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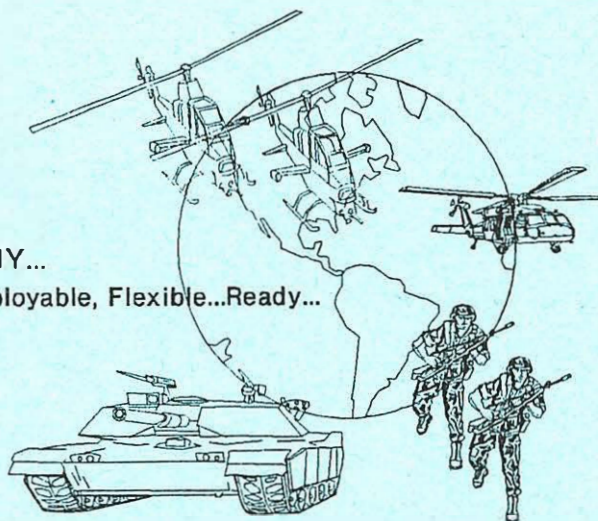
U. S. ARMY...
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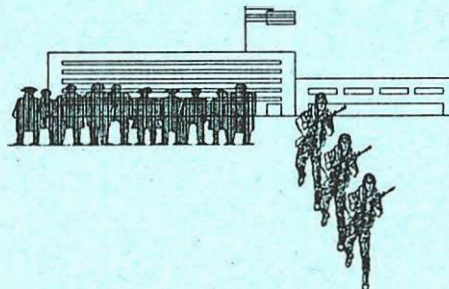
Project VANGUARD
Final Report

A blueprint for the future...

General Support Force

15 December 1990
Fort Belvoir, Virginia

CHAPTER VIII
RESTRUCTURE INSTALLATIONS AND BASOPS MANAGEMENT

8.1. GENERAL

a. VANGUARD reviewed installation management as it is functionally conducted in the Army and how the system could be strengthened and improved while achieving necessary resource efficiencies. Specifically, the review focused on base operations (BASOPS) functions (lettered accounts) and standard work centers that are common across installations. VANGUARD recognized from the beginning that installation BASOPS functions must continue and, in general, could not be eliminated. However, potential savings existed if missions were reduced or consolidated. The focus of the review centered on what BASOPS organizational and functional changes could be effected to support a smaller, more CONUS based force. BASOPS functions were further reviewed to determine which ones required military expertise in the performance of duties and which functions could be civilianized. Further review was conducted to determine whether a standard organization could be developed to manage garrison activities.

b. The study group reviewed past studies of installation management and how the Army is organized to perform this function. All of the studies generally had the same recurring recommendations; eliminate echelons between policy makers and installations, improve resourcing process, establish BASOPS career program, and increase the installation commanders flexibility to run his installation by reducing intermediate headquarters involvement. Installation management, unlike other Army functional areas, does not have a single proponent for all aspects of the function on the Army staff or at the major Army commands (MACOMs). All elements of the Army staff are proponents for some phase of BASOPS and installation management and this structure is generally mirrored at the MACOM headquarters. Additionally, functional MACOMs are proponents in their own right for some portions of installation management. All levels of command develop guidance, write their own regulations or supplement someone else's regulation, and often burden installation commanders with a myriad of rules and requirements. The result of this organization and system is that guidance is interpreted and resources reprogrammed at each level of command to support "unique" requirements (Figure VIII-1). During the Fiscal Year 92-93 Command Budget Estimate submission, several field commanders characterized installation management and BASOPS as a broken program with inadequate resources and in need of radical action to meet funding guidance. The Army's system for managing installations has multiple proponents, policy formulation is not linked to program execution, management is decentralized, stove-pipe staffs and organizations are big players, and the installation commander must collate multiple regulations and guidance to make it all work.

c. Funding for BASOPS and installation management has not kept pace with mission funding over the past ten years. While mission accounts have grown, new BASOPs
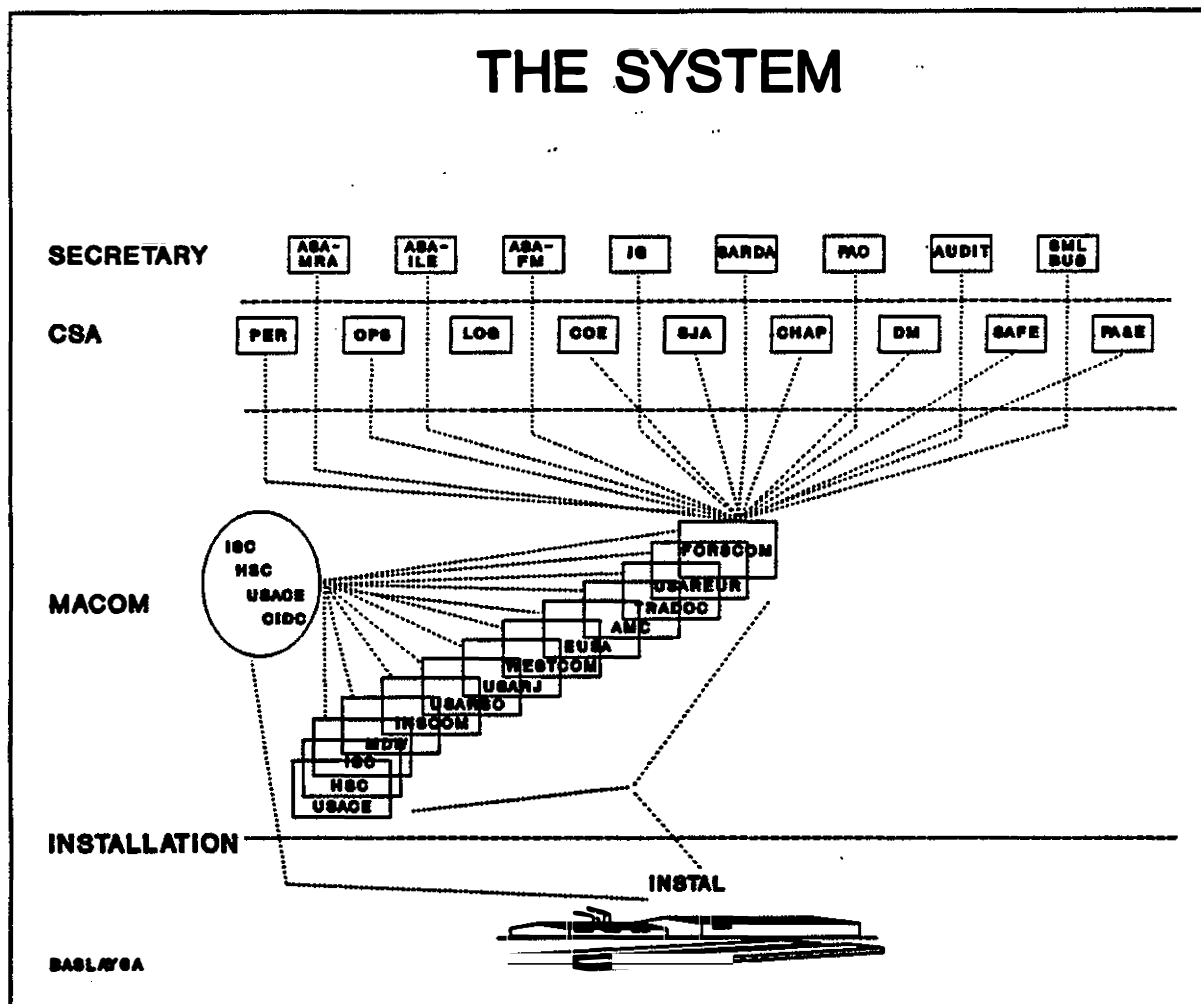
Figure VIII-1
THE SYSTEM

missions have been absorbed within existing funding. (Figure VIII-2) Budget execution for BASOPS programs (RPMA and BASOPS(-)) is generally less than what is budgeted, even though other mission accounts have funds diverted into BASOPS accounts during an execution year. During FY 87-89, nearly $900 Million was migrated into BASOPS accounts to meet shortfalls. Unfortunately, these transfers generally come too late for installation commanders to adequately program. As a result, many of our installation programs are operated on the margin and the physical plant is deteriorating.

ARMY WIDE OMA "P2" ANALYSIS...

P2, P2M, BASOPS(-), RPMA

Growth in P2 is driven by "Mission" growth

Army BASOPS(-) and RPMA expenditure remains relatively constant over time.

P2

MISSION

RPMA

BASOPS (-)

P2=93%

MISSION=73%

RPMA=45%
BASOPS(-)=34%

*NORMALIZED FOR P-11 TRANSFER AND CURRENCY FLUCTUATION

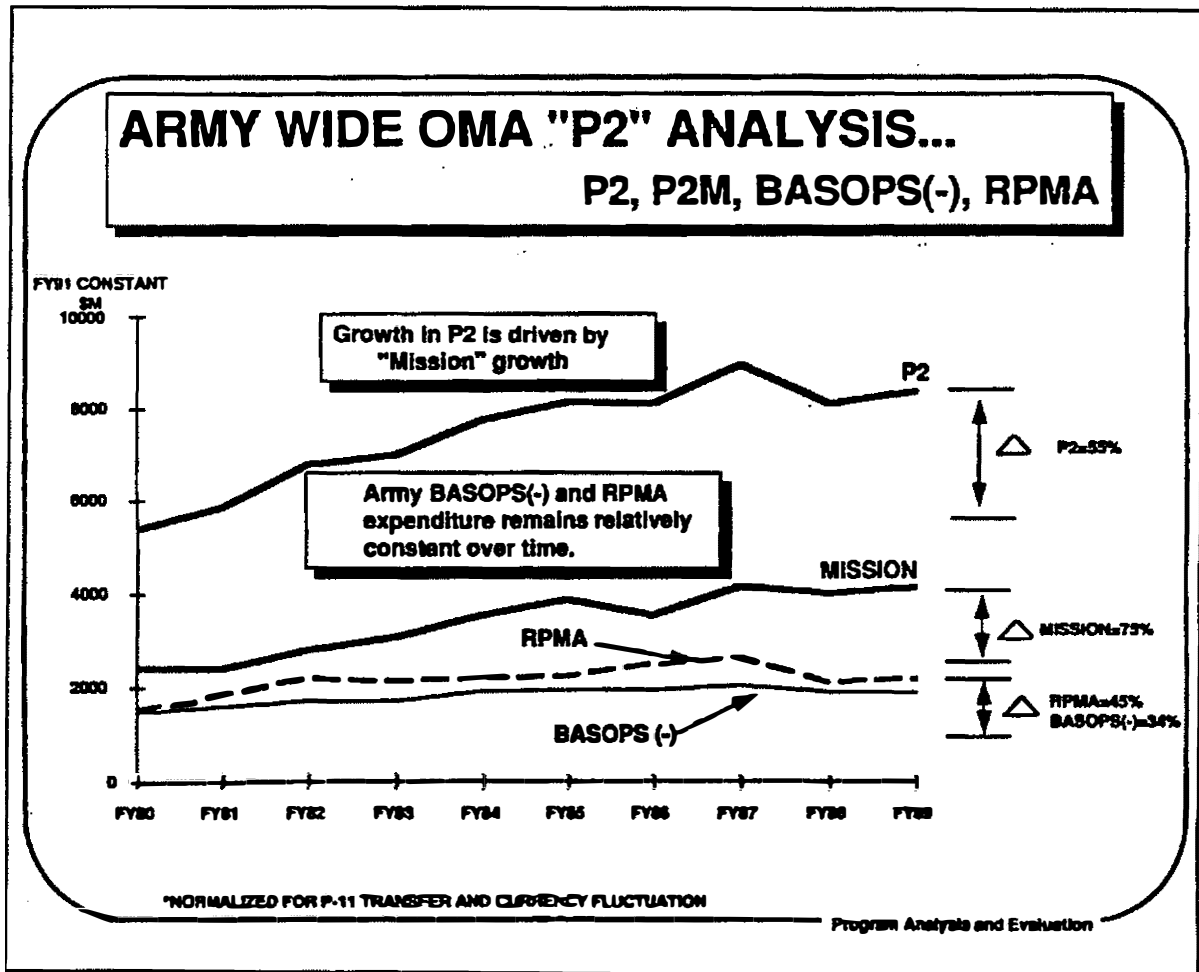Program Analysis and Evaluation

Figure VIII-2
ARMY WIDE OMA P2 ANALYSIS

d. The study team identified several problem areas that, if corrected, would elevate installation management to an important Army program as well as reduce the associated management costs.
These areas are:

o Inconsistent funding priority

o Policy formulation not linked to program execution

o Installation management not recognized as an alternate specialty

o Installation management not considered a primary mission

o Current management structure costly

Corrective actions were conceptually proposed in three areas: realignment of the Army staff (ARSTAF), realignment of the MACOM staff and establishment of a Services Command to realign the way the Army conducts installation management.

e. The first proposal was to realign the ARSTAF by establishing a central proponent on the Army staff for installation management (DA, Deputy Chief of Staff for Base Operations Support (DCSBOS)(Figure VIII-3).
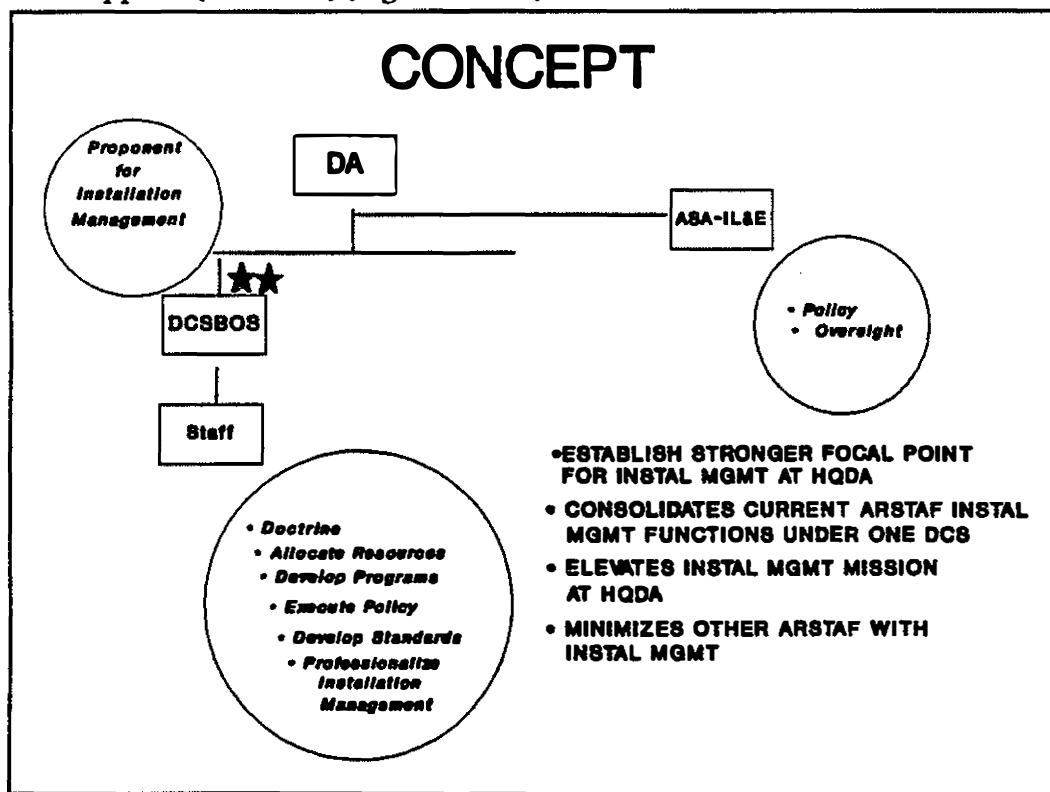

Figure VIII-3
CONCEPT

This concept:

 o Separates elements of the Director of Management's staff sections involved in installation functions into a new ARSTAF section for Installation Management (DCSBOS)

 o Establishes a stronger focal point for installation management at the Headquarters

 o Fixes responsibility for policy development where the expertise is resident in the DCSBOS or for policy integration where expertise is resident elsewhere on the ARSTAF

 o Centralizes planning, programming and budgeting for installation management into a single staff agency

 o Provides the opportunity to develop controls for BASOPS funding

This concept would put BASOPS and installation management on a par with mission in terms of competing for resources and ensure that sufficient funds are programmed for installations. Migration of funds into BASOPS would be restricted. A further proposal was made to professionalize installation management by centralizing garrison command selection, establishing an installation management functional area and developing a standard installation organization (SIO). The first part of the proposal (DA, DCSBOS) is incorporated into the VANGUARD recommendation for the reorganization of the Army Staff. The general comments received from the field support this recommendation. The second part of the concept (professionalize installation management) was further developed and is discussed more fully in paragraph 8.3.c.

 f. VANGUARD's second proposal realigned the MACOM staff in accordance with a concept developed by TRADOC. The TRADOC model consolidated various installation management functions (decentralized in various staff functional areas) into a single staff element to manage installations under a single Deputy Chief of Staff (Figure VIII-4). By applying the principle that policies and standards are established at the highest levels and executed at the lowest and that intermediate headquarters carry out department policies and programs, this model was applied to other MACOMs. The result of applying
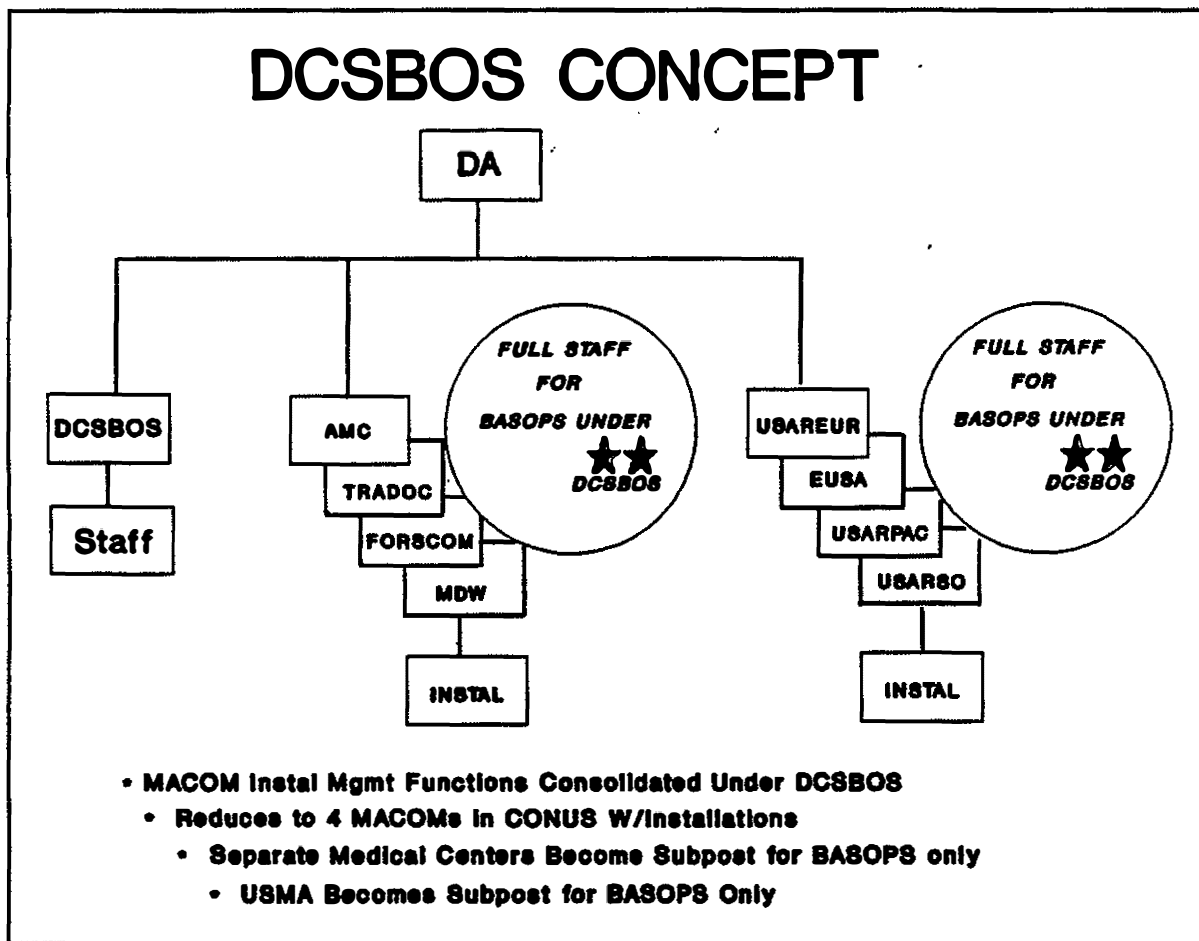
Figure VIII-4
DCSBOS CONCEPT

this concept is not only significant manpower savings, but also raises installation management to a co-equal status with other MACOM functions. This concept further reduces the number of CONUS MACOMs responsible for managing installations. This concept, when implemented in conjunction with the realignment of the ARSTAF, raises the importance of installation management and allows the function to compete as a major Army program. The realignment of the MACOM staff was pursued as a major initiative and is discussed more fully in paragraph 8.2.

g. The third concept was in keeping with the VANGUARD vision and proposed a

Services Command to manage all Army "places".

     (1) The Services Command manages installations, NAF operations, the operations and maintenance (O&M) portion of information management and acquisition to support the various functions and activities that would be located under the Services Command. This concept does not include the proposal for the MACOM DCSBOS (paragraph 8.1.f), but does recommend the realignment of the ARSTAF.
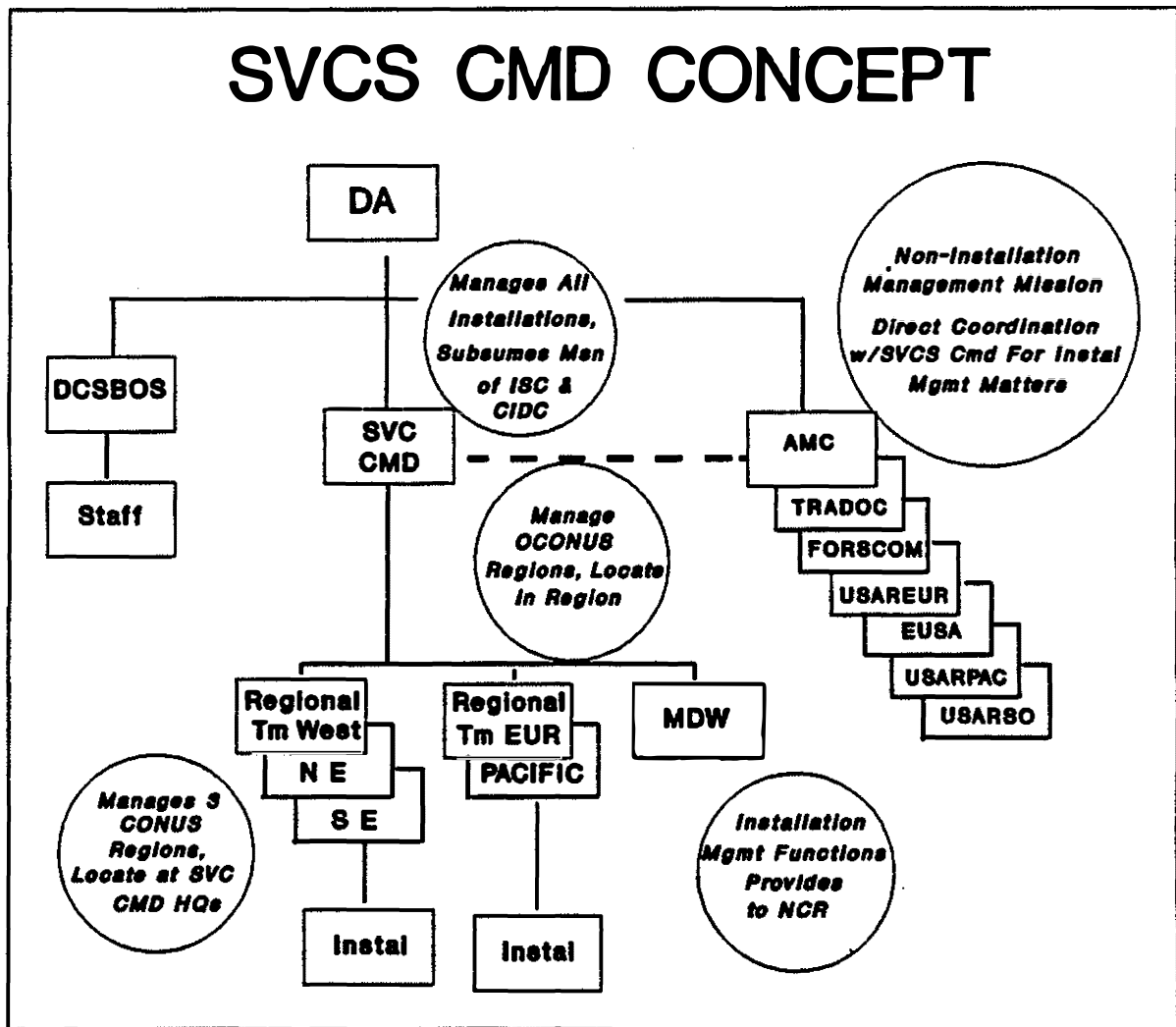
Figure VIII-5
SVCS CMD CONCEPT

(2)   In the VANGUARD vision the Services Command accomplishes installation management for all installations managed by the Army. Additionally, with the elimination of Information Systems Command (ISC), Services Command assumes the missions of installation and strategic information services. Military Traffic and Movements Command (MTMC) is also eliminated as a MACOM, reduced and transferred to Logistics Command. Criminal Investigation Command (CIDC) is eliminated as a MACOM, Regional CIDC Headquarters reduced, and CIDC Districts report to Services Command. This, in effect, takes all other MACOMs out of the installation management business and allows them to focus on their primary mission (Figure VIII-5).

(3)   Units and organizations belonging to MACOMs other than Services Command become tenants on installations. The garrison commander reports directly to Services Command, but the senior tenant commander on an installation is still in the garrison commander's rating chain. CONUS installations are managed on a regional basis from the Services Command Headquarters; OCONUS installations are managed by on-site teams located in the theater. This concept allows centralization and regionalization of services where it is cost efficient and effective to do so.

(4)   HQDA develops plans and programs in conjunction with the Services Command and installations implement the guidance. Intermediate level guidance and reprogramming of resources and priorities are no longer a factor in managing installations. This concept provides significant management improvement and focuses the Army on managing installations as a major mission area.

h.   During the staffing process for the VANGUARD vision, it was decided not to continue with the Services Command concept. This was discontinued mainly because of the perception of all MACOM commanders that the anticipated lack of flexibility to manage installations would be an unacceptable detriment to mission execution. In the revised VANGUARD vision, the Services Command was dropped from consideration and the initiative was not pursued further.

i.   Installation management, unlike other functional reviews, cuts across all MACOMs and is not targeted to a specific MACOM functional area or career management field (CMF). Fourteen MACOMs are involved to some degree with BASOPS; TRADOC, FORSCOM, AMC, and USAREUR account for approximately 80 percent of the authorizations. Thirty enlisted CMFs and 35 officer CMFs appear in BASOPs. Using AR 37-100-90, the Army Management Structure (AMS) as a guide, VANGUARD reviewed all BASOPs functions and identified candidates for consolidation or reduction.   These

candidates were reviewed in detail to determine practicality, availability of information for refinement and an approach that could be used for analysis. Some of the candidates were not considered because they were impractical; others were dropped because data was not available to develop a concept. Those initiatives that were developed are discussed in the remainder of this chapter. The Initiative Analysis Sheet (IAS) for each initiative is located in Chapter 17, Part N5.

8.2. CONSOLIDATE INSTALLATION MANAGEMENT FUNCTIONS UNDER ONE DEPUTY CHIEF OF STAFF IN SELECTED MACOM HEADQUARTERS (MAC06 & 6A).

a. Description. VANGUARD Initiatives MAC06 and MAC6A identify savings made possible by realigning and reducing organizations performing installation management missions at MACOM headquarters. Several MACOMs would lose their installation management mission and associated resources. Three MACOMs were not included in this proposal: USAREUR due to the turbulence of European reductions and Desert Shield support; EUSA due to its recent implementation of the United States Forces Korea-91 Study which put all installation management in the hands of four support group commanders; and USASOC because it does not have installation responsibility.

b. Evaluation.

(1) Missions/Functions/Background. MACOMs presently provide the following installation management functions: chaplain, drug and alcohol, engineering, equal opportunity, information management, logistics, public affairs, personnel and administration, law enforcement and security, real estate, resource management, and safety.

(2) Assumptions. There is a proliferation of installation management staff in most MACOM headquarters and in some MACOM field operating activities. Selected functional staff consolidation under one deputy chief of staff will achieve efficiencies as well as put installation management mission on a par with other MACOM functions and bring focus to installation standards, accountability and funding. TRADOC's recent installation management reorganization provides conceptual direction to establish the concept in other MACOMs. CONUS-based MACOMs with a large installation management mission (FORSCOM, TRADOC, AMC, MDW) will be able to assume installation management for MACOMs with minimal installation management mission (HSC, INSCOM, MTMC, ISC, and USACE).

(3) Analysis. The methodology separated installation management spaces in each headquarters from those that are functionally aligned with non-installation management missions. Savings for those MACOMs retaining installation management (AMC, FORSCOM, TRADOC and MDW) was based on an analysis of the TRADOC DCSBOS model, TRADOC's estimated savings and an additional review of each headquarter's installation management spaces. This restructuring eliminated layering, organizational compartmentalization and resource competition; reduced MACOM combat support span of control; elevated the BASOPS mission within the headquarters; grouped like functions; simplified the BASOPS mission; provided a better model for integrating the function, as well as better focus on function; and improved customer service.

c. Conclusions. Economies can be realized by reducing the number of MACOMs performing installation management functions and consolidating management functions within the remaining MACOMs.

d. Recommendations. Beginning in FY92, reduce the number of MACOMs performing installation management functions and consolidate management of installation functions within the remaining headquarters.

8.3. INSTALLATIONS AND BASOPS MANAGEMENT FUNCTIONAL INITIATIVES.

a. PRIVATIZE, MAKE TOTALLY NONAPPROPRIATED FUND (NAF), OR ELIMINATE MISSION OF ARTS & CRAFTS, ENTERTAINMENT, AND CATEGORY B BOWLING; REDUCE APPROPRIATED FUNDS TO CATEGORY A RECREATION CENTERS (FAC02).

(1) Description. VANGUARD Initiative FAC02 identifies savings resulting from the reduction of appropriated fund (APF) support to selected category B morale, welfare and recreation (MWR) activities and reduction of APF support to category A activities, specifically recreation centers. Those category B activities losing APF support would be forced to "pay their own way" through user fees or be eliminated. Reductions in APF support to category A activities is in concert with the transition to a smaller force but lags slightly behind the build-down. Category B reductions are in FY92 and FY93. Category A reductions are spread over three years, FY93-FY95.

(2) Evaluation.

(a) Missions/Functions/Background. Quality of Life programs help

commanders make life better for the Total Army Family. These programs are divided into three major categories: category A programs (libraries, sports, recreation centers) which may receive 100 percent APF support; category B programs (arts & crafts, auto crafts, entertainment, outdoor recreation) which may receive a majority of APF support; and category C programs (clubs, bowling alleys) which must be self-sustaining (totally nonappropriated fund supported). Congress directed the removal of all APF support to category C programs by FY91. Exceptions exist for those locations designated as "remote and isolated" where greater levels of APF are allowed. Most installations and communities offer a cross-section of all MWR programs with the level of APF support varying from location to location but within Congressional guidelines.

(b) Assumptions. A reduced permanent presence overseas will result in an equivalent reduction in MWR programs and the APF support to those programs. The constrained budget environment dictates a greater reliance on community and private sector services in CONUS to replace those currently available through MWR activities on post.

(c) Analysis. Installation level manpower in specific MWR programs (category B bowling, arts & crafts, music & theater, and entertainment) was identified using Army management structure code (AMSCO) review. Research using the Army functional dictionary (AFD) standard work center codes (SWCC) further defined the manpower pool. The final analysis reviewed the TAADS database by position title. MACOM command plans and correspondence identifying decrements taken due to QUICKSILVER or other MACOM generated reductions were incorporated into the analysis. All remaining manpower spaces in the specified programs were eliminated. The reduction to category A is approximately ten percent by FY95. Decrements will not apply to "remote and isolated" sites.

(3) Conclusions. Given the current environment, only those programs absolutely necessary for quality of life can receive APF support.

(4) Recommendations.

(a) Implement manpower reductions in MWR programs in the designated years (FY 92-95).

(b) Increase user fees to allow continued operation of non-profitable programs if demand warrants.

(c) Where possible, use commercial sponsorship to assist in paying for MWR programs in an effort to keep user fees low.

b. CONSOLIDATE REENLISTMENT AT INSTALLATION LEVEL; REDUCE MISSION AND STAFF TO AN AVERAGE OF THREE PERSONNEL PER INSTALLATION (FAC03) [PARTIALLY APPROVED AS DRMD 945A].

(1) <u>Description.</u> VANGUARD Initiative FAC03 identifies saving s made possible by consolidating active component reenlistment functions at the installation level. The initiative leaves an average of three reenlistment NCOs per installation.

(2) <u>Evaluation.</u>

(a) <u>Missions/Functions/Background.</u> Retention missioning has historically followed command channels from Headquarters, Department of the Army (HQDA) to company level. This initiative streamlines the reenlistment process through centralization at the installation level.

(b) <u>Assumptions.</u> A declining and ultimately smaller force will reduce the reenlistment mission. Soldiers will seek assistance from a centralized office rather than being sought out by unit reenlistment personnel. Missions other than reenlistment (Quality Management Program) currently performed by the retention NCO will be transferred.

(c) <u>Analysis.</u> In CONUS, reenlistment NCOs are documented solely on the TDAs; OCONUS, reenlistment NCOs may or may not be documented on the TDA. The AFD SWCC's for retention were reviewed to identify installation NCO's performing the reenlistment function. The TAADS database was then analyzed by job title and Military Occupational Skill Code(MOSC) (00R) to ensure only reenlistment personnel were considered for consolidation and elimination, and to ensure that three personnel were left per installation. No reserve re-enlistment NCO's were considered or decremented.

(d) <u>Alternatives.</u> An alternative proposal presented by the Office of the Deputy Chief of Staff for Personnel resulted in a smaller decrement to reenlistment NCOs. This alternative proposal was accepted in DMRD 945A. The following compares decrements taken by the DMRD with those recommended by VANGUARD:

	FY92	FY93	FY94	FY95	FY96	FY97
DMR	- 75	-145	-225	-245	-248	-248
VG	-408	-408	-408	-408	-408	-408
DIFF	333	263	183	163	160	160

(3) **Conclusions.** Reduce the reenlistment mission in light of the force build-down. Centralize reenlistment at the installation level by removing reenlistment NCO's from individual TDA units. Leave an average of three retention NCO's per installation.

(4) **Recommendation.**

(a) Develop and disseminate the required regulatory changes caused by this initiative.

(b) Implement the remaining reduction (not included in DMRD 945A) in reenlistment manpower.

c. **STANDARDIZE INSTALLATION TDA (FAC05).**

(1) **Description.** Establish standard rules for determining officer and enlisted authorizations at TRADOC and FORSCOM garrisons.

(2) **Evaluation.**

(a) **Missions/Functions/Background.** AR 5-3, "Installation Management and Organization," specifies how a garrison is to be organized. Because of installation and mission differences, as well as the use of the commercial activities (CA) program, application of this "standard" is inconsistent. AR 570-4 implements public law and DOD directives with respect to designating positions as military or civilian. In general, TDA positions will be civilian except for reasons of law, training, security, discipline, rotation, or combat readiness; positions requiring a military background to be successful; or positions requiring unusual hours not normally associated or compatible with civilian employment. Major FORSCOM and TRADOC installations have 10 to 30 Army officers authorized by TDA in BASOPS functions (less JAG, Chaplain, Aides, IG, and Reservists). Multiple authorizations exist for the MP, FI, Comptroller MOSCs; for the Director of Plans, Training and Mobilization; and for command functions. Directors of Security are typically

civilian; Directors of Engineering & Housing and Resource Management and the Provost Marshal are predominantly military. The Directors of Logistics and Personnel & Community Affairs are predominantly civilian in TRADOC; in FORSCOM, they are predominantly military. Directors are colonels at corps installations; elsewhere, there is no consistency. Both TRADOC and FORSCOM have large numbers of enlisted soldiers performing military police, military personnel, supply and command support functions.

(b) Assumptions. Only positions contributing to training "senior garrison managers" will be military. Officers performing "chief" functions will be back filled with civilians. Company grade officers authorized on the grading table may have primary duties as a commander. The Army cannot afford to civilianize all enlisted positions that could be converted. Total authorizations will determine MACOM requirements; adjustments or balancing will be necessary within the MACOM.

(c) Analysis. Grading and authorizations of officer positions were determined using the guidelines in AR 611-101. Lower graded officers were added to "grow garrison managers." Installations were categorized based on FY 93 data from the Army Stationing and Installation Plan (ASIP). Officer savings were the difference between what the model would require and what authorizations exist in the Oct 90 TAADs. Civilian differences were determined by eliminating those positions which the model militarizes and adding back those "chief" positions that were being civilianized. Current garrison enlisted TDAs were scrubbed line by line. Positions were annotated "no change", "civilianize" or "eliminate". Numerical models were developed to approximate the number of enlisted positions that the scrub annotated "no change" or "civilianize". The model does not address MOSs or enlisted grades. A complete description of the model and the respective grading tables can be found in the accompanying documentation for this initiative.

(3) Conclusions. Garrison management is not regarded as a mission. The Army does not train military personnel to become garrison managers. There is no consistency between MACOMs for the military composition of garrison TDAs. Different MACOMs approach the issue from different perspectives.

(4) Recommendation.

(a) Standardize officer grading and authorizations for garrisons in TRADOC and FORSCOM.

(b) Standardize enlisted authorizations for garrisons in TRADOC and

FORSCOM.

(c) Establish "Installation Management" as an officer functional area
specialty.

(d) Centrally select garrison commanders.

d. ELIMINATE CONTRACTS AND CIVILIAN PERSONNEL PERFORMING KP
SERVICES IN ENLISTED DINING FACILITIES (FAC08).

(1) Description. VANGUARD Initiative FAC08 identifies savings made
possible by eliminating KP contracts and civilian personnel performing KP services in
enlisted dining facilities. Soldiers will again be detailed to perform KP duties. This action
does not address KP services at hospitals or on installations where full food service
contracts exist. However if the portion of full food service contracts that provide for the
KP function were identified and terminated, additional savings would result.

(2) Evaluation.

(a) Missions/Functions/Background. Since the early 1970's, the Army
has attempted to provide alternatives to soldiers performing KP duties. OCONUS
(USAREUR and EUSA) has 1,940 civilians, mostly local nationals, performing these
services. In CONUS, contractors perform these services. Currently, TRADOC has AIT and
basic trainee soldiers performing KP duties. If implemented, soldiers will sacrifice training
time to support the KP mission.

(b) Assumptions. Contract costs are constant; and contracts can be
canceled by FY93 without penalties. The Army population in USAREUR will decline from
a current level of 199,000 to 80,000 by 1995. USAREUR will proportionately eliminate
authorizations for KP services in conjunction with the CFE reductions.

(c) Analysis. U.S. Army Finance and Accounting Center reported to
OSD in February 1990 that $42.375M was spent on contracts for KP services at enlisted
dining facilities. There are 1,482 authorizations in USAREUR (1,472 local nationals and
10 wage grade U.S. civilian employees). The TAADS data base for installation BASOPS
was searched for AMSCO extensions .FB (dining facilities or food service attendants).

Authorizations funded with this extension were eliminated over a three year period, FY92-94.

       (3) Conclusions. Eliminating contracts and personnel performing KP services can save substantial dollars. It reduces the amount of time available for training and could adversely affect sanitary standards. However, soldiers have performed KP services in the past with no degradation of readiness, and still must perform the duty when units deploy away from the garrison environment.

       (4) Recommendation. Eliminate KP contracts and civilian personnel performing KP services in enlisted dining facilities.

     e. TRANSFER ALL MILK PLANT OPERATIONS TO ARMY AIR FORCE EXCHANGE SERVICE (FAC10) [APPROVED AS DMRD 945G].

       (1) Description. VANGUARD Initiative FAC10 identifies savings available by transferring milk plant operations in Japan and Korea to the Army & Air Force Exchange Service (AAFES).

       (2) Evaluation.

       (a) Missions/Functions/Background. Milk plant facilities in Korea and Japan are government owned and contractor operated. In Japan, the labor is government furnished. AAFES operates similar facilities in other locations (e.g., an ice cream plant in Germany and a milk plant in the Philippines). AAFES has expressed an interest in taking over the milk plant in Japan and Korea but previous attempts to transfer operations have been prevented by political intervention. Currently, EUSA is changing contractors from US based to locally based.

       (b) Assumptions. AAFES will be able to produce the milk products at current costs.

       (c) Analysis. The milk plant operation in Japan operates on a break-even basis. The only savings possible are from the elimination of 34 civilian authorizations (government furnished labor). A 1986 legal assessment (based on a AAA report) states that the transfer of operations in Korea would result in a $1.5M savings. USARJ states that the government of Japan has agreed to pay approximately 54 percent of local national labor costs with ongoing initiatives to substantially increase this percentage. Additionally,

any reduction in force attempt could have major political repercussions.

(3) Conclusions. Economies can be gained by transferring milk plant operations in Japan and Korea to AAFES.

(4) Recommendations. Transfer milk plant operations in Korea and Japan to AAFES. The Army General Counsel has opined, however, in several memoranda since 1985, that the transfer of milk plant operations to AAFES is legally objectionable.

f. CONSOLIDATE DIRECTORATES OF RESERVE COMPONENT SUPPORT INTO DIRECTORATES OF PLANS, TRAINING & SECURITY (FAC22) [APPROVED AS DMRD 945C].

(1) Description. VANGUARD Initiative FAC22 identifies savings made possible by consolidating the Directorate of Reserve Component Support (DRCS) and the Directorate of Plans, Training and Mobilization (DPTM). The DRCS can be down-sized and integrated with the DPTM. Supply and warehouse personnel and logistics missions will be transferred to the Director of Logistics (DOL). Budget, administrative, military personnel specialists, engineers, drivers and laborers are eliminated. Necessary functions can be performed by appropriate functional directorates. Remaining personnel will be consolidated and integrated into a separate section of the DPTM.

(2) Evaluation.

(a) Missions/Functions/Background. The mission of the DRCS is "to provide advice and assistance to Active Component (AC) activities that interface with the RC and the ROTC" (AR 5-3, para 4-19). Actual organizations and functions performed vary greatly from installation to installation. Some installations organize the DRCS so that it can perform direct support to RC units.

(b) Assumptions. A centralized garrison contact for DRCS is needed only as a coordinating POC.

(c) Analysis. TDA's were sorted by AMSCO extension .Q (Reserve Component Support). Positions were reviewed by title to eliminate budget, administrative, military personnel specialists, engineers, drivers and laborers.

