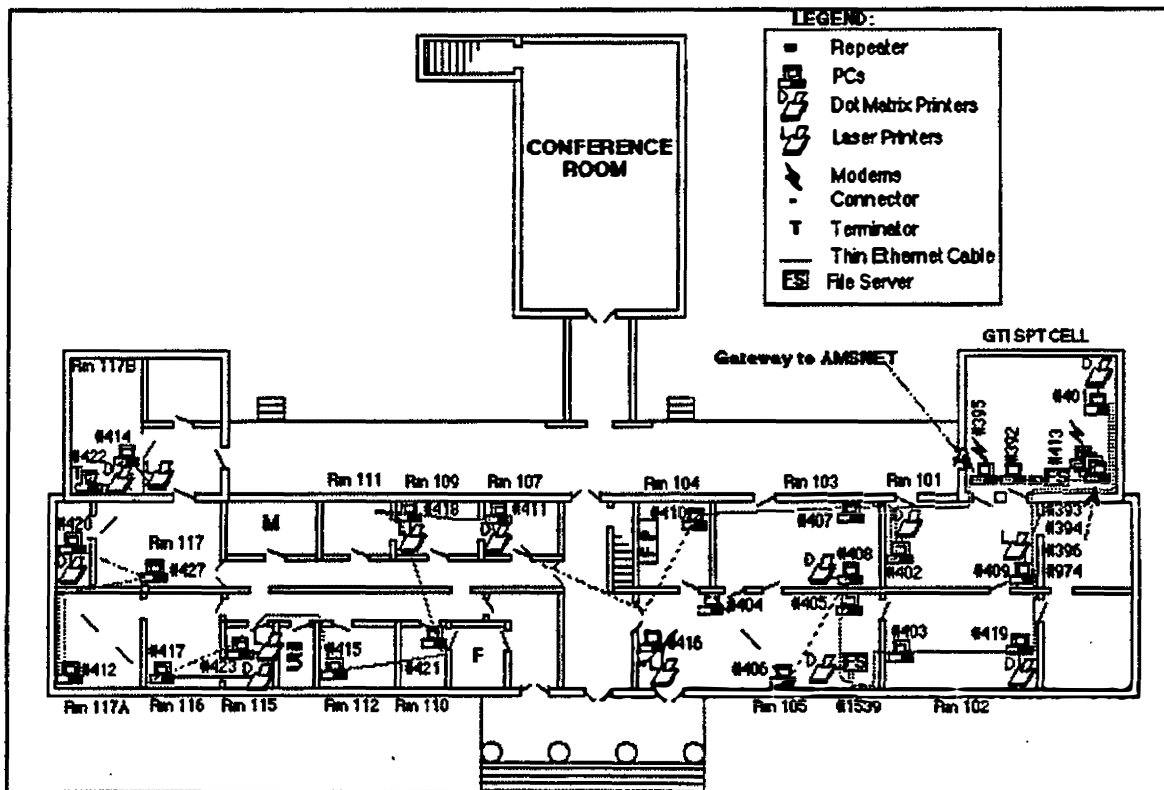


Figure XVII-J-2
LAN Layout

XVII-J-2.

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(e) **Funds.** Funds were provided for the automation from the overall VANGUARD allocation. Funds for computer supplies were managed by Graph Tech as a part of the basic contract. The matrix shown below shows the major fund distribution for automation support.

Category	Budget	Spent
Contract Support	\$ 185,000	\$ 185,000
Equipment	\$ 255,000	\$ 255,000
Totals	\$ 440,000	\$ 440,000

(2) LAN, ADP, and Data Management.

(a) **LAN.** Graph Tech assigned a LAN administrator. The daily maintenance and system backups were performed by the LAN administrator. As the project matured, several of the daily report generation routines were assumed by the LAN administrator. System backups were conducted daily due to the magnitude of change. Frequent power interruptions required restoration from backup files. As the LAN was restricted to a 660 MEG storage capacity, the LAN manager constantly monitored the available disk space and coordinate closely with the Project Manager to maintain the maximum amount of free space on the LAN. At time when system demands brought the usage to above 70 percent, the response time was significantly decreased. By closely monitoring usage and available storage space, the LAN manager was able to preclude almost all system crashes.

(b) **ADP.** ADP was managed by the Project Manager. The requirements for additional reports and data displays were managed on an ad hoc basis. Management process is shown at figure XVII-J-3. Support was designed for the project with off the shelf software where possible. For VANGUARD unique requirements, programming was accomplished using Clipper and Foxplus.

The following guidelines were used:

- 1 Provide common baseline to all teams.
- 2 Divide the baseline among the analysis teams according to functional and budget lines.
- 3 Capture results and recommendations in readily accessible format to provide reports and summaries.

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4 Deconflict results among teams and against evolving changes reflected in Army databases.

5 Summarize approved recommendations in transferable data format to allow integration into Army automated systems.

(c) **Data Management.** Data used to support the analysis was derived from the Army systems. The following data were extracted for use by VANGUARD:

1 TAADS. TAADS was used as the basic analysis tool for the Project. The other sources of information, such as the PBG or FAs, lacked adequate detail to support the required level of analysis. The billet level detail was required to establish the level of resources committed to functions and missions. The process was the three steps:

-- Establish the base case. This was done with the May 1990 TAADS. The data were extracted and provided to the teams for study and analysis. At the outset, all teams members recognized that the authorizations in the May TAADS would change based on ongoing initiatives such as BRAC, AMR/DMR, QUICKSILVER, and assorted wedges applied but not spread to MACOM and UIC level.

-- Compare against new data. When the Fall 1990 AUTS process was completed, USAFISA provided the latest approved TAADS. The billets selected for reduction of elimination were compared, line-by-line, against the changes in the Fall TAADS. There was a reduction to the initiatives and decrements of approximately 20 percent.

-- Adjust the decrements. Following the comparison with the Fall TAADS, the teams reviewed the decrements and adjusted accordingly following coordination with the appropriate MACOM. The results was a deconflicted position on all appropriate POM wedges. MACOM, PE, UIC, and MDEP level were provided. The process is illustrated at figure XVII-J-4.