(3) Conclusions. Efficiencies can be gained by making the DRCS a central

coordinating point for the garrison within the DPTM. Most functions can be transferred to the garrison functional proponent without resources. Supply and warehouse functions must be transferred to the DOL with resources.

(4) Recommendation. Integrate the DRCS into the DPTM.

g. CONSOLIDATE ALL DIRECTORATE BUDGET OFFICES AT INSTALLATION LEVEL AT THE DIRECTORATE OF RESOURCE MANAGEMENT (FAC23 [APPROVED AS DMRD 945N] AND FAC37).

(1) Description. VANGUARD Initiatives FAC23 and FAC37 identify savings resulting from the consolidation of all installation BASOPS budget offices into a centralized budget office under the Directorate of Resource Management (DRM).

(2) Evaluation.

(a) Missions/Functions/Background. The budget offices in each installation directorate perform budgeting functions for their respective directorate. These offices have been formed to monitor budget work in the DRM and to more actively include specific program knowledge in the budgeting process.

(b) Assumptions. Consolidation will result in a more efficient installation organization by eliminating duplicated budget functions and shadow budget offices. BASOPS operations will be smaller and more efficient in the smaller Army of the future. Programming is not typically done at the installation; therefore, detailed program knowledge is not required in installation, budget shops as opposed to programming budget cells at higher headquarters.

(c) Analysis. Installation level manpower was identified using budget MOSCs: 560 and 561. Personnel identified in this manner were then compared with AMSCO's to ensure that no personnel in DRM offices were eliminated. A thorough review of the TAADS by paragraph was then done to further refine the manpower pool. No military were included in the analysis since military budget personnel are typically assigned to DRMs. Each directorate needs to have one "subject matter expert": someone with basic programming or budget knowledge to advise the director and attend junior program budget advisory committee (JPBAC) meetings. This can be a program person and need not be a 560 or 561. This initiative has also been attempted at selected locations with limited success.

(3) Conclusions.

(a) Consolidate installation directorate budget offices into the DRM (FAC23). Eliminate all supervisory personnel and budget assistants from the disbanded offices. Transfer all budget analysts to the DRM. This initiative was accepted in DMRD 945N.

(b) Additionally, consolidate the DEH budget offices into the installation DRM (FAC37).

(4) Recommendations.

(a) Implement reductions as required by DMRD 945N.

(b) Implement the specified reductions in DEH budget offices in FY92 (FAC37).

(c) Transfer remaining DEH budget personnel into the installation DRM (FAC37).

h. TRANSFER INSTALLATION CONTRACTING FUNCTION FOR CONTRACTS REQUIRING SOLICITATION TO THE CORPS OF ENGINEERS (FAC40).

(1) Description. This initiative identifies savings made possible by eliminating the contracting function at the installation, consolidating the function with existing Corps of Engineers (COE) capabilities and conducting contracting on a regional basis. Installations maintain small purchase capability and conduct contract administration (contracting officer representative & quality assurance).

(2) Evaluation.

(a) Missions/Functions/Background. This initiative centralizes the installation contracting function for contracts requiring formal solicitation for selected CONUS MACOMS. Contract administration and purchases not requiring formal solicitation remain at the installation. OCONUS contracting manpower and dollars are not included in this initiative.

(b) Assumptions. All contracting requirements requiring formal

solicitation can be consolidated on a regional basis. Consolidation of contracting will decrease the number of contracts in existence today. The COE will be able to absorb existing DEH contracting requirements within their current manpower; with the transfer of additional authorizations, COE will be able to accomplish the increased non-DEH contracting workload transferred from CONUS installations.

(c) **Analysis.** Analysis consisted of reviewing the Navy regionalized and centralized contracting function. In the Navy, Naval Supply Command (NAVSUP) performs supply and services contracts and ADP contracts under $10M; Naval Facilities Engineering Command (NAVFAC) performs DEH facilities engineering contracts. NAVSUP conducts contracting management inspection and oversight on a regional basis at two CONUS centers (NRCC): San Diego (west of Mississippi) and Philadelphia (east of Mississippi). The NRCC in Washington, D.C., provides contracting for the National Capitol Region only. NAVSUP has thirteen sites with area buying responsibilities, six of which are in CONUS. NAVFAC conducts technical engineering contracting on a regional basis at seven CONUS engineering field divisions (EFD). These EFDs have oversight for several installation public work centers (PWC) or public works departments where a PWC does not exist. The facility engineering contracting authority for the EFDs is up to $50M which speeds the approval and award process.

(3) **Conclusions.** The COE already accomplishes the contracting function on a regional basis and is the preferred alternative for establishing these regional contracting offices since the overhead needed when establishing regionalized offices already exists in the COE. The appropriate approval authority should be established for each regional office, allowing for flexibility to expedite the contracting process. Additional authorizations required by the COE to accomplish installation contracting includes Contract Placement or Administration, liaison or on-site administration, and associated support personnel. These personnel requirements were identified by COE as required for the regionalization.

(4) **Recommendation.**

(a) Transfer installation contracting function (and accompanying authorizations) to the Corps of Engineers beginning in FY93.

(b) Commission an Army study to determine the most appropriate locations for these regional centers based on future force stationing plans, base closures, and the downsizing of the Army.

i. **MAXIMIZE THE ELIMINATION OF WORLD WAR II WOODEN STRUCTURES (FAC14).**

(1) Description. This initiative identifies possible savings by eliminating maintenance and repair costs for WWII wooden structures.

(2) Evaluation.

(a) Missions/Functions/Background. The Army inventory contains approximately 21,000 WWII wooden buildings (90 million square feet). Most are approaching 50 years of age. Congress has been pressing the Army to get out of these structures for the past decade and the Army has been moving in that direction. MCA programs have often been inadequate to accommodate the mission and temporary buildings have been needed to satisfy current needs or new missions. Therefore, few WWII structures have been eliminated. Current policy guidance is to get soldiers out of wooden buildings and into better facilities; however, these wooden buildings offer effective storage facilities; are used to support reserve component activities; are used to support "community activities" such as Boy Scouts or thrift shops; and in some cases, may be the only troop facilities available because of restrictions on military construction dollars. Current trends to reduce the size of the Army and to consolidate on fewer, larger installations may help to eliminate the need for these structures.

(b) Assumptions. Stringent policies will be developed and enforced to eliminate the requirement for WWII wooden buildings. Budgetary guidelines will be developed and enforced to accurately account for dollars being spent on WWII structures.

(c) Analysis. The Army has an inventory of approximately 90 million square feet of WWII wooden buildings. Base realignment and closure initiatives and buildings not practical to replace or vacate account for approximately 50 percent of the square footage. The estimated average cost for maintaining WWII buildings was $0.60 per square foot. Using the estimated cost per square foot and allowing for POM reductions to RPMA yields an annual savings of $21M. To allow MACOMs time to develop and implement plans to vacate WWII structures, the decrement was spread over four years beginning in FY92.

(3) Conclusions. The Army will continue to have a requirement for WWII wooden structures in the foreseeable future. This requirement diminishes as the Army gets

smaller and forces are consolidated onto fewer, larger installations. RPMA funding for the WWII structures should likewise be reduced. Stringent policies must be developed and enforced to ensure that the personnel and functions currently residing in WWII structures are moved into permanent facilities. Before abandoning these structures, the Army must be cognizant of and comply with the Stuart B. McKinney Homeless Assistance Act of 1987, 42 U.S.C. sections 11301-11472.

(4) Recommendations.

(a) Decrement RPMA funding for WWII structures.

(b) Develop and enforce policies and long range plans to eliminate requirements for WWII wooden structures.

j. REQUIRE TRANSIENT FACILITIES TO REIMBURSE THE REPAIR AND MAINTENANCE ACCOUNT FOR UTILITIES (FAC15).

(1) Description. This initiative requires that transient lodging facilities reimburse RPMA (OMA) for utilities, furnishings, maintenance and repair and set aside funds for improvements in transient facilities. These actions should result in lower lodging fees for official travelers.

(2) Evaluation.

(a) Background. RPMA funds currently provide utilities, maintenance and repair costs for transient lodging without reimbursement. This creates "excess profits" for the installation morale, welfare and recreation fund (IMWRF) by converting APF from official travel lodging receipts to nonappropriated funds (NAF). This is contrary to the intent of Congress as it pertains to APF support to NAF. GAO, concerned that official travel (APF) was being used to support NAF, has recommended that receipts from official travel be used only for actual expenses and for improvements in appropriated fund lodging facilities. DOD has concurred with the GAO findings that the IMWRF should no longer receive excess profits from APF in the form of official travel dollars. Army guest houses already reimburse RPMA for utilities and maintenance and repair.

(b) Analysis. In the FY92 appropriation bill, Congress decremented RPMA by $30M with the intention that RPMA no longer be used to fund transient lodging activities. VANGUARD, therefore, did not pursue this initiative.

(3) Conclusions. This initiative was dropped from further consideration by VANGUARD after Congress decremented the Army budget for the same reason.

8.4. REALIGN INSTALLATION AND BASOPS MANAGEMENT-RELATED STAFF SUPPORT ACTIVITIES (SSAs) AND FIELD OPERATING AGENCIES (FOAs).

a. U. S. ARMY ENVIRONMENTAL OFFICE (AEO) (FAC29):

(1) Description. The Army Environmental Office (AEO) was examined to determine whether it was appropriately classified as a field operating agency; and whether it should be retained, reduced or eliminated as an organization.

(2) Evaluation.

(a) Missions/Functions/Background. AEO provides guidance, assistance, oversight and staff coordination for hazardous waste management, National Environmental Protection Act (NEPA) documentation, environmental restoration, environmental engineering and compliance, environmental auditing, environmental R&D, environmental quality awards, environmental reporting, environmental training and other environmental issues. AEO staffs and maintains the Army Environmental Operations Center.

(b) Analysis. AEO is a staff support agency of the Chief of Engineers; it is also an integral, but separate, division within the Office of the Assistant Chief of Engineers. The primary mission of AEO is technical and unique. It performs a management headquarters function and performs as an integral part of the staff.

(3) Conclusions. If AEO were eliminated, policy would not be formulated and the Army could possibly be in violation of environmental law. The AEO should be retained as a staff support agency with no decrements in manpower or dollars.

(4) Recommendations.

(a) Retain as a staff support agency of the Chief of Engineers.

(b) Do not decrement AEO manpower or dollars.

b. U.S. ARMY CHEMICAL DEMILITARIZATION AGENCY (FAC32).

(1) Description. The U.S. Army Chemical Demilitarization Agency was examined to determine whether it was appropriately classified as a field operating agency; and whether it should be retained, reduced or eliminated as an organization.

(2) Evaluation.

(a) Missions/Functions/Background. The U.S. Army Chemical Demilitarization Agency has responsibility for oversight and general management (to include policy development, plans, programs, and budgets) of demilitarization and disposal of lethal and incapacitating chemical agents and munitions, including associated technology development.

(b) Analysis. The Army is executive agent for the chemical demilitarization mission. The Department of Defense Authorization Act for 1986, Public Law 99-145, section 1412, established the mission of the Chemical Demilitarization Agency. The mission includes both policy formulation and execution. The Chemical Demilitarization Agency performs a management headquarters function as an integral part of the staff. It does not meet the criteria of a FOA. There is no Army staff or secretariat counterpart and no other agency or staff which could perform this mission.

(3) Conclusions. Eliminate the U. S. Army Chemical Demilitarization Agency as a FOA and move the authorizations to the ASA(IL&E) staff with no decrement. This will require a trade-off within the Army Management Headquarters Activity (AMHA) account due to the HQDA statutory ceiling of 3105.

(4) Recommendations. Consistent with the legislation:

(a) Eliminate the U.S. Army Chemical Demilitarization Agency as a FOA.

(b) Move all authorizations and associated funding to ASA(IL&E).

c. U.S. ARMY COMMERCIAL ACTIVITIES MANAGEMENT AGENCY (USACAMA) (FAC33).

(1) Description. USACAMA was examined to determine whether it was

appropriately classified as a field operating agency and whether it should be retained, reduced or eliminated as an organization.

   (2) Evaluation.

      (a) Missions/Functions/Background. The mission of USACAMA is to plan, manage, direct, evaluate and monitor the Commercial Activities (CA) Program for the Army; and to provide efficient and effective use of resources through continual review or study of TDA organizations whose functions could be provided by the private sector.

      (b) Analysis. USACAMA writes policy and performs management headquarters or staff support functions. It does not meet the criteria for a FOA. USACAMA operates under the 10 USC 2304 and Office of Management & Budget Circular A-76, Commercial Activities. The agency also serves as the DOD executive agent for CA training. Prior to the Goldwater-Nichols Department of Defense Re-organization Act of 1986, the office was part of the Office of the Comptroller of the Army.

      (3) Conclusions. Total authorized strength should be reduced. The FOA should be eliminated and remaining authorizations transferred to the Director of Management (DM). This will require a trade-off within the AMHA ceiling due to the HQDA statutory ceiling of 3105.

   (4) Recommendations.

      (a) Disestablish USACAMA as a FOA in FY92.

      (b) Reduce strength and transfer remaining authorizations to the Director of Management.

   d. U.S. ARMY PROGRAM AND INSTALLATION ASSISTANCE AGENCY (P&IA) (FAC34).

   (1) Description. P&IA was examined to determine whether it was appropriately classified as a field operating agency and whether it should be retained, reduced or eliminated as an organization.

   (2) Evaluation.

(a) Missions/Functions/Background. P&IA monitors and integrates commercial activities, communities of excellence programs, Defense Regional Interservice Support, the Model Installation Program and PPBES functions for the ASA(IL&E).

(b) Analysis. P&IA functions as an integral part of the staff; it does not meet the criteria of a FOA. Its primary operational mission is policy formulation for the entire Army. A recent DOD audit stated that authorizations in P&IA should be AMHA.

(3) Conclusions. P&IA should be disestablished and the authorizations moved to ASA(IL&E) per DOD audit report. This move is at no cost to the government and results in no manpower or dollar savings.

(4) Recommendations.

(a) Disestablish P&IA FOA.

(b) Move authorizations to the ASA(IL&E) in FY92.

e. BASE REALIGNMENT AND CLOSURE OFFICE (BRACO) (FAC36).

(1) Description. BRACO was examined to determine whether it was appropriately classified as a field operating agency and whether it should be retained, reduced or eliminated as an organization.

(2) Evaluation.

(a) Missions/Functions/Background. BRACO ensures all base realignment and closure actions are integrated into existing Army execution systems. It provides detailed coordination within HQDA and among the MACOMs to assure successful execution of all base realignment and closure initiatives.

(b) Analysis. BRACO functions as a program office for BRAC initiatives, actions and budgets for ARSTAF BRAC related missions. The primary mission of the office is technical and unique. It is a staff support agency. BRACO is scheduled for elimination by the end of FY97.

(3) Conclusions. The SSA should be eliminated and authorizations

decremented. Remaining authorizations should be transferred to the Director of Management as planned. This will require a trade-off within the AMHA ceiling due to the HQDA statutory ceiling of 3105.

(4) <u>Recommendations.</u> Eliminate BRACO in FY97.

f. U.S. ARMY ENGINEER ACTIVITY, CAPITAL AREA (EA, CA) (FAC25).

(1) <u>Description.</u> EA, CA was examined to determine whether it was appropriately classified as a field operating agency and whether it should be retained, reduced, or eliminated as an organization.

(2) <u>Evaluation.</u>

(a) <u>Missions/Functions/Background.</u> EA, CA provides real property maintenance services to the District of Columbia; Arlington, Fairfax and Fauquier Counties, Virginia; Montogomery and Prince George Counties, Maryland; and other specific areas as directed by Headquarters Department of the Army.

(b) <u>Analysis.</u> Analysis consisted of reviewing the mission for EA, CA and an EA, CA (CENAC-SA) Information Paper dated 17 July 1990, subject: Information Summary on Centralization and Consolidation of Real Property Maintenance Activities in the National Capital Region. The paper concluded that it would be more costly for the Army to decentralize RPMA at the installation level.

(3) <u>Conclusion.</u> EA, CA has reduced the engineering manpower and RPMA costs for MDW in comparison with what MDW would pay to provide this service directly.

(4) <u>Recommendation.</u> Retain EA, CA as a FOA with no decrements.

g. U.S. ARMY FACILITIES ENGINEERING ACTIVITY KOREA (FEAK) (FAC26).

(1) <u>Description.</u> FEAK was examined to determine whether it was appropriately classified as a field operating agency and whether it should be retained, reduced or eliminated as an organization.

(2) <u>Evaluation.</u>

(a) Missions/Functions/Background. FEAK provides policy guidance, regulatory controls, and direct support to the ninety-nine installations of EUSA. FEAK provides for all utilities, environment programs, installation master planning, fire protection, RPMA and Army family housing programs throughout Korea.

(b) Assumptions. EUSA will be down-sized in the out-years of the FY92-97 POM; and FEAK should be reduced proportionately (approximately 25 percent).

(c) Analysis. The FEAK work force is 90 percent foreign national and 10 percent U.S. civilians. Each group was decremented by 25 percent. An internal EUSA study (USFK 91) recommended the realignment of FEAK and the allocation of the RPMA responsibility to an area support concept. EUSA realignment is on-going.

(3) Conclusions. The work force should be decremented in concert with the build-down of the Army.

(4) Recommendation. Decrement FEAK work force by 25 percent beginning in FY 94.

h. U.S. ARMY ENGINEERING HOUSING SUPPORT CENTER (EHSC) (FAC28 & FAC38).

(1) Description. EHSC was examined to determine whether it was appropriately classified as a field operating agency and whether it should be retained, reduced or eliminated as an organization.

(2) Evaluation.

(a) Missions/Functions/Background. EHSC provides "general engineering support" to the MACOMs and installation DEH. EHSC prepares, formulates, develops and recommends DEH technical policy through the Office of the Assistant Chief of Engineers for HQDA. EHSC also provides prime power during periods of military or civil emergencies and crisis assistance to DEHs.

(b) Assumptions. EHSC will be able to perform additional workload without additional resources.

(c) <u>Analysis.</u> EHSC is a FOA of the Office of the Chief of Engineers and was analyzed as such. Several of the functions performed by EHSC are either already being performed by other organizations or could potentially be performed by other organizations. The initial VANGUARD recommendation was to eliminate EHSC as a FOA, decrement its authorizations by eliminating duplicate functions, transfer certain mission or functions (i.e., training, professional development, and prime power) to other organizations and integrate the remaining authorizations into HQ USACE. Through consultation and discussion with HQ USACE, this position was re-evaluated. Subsequent discussions revealed that selected MACOMs had requested EHSC assume certain MACOM mission or functions. Through closer examination, it was determined that EHSC could assume a larger share of MACOM functions without additional resources, and that MACOM headquarters' engineer staffs could be reduced.

(d) <u>Alternatives.</u> (1) Decrement EHSC because of duplicated functions with the MACOM, transfer certain missions or functions to other organizations, eliminate the FOA and integrate remaining authorizations into HQ USACE. (2) Decrement the respective MACOM engineer staffs because of duplicate functions and retain EHSC as a FOA.

(3) <u>Conclusion.</u> EHSC meets the definition of a FOA and has the capability to perform selected engineer support functions to the installation DEHs at AMC, FORSCOM, TRADOC and MDW without additional resources.

(4) <u>Recommendation.</u>

(a) Retain EHSC as a FOA with full responsibility for selected (duplicate) MACOM engineer functions.

(b) Decrement authorizations at AMC, FORSCOM and TRADOC; transfer responsibility for selected functions performed by MACOMs to EHSC.

i. **U.S. ARMY TOXIC AND HAZARDOUS MATERIALS AGENCY (USATHAMA) (FAC27).**

(1) <u>Description.</u> USATHAMA was examined to determine whether it was appropriately classified as a field operating agency and whether it should be retained, reduced or eliminated as an organization.

(2) Evaluation.

(a) Missions/Functions/Background. USATHAMA provides environmental engineering and technology support and services to Army installations and activities involved in environmental restoration, compliance and training.

(b) Assumptions. The requirements for compliance with environmental law will continue to increase. At the same time, environmental issues will become more and more complex.

(c) Analysis. The primary mission of USATHAMA is technical and unique. It does not perform management headquarters or staff support functions. If the organization were eliminated, policy would not be executed.

(3) Conclusions. USATHAMA meets the criteria of a FOA. If disestablished, compliance with environmental laws might not be met. USATHAMA should be retained as currently staffed with no decrements in manpower or dollars.

(4) Recommendation. Status quo for USATHAMA.

j. EIGHTH U.S. ARMY (EUSA) RECREATION SERVICES OPERATION (FAC30).

(1) Description. The EUSA Recreation Services Operation was examined to determine whether it was appropriately classified as a field operating agency and whether it should be retained, reduced or eliminated as an organization.

(2) Evaluation.

(a) Missions/Functions/Background. The EUSA recreation services operation provides program planning, directing, supervising and operation of all recreation services activities and facilities throughout EUSA.

(b) Analysis. The EUSA Recreation Services Operation was analyzed as part of another VANGUARD initiative, FAC02 (paragraph 8.3.a). QUICKSILVER cuts were taken into account during the analysis. Based on an internal EUSA study, USFK 91, the FOA was disestablished on 1 August 1990. Operations were decentralized among four area support groups. Planning and programming was incorporated into the MACOM G1 as a separate staff division. The VANGUARD initiative first reduced the authorizations by

78 more than QUICKSILVER cuts using the FAC02 rules of a reduction in APF to targeted category B programs and a 10 percent reduction in APF to category A. This reduction was adjusted to reflect the latest TAADS submission (SEP 90).

        (3) <u>Conclusions.</u> The FOA has been disestablished. Reduction in authorizations are part of FAC02. No further reductions should be taken.

        (4) <u>Recommendation.</u> Accept MACOM reorganization plan; and apply reductions in accordance with initiative FAC02.

    k. **U.S. ARMY RECREATION SERVICE SUPPORT CENTER-EUROPE (FAC31).**

        (1) <u>Description.</u> The U.S. Army Recreation Service Support Center-Europe was examined to determine whether it was appropriately classified as a field operating agency and whether it should be retained, reduced or eliminated as an organization.

        (2) <u>Evaluation.</u>

           (a) <u>Missions/Functions/Background.</u> This activity operates a centralized MWR supply and services support center for U.S. Army Europe utilizing APF and NAF to: (1) provide a supply support activity for requisitioning, receiving, storing, and maintaining stock record accountability for stocked items; processing customer requests; issuing supplies and equipment used in the operation of MWR activities and programs for USAREUR and non-USAREUR units on a reimbursable basis; (2) act as a formal accountability source in procuring non-support center stocked items through processing of fringe passing actions to CONUS and granting of by-pass authority for local procurement; (3) maintain and renovate bowling lanes and facilities; repair and install pinspotters and other house equipment; (4) provide bowling, billiards and crafts resale supplies and materials to authorized NAF customers on a reimbursable basis; (5) provide entertainment support for community music and theater productions, recreation center theme programs, community-wide soldier shows, DOD or USO touring shows and special entertainment events; (6) provide floor refinishing to all USAREUR gymnasiums and annual clay-surface tennis court upgrade and winterization services; and (7) provide NAF centralized procurement and contracting for all USAREUR NAFI's and MSA activities through the NAF Supply, Acquisition, and Contracting Agency, Europe.

           (b) <u>Assumptions.</u> These services will be self-sustaining or be eliminated in a constrained budget environment.

(c) Analysis. The support center does not meet the criteria of a FOA. The U.S. Army Recreation Service Support Center-Europe was analyzed as part of another VANGUARD initiative, FAC02 (paragraph 8.3.a). It has been in existence in some form since the early 1950's and is resourced with a mix of APF and NAF funds and personnel. The support center centrally procures non-standard or non-CTA equipment and supplies for MWR activities. Most of what is procured is not available through normal supply channels. Economies of scale allow the support center to procure supplies at costs below those that would be incurred by communities ordering individually. Savings available by eliminating APF funds and personnel in this FOA were included in initiative FAC02.

(3) Conclusions. APF support should be eliminated from this organization. The bulk ordering and centralized costume or prop warehouse should be continued as a NAF operation as long as music and theater remains an MWR activity in USAREUR. Rental fees to cover the costs of maintaining the operation should be charged. There are no savings above those incorporated in FAC02. This initiative, therefore, was not pursued.

(4) Recommendation. Take no further reduction.

l. U.S. ARMY KOREA CONTRACTING AGENCY (USAKCA) (FAC35).

(1) Description. USAKCA was examined to determine whether it was appropriately classified as a field operating agency and whether it should be retained, reduced, or eliminated as an organization.

(2) Evaluation.

(a) Missions/Functions/Background. USAKCA provides contracting support to the U.S. Air Force, U.S. Marine Corps, U.S. Navy and U.S. Army in the Republic of Korea.

(b) Assumptions. With the downsizing of military forces both CONUS and OCONUS, the Korea contracting requirements will decrease accordingly.

(c) Analysis. Analysis consisted of reviewing the mission for USAKCA and coordinating with USAKCA to gain a better understanding of its operations. Also, analyses were conducted to determine if USAKCA could be placed under the 19th Support Command, thereby eliminating it as a FOA.

(3) Conclusions. Within the Korea peninsula area of operations, the Army has single service contracting responsibility. USAKCA is the theater contracting office and is also the installation contracting office. Placing it under the 19th Support Command would mean that the KCA commander reports to a customer. This will create a conflict of interest.

(4) Recommendations.

(a) Retain USAKCA as a FOA.

(b) Reduce USAKCA civilian authorizations.

m. U.S. ARMY HUMPHREYS ENGINEER CENTER SUPPORT ACTIVITY (HECSA) (MAC01).

(1) Description. VANGUARD Initiative MAC01 identifies savings made possible by transferring real and installation property and BASOPS functions to MDW; eliminating selected positions; transferring the remaining positions to headquarters, U.S. Amy Corps of Engineers (HQ USACE) Army Management Headquarters Activity (AMHA) account; and disestablishing the activity.

(2) Evaluation.

(a) Missions/Functions/Background. HECSA is a FOA of USACE providing BASOPS RPMA type support to USACE tenants at the Humphreys Engineer Center (HEC) and operational support (Headquarters Company-type functions) to HQ USACE and other local COE FOAs.

(b) Assumptions. USACE will reimburse MDW for installation support.

(c) Analysis. HECSA operational support missions can be transferred to HQ USACE if the AMHA account is increased. HEC is a separate entity from Ft. Belvoir because its real property is owned and operated through HQ USACE civil works. HECSA's mission has been expanded beyond the HEC installation to include providing operational support to HQ USACE and other local COE FOAs. Some of the authorizations are physically located at HQ USACE while others are located at area FOAs. Some of the BASOPS services for HEC are provided to HEC by Ft. Belvoir through interservice

agreements. Ft. Belvoir has indicated that it can incorporate HEC real estate, real property and BASOPS functions with Ft. Belvoir garrison operations if properly funded.

(3) Conclusion. Economies can be gained by transferring HEC real and installation property and BASOPS functions to MDW.

(4) Recommendations. Transfer HEC real and installation property and BASOPS functions to MDW; eliminate selected positions; transfer the remaining HECSA positions to HQ USACE AMHA account; and disestablish HECSA. HQ USACE provides reimbursement for all BASOPS services provided by Ft. Belvoir until such time the HEC property is transferred and USACE transfers funds to cover the BASOPS costs associated with HEC.

n. U.S.ARMY PACIFIC (USARPAC) ACTIVITY (MAC17).

(1) Description. VANGUARD Initiative MAC 17 identifies savings as a result of reducing the activity and transferring AMHA functional personnel to HQ USARPAC.

(2) Evaluation.

(a) Missions/Functions/Background. This FOA was established 3 Oct 84 in response to AMHA strength constraints. It provides command-wide operational support to HQ USARPAC, U.S. Army Support Center, Hawaii (USASCH); 6th Infantry Division and U.S. Army Garrison, Alaska; U.S.Army, Japan and other USARPAC units and tenant units.

(b) Analysis. This analysis consisted of a thorough review of this activity and both the MACOM and other VANGUARD reductions affecting it. VANGUARD Initiative MAC06 (Implementation of DCSBOS) and VANGUARD Initiative SMA10 (Consolidate TAADS Documentation) both reduce this activity. An additional reduction to this activity by this initiative reduces USARPAC by approximately 20 percent.

(3) Conclusions. Economies and efficiencies can be gained by reducing USARPAC and transferring AMHA functional personnel to HQ USARPAC.

(4) Recommendations. Reduce USARPAC authorizations; transfer AMHA functional personnel to HQ, USARPAC (which increases AMHA ceiling); remaining operational and functional personnel supporting USASCH, 6ID/USAG-AK and other

USARPAC units and tenant units remain in UIC.

     o. **U.S. ARMY MATERIEL COMMAND (AMC) INSTALLATION AND SERVICES ACTIVITY (MAC16).**

     (1) <u>Description.</u> VANGUARD Initiative MAC16 recommends no further reduction to activity due to decrements from other VANGUARD Initiatives.

     (2) <u>Evaluation.</u>

     (a) <u>Missions/Functions/Background.</u> This activity provides technical staff supervision over AMC base operations functions through oversight and evaluation of programs involving construction, operations, maintenance, and management of real property, environmental compliance, and retail logistical support services in support of HQ AMC. It also provides technical assistance to AMC subordinate elements.

     (b) <u>Analysis.</u> This activity was reduced by VANGUARD Initiative MAC06 (Implementation of DCSBOS) and FAC38 (Engineer Housing & Support Center). Any further reductions would break the activity and HQ AMC installation management requirements.

     (3) <u>Conclusions.</u> No further decrements to UIC, but transfer of remaining spaces to HQ AMC will allow disestablishment of the activity.

     (4) <u>Recommendation.</u> Transfer remaining spaces to HQ AMC and disestablish UIC.

     p. **U.S. ARMY ROCKY MOUNTAIN ARSENAL (MAC31).**

     (1) <u>Description.</u> VANGUARD Initiative MAC31 recommended no change to Rocky Mountain Arsenal.

     (2) <u>Evaluation.</u>

     (a) <u>Missions/Functions/Background.</u> The current mission is contamination cleanup of chemicals and munitions at Rocky Mountain Arsenal. The Army is the lead agency and its number one environmental restoration project. Effective FY91, project manager, Rocky Mountain Arsenal and Rocky Mountain Arsenal merged.

(b) Analysis. This activity is highly visible; manpower authorizations have been audited and configured against the workload required to meet the "consent decree" deadlines, which must be met or the U.S. Government pays for the entire clean up operation. Cleanup is expected to be completed in the year 2005. No decrement should be made.

(3) Conclusion. There is no benefit to Army to further decrement this activity.

(4) Recommendations. No change to mission and spaces for the Program Manager for Rocky Mountain Arsenal with its merger of Rocky Mountain Arsenal, which disestablished UIC W0K5AA.

q. U.S. ARMY CHEMICAL ACTIVITY (MAC29).

(1) Description. VANGUARD Initiative MAC29 identifies no changes to mission or spaces.

(2) Evaluation.

(a) Missions/Functions/Background. This activity provides integrated management of all U.S. Army activities on Johnston Island, including contract administration of Johnston Atoll Chemical Agent Disposal System project.

(b) Analysis. This activity is not a FOA; it is carried as a subordinate unit of the MACOM.

(3) Conclusion. There are no economies to be gained by decrementing activity.

(4) Recommendation. No change to mission, function, or positions.

r. U.S. ARMY TRANSPORTATION ACTIVITY (WHITE HOUSE), MILITARY DISTRICT OF WASHINGTON (MAC07).

(1) Description. VANGUARD Initiative MAC07 identifies no savings from this activity.

(2) Evaluation.

(a) Missions/Functions/Background. This activity provides ground transportation to White House staff on a 24-hour a day basis.

(b) Analysis. Activity provides unique and specialized transportation and other services to members of the White House staff. This activity represents part of the Army's "fair-share" support to the Executive Branch of the U.S. Government.

(3) Conclusion. There is no benefit to the Army by reducing activity due to the political sensitivities involved.

(4) Recommendation. No change to mission, function, or spaces.

s. U.S. ARMY FORCES COMMAND (FORSCOM) CENTRAL CONTRACTING OFFICE (MAC23).

(1) Description. VANGUARD Initiative MAC23 identifies minimal savings from this activity.

(2) Evaluation.

(a) Missions/Functions/Background. This activity administers consolidated contracts for FORSCOM, Third Army, and Second Army Commander, and staff.

(b) Analysis. This activity serves as staff proponent for contracting across FORSCOM. It does not duplicate BASOPS-type contracting provided by the garrison. Elimination of the function would degrade control of close-hold and classified contracts and cause customers to use the Ft. McPherson Contracting Office, which is not structured or resourced to handle additional, unique, sensitive, complex workload.

(3) Conclusions. Minimal reduction to this activity would not have a significant impact on mission accomplishment. Activity should remain a FOA of FORSCOM.

(4) Recommendation. Minimal reduction to the activity authorizations.

t. U.S. ARMY TRAINING AND DOCTRINE COMMAND (TRADOC) CONTRACTING ACTIVITY (MAC26).

(1) Description. VANGUARD Initiative MAC26 identifies no manpower savings.

(2) Evaluation.

(a) Missions/Functions/Background. This activity serves as the centralized proponent for educational and analytical contracting across TRADOC schools and centers and administers contracts (unique, complex, or sensitive) for the TRADOC Commander and staff. It also provides technical assistance and acquisition strategy to mission activities.

(b) Analysis. This activity reports to the TRADOC principal assistant responsible for contracting (PARC) - now part of the DCSBOS - even though it does not handle installation-type contracting. The activity executes HQDA and TRADOC policy, ensuring compliance with federal regulations. It does not duplicate BASOPS-type contracting provided by the garrison. It has been significantly reduced already by TRADOC.

(3) Conclusion. Activity should remain a FOA of TRADOC.

(4) Recommendation. No change to mission, function, or authorizations.

CHAPTER IX
RESTRUCTURE AND REALIGN LOGISTICS FUNCTIONS

9.1. GENERAL.

a. The analysis of the logistics structure of the TDA Army was guided by the imperative to support and sustain the soldier in the field. The major criteria used in VANGUARD's evaluation were as follows: eliminate layering and redundancy, consolidate for efficiencies and eliminate small organizational entities where possible. VANGUARD did not review policy and procedure in the logistics arena due to the magnitude of initiatives generated during the Defense Management Review (DMR) and Army Management Review (AMR) processes. Instead, VANGUARD concentrated on those organizations having wholesale logistics functions in the acquisition and distribution arena. These organizations were analyzed with the above criteria in mind.

b. The U.S. Army Materiel Command (AMC) received close scrutiny by VANGUARD. The restructure of AMC, AMC Vision 2000, was proposed by the MACOM prior to the formulation of VANGUARD and was analyzed to insure it conformed to VANGUARD's vision restructuring the TDA Army at large. VANGUARD developed a proposal short of full implementation of AMC Vision 2000 but in concert with the six phases designed by AMC. This proposal was coordinated with AMC, and is detailed along with AMC Vision 2000 in paragraph 9.2.

c. VANGUARD reviewed existing logistics Field Operating Agencies at the DA staff level and Field Operating Activities at the MACOM level (see paragraphs 9.3 and 9.4). The growth of FOAs at both the DA staff and at the MACOM level has been a consistent source of concern to the Army senior leadership. Hence, FOA's were prime candidates for an intensive review of missions, functions and relevance in a smaller CONUS based contingency Army. The test of relevance to a reduced TOE Army was applied to all logistics FOAs.

d. The following paragraphs describe VANGUARD's proposal with regard to AMC Vision 2000; the retention or elimination of FOAs; consolidation of AMC FOAs, and other miscellaneous logistical issues.

9.2. RESTRUCTURE THE U. S. ARMY MATERIEL COMMAND (AMC) (ESA37).

(1) Description. The AMC Vision 2000 concept describes AMC's plan to transition into the twenty-first century. The concept achieves significantly reduced manpower levels through the consolidation of facilities, overhead functions, and the elimination of redundancies. AMC's leadership selected the AMC Vision 2000 as the best course of action to sustain its logistics; acquisition; research, development and test and evaluation (RDTE); and security assistance missions at significantly reduced staffing levels achieved through major organizational restructuring. The centerpiece of Vision 2000 is the establishment

of a new Major Subordinate Command (MSC), called the Development and Sustainment Command (DSCOM), to integrate materiel management of all five current commodity commands. Further consolidation of AMC's industrial operations is achieved by merging the industrial operations portion of the Armament Munitions and Chemical Command (AMCCOM) and the Depot System Command (DESCOM) into another new MSC, the Industrial Operations Command (IOCOM). The three remaining MSCs under AMC Vision 2000 are streamlined versions of these current MSCs; the Laboratory Command (LABCOM), the Test and Evaluation Command (TECOM), and the U.S. Army Security Assistance Command (USASAC). In summary, the AMC Vision 2000 concept transforms ten existing MSCs at numerous locations into five MSCs at three primary locations. Figure IX-1 compares the organizational structure of AMC today with the AMC Vision 2000 concept.
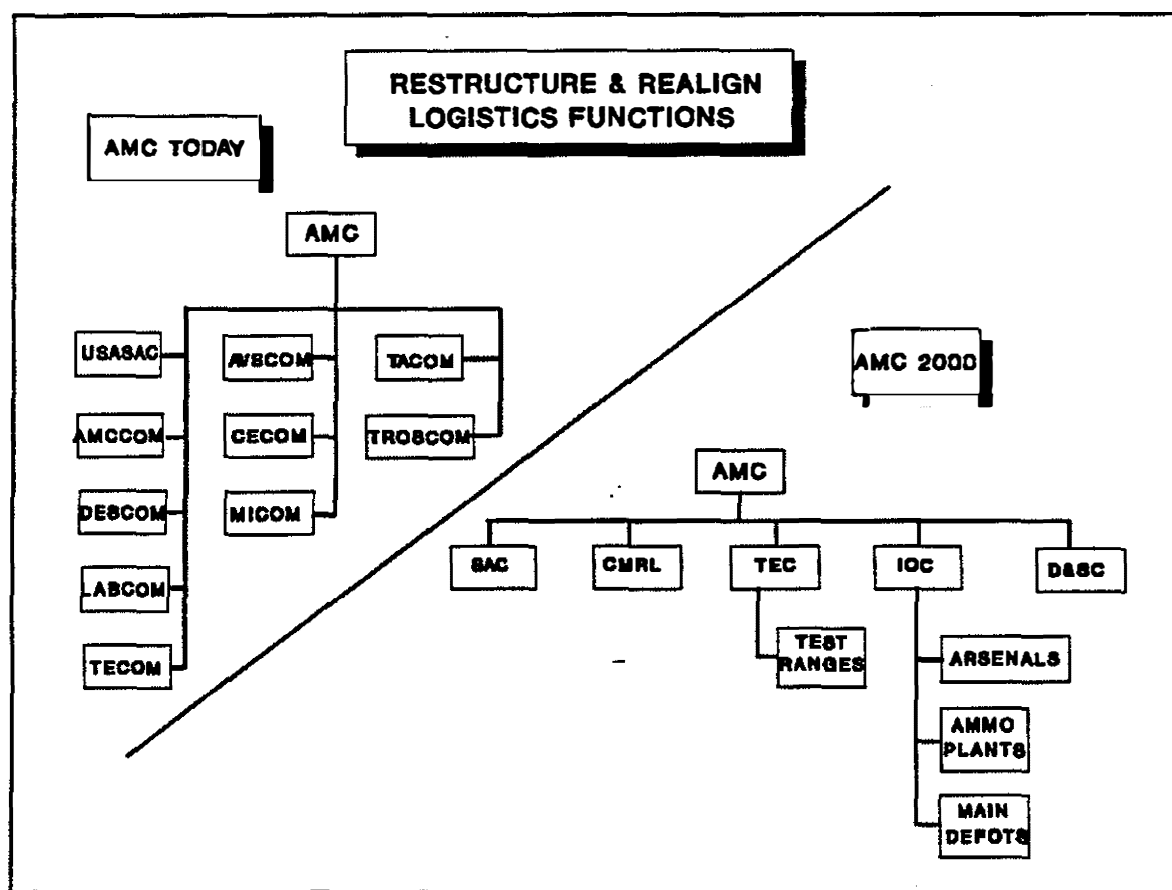

Figure IX-1
AMC TODAY vs AMC VISION 2000

(2) Evaluation.

(a) Missions/Functions/Background . The current transition strategy links AMC Vision 2000 with the Base Realignment and Closure (BRAC) Act of 1990 (Public Law No. 101-510, sections 2901-11) for decision and subsequent implementation. Due to the magnitude of change, required impact assessments and suspenses, it does not appear likely that the entire concept can be completed within the time frame of the 1991 commission. As a result, it is more feasible to divide Vision 2000 into two stages corresponding to the 1991 and 1993 commissions. Notionally, the transition strategy: establishes two interim organizations (DSCOM and IOCOM), subordinates the commodity commands to DSCOM & IOCOM, restructures the provisional organizations internally, and transfers some HQ, AMC functions to the new objective organizations.

(b) Analysis. AMC has developed a six phased implementation plan to execute the strategy. A listing of each phase, recommended implementation time frame and associated manpower savings follow:

Phase 1. Consolidate AVSCOM, TROSCOM and System Integration and Management Activity--West (SIMA-W) at a central location to form nucleus of DSCOM with MICOM in FY92/93. (-1864).

Phase 2. Consolidate DESCOM and SIMA-East at Rock Illinois with AMCCOM to form the IOCOM in FY93/94. (-1408).

Phase 3. Transfer the Integrated Materiel Management functions and AMCCOM acquisition elements to the central complex in FY93/94. (-1010).

Phase 4. Consolidate TACOM at the central complex-TBD. (-1178).

Phase 5. Consolidate CECOM at the central complex-TBD. (-1552).

Phase 6. Consolidate other AMC Field Operating Activities and Research and Development Centers at the central complex-TBD. (-1880).

TOTAL MANPOWER SAVINGS. (-8892).

1 VANGUARD determined that phases one through three above have the greatest potential for successful implementation in the current POM period given the military construction costs associated with a large relocation. The remaining phases, present more complex implementation constraints and should be further developed for a

decision at a later date. With respect to BRAC, VANGUARD recommends the first three phases be processed in the 1991 cycle and the last three phases be completed in the 1993 cycle. VANGUARD agrees with phases four through six of the AMC Vision 2000 plan conceptually, but the feasibility of implementing these later phases within the POM period is questionable. Additionally, VANGUARD's vision requires AMC to assume the missions and functions of the Military Traffic Management Command (MTMC) if it is eliminated as a MACOM (see chapter V). Figure IX-2 compares AMC Vision 2000 (from figure IX-1) with VANGUARD's vision.
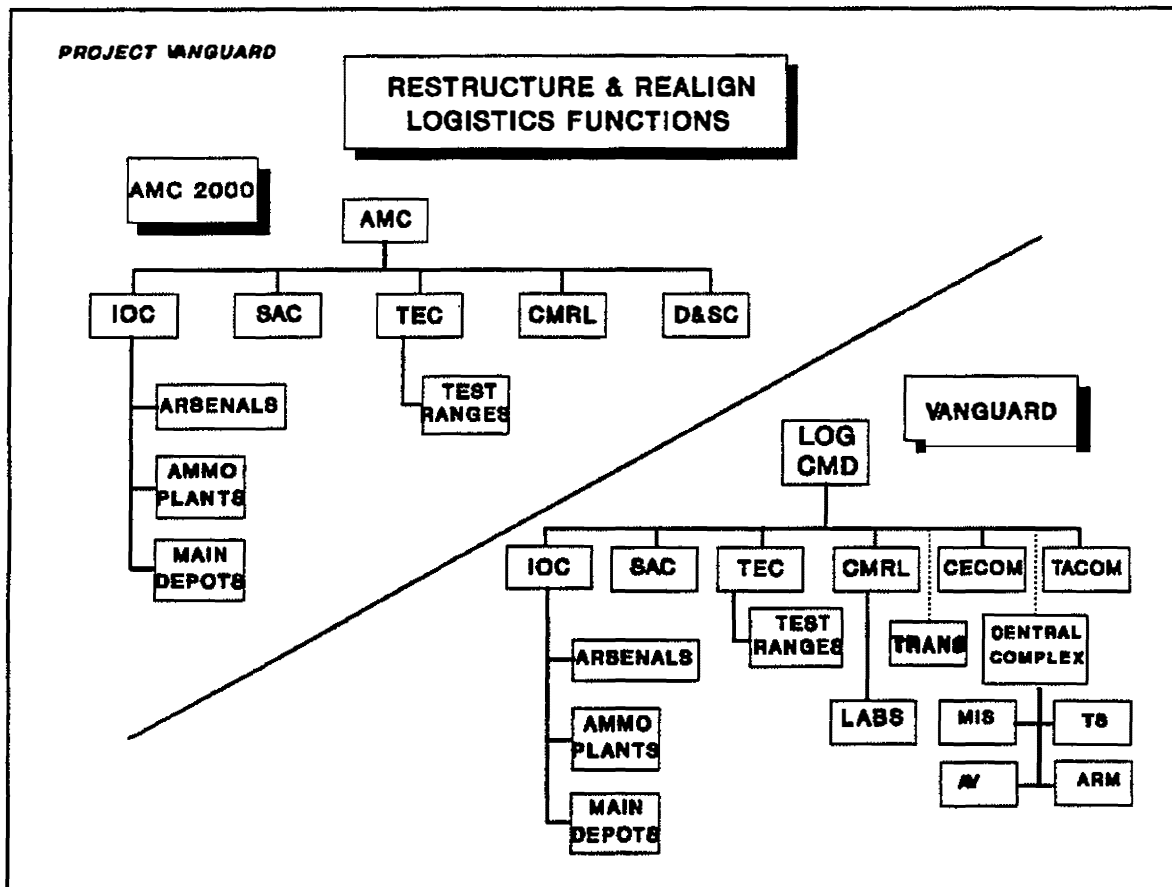
Figure IX-2
VANGUARD LOGISTICS VISION

2 Relationship to the ROBUST Study. The AMC Vision 2000 concept has much in common with recommendations from the ROBUST Study. Similarities and differences are outlined below.

a Similarities.

o Both functionally organize AMC's internal industrial base operations (e.g., arsenals, depots, tank and ammunition plants) into an IOCOM.

o Both combine several commodity commands along research, development and acquisition functional lines into a Systems Command.

o Both retain USASAC, TECOM and LABCOM as separate MSCs.

o Both generate similar manpower reductions.

b Differences.

o Specific commodity commands were merged into a Systems Command under ROBUST recommendations, but ROBUST did not:

-- include all of the commodity commands as in AMC Vision 2000 or

-- match the phasing of commodity commands to a SINGLE central complex (e.g., AMCCOM was merged with TACOM while AVSCOM was merged separately with MICOM).

(3) Conclusions. AMC Vision 2000 retains AMC as an Army MACOM; however, transforms it from an approximate 104,000 work force consisting of ten MSCs operating at a multitude of installations to a work force of about 75,000 people with five MSCs concentrated at three principle locations. Additional personnel reductions (outside of AMC Vision 2000 reductions) result from other programming and budget actions such as QUICKSILVER, Base Closure and Realignment actions, known Program Budget Decisions, Defense Management Review Decisions and other VANGUARD initiatives in functional areas including installation management, training, security and information management. The initiative is also consistent with the statutory requirement (included in the National Defense Authorization Act for 1991, Public Law No. 101-510) to reduce the Defense Acquisition Workforce through FY95. VANGUARD proposes the disestablishment of MTMC

as a MACOM and assignment of two residual traffic management functions to AMC. These two new functions are CONUS residual terminal operations and transportation engineering, (see chapter V for more detail). The BRAC legislation provides an excellent vehicle to obtain approval for implementation of the AMC Vision 2000 concept. Compared to AMC's current organizational strength, the stand-alone manpower savings of phases 1-3 and all six phases of AMC Vision 2000 are 4.0 and 8.6 percent respectively.

(4) Recommendations. That phases one through three of AMC's Vision 2000 be placed into the 1991 BRAC process and the last three phases be added during the 1993 iteration. This two phased approach is outlined below;

1991 BRAC PROCESS

o   Consolidate AVSCOM, TROSCOM, the integrated materiel management and acquisition functions of AMCCOM and SIMA-W with MICOM to form a central complex.

o   Establish the IOCOM at Rock Island, Illinois.

1993 BRAC PROCESS

o   Consolidate the remaining commodity commands, Field Operating Activities and research and development centers to the central complex and redesignate as the Development and Sustainment Command.

9.3. REALIGN HQDA FIELD OPERATING AGENCIES.

a. Eliminate the U.S. Army Troop Support Activity (TSA) (ESA49).

(1) Description. Vanguard initiative ESA49 examined the TSA to determine if it should be retained, reduced, consolidated, or eliminated. A more detailed analysis, including costing data, of this FOA is provided at Appendix 17-N6.

(2) Evaluation.

(a) Missions/Functions/Background. The Troop Support Agency (TSA) is a DCSLOG FOA which is being disestablished when its commissary mission transfers to the Defense Commissary Agency effective 1 Oct 91. Most of the personnel will transfer to that agency.

(b) _Analysis._ The residual functions of that agency require three officer and 31 civilian positions. These functions and associated manpower spaces are to be transferred to the Project Manager Clothing and Individual Equipment (PM CIE) and Quartermaster Center of Excellence (QM ACE).

(3) _Conclusion._ In transferring these functions, a 38 percent reduction in residual positions can be achieved.

(4) _Recommendation._ VANGUARD recommends elimination of the FOA and 38 percent of the residual positions.

b. **Eliminate the U. S. Army Security Assistance Agency - Latin America (USASAALA) (ESA51).**

(1) _Description._ Vanguard initiative ESA51 examined the USASAALA to determine if it should be retained, reduced, consolidated, or eliminated. A more detailed analysis, including costing data, of this FOA is provided at Appendix 17-N6.

(2) _Evaluation._

(a) _Mission/Functions/Background._ U.S. Army Security Assistance Agency - Latin America (USASAALA), an ODCSLOG FOA, implements HQDA policy as it pertains to Army Security Assistance efforts in Latin America.

(b) _Analysis._ USASAALA performs operations functions pertaining to Army Security Assistance efforts in Latin America. These functions can be performed by the U.S. Army South (USARSO), Training and Doctrine Command (TRADOC) and U.S. Army Security Affairs Command (USASAC).

(3) _Conclusion._ USASAALA can be eliminated as a FOA and residual functions and manpower transferred to other MACOMs.

(4) _Recommendation._ Eliminate USASAALA as FOA in FY92. Transfer residual positions to USARSO, TRADOC and USASAC.

c. **Reduce the U. S. Army Nuclear and Chemical Agency (ESA47).**

(1) _Description._ VANGUARD initiative ESA47, the U.S. Army Nuclear and Chemical Agency was examined to determine if it should be retained, reduced,

consolidated, or eliminated. A more detailed analysis, including costing data, of this FOA is provided at Appendix 17-N6.

(2) Evaluation.

(a) **Mission/Functions/Background.** The U.S. Army Nuclear and Chemical Agency (USANCA), an Office of the Deputy Chief of Staff for Operations and Plans (ODCSOPS) FOA, provides assistance to all Army elements and other agencies engaged in nuclear and chemical programs.

(b) **Analysis.** The organization performs significant policy execution and operational functions with unique technical responsibilities and must be retained. Mission requirement will be reduced as the base force is down sized.

(3) **Conclusion.** The USANCA's mission can be reduced commensurate with the down sizing of the base force.

(4) **Recommendation.** Reduce USANCA by 12 percent consistent with mission reduction.

d. **Eliminate the Army Tactical Command And Control System (ATCCS) Experimentation Site (ESA48).**

(1) **Description.** VANGUARD initiative ESA48 examined ATCCS to determine if it should be retained, reduced, consolidated, or eliminated. A more detailed analysis, including costing data, of this FOA is provided at Appendix 17-N6.

(2) Evaluation.

(a) **Mission/Functions/Background.** The ATCCS Experimentation Site, an ODCSOPS FOA, provides a common operational environment which can be used to expedite the evolutionary development of the Army Command and Control System. Major components will be fielded by FY95.

(b) **Analysis.** The ATCCS Experimentation Site has a unique and technical mission which interfaces with the experiment proponents, combat and materiel developers and the user and must be retained until major components are fielded.

(3) **Conclusion.** The ATCCS mission will be complete when the major component systems of ATCCS are fielded. Upon equipment fielding, this FOA can then be eliminated.

(4) **Recommendation.** Eliminate ATCCS in FY95 after fielding of major components.

e. **Reduce the U.S. Army Contracting Support Agency (ESA40).**

(1) **Description.** VANGUARD initiative ESA40 examined the U.S. Army Contracting Support Agency to determine if it should be retained, reduced, consolidated, or eliminated. A more detailed analysis, including costing data, of this FOA is provided at Appendix 17-N6.

(2) **Evaluation.**

(a) **Mission/Functions/Background.** The U.S. Army Contracting Support Agency is a FOA of the Office of the Assistance Secretary of the Army for Research, Development and Acquisition OASA (RDA). It supports the Directorate for Contracting and the Directorate for Procurement Policy for major systems and installation level acquisitions.

(b) **Analysis.** The U.S. Army Contracting Support Agency has undergone some Quicksilver reductions. Its products are indirectly related to the size of the Army . It clearly is a FOA with significant policy formulation and staff functions. These functions are not proportionally reduced as the Army is down-sized.

(3) **Conclusion.** Further reductions of this FOA are possible only in administrative functions.

(4) **Recommendation.** Reduce the U.S. Army Contract Support Agency by 4 percent consistent with improvements in automation.

9.4. REALIGN AMC FIELD OPERATING ACTIVITIES (FOAs).

a. **Eliminate the Materiel Readiness Support Activity (MRSA) (ESM88), Catalog Data Activity (CDA) (ESM90) and the Logistics Control Activity (LCA) (ESM89).**

(1) **Description.** VANGUARD initiatives: ESM88, ESM90 and ESM89 examined three AMC FOAs to determine if they should be retained, reduced, consolidated

or eliminated. These FOAs have already been consolidated into a new FOA, the AMC Logistics Support Activity (LOGSA). A more detailed analysis of these FOAs is provided at Appendix 17-N6.

      (2) Evaluation.

          (a) Mission/Functions/Background. LOGSA has assumed the mission and function of its component elements. · Its mission includes technical/management support of AMC materiel readiness mission, maintenance of certain Army regulations, catalog/logistics data management and pipeline visibility of supply, transportation and retrograde transactions. All component elements will be collocated at Letterkenny Army Depot (LEAD) by FY95.

          (b) Analysis. AMC had established LOGSA before VANGUARD began its review of its component FOAs. These FOAs were affected by DOD and internal AMC reductions. Because these FOAs already had manpower reductions and were recently consolidated, VANGUARD only reviewed the basis for this consolidation.

      (3) Conclusion. AMC should complete its current effort to consolidate these FOAs.

      (4) Recommendation. Consolidate MRSA, CDA and LCA into LOGSA IAW AMC's command plan without further turbulence.

    b. Eliminate the Central System Design Activity (CSDA) (ESM86), the Central System Design Activity-East (CSDA-E) (ESM85) and the Logistics Program Support Activity (LPSA) (ESM87).

      (1) Description. VANGUARD initiatives: ESM85, ESM86 and ESM87 examined three AMC FOAs to determine if they should be retained, reduced, consolidated or eliminated. These FOAs have already been consolidated into a new FOA, the System Integration Management Activity (SIMA). A more detailed analysis of these FOAs is provided at Appendix 17-N6.

      (2) Evaluation.

          (a) Mission/Functions/Background. SIMA has assumed the mission and functions of its component FOAs. Its major responsibilities include the development and maintenance of AMC software, Army executive agent for certain military standard systems and management of information involving major and secondary items.

(b) Analysis. AMC has established SIMA, effective 1 Oct 1990 at about the same time VANGUARD began its review of all FOAs. SIMA is currently involved in development of software which will further automate manual processes. Since SIMA was just recently consolidated and is certain to undergo further reorganization, VANGUARD's primary effort was focused upon a review of the rationale behind the consolidation. AMC is planning further restructuring of SIMA within the AMC Vision 2000 Concept. Furthermore, the U.S. Army Director for Information Systems and Command, Control, Communications and Computers (DISC4) has just been assigned an initiative to reduce programmers Army-wide which will impact SIMA.

(3) Conclusion. AMC should continue its current effort to restructure and coordinate with the DISC4 on future manpower reductions.

(4) Recommendation. Allow AMC to consolidate CSDA, CSDA-E and LPSA into SIMA without further turbulence.

c. Eliminate the U.S. Army TMDE Support Group (ESM93), U.S. Army TMDE Support Activity-CONUS (ESM92) and the Central TMDE Activity, Lexington (ESM91).

(1) Description. VANGUARD initiatives: ESM93, ESM92 and ESM91 examined three AMC FOAs to determine if they should be retained, reduced, consolidated or eliminated. These FOAs have already been consolidated into a new FOA, the U.S. Army TMDE Activity. A more detailed analysis of these FOAs is provided at Appendix 17-N6.

(2) Evaluation.

(a) Missions/Functions/Background. The Army TMDE Activity has assumed the mission and function of its component elements. This mission includes providing support for the total Army Metrology & Calibration System, approval of Army TMDE acquisitions and TMDE repair to CONUS based nondivisional units. Consolidation of these Army TMDE functions was a direct result of DMRD 927E. It will be completed in FY93 with all FOAs located at Redstone.

(b) Analysis. Consolidation of these FOAs is a direct result of DMRD 927E and BRAC reductions. Savings did result from this consolidation.

(3) Conclusion. AMC should complete its current effort to consolidate these FOAs.

(4) Recommendation. Consolidate the U.S. Army TMDE Support Group, the U.S. Army TMDE Support Activity-CONUS and the Central TMDE Activity, Lexington without further turbulence.

d. Eliminate the U.S. Army Industrial Engineering Activity (IEA) (ESA94).

(1) Description. VANGUARD initiative ESA94 examined the U.S. Army Industrial Engineering Activity to determine if it should be retained, reduced, consolidated, or eliminated. A more detailed analysis, including costing data, of this FOA is provided at Appendix 17-N6.

(2) Evaluation.

(a) Missions/Functions/Background. The Industrial Engineering Activity (IEA) - Rock Island's mission is to provide engineering/management services in the production management of assigned items of materiel.

(b) Analysis. AMC is reducing IEA by 28 percent. IEA will also be merged into the Industrial Operations Command as part of AMC's Vision 2000 restructuring.

(3) Conclusion. Consolidation and increased efficiencies in production management warrant further manpower reductions. VANGUARD concurs with the disestablishment of IEA as a FOA.

(4) Recommendation. Eliminate IEA as part of AMC Vision 2000 and reduce the current manpower strength by 50 percent instead of the AMC proposed 28 percent.

e. Eliminate the Central Ammunition Management Office - Pacific (CAMO-PAC) (ESA63).

(1) Description. VANGUARD initiative ESA63 examined the Central Ammunition Management Office - Pacific to determine if it should be retained, reduced, consolidated, or eliminated. A more detailed analysis, including costing data, of this FOA is provided at Appendix 17-N6.

(2) Evaluation.

(a) **Missions/Functions/Background.** Central Ammunition Management Office - Pacific's (CAMO-PAC) mission is to provide central theater ammunition logistics management for U.S. Army Pacific (USARPAC) and Eighth U.S. Army.

(b) **Analysis.** EUSA, AMC, and DA DCSLOG agree that CAMO-PAC be disestablished as a FOA upon the approval and implementation of Phase II of the USARPAC reorganization. The USARPAC DSCLOG can identify, validate and document its manpower requirements to assume CAMO-PAC's mission and functions.

(3) **Conclusion.** CAMO-PAC's mission and functions will be reduced due to reductions in Pacific Basin forces and associated ammunition stockpiles plus efficiencies gained by having a single organization provide command and control throughout the Pacific Basin(less Korea).

(4) **Recommendation.** Eliminate CAMO-PAC as a FOA upon the USARPAC Phase II reorganization, transfer the mission and functions to the USARPAC DCSLOG, and eliminate the manpower positions in FY95 to allow sufficient time to document new requirements.

f. **Eliminate the U.S. Army Materiel Command Quality Assurance Activity (ESA66).**

(1) **Description.** VANGUARD initiative ESA66 examined the U.S. Army Materiel Command Quality Assurance Activity to determine if it should be retained, reduced, consolidated, or eliminated. A more detailed analysis, including costing data, of this FOA is provided at Appendix 17-N6.

(2) **Evaluation.**

(a) **Missions/Functions/Background.** The U.S. Army Materiel Command Quality Assurance Activity's mission is to oversee the Total Quality Management (TQM) effort for all Army depots.

(b) **Analysis.** HQ, DESCOM currently performs similar missions and functions.

(3) **Conclusion.** The FOA can be eliminated and HQ, DESCOM can assume this mission and function without additional manpower requirements.

(4) Recommendation. Recommend this organization be eliminated and its mission and functions be transferred HQ DESCOM without the manpower resources. DESCOM will oversee the TQM effort.

g. Eliminate the U.S. Army Intelligence Materiel Activity (IMA) (ESA61).

(1) Description. VANGUARD initiative ESA61 examined the U.S. Army Materiel Activity to determine if it should be retained, reduced, consolidated, or eliminated. A more detailed analysis, including costing data, of this FOA is provided at Appendix 17-N6.

(2) Evaluation.

(a) Missions/Functions/Background. U.S. Army Intelligence Materiel Activity's (IMA) mission is to develop, fabricate, procure, provide, maintain and sustain non-standard intelligence and security materiel, processes and technologies.

(b) Analysis. IMA personnel are intelligence funded and are subject to the 25 percent manpower reduction proposed by the intelligence community.

(3) Conclusion. IMA can accept a manpower reduction of this magnitude. Upon reduction of personnel, the FOA can be eliminated and the residual personnel assigned the HQ, AMC.

(4) Recommendation. Recommend a 25 percent reduction in and disestablishment as a FOA. Merge remaining personnel manpower into HQ.

h. Eliminate the U.S. Army Materiel Command Installation and Services Activity (MAC16).

(1) Description. VANGUARD initiative MAC16 examined the U.S. Army Materiel Command Installation and Services Activity to determine if it should be retained, reduced, consolidated, or eliminated. A more detailed analysis, including costing data, of this FOA is provided at Appendix 17-N6.

(2) Evaluation.

(a) Missions/Functions/Background. U.S. Army Materiel Command Installation and Services Activity's mission is to implement AMC installation and service

policy. It is an AMC staff support agency (SSA). The U.S. Army Materiel Command Installation and Services Activity was established due to National Capital Region (NCR) ceiling.

(b) **Analysis.** This SSA has an operational mission under the Deputy Chief of Staff for Housing, Engineering, Logistics and Environment. It functions primarily in the installation housekeeping arena. It was affected by QUICKSILVER reductions. The function must be retained but should be captured as AMHA spaces.

(3) Conclusion. Current AMC restructuring permits the elimination of this SSA as the functions and manpower spaces can be absorbed into the HQ AMC within existing AMHA ceilings.

(4) Recommendation. Recommend this SSA be disestablished and reduced 59 percent; merge its mission and functions into HQ AMC.

i. **Eliminate the U.S. Army Materiel Command Surety Field Activity (SFA) (MAC15).**

(1) Description. VANGUARD initiative MAC15 examined the U.S. Army Materiel Command Surety Field Activity to determine if it should be retained, reduced, consolidated, or eliminated. A more detailed analysis, including costing data, of this FOA is provided at Appendix 17-N6.

(2) Evaluation.

(a) **Missions/Functions/Background.** U.S. Army Materiel Command Surety Field Activity's (SFA) mission is to manage the AMC nuclear and chemical surety programs (including nuclear reactors) as required by HQDA, to supervise the AMC surety installation's nuclear and chemical accident response capability and to manage the Army service Response Force Exercise program.

(b) **Analysis.** SFA's mission and functions can be absorbed by HQ AMC. This FOA can be reduced without degrading the technical performance due to an increased automation capability.

(3) Conclusion. SFA's small size does not justify its continued existence as a FOA.

(4) Recommendation. Recommend SFA's manpower authorization be reduced by 11 percent and its mission and functions be transferred to HQ AMC.

j. Reduce the U.S. Army Logistics Assistance Program Activity (LAPA), a HQ AMC FOA, and the Logistics Program Activity (LAP) (ESA62).

(1) Description. VANGUARD initiative ESA62 combined and examined the U.S. Army Logistics Assistance Program Activity (LAPA), a HQ AMC FOA, and the Logistics Program Activity (LAP) to determine if they should be retained, reduced, consolidated, or eliminated. A more detailed analysis, including costing data, of this initiative is provided at Appendix 17-N6.

(2) Evaluation.

(a) Missions/Functions/Background. LAP's mission and functions include assisting soldiers in troubleshooting and repairing weapon systems, providing sustainment training to field units, providing logistics intelligence feedback through the wholesale system and assisting units in obtaining and sustaining high states of materiel readiness during peace time, mobilization and hostilities.

(b) Analysis. Responsibility for some of LAP's missions also reside with several other organizations. Materiel readiness is the unit's and combat service support element's responsibility. LAP's training mission overlaps with both the unit commander and TRADOC. The former is responsible for sustainment training while the latter is responsible for institutional training. Follow-up to the wholesale system is the unit's and the materiel management center's responsibility. In addition, in a smaller Army, an improved logistics system and equipment with greater reliability permit a reduction in the size of LAP and LAPA.

(3) Conclusion. The fielding of more reliable weapon systems and improved automation systems will diminish the need for LAP personnel. In addition, LAP's contribution to force readiness and sustainability has never been supported by quantifiable data. Today's resource constraints prohibit redundant mission responsibilities. The chain of command has the primary responsibility for unit maintenance and training. The main reason for substantive LAP and LAPA reductions is a corollary reduction in the base force reductions that LAP supports.

(4) Recommendation. Reduce LAP personnel by 67 percent (from approximately 1350 to 450 positions) and maintain as a FOA until the organization can be merged into one of the newly created MSCs under the AMC Vision 2000 concept.

k. Eliminate AMC-Europe (MAC03).

(1) Description. VANGUARD initiative MAC03 examined AMC-Europe to determine if it should be retained, reduced, consolidated, or eliminated. A more detailed analysis, including costing data, of this FOA is provided at Appendix 17-N6.

(2) Evaluation.

(a) Missions/Functions/Background. AMC-Europe's mission is to represent the CG, AMC as the single manager and focal point in the European theater for monitoring readiness, modernization and sustainment issues.

(b) Analysis. The reduced threat in Europe, the overall USAREUR CFE draw down and the pending completion of current modernization programs are strong arguments in favor of reducing the AMC presence in theater.

(3) Conclusion. AMC-Europe can be reduced due to the loss of a Corps and CFE draw down.

(4) Recommendation. Disestablish FOA, reduce to a small coordinating liaison element and transfer remaining positions to HQ AMC.

l. Reduce the Office of Project Manager, Nuclear Munitions (ESA56).

(1) Description. VANGUARD initiative ESA56 examined the Office of Project Manager, Nuclear Munitions to determine if it should be retained, reduced, consolidated, or eliminated. A more detailed analysis, including costing data, of this FOA is provided at Appendix 17-N6.

(2) Evaluation.

(a) Missions/Functions/Background. Office of Project Manager, Nuclear Munitions' mission is the life cycle management of nuclear munitions.

(b) Analysis. The additional structure seems necessary given the highly technical, critical and sensitive nature of its functions. Functions can be transferred. As nuclear munitions are destroyed and physically leave the inventory, this organization can be reduced.

(3) Conclusion. FOA should be retained due to the criticality of its mission and functions to the Army nuclear program.

(4) Recommendation. Retain as a FOA

m. Reduce the Defense Ammunition Center and School (DACS) (ESA60).

(1) Description. VANGUARD initiative ESA60 examined the Defense Ammunition Center and School to determine if it should be retained, reduced, consolidated, or eliminated. A more detailed analysis, including costing data, of this FOA is provided at Appendix 17-N6.

(2) Evaluation.

(a) Missions/Functions/Background. DACS has a mission to support both the Army and DOD. It provides ammunition logistics engineering, classroom training, depot support and career field management for the Army's munitions career field. At the DOD level, DACS provides explosive munitions safety training.

(b) Analysis. DACS is currently being considered for reorganization by AMC. These plans have not been completed because they are dependent upon the OCONUS force levels and ammunition requirements which have not yet been determined.

(3) Conclusion. This FOA can be reduced due to reductions in OCONUS force levels and ammunition stockpiles, however, these reductions should not occur until the future requirements are identified.

(4) Recommendation. Recommend the current manpower authorization be reduced by 27 percent starting in FY94.

n. Reduce the U.S. Army Executive Director for Conventional Ammunition (EDCA) (ESA68).

(1) Description. VANGUARD initiative ESA68 examined the U.S. Army Executive Director for Conventional Ammunition to determine if it should be retained, reduced, consolidated, or eliminated. A more detailed analysis, including costing data, of this FOA is provided at Appendix 17-N6.

(2) Evaluation.

(a) **Missions/Functions/Background.** EDCA is the DOD Single Manager for Conventional Ammunition (SMCA). Its functions involve planning, programming, budgeting, developing and evaluating policy, and command and control functions for DOD.

(b) **Analysis.** Some functions currently overlap between EDCA and SMCA. AMC is currently determining what functions are redundant.

(3) **Conclusion.** This FOA can be reduced due to improved efficiencies in the command and control function.

(4) **Recommendation.** Recommend the current manpower authorization be reduced by 18 percent.

o. **Eliminate the U.S. Army Materiel Command Field Safety Activity (MAC08).**

(1) **Description.** VANGUARD initiative MAC08 examined the U.S. Army Materiel Command Field Safety Activity to determine if it should be retained, reduced, consolidated, or eliminated. A more detailed analysis, including costing data, of this FOA is provided at Appendix 17-N6.

(2) **Evaluation.**

(a) **Missions/Functions/Background.** The U.S. Army Materiel Command Field Safety Activity's mission is to ensure that the provisions of the Hazard Classification Federal Regulation are carried out.

(b) **Analysis.** Several of the current functions can be assumed by the Army Safety Center and School and DACS with transfer of some personnel. Residual mission, functions and manpower can be assumed by HQ AMC.

(3) **Conclusion.** This FOA can be eliminated after its mission, functions and residual personnel are transferred to other activities.

(4) **Recommendation.** Eliminate the AMC Field Safety Activity and merge residual positions into the Army Safety Center and School and DACS with a 20 percent reduction in authorized positions.

p. **Eliminate the U.S. Army Materiel Command Inspector General Activity (MAC20).**

(1) <u>Description.</u> VANGUARD initiative MAC20 examined the U.S. Army Materiel Command Inspector General Activity to determine if it should be retained, reduced, consolidated, or eliminated. A more detailed analysis, including costing data, of this FOA is provided at Appendix 17-N6.

(2) <u>Evaluation.</u>

(a) **Missions/Functions/Background.** The U.S. Army Materiel Command Inspector General (IG) Activity is a SSA whose mission is to perform IG compliance and systemic inspections plus soldier and civilian support assistance throughout AMC. This activity also oversees the Inspector General offices of nine MSCs.

(b) **Analysis.** Maintaining a separate MACOM Hqs staff support IG activity is not consistent with the organizational structure of other MACOMs. The IG should be part of the MACOM special staff. AMC is currently reducing this SSA.

(3) <u>Conclusion.</u> This SSA can be reduced above AMC initiated reductions due to AMC restructuring through consolidation.

(4) <u>Recommendation.</u> Recommend this organization be disestablished in FY97, its manpower be reduced by 14 percent and remaining personnel be transferred to HQ AMC.

9.5. OTHER VANGUARD INITIATIVES IMPACTING AMC.

a. **Reduce Army railroad rolling stock maintenance (ESA03).**

(1) <u>Description.</u> VANGUARD initiative ESA03 examined the Army railroad rolling stock maintenance facility to determine if it should be retained, reduced, consolidated, or eliminated. A more detailed analysis, including costing data, of this FOA is provided at Appendix 17-N6.

(2) <u>Evaluation.</u>

(a) **Missions/Functions/Background.** The Army railroad rolling stock maintenance facility is located at Tooele Army Depot (TEAD) and Hill Air Force Base, Utah. Recently, the Army has committed itself to life cycle support for the PEACEKEEPER Rail Garrison Program. This will include intermediate and depot level maintenance support. AMC plans to transfer the Mobile Rail Mission from Troop Support Command (TROSCOM) to Depot System Command (DESCOM).

(b) **Analysis.** Coordination with AMC indicate complete elimination of an in-house railroad maintenance capability would not be feasible because of the many nonstandard locomotives at Army installations. Some positions can be eliminated without degrading this capability.

(3) **Conclusion.** This initiative, ESA03, eliminating Army railroad rolling stock maintenance, has resulted in some savings to the Army without degrading a needed capability.

(4) **Recommendation.** Reduce railroad rolling stock maintenance authorized positions by 37 percent due to base closures and reductions in both the base and general support forces.

b. **Reduce the U.S. Army Materiel Command Professional Development and AMC Career Intern Register (MAC14).**

(1) **Description.** VANGUARD initiative MAC14 examined the U.S. Army Materiel Command Professional Development and AMC Career Intern Register to determine if it should be retained, reduced, consolidated, or eliminated. A more detailed analysis, including costing data, of this FOA is provided at Appendix 17-N6.

(2) **Evaluation.**

(a) **Missions/Functions/Background.** The U.S. Army Materiel Command Professional Development and AMC Career Intern Register are two technical career development programs which manage career intern positions to include allocating Research, Development, Testing and Evaluation intern positions among various activities. It also supports the field assistance science and technology (FAST) program world-wide. The activity career program managers are responsible for funding, recruitment, selection, development and placement of RDTE interns. The RDTE career program reports to the Deputy Commanding General for Research, Development and Acquisition while the FAST program reports the Chief Scientist for Planning and Technology.

(b) **Analysis.** This TDA does not meet the definition of an FOA or SSA since it only controls AMC intern spaces for these career fields. Coordination with AMC indicates the RDTE career program is a valuable program; however, its current size is no longer affordable in a smaller Army.

(3) <u>Conclusion.</u> This initiative provides the Army with a recommendation to retain two needed programs while reducing them to reflect the pending reduction of the TOE Army.

(4) <u>Recommendation.</u> Reduce intern spaces for scientist and engineers by 20 percent, transfer 17 FAST program positions to the FAST program director office and redesignate from a FOA to the AMC Civilian TTHS account.

9.6. POLICY INITIATIVE IMPACTING HQDA.

a. **Procedural changes for replacing major items in inventory (ESA20).**

(1) <u>Description.</u> Replacement of major item inventory, Initiative: ESA20, will allow the Army to replace major items sold from inventory without initiating formal reprogramming actions. Implementation will require a change to DOD 7110.1-M, DOD Budget Guidance.

(2) <u>Evaluation.</u>

(a) **Mission/Functions/Background.** Replacement of major item sold from inventory is a recommendation of the Task Force on Regulatory Relief, a Comptroller of the Army task force. It was given to VANGUARD for action as part of AMR II initiatives. VANGUARD forwarded a memorandum to the Assistant Secretary of the Army for Financial Management ASA(FM) in August 1990, requesting that it be forwarded to OSD for formal staffing with the other Services. There are no manpower positions involved in the implementation of this initiative.

(b) **Analysis.** Implementation of this wording change to DOD 7110.1-M, para 2413, will allow all Services to initiate reprogramming action without resorting to a cumbersome approval process. All Services must concur in this wording change. Exact word change is at Appendix 17-N6

(3) <u>Conclusion.</u> Adoption of this policy change will allow the Army to execute the procurement of replacement major items in a more timely and more responsive manner.

(4) <u>Recommendation.</u> Recommend the ASA(FM) initiate action to forward this change to OSD for formal staffing with the other Services.

CHAPTER X
RESTRUCTURE AND REALIGN INTELLIGENCE FUNCTIONS

10.1. GENERAL

> *"...to review all Department of Defense intelligence and intelligence-related activities and, to the maximum degree possible, consolidate or begin consolidating all disparate or redundant functions, programs, and entities and, concurrently, to above all strengthen joint intelligence organizations and operations."*
>
> — *1991 Defense Authorization Act*

a. All echelons of the Military Intelligence force structure must adjust dynamically to the changing threat environment. Organizationally, the MI community divides its force structure at corps e.g., "Echelons Corps Level and Below" (ECB) and "Echelon Above Corps" (EAC). Significant restructure of the EAC MI force will occur by the year 2000 and in order to perform this restructure in a methodical and expeditious fashion the DCSINT, HQDA initiated a study to identify MI missions, organizations and functions through 2006. This study is referred to as the "Military Intelligence 2000 White Paper." At EAC the White Paper indicates that: "a smaller, more capable EAC MI force structure will be the predominant forward deployed Intelligence/Electronic Warfare (IEW) capability, and appropriate EAC MI support will continue to be extended to Army Component Commands of the Unified and Specified Commands. Additionally, departmental level support to the Signals Intelligence (SIGINT), Human Resources Intelligence (HUMINT), and Foreign Counterintelligence (FCI) missions will continue to be accomplished through National Foreign Intelligence Program (NFIP) resources."

b. Enduring themes for designing the future MI force structure according to the "MI 2000 White Paper" are: "to leverage advanced technology to achieve an economy of force and to meet a more sophisticated threat, to leverage strategic MI forces to provide greater support to the operational commander, meld peacetime tactical operations to wartime missions to achieve greater readiness, leverage space-based collection systems to support Army operations at all levels, and to train a competent MI force."

c. The task undertaken by VANGUARD as it applied to the intelligence functional area was to examine for reduction the TDA intelligence structure at EAC. It quickly became apparent that even though the VANGUARD mission was directed toward the TDA Army; the EAC TDA intelligence force structure is inextricably involved with the EAC Intelligence TO&E structure, and therefore it too demanded a review. To further complicate this task the need to maintain funding visibility (e.g., Army controlled funds versus NFIP dollars) was essential. Initially, VANGUARD identified five sub-functions that

offered potential savings. As analysis progressed they were consolidated into two major initiatives; intelligence collection and intelligence production. See Appendix 17-N7 for a detailed explanation of specific manpower and costing information on each initiative.

10.2. CONSOLIDATE INTELLIGENCE COLLECTION AND PRODUCTION ACTIVITIES.

a. RESTRUCTURE INTELLIGENCE PRODUCTION ACTIVITIES (MDA10).

(1) Description. VANGUARD initiative MDA10 calls for consolidating three intelligence production centers, transferring one ODCSINT FOA to INSCOM, converting ODCSINT's other FOA to a SSA, inactivating INSCOMs Foreign Material Intelligence Bn (FMIB), and reducing the residual intelligence community by 15 percent. See Figure X-1 for the impact on ODCSINT, HQDA.
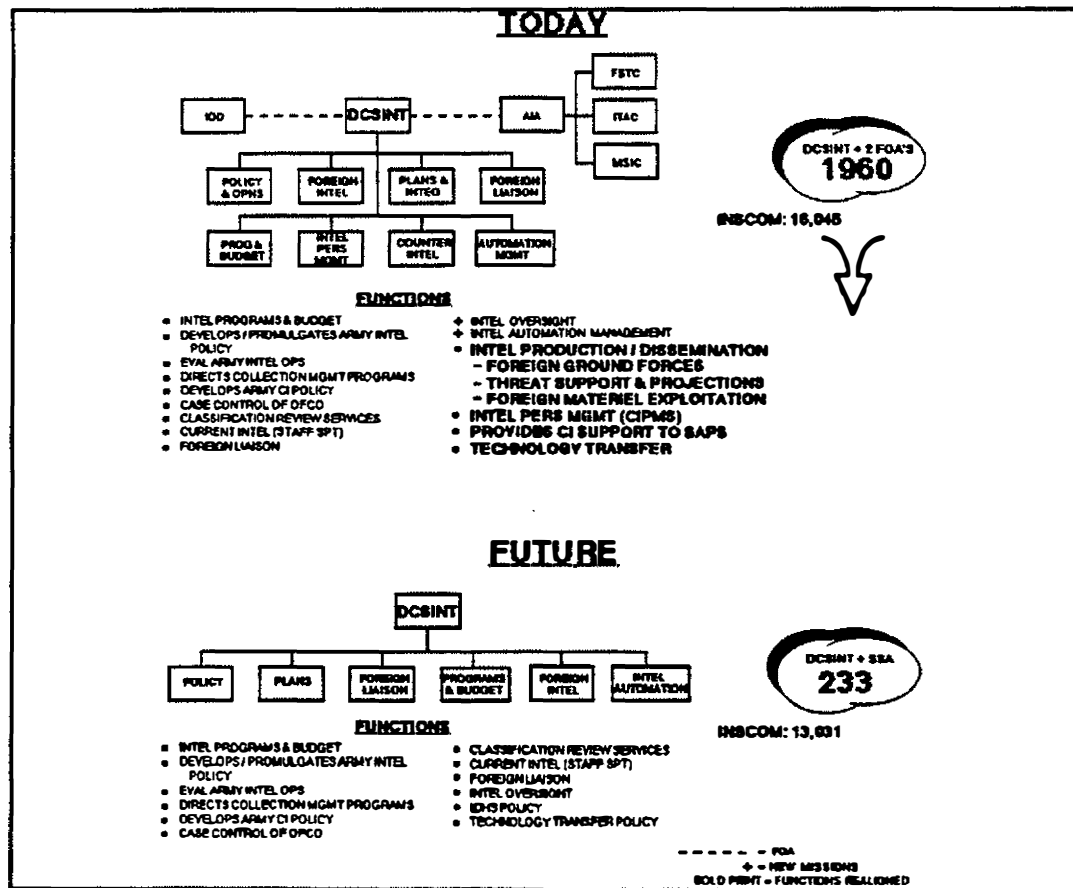
Figure X-1
DCSINT TODAY AND FUTURE

(2) Evaluation.

(a) Missions/Functions/Background. The mission of EAC MI activities/organizations is to provide IEW support to Army Theater components, other Army MACOMS, the ARSTAF, designated DOD agencies, and the CINCs. Departmental level support to national Signals Intelligence (SIGINT), Human Resources Intelligence (HUMINT), and Foreign Counterintelligence (FCI), missions is accomplished through the National Foreign Intelligence Program (NFIP).

(b) Assumptions.

1 Significant restructure of the MI force will occur by the year 2000.

2 DCSINT, HQDA will function as the single service focal point for all departmental intelligence activities

3 INSCOM will serve as the single Army intelligence agency for all EAC MI activities.

(c) Analysis. Given the organizational structure for intelligence at EAC and the lack of DA control over NFIP resources, VANGUARD assimilated the DCSINT's "MI 2000" plan and developed an expanded restructure of intelligence resources more in line with downsizing the General Support Forces. VANGUARD analysis further concluded that greater resource savings could be gained by consolidating the intelligence production agencies, reducing intelligence positions throughout DOD, and reorganizing DCSINT, HQDA as depicted in Figure X-1. Specific results follow:

1 The initiative calls for the majority of the Army Intelligence Agency's (AIA) three production centers (The Foreign Science & Technology Center (FSTC), The Intelligence Threat & Analysis Center (ITAC), and a portion of The Missile Space & Intelligence Center (MSIC)), to consolidate at Charlottesville, Va. after completing the documents required by AR 5-10, which governs Army reduction and realignment actions, and complying with the provisions of the Base Closure and Realignment Act of 1990. Due to the requirement for facility construction, consolidation will not begin before FY95.

2 The Army Intelligence Agency (AIA), in its entirety, will be transferred to INSCOM as a Major Subordinate Command by FY92.

3 The Intelligence Operations Detachment (IOD), currently a ODCSINT FOA, will be reorganized as an SSA to the ODCSINT. The reorganization will necessitate the moving of functions without resources from the ODCSINT staff to INSCOM.

4 The initiative inactivates the Foreign Material Intelligence Battalion (FMIB), a TDA Battalion headquarters containing one MTOE Technical Intelligence Company.

5 A reduction of 15 percent has further been assessed against the intelligence positions throughout DOD to correspond with downsizing the General Support Forces.

(3) Conclusions. The planning begun by the Military Intelligence Community moved beyond the speculative planning arena to application. The VANGUARD initiative, required a detailed review of all intelligence activities, culminating in the consolidation of all production activities under INSCOM. Moreover, a reorganization of DCSINT, HQDA, (Figure X-1) was also required. As a result of this initiative the Intelligence Community is better organized to support the intelligence consumer and the impending impact of "The Defense Intelligence In The 90's" study.

(4) Recommendations.

(a) Consolidate AIA's three intelligence centers at Charlottesville, Va. and transfer to INSCOM and reorganize as a Major Subordinate Command.

(b) Convert the Intelligence Operations Detachment (IOD) to a staff Support Agency (SSA).

(c) Inactivate INSCOM'S Foreign Material Intelligence Battalion (FMIB).

(d) Reduce other residual intelligence positions, by 15 percent, throughout DOD.

b. RESTRUCTURE INTELLIGENCE COLLECTION ACTIVITIES (MDA11).