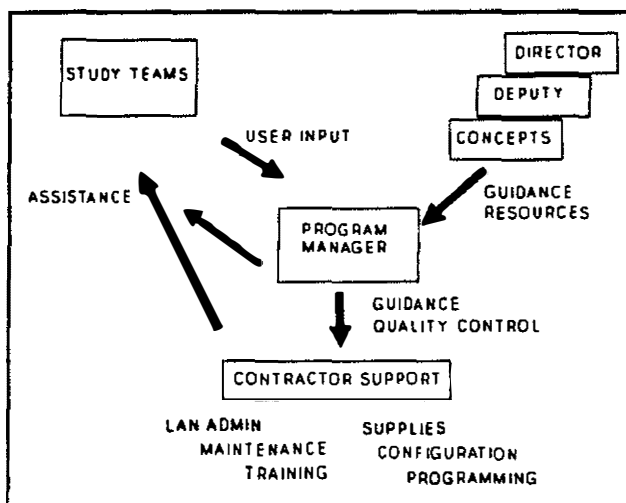


Figure XVIII-J-3
ADP Management

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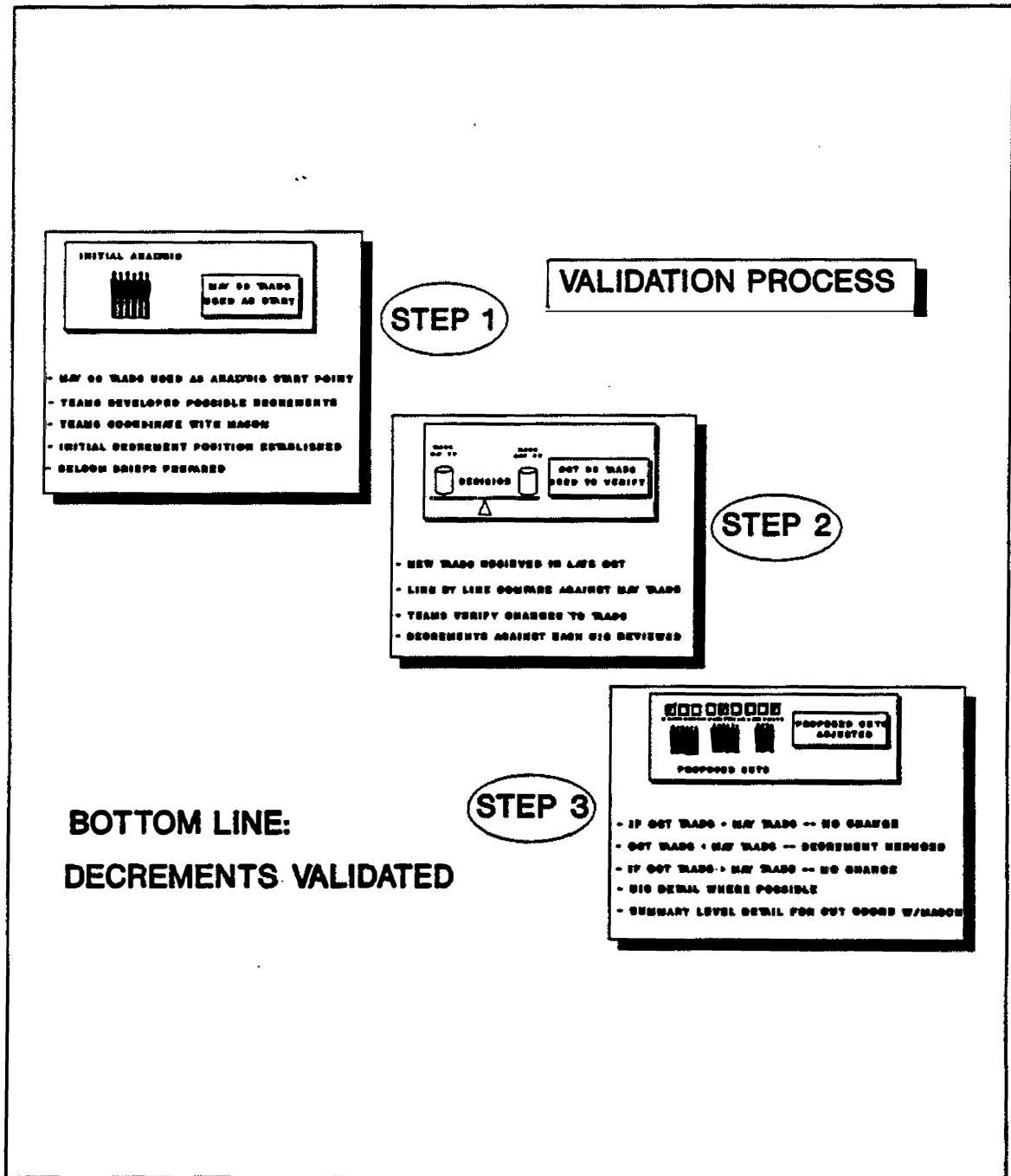


Figure XVII-J-4
POM Decrement Adjustment Process

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2 Force Accounting System (FAS). The latest approved M Force was provided by USAFISA and used by the teams to verify the programmed changes. As the FAS was modified, the updated data was made available for the teams. The data was maintained "online" for multiuser access.

3 PROBE. The data base was provided by DA PAE and was available online for multiuser access. There was no updated version received following initial data received in June 1990.

4 ASIP. The data was provided by DCSENG and used to verify the organizations stationed at the various installations. The database was not updated subsequent to June 1990.

(3) Software Design and Development.

(a) **Design.** Design of the VANGUARD unique system was accomplished by the Project Manager. Using a brief definition of the process from the Deputy Director, the MIS design was completed integrating the overall requirements for automation and the analysis effort.

1 The system design was constrained by the limitation of 40 MEG storage capacity on each of the workstations. The smallest database was 9 MEG; the largest was 15MEG.

2 Central access multiuser database was not used as the response time with a potential of 20 users accessing the same database would have been unacceptable. Additionally, hardware peculiarities and difficulties with the expanded memory management of the Clipper, Summer 87 software prohibited the use of a central database for access.

(b) **Development.** System was developed in four modules. Each module provided the teams with a unique analysis:

1 Lookup Module. Query system to develop base case for selected portions of the TDA force. Allows user to gain summary or line detail on query based on variables from TDA. By inputting a UIC, Command, AMSCO, SWCC or Locations or any combination, the analyst could generate a summary level report based on the query. The module was used to complete the initial inventory of selected portions of the TDA.

2 Analysis Module. Developed selected portions of the TDA for

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further analysis. Using criteria similar to the Lookup Module, the analyst was able to create a summary of the selected portions. Creates a database used to generate all reports for the reports module. Provides summary level detail of selected decrements or increments to measure the marginal change from the base case.

3 Cost Module. Develops PE level cost data for selected units, commands, teams, or initiatives. By selecting a command, UIC, initiative, or program element, a summary level of costing information was developed on screen or in hard report format. The teams used the module to determine the cost benefit of each of the initiatives prior to inclusion in the program. Additionally a detailed cost model was developed and used by the Economic Analysis team. The model developed detailed costs associated with each initiative, and included data on relocation and PCS costs, RIF, and pay data for civilian and military members. The detailed cost model is discussed in a later appendix of this report.

4 Reports Module. Output formats used to generate weekly summary data reports for team chiefs and Project Director. Summary of reports is shown at Figure XVII-J-5 at the right. Reports were provided to the teams for internal management of progress and to allow for coordination across functions or program elements.

Output Reports	
<u>Report</u>	<u>Display</u>
MACOM Summary	Function, Manpower, \$
MACOM Detail	Function, SWCC, Manpower, \$
MACOM Targets	Function, FY, Para, Line, Title Manpower, \$
Study Summary	Function, MACOM, Manpower, \$
Study Detail	Function, FY, SWCC, Manpower, \$
Study Targets	Function, FY, MACOM, Manpower, \$

Figure XVII-J-5
Output Reports

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(4) Training.

(a) Off The Shelf. Training was conducted by GraphTech for the software packages as shown in figure XVII-J-6:

1 Word Perfect 5.1
Beginner Level. 45 Personnel trained.

2 DBase III Plus.
Beginner Level. 30 personnel trained.

3 Lotus 1-2-3.
Beginner and Intermediate Level. 50
personnel trained.

4 Harvard Graphics.
30 personnel trained.

5 Macintosh
Familiarization. 10 personnel trained.

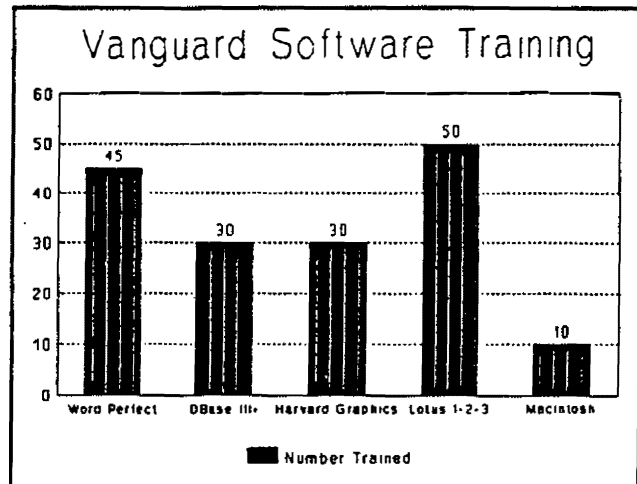


Figure XVII-J-6
Software Training

(b) VANGUARD Unique.

1 System Overview. All were trained. Initial orientation was accomplished through a CPX using data extracted for a single installation. Teams were required to conduct an analysis of the installation and present the results to the director. Following the CPX, teams examined the data for the allocated portion of the force. Adjustments were made to the data and reallocated, as required.

2 Main and Analysis Package. Data personnel (two per team).

3 Up and Downloading. Data personnel (two per team).

4 Report Generation. Data personnel (two per team).

(c) On Site Contact Training. Graph Tech provided one-on-one training for specific problems encountered.

(5) Automated Data Processing (ADP). ADP support for the Project was developed following definition of the goals and general agreement on the analysis methodology.

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(6) Maintenance and Disestablishment.

(a) Maintenance. Routine maintenance was performed by Graph Tech. System maintenance was scheduled between 0600-0800 daily, reducing potential conflict with team users. There were no major maintenance problems. Individual workstation maintenance was conducted on an as required basis.