(1) Description. VANGUARD initiative MDA11 consolidated five theater military intelligence brigades and three brigade size field stations to three multi-discipline brigades and one field station. Additionally, Headquarters INSCOM with its attendant

FOA's will be reorganized and downsized as depicted in Figure X-2.
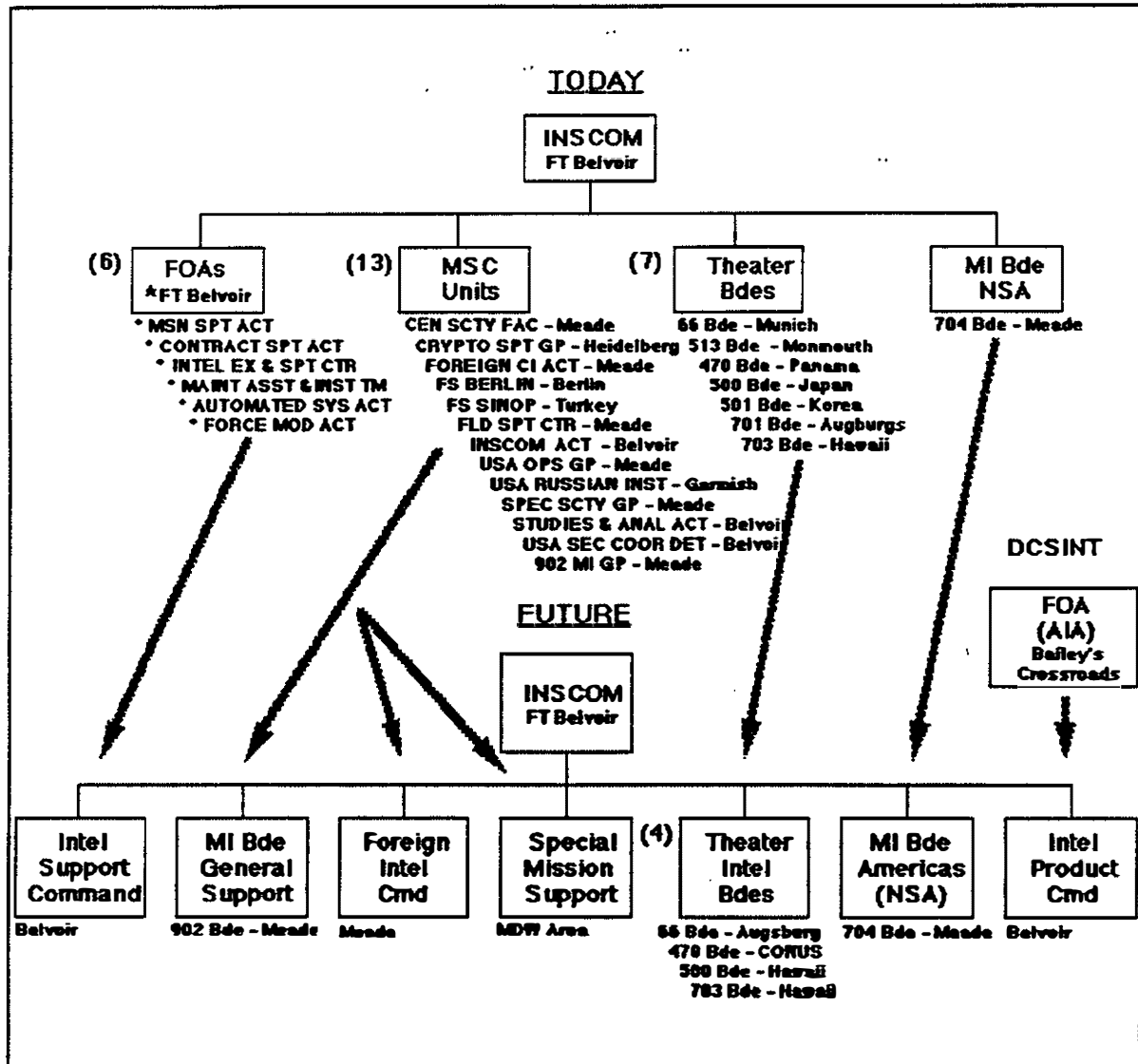
Figure X-2
INSCOM TODAY AND FUTURE

(2) Evaluations.

(a) Missions/Functions/Background. The mission of EAC MI organizations is to provide IEW support to Army Theater components, other Army MACOMS, the Army Staff, designated DOD agencies, and the CINCs. Department level support to national SIGINT, HUMINT, and FCI missions is accomplished through the National Foreign Intelligence Program (NFIP).

(b) Assumptions.

1 The mission of MI in the future will be the same as it is today.

2 There will be a reorientation between tactical, operational and strategic resources.

3 The NFIP DOD program managers will adjust to the requirement to down-size.

(c) Analysis. Given the organizational structure for intelligence at EAC and the lack of DA control over NFIP resources, VANGUARD assimilated the DCSINT's "MI 2000" work and developed an expanded restructure of intelligence resources more in line with downsizing the General Support Forces. Further analysis by VANGUARD concluded that INSCOM's six FOAs could be eliminated and that a significant reduction in all of INSCOM's Major Subordinate Commands were feasible. Specific details follow:

1 The Intelligence and Security Command (INSCOM) will undergo a complete reorganization taking it from 27 Major Subordinate Commands (MSC) to 10 while eliminating all FOA's. The restructure will occur by FY94.

2 In Europe, the initiative calls for closing Field Stations Berlin and Augsburg (701st MI BDE), a modest reduction in Field Station Sinop, Turkey and increased Army participation at Menwith Hill Station, England. Additionally, the 66th MI BDE will undergo reorganization, relocation, and reduction. All changes will occur by FY94.

3 In the Pacific, the two multi-discipline theater intelligence brigades, the 501st in Korea and the 500th in Japan will merge on Oahu, HI. creating a single USARPAC EAC MI BDE. Initially, the 500th will move to Hawaii in FY92 and by FY96 the 501st will combine with it. Field Station Kunia (703rd MI BDE) will remain a separate entity. All changes will occur by FY96.

<u>4</u>   In the Americas, the two multi-discipline theater intelligence brigades, the 470th in Panama and the 513th, Headquartered at Ft Monmouth, N.J. will merge, becoming the 470th MI BDE (Contingency), at a location to be determined. The current 902nd MI GP will be grown into a multi-discipline theater intelligence brigade (General Support) and the 704th MI BDE will expand its operations. All changes will occur by FY 96.

(3) <u>Conclusions.</u> The planning begun by the Military Intelligence community moved beyond the speculative planning arena to application. This VANGUARD initiative necessitated the development of new theater MI brigade structures and expedited re-documentation under the "L" series TOE.

(4) <u>Recommendations.</u>

(a) Reorganize INSCOM from 27 MSC's to 10 and eliminate all FOA's as depicted in Figure X-2.

(b) In Europe, close Field Stations Berlin and Augsburg, reduce Field Station Sinop and increase Army manning at Menwith Hill Station, England while reorganizing the 66th MI BDE.

(c) In the Pacific, reduce the three pacific brigades to two.

(d) In the Americas, merge the Panama brigade with the CONUS headquartered brigade, expand the 902nd MI GP to a multi-discipline MI BDE.

10.3. REALIGN MACOM INTELLIGENCE ACTIVITIES.

a. ELIMINATE ARMS REDUCTION MANAGEMENT ACTIVITY (ARMA) (MDA17).

(1) <u>Description.</u> VANGUARD initiative MDA17 eliminates ARMA as a Field Operating Activity (FOA) of HQ, US Army Europe and Seventh Army (USAREUR) and transfers the function less resources to HQ USAREUR.

(2) <u>Evaluation.</u>

(a) <u>Missions/Functions/Background.</u> This activity was created in 1988 as a result of the Pershing Operational Training Unit (POTU) disestablishing. Its evolving mission was to represent USAREUR in arms negotiation forums and manage current

operational mission requirements for Intermediate Range Nuclear Forces (INF) Treaty compliance and conventional arms control. Also, it augments, as required, the On-Site Inspection Agency (OSIA).

(b) **Assumption.** The functions of this activity will be required as long as any disarmament agreements exist or remain to be executed as part of any bilateral agreements with the Soviet Union.

(c) **Analysis.** The initial review of this activity examined the functions of the organization and the history and rationale for establishing the FOA. Future requirements were reviewed against the programmed reductions of forces in Europe resulting in a determination that this FOA could be eliminated.

(3) **Conclusion.** The importance of this activity's function remains unchallenged. However, the need for a separate FOA to accomplish these functions was not supported and eliminated. The function of this activity should be absorbed by HQ, USAREUR.

(4) **Recommendations.** Eliminate ARMA as FOA of HQ USAREUR and transfer ARMA functions to HQ USAREUR without resourcing.

b. **ELIMINATE ARMY INTELLIGENCE CENTER EUROPE (AICE) (MDA18).**

(1) **Description.** VANGUARD initiative MDA18 sought to eliminates AICE as a Field Operating Activity (FOA) of HQ, U.S. Army Europe and reorganize it as an MTOE EAC Intelligence Center (EACIC) and subordinates it to the 66th MI BDE, as an INSCOM organization.

(2) **Evaluation.**

(a) **Mission/Functions/Background.** This organization collects, produces, maintains, stores, and disseminates predictive ground intelligence to all U.S. Army Europe forces and as directed to other U.S., joint, allied, and combined forces.

(b) **Assumption.** There will be a large enough U.S. ground force presence in Europe to warrant an in-theater intelligence capability above corps subsequent to any CFE agreement.

(c) **Analysis.** Intelligence EAC doctrine calls for a multi-discipline

MTOE theater intelligence brigade capable of providing the same support currently subscribed to the AICE. In Europe, the 66th MI BDE will organize an EACIC, therefore the need for a separate AICE is redundant.

(3) Conclusion. The importance of this activity's function is not in question, but in order to bring it in line with EAC doctrine, revised resource documentation is required. Further, AICE resources would transfer from USAREUR to INSCOM's 66th MI BDE to support establishing the EACIC.

(4) Recommendation. Eliminate the AICE as a FOA of USAREUR and re-organize as an EACIC organic to INSCOM's 66th MI BDE.

c. ELIMINATE FORSCOM'S AUTOMATED INTELLIGENCE SUPPORT ACTIVITY (FAISA) (MDA20).

(1) Description. VANGUARD initiative MDA20 eliminates FAISA as a Field Operating Activity (FAO) of HQ, FORSCOM and transfers the functions and resources to INSCOM.

(2) Evaluation.

(a) Missions/Functions/Background. This activity is the FORSCOM host processor and principal data communications node for a Defense Intelligence Agency (DIA) operated Intelligence Data Handling System (IDHS), and is the agent for the Army Standard Intelligence Plotter System (ASIPS). It also supports other activities like USASOC and LANTCOM.

(b) Assumptions. The data handling functions performed by this activity are essential.

(c) Analysis. The mission performed by FAISA is not unique to FORSCOM. VANGUARD's restructure of intelligence activities requires the Intelligence Data Handling System (IDHS) mission in all theaters to be transferred to INSCOM. This shift is also in consonance with intelligence EAC doctrine.

(3) Conclusions. The functions performed by FAISA are unchanged under this initiative. Eliminating this FORSCOM FOA with it's attendant transfer to INSCOM's 902 MI Group supports the major realignment of intelligence activities. This organization will remain in direct support of FORSCOM.

(4) <u>Recommendation.</u> Eliminate FAISA as a FORSCOM FOA and transfer the functions and resources to INSCOM's 902nd MI GP.

CHAPTER XI
RESTRUCTURE AND REALIGN INFORMATION MANAGEMENT FUNCTIONS

11.1. GENERAL

a. Army Regulation 25-1 defines the information mission area (IMA) as those resources and activities employed in the acquisition, development, collection, processing, integration, transmission, dissemination, distribution, use, retention, retrieval, maintenance, access, disposal, security, and management of information. Information resources include doctrine, policy, data, equipment, and software applications and related personnel, services, facilities, and organizations; but excludes those resources embedded in weapon systems, medical instrumentation, training devices, and test and evaluation systems which do not interface or communicate with an outside host. The IMA is comprised of the disciplines of telecommunications, automation, visual information, records management, and publications and printing. IMA addresses all of the Army's environments: theater/tactical, strategic, and sustaining base.

b. The IMA is a relatively new mission area. During the information explosion in the 1970's there was an Armywide proliferation of automated systems. Each system was designed with a special purpose, and there was no system integration or interoperability. The Department of the Army had no centralized organization to overlook the procurement of computers and their impact on the Defense communications systems. The resulting impact of the rampant proliferation of noninteroperable systems led to numerous Army studies in the late 1970's and early 1980's. Each study reached the conclusion that the integration of automation and communications was highly desirable, but none was able to resolve the conflicts whose resolution was necessary prior to any integration. However, in May 1984 General John A. Wickham, Jr., then Chief of Staff, directed the Army to integrate the information management disciplines, created an Assistant Chief of Staff for Information Management on the Army Staff, and directed the consolidation of the US Army Communications Command and the US Army Computer Systems Command into the US Army Information Systems Command (ISC). (See Figure XI-1) This led to the creation of the Deputy Chief of Staff for Information Management (DCSIM) on MACOM staffs and the Director of Information Management (DOIM) on installation staffs.

c. Integrating the five IMA disciplines was not easy due to the initial reluctance of the Army to accept the concept. IMA missions were given to ISC, but the MACOMs did not transfer all the resources (spaces and dollars) associated with the missions transferred. The intent of the IMA reorganization was to provide more effective management and control of the IMA disciplines yet the resulting organization, ISC, according to the ROBUST study in 1989, was an immature command striving for mission accomplishment in the face of personnel shortages, poor organization, and strong opposition from competing agencies.
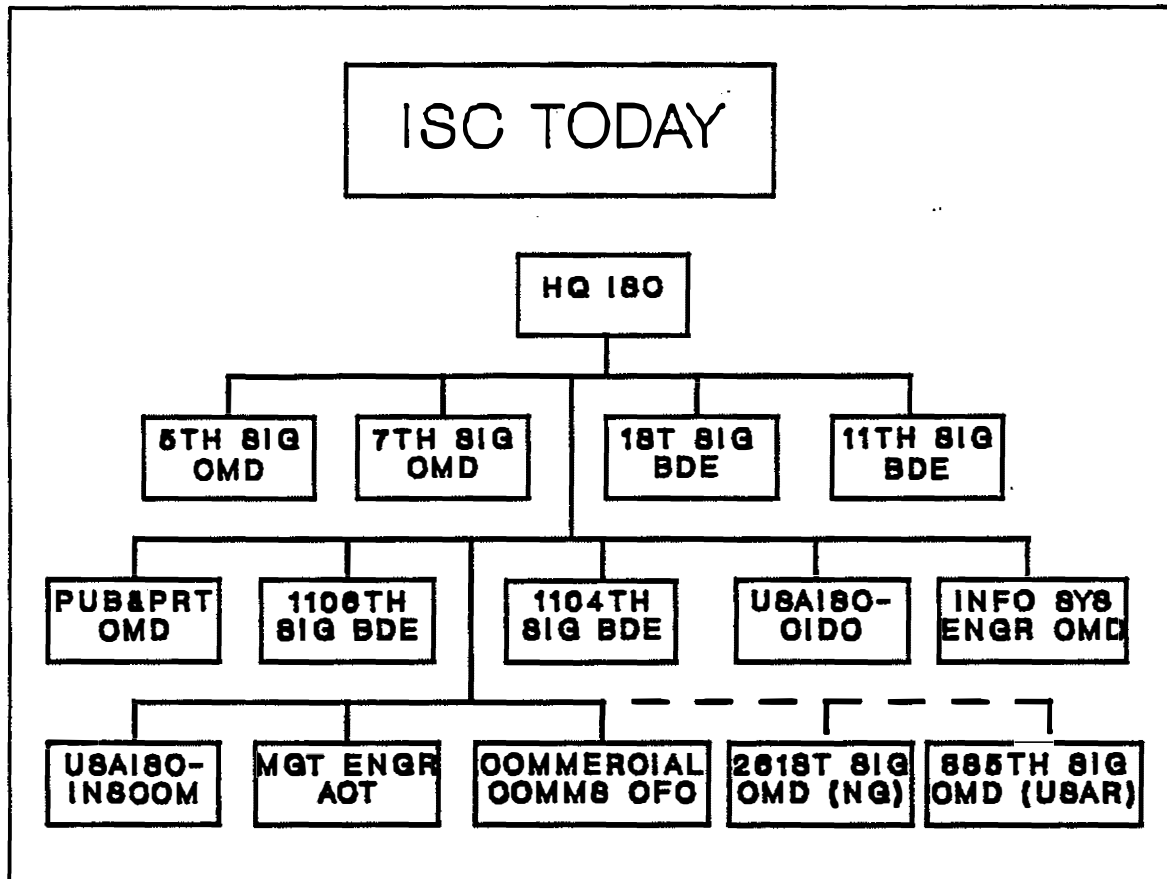
Figure XI-1
ISC Today

d. The VANGUARD Management Information Team evaluated all forces organized under TDAs to determine which IMA missions and organizations could be eliminated or reduced, to include the elimination of ISC and some of its intermediate headquarters; whether consolidation at a separate or higher organization was appropriate; and how to capitalize on advances in technology, such as artificial intelligence, interoperable architectures, optical disk imagery, facsimile services, and more user-oriented electronic operating systems. The achievement of any recommended changes or reductions resulted from the elimination of missions no longer considered cost-effective, the adoption of policies which foster rapid technology insertion, and the attainment of economies of scale and management efficiencies. The initiatives resulting from the evaluation can be divided into three groups: (1) IMA organizational restructuring initiatives, (2) IMA functional

initiatives, and (3) IMA-related field operating agencies or staff support activities realignment initiatives. See Appendix 17-H for a summary of the impact on each MACOM of each initiative and Appendix 17-N8 for a detailed description of specific manpower and costing information on each initiative.

e. The IMA functional initiatives (See Paragraph 11.3) were approved as part of the Army Management Review II (AMRII) and Defense Management Review II (DMRII) process and were assigned to the Director of Information Systems for Command, Control, Communications and Computer (DISC4) for implementation.

11.2. RESTRUCTURE THE IMA ORGANIZATION.

a. ELIMINATE ISC (IMA43).

(1) Description. The initial VANGUARD vision encompassed the inactivation of the ISC and spreading its missions and functions as indicated in Figure X1-2.

(2) Evaluation.

(a) Missions/Functions/Background. The ISC was formed in 1984 to consolidate the five IMA disciplines of telecommunications, automation, printing and publishing, records management and visual information under one single IMA services and acquisition and engineering command. The merger of the functions, however, was never fully completed (e.g., not all IMA spaces and functions were consolidated and about 43 percent of the civilian pay dollars remained with the other MACOMS). As a result of the above structural, command relationship and budgetary problems, the expected results of the IMA have never been fully realized, and the IMA has come under some severe criticism from DOD and Congress. The VANGUARD initiative recommended elimination of the ISC command and adoption of a decentralized operations and maintenance and engineering and acquisition structure.

(b) Assumptions. The worldwide Services Command as structured in the initial VANGUARD vision will be implemented.

(c) Analysis.

1 The need for centralized control of the IMA was recognized as necessary for its success. The DISC4 would serve as the overarching management organization, deviloping and controlling the development of policies and standards, and providing technical oversight in order to achieve standardization and interoperability of

IMA MISSIONS/FUNCTIONS

ISC

| STRATEGIC PLAN,PROGRAM, O & M | SUS BASE PLAN,PROGRAM, O & M | MAT DEV PLAN, ENGR, ACQUIRE, INTEG, & INSTALL | EAC TACTICAL PLAN,PROGRAM, O & M | CONTINGENCY SPT/OPS |

| SERVICES COMMAND | LOGISTICS COMMAND | THEATER COMMAND | FORSCOM |
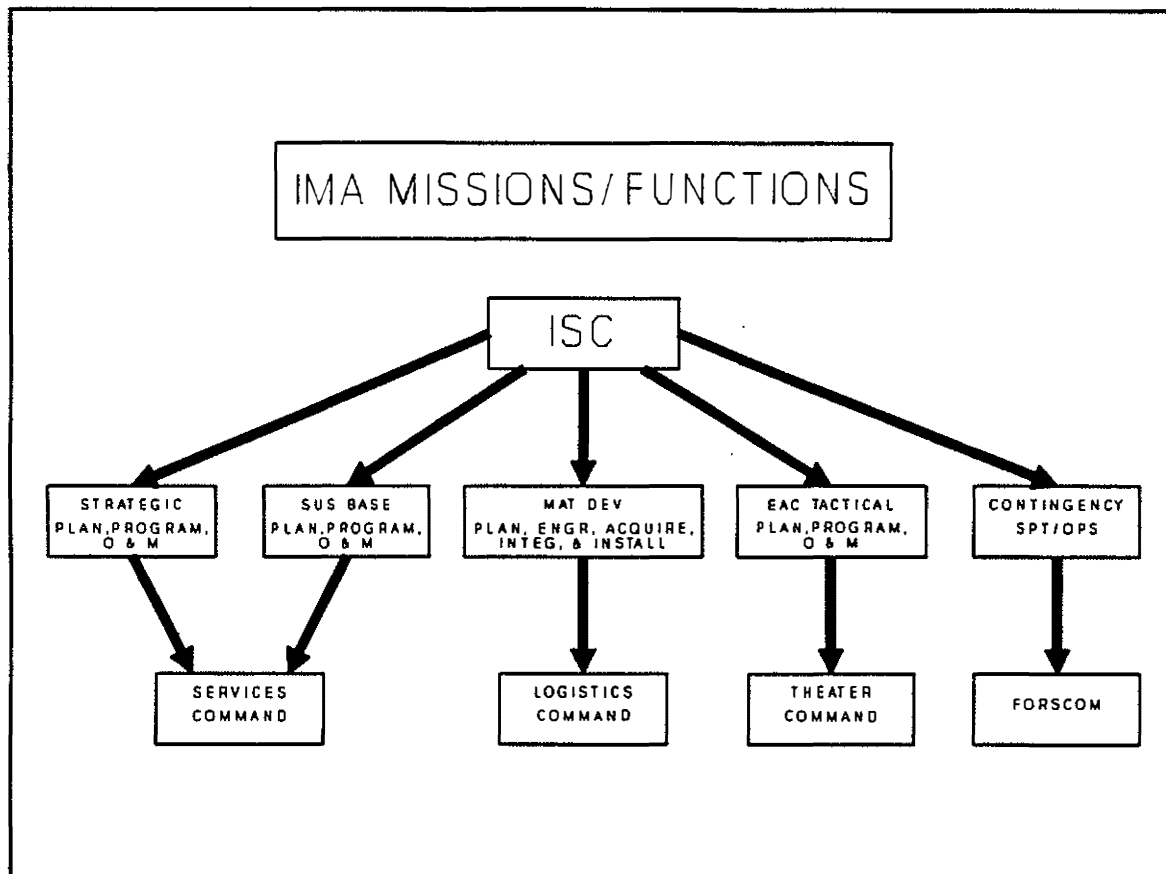
Figure X1-2
IMA Missions/Functions

information systems.

2 While the standards and policies were currently not completely in place, by the time of ISC elimination they would be and enforcement mechanisms would also be in place.

3 The primary missions of ISC would be distributed to the Services Command, the Logistics Command, and the Theater Commanders.

4 The "service providing" organizations (communication companies and DOIMs) would be retained and realigned. The "service providing"

organizations would require some minimum augmentation. ISC intermediate overhead commands, as well as ISC headquarters, would be eliminated.

5 A line by line analysis of ISC TDA headquarters organizations showed substantial savings could be achieved (1500 spaces) with implementation beginning in FY93.

(d) Alternative. The alternative developed was to retain ISC as a down-sized MACOM. (See IMA44, RESTRUCTURE ISC)

(3) Conclusions.

(a) The strategic communications aspects of the IMA are especially crucial. A single-focusing operations and maintenance organization is needed for the strategic information systems to function effectively and efficiently.

(b) Without a Services Command (Revised VANGUARD Vision) to serve as a single-focusing operations and maintenance organization for the strategic communications, it became clear there was a need for retention of an ISC-type organization.

(4) Recommendation. Withdraw IMA43 from consideration. (See IMA44, RESTRUCTURE ISC).

b. RESTRUCTURE ISC (IMA44).

(1) Description. This initiative, called IMA Future, is the VANGUARD initiative to restructure the ISC and the IMA. (See Figure XI-3) It is the overarching initiative that binds all the VANGUARD IMA initiatives. The IMA Future was developed to retain and strengthen centralized IMA management, to streamline the IMA structural organizations to produce manpower and dollar savings consistent with the overall size and composition of the Army's combat and supporting forces, and to leverage the IMA to produce efficiencies in other areas.

(2) Evaluation.

(a) Missions/Functions/Background.

1 See IMA43, Elimate ISC for background information.

2 The DISC4 and the Commanding General, ISC briefed the VCSA on the IMA Future concept as an alternative to
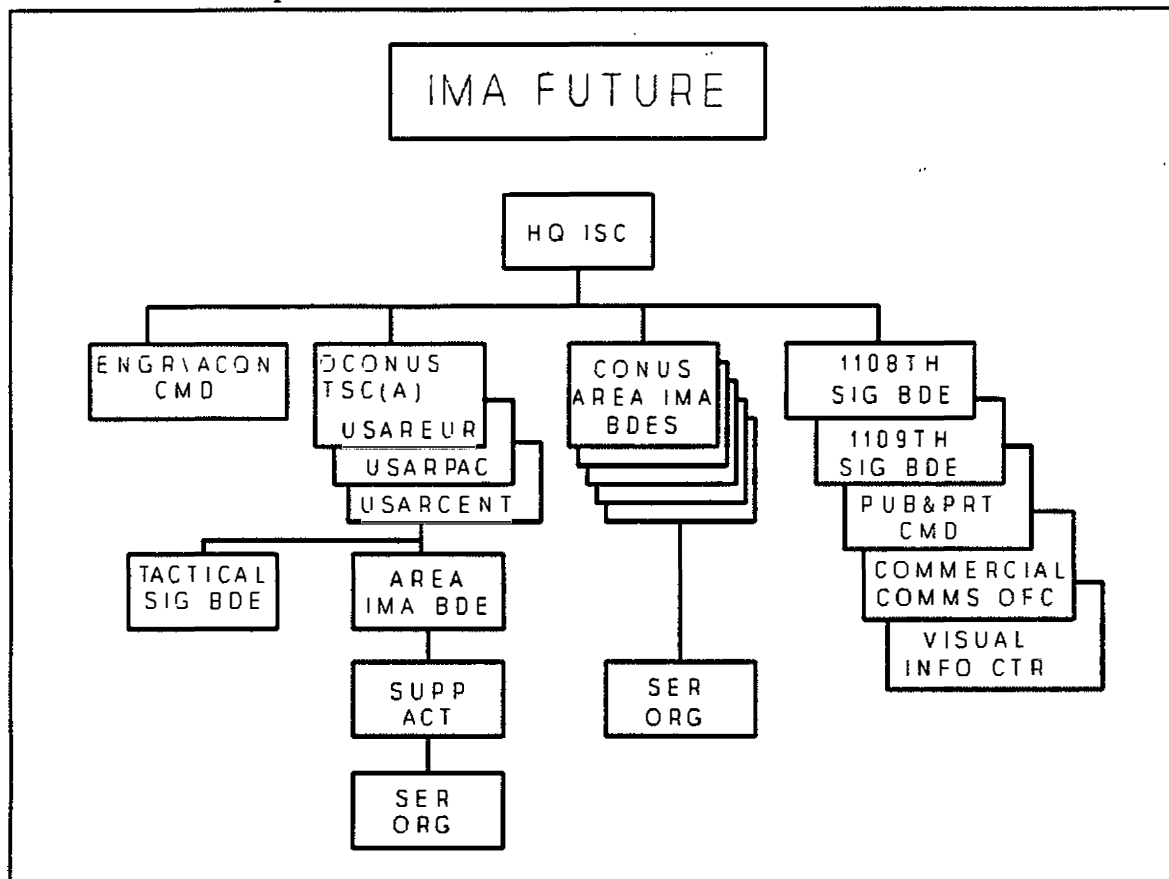
Figure XI-3
IMA Future

the initial VANGUARD initiative to eliminate ISC. As a result of that briefing the VCSA tasked the DISC4 and ISC to develop the concept plan further and provide it to VANGUARD for analysis.

3 The essential features of the IMA Future:

a Centralized control of the IMA exercised through an Army IMA services, engineering and acquisition command.

b An area support-oriented structure and strategy vice the current command-oriented support.

c Alignment of resources with responsibilities.

d Clear command and control relationships.

(b) Assumption. Alignment of IMA funding with ISC responsibilities will be achieved through direct funding or an equivalent arrangement, such as an industrial fund.

(c) Analysis.

1 Analysis consisted of review of all ISC TDA units, to include all activities located at Army garrisons and communities. Due to ongoing Conventional Forces Europe (CFE) and Pacific Vision (PAC Vision) force structure actions, the analysis initially centered almost entirely on the CONUS structure and relationships.

2 Conversion from a command-oriented structure to an area support-based structure would allow consolidation of administrative overhead and C2 at a level higher than the operating element, thus providing manpower savings of 1300 spaces.

3 Retaining a down-sized ISC will alleviate the strategic communications operations, maintenance and integration problems which would have resulted from the elimination of ISC. Organizations within the Army, as well as outside the Army (JCS, other services, OSD, and Defense Communications Agency), will need to deal with only one centralized organization for strategic communications.

(d) Alternative. See IMA43, eliminate ISC.

(3) Conclusions.

(a) The Army requires an IMA Command (MACOM) to centrally manage its strategic systems and the IMA.

(b) Funding of the IMA needs to be aligned with the missions and responsibilities given the IMA MACOM commander.

(c) The IMA Future achieves savings essentially equivalent to the VANGUARD IMA43, eliminate ISC initiative.

(4) Recommendations.

(a)   Adopt IMA Future as the Army's alternative for restructuring the ISC and the IMA, and reduce staffing by 25 officers, 250 enlisted, and 1,025 civilian spaces over the FY93 to FY94 timeframe.

(b)   The ISC be funded either directly or through an Army Industrial Fund for its "core" manpower, physical plant operation, and services in order to place resource control in the hands of the commander who has mission responsibility.

(c)   The Commanding General, ISC, with input from the Army's supported MACOMs, develop and submit for approval to HQDA a detailed implementation plan which addresses how the reorganization will take place and clearly sets forth the responsibilities, missions, funding strategy, command relationships, and timelines for the change.

11.3.   INFORMATION MANAGEMENT ORGANIZATIONAL INITIATIVES, IMA FUNCTIONAL INITIATIVES.

a.   REDUCE OR ELIMINATE TELECOMMUNICATIONS SERVICES AND TELECOMMUNICATIONS CENTERS (IMA01) [APPROVED AS DMRD 9450].

(1) Description. The initiative identifies savings made possible by reducing telecommunications center (TCC) operations and support to the minimum acceptable level. Under this initiative, operational hours of TCCs will be reduced to one shift per work day, except where continuous operation is required to support contingency forces. Selected services, to include facsimile service, reproduction, and distribution of incoming traffic to individual units or staff sections, will be discontinued. Where Table of Organization and Equipment (TOE) signal units are collocated with the TCC, augmentation may be provided by signal unit personnel. Some TCCs may be closed or consolidated due to base closure, low supported population or low traffic volume made possible by proliferation of STU-III, facsimile and electronic mail systems.

(2) Evaluation.

(a) Missions/Functions/Background. The mission of TCC operations is to provide common user, over-the-counter service for receipt and distribution of classified and unclassified hardcopy message traffic. Processes currently required for incoming traffic include receipt, sorting, logging, reproduction, and distribution. Processes currently required for outgoing traffic include receipt, quality control, logging, transmitting, and

providing return copies to customer. Additional requirements for all traffic handling include collecting, analyzing and reporting statistics on quality and quantity of message traffic processed. Facsimile service is also provided for both classified and unclassified traffic. Equipment to be maintained includes the communications, printing, automation, and Communications Security (COMSEC) equipment required to receive and transmit message traffic.

(b) Analysis.

1 Initial analysis consisted of review of Army Management Structure (AMS) codes to identify resources performing TCC functions. Further research using the AFD standard work center codes was done to verify that personnel identified were actually working in a TCC. The TAADS 89 database was reviewed using AMS codes, AFD codes and position title.

2 Analysis of the mission, staffing and current practices indicates a need for policy changes.

a Facsimile service should be a user responsibility. Separately provided common user facsimile service is an expense no longer affordable.

b Initial review and selective reproduction of incoming traffic should be a user responsibility. Routine reproduction of all message traffic is not cost effective.

c Breakdown and distribution of incoming message traffic should be consolidated with the official mail distribution center, thus achieving economies of scale, resulting in an overall reduction in required manpower and an increase in efficiency of the total distribution system.

d An aggressive review and revalidation of AIGs should be conducted to reduce the over 13,000 AIGs now in use. Proper use of AIGs will reduce overloading of the message system.

(3) Conclusions.

(a) Significant cost savings can be realized through manpower reductions associated with a change in the process of providing TCC support.

(b) Minimum required support for unclassified and classified hardcopy

communications support can be provided to noncritical headquarters and staffs utilizing one shift operation by reducing services to the minimum essential tasks.

(c) Manpower spaces at noncritical headquarters can be reduced to one shift operational strength in both TCC operators and TCC overhead positions.

(4) Recommendations.

(a) Develop and disseminate the policy changes identified above.

(b) Implement the specified reduction in TCC operational hours and services in FY92 and reduce staffing by 855 enlisted and 126 civilian spaces.

b. REDUCE OR ELIMINATE TELECOMMUNICATIONS SERVICES - TELEPHONE CENTERS (IMA02) [APPROVED AS DMRD 945R].

(1) Description. This initiative identifies savings made possible by reducing telephone operations and support to the minimum acceptable level. Under this initiative, operational hours of assisted telephone operations will be reduced to one shift per work day, except where continuous operation is required to support contingency forces. Selected services, to include annual publication of installation telephone books including names of individuals, 24 hour overseas Automatic Voice Network (AUTOVON) call booking at all installations, nontelephone-related responsibilities, will be discontinued. Where TOE signal units are collocated with the telephone switchboard, augmentation may be provided by signal unit personnel. Some telephone operations may be closed or consolidated due to base closure, low supported population or low traffic volume.

(a) Missions/Functions/Background. The mission of installation telephone operations is to provide switched telephone service for voice and data traffic. Functions include installation and maintenance of user instruments, outside plant cable distribution system, inside plant wiring, automatic switching equipment, operator assistance, and telephone book publication and distribution. Call processing data is collected, analyzed and reported.

(b) Analysis.

1 Initial analysis consisted of review of AMS codes to identify resources performing telephone functions. Further research using the AFD standard work center codes was done to verify that personnel identified were actually working in a telephone operation. The TAADS 89 database was reviewed using AMS codes, AFD codes

and position title.

$\underline{2}$ Analysis of the mission, staffing and current practices indicates a need for policy changes.

$\underline{a}$ Increased use of WATS access and telephone credit cards for selected telephones and users should be provided. This will cause a decrease in the level of required direct operator interface and intervention in assuring call completion.

$\underline{b}$ Booking and processing of overseas AUTOVON calls should be accomplished on a regional basis. This will provide the required service with significantly reduced nonduty hour staffing at installations.

$\underline{c}$ Telephone books should be published only at a three to five year cycle and should identify only organizational names and titles (not individual names). This would reduce the cost of administrative preparation, publication and distribution.

$\underline{d}$ Telephone operations should not be tasked with additional nontelephone-related missions such as monitoring installation alarms, installation key control, and operation of installation specific radio nets and cellular phone radio relay equipment. These additional duties detract from the basic mission of providing telephone service and increase workload and required staffing.

(3) Conclusions.

(a) Significant cost savings can be realized through manpower reductions associated with a change in the process of providing telephone service.

(b) Minimum required support for telephone communications can be provided to noncritical installations, headquarters and staffs utilizing one shift of staffed operator positions, inside and outside plant positions, and reduced overhead.

(c) Manpower spaces at noncritical headquarters can be reduced to one shift operational strength in both inside and outside plant telephone operations.

(4) Recommendations.

(a) Develop and disseminate the policy changes identified above.

(b) Implement the specified reduction in telephone operational hours

and services in FY92 and reduce staffing by 135 enlisted and 622 civilian spaces.

c. REDUCE OR ELIMINATE ADP SOFTWARE ENGINEERING ACTIVITIES (IMA03) [APPROVED AS DMRD 945U].

(1) Description. This initiative proposed the reduction and consolidation of software engineering assets, programs, and centers within the Army. The intent was to remove most ADP systems analysis, design, and programming capability from all MACOMs, the Army Staff, and FOAs. Some assets would be relocated to designated central design activities in ISC. After the consolidation, with only very few exceptions, all life cycle software engineering for the Army would be performed centrally. This initiative auguments the proposed PBD 924 (Consolidation of ADP Design and Operations in DOD) which proposes to reduce the number of central design activities within DOD.

(2) Evaluation.

(a) Missions/Functions/Background. Software engineering assets are those individuals involved in systems analysis, development, design, quality assurance, testing, maintenance, and fielding of software for command and control systems, administrative and logistics systems, and business systems. The directive to create ISC charged it with software engineering for the Army.

(b) Analysis.

1 Initial analysis consisted of a review of AMS codes to identify resources performing software engineering functions. Further research using the AFD standard work center codes was done to verify that personnel identified were actually working in the software engineering area. The TAADS 89 data base was reviewed using AMS codes, AFD codes, and position titles.

2 ISC spaces were not analyzed even though there were applications programming spaces outside established software engineering centers. Software engineering will continue to be the mission of ISC. Some augmentation will be necessary for ISC to assume the mission for essential work now done by other commands and organizations.

3 Engineering for software embedded in weapon systems will continue to be the responsibility of AMC.

4 The Army can no longer afford for each commander to develop

unique systems or to customize standard systems.

5 Economies of scale will be achieved if all software engineering is managed and done centrally.

(3) Conclusions.

(a) Software engineering resources appear to be distributed throughout the Army in small numbers in virtually every TDA. Some commands have established de facto software development centers for unique systems.

(b) While the breadth of software engineering positions allows for great flexibility and customization, there is also much duplication of effort and great difficulty in optimizing the Army's automation resources.

(c) The Army's software engineering mission can be more effectively accomplished if software engineering for the Army is done centrally by removing the capability from all MACOM, ARSTAF, or FOA and consolidating the remaining assets (less embedded software) in ISC at designated software engineering centers.

(4) Recommendations. Reduce and consolidate the Army's software engineering assets, reducing by 73 officers, 326 enlisted, and 899 civilians over the FY92 to FY93 timeframe.

d. REDUCE OR ELIMINATE VISUAL INFORMATION SERVICES (IMA04) [APPROVED AS DMRD 945P].

(1) Description. This initiative identifies savings made possible by capitalizing on the application of current ADP technology in the Visual Information (VI) mission area.

(2) Evaluation.

(a) Missions/Functions/Background. Illustrators and graphics technicians provide assistance to customers in developing and producing visual information products through manual and automated technologies.

(b) Analysis.

1 Initial analysis consisted of review of AMS codes to identify

resources performing visual information functions. Further research using the AFD standard work center codes was done to verify that personnel identified were actually performing visual information functions. The TAADS 89 database was reviewed using AMS codes, AFD codes and position title.

2 Analysis of the mission, staffing and current practices indicates a need for policy changes.

a Common graphics and visual information products should be prepared and produced using desktop computers and commonly available software applications. Retaining graphics specialists for making common graphics products is not affordable.

b Command and staff policies requiring complex color graphics slides are no longer affordable and should be eliminated.

c VI expertise at each DOIM organization should be utilized to provide expert advice and assistance when complex VI products are truly required.

(3) Conclusions.

(a) Significant cost and manpower savings can be realized through reductions in direct VI support personnel.

(b) Minimum required support for visual information can be provided by the user utilizing common automation equipment with common graphics software applications.

(4) Recommendations.

(a) Develop and disseminate the policy changes identified above.

(b) Implement the specified reduction in illustrator and graphics technician staffing by 195 enlisted and 375 civilian spaces over the FY92 to FY93 timeframe.

e. CONSOLIDATE OFFICIAL MAIL AND DISTRIBUTION AT INSTALLATION LEVEL (IMA05) [APPROVED AS DMRD 945Q].

(1) Description. The distribution of official mail and distribution at Army

garrisons and communities was examined to determine if efficiencies and manpower savings could be produced by having the function centralized at the DOIM at each garrison and community.

(2) Evaluation.

(a) Missions/Functions/Background. Currently, the mail and distribution function is performed to some extent by most organizations on an installation. Central official mail (mail and distribution) at the installation provides each organization official mail. Organizations perform an identical function by distributing mail to subordinate elements.

(b) Analysis.

1 Initial analysis consisted of review of AMS codes to identify resources performing mail and distribution functions. Further research using the AFD standard work center codes was done to verify that personnel identified were actually performing mail and distribution functions. The TAADS 89 database was reviewed using AMS codes, AFD codes and position title.

2 Establishing the DOIM as the central point of official mail and distribution would eliminate redundancy in other installation units, producing space savings.

3 This initiative will require secretaries and other administrative personnel to be involved with the distribution of mail.

(3) Conclusions. Consolidation of official mail and distribution at the DOIM can produce significant manpower and dollar savings.

(4) Recommendations. Reduce and consolidate the distribution of official mail and distribution at the DOIM on each garrison and installation, reducing by 51 enlisted and 234 civilians over the FY92 to FY93 timeframe.

f. DISCONTINUE HARDCOPY PRINTING (IMA08) [APPROVED AS DMRD 945S].

(1) Description. This initiative identifies savings made possible by discontinuance of hardcopy printing and publication and distribution of administrative,

training, and technical publications.

(2) Evaluation.

(a) Missions/Functions/Background. Paper is the current medium of choice for creating, storing, and distributing publications. Currently, departmental-level publications and forms are printed by the Government Printing Office (GPO) or a GPO-designated commercial contractor. Printed materials are shipped directly to users or to one of the Army's two centralized distribution centers where they are stored and shipped worldwide as needed.

(b) Analysis.

1 Initial analysis consisted of a review of printing technologies and the Army's printing and publications program.

2 Technology exists today which eliminates the need for total reliance on hardcopy printing and publications. Distribution to users of an electronic data base containing administrative publications, and eventually technical and training publications, can be accomplished now. Virtually all Army forms are available in commercial software packages which many MACOMs and organizations already own. Policies need to be changed to encourage functional proponents for publications and forms to use electronic media instead of the costly paper.

3 All nonessential printing needs to be discontinued.

(3) Conclusions.

(a)   Current reliance on hardcopy publications and forms is unaffordable.

(b)   Technology exists which provides a medium for elimination of most hardcopy printing and publications.

(4) Recommendation. Implement movement to electronic media in FY92, discontinuing hardcopy printing and publishing during the life of the POM for most publications. Estimated savings over the POM period are $290.9M.

g. CONSOLIDATE INSTALLATION AND BASOPS RECORDS MANAGEMENT AND

PUBLICATIONS INTO THE DOIM (FAC11) [APPROVED AS DMRD 945T].

(1) Description. This initiative identifies savings made possible by consolidating all installation management and publications activities in base operations (BASOPS) with the DOIM. The savings are those associated with eliminating from BASOPS the few personnel who were not consolidated at the time that the DOIM organizations were originally formed. Under this initiative these personnel will be eliminated and the mission given to the installation DOIM.

(2) Evaluation.

(a) Missions/Functions/Background. Installation DOIMs have the information management mission to include dollar and manpower resources.

(b) Analysis. Initial analysis consisted of a review of the AMS codes to identify BASOPS resources performing records management and publications functions. Further research using the AFD standard work center codes was done to verify that personnel identified were actually working in the records management and publications area. The TAADS 89 database was reviewed using AMS codes, SWCC and position title. All BASOPS manpower spaces identified to be working in the records management and publications area (34) were eliminated.