(b) Disestablishment. LAN was disestablished and equipment prepared for redistributed as determined by the Office, Secretary of the Army. Property accountability was developed based on the Graph Tech inventory and coordination between VANGUARD administration section and USAPOISA, DA, DCSOPS.

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CHAPTER XVII, APPENDIX K
STUDY GROUP FACILITIES/ADMINISTRATION

a. **GENERAL.** Once the charter for a VANGUARD Task Force was approved efforts got underway quickly to provide the essential logistical support. The baseline for VANGUARD's budget and space needs was derived from previous study groups, especially the 1988 Redistribution of BASOPS/Unit Structure within TDA (ROBUST) task force. VANGUARD submitted an initial budget request in late April to MG Freitag, the Director of the Army Budget for \$ 1.3 million, which was expected to be adequate through December 1990, and would include \$ 160,000 for TDY funds for MACOM representatives. Mr. Pete Stein in the Office of the Secretary of the Army's Administrative Assistant in turn set up an account with these funds as well as provided telefax and copier machines.

b. **INFORMATION SYSTEMS.** As an integral part of VANGUARD's mission would involve the use of Army personnel data bases, direct computer support for VANGUARD on-site was essential. Mr. Stein provided personal computers and Mr. Dave Mercer in the DCSOPS IMO office allowed VANGUARD to "piggyback" on DCSOPS's omnibus computer support contract. VANGUARD's request for services with Graph-Tech Incorporated provided for a two-week training package on software, as well as on-site support by three technicians through the duration of the Task Force. The necessity to keep up with changes in the Army's personnel data bases, including TAADS, provided constant challenges for the continuous on-site support effort.

c. FACILITIES.

(1) In early April 1990, it became obvious as Project VANGUARD was shaping up that space for up to 75 personnel to operate would be needed by the time full operations commenced. Although locating VANGUARD in the Pentagon would offer certain advantages due to proximity to HQDA, this was not feasible due to space limitations in the Pentagon. Colonel E. R. Lefler of the Director of Management's Staff Management and Services Division offered space in the DOD building at Buzzard's Point which VANGUARD found untenable due to its inaccessibility. MDW offered space at Fort Belvoir which provided adequate space within one building which could be occupied through all but the first weeks of VANGUARD. This option proved adequate and was accepted.

(2) While facilities at Building 201 at Fort Belvoir were being prepared, the small VANGUARD Concepts Team met at space offered by the US Army Force Integration Support Agency (USAFISA) complex at Fort Belvoir. This space proved adequate for a small steering group of a dozen personnel, facilitated the transition to Building 201, and demonstrated an advantage to locating the task force at Fort Belvoir. Despite the need for numerous liaison visits to the Pentagon, the distance enabled Project VANGUARD to determine the time and frequency of liaison with members of the Headquarters.

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d. **SERVICES.** During this time the VANGUARD Deputy Director performed the many details of coordination with Fort Belvoir essential for establishing the Task Force once the main body arrived. The first key step was effecting an Inter Service Agreement (ISA) with Fort Belvoir which provided services on a reimbursable basis. Every service was costed with telephone service, building maintenance, and custodial care provided by contractors; and the remainder of services by the garrison. Although telephone service was expensive, it provided a key role in the task forces' functioning and required special attention in setting up Building 201 to ensure that the right lines were installed in the team areas. Placement of personal computers in team areas was also important due to their being on a local area network and relatively fixed once installed. Despite last minute problems with the building maintenance contractor, preparation of Building 201 worked well and the building was ready for the team members to arrive beginning 15 May.

e. **PERSONNEL.** After the Concepts Team was established in early May, VANGUARD's charter was approved and its personnel requirements staffed. Military and civilian personnel were assigned from either MACOMs or HQDA. The MACOM personnel were nominated by their commands in accordance with a 30 April VCSA tasker (Enclosed) and assigned TDY at VANGUARD's expense. After initially planning on the DCSOPS providing five Colonel Team Chiefs, VANGUARD relied on the Total Army Personnel Command (PERSCOM) to provide most of the team chiefs. Although 75 percent of the personnel were assigned in a timely manner, the other 25 percent required another month or longer to arrive. Consequently, several key members missed essential training and required a catch-up effort which consumed valuable time during the initial weeks and proved a distraction to other members of their teams.

f. CONCLUSIONS.

(1) Although the need for constant support for the Task Force from the Senior Army leadership has been mentioned elsewhere in this study it was especially necessary to emphasize this support frequently in order to obtain adequate personnel and services. The Deputy Director was forced to allocate most of his efforts during the first few months to obtaining late-arriving personnel and monitoring efforts to develop adequate facilities for the Task Force. However, despite initial logistical difficulties, the decision to base Project VANGUARD at Fort Belvoir proved sound and enabled the Task Force to work in adequate facilities with Task Force personnel able to concentrate on their VANGUARD duties with minimal distractions.

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(2) Similarly, the administrative support and information management aspects of the Task Force proved vital on a daily basis. Timely support from Graph-Tech technicians nipped numerous potential problems in the bud and allowed persons with widely-varying degrees of computer literacy to function using the full array of data bases required by the Task Force. Heavy administrative requirements often threatened to overwork the two Savin photocopiers leased by the Task Force, and preparation of reports and briefings was often delayed due to the incapacity of this model copier to copy on two-sides.

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**CHAPTER XVII, APPENDIX L
STUDY GROUP BUDGET**

a. Funding was established by Resources Services Washington of the Office of the Secretary of the Army. Services provided to Project VANGUARD were paid by military inter-departmental purchase request (MIPER). VANGUARD requested directly from the Resources Services Division.

b. An objective of VANGUARD was to hold expenditures to a minimum. The Project succeeded in achieving this objective by:

- using teleconferences;
- using the Pentagon Self Service Supply Centers (SSSC);
- having two command representatives funded for a short period of time by their parent headquarters; and
- requiring command representatives to use rental cars for in/around transportation and local TDY trips.

c. Total Project VANGUARD funds committed from April 1990 to January 1991 of \$ 824,100 are outlined below (as of 9 January 1991). The funds were spent in five major categories; automatic data processing (ADP), contractor support, the Fort Belvoir Casey Building Complex, general housekeeping and travel.

SUBTOTALS

1. ADP

a. Equipment & Services	150,000	
b. Equipment & Services	250,000	
c. Services	<u>40,000</u>	
		440,000

2. CONTRACTORS

FISA	72,500	
	8,000	
	<u>16,700</u>	
		97,200

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3. <u>CASEY COMPLEX (Belvoir)</u>	400	
4. <u>HOUSEKEEPING</u>		
a. SSSC	2,000	
b. Audio-Visual	500	
c. Copier	6,700	
d. Printing	4,500	
e. Phones	20,000	
f. Custodial		
(1) Initial Clean-up	5,900	
(2) ISSA	8,100	
g. Maintenance (ISSA)	6,300	
h. Utilities (ISSA)	8,500	
i. Fire, Police,...(ISSA)	<u>5,000</u>	
		47,000
5. <u>TRAVEL</u>		
a. Command Reps:		
(1) USAREUR	33,000	
(2) WESTCOM	36,000	
(3) Ft Leavenworth	2,000	
(4) War College	10,000	
(5) TRADOC	27,500	
(6) HSC	29,000	
(7) FORSCOM	60,000	
(8) USAISC	<u>22,000</u>	
		219,500
b. TDY	<u>25,000</u>	25,000
<u>TOTAL</u>		<u>824,100</u>

CHAPTER XVII, APPENDIX M COST ANALYSIS METHODOLOGY

17.M.1. INTRODUCTION.

a. GENERAL.

(1) The cost analysis methodology used for Project VANGUARD followed basic force structure costing principles. Force structure costing applies costs and factors against a structure composed of military and civilian personnel. The VANGUARD functional teams defined the structure. Then the Economic Analysis Team derived, collected, and collated cost and savings factors from various sources and applied these against the force structure using cost models.

(2) While the Army had models for costing Tables of Organization and Equipment (TOE) organizations, they had no models for costing Tables of Distribution and Allowances (TDA) organizations. VANGUARD had to develop these models.