(3) Conclusions. Consolidation of installation information management mission and function is completed with this initiative. No records management and publications personnel remain in BASOPS. The mission associated with the eliminated personnel should transfer to the respective installation DOIM.

(4) Recommendations.

(a) Eliminate all BASOPS personnel performing records management and publications functions in FY92, saving 2 enlisted and 32 civilian spaces.

(b) Transfer mission to installation DOIM.

11.4. REALIGN IMA-RELATED FIELD OPERATING AGENCIES AND STAFF SUPPORT ACTIVITIES.

a. U.S. ARMY DECISION SYSTEMS MANAGEMENT AGENCY DSMA (IMA09).

(1) Description. U.S. DSMA was examined to determine whether it was

appropriately classified as an FOA or SSA and whether it should be retained, reduced, or eliminated as an organization.

(2) Evaluation.

(a) Missions/Functions/Background. DSMA evolved over time from the FORECAST Development Office. In 1987 DSMA was established as an FOA of the Office, Chief of Staff, Army, reporting to the Director of Management. Its mission is to ensure the Army has the most advanced technology to enhance productivity and to support timely, effective management decisions through general and direct support to HQDA and other agencies, development of artificial intelligence, and transfer of emerging technology into the production environment.

(b) Analysis.

1 DSMA is correctly classified as an FOA, as it supports a variety of organizations Armywide. DSMA's organizational position and its highly trained technical staff allow it to assess Army problems and develop solutions quickly.

2 There are, however, overlaps and confusion between information management policies and DSMA functions. Artificial intelligence is an IMA technology for which the DISC4 is charged with managing and directing new efforts. ISC is tasked to provide users at all levels with technical support; one of its subordinate units, Information Systems Engineering Command, has as one of its missions to assess emerging technologies such as artificial intelligence and then coordinate and integrate them into the Army. It is ISC who is tasked to develop the methodology for Army Information Engineering, and it is ISC who is tasked to assist MACOMs in their development of information architectures.

(3) Conclusions.

(a) DSMA should be eliminated as an FOA. The elimination of DSMA is consistent with the VANGUARD vision to eliminate or reduce the number of FOA with an information management mission. With significantly reduced resources the Army cannot afford to have multiple organizations tasked with similar missions.

(b) HQDA does have a need for integrated, analytical support which has been recognized and documented by DUSA(OR) and adopted by VANGUARD; HQDA will have a Strategic/Force Evaluation Center (see paragraph 12.2, RESTRUCTURE THE ARMY ANALYSIS) whose mission includes the support of crisis actions and deliberate planning.

(c) There is a requirement for an information management office in the Director of Management, OCSA.

(d) DISC4 is the proponent for policy on information technology yet it is not adequately staffed with personnel who have expertise in artificial intelligence.

(4) Recommendations.

(a) Eliminate DSMA as an FOA, saving 25 officer and 8 civilian spaces in FY92.

(b) Retain 6 spaces for information management in the Director of Management, OCSA.

(c) Transfer 13 spaces to DISC4 for artificial intelligence planning and policy development.

b. **U.S. ARMY FINANCIAL MANAGEMENT SYSTEMS INTEGRATION AGENCY (FMSIA) (IMA10).**

(1) Description. FMSIA was examined to determine whether it was appropriately classified as an FOA and whether it should be retained, reduced, or eliminated as an organization.

(2) Evaluation.

(a) Missions/Functions/Background. FMSIA was established on 1 Oct 89 as an SSA of the Assistant Secretary of the Army for Financial Management (ASA(FM)). It is responsible for major systems review, information systems architectures, standards and policy, advanced systems technology, and internal ASA(FM) automation support.

(b) Analysis.

1 Analysis was conducted through review of written documentation (TDA and TAADS) and discussions with FMSIA and ASA(FM) representatives.

2 FMSIA was formed from the Financial Management Staff Support Agency; and it is now correctly classified as an SSA, located only at the Pentagon and providing technical and information support only to the ASA(FM).

3 There appears to be duplication of effort and functions among FMSIA, DISC4, and ISC. FMSIA currently operates a computer. facility for ASA(FM) although it has recently passed the operation of a network to ISC. While FMSIA should be evaluating how new systems interface with financial systems, it appears the evaluation involves aspects which should more appropriately be provided by DISC4.

4 The IMA support (including the architecture for financial management systems) for the ASA(FM) staff could more properly be accomplished as an integral part of the ASA(FM) staff.

(3) Conclusions. The proposal to eliminate FMSIA is consistent with the VANGUARD vision to eliminate or reduce the number of FOA and SSA with an IMA mission and to integrate that mission back into the Secretariat and Army Staff. The architecture for financial management systems should be one of the missions of the IMO for ASA(FM). All operational missions should be passed to ISC.

(4) Recommendations.

(a) Eliminate FMSIA as a staff support agency, saving 1 officer, 2 enlisted, and 17 civilian spaces in FY92.

(b) Transfer the IMO function and 4 spaces to ASA(FM).

(c) Transfer all network operations and computer responsibilities to ISC.

c. U.S. ARMY MANAGEMENT SYSTEMS AND SUPPORT ACTIVITY (MSS) (IMA11).

(1) Description. MSS was examined to determine whether it was appropriately classified as an FOA or SSA and whether it should be retained, reduced, or eliminated as an organization.

(2) Evaluation.

(a) Missions/Functions/Background. MSS was established in 1987 as an SSA of the Secretary of the Army under the supervision of the Administrative Assistant. Its mission is to manage the integrated information program for Headquarters Services - Washington and Army-supported joint and DOD activities.

(b) Analysis.

<u>1</u> Analysis was conducted through review of written documentation (TDA and TAADS) and discussions with MSS representatives.

<u>2</u> Analysis revealed confusion and overlap between the functions of MSS and ISC. The Director of ISC-Pentagon is, by Army regulation, the DCSIM for HQDA yet MSS has been performing the DCSIM mission. The IMA Future initiative (IMA44, paragraph 11.2.b. above) will clarify IMA responsibilities by establishing MACOM-owned DCSIM offices.

(3) <u>Conclusions.</u>

(a) The proposal to eliminate MSS is consistent with the VANGUARD vision to eliminate or reduce the number of FOA or SSA with an IMA mission and to integrate that mission back into the Secretariat and Army Staff. Four spaces from MSS should be used to establish an IMO for the Office of the Secretary of the Army.

(b) As the "commander" for the HQDA "MACOM," the Administrative Assistant should use MSS as the nucleus to establish a DCSIM.

(c) All DOIM functions currently performed by MSS would more appropriately be performed by ISC.

(4) <u>Recommendations.</u>

(a) Eliminate MSS as a separate organization saving 1 officer, 1 enlisted, and 3 civilian spaces.

(b) Transfer 25 spaces to the Office of the Administrative Assistant to perform the HQDA DCSIM functions.

(c) Transfer 4 spaces to the Office of the Administrative Assistant for IMO responsibilities in the Office of the Secretary of the Army.

(d) Transfer all BASOPS IMA functions currently performed by MSS to ISC.

d. DEFENSE TELECOMMUNICATIONS SERVICES - WASHINGTON (DTSW) (IMA12)

(1) <u>Description.</u> DTS-W was examined to determine whether it was

appropriately classified as an FOA or SSA and whether it should be retained, reduced, or eliminated as an organization.

(2) Evaluation.

(a) Missions/Functions/Background. DTS-W was established in 1965 as a field operating agency of the Secretary of the Army to manage and provide administrative telecommunications services to all DOD organizations in the National Capital Region (NCR).

(b) Analysis.

1 Analysis was conducted through review of written documentation (TDA and TAADS) and discussions with DTS-W representatives.

2 DTS-W is 100 percent reimbursable.

3 Administrative support is provided by the Administrative Assistant to the Secretary of the Army, but policy is provided by OSD: technical policy from ASD(C3I) and administrative policy from the Director, Administration and Management Office, OSD. The Navy is its single largest customer, comprising 44 percent of workload, while Army business is only 28 percent.

(3) Conclusions.

(a) There will be no savings to the Army or DOD should DTS-W be transferred to DOD since all services provided by DTS-W are 100 percent reimbursable. Inasmuch as Army comprises only 28 percent of DTS-W's customer base and policy guidance is received directly from DOD, DTS-W would more appropriately be a DOD unit.

(b) DTS-W does not meet the prerequisites of either an FOA or SSA because it provides operational telecommunications support for all DOD, but only in the NCR. ISC is the command tasked with providing O&M IMA support to the Army. If DTS-W cannot be transferred outside the Army, then it should be redesignated an operational unit of ISC.

(4) Recommendations. Transfer the mission and spaces to DOD. (If transfer outside the Army is denied, redesignate and transfer as an operational unit to ISC.)

e. NATIONAL GUARD BUREAU INFORMATION MANAGEMENT AGENCY (NGB-

IMA) (IMA13).

(1) Description. NGB-IMA was examined to determine whether it was appropriately classified as an FOA or SSA and whether it should be retained, reduced, or eliminated as an organization.

(2) Evaluation.

(a) Missions/Functions/Background. NGB-IMA was established in 1985 as a field operating agency of the National Guard Bureau to manage IMA (minus records management and printing and publications) for the Bureau and the entire National Guard and to operate the data processing installation which supports the Bureau and the States. FY92 budget is approximately $5 M.

(b) Analysis.
1 Analysis was conducted through review of written documentation (TDA and TAADS) and discussions with NGB-IMA representatives.

2 Staffing for PM, RCAS (See paragraph 11.4cc below) was augmented with positions from NGB-IMA. One of the missions of NGB-IMA was requirements identification for the IMA needs of the States. RCAS is accomplishing that mission currently.

3 ISC is the organization tasked to provide software engineering and O&M IMA support to the Army yet NGB-IMA still performs both those missions for the NGB.

4 The support and funding requirements for the States are unique.

(3) Conclusion. NGB-IMA is the DCSIM for the National Guard and the IMO for the NGB.

(4) Recommendations. Retain NGB-IMA as an FOA but reduce staffing by 15 officer, 2 enlisted, and 13 civilian spaces.

f. US ARMY PLANS AND OPERATIONS INFORMATION SUPPORT AGENCY (USAPOISA) (IMA14).

(1) Description. USAPOISA was examined to determine whether it was

appropriately classified as an FOA or SSA and whether it should be retained, reduced, or eliminated as an organization.

(2) Evaluation.

(a) Missions/Functions/Background. USAPOISA was established in 1986 as a staff support activity of DCSOPS, HQDA to advise the DCSOPS on all information management issues affecting the staff and its support agencies and activities. FY92 budget is $0.5 M.

(b) Analysis.

1 Analysis was conducted through review of written documentation (TDA and TAADS) and discussions with USAPOISA representatives.

2 USAPOISA performs many DOIM functions for DCSOPS, including procurement of hardware, software, and services and assistance in technical, operational, and systems management.

(3) Conclusions.

(a) USAPOISA is the IMO for DCSOPS although there are additional DCSOPS resources in other activities and offices performing IMA functions.

(b) Integration of the IMO mission into DCSOPS would be consistent with the VANGUARD Vision to eliminate or reduce the number of FOA or SSA with an IMA mission and to integrate that mission back into the Army Staff.

(c) DOIM functions performed by USAPOISA are duplicating missions for which ISC is tasked to provide.

(4) Recommendations.

(a) Eliminate USAPOISA as an SSA, saving 4 civilian spaces.

(b) Transfer the IMO mission and 9 spaces to DCSOPS.

g. **U.S. ARMY COMMAND AND CONTROL SUPPORT AGENCY (CCSA) (IMA15).**

(1) Description. CCSA was examined to determine whether it was appropriately classified as an FOA or SSA and whether it should be retained, reduced, or eliminated as an organization.

(2) Evaluation.

(a) Missions/Functions/Background. CCSA was established as a staff support agency of HQDA, DCSOPS (DAMO-OD) to provide Worldwide Military Command and Control System (WWMCCS) ADP services and maintain data at HQDA to support mobilization, deployment, readiness, and deliberate or crisis planning functions of the Army Staff. FY92 budget is $3.0 M OMA and $2.0 M OPA.

(b) Analysis.

1 Analysis was conducted through review of written documentation (TDA and TAADS) and discussions with CCSA and PM, AWIS representatives.

2 CCSA is one of 32 sites in a global network operated on a 24-hour basis to support the National Command Authority.

3 CCSA was providing site support for the Secure Management Information System local area network which is required by AWIS to distribute WWMCCS information to multiple users; but PM, AWIS began paying for contractor support in FY91.

(3) Conclusions.

(a) CCSA is appropriately classified as an SSA.

(b) Its mission is critical, but it can sustain a small reduction in light of the significant reductions the Army must sustain.

(4) Recommendations.

(a) Reduce staffing by 1 enlisted and 6 civilian spaces.

(b) Retain CCSA as an SSA of DCSOPS.

h. U.S. ARMY PROGRAM MANAGEMENT SYSTEMS DEVELOPMENT AGENCY (PMSDA) (IMA16).

(1) Description. PMSDA was examined to determine whether it was appropriately classified as an FOA or SSA and whether it should be retained, reduced, or eliminated as an organization.

(2) Evaluation.

(a) Missions/Functions/Background. PMSDA was established as an SSA of OCSA to develop essential management systems to support the development, evaluation, and management of Army programs at all levels of the chain of command. FY92 budget is $46.5 M (includes contract dollars).

(b) Analysis.

1 Analysis was conducted through review of written documentation (TDA and TAADS) and discussions with CCSA representatives.

2 PMSDA assists the PA&E IMO in performing information management functions, identifying requirements for predictive models of Army operations and the requisite resource requirements; developing key management systems in support of PPBES; standardizing data to support decisionmaking at all levels of the Army.

(3) Conclusions.

(a) Complete integration of the IMO mission into PA&E would be consistent with the VANGUARD Vision to eliminate or reduce the number of FOA or SSA with an IMA mission and to integrate that mission back into the Army Staff.

(b) DOIM functions performed by PMSDA are duplicating missions for which ISC is tasked to provide.

(c) Some systems for which PMSDA is responsible need to be retained, not simply abandoned. Phasing out PMSDA. would allow missions to be passed appropriately.

(4) Recommendations.

(a) Eliminate PMSDA as an SSA over the FY93 to FY94 timeframe, saving 5 officer and 11 civilian spaces.

(b) Transfer IMO functions to the PA&E IMO.

i. COMMAND SYSTEMS INTEGRATION AGENCY (CSIA) (IMA17).

(1) Description. CSIA to determine whether it was appropriately classified as an FOA or SSA and whether it should be retained, reduced or eliminated as an organization.

(2) Evaluation.

(a) Missions/Functions/Background. The mission of CSIA is to provide technical and analytical support in the evaluation of command, control, communications, and computers (C4) systems integration and interoperability to meet IMA requirements within Department of Army (DA). CSIA supports Program Executive Officer - Communications (PEO COM) in improving integration and synchronization within and across PEO lines. CSIA evaluates other proposed C4 systems where Army is the principle user, primarily at Echelons Above Corps (EAC).

(b) Analysis. CSIA is an FOA of ODISC4. Its authorized manpower is 38 officers, 5 enlisted and 35 civilians. The missions and functions of CSIA are critical to continued efforts on integration and interoperability of C4 systems across the Army.

(3) Conclusion. Retention of CSIA at its current strength is in the best interests of the Army.

(4) Recommendation. Retain CSIA as an FOA of ODISC4 at current strength.

j. U.S. ARMY INFORMATION SYSTEMS SELECTION AND ACQUISITION AGENCY (ISSAA) (IMA18).

(1) Description. ISSAA was examined to determine whether it was appropriately classified as an FOA or SSA and whether it should be retained, reduced, or eliminated as an organization.

(2) Evaluation.

(a) Missions/Functions/Background. ISSAA was assigned 15 Feb 89 to the DISC4 as an FOA responsible for acquiring and administering ADP equipment greater than $20 million life cycle value in support of the Army or other departments and for managing selected ADPE contracts, as appropriate. FY92 budget is $5.1 M, decreasing to $3.9 M in FY94 and beyond.

(b) Analysis.

1 Analysis was conducted through review of written documentation (TDA and TAADS) and discussions with ISSAA representatives.

2 ISSAA "enforces" DA and OSD higher policies and public laws, ensuring the Army complies with congressional mandates. Recently, the threshold level was lowered to $2.5 M

(3) Conclusions.

(a) Since ISSAA serves the entire Army, it is correctly classified as an FOA.

(b) ISSAA is an organization whose mission is to help the Army advantage technology. Decreasing the threshold level has increased its workload. Any cuts to ISSAA's manpower would adversely impact the Army's ability to use technology as it builds down the force.

(4) Recommendation. Retain ISSAA as an FOA of DISC4 with no space reductions.

k. INFORMATION MANAGEMENT SUPPORT AGENCY (IMSA) (IMA19).

(1) Description. IMSA was examined to determine whether it was appropriately classified as an FOA or SSA and whether it should be retained, reduced, or eliminated as an organization.

(2) Evaluation.

(a) Missions/Functions/Background. The mission of IMSA is to assist the Army Information Systems Security Manager, HQDA Staff, and Major Army Commands in developing and evaluating Information Systems Security (Signal Security, Computer Security and TEMPEST) policies, plans, procedures and training programs. IMSA acts as the ODISC4 focal point for all IMA workforce related military and civilian personnel management, career development, education, and training matters. It serves as the focal point for all library activities within and outside the Army. IMSA also provides internal administrative and information systems support to the ODISC4.

(b) Analysis. IMSA is an SSA of ODISC4. Its authorized manpower

is 5 officers, 4 enlisted and 38 civilians. IMSA performs a critical function in maintaining security standards for information systems and the sensitive information maintained in those systems. Proper planning and application of the standards is critical to system development. Professional development of IMA personnel Armywide is necessary to provide continued high quality performance in automated systems support. Information systems support provided by the IMO is more properly accomplished as a part of the ODISC4 staff.

- (3) Conclusions. Retention of IMSA as an SSA of ODISC4 is essential; however, the enlisted positions can be eliminated. This reduced staffing reflects the projected reduction in mission requirements caused by a reduction in support requirements when the Army downsizes. The IMO function should be moved to the ODISC4 staff.

(4) Recommendations.

(a) Retain IMSA as an SSA of ODISC4.

(b) Reduce staffing by 4 enlisted positions in FY92.

(c) Move IMO function with 3 spaces to the ODISC4 staff.

l. FORSCOM INFORMATION RESOURCE MANAGEMENT (IRM) (IMA20).

(1) Description. FORSCOM Information Resource Management (IRM) was examined to determine whether it was appropriately classified as an FOA or SSA and whether it should be retained, reduced, or eliminated as an organization.

(2) Evaluation.

(a) Missions/Functions/Background. The mission of IRM is to provide information processing and support command, control and communications requirements of the National Command Authority (NCA), Joint Chiefs of Staff (JCS), Unified, Specified and Component commands. IRM provides current operations command and control capability by way of the World Wide Military Command and Control System (WWMCCS) Intercomputer Network, and the WWMCCS Entry System for Commander In Chief Forces Command (CINCFOR). It provides a high speed computer network for transmission of top secret high, unit readiness, status of forces data and mobilization, employment or deployment information. IRM provides data processing support for mobilization, employment, and deployment systems involving the Transportation Operating Agency, Services and DOD agencies. It also provides teleconferencing support and data transfer

capabilities among State Adjutants General, Federal Emergency Management Agency, and active Army headquarters.

(b) Analysis. IRM is an FOA of FORSCOM J6. Its authorized manpower is 7 officers, 65 enlisted and 37 civilians. FORSCOM access into WWMCCS and teleconferencing networks is essential to support required command and control. Continuation of this mission is essential. The mission can be accomplished by equipment operators and maintainers. The immediate presence of programmers and program systems analysts is not essential to accomplishment of the assigned mission. Programmer support is available from centralized software support agencies. The ADP and communications mission is central to accomplishment of the FORSCOM operational mission. IRM should more properly be identified as an operational unit of FORSCOM rather than as an FOA.

(3) Conclusions. The IRM mission must be provided on an immediate and continuous basis. Reduction in programmer strength is considered under VANGUARD initiative IMA03 to centralize software development. IRM is an operational unit.

(4) Recommendations.

(a) Eliminate IRM as an FOA.

(b) Designate IRM as an operational unit of FORSCOM.

(c) Reductions in programmer strength should be considered under VANGUARD initiative IMA03.

m. TRADOC LIBRARY AND INFORMATION NETWORK CENTER (TRALINET) (IMA21).

(1) Description. The TRALINET was examined to determine whether it was appropriately classified as an FOA or SSA and whether it should be retained, reduced, or eliminated.

(2) Evaluation.

(a) Missions/Functions/Background. The mission of TRALINET is to manage and operate the TRADOC-wide ADP based library network. TRALINET operates both the technical library and the post library for TRADOC headquarters and Ft Monroe. It also manages the librarian career program for TRADOC and operates the library intern training program.

(b) Analysis. TRALINET is an FOA of the TRADOC Deputy Chief of Staff Base Operations Support (DCSBOS). Its authorized manpower is 14 civilians. TRALINET is being streamlined by a TRADOC initiative reducing authorizations from 17 to 14 civilians. ODISC4 has career program management responsibilities for IMA-related career fields, which includes the librarian career program. The automated network expedites relocation, acquisition and provision of training material to the school house and technical libraries. Most of the manpower utilized to operate the Ft. Monroe libraries is from librarian interns.

(3) Conclusions. TRALINET should be retained as an FOA of TRADOC. The activities of the automated network that expedite relocation, acquisition and provision of training material to the school house technical libraries is an important function and should be continued. The librarian career management effort is being duplicated at ODISC4 and should be discontinued at TRALINET.

(4) Recommendations.

(a) Retain TRALINET as an FOA; reduce staffing by one civilian space in FY92.

(b) Transfer librarian career program management to ODISC4.

n. U.S. ARMY INTELLIGENCE AND SECURITY COMMAND AUTOMATED SYSTEMS ACTIVITY (INSCOM) (IMA22).

(1) Description. The US Army Intelligence and Security Command (INSCOM) Automated Systems Activity (ASA) was examined to determine whether it was appropriately classified as an FOA or SSA and whether it should be retained, reduced, or eliminated as an organization.

(2) Evaluation.

(a) Missions/Functions/Background. ASA was established in 1971 as a FOA of INSCOM to execute ADP operational support; serve as ADP technical authority; and provide ADP software support for INSCOM in a secure environment. The FY92 budget is programmed to be $3.1 M.

(b) Analysis.

1 Analysis was conducted through review of written documentation

(TDA and TAADS) and discussions with ASA representatives.

2 The DPI in ASA was never incorporated into the ISC organization under the IMA umbrella.

3 The VANGUARD initiative to consolidate software engineering assets (IMA03) into established, centralized software design activities considered the programming assets of ASA (92 spaces) for elimination or consolidation into ISC, but all were funded by National Foreign Intelligence Program (NFIP) funds which cannot be consolidated into nonintelligence-related activities.

4 The VANGUARD initiative to restructure intelligence activities (MDA11) will establish the Intelligence Support Command as an MSC of INSCOM. The functions of ASA will be transferred to this command with some spaces, but 35 spaces will be eliminated.

(3) **Conclusions.** The laws pertaining to the use of NFIP funds preclude achievement of economies of scale through the consolidation of IMA resources. Economies can only be achieved through the consolidation of intelligence organizations.

(4) **Recommendations.** Eliminate ASA as an FOA of INSCOM by consolidating its missions into the Intelligence Support Command.

o. **U.S. ARMY ENGINEER AUTOMATION SUPPORT ACTIVITY (EASA) (IMA23).**

(1) **Description.** The US Army EASA was examined to determine whether it was appropriately classified as an FOA or SSA and whether it should be retained, reduced, or eliminated as an organization.

(2) **Evaluation.**

(a) **Missions/Functions/Background.** EASA was established on 31 Oct 69 as an SSA of HQ, USACE to provide information, automation, and communication support services to the HQ, USACE and its field operating agencies in the National Capital Region and to serve as the central design agency for command standard systems for the entire USACE. FY92 budget is $4.0M in OMA and $4.9M in civil works.

(b) **Analysis.**

1 Analysis was conducted through review of written documentation (TDA and TAADS) and discussions with EASA representatives.

2 EASA was never incorporated into the ISC organization under the IMA umbrella.

3 USACE is in the process of implementing an automation modernization plan which will reduce the number of data processing sites from 10 to 3; the DPI in EASA will no longer be needed (programmed loss of 26).

4 The DCSIM for USACE has 24 spaces plus an unspecified number funded through civil works.

5 The VANGUARD initiative IMA03 which consolidates software engineering spaces into fewer, centralized software engineering centers will eliminate 63 spaces from EASA. Its software engineering mission will pass to ISC.

(3) Conclusion. The principal missions of EASA will be transferred to other organizations, eliminating the need for EASA.

(4) Recommendation. Eliminate EASA as an SSA, saving two civilian spaces in FY92.

p. INFORMATION SYSTEMS COMMAND - PENTAGON (ISC-P) (IMA24).

(1) Description. ISC-P was examined to determine whether it was appropriately classified as an FOA or SSA and whether it should be retained, reduced, or eliminated.

(2) Evaluation.

(a) Missions/Functions/Background. The mission of ISC-P is to provide IMA services of communications, data processing, visual information, printing and publishing, mail and distribution, and records management to the Pentagon. Included in mission support are the Pentagon Telecommunications Center and the Army Operations Center.

(b) Analysis. ISC-P is a TDA operation and maintenance (O&M) unit. Authorized FY92 manpower is 26 officers, 3 warrant officers, 312 enlisted, and 532 civilians. The ISC-P mission is critical to day-to-day operation of the Pentagon and its joint

and service staffs. It provides all communications services and much of the data processing support. The Pentagon Telecommunications Center supports message traffic for all activities located in the Pentagon. The Army Operations Center is directly supported by ISC-P and is the Army's center of daily operations. ISC-P also provides audio-visual, printing, publications, mail, and distribution support for tenants of the Pentagon. Its continuing mission capability matched to staff size and activity levels is critical to the daily operation of the Pentagon.

(3) Conclusions.

(1) ISC-P is an operational unit.

(2) Reorganize ISC-P as either a support activity or service organization under IMA Future. The strength of the unit will be determined by the workload of a reduced Army staff. Savings will be counted under the IMA Future implementation action.

(4) Recommendations.

(a) Designate as an operational unit under IMA Future, down-sizing based on workload of Army and Joint Staffs.

(b) Savings accrued will be part of the IMA Future savings.

q. WORLDWIDE COMMAND AND CONTROL SYSTEMS ACTIVITY (CCSA) (IMA25).

(1) Description. The Worldwide CCSA was examined to determine whether it was appropriately classified as an FOA or SSA and whether it should be retained, reduced, or eliminated as an organization.

(2) Evaluation.

(a) Missions/Functions/Background. The mission of CCSA is to develop, install, operate and maintain the ADP command and control systems and the telecommunications interfaces supporting United States Army in Europe (USAREUR) and Seventh Army, and the theater Army Major Subordinate Commands (MSC) in accomplishment of strategic DOD and JCS WWMCCS mission, and USAREUR command and control ADP peacetime and wartime requirements for the theater Army. It also assists the Commander in Chief, USAREUR (CINCUSAREUR) by supporting his C2 information

reporting requirements to the NCA, JCS, HQ EUCOM, and HQ DA through ADP means. CCSA provides C2 ADP data communications network for USAREUR headquarters and theater MSC headquarters, and network interfaces to corps, divisions, and North Atlantic Treaty ·Organization (NATO) US liaison elements; Central Army Group (CENTAG), Northern Army Group (NORTHAG), and Allied Forces Central Group (AFCENT) liaison officers. It acts as the Assigned System Developer for the USAREUR Command and Control Information System (UCCIS) and the USAREUR C2 ADP data communications network supporting USAREUR and 7th Army, theater Army MSCs and Continental United States (CONUS) deploying USAREUR units.

(b) Analysis. CCSA is a subordinate operational unit of ISC. Its authorized manpower is 8 officers, 56 enlisted, and 15 civilians. WWMCCS support is essential for command and   control among and within theaters. Continuation of the WWMCCS support mission to USAREUR is critical to implementing timely command and control. The mission can be accomplished by operators and maintainers. The immediate presence of programmers and program systems analysts is not essential to accomplishment of the assigned mission. Programmer support is available from centralized software support agencies. The ADP and communications mission is central to accomplishment of the USAREUR mission.

(3) Conclusions. CCSA is an operational unit of ISC. USAREUR will be downsizing as a result of Conventional Forces Europe negotiations. The required level of support will decrease, though not proportionately. Manpower can be reduced based on the projected reduction and the availability of programming support from centralized software agencies.

(4) Recommendations.

(a) Designate CCSA as an operational unit of ISC.

(b) Reduce authorized programmer strength by 17 enlisted and 2 civilian spaces in FY92.

r. U.S. ARMY COMMERCIAL COMMUNICATIONS OFFICE (ARCCO) (IMA26).

(1) Description. The ARCCO was examined to determine whether it was appropriately classified as an FOA or SSA and whether it should be retained, reduced, or eliminated as an organization.

(2) Evaluation.

(a) Missions/Functions/Background. The mission of ARCCO is to function as the centralized Telecommunications Certification Office (TCO) for the Army's worldwide leased long-haul telecommunications program. ARCCO provides life cycle financial management of the leased long-haul telecommunications resources for which ISC has responsibility and assist in the preparation and defense of the leased long-haul telecommunications funding program. ARCCO serves as proponent agent for the Leased Communications Management Information System and the Telecommunications Certification Office Management Information System. It also evaluates information transport networks and requirements and provides recommendations for alternative equipment and circuit or network configurations to ensure cost effective expenditures.

(b) Analysis. ARCCO is an FOA of ISC. Its authorized manpower is 10 enlisted and 47 civilians. Program and budget actions have already decremented authorized civilian manpower by two spaces. A significant portion of long-haul telecommunications worldwide is leased circuits. In order to provide efficient and cost effective long-haul circuit leasing, a single organization should have the mission of analyzing and providing support for required connectivity. ARCCO provides this service. As the overall size of the Army draws down, the requirements for leased circuits will decrease.

(3) Conclusions.

(a) ARCCO is an FOA of ISC. Its mission remains critical to the telecommunications mission of the Army.

(b) Staffing can be reduced by 9 spaces in line with the reduced mission of a smaller Army.

(4) Recommendations.

(a) Retain ARCCO as an FOA of ISC.

(b) Reduce staffing by 5 enlisted and 4 civilian positions in FY 93.

s. TELEVISION AND AUDIO-VISUAL SUPPORT ACTIVITY (TASA) (IMA27).

(1) Description. TASA was examined to determine whether it was appropriately classified as an FOA or SSA and whether it should be retained, reduced, or eliminated as an organization.

(2) Evaluation.

(a) Missions/Functions/Background. The mission of TASA is to furnish engineering and technical advice and support to DOD activities that use nontactical, commercially available radio, television, and visual information equipment. TASA provides logistics, procurement, equipment installation, and maintenance direction to DOD radio and television outlets. TASA develops specifications and standards for commercially available visual information equipment and systems requests and requirements. It also provides logistical and technical support for language labs.

(b) Analysis. TASA is a subordinate unit of the Information Systems Engineering Command (ISEC), ISC. Its authorized manpower is 1 officer, 7 enlisted, and 74 civilians. The mission is essential for support of all commercial radio and television operations (such as Army support of AFRTS and AFKN). By placing the unit as an operational TDA organization under the Engineering and Acquisition Command of ISC (IMA Future), and factoring in a reduction in the level of mission support due to the projected downsizing of the Army, manpower savings could be realized from overhead and operational personnel.

(3) Conclusions. TASA is performing an operational mission and should be designated as an operational TDA organization under the Engineering and Acquisition Command of ISC. Manpower savings can be identified due to reduced support to smaller Army and discontinuance as separate unit.

(4) Recommendations.

(a) Retain TASA as an operational TDA organization under the Engineering and Acquisition Command of ISC.

(b) Reduce staffing by 7 enlisted and 22 civilian positions in FY94.

t. U.S. ARMY INSTITUTE FOR RESEARCH IN MANAGEMENT INFORMATION, COMMUNICATIONS, AND COMPUTER SCIENCES (AIRMICS) (IMA28).

(1) Description. AIRMICS was examined to determine whether it was appropriately classified as an FOA or SSA and whether it should be retained, reduced, or eliminated as an organization.

(2) Evaluation.

(a) Missions/Functions/Background. The mission of AIRMICS is to conduct, sponsor, integrate, manage, coordinate, execute, and assess advanced technology research and technology transfer within ISC to support Army long range IMA plans.

(b) Analysis. AIRMICS is a subordinate unit of USAISEC. Its authorized FY92 manpower is 6 officers and 16 civilians. Continuing research and development in the IMA is essential to advantage technology in long range planning and is therefore a prudent investment for the future of the Army. By transferring the mission and some of the assets to USAISEC and factoring in a reduction in the level of mission support due to the projected down-sizing of the Army, manpower savings can be realized from overhead and operational personnel.

(3) Conclusions. AIRMICS should be discontinued as a separate organization. Its missions should be transferred to ISEC. Manpower savings can be identified due to reduced support to a smaller Army and its discontinuance as a separate unit.

(4) Recommendations.

(a) Discontinue AIRMICS as a separate organization.

(b) Transfer its missions to the new US Army Information Systems Engineering and Acquisition Command.

(c) Reduce staffing by 3 officer and 7 civilian positions in FY93.

u. U.S. ARMY INFORMATION SYSTEMS COMMAND ISC - INSCOM (IMA29).

(1) Description. The US Army Information Systems Command - INSCOM (ISC-INSCOM) was examined to determine whether it was appropriately classified as an FOA or SSA and whether it should be retained, reduced, or eliminated as an organization.

(2) Evaluation.

(a) Missions/Functions/Background. The commander, ISC-INSCOM is dual-hatted as the DCSIM for INSCOM. ISC-INSCOM is an operational unit of ISC, which performs the following IMA missions in support of HQs INSCOM:

1 Performs the duties of the Deputy Chief of Staff for Information Management (DCSIM) for HQS INSCOM, to include IMA policy and planning.

2 Provides for implementation, engineering, planning, operation, maintenance and installation for IMA sustaining base systems.

3 Provides IMA support for unique INSCOM requirements.

(b) Analysis. ISC-INSCOM is part of the IMA Future action which will transfer the DCSIM functions to the INSCOM TDA. This functional transfer is somewhat complicated by the fact that most of the INSCOM spaces are funded under the National Foreign Intelligence Program (NFIP) and cannot be used outside of approved intelligence community functions.

(3) Conclusions.

(a) ISC-INSCOM will be inactivated under IMA Future, with DCSIM functions going into the HQ·INSCOM document and any savings will be counted under the IMA Future implementation action.

(b) NFIP spaces should remain within the intelligence community.

(4) Recommendations.

(a) ISC, in coordination with INSCOM, establish a DCSIM documented on the INSCOM TDA.

(b) NFIP spaces should go to INSCOM to resource the DCSIM. Residual spaces (3 officers, 1 enlisted, 5 civilians) should be retained by ISC for IMA Future actions.

v. U.S. ARMY PUBLICATIONS AND PRINTING COMMAND (APPC) (IMA31).

(1) Description. APPC was examined to determine whether it was appropriately classified as an FOA or SSA and whether it should be retained, reduced, or eliminated as an organization.

(2) Evaluation.

(a) Missions/Functions/Background. APPC is a subordinate operational command of the ISC, which:

1 Manages and directs the Army Integrated Publishing and Printing

Program (AIPPP).

<u>2</u> Acts as the Army's POC with the Joint Committee on Printing for all Army printing matters.

<u>3</u> Manages the Army two major distribution centers at St. Louis and Baltimore.

(b) <u>Analysis.</u> The mission of APPC is valid and must be performed within the Army. The mission of this unit is closely tied-in with the IMA08 functional initiative, titled "Discontinue Hardcopy Printing," and OSD PBD 988/941.

(3) <u>Conclusions.</u>

(a) Unit mission is viable and required in the Army.

(b) Reductions to organization will be levied through PBDs 988/941.

(4) <u>Recommendations.</u>

(a) Designate as an operational unit of ISC at current staffing level.

(b) Monitor implementation of VANGUARD IMA initiatives and PBDs 988/941 to preclude "double hits."

w. **SUSTAINING BASE NETWORK ACTIVITY (SBNA) (IMA32).**

(1) <u>Description.</u> The Sustaining Base Network Activity (SBNA) was examined to determine whether it was appropriately classified as an FOA or SSA and whether it should be retained, reduced, or eliminated as an organization.

(2) <u>Evaluation.</u>

(a) <u>Missions/Functions/Background.</u> The mission of SBNA is to manage the worldwide integrated information processing and transfer systems which provide information services to the Army's sustaining base. SBNA manages the Army's Standard Information Management Systems (ASIMS) program; plans and programs actions associated with the Army Sustaining Base Network (ASBN); and manages all contractor activities of the ASBN.

(b) <u>Analysis.</u> SBNA is an operational TDA unit of the 7th Signal Command (ISC). Its mission is valid and should continue to be performed.

(3) <u>Conclusions.</u>

(a) Mission of the unit is valid and should continue to be performed.

(b) Current unit missions and strengths should be retained.

(4) <u>Recommendations.</u>

(a) Designate SBNA as subordinate operational unit of ISC.

(b) Retain staffing at current levels.

x. U.S. ARMY INTELLIGENCE SUPPORT DETACHMENT (ISD) (IMA34).

(1) <u>Description.</u> Examine the US Army Intelligence Support Detachment (ISD) to determine whether it was appropriately classified as an FOA or SSA and whether it should be retained, reduced, or eliminated.

(2) <u>Evaluation.</u>

(a) <u>Missions/functions/background.</u> The mission of the ISD is to operate the Korean Intelligence Support System (KISS) computer hardware at the KISS central processing facilities at the United States Forces Korea/Eighth U.S. Army/ Combined Forces Command (USFK/EUSA/CFC) primary and alternate command posts. ISD operates the KISS central processing facilities at Command Post TANGO and Command Post Taegu 24 hours a day, 7 days per week. It also provides support to the Commander USFK/EUSA/CFC and subordinate commanders throughout the Republic of Korea with intelligence information support.

(b) <u>Analysis.</u> USA Intelligence Support Detachment is an SSA of the USFK/EUSA J2/G2. Its authorized manpower is 8 officers, 36 enlisted, and 12 civilians. ISD primarily supports KISS, which provides essential automated intelligence support to primary and subordinate commanders throughout Korea. With a transfer of manpower resources, the mission can be accomplished by 501st Military Intelligence (MI) Brigade. The mission is critical as long as US forces remain in Korea.

(3) <u>Conclusions.</u> ISD should be designated as an operational organization.

The mission and manpower resources should be transferred to 501st MI Brigade.

(4) Recommendations.

(a) Designate ISD as a separate operational unit at current staffing levels.

(b) Transfer mission and personnel assets to 501st MI Brigade.

y. AMC AUGMENTATION ELEMENT TO COMMUNICATIONS SYSTEMS ACTIVITY (CSA) (IMA37).

(1) Description. Examine the US Army Materiel Command (AMC) Augmentation Element to Communications Systems Activity (CSA) to determine whether it was appropriately classified as an FOA or SSA and whether it should be retained, reduced, or eliminated as an organization.

(2) Evaluation.

(a) Missions/Functions/Background. The mission of the AMC Augmentation Element to CSA is to centrally manage Army programs involving communications systems engineering, installation and acquisition tasks assigned to or originating within the Army, and further assigned to ISC or AMC. It also sustains and supports four Project Manager organizations.

(b) Analysis. The AMC Augmentation Element to the US Army Communications Systems Agency is an FOA of AMC. Its authorized manpower is 13 officers, 7 enlisted, and 112 civilians. Its TDA authorization document is integrated with that of Information Systems Management Activity (an ISC organization). Under Base Realignment and Closure I (BRAC I), the augmentation element is being combined with the Information Systems Management Activity (ISMA) and moved to Ft Devens to become part of ISC. The transfer of mission and personnel assets has been negotiated and agreed between AMC and ISC. The mission is critical to successful acquisition and fielding of communications and automation systems to the Army. A reduction in future funding for Army systems will cause a decrease in workload for the organization. As such, savings in manpower can be realized by the projected workload reduction.

(3) Conclusions. The mission remains critical to successful development and fielding of automated information systems to the Army. A single organization, vice dual integrated organizations, can better perform the designated mission. Projected reductions

in workload allow authorized manpower to be decremented.

(4) Recommendations.

(a) Eliminate the AMC Augmentation Element to the U.S. Army CSA.

(b) Transfer the mission to ISMA as agreed between AMC and ISC and as indicated in BRAC I.

(c) Reduce staffing by 16 civilian spaces in FY94.

z. U.S. ARMY RESEARCH, DEVELOPMENT AND ACQUISITION INFORMATION SYSTEM ACTIVITY (RDAISA) (IMA38).

(1) Description. The U.S. Army Research, Development and Acquisition Information System Activity (RDAISA) was examined to determine whether it was appropriately classified as an FOA or SSA and whether it should be retained, reduced, or eliminated as an organization.

(2) Evaluation.

(a) Missions/Functions/Background.

1 The mission of RDAISA is to provide ADP support and assistance to the ASA(RDA) and other DA and DOD staff elements and agencies requiring ADP support in the areas of ADP and computer associated operations research; support for joint military strategies, operations, planning, and backup support for national emergency programs; operations and maintenance of micromation equipment to provide computer output micromation (COM) support to HQDA data processing installations.

2 RDAISA also operates the Information Center at HQDA to provide functional users in DA and OSD staff elements and other NCR federal agencies with on-line interface access to the major advanced design DPI at Radford, VA. It defines ADP problems and performs feasibility studies through computer supported application of quantitative method techniques, systems analysis, operations research, and sciences.

(b) Analysis. RDAISA is an operational organization of ISC. Its authorized FY92 manpower is 5 officers, 6 enlisted, and 101 civilians. The mission of RDAISA is critical to efficient functioning of operations and planning efforts of DA staff. Projected downsizing of the Army Staff will result in lower mission requirements for

RDAISA.

(3) <u>Conclusions.</u> RDAISA is an operational unit of ISC. Staffing levels should be reduced commensurate with overall reduction in the Army.

(4) <u>Recommendations.</u>

(a) Redesignate as an operational unit of ISC.

(b) Reduce staffing by 7 civilian positions in FY93.

aa. COMMUNICATIONS-ELECTRONICS SERVICES OFFICE (CESO) (IMA41).

(1) <u>Description.</u> Examine the Communications-Electronics Services Office (CESO) to determine whether it was appropriately classified as an FOA or SSA and whether it should be retained, reduced, or eliminated as an organization.

(2) <u>Evaluation.</u>

(a) <u>Missions/Functions/Background.</u> The mission of the CESO is to directly manage the Army Signal Operating Instructions (SOI) Program. CESO represents the Army on selected panels of the Military Communications-Electronics Board (MCEB). It also prepares Allied Communications Publications manuscripts and distribution lists, assigns Ship Radio Authorizations and Message Address Indicator Groups and allocates Army Call Sign Blocks. CESO serves as the Army's highest level agency for frequency assignment engineering, requirements, records systems, technical criteria, standards and National, Joint and international level negotiation plus dissemination of spectrum related operating instructions.

(b) <u>Analysis.</u> CESO is an FOA of the ODISC4. Its authorized manpower is 2 officers, 25 enlisted, and 30 civilians. Proper coordination and use of the electromagnetic spectrum by all elements of the Army, DOD, Federal, U.S. Civilian and international agencies is critical to successful operation of any communications system. Efforts of the MCEB are essential to ensure interoperability and compatibility among communications systems. Analysis of staffing indicate that current staffing levels should remain unchanged.

(3) <u>Conclusions.</u> The mission and staffing of CESO should remain unchanged.

(4) Recommendations. Retain CESO as an FOA of the DISC4 at current staffing levels.

bb. INFORMATION SYSTEMS MANAGEMENT AGENCY (ISMA) (IMA42).

(1) Description. ISMA was examined to determine whether it was appropriately classified as an FOA or SSA and whether it should be retained, reduced, or eliminated.

(2) Evaluation.

(a) Missions/Functions/Background. USA Information Systems Management Activity (ISMA) is a project management matrix support organization with a mission of centrally managing Army programs involving information systems engineering, installation and acquisition tasks assigned to or originating within the Army, and further assigned to ISC or AMC; and providing matrix support to assigned Project Managers of switched systems, transmissions systems, theater automated command and control systems and command and control systems, as well as support for PEO Strategic Information Systems. Support provided includes financial management, management services, legal services, contracting and procurement, internal review, public affairs, quality assurance and systems and economic analysis policy guidance.

(b) Analysis. ISMA is a subordinate unit of USAISEC (ISC). Its authorized FY92 manpower is 13 officers, 43 enlisted, and 146 civilians. AMR I eliminated the Europe and Korea Field Offices and PM ETS Europe as part of the initiative to streamline ISC. Reductions of 13 military and 23 civilians are programmed for FYs91-95. An additional savings will result from reduced workload.

(3) Conclusions. Retention of ISMA is critical to continued acquisition support for automation systems. However, reduced projected workload indicates staffing can be reduced.

(4) Recommendations.

(a) Designate ISMA as an operational organization of ISC.

(b) Reduce staffing by 4 enlisted and 6 civilian positions in FY94.

cc. RESERVE COMPONENT AUTOMATION SYSTEM PROJECT MANAGEMENT OFFICE (RCAS PMO) (ESA52).

(1) Description. The Reserve Component Automation System Project Management Office (RCAS PMO) was examined to determine whether it was appropriately classified as an FOA or SSA and whether it should be retained, reduced, or eliminated as an organization.

(2) Evaluation.

(a) Missions/Functions/Background. The RCAS PMO's mission is to procure and field RCAS. It is an acquisition agency buying a system to automate reserve component management and mobilization. Its products are directly related to the size of the Army as well as the AC-RC mix, hence it will be affected by changes in COMPO2 and COMPO3 roles, missions, restructuring, and future mobilization requirements. DOD initiatives, fielding progress, and Army Reserve command and control changes currently in process might have a major impact on when, how, and to what element or agency the RCAS function should be transferred.

(b) Analysis. RCAS PMO is an FOA of the National Guard Bureau. Its FY95 authorizations are 17 officers and 43 civilians. The missions and functions of this PMO are critical to continued efforts on management of reserve components. However, a phased streamlining and transfer could still allow effective and efficient mission accomplishment.

(3) Conclusions. A phased reduction of the RCAS PMO, followed by elimination of the UIC and transfer of remaining missions, functions, and spaces to NGB-IMA is in the best interest of the Army. This is also consistent with the requirement to wisely allocate constrained resources.

(4) Recommendations.

(a) Eliminate the RCAS PMO as the system nears completion of fielding.

(b) Reduce by 9 officer and 19 civilian spaces in the FY95 and FY96 timeframe.

(c) Transfer remaining life cycle management functions to the NGB and OCAR with 8 military and 24 civilian positions.

CHAPTER XII
RESTRUCTURE THE ARMY ANALYSIS FUNCTIONS

12.1. GENERAL.

a. Army analysis consists of eight organizations performing the following functions:

(1) Strategy and policy appraisals which assess economic, political, military, technology, and social implications on strategy, plans and policies.

(2) Force evaluations which assess capabilities of forces to meet national security objectives in strategic, theater, joint and combined, and regional contexts. Additionally, they assess improvements in strategic, operational, and tactical capabilities attendant to the integration of concepts, doctrine, organization, training and material.

(3) System evaluations which assess system and component level performance to support requirements determination, system development, and operational evaluations. They also develop weapon and system performance data.

(4) Cost analysis which develops cost estimates for systems, forces, and programs as well as cost factors and data.

(5) Macro cost/benefit analysis which evaluates major resource allocation options and develops optimum investment strategies.

(6) Functional area analysis which provides assessments involving specialized techniques in functional areas such as logistics and personnel.

(7) Combat simulations which perform research, development, maintenance, configuration management, verification and validation of computer-based models and simulations.

b. The analysis workload is driven by the following factors:

- recurring management system activities
- reassessments of national security and military strategy
- changes in operational concepts/military technologies
- reassessment of defense budget
- congressional pressure/new legislation
- change in management systems
- senior leadership influence and perspective
- military planning activities in crisis management and war

c. The following organizations were reviewed for this restructuring:

(1) Rand Arroyo Center

       (2) Cost and Economic Analysis Center (CEAC)
       (3) Concepts Analysis Agency (CAA)
       (4) TRADOC Analysis Command (TRAC)
       (5) Army Material Systems Analysis Agency (AMSAA)
       (6) Logistics Evaluation Agency (LEA)
       (7) Engineer Study Center (ESC)
       (8) Strategic Studies Institute (SSI)

It was determined that these are the primary analysis organizations that exist. No attempt was made to review those small analytical cells that are imbedded in larger organizations such as TRADOC schools and MACOM major subordinate commands. Those organizations which conduct basic research, engineering, test and system acquisition organizations such as the Army Research Institute (ARI), Army Research Office (ARO), etc. were also excluded because their primary focus is not analysis.

      d. The goal of VANGUARD's review was to identify alternative analytical organizations that meet the future needs of core processes at reduced resource levels with high quality products using the best available analytical tools. An ARSTAF study of analytical organizations, sponsored by the DUSA(OR) served as the starting point for the VANGUARD review. In some cases, the findings of that study were adopted while in others they were expanded.

      e. The review resulted in the development of a concept which establishes four Centers of Excellence for Army analysis and two functional organizations providing functional area analysis. See Figure XII-1. The four Centers of Excellence and their functions are:

      (1) Rand Arroyo Center - to conduct analysis that supports assessment of policy and broad strategic issues.

      (2) Strategic/Force Evaluation Center - to conduct analysis that supports force planning and assessments of strategic concepts and broad military options, supports Cost and Operational Effectiveness Analysis (COEA), supports crisis actions and deliberate planning and provides logistics and personnel study support to HQDA.

      (3) Force Integration Analysis Center - conducting analysis that supports the Concept Based Requirements System (CBRS), supports COEA's, conducts force design studies that support force development and provides training studies to support the force integration process.

PROJECT VANGUARD

**RESTRUCTURE & REALIGN
ARMY ANALYSIS FUNCTIONS**

TODAY

ACPC

SA | CSA
ASA(FM) | VCSA
CEAC | CAA | DCSOPS | DCSLOG | DCSPER
SSI | LEA | ARI

TRADOC | AMC | COE
TRAC | AMSAA | ESC

VANGUARD

SA
ASA(FM)
CEAC

CSA
VCSA

ACPC
ARROYO CENTER

TRADOC | STRATEGIC FORCE EVAL CTR | COE | OTHER MACOMS
FORCE INT ANALYSIS CENTER | | AMC
| | SYSTEMS ANALYSIS CENTER

Figure XII-1
Army Analysis Vision

 (4) **Systems Analysis Center** - to conduct system analysis support, supports COEA's, provides independent material evaluations, and an authoritative source for system performance data.

The two functional organizations and their functions are:

 (1) **Cost and Economic Analysis Center** - to develop independent cost estimates for major systems, force cost estimates, Operational & Support (O&S) cost factors and supports resource allocation.

(2) COEA Integrating Activity - to integrate all the support provided by the Centers of Excellence for COEA's. Overall, a 25 percent reduction in manpower was achieved through the efficiencies and consolidations occurring in these initiatives. Appendix 17-N9 contains the Initiative Analysis sheets with specific manpower and costing information on each initiative.

12.2. RESTRUCTURE ARMY ANALYSIS ORGANIZATIONS.

a. REDUCE AND REDESIGNATE CONCEPTS ANALYSIS AGENCY (CAA) (FAC39).

(1) Description. VANGUARD Initiative FAC39 identifies savings made possible by reducing CAA in size and redesignating that organization as a DCSOPS Field Operating Activity called the Strategic and Force Evaluation Center. This initiative establishes a Center of Excellence to conduct analysis of Army force level systems. The new organization contains resources from CAA, Logistics Evaluation Agency (LEA) and Strategic Studies Institute (SSI). Additionally, a Staff Support Activity consisting of 15 spaces to conduct COEA integration will be attached for administration to the new organization, but will report to the DACSOPS.

(2) Evaluation.

(a) Missions/Functions/Background. The mission of CAA is to conduct analyses of Army force level systems in the context of joint and combined forces to assist the CSA in determining requirements and establishing objectives for theater and regional level, joint and combined forces (AR 10-38).

(b) Analysis. An ARSTAF study of analytical organizations, sponsored by the DUSA(OR), proposed reorganizing CAA as the core for a new organization - the U.S. Army Force Analysis Center. VANGUARD expanded that concept and developed the Strategic Force Evaluation Center. A review of CAA's mission and functions identified that the function of running the FASTALS model could better be performed in the Training Analysis Command and transferred that function. Manpower spaces considered to be excess to future needs were eliminated. Spaces to perform personnel analysis previously reduced by a manpower survey were reinstated.

(3) Conclusions. The establishment of a Center of Excellence for Army analysis of force level systems gains economies and efficiencies through decreased overhead and management layers. The synergistic impact of a single center will improve the overall analytical capability. This Center provides the ARSTAF with the capability to

independently evaluate TRADOC's force integration role consistent with Training Initiative, TNA08, as discussed in Chapter VI.

    (4) <u>Recommendations.</u>

        (a) Adopt the concept of the Strategic Force Evaluation Center.

        (b) Transfer the function of running FASTALS and the associated manpower spaces to the Force Integration Analysis Center.

        (c) Disestablish CAA and transfer the Mission, functions and remaining manpower to a Field Operating Activity of DCSOPS called the Strategic Force Evaluation Center.

        (d) Incorporate the mission, functions and remaining manpower spaces of SSI into the Strategic Force Evaluation Center.

        (e) Incorporate the manpower resources to perform logistical analysis transferred from LEA to perform that function in the Center.

        (f) Reestablish the capability to perform personnel analysis.

    b. **REDUCE AND REDESIGNATE TRADOC ANALYSIS COMMAND (TRAC) (HDA41).**

        (1) <u>Description.</u> VANGUARD Initiative HDA41 identifies savings made possible by reducing TRAC in size and redesignating that organization as a TRADOC Field Operating Activity called the Force Integration Analysis Center. This initiative establishes a Center of Excellence to conduct analysis for combat, training, doctrine, and force design/development across the spectrum of conflict. The new organization contains resources from TRAC, Concepts Analysis Agency, and analytical cells at the TRADOC schools and TRAC missions and functions. As previously stated, the function of running the FASTALS model was transferred from CAA.

        (2) <u>Evaluation.</u>

        (a) **Missions/Functions/Background.** The mission of TRAC is to conduct analysis for combat, training, doctrine, and force design/development for all

echelons of Army organizations, across the full spectrum of conflict, including joint and combined operations.

(b) **Analysis.** An ARSTAF study of analytical organizations sponsored by the DUSA(OR), proposed reorganizing TRAC as the core for a new organization - the Center for Requirements and Force Design. VANGUARD expanded that concept and developed the Force Integration Analysis Center. A review of the missions and functions identified that this new Center should become the proponent for the FASTALS model and its successor, Force Builder. A need to establish a COEA Integrating Activity to aggregate the component parts supplied by various organizations was recognized. The function and manpower was transferred to a new Staff Support Activity of the ARSTAF (DCSOPS) to accomplish that mission. Additionally, the function of performing design tradeoff analysis and associated manpower was transferred to the Systems Analysis Center.

(3) **Conclusions.** The establishment of a Center of Excellence for Army analysis of combat, training and doctrine gains economies and efficiencies through decreased overhead and management layers. The synergistic impact of a single center will improve the overall capability to conduct force integration analysis across the spectrum of conflict.

(4) **Recommendations.**

(a) Adopt the concept of the Force Integration Analysis Center.

(b) Establish the COEA Integrating Activity as a Staff Support Activity of DCSOPS to pull together the efforts of all organizations, final preparation and staffing of COEA's.

(c) Transfer spaces from TRAC to the Systems Analysis Center to perform design tradeoff analysis.

(d) Reduce the manpower authorizations level of TRAC to 500 and redesignate as the Force Integration Analysis Center.

c. **REDUCE AND REDESIGNATE ARMY MATERIAL SYSTEMS ANALYSIS AGENCY (AMSAA) (ESA67).**

(1) **Description.** VANGUARD Initiative ESA67 identifies savings made possible by reducing the AMSAA in size and redesignating that organization as an AMC

Field Operating Activity entitled the Systems Analysis Center. This initiative establishes a Center of Excellence to conduct analysis and provide quantitative information and data that contributes to Army/AMC decision making on weapons, logistics systems and resource management. The new organization contains resources from AMSAA and resources from TRADOC Analysis Command to perform design tradeoff analysis. No changes in support to the PEO structure nor the ARSTAF are envisioned.

(2) Evaluation.

(a) Missions/Functions/Background. AMSAA is a Field Operating Activity of AMC with a mission of acquiring, developing and providing quantitative information/data that contributes to Army/AMC decision making on weapons, logistics systems and resource management.

(b) Analysis. An ARSTAF study of analytical organizations, sponsored by the DUSA(OR) recommended that AMSAA become the core of a new organization - the Systems Analysis Center reporting to ASARDA. VANGUARD accepted the Center concept but kept the new organization as a Field Operating Activity of AMC reduced in size. Additionally, the ability to perform design tradeoff analysis was recognized as more appropriately accomplished in this Center and that function and manpower was transferred from TRAC.

(3) Conclusions. The establishment of a Center of Excellence for Army analysis of systems gains economies and efficiencies through decreased overhead and management layers. The synergistic impact of a single center, responsive to both the PEO structure and the Army Material Command will improve the systems analytical capability.

(4) Recommendations.

(a) Adopt the concept of the Systems Analysis Center.

(b) Establish the capability to perform system design tradeoff analysis and transfer manpower from TRAC.

(c) Reduce the manpower authorizations level of AMSAA to 440 including those transferred in and redesignate as the Systems Analysis Center.

d. REDUCE COST AND ECONOMIC ANALYSIS CENTER (CEAC) (HDA08).

(1) Description. VANGUARD Initiative HDA08 identifies savings made possible by reducing the Cost and Economic Analysis Center (CEAC). This initiative takes into account automation improvements, policy changes which reduce the analytical requirements and a smaller standing Army. The missions and functions of CEAC remain unchanged.

(2) Evaluation.

(a) Missions/Functions/Background. The mission of CEAC is to develop Army wide cost and economic analysis policy and procedures, independent cost estimates for major Army weapon and information systems, develops force cost estimates, develops operation & support cost factors and supports resource allocation PPBES.

(b) Analysis. An ARSTAF study of analytical organizations, sponsored by the DUSA(OR) projected a 20% decrease of analytical requirements for cost analysis. In a 5 April 1990 Memorandum, the ASAFM outlined a new policy dealing with the requirement for Baseline Cost Estimates (BCE's). While CEAC's role in BCE's is limited to establishing format, definitions and procedures as well as preparing and publishing the Material Cost Estimating Calendar, it was felt that some reduction could be accomplished. This new policy coupled with the reduction in Independent Cost Estimates (ICE's) led VANGUARD to determine that a 15 percent reduction in CEAC staffing was appropriate.

(3) Conclusion. The reduction in staffing by 15% can be obtained without detriment to the mission capability of this organization.

(4) Recommendation.

(a) Reduce the manpower authorization level of CEAC by 15 percent.

e. ELIMINATE LOGISTICS EVALUATION AGENCY (LEA) (ESA50).

(1) Description. VANGUARD Initiative ESA 50 identifies savings made possible by eliminating the LEA. This organization is a Field Operating Agency of DCSLOG. It was recognized that a requirement to conduct analysis of logistical force level systems would still be required. This initiative transfers the function of logistics force analysis to the Strategic Force Evaluation Center. Additionally, those functions and resources which

were nonanalytical in nature; i.e. staffing of regulations, security assistance, etc.,were transferred to the DCSLOG staff.

(2) Evaluation.

(a) Missions/Functions/Background. The mission of LEA is to analyze current and future logistics operations, total logistics readiness and sustainability of the Army, policy analysis and evaluation as well as maintenance of Army logistical regulations and circulars.

(b) Analysis. The analysis of logistical force level systems should be conducted at the Strategic Force Evaluation Center and can be accomplished by transferring that function and the manpower from LEA. A smaller standing Army will result in fewer demands for the services that LEA provides. LEA performs some nonanalytical functions that should be done on the ARSTAF. These functions include the staffing of retail regulations, Defense Regional Intersupportability functions and security assistance. This initiative provides for the transfer of manpower to DCSLOG to continue accomplishing these functions.

(3) Conclusions. The establishment of a Center of Excellence for Army analysis of force level systems gains economies and efficiencies through decreased overhead and management layers.

(4) Recommendations.

(a) Adopt the concept of Centers of Excellence for Army analysis.

(b) Transfer the function of analysis of logistics forces to the Strategic Force Evaluation Center.

(c) Transfer the functions of retail regulation staffing, Defense Regional Intersupportability, and security assistance to the DCSLOG staff.

(d) Eliminate the remaining manpower authorizations and disestablish LEA.

f. REDUCE RAND ARROYO CENTER (HDA45).

(1) Description. VANGUARD Initiative HDA 45 identifies savings made possible by limiting funding to the Arroyo Center to 60 Professional Staff Years (PSY) of effort. The Arroyo Center is the Army's only Federally Funded Research and Development Center (FFRDC) for policy and strategy.

(2) Evaluation.

(a) Missions/Functions/Background. The Arroyo Center performs mid-to-long range analysis in support of Army planning and programming for long-term, far reaching issues of critical importance to the Army.

(b) Analysis. An internal study of analytical organizations, sponsored by the DUSA(OR), recommended that the Arroyo Center be established as the Center of Excellence for assessment of strategy and policy issues. VANGUARD endorses that concept and recommends funding at 60 PSY. Centers of Excellence will be established to support all other analysis functions thus reducing the need for separate independent analysis and focuses the Arroyo Center on what it is uniquely qualified to do (i.e. conduct analysis that supports assessment of policy and broad strategic issues). Additional utilization of the Arroyo Center is significantly more costly ($191,000 per PSY versus $80,000 per PSY) than an in-house capability.

(3) Conclusions. The establishment of a Center of Excellence for Army analysis for assessment of strategy and policy issues gains economies and efficiencies by eliminating duplication of effort. Cost of in-house capability is considerably less than independent agencies and must be considered in times of reduced resources.

(4) Recommendations.

(a) Adopt the concept of Centers of Excellence for Army analysis.

(b) Reduce Rand Arroyo Center funding to 60 PSY and refocus their effort supporting assessment of policy and broad strategic issues.

g. ELIMINATE ENGINEER STUDY CENTER (ESC) (MAC04).

(1) Description. VANGUARD Initiative MAC04 identifies savings made possible by eliminating the ESC a Field Operating Activity of HQ U.S. Army Corps of Engineers.

(2) Evaluation.

(a) Missions/Functions/Background. The mission of ESC is to analyze and study issues addressing a broad spectrum of engineer and engineer-related problems. This mission involves the interdisciplinary application of such scientific skills as engineering, management, operations research and systems analysis.

(b) Analysis. The workload of ESC has transitioned. The establishment of Centers of Excellence for Army analysis obviates the need for separate, branch specific, analysis cells. It is recognized that some functions performed by ESC are so unique to the engineers that they must continue to be performed and 25 spaces were transferred to the Engineer & Housing Support Center for that purpose.

(3) Conclusions. The establishment of Centers of Excellence for Army analysis gains economies and efficiencies through the elimination of duplication of effort. The synergistic impact of functional centers will improve the overall analytical capability.

(4) Recommendations.

(a) Adopt the concept of Centers of Excellence for Army analysis.

(b) Transfer nonanalytical functions (i.e. emergency preparedness, computer simulation and contingency planning) to the Engineer & Housing Support Center.

(c) Transfer the civil works positions to USACE Waterways Experiment Station.

(d) Eliminate the remaining manpower resources and disestablish UIC W2U8AA.

h. REDUCE AND TRANSFER STRATEGIC STUDIES INSTITUTE (SSI) (ESA96).

(1) Description. VANGUARD Initiative ESA96 identifies the savings made possible by reducing the SSI and transferring it to the Strategic/Force Evaluation Center.

(2) Evaluation.

(a) Missions/Functions/Background. The mission of SSI is to conduct analysis on military strategy and planning for joint and combined theater operations, the nature of land warfare, matters affecting the Army's future and other issues.

(b) Analysis. An internal study of analytical organizations, sponsored by the DUSA(OR), proposed to transfer SSI to a new organization - the U.S. Army Force Evaluation Center. As the focal point for the analysis of all force level systems, the new Center of Excellence obviates the need for independent analysis cells like SSI. Physical relocation from the U.S. Army War College is not considered mandatory.

(3) Conclusions. The establishment of Center of Excellence for Army analysis gains economies and efficiencies through the elimination of duplication of effort. The synergistic impact of functional centers will improve the overall analytical capability.

(4) Recommendations.

(a) Adopt the concept of Centers of Excellence for Army analysis.

(b) Reduce the manpower authorizations level of SSI by 22 percent and transfer the missions, functions and remaining manpower to the Strategic/Force Evaluation Center.

CHAPTER XIII
REALIGN TEST AND EVALUATION FUNCTIONS

13.1 GENERAL

a. Testing and evaluation are critical determinants of Army decisions on whether a system or subsystem warrants quantity production. Army resources employed in this area support operational (by user in near real environment) and technical (by a developmental agency in an artificial environment) tests and evaluations of effectiveness (performance) as well as suitability (impact on logistics support system). The importance of testing and evaluation is underscored in this period of constrained resources for developing new equipment is expensive. However, the cost of fielding systems which do not perform as required, or are not easily supported, is even higher.

b. Until recently, virtually all Army testing and evaluation were accomplished by Army Materiel Command (AMC), Strategic Defense Command (SDC), Training and Doctrine Command (TRADOC), and the US Army Operational Test and Evaluation Agency (OTEA). As part of the DMRD 936 objective to improve the effectiveness of acquisition management and reduce costs, the Army reviewed the management, organization, and responsibilities of test and evaluation. Changes were recommended in the technical and operational test and evaluation organizations. As a result, two major operational test and evaluation organizations, Operational Test and Evaluation Agency, OTEA (a CSA FOA), and the Test and Experimentation Command, TEXCOM (a TRADOC organization) were merged into a single command, the Operational Test and Evaluation Command (OPTEC). (See Figure XIII-1.) The Test and Evaluation Command (TECOM), within AMC, is responsible for technical testing, materiel assessment, safety verification, test technology development, and installation management. Hence, the majority of Army test and evaluation activities are currently accomplished by AMC, SDC, and OPTEC. TECOM conducts most of the Army's systems development testing while OPTEC accomplishes systems operational testing and evaluation. SDC is responsible for testing and evaluation of strategic systems. The Test and Evaluation Management Agency (TEMA) is a CSA FOA which manages Army test and evaluation policy and resources. The future environment for this community is expected to be shaped by a dramatic diminution of the perceived traditional threat; less dollars and manpower; sharing common systems and procedures within services; and joint schools. Consolidation and streamlining are likely to be the norm.

c. The purpose of the Project VANGUARD review of this area was to functionally evaluate all test and evaluation forces organized under TDAs to determine which missions could be eliminated or reduced and if consolidation with other organizations was warranted. Resulting initiatives focus on restructuring the test and evaluation organizations. See Appendix 17-N10 for the Initiative Analysis sheets with specific manpower and costing information on each initiative.
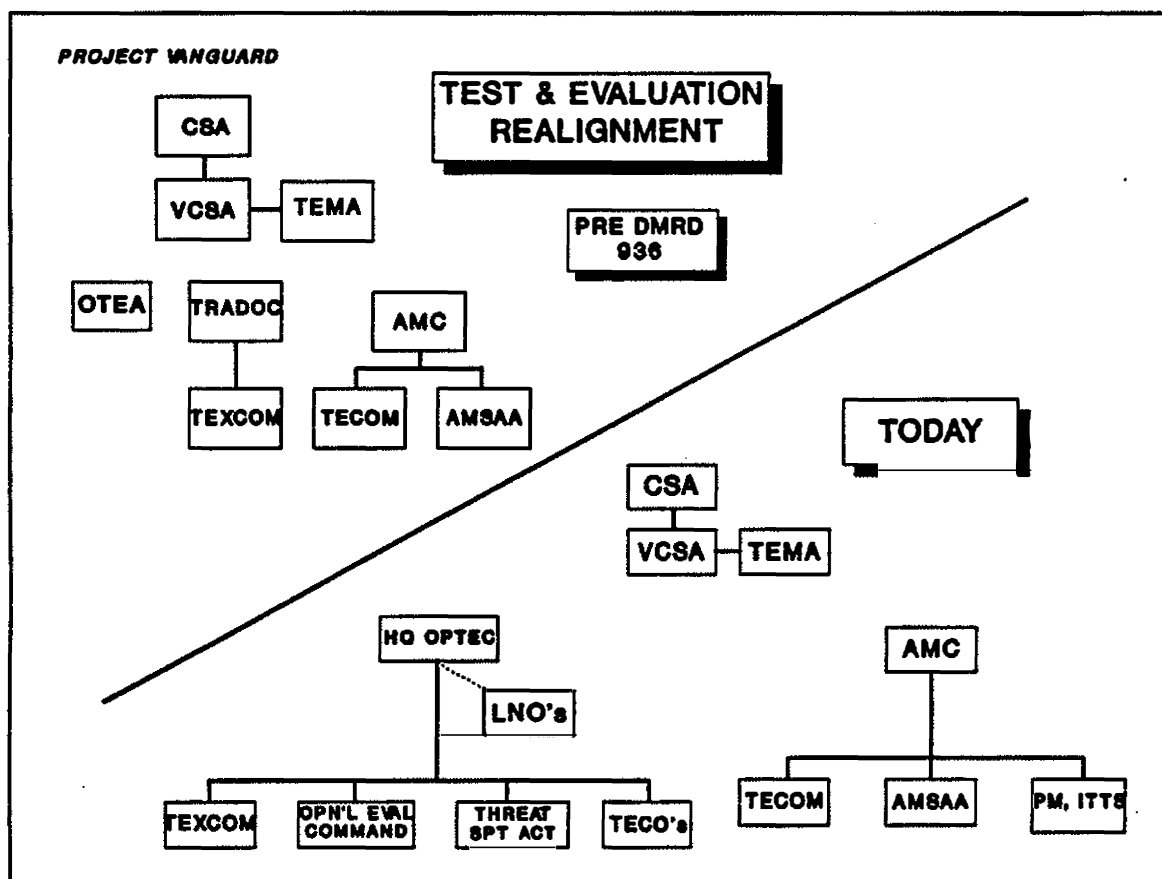
FIGURE XIII-1

TEST AND EVALUATION FUNCTION REALIGNMENT

d. SUMMARY OF PROJECT VANGUARD RESTRUCTURING OF THE TEST AND EVALUATION ORGANIZATIONS.

This examination of test and evaluation related activities supports a VANGUARD recommendation of a 10 percent reduction in TEXCOM; a 25 percent reduction in the USAMC Liaison Office, TEXCOM; a reduction of TECOM BASOPS-oriented resources; and maintenance of other test and evaluation organizations at current levels.

13.2. RESTRUCTURE THE TEST AND EVALUATION ORGANIZATIONS.

a. REDUCE THE OPERATIONAL TEST AND EVALUATION COMMAND, OPTEC (ESA 44)

(1) Description. VANGUARD Initiative, ESA44, examined (OPTEC) to determine whether it should be retained, reduced, consolidated, or eliminated.

(2) Evaluation.

(a) Missions/Functions/Background. The Operational Test and Evaluation Command conducts the operational testing and evaluation of major Army systems. OPTEC was formed in FY91 from the merger of the US Army Test and Evaluation Agency (OTEA) and the TRADOC Test and Experimentation Command (TEXCOM) IAW DMRD 936 (Consolidate Army Test and Evaluation).

(b) Analysis. OPTEC is a CSA FOA. Within a year OPTEC should have adjusted to its new organization and thus warrant re-evaluation. The missions and functions of OPTEC are critical to continued efforts in system acquisition for the Army.

(3) Conclusion. Retention of OPTEC (less the TEXCOM component, addressed later) at its current strength is in the best interest of the Army.

(4) Recommendation. Retain OPTEC (less TEXCOM) at current strength. Re-evaluate the organization in Oct 91.

b. REDUCE THE TEST AND EXPERIMENTATION COMMAND, (TEXCOM), (ESA95).

(1) Description. VANGUARD Initiative, ESA95, examined TEXCOM to determine whether the organization should be retained, reduced, consolidated, or eliminated.

(2) Evaluation.

(a) Missions/Functions/Background. TEXCOM supports the Army materiel acquisition and force development processes by managing the User Testing Program and conducting operational testing to support Continuous Comprehensive Evaluation (C2E) and force development. With the implementation of DMRD 936, TEXCOM was merged with OTEA to form OPTEC. Consequently, TEXCOM is now a component of OPTEC.

(b) Analysis. The missions and functions of TEXCOM are critical to

continued efforts in system acquisition for the Army. However, the organization appears to warrant reorganization and/or consolidation of functional directorates, consolidation of redundant combined arms testing divisions, and consolidation and streamlining of administrative and operational support.

(3) Conclusions. While the merger of OTEA and TEXCOM into OPTEC saved 608 spaces, in the case of TEXCOM, further streamlining affords an opportunity for effective and efficient mission accomplishment in a period of constrained resources.

(4) Recommendations. Streamline TEXCOM by realigning directorates and reduce manpower authorizations by 10 percent.

c. REDUCE THE TEST AND EVALUATION MANAGEMENT AGENCY, (TEMA), (ESA45).

(1) Description. VANGUARD Initiative, ESA45, examined TEMA to determine whether the organization should be retained, reduced, consolidated, or eliminated.

(2) Evaluation.

(a) Missions/Functions/Background. The Test and Evaluation Management Agency coordinates all test and evaluation policy and resource activities for the Army. TEMA also integrates Army test and evaluation matters with DoD.

(b) Analysis. TEMA is a CSA FOA with missions and functions critical to continued efforts in Army system acquisition.

(3) Conclusions. Retention of TEMA at its current strength is in the Army's best interest.

(4) Recommendations. Retain TEMA as a CSA FOA at current strength.

d. REDUCE THE ARMY RESEARCH OFFICE, (ARO), (ESA58).

(1) Description. VANGUARD Initiative, ESA58, examined ARO to determine if its basic research program for the physical sciences should be retained, reduced, or eliminated.

(2) Evaluation.

(a) Missions/Functions/Background. The Army LAB 21 Study, conducted Nov 89 through Feb 90 and commissioned by the Under Secretary of the Army, was mandated to define what the missions and functions of the Army laboratories and Research, Development, and Engineering Centers (RDECs) should be. In this context, the study group focused on consolidating and streamlining laboratories and RDECs in order to reduce management layers and overhead costs. Recommendations included categorization of Army labs and RDECs into four groups: combat materiel; infrastructure and environmental quality; medical; and manpower, personnel, and training. Specifically, combat materiel was envisioned as consolidated in a single location ("Flagship Lab") in order to provide a critical mass of resources and adaptable structure as well as a multi-disciplinary approach to research. The Study, proposed moving ARO's technical functions to the "Flagship Lab" and its policy functions to ASA(RDA) while eliminating the remaining positions. The resultant positions perform the following functions: development and acquisition of basic research programs for the Army; management of the University Research Initiative; assessment of exploratory development for advance development program; insertion of technology and transfer of new technology into Army labs; conduct of the Army's scientific outreach program to minorities and Historically Black Colleges; and operation of the ARO-Office, Far East (Japan).

(b) Assumptions. Army LAB 21 Study will be implemented, assigning ARO missions and functions, as well as spaces, to the "Flagship Lab".

(c) Analysis. While ARO spaces would be assigned to the "Flagship Lab" and ASA(RDA) the basic research program cannot be absorbed by the "Flagship Lab" without resources. The aforementioned functions inherent in this program are critical to Army efforts in technology development and acquisition.

(3) Conclusion. Retention of the remaining ARO spaces, as envisioned in LAB 21 Study, is in the best interest of the Army.

(4) Recommendation. Implement Army LAB 21 Study.

e. REDUCE THE TEST AND EVALUATION COMMAND, (TECOM), (ESA70).

(1) Description. VANGUARD Initiative, ESA70, examined the US Army Test and Evaluation Command to determine whether it should be reduced by separating the BASOPS function from the Test and Evaluation function.

(2) Evaluation.

(a) Missions/Functions/Background. TECOM is the focal point of AMC technical testing. It also conducts materiel assessments, safety verification, test technology development, and installation management. In fact, TECOM manages and supports nine Test Centers and the Tropic Test Site, covering more than seven million acres of real estate.

(b) Analysis. TECOM is an AMC organization whose missions and functions are critical to Army materiel acquisition. While approximately 50 percent of TECOMs positions are dedicated to BASOPS functions, a transfer of these spaces to a "Services Command" would likely be a zero-sum gain- with no substantive personnel savings. However, some savings may be realized by streamlining BASOPS support installation by installation. Final resolution of this issue would require additional study.

(3) Conclusion. Reduction (unique to each installation) of TECOM BASOPS-oriented resources would be in the best interest of the Army. However, detailed study is required.

(4) Recommendation. After more study, reduce the amount of TECOM resources dedicated to BASOPS functions on an installation by installation basis. Further study is required.

f. DISESTABLISH THE USAMC LIAISON OFFICE, TEST AND EXPERIMENTATION COMMAND, TEXCOM, (MAC09).

(1) Description. VANGUARD Initiative, MAC09, examined USAMC Liaison Office (LO), TRADOC TEXCOM to determine whether it should be retained, reduced, or eliminated as an organization.

(2) Evaluation.

(a) Missions/Functions/Background. This LO represents HQ, AMC, for test policy execution; oversees testing of Army type-classified equipment undergoing R&D for procurement; coordinates AMC support of worldwide TEXCOM testing; and represents AMC at TSARC meetings.

(b) Analysis. USAMC LO, TEXCOM is an AMC FOA with authorizations of two officer and two civilian positions. However, one civilian authorization has been vacant for at least two and a half years. The need for this

organization remains regardless of TEXCOM merger with OTEA and any future AMC reorganization.

        (3) **Conclusions.** Retention of USAMC LO, TEXCOM is in the best interest of the Army, although the elimination of one civilian space will streamline the organization.

        (4) **Recommendations.** Eliminate one civilian position; disestablish as a separate reporting UIC; transfer remaining spaces to HQ, AMC, with duty at Fort Hood.

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CHAPTER XIV
SPECIAL INTEREST INITIATIVES

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14.1. FIELD OPERATING AGENCIES AND ACTIVITIES

a. General.

(1) **Background.** VANGUARD planned to assess Field Operating Agencies and Activities (FOA) in the same way functional initiatives were addressed. FOA would have been evaluated as part of the parent agency. For example, an assessment of U. S. Army Recruiting Command (FOA of ODCSPER, HQDA) would have occurred as a part of a VANGUARD initiative to realign and reorganize the personnel functions. Following the Army Commanders' Conference in August, 1990, the focus shifted to the organization policies, and resources of FOAs. A special review of FOAs and SSAs was conducted and briefed to the Army Staff and MACOMs by teleconference on 28 September 1990. The review and recommendations have been captured within VANGUARD's major initiatives.

(2) **Definitions.** Field Operating Agencies and Field Operating Activities (FOA) are defined In Army Regulation 310-25 as indicated below.

WHAT IS A FOA?

AR 310-25

FIELD OPERATING ACTIVITY

AN ORGANIZATION WHICH HAS THE PRIMARY MISSION OF EXECUTING POLICY AND WOULD STILL BE REQUIRED IN THE ABSENCE OF THE HEADQUARTERS

FIELD OPERATING AGENCY

AN AGENCY UNDER THE SUPERVISION OF HQDA. BUT NOT A MAJOR ARMY COMMAND OR PART OF A MACOM, WHICH HAS THE PRIMARY MISSION OF EXECUTING POLICY.
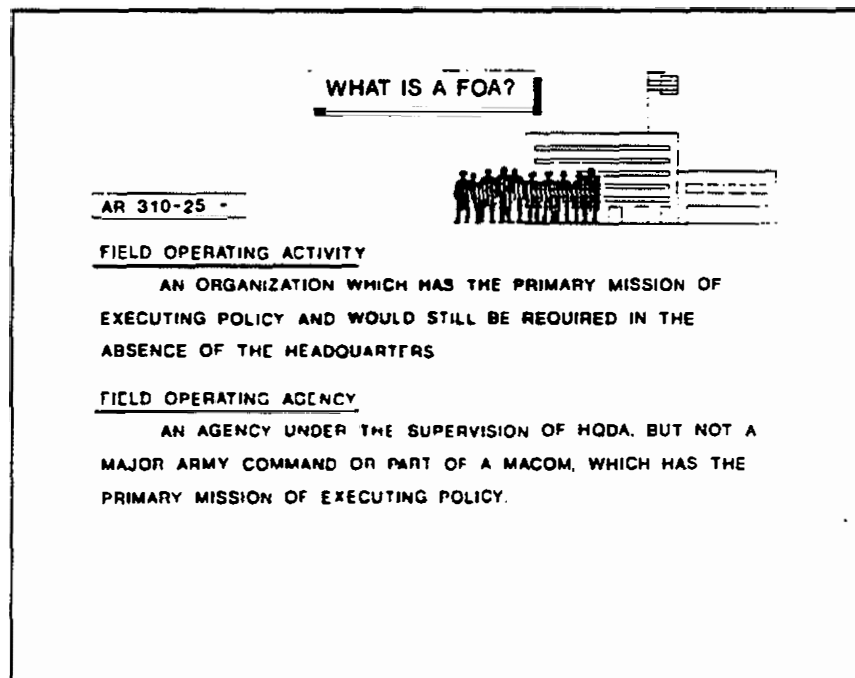
Figure XIV-1
Definitions

Staff Support Agencies (SSA), which exist at both HQDA and MACOM levels, are often grouped together with FOAs, but there is a difference; FOAs exist with or without the headquarters; SSAs exist only with headquarters. AR 310-25 defines SSAs as shown below.
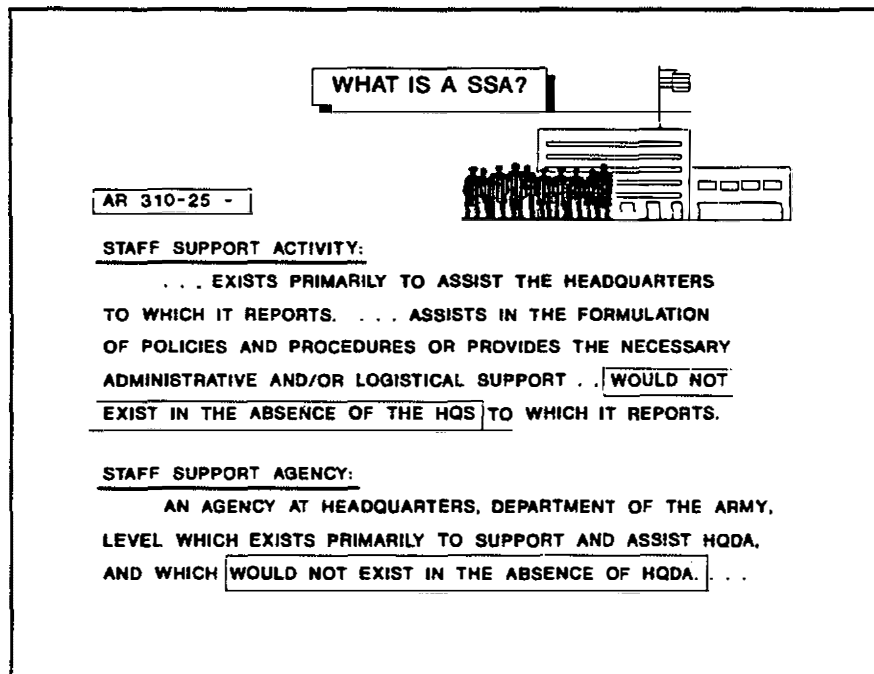
Figure XIV-2
Definition of SSA

(3) **Growth.** Since 1973 when the last major headquarters realignment (STEADFAST) was implemented, the number of FOAs and SSAs associated with HQDA and MACOM staffs has increased steadily.

(a) In 1973, 150 FOAs existed; VANGUARD identified 241 in 1990, an increase of 91 FOAs. This increase represents a growth of approximately 2,500 military and 13,000 civilians assigned to headquarters related functions. The resources associated with HQDA agencies decreased modestly and growth occurred primarily in MACOM FOAs.

(b)   FOA growth during the period can be attributed directly to increased management requirements to support the growth of the all volunteer Army and force modernization. Additionally, OSD and the Congress required greater specificity in budget transactions and other information.

(c)   In recent years FOA management has become largely undisciplined. FOAs have become convenient places to park resources and functions removed from management headquarters. Figure XIV-3 summarizes FOA growth.
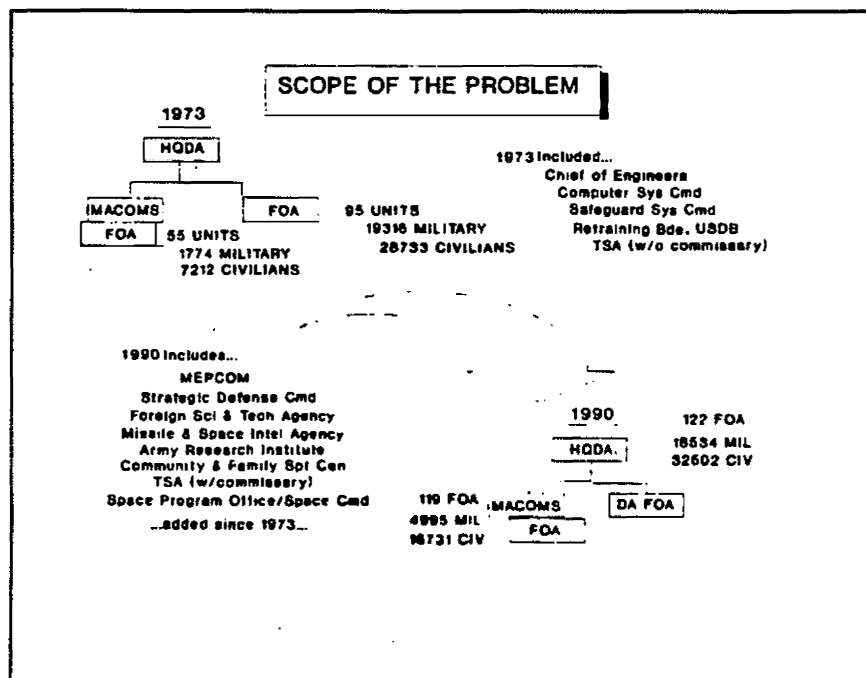
Figure XIV-3
Scope of the Problem

b. Recent Reviews.