(3) In TOE costing, an indirect cost is computed to account for the TDA slice that supports the TOE unit. Due to the recent cuts from QUICKSILVER, which took a dollar slice from the TDA (indirect cost), it was decided that this indirect cost would not be developed for TDA units to avoid the potential of double costing the TDA. This is a conservative approach and should be reviewed by the HQDA Program Analysis and Evaluation Directorate, the U.S. Army Cost and Economic Analysis Center, and the Army Budget Office after the first year's execution to capture any additional indirect savings due to VANGUARD's initiatives.

b. DEFINITION OF COSTS AND SAVINGS. Simply stated, costs are the normal expenses incurred by an organization for personnel, materiel, operations, overhead, support services, or other items. Costs are also the expenses incurred by a unit or the Army to effect a change. Savings are those dollars an organization or the Army can avoid spending by eliminating functions, people, equipment, facilities, or other items. In addition, savings are dollars that can be removed from the Budget or Program Objective Memorandum (POM) whether or not they can be reprogrammed. However, to achieve net savings, frequently it is necessary to incur upfront expenses. The savings initiatives developed by the functional teams during the VANGUARD study primarily offset people costs (terminal leave, reductions-in-force (RIF), accessions, and permanent changes of station (PCS)) against average salaries and benefits to arrive at net savings. Also, where feasible and identifiable, facilities, lease, and equipment savings and costs were considered.

c. COSTING RULES. Early in the study, the following rules

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for estimating the savings occurring from study initiatives were established. These rules were commonly accepted ground rules in force costing and have stood the test of time:

- o First Year Savings and Costs. Only one-half of annual savings were claimed in the implementation year (in order to match realistic expectations). Also, all costs associated with a change were shown in the first year of the change.
- o Management Decision Execution Package (MDEP). If an entire MDEP was removed, then all resources associated with that MDEP were saved (for example: people, dollars, and equipment). In addition, savings could not exceed the dollar or people values in the MDEP. Very few complete MDEPs were identified for elimination during VANGUARD.
- o Budgetary Reductions. All savings in resources were considered direct budgetary reductions to be removed from program and budget documents whether or not savings could be reprogrammed. For example, a function with appropriate resources that was transferred to DOD was a saving to the Army even though the resources could not be reprogrammed within the Army. A more obvious saving was the elimination of resources resulting from cuts in the community and family support centers within the Army. The resultant savings in people and dollars reduced the Budget and POM and could be used as a bill payer (reprogrammed) for other programs.
- o Documentation and Coordination. Proposed reductions were documented with Initiative Analysis Sheets to explain rationale, assumptions, conclusions, and computations. The proposed reductions were coordinated and staffed for comment with the Army Staff and Major Commands by the functional teams. The Initiative Analysis Sheet format, proved to be an effective way to record and transmit ideas.

17.M.2. STUDY CONSIDERATIONS AND ASSUMPTIONS. Early in the study, the following study considerations and assumptions were made based on a combination of existing data, costing knowledge, research, and judgement:

CONSIDERATIONS:

- o Study initiatives were designed to address all categories of personnel associated with the Army: military (both active and reserve components) and civilians (both U.S. and foreign labor).
- o The initiatives were to identify functions and spaces for

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either elimination, relocation, or activation.

ASSUMPTIONS:

- o Published DOD inflation rates would not change more than 10 percent over the POM.
- o People option factors providing certain estimated rates of occurrence would not change significantly as a result of ongoing Army drawdowns.
- o OCONUS people option factors would remain valid for the POM.

17.M.3. ESTABLISHING THE STRUCTURE FOR COSTING. VANGUARD was to analyze requirements, missions, policies, functions, and organizations of the TDA Army and save dollars. Although not the mission of VANGUARD, personnel reductions harvested the greatest cost savings. TAADS was selected as the initial primary data source because it best reflects the relationship between resources, organizations, and missions. Considering this, the functional teams established the structure to be decremated by identifying personnel changes down to the TDA paragraph and line level of detail. This provided grade level detail of personnel, which drove the methodology to estimate savings. In order to maintain control over the large volume of TAADS data, study teams had to make great use of computers and computer models. Computers were used both to document recommended TDA changes, and to estimate initiative savings in a budget-ready format. The costing approach started at the macro level and moved towards the micro level as the study proceeded and more detailed data was developed. Several computer models were developed to assist the functional teams in analyzing the structure and formulating cost savings initiatives. Two computer models were developed to provide cost and savings data. Both models and supporting software were provided to the U.S. Army Cost and Economic Analysis Center for their future use in supporting the Army for force costing.

a. **"WHAT-IF" COST MODEL.** VANGUARD's "What-If" Model was a simple spreadsheet macro model built using LOTUS 123 software. It was used throughout the study, even after a more detailed cost model was developed. The model used average costs and savings on broad categories of military and civilian personnel. This model was only about 80 percent accurate but provided very fast estimates based on limited information of the target population. Inflation rates for each FY were built into both of VANGUARD's costing models, and were based on DOD published inflation guidance. The existing Army Manpower Cost System (AMCOS) was used as the source of civilian U.S. labor costs because the AMCOS model provided

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salaries and benefits to grade-level of detail.

b. **DETAILED COST MODEL.** VANGUARD's Detailed Cost Model was a micro model built using dBase III software, and had a higher degree of accuracy than the "What-If" Model. The model estimated savings to military and civilian grade level using factors and methodologies discussed in this appendix. The factors discussed in Tables 1 and 2 were incorporated into computer programming formulas to arrive at the civilian costs and savings computations.

17.M.4. COSTING THE STRUCTURE - MILITARY. The VANGUARD model for military personnel savings and costs shows average salaries and benefits by grade for both the active and reserve components. (See Table 3 - Look-up Table for Military Personnel.) The assumption of end strength reduction was made to allow for estimates of savings in the Military Personnel, Army (MPA) budget. Although military pay and allowance savings for Active and Reserve Components were not reported outside the Army, they were presented on the Initiative Analysis Sheets. The military strength savings were recorded both in hard copy and automated format to assist the force and manpower planners in the HQDA Program Analysis and Evaluation Directorate and the Office, Deputy Chief of Staff for Operations to reapply the savings within the force. These manpower savings were also used to meet DOD mandated reductions for Army Management Review (AMR) II. The narrative below explains how these savings were derived.

a. **ACTIVE COMPONENTS.** The active component military salaries and allowances were based on the ODCSPER approved rates. Savings include base pay, allowances, and retired pay accrual. Costs were first year offset costs (separation costs, RIF pay, PCS costs) when a space was eliminated. RIF costs were charged only against W2, W3, O3, and O4. Two PCS costs were charged per elimination, one to account for the transfer of the individual whose position was eliminated, and one for the separation reducing the Army end-strength.

b. **RESERVE COMPONENTS.** The reserve component military salaries and allowances used in the VANGUARD model were obtained from the Office, Chief of Army Reserves and the National Guard Bureau. The model used both: (i) base pay, allowances and retired pay accrual for reservists and guardsmen on active duty; and, (ii) pay and allowances for reservists and guardsmen not on active duty (e.g. drill pay).

17.M.5. COSTING THE STRUCTURE - CIVILIAN. The VANGUARD model for civilian personnel savings and costs used average salaries and benefits by grade for U.S. labor, and used average salary by

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"Civilian Type" and country for foreign labor. (Note: The basic people option factors (showing estimated rates of occurrence) and used for U.S. labor, were from the Cost of Base Realignment Actions (COBRA) model used during BRAC I. In some cases - especially for foreign labor - judgement dictated the adjustment of these factors. People option factors and PCS move factors are presented in Tables 1 and 2. The factors for RIF, terminal leave, accessions, and PCS in Tables 1 and 2, were applied against the affected number of spaces and average dollar costs to compute total costs. These costs were claimed in the first year only and offset against salary savings as applicable.)

a. CIVILIAN SAVINGS (SALARIES AND BENEFITS).

(1) U.S. Labor. U.S. civilian pay was based on the Army Manpower Cost System (AMCOS) civilian costing model. From this model, average salaries and benefits were entered into "look-up tables" by grade for each civilian pay category: Senior Executive Service (SES), General Merit (GM), General Schedule (GS), Wage Grade (WG), Wage Leader (WL), and Wage Supervisor (WS). (See Table 4 - Look-up Table for U.S. Civilian Personnel.) The civilian pay categories applied to both regular DA civilians and Reserve Component civilian technicians. Initial results were staffed with the Army Budget Office (ABO) who ran the same structure through their cost model. VANGUARD results were within 1.5 percent of the ABO result, thereby validating both.

(2) Foreign Labor. Foreign labor is an average salary by "Civilian Type" and country, and is based on Army Budget Office data. (See Table 5 - Look-up Table for Foreign National Civilian Personnel.) For some countries (Korea, Italy) accrued severance liability was considered a benefit. The detailed costing model includes costs for the following "Civilian Types":

- 103 - Graded Panamanians
- 104 - Wage Board Panamanians
- 105 - Korean Direct Hires
- 106 - Korean Service Corps
- 109 - Italians
- 110 - Other Direct Hire Foreign Nationals
- 201 - German Nationals
- 203 - German Labor Service
- 205 - Japanese Master Labor Contract
- 206 - Other Indirect Hire Foreign Nationals

Foreign currency fluctuation factors were applied against average salaries using the following basic factors: German Mark: (+.19412), Japanese Yen: (-.02385), Korean Won: (-.06972), and

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Italian Lira: (+.17423). These factors were inflated using the DOD published inflation factors. Then, they were applied against average pay and allowances in the Army Budget Office's FY91 foreign labor database file to develop savings for FY 92-97.

b. CIVILIAN COSTS. Civilian costs were driven by proposed actions and people options discussed above and shown in Tables 1 and 2. RIF pay costs also included labor law costs for Germany only. The type of civilian costs and amounts were as follows:

<u>Type of Cost</u>	<u>Amount</u>
-Terminal Leave Pay	11.5 Percent of Avg. Salary (a)
-RIF Pay	50 Percent of Avg. Salary (a)
-Accession Costs	\$ 5,208 (b)
-PCS (CONUS)	\$ 57,117 (c)
-PCS (OCONUS)	\$ 58,709 (c)

Notes: (a) - Based on AMCOS models.
(b) - Based on COBRA factor.
(c) - Based on AMCOS model, and data from travel budgeteers and transportation offices.

c. CIVILIAN PCS COSTS. As indicated above, both CONUS and OCONUS PCS costs were developed. These included costs for: sale/purchase of home, household goods, travel, miscellaneous expenses, temporary quarters, and relocation income tax allowance. Also, for CONUS only: pre-move costs; and OCONUS only: foreign transfer allowance and privately-owned vehicles (POV).

17.M.6. COSTING THE STRUCTURE - NON-PERSONNEL COSTS. The UIC level of detail for non-personnel costs (e.g. facilities, equipment, contracts) was needed in order to develop appropriate cost factors. However, it was extremely difficult to identify non-personnel costs to the UIC level of detail given the lack of UIC level of detail in Armywide databases for these costs. Study time constraints prevented gathering detailed data from individual activities Armywide and building a new data base for analysis. The U.S. Army Cost and Economic Analysis Center (USACEAC) is presently employing the assistance of a contractor to develop non-Operational Tempo (OPTEMPO) personnel factors that will provide input to the Training Resource Model (TRM) that feeds the POM and Budget cycles. However, VANGUARD did develop a miscellaneous costs factor which is discussed below along with other non-personnel costs.

a. MISCELLANEOUS SAVINGS. The Economic Analysis Team developed a miscellaneous cost factor to capture those savings associated with supporting a civilian or military employee in a TDA

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organization. Operating budgets were analyzed to determine the non-salary and non-major contract dollars associated with an organization. These people-related costs were compared to the total salaries of the organization to develop a miscellaneous cost factor. This factor equates to approximately ten percent of salaries and benefits for both military and civilian employees. It represents an individual's fair share of TDY, schooling, long distance telephone, and maintenance and service contracts normally found in a TDA organization.

b. FACILITIES. Cost factors for the maintenance and repair of facilities were identified offline from the detailed costing model. Basically, two actions can effect facilities costs: (i) an incremental change in the number of installation personnel; or (ii) an installation closure. Costing an incremental change required a breakout between fixed and variable costs. For this study, variable costs were keyed on to identify savings. To do this, the Real Property Maintenance Army (RPMA) account was examined using data compiled by the U.S. Army Engineering and Housing Support Center. With this data, a cost estimating relationship was developed by major command between the number of people in a facility and the cost to maintain and repair that facility. A more detailed explanation of the Facilities Cost Estimating Methodology to include RPMA factors is inclosed as an attachment. This methodology saw limited use in estimating the savings and costs associated with the initiative establishing the Personnel Command (PERSCOM).

c. EQUIPMENT. Equipment costs and savings were not included in the costing model. This was an area in which adequate data could not be obtained or developed that would be appropriate to relate to a specific Unit Identification Code (UIC) space reduction. Early analysis revealed that TDA organizations did not contain sufficient equipment to require noticeable OPTEMPO related costs as compared to a TOE unit. The Economic Analysis Team continued to monitor initiatives for equipment savings and found only the initiatives for operational support aircraft to contain significant equipment savings.

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d. CONTRACTS.

(1) Because 39 percent (\$ 9.1 Billion) of the Army's Operation and Maintenance, Army (OMA) budget is in contracts, the Economic Analysis Team analyzed the Army's contracting function to determine if any savings could be harvested in this area. It was found that the UIC level of detail on either historical or budgeted contract dollars was not maintained in any Armywide database. The Army-wide contracting database was maintained by contracting office. To get to the UIC level of detail, one would need to go to the resource manager for each activity. Because of study time constraints and the probable difficulty in getting reliable data, efforts were curtailed in this area. A more intensive research effort needs to be performed in this area by HQDA activities such as: the Program Analysis and Evaluation Directorate, the Army Budget Office, the Office of the Assistant Secretary of the Army for Research, Development and Acquisition, and the Office of the Assistant Secretary of the Army for Installations, Logistics and Environment. The current method of keeping track of contracts also needs to be addressed to improve the tracking capability in the future.

(2) Notwithstanding the above difficulties in identifying contracts, some contracts were identified for elimination or modification. These were in the areas of operational support aircraft, overseas KP's and RAND manyears of support. These savings were computed offline and added to the database.

e. REORGANIZATION COSTS. While VANGUARD's detailed costing model provides a PCS cost for relocations specifically identified in initiatives, it does not provide for other potential reorganization costs. For example, in implementing VANGUARD's initiatives, managers may need to reorganize their activity to effectively and efficiently accomplish mission workload. This reorganization may require the closure of some offices, the opening of other offices, and the movement of personnel.

f. SPECIAL COST ANALYSES. Some of the initiatives required special offline cost analysis support.

(1) The elimination of the branches required research of the PROBE database to determine RDTE and procurement funds that could be saved or moved if the air defense artillery (ADA) and chemical branches were eliminated. The TOE's for all three branch initiatives were analyzed for possible overhead savings. USACEAC developed OPTEMPO savings for the ADA units either eliminated or transferred to the U.S. Air Force.

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(2) The elimination of the Combat Maneuver Training Center required input from the Office, Deputy Chief of Staff for Operations project manager to fully capture the savings. These savings were further validated by the Economic Analysis Team.

(3) The establishment of PERSCOM required the use of all facets of cost analysis. Personnel eliminations and relocations were computed using the detailed cost model. Elimination of leases and establishment of new leases were included. Movement of equipment and storage was computed and included. Finally, a military construction cost avoidance was identified.

(4) Occasionally functional teams would identify other savings not included in the costing models. For example: TDY savings by eliminating a training course; or lease costs by moving an organization onto a military installation. These savings were developed offline and added to the data base by the Economic Analysis Team.

17.M.7. REPORTING THE SAVINGS.

a. **WEEKLY REPORTS BY APPROPRIATION.** Once the Economic Analysis Team developed the detailed costing model, they began providing the functional teams with weekly reports broken out by initiative and appropriation. These reports were used to monitor the status of the initiatives, provide database feedback to the teams, and audit the space savings and dollars claimed for FY92 through FY97. The reports showed the Operation and Maintenance, Army (OMA) appropriation by its various programs and sub-programs, and displayed U.S. civilians and foreign nationals separately.

b. **FINAL REPORT.** Final manpower and dollar figures for each VANGUARD initiative were prepared in Schedule 8 format (Command Requested Changes by Financing/Personnel) to facilitate necessary program and budget changes. This format required the identification of data such as Resource Operating Command (ROC), Appropriation, Management Decision Execution Package (MDEP), Army Management Structure Code (AMSCO), Unit Identification Code (UIC), Civilian Type (CTYPE), and manpower and dollars spread over the pertinent program years (FY92 through FY97).