(1) The perception in recent years of "uncontrolled FOA growth" generated separate but concurrent audits. In the late 1980's by the Department of the Army Inspector General (DAIG), The U. S. Army Force Development Support Agency (USAFISA), and the ROBUST Task Force. Both DAIG and USAFISA conducted a detailed review of TDA missions, functions, and organizations.

(2) Because DAIG AND USAFISA used different definitions, each review resulted

in disparate lists of units classified as FOAs. For example: USAFISA counted a German-manned Patriot Battalion as an FOA of USAREUR; DAIG included the Retraining Brigade at Fort Riley as an FOA of FORSCOM; and ROBUST listed the Headquarters of the GUAM Territorial Area Command (TARC) as an FOA.

(3) There was agreement on designation of HQDA FOAs, but lack of consensus over MACOM FOAs. See Figure XIV-4.
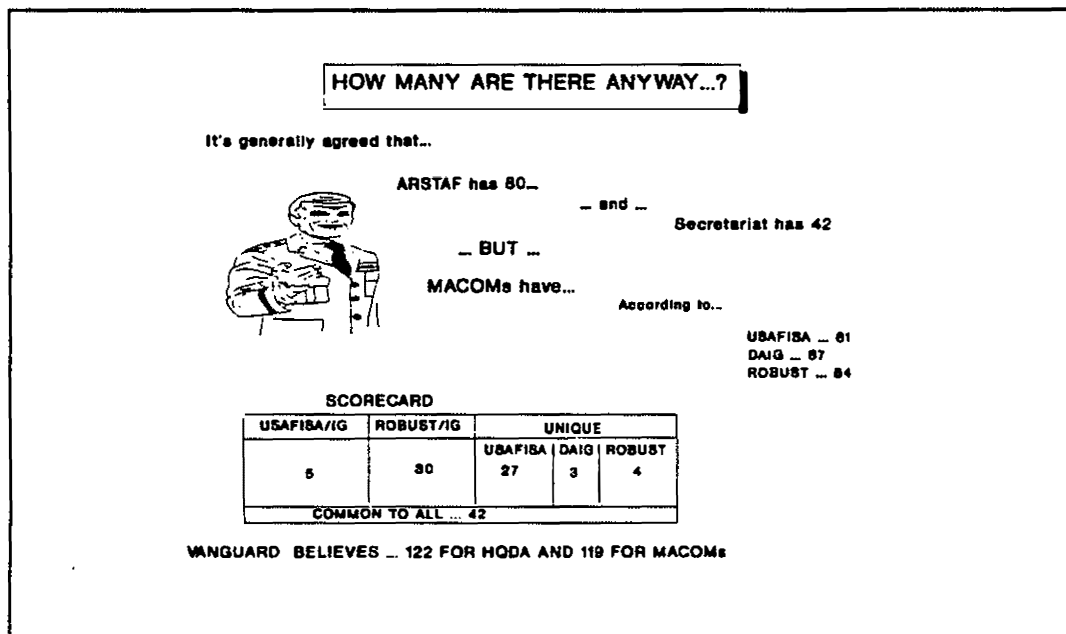
Figure XIV-4
How Many Are There?

c. VANGUARD FOA Review Deliverables.

(1) General. VANGUARD established the deliverables shown in figure XIV-5 as the requirements for the Army to discipline the FOA and SSA system. These goals were supported by the HQDA Staff and MACOMs at the 28 September GOWG teleconference.

DELIVERABLES

SINGLE DEFINITION FOR FIELD OPERATING AGENCIES
AND ACTIVITIES (FOA)

DESIGNATED HQDA PROPONENCY FOR FOA/SSA MANAGEMENT
AND ACCOUNTABILITY

RECOMMENDED CHANGES TO FOA STRUCTURE...

- COMMAND AND CONTROL RELATIONSHIPS

- REDUCTIONS/ELIMINATIONS/REALIGNMENTS

- MANPOWER AND DOLLAR SAVINGS
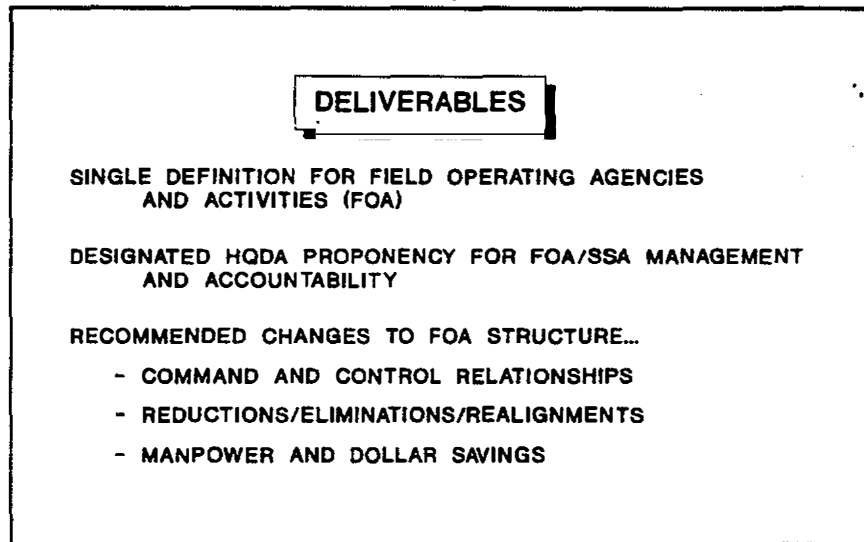
Figure XIV-5
Deliverables

(2) **Single Definition.** There is a general perception that there are too many FOAs which are duplicating command and staff functions and doing MACOM business. FOA structure is undisciplined, with no clear criteria for establishing and managing FOAs and SSAs. The confusion resulting from a lack of clear regulatory guidance lends credence to misperceptions, as demonstrated in Figure XIV-6.

WHY THE CONFUSION?

- DEFINITIONS DEVELOPED PRIMARILY TO CLARIFY POLICIES
RESULTING FROM CONSTRAINTS ON HEADQUARTERS STAFFING

- 'CREATIVE' ACTIONS TAKEN TO WORK AROUND HEADQUARTERS
STAFFING CONSTRAINTS

- NO CONSISTENT CRITERIA/DISCIPLINE FOR ESTABLISHING AND
MANAGING FOA'S

- RESULT - UNCONSTRAINED GROWTH AND STRUCTURE INCONSISTENT
WITH DEFINITIONS AND INTENDED CONSTRAINTS

Figure XIV-6
FOA Confusion

(a) **Interpretation of Definitions.** MACOM have interpreted regulations and policy to fit unique requirements. No single proponent for policy and management of FOAs/SSAs has been established; both the DAIG and ROBUST TF identified this problem.

DAIG and ROBUST each developed a unique interpretation of FOA (Tab XIV-1) and applied the definition accordingly. Neither of the two studies recommended a change to the proponent issue or the regulations. VANGUARD developed two recommendations:

(b) **Proposed change to Army Regulation 310-25.** Proposed FOA definition used by VANGUARD is shown in figure XIV-7.

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┌─────────────────────────────────────────────────────────────┐
│              ┌───────────────────────────┐                   │
│              │      PROPOSED DEFINITION   │                   │
│              │  FIELD OPERATING AGENCY/ACTIVITY │             │
│              └───────────────────────────┘                   │
│                                                               │
│   • AGENCY-SUBORDINATE TO HQDA                                │
│     ACTIVITY-SUBORDINATE TO MACOM/SUBMACOM                    │
│                                                               │
│   • TDA ORGANIZATION DESIGNATED BY HQDA                       │
│                                                               │
│   • PRIMARY MISSION IS OPERATIONAL (MANAGEMENT FUNCTIONS      │
│     PERFORMED TO SUPPORT INTERNAL OPERATIONS)                 │
│                                                               │
│   • IMPLEMENTS, DOES NOT FORMULATE, POLICY (WILL NOT BE       │
│     PROPONENT FOR REGULATIONS/POLICY STATEMENTS)              │
│                                                               │
│   • SUPPORTS ENTIRE ARMY (OR MACOM/SUBMACOM)                  │
│                                                               │
│   • REPORTS DIRECTLY HQDA OR MACOM/SUBMACOM PROPONENT         │
│                                                               │
│   • MISSION IS INDEPENDENT OF HIGHER HQS (WOULD CONTINUE IF HQS│
│     DID NOT EXISTS)                                           │
│                                                               │
│   • DOES NOT OPERATE AS AN INTEGRAL PART OF THE HIGHER HQS    │
│     STAFF; DOES NOT PROVIDE STAFF SUPPORT; DOES NOT INCLUDE AMHA│
│     POSITIONS (IAW DOD DIR 5100-73)                          │
│                                                               │
│   • WILL BE DESIGNATED PRIMARILY AS AN ACTIVITY OR AGENCY     │
│     (EXCEPTION: CENTER)                                       │
└─────────────────────────────────────────────────────────────┘
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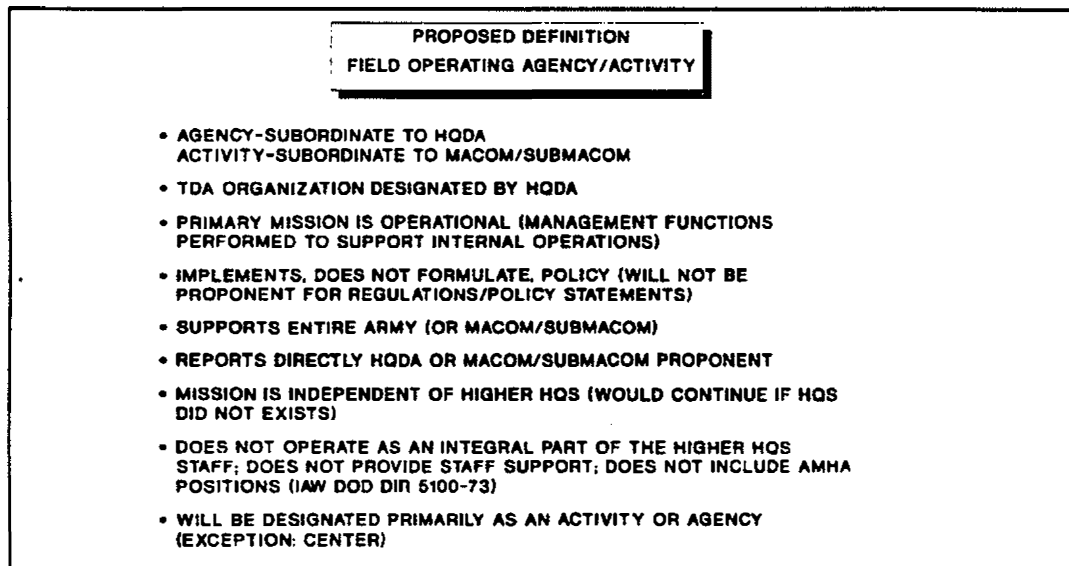
Figure XIV-7
VANGUARD FOA Definition

(3) **Designated HQDA Proponent.**

(a) There is currently no single focal point for FOA and SSA policy and accountability at HQDA. The Administrative Assistant to the Secretary, the Assistant Secretary for Manpower and Reserve Affairs, the ADCSOPS for Force Development and Integration, and the Director of Management all exercise some degree of proponency. Under the VANGUARD Vision, all of the functions now performed by ADCSOPS-FD&I are transferred to the Assistant Vice Chief of Staff together with some of the functions from the Director of Management and other Army Staff Agencies. The ASA(MRA) retains his oversight of force structure and the AMHA accounts. The Administrative Assistant retains his responsibility for the management and support of HQDA.

(b) **Recommendation.** That the Assistant Vice Chief of Staff become the single focal point for FOA and SSA management throughout the Army. The ASA(MRA)

retains policy oversight and AMHA oversight for the Secretary and The Administrative Assistant is the focal point for all HQDA related organizational and resourcing actions, including FOAs/SSAs.

(4) **Recommended Changes to FOA Structure.** VANGUARD recommendations include substantial change (e.g., strength, mission, assignment) to sixty-four per cent of existing FOAs and SSAs. In the aggregate, manpower associated with these units was recommended for a seventeen per cent reduction. A discussion of study methodology, findings, and recommendations follows.

d. **Methodology.**

(1) **Inventory of FOAs and SSAs.**

(a) VANGUARD reviewed 241 organizations (122 HQDA FOAs/SSAs and 119 MACOM organizations (see Figure XIV-4)). The baseline used was the current HQDA TAADS (as of April 1990 and adjusted in October 1990) file with resources adjusted by the October 1989 Program and Budget Guidance (PBG), and subsequent decisions (e.g., Defense Management Review Decisions (DMRD) and Program Budget Decisions (PBD)).
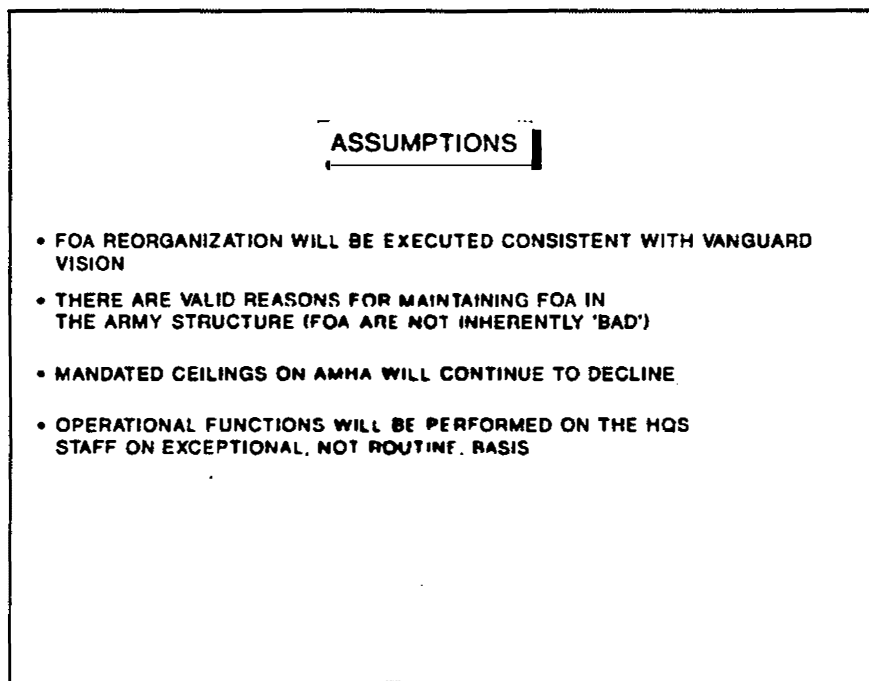
(b) Baseline FOA/SSA strengths included 6865 Officers and Warrant Officers, 15299 Enlisted, and 40374 Civilians for a total of 62,538 spaces. Over 50% of these resources were in HQDA organizations. Figure XIV-8 displays the baseline resource spread between HQDA and the MACOMs.
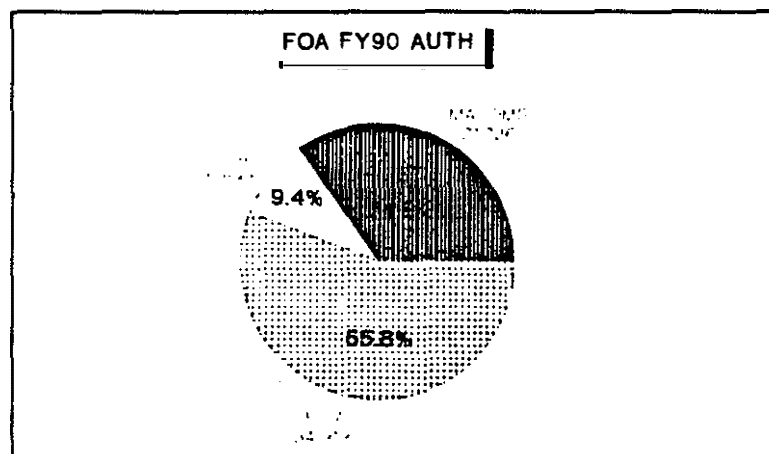
Figure XIV-8
FY90 FOA Authorizations

(2) **Assumptions.** Figure XIV-9 displays the assumptions applicable to the FOA and SSA review. While most assumptions are self explanatory, the second one recognizes the historical basis for FOA and assumes that it remains valid. Establishment of Concepts Analysis Agency (CAA), Organizational Test and Evaluation Agency (OTEA), and the Army Military Personnel Center (now the Total Army Personnel Command), as a result of STEADFAST was based on the philosophy that centralization and consolidation of operational functions to establish control and conserve resources are good management practices. Maintenance of FOAs in current numbers and sizes, however, is neither consistent with good management practices nor the need to reduce the Army's overhead.

ASSUMPTIONS

- FOA REORGANIZATION WILL BE EXECUTED CONSISTENT WITH VANGUARD VISION

- THERE ARE VALID REASONS FOR MAINTAINING FOA IN THE ARMY STRUCTURE (FOA ARE NOT INHERENTLY 'BAD')

- MANDATED CEILINGS ON AMHA WILL CONTINUE TO DECLINE

- OPERATIONAL FUNCTIONS WILL BE PERFORMED ON THE HQS STAFF ON EXCEPTIONAL, NOT ROUTINE, BASIS

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(3) FOA/SSA Review.

(a) **Assigned Functions -- Operational vs Management.** A strict interpretation of regulatory and policy guidance requires that FOAs be assigned only operational functions concerned with the execution of policy and that they not perform headquarters management functions. SSAs, conversely, are specifically involved in management headquarters activities including policy formulation. FOAs and SSAs missions have not been assigned accordingly.

(b) **Designation.** FOAs and SSAs have been improperly designated. Many

FOAs and SSAs perform missions more appropriate for execution by subordinate operational units. Elimination of inappropriate FOAs and shifting of their missions to appropriate operational levels or redesignating and realigning these units reduces the number of FOAs and more accurately portrays the Army's use of its resources.

(c) **Accountability and Control.** There is no single proponent for FOAs and SSAs. Lack of focus in management has contributed to failure to apply existing regulations and guidance when constituting FOAs or SSAs. Since the Army has no standard definition, no focused oversight, and no system of routine checks to audit resources committed to FOAs and SSAs, the cost-effectiveness of this infrastructure cannot be readily determined. FOAs should not be counted in AMHA; SSAs should be counted in AMHA.

(4) **Review.**

All FOAs and SSAs were reviewed and placed in one of the following four categories:

```
- Category 1 (Activities that must continue essentially as they are)
                -- Already Reduced by other actions...further reduction not
                   recommended.
                -- Joint/International implications prevent change
                -- Environmental implications prevent change

- Category 2 (Activities remaining with little change)
                -- Redesignations, Transfers, Mission Realignments
                -- Minor Strength changes

- Category 3 (Activities to be substantially reorganized)
                -- Reductions recommended due to mission or workload change
                -- Planned reorganizations (eg: proponent plans, DMR/AMR etc)

- Category 4 (Activities recommended for disestablishment)
```

e. **Recommendations.**

(1) Of the 241 FOAs and SSAs reviewed, only 15 were initially reflected in category 1 and 163 were recommended for major reorganization or elimination (categories 3 and 4). A complete listing of FOAs and SSAs sorted by initial recommendation category

is at TAB XIV-2.

(2) After the initial recommendations were briefed to the MACOMs and HQDA Staff on 28 September 1990, Additional proponent input was accepted and incorporated in VANGUARD's final recommendations. TAB XIV-3 lists each organization, the initial VANGUARD position, and the VANGUARD recommendation after reviewing the second round of proponent input.

(3) For the most part, recommended changes to the FOAs and SSAs have been incorporated within chapters IV through XIII. Together with the specific analysis and recommendation for each issue, TAB XIV-4 cross references each organization to the major initiative and its location within the VANGUARD final report. Those organizations not specifically discussed within chapters IV through XIII are discussed below.

f. Analysis of FOAs and SSAs.

(1) REDUCE EIGHTH ARMY LEGAL SERVICE (HDA13)

(a) Description. Vanguard initiative HDA13 recommends eliminating EUSA Legal Services Activity, Korea.

(b) Evaluation.

1 Mission/Function/Background. The EUSA Legal Service provides direct, comprehensive legal support to units and commanders in Combined Forces(ROK/US), 19th support Command, and the 501st Support Group in Korea.

2 Analysis. EUSA Legal Services Activity provides a critical function for EUSA and subordinate command that will require continuing support. However, the workload is generated primarily by the size of the military forces supported and cannot be performed by any other EUSA organization.

(c) Conclusion. A reduction in forces in Korea enables a reduction in the EUSA Legal Service.

(d) Recommendations.

1 Reduce the activity by three enlisted personnel based on currently programmed EUSA strength.

2 Assign to the Combined Forces ((ROK/US) Korea Command TDA.

(2) ELIMINATE EIGHTH ARMY CLAIMS SERVICE (HDA16)

(a) <u>Description.</u> This initiative retains the EUSA Claims Services Activity.

(b) <u>Evaluation.</u>

<u>1</u> <u>Mission/Function/Background.</u> This organization is responsible for the investigation, processing, adjudication, and payment for all claims activities under Article XXIII US-ROK Status of Forces Agreement for all US Forces in Korea.

<u>2</u> <u>Assumptions.</u> Claims brought against the US Forces in Korea will continue at current levels for the foreseeable future.

<u>3</u> <u>Analysis.</u> EUSA Claims Service Activity provides a critical function. Without this organization, claims would have to be settled by some other EUSA activity; another organization capable of performing these functions does not exist. The size of the activity is appropriate in relation to its mission.

(c) <u>Conclusions.</u> The functions performed by EUSA Claims Service must continue to be performed. The organization can be eliminated (as a separate organization) with the personnel and functions combined with the EUSA Troop Command staff.

(d) <u>Recommendations.</u>

<u>1</u> Eliminate as a separate TDA.

<u>2</u> Do not reduce in size.

<u>3</u> Move personnel to the EUSA Troop Command TDA.

(3) REDUCE EIGHTH ARMY RELIGIOUS RETREAT (HDA17)

(a) <u>Description.</u> Vanguard initiative HDA16 transfers the EUSA Religious Retreat Center to Special Troops Command TDA.

(b) <u>Evaluation.</u>

<u>1</u> <u>Mission/Function/Background.</u> The EUSA Religious Retreat provides housing, dining, and logistical support for religious retreats, conferences, chaplain assistant training, and chapel and recreational programs. This is the only

organization/function of this type in EUSA.

2 Assumption. The need to provide morale, welfare, and holistic welfare to the soldiers in Korea will continue.

3 Analysis. Analysis of the mission and functions of this organization indicated that the reductions already levied through EUSA actions will bring the organization to a proper staffing level.

(c) Conclusions. This function should be retained consistent with EUSA plans and moved to the EUSA Special Troops Command TDA. It should be reduced no further.

(d) Recommendations.

1 Reduce consistent with EUSA plans.

2 Move to the EUSA Special Troops Command TDA.

(4) REDUCE U.S. ARMY SCIENCE AND TECHNOLOGY CENTER -- FAR EAST (ESA64) AND U.S. ARMY SCIENCE AND TECHNOLOGY CENTER -- EUROPE (ESA65)

(a) Description. VANGUARD initiatives ESA64 and ESA65 examined the two FOA's assigned to the U.S. Army Materiel Command (AMC) to determine if they should be retained, reduced, consolidated, or eliminated. A more detailed analysis, including cost data, is at Chapter 17, Appendix N6.

(b) Evaluation.

1 Mission/Functions/Background. The U.S. Army Science and Technology Centers collect open source technology for military use, search foreign markets for specific information and materiel and become subordinate to theater Military Intelligence (MI) Brigades during wartime.

2 Analysis. These FOAs are resourced under program three and are subject to the 25 percent reduction in force proposal by the DA DCSINT. This reduction can be best absorbed by transferring the mission, functions, and residual personnel to the MI organizations they would support during wartime.

(c) Conclusions. The FOAs can be reduced commensurate with

reductions in OCONUS forces. Consolidation with theater MI organizations helps to absorb manpower reductions and better aligns intelligence related resources.

(d) Recommendations. Eliminate the U.S. Army Science and Technology Centers -- (Far East and Europe) as AMC FOAs, reduce each activity by 25 percent and combine the functions with the MI Brigades in each respective theater (500th MI Bde, Camp Zama, Japan and 66th MI Bde, Munich, Germany).

(5) ELIMINATE AMC FOA's, THE U.S. ARMY RESEARCH AND DEVELOPMENT STANDARDIZATION GROUPS -- CANADA (ESA85), GERMANY (ESA86), AUSTRALIA (ESA87), AND UNITED KINGDOM (ESA88)

(a) Description. VANGUARD initiatives (ESAs 85, 86, 87 and 88) examined the four AMC FOAs to determine if they should be retained, eliminated, reduced, or consolidated. A more detailed analysis, including cost data, is at Chapter 17, Appendix N6.

(b) Evaluation.

1 Missions/Functions/Background. These four AMC FOAs perform Army Research Office (ARO) research functions, identify Non Developmental Items to satisfy U.S. requirements, and recommend future cooperative efforts among ABCA Armies.

2 Analysis. The mission and function of these FOAs is important and is consistent with allied treaties. Personnel collocated in ABCA member nations perform R&D functions by transmitting host country data back to U.S. agencies and commands.

(c) Conclusions. Current manpower levels should be maintained because of geographical considerations. Four FOAs can be eliminated by combining existing resources into HQ, AMC.

(d) Recommendations. Eliminate these four AMC FOAs, retain at current manpower levels and roll-up the 33 authorizations into HQ, AMC.

(6) ELIMINATE U.S. ARMY RESEARCH ASSOCIATION GROUP (ESA41)

(a) Description. VANGUARD initiative ESA41 examined the U.S. Army Research Association Group, an ASA(RDA) FOA, to determine if it should be retained, reduced, consolidated, or eliminated.

(b) Evaluation.

1 Missions/Functions/Background. This FOA is a holding detachment for officers assigned to the National Laboratories, USA elements to the Defense Science Board, the Special Access Program Contract Group and DARPA.

2 Analysis. This activity allows senior Army leadership the ability to anticipate and adopt new and evolving technological changes and capabilities that affect the way the Army is organized, equipped, and employed. There are a total of 45 authorizations. The personnel assigned to this FOA are performing functions of the Army's "Flagship Lab".

(c) Conclusions. The activity can be eliminated as a FOA; however, the vital mission, functions, and personnel resources must be maintained.

(d) Recommendations. Eliminate this activity as a FOA and transfer mission, functions and manpower authorizations to the "Flagship Lab".

(7) ELIMINATE PRECISION GUIDED WEAPONS COUNTERMEASURES TEST AND EVALUATION DIRECTORATE (ESA69)

(a) Description. VANGUARD initiative ESA69 examined the Precision Guided Weapons Countermeasures Test and Evaluation Directorate, an AMC FOA, to see if it should be retained, reduced, consolidated or eliminated. A more detailed analysis, including cost data is at Chapter 17, Appendix N6.

(b) Evaluation.

1 Missions/Functions/Background. This AMC FOA, consisting of 48 authorizations was formerly a DOD activity (U.S. Army Electro-Optical Joint Test and Evaluation Group. It is responsible for directing, coordinating, and conducting countermeasure and counter-countermeasure test and evaluation activities for all precision weapon systems and related components.

2 Analysis. The Army is the Executive Agent for this DOD activity. The DDRT&E provides program guidance and AMC assumes operational control for the SA. Proposed changes will require DOD approval.

(c) Conclusion. Subject to DOD approval, the FOA can be eliminated and its mission, functions, and resources can be assigned to AMC as a subordinate activity.

(d) Recommendation. Eliminate the Precision Guided Weapons

Countermeasures Test and Evaluation Directorate as an AMC FOA and assign it as an AMC subordinate activity for administrative support.

(8) STREAMLINE U.S. ARMY PRODUCTION BASE MODERNIZATION ACTIVITY (PBMA) (ESA57)

(a) Description. VANGUARD initiative ESA57 examined PBMA to determine if it should be reduced, retained, consolidated or eliminated. A more detailed analysis, including cost data, is at Chapter 17, Appendix N6.

(b) Evaluation.

1 Missions/Functions/Background. PBMA, an AMC FOA, intensively manages armament, munitions and chemical production base modernization programs.

2 Analysis. PBMA's products are related to DOD size which will be reduced. This activity is currently being reorganized by AMC together with ammunition plant inactivations.

(c) Conclusions. AMC's streamlining of this activity will result in a 47 percent reduction of current personnel authorizations. Any further reduction of manpower would destroy the viability of the organization and its ability to perform its mission.

(d) Recommendations. Allow AMC to streamline PBMA without further change.

(9) ELIMINATE FORCE MODERNIZATION ACTIVITY (FMA) (MDA11A)

(a) Description. VANGUARD initiative MDA11A eliminates the FOA and transfers the functions and resources to the proposed Intelligence Support Command.

(b) Evaluation.

1 Missions/Functions/Background. FMA is responsible for INSCOM threat coordination, material requirements identification and documentation, fixed and tactical systems, integration and systems fielding management, and aspects of the force development and Army modernization process.

2 Assumptions. Functions performed by FMA are critical to the

performance of the Army mission.

3 Analysis. The activity although performing essential functions can undergo a manpower reduction by consolidating this activity with the Intelligence Support Command.

(c) Conclusions. The organization can be eliminated, with the functions transferred. Furthermore, personnel spaces can be reduced prior to transfer of the functions.

(d) Recommendations. Eliminate the Force Modernization Activity as a FOA of INSCOM. Transfer the functions to the proposed Intelligence Support Command of INSCOM. Reduce the staffing of the FOA by 14 personnel spaces prior to transfer.

(10) ELIMINATE THE INTELLIGENCE EXCHANGE AND SUPPORT CENTER (MDA11D)

(a) Description. VANGUARD initiative MDA11D eliminates the FOA and transfers the functions to the proposed Intelligence Support Command.

(b) Evaluation.

1 Missions/Functions/Background. This FOA provides intelligence and intelligence related support to Army operational forces. Additionally, serves as the Executive Agent for Army Tactical Intelligence Readiness Training.

2 Assumptions. That personnel spaces can be reduced based on known NFIP reductions.

3 Analysis. A review of the functions revealed that this organization could be discontinued with the required functions accomplished elsewhere. Some personnel assets should be transferred with the required functions.

(c) Conclusions. That the organization can be eliminated and the needed functions accomplished elsewhere.

(d) Recommendations. Eliminate as a FOA and reduce the personnel authorizations by 21. Consolidate the functions and combine the remaining resources into the Intelligence Support Command at INSCOM.

(11) ELIMINATE PANAMA CANAL TREATY IMPLEMENTATION PLAN

AGENCY (MDA21)

(a) Description. This VANGUARD initiative seeks to eliminate the Panama Canal Treaty Implementation Plan Agency, which is a FOA of HQDA DCSOPS. The function of the FOA should be absorbed by DCSOPS.

(b) Evaluation.

1 Missions/Functions/Background. In March 1989, the Secretary of Defense designated the Secretary of the Army as the DOD Executive Agent responsible for all joint fiscal and logistical aspects of the Panama Canal Treaty Implementation. The mission of the Panama Canal Treaty Implementation Plan Agency is to serve as the DOD Executive Agent for implementing the Panama Canal Treaty. Panama Canal Treaty implementation is a national commitment with international interest and implications, requiring the application of resources adequate to insure compliance by December 31, 1991. The agency is responsible for effecting the release of U.S. property under control of the Unified Commander to the Government of Panama. Additionally, the agency must ensure treaty compliance is consistent with U.S. national policy, treaties and laws, and DOD/JCS guidance and plans. This agency will terminate upon treaty implementation in 1999.

2 Assumptions. Panama has a stable government that will guarantee access and use of the Canal, and that it will remain in operating condition.

3 Analysis. The agency has a specific objective with time limits for completion. Compliance with the treaty will be fulfilled by 31 December 1999 and at that time the Agency can be terminated. The need for a stand alone activity to accomplish this mission is questionable. There are organizations within HQDA that could accept this mission with limited additional resources.

4 Maintain Executive Agency until treaty implementation in 1999, then terminate the agency.

5 Transfer Executive Agency function back to DOD and eliminate the spaces.

(c) Conclusions.

1 The Army has been historically involved with the construction, management and operation of the Panama Canal. It was therefore appropriate that the Army have the responsibility to effect the release of this U.S. property.

2 The Agency has a narrow finite mission. Upon completion of that mission the personnel assigned can be absorbed within the Army infrastructure. Additional missions should not be assigned to prolong the existence of this activity.

(d) Recommendations. Maintain Executive Agency in place until implementation of the Panama Canal Treaty. At the completion of this very specific mission, the agency should be terminated and personnel reassigned within the Army.

(12) REDUCE US Army Corps of Engineers Technical Review Group (MAC05)

(a) Description. Reduce Tech Review Group (TRG) by 32 spaces; transfer non-reimbursable project activity OMA spaces to HQ USACE AMHA account; redesignate as Headquarters Reimbursable Project Activity.

(b) Evaluation.

1 Mission/Functions/Background. The mission of the TRG is to provide centralized world-wide design, construction, and project management standards and criteria in accordance with Executive Orders, Public Laws, Congressional guidance, DOD policies, and regulations of other military services. In addition, it provides centralized assistance and guidance to USACE FOAs engaged in planning, design, engineering, construction, and real estate phases of Military programs.

2 Analysis. This FOA can be reduced 20 % based on declining workload. The mission must continue but the personnel staffing can be reduced. The organization is actually performing a staff function.

(c) Conclusion(s). Most functions performed by TRG are more appropriately the function of HQ USACE headquarters.

(d) Recommendation. Reduce TRG by 2 military and 30 civilians, transfer remaining non-reimbursable project activity OMA spaces to HQ USACE AMHA account; redesignate as Headquarters Reimbursable Project Activity.

(13) ELIMINATE US ARMY EUROPE FIELD OPERATING ACTIVITIES ELEMENT (MAC-12)

(a) Description. Reduce Field Operating Activities Element, USAREUR, over three year period and disestablish in FY 95.

(b) Evaluation.

1 Mission/Functions/Background. This organization is an extension of HQ USAREUR and represents virtually all headquarters staff functions excess to the HQ USAREUR AMHA account. The mission includes policy formulation.

2 Analysis. This organization is incorrectly designated as an FOA. Its functions could be performed by HQ USAREUR except for AMHA limitations. CFE mandated reductions in USAREUR will permit the 392 spaces remaining after a 40% reduction to this organization to be transferred to AMHA and the UIC eliminated in FY 95.

(c) Conclusions. The functions performed by Field Operational Activities Element, USAREUR can be assimilated by HQ, USAREUR within AMHA limitations by FY 95. The UIC should be decremented by 40% over three years beginning in FY 92 and the remaining spaces transferred to HQ USAREUR and the UIC eliminated.

(d) Recommendations.

1 Eliminate as a separate TDA.

2 Reduce 40%, based on USAREUR overall reductions.

3 Transfer remaining spaces to HQ, USAREUR TDA.

(14) REDUCE US ARMY EUROPE Organizational Review Activity (MAC-18)

(a) Description. Reduce, transfer, and disestablish USAREUR Organizational Review Activity.

(b) Evaluation.

1 Mission/Functions/Background. To achieve greater efficiency in the use of USAREUR resources through the administration, execution and conduct of various types of functional reviews, evaluations, and surveys.

2 Analysis. This FOA was first examined and briefed as part of initiative SMA10 which centralized documentation of the Army's force structure and validation of manpower requirements. Subsequently, SMA10 was merged with TNA08, which places the locus of all force integration activities at TRADOC (See Chapter VI).

VANGUARD functional TNA08 makes TRADOC the executive agent for force integration and centralizes the processes including manpower requirements and documentation.

(c) Conclusions. Due to reduction in workload from the restructuring of the Army's Force Integration process this activity can be reduced and eliminated.

(d) Recommendations.

1 Reduce activity by 17 spaces.

2 Transfer remaining 34 civilian positions to HQ USAREUR.

3 Disestablish UIC effective FY 92.

(15) REDUCE US ARMY EUROPE CIVILAIN SUPPORT AGENCY (MAC-19)

(a) Description. Reduce and redesignate as USAREUR Civilian Support Activity in FY 94, then eliminate in FY 97.

(b) Evaluation.

1 Mission/Functions/Background. Develops program objectives and provides administrative control over all 94 USAREUR Civilian Support units in the areas of personnel management, plans, logistics, and security.

2 Assumptions. The organization can be disestablished, and the functions can be adequately be performed by USAREUR DCSPER.

3 Analysis. This activity is highly sensitive politically. However, reductions are possible due the significant overall reduction of the (CSG) program.

(c) Conclusion. This activity can be downsized and eliminated with its functions transferred.

(d) Recommendations.

1 Reduce 3 military in FY 94.

2 Eliminate 2 authorizations, disestablish UIC, and transfer 2 remaining authorizations and functions to USAREUR DCSPER in FY 97.

(16) RETAIN U.S. ARMY LIAISON GROUP, EUROPE (MAC27)

(a) Description. Retain USA Liaison Group, Europe as it is currently organized.

(b) Evaluation.

1 Mission/Functions/Background. This organization has both a peacetime and a wartime mission. Represents the Commander in Chief at numerous external headquarters within Europe.

2 Assumptions. That the mission of this organization must be continued.

3 Analysis. Review of the organizations mission and functions dictate its retention. Performs a vital mission for the CINC USAREUR.

(c) Conclusion. Organization cannot be reduced in the immediate future.

(d) Recommendation. This organization and elements within it should be retained as long as external liaison requirements for USAREUR headquarters remain in effect.

(17) ELIMINATE TRADOC MANAGEMENT ENGINEERING ACTIVITY (MAC30)

(a) Description. Eliminate the TRADOC Management Engineering Activity(TRAMEA), a Headquarters TRADOC FOA.

(b) Evaluation.

1 Missions/Functions/Background. TRAMEA is responsible for conducting efficiency reviews and creating manpower staffing standards for TRADOC.

2 Analysis. Analysis of the functions performed by TRAMEA are duplicated within the Army thus lending TRAMEA functions to centralization.

(c) Conclusions. Based on the functions performed and upon VANGUARD initiative TNA08, the activity should be eliminated

with functions then being performed in accordance with initiative TNA08.

(d) Recommendations. Eliminate TRAMEA, the resulting spaces saved would be 124.

(18) ELIMINATE TRADOC COMMAND FIELD ELEMENT (MAC32)

(a) Description. Disestablish TRADOC Command Field Element(TCFE) integrating the functions and spaces within the TRADOC AMHA account.

(b) Evaluation.

1 Missions/Functions/Background. TCFE is responsible for providing liaison with various U.S. major command and allies.

2 Analysis. This organization is a staff support agency of TRADOC and is not a FOA. Analysis conducted indicated that the functions and spaces could be integrated into the HQ TRADOC, Chief of Staff.

(c) Conclusion. TCFE should be eliminated.

(d) Recommendations. Eliminate TCFE. Transfer the functions and the manpower to the HQ TRADOC Chief of Staff element.

(19) ELIMINATE USAREUR CLAIMS SERVICE ACTIVITY (MAC22).

(a) Description. Vanguard initiative MAC22 reduces the USA Claims Service, Europe, and redesignates as USA Claims Service Activity, Europe.

(b) Evaluation.

1 Missions/Functions/Background. The USAREUR Claims Activity reviews, processes, negotiates settlements, makes collections, and recommends litigation, where appropriate, for all claims against the United States in Europe. Its primary mission is policy execution which is both unique and technical. It has single service responsibility for Europe.

2 Assumptions. It is expected that both the number and complexity of claims processed in Europe will be impacted by CFE negotiations and subsequent drawdown of US forces.

3 Analysis. Initial review looked at TDA, DOD Directive 5515.8 and AR27-20, and projected European strength.

(c) <u>Conclusion.</u> Organization can reduce commensurate with European reductions.

(d) <u>Recommendation.</u> Based on anticipated reduction in workload in the outyears, this activity should be reduced by 20 percent beginning in FY95.

(20) ELIMINATE USAREUR LEGAL SERVICE ACTIVITY (MAC24).

(a) <u>Description.</u> Vanguard initiative MAC24 eliminates USA Legal Services Agency, USAREUR and transfer required functions and spaces to USAREUR HQ.

(b) <u>Evaluation.</u>

<u>1</u> <u>Mission/Function/Background.</u> The USAREUR Legal Activity primarily performs HQ, USAREUR staff and staff support functions. It provides legal assistance for HQ, USAREUR military and civilian personnel and family members. Its services include intelligence oversight and litigation, liaison, foreign litigation, German labor court proceedings, support for HQ, USAREUR legal personnel and court reporters.

<u>2</u> <u>Assumptions.</u> The workload is population sensitive.

<u>3</u> <u>Analysis.</u> Initial review looked at TDA, supervisory lines, and projected USAREUR strength. The workload will decline as the forces in Europe are reduced.

(c) <u>Conclusions.</u> Function must remain. Reduce authorizations based on the overall USAREUR reductions.

(d) <u>Recommendations.</u>

<u>1</u> Reduce five authorizations (3 ENL, 2 CIV).

<u>2</u> Transfer three legal assistance spaces to the Heidelberg Military Community TDA.

<u>3</u> Transfer 15 spaces to HQ USAREUR, Office of the Staff Judge Advocate.

<u>4</u> Disestablish UIC W3A2AA.

(21) USARJ GROUP EXERCISE SUPPORT (MAC21)

(a) <u>Description.</u> Reduce the USARJ Group Exercise Support, transferring the remaining authorizations to HQ, USARJ, and eliminate the FOA.

(b) <u>Evaluation.</u>

<u>1</u> <u>Missions/Functions/Background.</u> Organization was established as a TDA augmentation to the HQ IX Corps to support bilateral missions to include bilateral training missions.

<u>2</u> <u>Analysis.</u> Review of this area indicated that training related primarily to USARJ/IX Corps and Japan, represents a proportionately small part of the Pacific Theater, and no major U.S. Forces exercises are involved. The TDA can as a result be reduced.

(c) <u>Conclusion.</u> The USARJ Group Exercise Support can be reduced in light of its minor role in exercises performed in the pacific region.

(d) <u>Recommendations.</u> Reduce the Exercise Group by 20%. Eliminate the organization, transferring the remaining personnel and the functions to HQ, USARJ.