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TABLE 1 - PEOPLE OPTION FACTORS

<u>Potential Actions</u>	<u>People Options</u>	<u>Basic Factors:</u>	
		<u>U.S. Labor</u>	<u>Foreign Labor</u>
Eliminate:	RIF	.25	.92
	Retire	.08	.08
	Quit	.30	.00
	Transfer within Army	.37	.00
		<u>1.00</u>	<u>1.00</u>
Relocate:	Retire	.08	.08
	Quit	.30	.05
	Transfer within Army	.30	.27
	Need to Access	.68	.40
	Relocate with Function	.32	.60
		<u>1.00</u>	<u>1.00</u>
Activate:	None		

This table reflects the percentage of people affected by a specific decision, and therefore adjusts the numbers of people within the force structure. To illustrate the above table: If 100 U.S. civilian spaces were eliminated, 25 percent would receive RIF pay, and 38 percent would receive terminal leave pay (a combination of the retire and quit percentages). If 100 U.S. civilian spaces were relocated, 68 percent would not agree to relocate. They would retire, quit, or transfer to another job within the Army. The Army would incur accession costs to fill these spaces. Similar to the eliminate action, 38 percent would receive terminal leave pay. Regarding activations, it was assumed there would be no accessions - experienced people would be assigned. The factors in the above table were applied against the affected number of spaces and average dollar costs to compute total costs. These costs were claimed in the first year only and offset against salary savings as applicable.

Source: COBRA Model.

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TABLE 2 - PCS MOVE FACTORS

<u>Potential Actions</u>	<u>PCS Move Factors-</u> <u>US Civilians Only</u>		<u>Remarks</u>
	<u>CONUS</u>	<u>OCONUS</u>	
Eliminate:		.33	-About 33% of eliminations to be PCS'd to CONUS.
Relocate:		(.08)	-OCONUS retirees to PCS back to CONUS.
	(.136)	(.136)	-Estimate 20% of the 68% accessions to relocate.
	(.32)	(.32)	-PCS for 32% agreeing to relocate.
	.456	.536	-Total PCS factor for relocations.
Activate:	.50	.50	-About 50% of activations would be out of area.

This table is a follow-on to Table 1. Given the decision in Table 1, if a PCS is estimated to occur, then this table would apply. Similar to Table 1, the PCS factors in the above table were applied against the affected number of spaces and average dollar costs to compute total costs. These costs were claimed in the first year only and offset against salary savings as applicable.

Source: COBRA Model.

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TABLE 3 - LOOK-UP TABLE FOR MILITARY PERSONNEL (PART 1)

<u>GR BR</u>	<u>SAVINGS1</u>	<u>USAR TOT</u>	<u>ARNG TOT</u>	<u>AGR RPA</u>
O7 OF	107571	16779	15587	118996
O6 OF	94564	13989	13711	110876
O5 OF	80363	11557	11253	92711
O4 OF	65855	9487	9437	78108
O3 OF	53852	8274	7960	67184
O2 OF	42747	6392	6099	50211
O1 OF	32205	5118	4847	39675
W4 WO	60385	9034	8720	71969
W3 WO	50202	7492	7173	60021
W2 WO	41487	6375	6053	51098
W1 WO	35244	4989	4673	43995
WO WO	35244	4989	4673	43995
E9 NC	54557	6075	7613	64813
E8 NC	45271	5122	6149	53341
E7 NC	38426	4394	5147	43803
E6 NC	32396	3858	4321	37328
E5 NC	27176	3172	3653	32184
E4 NC	20681	2711	2999	26775
E3 NC	16999	2353	2490	22187
E2 NC	15719	2097	2278	19849
E1 NC	13635	1831	1904	3537
O8 OF	107571	16779	17598	118996
O9 OF	107571	16779	17598	118996
BG OF	107571	16779	15587	110876
MG OF	107571	16779	17598	118996
LG OF	107571	16779	17598	118996
O0 OF	107571	16779	17598	118996
GN OF	107571	15648	15648	118996
W5 WO	60385	9034	8720	71969

Notes: (Continued next page.)

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TABLE 3 - LOOK-UP TABLE FOR MILITARY PERSONNEL (PART 2)

<u>GR BR</u>	<u>AGR NGPA</u>	<u>PCSOPS</u>	<u>COSTS</u>	<u>COSTINC</u>
O7 OF	118996	6818	21835	4453
O6 OF	104951	6818	18779	4453
O5 OF	87202	6818	16346	4453
O4 OF	73563	6818	44028	4453
O3 OF	62207	6818	42185	4453
O2 OF	48237	6818	10725	4453
O1 OF	38925	6818	9024	4453
W4 WO	67849	6818	14076	4453
W3 WO	54735	6818	42534	4453
W2 WO	48117	6818	41319	4453
W1 WO	41667	6818	8994	4453
WO WO	41667	6818	8994	4453
E9 NC	60926	2744	8420	1019
E8 NC	47808	2744	8183	1019
E7 NC	42268	2744	8687	1019
E6 NC	35650	2744	8214	1019
E5 NC	30478	2744	7356	1019
E4 NC	27147	2744	6795	1019
E3 NC	22535	2744	3283	1019
E2 NC	20899	2744	3283	1019
E1 NC	19257	2744	3283	1019
O8 OF	133368	6818	21835	4453
O9 OF	133368	6818	21835	4453
BG OF	118996	6818	21835	4453
MG OF	133368	6818	21835	4453
LG OF	133368	6818	21835	4453
O0 OF	133368	6818	21835	4453
GN OF	133368	6818	21835	4453
W5 WO	67849	6818	14076	4453

Notes: (Continued next page.)

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TABLE 3 - LOOK-UP TABLE FOR MILITARY PERSONNEL (PARTS 1 & 2)

Notes:

SAVINGS1 - Pay, allowances, and retired pay.

USAR TOT - Pay and allowances for reservists not on active duty (e.g., drill pay).

ARNG TOT - Pay and allowances for guardsmen not on active duty (e.g., drill pay).

AGR RPA - Pay, allowances and retired pay accrual for reservists on active duty.

AGR NGPA - Pay, allowances and retired pay accrual for guardsmen on active duty.

PCSOPS - Cost of relocating over land.

COSTS - First year offset costs (separation costs, RIF pay, PCS costs) when a space is eliminated. (\$30,000 for O3's, O4's, W2's, and W3's - RIF pay - cannot retire).

COSTINC - Cost increment when relocating over water.

Source:

AC - ODCSPER "Put and Take" Rates
USAR - OCAR
ARNG - NGB

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TABLE 4 - LOOK-UP TABLE FOR U.S. CIVILIAN PERSONNEL

<u>GR BR</u>	<u>SAVINGS2</u>	<u>RIF PAY</u>	<u>TERM LV</u>	<u>REL CON</u>	<u>REL OCON</u>	<u>ACCESS</u>
00 ES	94223	47111	10872	57117	58709	5208
15 GM	81298	40649	9381	57117	58709	5208
14 GM	69287	34644	7995	57117	58709	5208
13 GM	58811	29405	6786	57117	58709	5208
15 GS	83804	41902	9670	57117	58709	5208
14 GS	69731	34866	8046	57117	58709	5208
13 GS	59365	29683	6850	57117	58709	5208
12 GS	49446	24723	5705	57117	58709	5208
11 GS	41314	20657	4767	57117	58709	5208
10 GS	39433	19716	4550	57117	58709	5208
09 GS	34410	17205	3970	57117	58709	5208
08 GS	32751	16376	3779	57117	58709	5208
07 GS	28767	14383	3319	57117	58709	5208
06 GS	26569	13284	3066	57117	58709	5208
05 GS	23564	11782	2719	57117	58709	5208
04 GS	20909	10454	2413	57117	58709	5208
03 GS	18393	9196	2122	57117	58709	5208
02 GS	16350	8175	1887	57117	58709	5208
01 GS	14299	7149	1650	57117	58709	5208
15 WG	39658	19829	4576	57117	58709	5208
14 WG	39513	19756	4559	57117	58709	5208
13 WG	37826	18913	4365	57117	58709	5208
12 WG	36893	18446	4257	57117	58709	5208
11 WG	36288	18144	4187	57117	58709	5208
10 WG	34429	17214	3973	57117	58709	5208
09 WG	32982	16491	3806	57117	58709	5208
08 WG	30669	15335	3539	57117	58709	5208
07 WG	29456	14728	3399	57117	58709	5208
06 WG	28272	14136	3262	57117	58709	5208
05 WG	26791	13395	3091	57117	58709	5208
04 WG	24709	12354	2851	57117	58709	5208
03 WG	23091	11546	2664	57117	58709	5208
02 WG	21297	10649	2457	57117	58709	5208
01 WG	19427	9714	2242	57117	58709	5208
15 WL	41283	20641	4763	57117	58709	5208
14 WL	39528	19764	4561	57117	58709	5208
13 WL	40463	20231	4669	57117	58709	5208
12 WL	39326	19663	4538	57117	58709	5208
11 WL	39381	19691	4544	57117	58709	5208
10 WL	38656	19328	4460	57117	58709	5208
09 WL	36761	18381	4242	57117	58709	5208
08 WL	34119	17060	3937	57117	58709	5208

Notes: (Continued next page.)

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TABLE 4 - (CONTINUED)

<u>GR BR</u>	<u>SAVINGS2</u>	<u>RIF PAY</u>	<u>TERM LV</u>	<u>REL CON</u>	<u>REL OCON</u>	<u>ACCESS</u>
07 WL	32478	16239	3747	57117	58709	5208
06 WL	31494	15747	3634	57117	58709	5208
05 WL	30182	15091	3483	57117	58709	5208
04 WL	27660	13830	3192	57117	58709	5208
03 WL	24878	12439	2871	57117	58709	5208
02 WL	24549	12275	2833	57117	58709	5208
01 WL	18775	9388	2166	57117	58709	5208
15 WS	51262	25631	5915	57117	58709	5208
14 WS	49693	24847	5734	57117	58709	5208
13 WS	46999	23499	5423	57117	58709	5208
12 WS	45728	22864	5276	57117	58709	5208
11 WS	45682	22841	5271	57117	58709	5208
10 WS	44552	22276	5141	57117	58709	5208
09 WS	42535	21267	4908	57117	58709	5208
08 WS	40938	20469	4724	57117	58709	5208
07 WS	39174	19587	4520	57117	58709	5208
06 WS	37492	18746	4326	57117	58709	5208
05 WS	36303	18152	4189	57117	58709	5208
04 WS	35011	17505	4040	57117	58709	5208
03 WS	33656	16828	3883	57117	58709	5208
02 WS	31900	15950	3681	57117	58709	5208
01 WS	29637	14819	3420	57117	58709	5208
08 WN	31802	15901	3657	57117	58709	5208
07 AS	30229	15115	3488	57117	58709	5208
01 NA	37456	18728	4322	57117	58709	5208
09 UA	30229	15115	3488	57117	58709	5208
04 VA	31422	15711	3626	57117	58709	5208

Notes:

SAVINGS2 - Average U.S. civilian pay, allowances, and ~~retired~~ pay accrual is by grade and civilian category.

RIF PAY - 50 percent of SAVINGS2 for U.S. civilians (includes terminal leave in a RIF situation).

TERM LV - 11.5 percent of SAVINGS2 (non-RIF situation).

REL CON - Average cost of a PCS move (CONUS).

REL OCON - Average cost of a PCS move (OCONUS).

ACCESS - Estimated accession cost.

Source: AMCOS and COBRA Models.

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TABLE 5 - LOOK-UP TABLE FOR FOREIGN NATIONAL CIVILIAN PERSONNEL

<u>GR BR</u>	<u>SAVINGS2</u>	<u>RIF PAY</u>	<u>TERM LV</u>	<u>REL CON</u>	<u>REL OCON</u>	<u>ACCESS</u>
5A LS	21889	16242	2517	0	0	5208
40 LS	21889	16242	2517	0	0	5208
00 LS	21889	16242	2517	0	0	5208
01 LS	21889	16242	2517	0	0	5208
02 LS	21889	16242	2517	0	0	5208
03 LS	21889	16242	2517	0	0	5208
04 LS	21889	16242	2517	0	0	5208
05 LS	21889	16242	2517	0	0	5208
06 LS	21889	16242	2517	0	0	5208
07 LS	21889	16242	2517	0	0	5208
08 LS	21889	16242	2517	0	0	5208
09 LS	21889	16242	2517	0	0	5208
10 LS	21889	16242	2517	0	0	5208
11 LS	21889	16242	2517	0	0	5208
12 LS	21889	16242	2517	0	0	5208
13 LS	21889	16242	2517	0	0	5208
A0 LS	21889	16242	2517	0	0	5208
P8 LS	11009	2294	1266	0	0	5208
00 IC	25787	18640	2966	0	0	5208
01 IC	25787	18640	2966	0	0	5208
02 IC	25787	18640	2966	0	0	5208
03 IC	25787	18640	2966	0	0	5208
04 IC	25787	18640	2966	0	0	5208
05 IC	25787	18640	2966	0	0	5208
06 IC	25787	18640	2966	0	0	5208
07 IC	25787	18640	2966	0	0	5208
08 IC	25787	18640	2966	0	0	5208
09 IC	25787	18640	2966	0	0	5208
10 IC	25787	18640	2966	0	0	5208
11 IC	25787	18640	2966	0	0	5208
12 IC	25787	18640	2966	0	0	5208
13 IC	25787	18640	2966	0	0	5208
14 IC	25787	18640	2966	0	0	5208
15 IC	25787	18640	2966	0	0	5208
32 IC	25787	18640	2966	0	0	5208
46 IC	25787	18640	2966	0	0	5208
47 IC	25787	18640	2966	0	0	5208
4A IC	25787	18640	2966	0	0	5208
5A IC	25787	18640	2966	0	0	5208
6A IC	25787	18640	2966	0	0	5208
7A IC	25787	18640	2966	0	0	5208
8A IC	25787	18640	2966	0	0	5208

Notes: (Continued next page.)

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TABLE 5 - (CONTINUED)

<u>GR BR</u>	<u>SAVINGS2</u>	<u>RIF PAY</u>	<u>TERM LV</u>	<u>REL CON</u>	<u>REL OCON</u>	<u>ACCESS</u>
A2 IC	25787	18640	2966	0	0	5208
A4 IC	25787	18640	2966	0	0	5208
A6 IC	25787	18640	2966	0	0	5208
C1 IC	25787	18640	2966	0	0	5208
C2 IC	25787	18640	2966	0	0	5208
C3 IC	25787	18640	2966	0	0	5208
C4 IC	25787	18640	2966	0	0	5208
C5 IC	25787	18640	2966	0	0	5208
C6 IC	25787	18640	2966	0	0	5208
C7 IC	25787	18640	2966	0	0	5208
C8 IC	25787	18640	2966	0	0	5208
H2 IC	25787	18640	2966	0	0	5208
H3 IC	25787	18640	2966	0	0	5208
H4 IC	25787	18640	2966	0	0	5208
H5 IC	25787	18640	2966	0	0	5208
H6 IC	25787	18640	2966	0	0	5208
H7 IC	25787	18640	2966	0	0	5208
H8 IC	25787	18640	2966	0	0	5208
K5 IC	25787	18640	2966	0	0	5208
P3 IC	21068	0	0	0	0	5208
OT IC	22692	11346	2610	0	0	5208
KO ID	14344	2988	1650	0	0	5208
UK ID	31495	9679	3622	0	0	5208
PA ID	23190	11595	2667	0	0	5208
IT ID	25919	1555	2981	0	0	5208
EU ID	27657	13829	3181	0	0	5208
MD ID	14690	7345	1689	0	0	5208
C9 IC	25787	18640	2966	0	0	5208
N2 IC	25787	18640	2966	0	0	5208
N3 IC	25787	18640	2966	0	0	5208
CZ IC	22633	16700	2603	0	0	5208
MT IC	28725	20446	3303	0	0	5208
SF ID	31495	22150	3622	0	0	5208

Notes:

SAVINGS2 - Foreign national average pay, allowances, and retired pay accrual (Korea, Italy) is by country and civilian category.

RIF PAY - RIF pay for foreign labor varies by country.

TERM LV - 11.5 percent of SAVINGS2 (non-RIF situation).

ACCESS - Estimated accession cost.

Source: ABO Database and COBRA Model.

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ATTACHMENT - FACILITIES COST ESTIMATING METHODOLOGY

BACKGROUND. The purpose of this analysis was to estimate the savings in the maintenance and repair of facilities realized through reductions as a result of the various VANGUARD initiatives. Two possible alternatives exist that will affect the cost to the Army in the real property maintenance account (RPMA). They are the incremental change in the number of personnel assigned to an installation or the costs that result from the closure of an installation. The former case (incremental change) requires the identification of those costs that are considered fixed and those that are variable. In the latter case the RPMA expenditures attributable to an installation are considered to be the net savings for its closure.

DATA SOURCES. RPMA technical reports are received from the directorates of engineering and housing (DEH) on Army installations. These reports are then compiled to form the Facilities Engineering and Housing Annual Summary of Operations report by the U.S. Army Engineering and Housing Support Center which was used in this analysis. This is the same data that was used in the Base Realignment and Closure (BRAC) study.

ANALYSIS. The RPMA account is made up of four lettered sub-accounts:

- J - Operation of Utilities
- K - Maintenance of Real Property
- L - Minor Construction
- M - Other Engineering Support

Within these sub-accounts there is a further breakout of specific costs such as sidewalk repair, snow removal, heating support etc. Not all of these specific costs however, are necessarily variable in nature. Fixed costs include such functions as the upkeep of sewage systems while usage of electricity is categorized as variable. Together with the facilities engineering community the specific categories were arranged differentiating between the fixed and variable costs (Table I). There exists a relationship between the number of people in a facility and the wear and tear or cost of repair and maintenance of that facility. The focus of this analysis was to identify and quantify this relationship. The data was grouped by major command, FORSCOM, TRADOC etc. Graphs of the subsequent data groupings indeed revealed the existence of a linear relationship. A regression equation was formulated using square footage as the independent variable and cost as the dependent variable. A boundary of no more than 10% was set on the 'R'

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statistic. The value of 'R' equates to the amount of unexplained error present in the regression equation. Table II depicts the variable costs for both space and personnel and the amount of error found in the computed equations. For MACOMS other than those listed in Table II individual factors were calculated as opposed to the computation of a regression equation. As an example, for the Eighth U.S. Army (EUSA), a single factor was computed encompassing Korea as a whole. Table III lists these factors.

A subset of The Army Authorization Documents Systems (TAADS), database was used in the VANGUARD study to identify the personnel within the table of distribution and allowances (TDA) army study. Each record within the database has among its many field names an associated command code and station name. This information was used to identify where the personnel were located. In order to match the variable RPMA costs to the individual(s), the cost factors were equated to the command code (Table IV). In this way for each individual that is either added to or subtracted from an installation receiving RPMA funds, their associated incremental cost or savings will have been captured. For those command codes that are not installation specific, a hierarchy of factors was employed.

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TABLE I - RPMA FIXED AND VARIABLE ACCOUNTS
(Variable Accounts are in Bold)

J00000	Operation of Utilities
J10000	Water Service
J11000	Purchased
J12000	Filtered
J13000	Unfiltered
J20000	Sewage Services
J21000	Purchased Sewage Disposal
J22000	Treated Domestic Sewage
J23000	Industrial Waste Treatment Facilities
J24000	Untreated Industrial Waste and/or Cooling Water
J30000	Electric Service
J31000	Purchased Electric Energy
J32000	Electric Generating Plants Operation
J40000	Boiler, Heat Plants & Power Steam/Hot Water
J41000	Boiler Plants, Hi Pressure (over 3.5M BTU/Hr cap.)
J41100	Gas Fired
J41200	Oil Fired
J41300	Coal Fired
J42000	Heating Plants (over 3.5M BTU/Hr cap.)
J42100	Gas Fired
J42200	Oil Fired
J42300	Coal Fired
J43000	Heating Plants (.75 - 3.5M BTU/Hr cap.)
J43100	Gas Fired
J43200	Oil Fired
J43300	Coal Fired
J44000	Heating Plants (under 3.5M BTU/Hr cap.)
J44100	Gas Fired
J44200	Oil Fired
J44300	Coal Fired
J45000	Purchased Steam/Hot Water
J50000	Air Conditioning & Cold Water
J51000	Air Conditioning Plants (all tonnage)
J52000	Cold Storage Plants (including ice mfg)
J80000	Utilities Operations (Inactive)
J90000	Other Utilities Operation
K00000	Maintenance of Real Property
K10000	Utilities System
K11000	Water Systems
K12000	Sewer Systems
K13000	Electric Systems
K14000	Boiler and Heating Plants
K15000	Air Conditioning and Refrigeration
K19000	Other Utilities
K20000	Buildings

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TABLE I (Cont.)

K21000	Training
K22000	Maintenance & Production
K23000	Research, Dev & Test
K24000	Storage
K25000	Hospitals & Medical
K26000	Administration
K27000	Unaccompanied Personnel Housing
K28000	Community
K29100	Family Housing
K29200	Other
K30000	Grounds Maintenance
K31000	Improved Grounds
K32000	Unimproved Grounds
K42000	Active Railroads
K50000	Surfaced Areas Maintenance
K51100	Roads - Concrete
K51200	Roads - Bituminous
K51300	Roads - Gravel, Stabilized or Graded
K51400	Roads - Other Misc Hard Surface
K51500	Tank Trails
K52210	Airfield Pavement - Concrete
K52220	Airfield Pavement - Bituminous
K52230	Airfield Pavement - Other
K53100	Sidewalks
K53200	Parking Vehicular
K53300	Open Storage
K60000	Misc Maintenance
K80000	Maint & Repair - Inactive Facilities
K90000	Facilities Engineering Shops
L00000	Minor Construction = 10% of "K"
L10000	Alteration & Minor Construction
L20000	Alteration & Minor Construction (inactive)
M00000	Other Engineering Support
M10000	Fire Prevention and Protection
M20000	Refuse Handling
M30000	Pest Control Services
M31000	Buildings
M32000	Grounds
M40000	Custodial Services
M50000	Snow/Sand Removal & Ice Alleviation
M60000	Management & Engineering
M71000	Div Engineer Ofc Exp
M72000	Real Estate Administration
M73000	Admin Related to Agricultural and Grazing Leases
M74000	Construction Support Program
M80000	Engineering Support (inactive)
M90000	Misc Engineering Activities

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TABLE II - ESTIMATED VARIABLE FACTORS

<u>Location</u>	<u>Variable Cost/K Ft²</u>	<u>Variable Cost/pers</u>	<u>Percent Error</u>
Army-Wide	\$2,287	\$205.8	1.49%
CONUS	2,373	213.5	1.46%
FORSCOM	2,633	237.0	1.49%
MDW	5,197	467.7	0.69%
OCONUS	3,188	286.9	2.34%
TRADOC	2,131	191.8	9.29%
USAREUR	3,336	300.3	3.16%
WESTCOM	2,138	192.4	0.19%

TABLE III - INSTALLATION SPECIFIC VARIABLE FACTORS

<u>Location</u>	<u>Variable Cost/pers</u>
AMC (CONUS)	\$209.3
AMC (OCONUS)	423.8
EUSA	306.0
Ft Ben Harrison	291.4
Ft Sheridan	209.9
USARSO	277.8
West Point	231.6

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TABLE IV - VARIABLE PER CAPITA RPMA COST
 (FY91 Current Dollars)

<u>Command Code</u>	<u>Description</u>	<u>Factor</u>	<u>Location</u>
AC	Finance & Accounting Center	291.433	Ben Harrison
AS	Intelligence & Security Command	205.812	Total Army
CB	Criminal Investigative Command	205.812	Total Army
CE	Corps of Engineers	205.812	Total Army
CZ	Information System Command	205.812	Total Army
E1	USA Europe	300.283	USAREUR
FC	Forces Command	236.961	FORSCOM
HS	Health Services Command	213.541	CONUS
MA	Military Academy	231.618	West Point
MD	Surgeon General	205.812	Total Army
MT	Mil Transportation Management Cmd	205.812	Total Army
MW	Military District of Washington	467.717	MDW
P1	Western Command	192.388	WESTCOM
P3	USA Japan	303.425	USARJ
P8	Eighth US Army	306.012	EUSA
PC	Mil Enlistment Processing Command	209.907	Ft Sheridan
SU	Southern Command	277.832	USARSO
TC	Training & Doctrine Command	191.775	TRADOC
TS	Troop Support Agency	205.812	Total Army
X1	Army Material Command (world-wide)	211.976	AMC