CHAPTER XIV, APPENDIX A
TAB 1

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DAIG -

> A TDA ORGANIZATION, UNDER THE SUPERVISION OF HQDA, WITH THE PRIMARY OPERATIONAL MISSION OF EXECUTING POLICY . . . IS NOT A MACOM OR PART. OF A MACOM . . . SUPPORTS THE ENTIRE ARMY . . . REPORTS DIRECTLY TO PROPONENT . . . CONTINUES TO EXIST IN THE ABSENCE OF HIGHER HQS . . . DOES NOT NORMALLY PERFORM MANAGEMENT HQS OF STAFF SUPPORT FUNCTIONS; HOWEVER, LIMITED PERFORMANCE OF HQS MANAGEMENT DUTIES IAW THE PARAMETERS OF DOD DIR 5100.73 SHOULD NOT AFFECT IS STATUS AS A FOA.

Figure XIV-11
DAIG FOA Definition

ROBUST-

> A TDA ORGANIZATION, UNDER THE SUPERVISION OF HQDA, WITH THE PRIMARY OPERATIONAL MISSION OF EXECUTING POLICY . . . IT IS NOT A MACOM OR PART OF A MACOM . . . PERFORMS A UNIQUE OR SPECIALIZED MISSION; SUPPORTS THE ENTIRE ARMY; REPORTS DIRECTLY TO A PROPONENT ARSTAF OR SECRETARIAT DIRECTORATE, BUT DOES NOT PERFORM IN A STAFF SUPPORT ROLE; AND ITS MISSION WOULD CONTINUE TO EXIST IN THE ABSENCE OF HIGHER HQS . . . MAY PERFORM LIMITED MANAGEMENT SUPPORT FOR, OR INCIDENTAL TO, ITS OPERATIONAL MISSION.

Figure XIV-12
ROBUST FOA Definition

CHAPTER XIV, APPENDIX A
TAB 2

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#	CAT	FOA OR SSA	UIC	PROPONENT	OFF	ENL	CIV
1	1-01	MILITARY POSTAL SERVICE AGCY	W4FXAA	OSA OFC OF AA	5	6	27
2	1-02	OCPA - LOS ANGELES BRANCH	W0KCAA	OSA OCPA	4	0	2
3	1-03	COMMUNICATION-ELECTRONIC SERVICES OFFICE	TBD	OSA DISC4	2	25	30
4	1-04	COMMAND SYSTEMS INTEGRATION AGENCY	W4MXAA	OSA DISC4	38	5	35
5	1-05	EQUAL EMPL OPPOR AGENCY	W4CPAA	OSA ASA(M&RA)	0	0	9
6	1-06	MEPCOM	W37NAA	OCSA DCSPER	166	748	1777
7	1-07	ARMY SPACE PROGRAM OFFICE	W36PAA	OCSA DCSOPS	23	0	22
8	1-08	PM SANG MODERNIZATION PRG	W3ZLAA	AMC	40	5	122
9	1-09	USA TOXIC AND HAZARDOUS MATERIALS AGENCY	W3V8AA	COE	7	0	103
10	1-10	ARMY ENVIRONMENTAL OFFICE	W43YAA	COE	2	0	11
11	1-11	USA ENGINEER ACTIVITY, CAPITAL REGION	W4FSAA	COE	5	4	579
12	1-12	EUSA RELIGIOUS RETREAT ACTY	W30ZAA	EUSA	1	5	16

#	CAT	FOA OR SSA	UIC	PROPONENT	OFF	ENL	CIV
13	1-13	U.S. ARMY SECURITY ASS'T FIELD ACTIVITY	W4JCAA	TRADOC	5	2	60
14	1-14	CONTRACTING ACTIVITY	W4KVAA	TRADOC	1	0	81
15	1-15	USA LIAISON GRP, EUROPE	W0A9AA	USAREUR	29	24	6
16	2-01	US ARMY INTELLIGENCE CENTER, EUROPE	W0BXAA	USAREUR	44	166	94
17	2-02	ARMY BROADCASTING SERVICE	W4JTAA	OSA OCPA	12	329	173
18	2-03	PERSONNEL & EMPLOYMENT SERVICES - WASH	W310AA	OSA OFC OF AA	0	0	91
19	2-04	US ARMY TRANSPORTATION (WHITE HOUSE)	W2D5AA	MDW	0	74	0
20	2-05	DOD NAF PERSONNEL ACTIVITY	W3CFAA	OSA OFC OF AA	0	0	4
21	2-06	USA ESCORT DETACHMENT	W2KFAA	FORSCOM	0	9	0
22	2-07	ARMED FORCES MEDICAL INTELLIGENCE CENTER	W3VXAA	OCSA OTSG	0	0	0
23	2-08	USA SUSTAINING BASE NETWORK ACTIVITY	W4YRAA	USAISC	3	0	16
24	2-09	US ARMY PRINTING & PUBLICATIONS CMD	W4XGAA	USAISC	0	0	0

#	CAT	FOA OR SSA	UIC	PROPONENT	OFF	ENL	CIV
25	2-10	U.S. ARMY WAR COLLEGE	W2H6AA	OCSA DCSOPS	126	35	166
26	2-11	US ARMY LOGISTICS MANAGEMENT COURSE	W1E1AA	AMC	60	7	364
27	2-12	JAG SCHOOL	W1ETAA	OCSA TJAG	45	8	38
28	2-13	PENINSULA CIVILIAN PERSONNEL SPT ACT	W4UUAA	TRADOC	0	0	80
29	2-14	USAR READINESS TNG CENTER	W4PHAA	FORSCOM	34	52	89
30	2-15	USA PARACHUTE TEAM (GOLDEN KNIGHTS)	W027AA	FORSCOM	10	63	13
31	2-16	USA PRODUCTION BASE MODERNIZATION ACTY	W4FBAA	AMC	7	0	63
32	2-17	DEFENSE TELECOMMUNICATIONS SERVICE-WASH	W10UAA	OSA OFC OF AA	0	0	102
33	2-18	PREC GUIDED WPNS CNTR MEASURE T&E DIR	W39BAA	AMC	1	0	47
34	2-19	ARMED FORCES INSTITUTE OF PATHOLOGY	W2DLAA	OCSA OTSG	47	32	351
35	2-20	JOINT HEALTH SERVICES AGENCY	W3J1AA	OCSA OTSG	8	4	29
36	2-21	NATL COMMITTEE FOR EMPL SPT OF NG AND AR	W4B7AA	OSA OFC OF AA	2	4	3

#	CAT	FOA OR SSA	UIC	PROPONENT	OFF	ENL	CIV
37	2-22	CIV & TNG ED & DEVELOPMENT STUDENT DET	W4CMAA	OCSA DCSPER	0	0	2600
38	2-23	EUSA TRAINING SUPPORT DETACHMENT	W395AA	EUSA	2	33	118
39	2-24	ARMY TRAINING SUPPORT CENTER	W3E9AA	TRADOC	43	29	380
40	2-25	USA RESEARCH ASSOCIATE GROUP	W384AA	OSA ASA(RDA)	20	0	25
41	2-26	USA ARMY SPACE & BLDG MGMT	W242AA	OSA OFC OF AA	0	2	14
42	2-27	FORSCOM AUTOMATED INTEL SPT ACTIVITY	W40LAA	FORSCOM	2	16	24
43	2-28	OPM NUCLEAR MUNITION	W36WAA	AMC	11	39	0
44	2-29	US ARMY CHEMICAL ACTIVITY WESTCOM	W4LGAA	USARPAC	12	231	34
45	2-30	INFO SYS SELECTION & ACQUISITION AGENCY	W2Y2AA	OSA DISC4	10	0	91
46	2-31	GENERAL OFFICER'S MESS	W3X7AA	OSA OFC OF AA	1	17	0
47	2-32	INFORMATION MANAGEMENT SUPPORT AGENCY	W4XFAA	OSA DISC4	5	4	38
48	2-33	USA NUCLEAR AND CHEMICAL AGENCY	W0J5AA	OCSA DCSOPS	22	5	23

#	CAT	FOA OR SSA	UIC	PROPONENT	OFF	ENL	CIV
49	2-34	US ARMY COMMERCIAL COMMUNICATIONS OFFICE	W341AA	USAISC	0	10	47
50	2-35	RESEARCH AND DEVELOPMENT STDN GP - AUSTR	W05FAA	AMC	2	0	2
51	2-36	RESEARCH AND DEVELOPMENT STDN GP - GERMA	W4FDAA	AMC	4	0	3
52	2-37	RSCH AND DEV STDN GP - UNITED KINGDOM	W056AA	AMC	6	0	15
53	2-38	RSCH & DEV STDN GP - CANADA	W055AA	AMC	1	0	2
54	2-39	USA CONTRACTING SUPPORT AGENCY	W4QSAA	OSA ASA(RDA)	11	0	52
55	2-40	TRALINET CENTER	W4M8AA	TRADOC	0	0	14
56	3-01	US MILITARY ACADEMY	W1FBAA	OCSA DCSPER	780	486	2116
57	3-02	US ARMY STRATEGIC DEFENSE COMMAND	W4T8AA	OCSA	118	14	1176
58	3-03	USAFAC	W0NRAA	OSA ASA(FM)	40	84	2113
59	3-04	USACE TECH REVIEW GROUP	W4EGAA	COE	5	4	212
60	3-05	CONGRESSIONAL INQUIRY DIV	W4CHAA	OSA OCLL	8	3	43
61	3-06	CTR FOR MILITARY HISTORY	W3YUAA	OCSA	12	3	136

#	CAT	FOA OR SSA	UIC	PROPONENT	OFF	ENL	CIV
62	3-07	US ARMY AUDIT AGENCY	W0NTAA	OSA AUD GENERA	7	0	833
63	3-08	US ARMY IG AGCY.	W303AA	OSA DAIG	105	5	63
64	3-09	USA MILITARY REVIEW BOARDS AGENCY	W336AA	OSA ASA(M&RA)	23	24	96
65	3-10	DEFENSE AMMO CENTER & SCHOOL	W3GMAA	AMC	0	9	205
66	3-11	US ARMY LGL SVCS AGCY	W0KEAA	OCSA TJAG	363	10	168
67	3-12	DOD EXPLOSIVES SAFETY BOARD	W1A5AA	OSA OFC OF AA	0	0	16
68	3-13	RESOURCE SERVICE-WASHINGTON (RS-W)	W4XEAA	OSA OFC OF AA	7	14	163
69	3-14	HQS SVC - WASH	W313AA	OSA OFC OF AA	8	0	26
70	3-15	PER DIEM TVL AND TRANS ALLOWANCE COMM	W10TAA	OSA OFC OF AA	0	0	22
71	3-16	DEFENSE SUP SVC - WASH (DSS-W)	W2TZAA	OSA OFC OF AA	0	0	257
72	3-17	DOD WAGE FIXING AUTH & TECH STAFF	W21CAA	OSA OFC OF AA	0	0	63
73	3-18	ARMED SVCS BOARD OF CONTRACT APPEALS	W1B5AA	OSA OFC OF AA	4	9	72

#	CAT	FOA OR SSA	UIC	PROPONENT	OFF	ENL	CIV
74	3-19	NATIONAL GUARD OPERATING CENTER (OAC)	W39LAA	OCSA NGB	47	0	164
75	3-20	USA CLAIMS SERVICE, EUROPE	W0BAAA	USAREUR	7	7	51
76	3-21	EXECUTIVE DIRECTOR FOR CONVENTIONAL AMMO	W4JBAA	AMC	2	0	11
77	3-22	USA ARMY CLAIMS SVCS AGENCY	W0KFAA	OCSA TJAG	14	6	76
78	3-23	US ARMY SAFETY CENTER	W0J7AA	OCSA	55	18	107
79	3-24	USARPAC ACTIVITY	W4QQAA	USARPAC	22	33	8.9
80	3-25	KOREA CONTRACTING AGENCY	W051AA	EUSA	6	5	126
81	3-26	INFORMATION SYSTEMS MANAGEMENT ACTIVITY	W0SXAA	USAISC	13	43	146
82	3-27	COMMAND AND CONTROL SUPPORT AGENCY	W241AA	OCSA DCSOPS	15	58	32
83	3-28	NATIONAL GUARD BUREAU INFO MGT AGENCY	W1UXAA	OCSA NGB	59	5	62
84	3-29	USAISC-PENTAGON	W1SEAA	USAISC	29	312	532
85	3-30	COMMAND AND CONTROL SYSTEMS ACTIVITY	W31LAA	USAISC	8	56	15
86	3-31	R & D INFORMATION SYSTEMS AGENCY	W0LAAA	USAISC	5	6	101

#	CAT	FOA OR SSA	UIC	PROPONENT	OFF	ENL	CIV
87	3-32	TOTAL ARMY PERSONNEL COMMAND	W3VSAA	OCSA DCSPER	408	422	1339
88	3-33	ARMY MARKSMANSHIP TRAINING UNIT	W1DQAA	FORSCOM	31	153	30
89	3-34	PROF DEV/AMC CAREER INTERN REGISTER	W3JUAA	AMC	0	0	282
90	3-35	US ARMY INTELLIGENCE SUPPORT DETACHMENT	W4J6AA	EUSA	8	36	12
91	3-36	TEST & EVALUATION CMD	W0JEAA	AMC	566	609	778
92	3-37	OPERATIONAL T&E COMMAND	W3Q2AA	OCSA	0	0	0
93	3-38	COMMAND INFORMATION UNIT	W06NAA	OSA OCPA	13	18	30
94	3-39	ARMY/AIR FORCE HOMETOWN NEWS CTR	W06PAA	OSA OCPA	1	17	13
95	3-40	COST & ECONOMIC ANALYSIS CENTER	W4PTAA	OSA ASA(FM)	7	0	85
96	3-41	INFORMATION RESOURCES MGT AGENCY	W4QTAA	FORSCOM	7	65	37
97	3-42	US ARMY INTELLIGENCE OPERATIONS DET	W31XAA	OCSA DCSINT	47	17	58
98	3-43	CENTRAL SYSTEM DESIGN ACTIVITY - EAST	W255AA	AMC	0	0	354
99	3-44	CENTRAL DESIGN ACTIVITY	W19UAA	AMC	7	0	562

#	CAT	FOA OR SSA	UIC	PROPONENT	OFF	ENL	CIV
100	3-45	LOGISTICS PROGRAM SUPPORT ACTIVITY	W4XWAA	AMC	19	0	106
101	3-46	MATERIAL READINESS SPT ACT (MRSA)	W3X4AA	AMC	0	0	303
102	3-47	LOGISTICS CONTROL ACTIVITY (LCA)	W11LAA	AMC	7	0	133
103	3-48	CATALOG DATA ACTIVITY (CDA)	W3THAA	AMC	4	0	54
104	3-49	CENTRAL TMDE ACTIVITIES	W4AWAA	AMC	0	0	56
105	3-50	USA TMDE SPT ACTIVITY - CONUS	W4L6AA	AMC	0	138	845
106	3-51	USA TMDE SPT GRP (USATSG)	W1PLAA	AMC	0	35	364
107	3-52	INDUSTRIAL ENGINEERING ACTIVITY	W0V3AA	AMC	0	0	80
108	3-53	ARMY RESEARCH OFFICE	W05BAA	AMC	2	0	110
109	4-01	USAR PERSONNEL CENTER	W4M0AA	OCSA CAR	293	381	1187

#	CAT	FOA OR SSA	UIC	PROPONENT	OFF	ENL	CIV
110	4-02	EEO COMPLIANCE & COMPLAINT REV AGENCY	W1YNAA	OSA ASA(M&RA)	0	0	15
111	4-03	CIV APPELLATE REVIEW AGENCY	W3AFAA	OCSA DCSPER	0	0	61
112	4-04	COMMUNITY AND FAMILY SUPPORT AGENCY	W4RHAA	OCSA DCSPER	25	15	512
113	4-05	DRUG AND ALCOHOL OPNS ACTY	W4DSAA	OCSA DCSPER	4	2	12
114	4-06	CIVILIAN PERSONNEL EVALUATION AGENCY	W4OWAA	OSA ASA(M&RA)	0	0	33
115	4-07	USARNG PERSONNEL CENTER	W39MAA	OCSA NGB	0	1	46
116	4-08	ARMY PERSONNEL INTEGRATION COMMAND	W1EX06	TRADOC	40	44	79
117	4-09	RECRUITING COMMAND	W06QAA	OCSA DCSPER	729	8002	1205
118	4-10	USA ENLISTMENT ELIGIBILITY ACTIVITY	W061AA	OCSA DCSPER	1	1	22
119	4-11	ENLISTED RECORDS AND EVALUATION CENTER	W0M4AA	OCSA DCSPER	5	26	178

#	CAT	FOA OR SSA	UIC	PROPONENT	OFF	ENL	CIV
120	4-12	PHYSICAL DISABILITY AGENCY	W0ZNAA	OCSA DCSPER	18	7	35
121	4-13	PERSONNEL ASSISTANCE POINTS (6 UICs)	MULTI	OCSA DCSPER	0	17	0
122	4-14	USA MEDICAL RESEARCH & DEVEL. CMD	WO3JAA	OCSA OTSG	504	764	1628
123	4-15	USA ENVIRONMENTAL HYGIENE AGENCY	WO3HAA	HSC	113	52	380
124	4-16	USA PATIENT ADMIN SYS & BIO STAT ACT.	W34RAA	HSC	9	2	70
125	4-17	USA HEALTH CARE SYSTEMS SUPPORT ACTIVITY	W398AA	HSC	60	47	209
126	4-18	USA HSC ACQUISITION ACTIVITY	W40MAA	HSC	3	1	88
127	4-19	USA HEALTH CARE MGMT ENG ACTIVITY	W446AA	HSC	0	0	42
128	4-20	USA HEALTH CARE SPT & CLINICAL INV. ACT	W4KQAA	HSC	21	3	12
129	4-21	US ARMY HEALTH PROFESSIONAL SUPPORT AGEN	W4N7AA	OCSA OTSG	105	1	199

#	CAT	FOA OR SSA	UIC	PROPONENT	OFF	ENL	CIV
130	4-22	US ARMY HEALTH FACILITIES PLANNING AGENC	W36LAA	OCSA OTSG	20	0	11
131	4-23	US ARMY MEDICAL MATERIAL AGENCY	W05JAA	OCSA OTSG	27	21	162
132	4-24	CENTRAL ID LAB	W4S0AA	OCSA DCSPER	3	13	23
133	4-25	US ARMY CRIME RECORDS CENTER	W3Y1AA	CIDC	4	5	47
134	4-26	US ARMY MANAGEMENT STAFF COLLEGE	W4YXAA	OCSA DCSPER	20	0	40
135	4-27	USA MGMT ENGINEERING COLLEGE	W2EKAA	AMC	0	0	103
136	4-28	INSCOM FORCE MODN ACTIVITY	W4VYAA	INSCOM	16	7	43
137	4-29	USA INSCOM MISSION SUPPORT ACTIVITY	W4J1AA	INSCOM	5	63	43
138	4-30	USA INSCOM EXCHANGE & SPT CENTER (IESC)	W4KPAA	INSCOM	15	20	33
139	4-31	ARMY INTELLIGENCE AGENCY	W4QPAA	OCSA DCSINT	129	175	1338

#	CAT	FOA OR SSA	UIC	PROPONENT	OFF	ENL	CIV
140	4-32	INTEL MATERIEL ACTIVITY	W4RVAA	AMC	5	8	38
141	4-33	USA MILITARY POLICE OPS AGENCY	W4GQAA	OCSA DCSOPS	9	1	8
142	4-34	PROTECTIVE SERVICES ACTIVITY	W4KNAA	CIDC	29	13	1
143	4-35	USA CIDC FIELD INVESTIGATIVE ACTIVITY	W4VKAA	CIDC	15	2	2
144	4-36	USA FORCE INTEGRATION SUPPORT AGENCY	W4PCAA	OCSA DCSOPS	10	24	196
145	4-37	EUSA MANPOWER REQ AND DOC ACTIVITY	W42SAA	EUSA	5	0	27
146	4-38	RESOURCE MGT OPERATING AGCY	W4LXAA	FORSCOM	1	0	171
147	4-39	TRADOC MGMT ENGR ACTIVITY	W4JXAA	TRADOC	0	0	124
148	4-40	USAISC MANAGEMENT ENGINEERING ACTIVITY	W4PBAA	USAISC	0	0	29
149	4-41	MTMC MANPOWER STANDARDS ACTIVITY	W4MZAA	MTMC	0	0	37

#	CAT	FOA OR SSA	UIC	PROPONENT	OFF	ENL	CIV
150	4-42	ORGANIZATIONAL REVIEW ACTIVITY	W4XTAA	USAREUR	1	0	51
151	4-43	AMC MANAGEMENT ENGINEERING AGENCY	W4E4AA	AMC	0	0	316
152	4-44	USA RESEARCH INSTITUTE (ARI)	WO49AA	OCSA DCSPER	16	0	313
153	4-45	CONCEPTS ANALYSIS AGENCY	W3WCAA	OCSA	83	1	161
154	4-46	USA ENGINEER STUDIES CTR	W2U8AA	COE	3	0	55
155	4-47	ARMY MATERIAL SYSTEM ANALYSIS AGENCY	W3JCAA	AMC	0	0	417
156	4-48	MODEL IMPROVEMENT & STUDIES MGT AGENCY	W4ZTAA	OSA DUSA(OR)	3	0	8
157	4-49	TRADOC ANALYSIS CENTER (TRAC)	W4AEAA	TRADOC	145	38	388
158	4-50	NATIONAL SCIENCE CENTER	W39UAA	TRADOC	1	1	44
159	4-51	ARNG FINANCIAL SVC CTR	W4EQAA	OCSA NGB	0	0	6

#	CAT	FOA OR SSA	UIC	PROPONENT	OFF	ENL	CIV
160	4-52	OCPA, NEW YORK BRANCH	W0KDAA	OSA OCPA	4	0	1
161	4-53	US ARMY CHAPLAINCY SVCS SPT AGENCY	W062AA	OCSA CHAP	7	2	6
162	4-54	EUSA CLAIMS SVC ACTY	W30YAA	EUSA	2	5	13
163	4-55	USAMC IG ACTIVITY	W2GJAA	AMC	21	3	52
164	4-56	USA MATERIAL CMD SURETY FLD ACT	W2EWAA	AMC	3	0	6·
165	4-57	PM, ROCKY MOUNTAIN ARSENAL	W4UZAA	AMC	3	0	0
166	4-58	COMMAND FIELD ELEMENT	W17GAA	TRADOC	24	3	17
167	4-59	HUMPHREY'S ENGR CTR SPT ACTIVITY	W4LDAA	COE	0	0	153
168	4-60	CIVILIAN SPT AGENCY, EUROPE	W1YBAA	USAREUR	4	1	2
169	4-61	USA LEGAL SERVICES AGENCY, EUROPE	W3A2AA	USAREUR	0	0	0

#	CAT	FOA OR SSA	UIC	PROPONENT	OFF	ENL	CIV
170	4-62	USARJ EXERCISE SUPPORT - JAPAN	W4TLAA	USARJ	9	13	18
171	4-63	INSTALLATION & SERVICES ACTIVITY	W0V4AA	AMC	1	1	104
172	4-64	USAMC LIASON OFFICE, TEXCOM	W4ARAA	AMC	2	0	2
173	4-65	AMC AUGMENTATION TO COMMO SYSTEMS AGENCY	W0V8AA	AMC	13	7	112
174	4-66	TELEVISION AUDIO SUPPORT ACTIVITY	W3HUAA	USAISC	1	7	74
175	4-67	USAISC - INSCOM	W4AHAA	USAISC	9	21	35
176	4-68	PROGRAM AND INSTALLATION ASSISTANCE AGCY	W4TKAA	OSA ASA(IL&E)	2	0	5
177	4-69	ENGINEER AUTOMATION SUPPORT ACTIVITY	W253AA	COE	0	0	91
178	4-70	INTEL SECTY COMD AUTOMATED SYS ACTIVITY	W3CCAA	INSCOM	10	73	59
179	4-71	PROG MGT SYS DEVELOPMENT AGENCY	W34ZAA	OCSA PAE	5	0	11

#	CAT	FOA OR SSA	UIC	PROPONENT	OFF	ENL	CIV
180	4-72	PLANS AND OPERATIONS INFO SPT AGENCY	W4XCAA	OCSA DCSOPS	3	0	10
181	4-73	MANAGEMENT SYSTEMS AND SUPPORT ACTIVITY	W4ZSAA	OSA OFC OF AA	1	1	32
182	4-74	FINANCIAL MGT SYSTEM INTEGRATION AGENCY	W44LAA	OSA ASA(FM)	1	2	21
183	4-75	DECISION SYSTEMS MANAGEMENT AGENCY	W4KBAA	OCSA DM	43	0	9
184	4-76	RESERVE COMPONENTS AUTOMATION SYSTEM PM	W4VMAA	OCSA NGB	2	0	65
185	4-77	ARMY INFORMATION RESEARCH	W4EZAA	USAISC	6	0	16
186	4-78	ATCCS EXPERIMENTATION SITE	W4MRAA	OCSA DCSOPS	10	0	14
187	4-79	USA SECURITY ASSISTANCE AGCY/LATIN AM	W39SAA	OCSA DCSLOG	4	3	7
188	4-80	USA MAT CMD FLD SAFETY ACT	W0KZAA	AMC	0	0	34
189	4-81	USA AMC QA ACTIVITY	W149AA	AMC	0	0	18

#	CAT	FOA OR SSA	UIC	PROPONENT	OFF	ENL	CIV
190	4-82	LOGISTICS EVALUATION AGENCY	W2VNAA	OCSA DCSLOG	29	0	96
191	4-83	TROOP SUPPORT AGENCY	W3P8AA	OCSA DCSLOG	47	0	454
192	4-84	LOGISTICS ASSISTANCE PROGRAM ACTIVITY	W42PAA	AMC	39	9	252
193	4-85	CENTRAL AMMO MGT OFC - PACIFIC	W34EAA	AMC	8	8	27
194	4-86	SCI & TECH CTR - FAR EAST	W2EDAA	AMC	14	0	19
195	4-87	SCIENCE AND TECHNOLOGY CENTER - EUROPE	W2ZJAA	AMC	14	0	10
196	4-88	CHEMICAL DEMILITARIZATION AGENCY	W4X9AA	OSA ASA(IL&E)	1	0	4
197	4-89	CENTRALIZED CONTRACTING OFFICE	W4VXAA	FORSCOM	0	0	14
198	4-90	COMMERCIAL ACTIVITIES MANAGEMENT AGENCY	W4YMAA	OCSA DM	1	0	22
199	4-91	USA INSCOM CONTRACT SPT ACTIVITY	W4UTAA	INSCOM	0	0	22

#	CAT	FOA OR SSA	UIC	PROPONENT	OFF	ENL	CIV
200	4-92	BASE REALIGNMENT/CLOSURE OFFICE (BRACO)	W454AA	OCSA DM	6	0	12
201	4-93	FLD OPERATIONAL ACTIVITIES ELEMENT	W3DMAA	USAREUR	85	99	470
202	4-94	EUSA LGL SVC ACTY	W4GJAA	EUSA	5	16	9
203	4-95	USA ENGINEERING & HOUSING SUPPORT CENTER	W03FAA	COE	17	120	307
204	4-96	TEST & EVALUATION MANAGEMENT AGENCY	W445AA	OCSA	3	1	6
205	4-97	USAMC - EUROPE	W4JMAA	AMC	16	7	76
206	4-98	MTMC TRANS ENGINEERING AGENCY	W0ZAAA	MTMC	4	0	100
207	4-99	HQ, MTMC FIELD OPERATING ACTIVITY	W4PQAA	MTMC	13	3	230
208	4-100	USA SAFETY, SECURITY, & SPT SVCS - WASH	W06EAA	OSA OFC OF AA	1	31	237
209	4-101	MILITARY HISTORY INSTITUTE	W280AA	OCSA DCSOPS	3	3	34

#	CAT	FOA OR SSA	UIC	PROPONENT	OFF	ENL	CIV
210	4-102	ARMY RECREATION SERVICE SPT CTR - EUROPE	W0B3AA	USAREUR	1	1	49
211	4-103	EUSA RECREATION SERVICES OPERATION	W3A7AA	EUSA	10	0	555
212	4-104	EUSA FACILITIES ENGINEER ACTIVITY, KOREA	W3PCAA	EUSA	20	71	2949
213	4-105	EUSA ITEP NON-DIV TNG STANDARDS OFFICE	W4CRAA	EUSA	0	6	2
214	4-106	US ARMY AIR TRAFFIC CONTROL CS ACTIVITY	W4J3AA	FORSCOM	1	2	3
215	4-107	ARMS REDUCTION MANAGEMENT ACTIVITY	W13FAA	USAREUR	4	3	5
216	4-108	US ARMY SPACE COMMAND	W4XQAA	OCSA DCSOPS	56	259	97
217	4-109	USA PANAMA TREATY IMPLEMENTATION PLAN	W45AAA	OCSA DCSOPS	5	0	1
218	4-110	CENTRAL PERSONNEL CLEARANCE FACILITY	W4AFAA	OCDCSPER	9	43	69

CHAPTER XIV, APPENDIX A
TAB 3

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#	CAT	UIC	REMARKS	OFF	ENL	CIV	SAVING $M-97
1	1-01	W4FXAA	CATEGORY ONE ACTIVITY -- NO CHANGE	0	0	0	0
2	1-02	W0KCAA	CATEGORY ONE ACTIVITY -- NO CHANGE	0	0	0	0
3	1-03	TBD	CATEGORY ONE ACTIVITY -- NO CHANGE	0	0	0	0
4	1-04	W4MXAA	CATEGORY ONE ACTIVITY -- NO CHANGE	0	0	0	0
5	1-05	W4CPAA	CATEGORY ONE ACTIVITY -- NO CHANGE	0	0	0	0
6	1-06	W37NAA	CATEGORY ONE ACTIVITY -- NO CHANGE	0	0	0	0
7	1-07	W36PAA	CATEGORY ONE ACTIVITY -- NO CHANGE	0	0	0	0
8	1-08	W3ZLAA	CATEGORY ONE ACTIVITY -- NO CHANGE	0	0	0	0
9	1-09	W3V8AA	CATEGORY ONE ACTIVITY -- NO CHANGE	0	0	0	0
10	1-10	W43YAA	CATEGORY ONE ACTIVITY -- NO CHANGE	0	0	0	0
11	1-11	W4FSAA	CATEGORY ONE ACTIVITY -- NO CHANGE	0	0	0	0
12	1-12	W30ZAA	CATEGORY ONE ACTIVITY -- NO CHANGE	0	0	0	0
13	1-13	W4JCAA	CATEGORY ONE ACTIVITY -- NO CHANGE	0	0	0	0
14	1-14	W4KVAA	CATEGORY ONE ACTIVITY -- NO CHANGE	0	0	0	0
15	1-15	W0A9AA	CATEGORY ONE ACTIVITY -- NO CHANGE	0	0	0	0
16	2-01	W0BXAA	CONCUR W/USAREUR PLAN TO CONVERT TO MTOE W/TDA AUG	0	0	0	0.00

#	CAT	UIC	REMARKS	OFF	ENL	CIV	SAVING $M-97
17	2-02	W4JTAA	MOVE TO DOD, REDUCE 103 ENL SPACES	0	103	0	0.00
18	2-03	W310AA	MOVE TO MDW. OPERATIONAL CPO, NOT FOA.	0	0	6	0.20
19	2-04	W2D5AA	MOVE TO MDW. REDESIGNATE AS SUBORDINATE UNIT, NOT FOA.	0	0	0	0.00
20	2-05	W3CFAA	MOVE TO OSD	0	0	0	0.00
21	2-06	W2KFAA	MOVE TO PERSCOM. OPERATIONAL ACTIVITY, NOT FOA	0	0	0	0.00
22	2-07	W3VXAA	MOVE TO PERSCOM. REDESIGNATE SUBORDINATE ACTY TO MED CMD	0	0	0	0.00
23	2-08	W4YRAA	MOVE TO SVCS CMD AS OPERATIONAL UNIT.	0	0	0	0.00
24	2-09	W4XGAA	MOVE TO SVCS CMD AS OPERATIONAL UNIT.	0	0	0	0.00
25	2-10	W2H6AA	MOVE TO TRADOC	0	0	0	0.00
26	2-11	W1E1AA	MOVE TO TRADOC AS PART OF THE ARMY MANAGEMENT COLLEGE, FT LEE	0	0	0	0.00
27	2-12	W1ETAA	MOVE TO TRADOC AS SCHOOL	0	0	0	0.00
28	2-13	W4UUAA	MOVE TO USAG TDA, FT MONROE (80 CIV). NOT A FOA.	0	0	0	0.00

#	CAT	UIC	REMARKS	OFF	ENL	CIV	SAVING $M-97
29	2-14	W4PHAA	MOVE TO USAR CMD AS A SUBORDINATE ACTIVITY	0	0	0	0.00
30	2-15	W027AA	MOVE TO XVIII ABN CORPS AS SUBORD UNIT. (OPERATIONAL ACTY, NOT FOA)	0	0	0	0.00
31	2-16	W4FBAA	NOT FOA, AN SSA. STREAMLINE BY REDUCING ADMIN AND OVERHEAD.	0	0	13	0.50
32	2-17	W10UAA	NOT FOA, OPL UNIT IN SPT OF DOD IN NCR. TRF MSN TO DOD OR NAVY.	0	0	0	0.00
33	2-18	W39BAA	NOT FOA. SUBORDINATE ACTIVITY OF HQS, AMC	0	0	0	0.00
34	2-19	W2DLAA	PENDING OTSG STUDY, REDUCE 10-13%	5	3	35	1.17
35	2-20	W3J1AA	PENDING OTSG STUDY, REDUCE -10%	1	0	3	0.10
36	2-21	W4B7AA	REDESIGNATE AS A SEPARATE REPORTING ACTY	0	0	0	0.00
37	2-22	W4CMAA	REDESIGNATE AS CENTRAL ACCT FOR CIV TNG (CIV TTHS). NOT A FOA	0	0	0	0.00
38	2-23	W395AA	REDESIGNATE AS OPERATIONAL ACTY OF EUSA C/J-3	0	0	0	0.00
39	2-24	W3E9AA	RETAIN AS A FOA IN TRADOC. RENAME AS ARMY TRAINING SUPPORT ACTIVITY	0	0	0	0.00

#	CAT	UIC	REMARKS	OFF	ENL	CIV	SAVING $M-97
40	2-25	W384AA	TRF MSN/RESOURCES TO "FLAGSHIP LAB". NOT A FOA.	0	0	0	0.00
41	2-26	W242AA	REDESIGNATE AS STAFF SUPPORT AGCY, MOVE TO SVCS CMD	0	0	0	0.00
42	2-27	W40LAA	REDESIGNATE AS TDA AUG OF EAC GS MI BDE (CONTINGENCY CORPS)	0	0	0	0.00
43	2-28	W36WAA	REDESIGNATE SUBORD OPL ACTY. STREAMLINE DUE TO REDUCTIONS IN PROGRAMS	4	0	2	0.10
44	2-29	W4LGAA	REDESIGNATE SUBORDINATE OPERATIONAL ACTIVITY	0	0	0	0.00
45	2-30	W2Y2AA	REDUCE 9 SPACES BASED ON BUDGETARY CONSTRAINTS	5	0	4	0.13
46	2-31	W3X7AA	REDUCE BY 10%	0	2	0	0.00
47	2-32	W4XFAA	RETAIN AS SSA OF DISC4, TRF 3 SPACES TO DISC4 FOR IMO, REDUCE 4 ENL	0	4	0	0.00
48	2-33	W0J5AA	STREAMLINE ADMIN	1	4	1	0.10
49	2-34	W341AA	RETAIN AS A FOA, REDUCE 10 ENL BASED ON REDUCED MSN	0	10	0	0.00

#	CAT	UIC	REMARKS	OFF	ENL	CIV	SAVING $M-97
50	2-35	W05FAA	ASGN AS DET TO "FLAGSHIP LAB" - NOT FOA	0	0	0	0.00
51	2-36	W4FDAA	ASGN AS DET TO "FLAGSHIP LAB" - NOT FOA	0	0	0	0.00
52	2-37	W056AA	ASGN AS DET TO "FLAGSHIP LAB" - NOT FOA	0	0	0	0.00
53	2-38	W055AA	ASGN AS DET TO "FLAGSHIP LAB" - NOT FOA	0	0	0	0.00
54	2-39	W4QSAA	STREAMLINE ADMIN; ELIM INST/FLD CONTRACTING DIV	5	0	8	0.30
55	2-40	W4M8AA	TRF LIBRARIAN CAREER MGT TO ODISC4	0	0	1	0.05
56	3-01	W1FBAA	-10% BASED ON CONGRESSIONAL INTENT (433 UMAC)	53	0	1	8.80
57	3-02	W4T8AA	REDUCE 50% CONSISTENT W/SDI FUNDING REDUCTIONS (HASC MARK)	86	14	555	26.00
58	3-03	W0NRAA	REDUCE BY 30%	12	84	576	21.40
59	3-04	W4EGAA	REDUCE BASED ON DUPL WKLD IN HQS, USACE	4	4	130.	6.20
60	3-05	W4CHAA	REDUCE 50% TO ELIM DUPL W/OCLL, REDESIGNATE AS SSA	4	1	22	0.80

#	CAT	UIC	REMARKS	OFF	ENL	CIV	SAVING $M-97
61	3-06	W3YUAA	REDUCE 30% CONSISTENT W/BUDGETARY CONSTRAINTS AND DUPL OF MSN W/MHI	4	1	23	0.80
62	3-07	W0NTAA	REDUCE 25% OVER 4 YRS BEGINNING FY94 (ADDTN TO QS REDUCTION -100)	7	0	103	6.00
63	3-08	W303AA	REDUCE 25% OVER 4 YRS BEGINNING FY94	13	5	18	0.50
64	3-09	W336AA	REDUCE 25% CONSISTEN W/END STR REDUCTIONS IN FY93	5	6	24	1.00
65	3-10	W3GMAA	REDUCE 25%	0	0	51	2.30
66	3-11	W0KEAA	REDUCE 20% - 5%/YR BEGINNING FY93	72	2	34	3.00
67	3-12	W1A5AA	REDUCE 20% CONSISTENT W/BUDGETARY CONSTRAINTS. SECARMY IS EX AGENT	0	0	3	0.10
68	3-13	W4XEAA	REDUCE 20% CONSISTENT W/BUDGETARY CONSTRAINTS. REDESIGNATE AS SSA	1	3	33	1.20
69	3-14	W313AA	REDUCE 20% CONSISTENT W/BUDGETARY CONSTRAINTS. REDESIGNATE AS SSA	2	0	6	0.20
70	3-15	W10TAA	REDUCE 20% CONSISTENT W/BUDGETARY CONSTRAINTS. ARMY EXEC AGT (JOINT)	0	0	3	0.10
71	3-16	W2TZAA	REDUCE 20% CONSISTENT W/BUDGETARY CONSTRAINTS.	0	0	51	1.90

#	CAT	UIC	REMARKS	OFF	ENL	CIV	SAVING $M-97
72	3-17	W21CAA	REDUCE 20% CONSISTENT W/BUDGETARY CONSTRAINTS.	0	0	13	0.50
73	3-18	W1B5AA	REDUCE 20% CONSISTENT W/BUDGETARY CONSTRAINTS - 5%/YR BEGINNING FY93	0	0	14	0.50
74	3-19	W39LAA	REDUCE 20% TO ELIMINATE DUPL FUNCTIONS IN HQ, NGB. REDESIG AS AN SSA	9	0	33	1.20
75	3-20	W0BAAA	REDUCE 20%, REDESIGNATE USAREUR CLAIMS SERVICE ACTIVITY	2	0	12	0.50
76	3-21	W4JBAA	REDUCE 20% CONSISTENT W/BUDGETARY CONSTRAINTS.	0	0	3	0.10
77	3-22	W0KFAA	REDUCE 15% - 5%/YR BEGINNING FY93 TO ACCOMODATE INCR WKLD W/FORCE RED	3	1	12	0.90
78	3-23	W0J7AA	REDUCE 15% CONSISTENT W/BUDGETARY CONSTRAINTS. REDESIGNATE AS SSA	8	3	16	0.60
79	3-24	W4QQAA	ELIMINATE ENL POSNS. TRF 11 SPACES TO HQS (STRICTLY AMHA)	0	33	0	0.00
80	3-25	W051AA	ELIMINATE ALL MIL BASED ON END STRENGTH CONSTRAINTS	6	5	0	0.00
81	3-26	W0SXAA	TRF TO LOG CMD AS AN OPERATIONAL UNIT. REDUCE OVERHEAD	0	4	6	0.20

#	CAT	UIC	REMARKS	OFF	ENL	CIV	SAVING $M-97
82	3-27	W241AA	REDUCE 17 SPACES BASED ON BUDGETARY CONSTRAINTS	4	7	6	0.30
83	3-28	W1UXAA	RCAS WILL ELIMINATE THE NEED FOR A SEP SYS DEV & MAINT ORG.	15	2	13	0.53
84	3-29	W1SEAA	NOT FOA. OPERATIONAL UNIT. REDUCE 20% AND TRF TO SVCS CMD.	6	64	104	2.69
85	3-30	W31LAA	DESIGNATE AS OPN UNIT OF SVCS CMD (EUROPEAN RGN)/REDUCE CONSISTENT W/	2	17	2	0.17
86	3-31	W0LAAA	TRF TO SVCS CMD AS AN OPERATIONAL UNIT REDUCE OVERHEAD	5	6	12	0.50
87	3-32	W3VSAA	CONSOLIDATED INTO PERSCOM	102	105	335	13.20
88	3-33	W1DQAA	ELIMINATES 3 TMS, PROTECTS MAIN TEAM. TRF AMTU TO TRADOC	6	50	5	0.99
89	3-34	W3JUAA	-20%. REDESIGNATE AMC CIV TTHS ACCOUNT, NOT FOA.	0	0	53	1.77
90	3-35	W4J6AA	TRF TO 501ST MI BDE AS OPERATION UNIT, REDUCE 18 ENL FY94	0	18	0	0.00
91	3-36	W0JEAA	SEPARATE BASOPS MSN FM T&E MSN (FURTHER STUDY REQD TO DETERMINE SAVING	0	0	0	0.00

#	CAT	UIC	REMARKS	OFF	ENL	CIV	SAVING $M-97
92	3-37	W3Q2AA	NEW ORG (DMRD 936) - REEVALUATE AFTER ONE YEAR	0	0	0	0.00
93	3-38	W06NAA	REDUCE PRINT MEDIA 40%, ELIM ESG, RESOURCE BR, PROF DEV BR	3	5	12	0.40
94	3-39	W06PAA	REDUCE BY 30%	0	9	0	0.00
95	3-40	W4PTAA	REDUCE 30%, TRF MSN/REMAINING RESOURCES TO SYS COST ANAL CTR	2	0	23	4.50
96	3-41	W4QTAA	REDESIGNATE OPNL ACTY OF HQS, FORSCOM. REDUCE PROGRAMMERS & SYS ANAL	0	15	4	0.23
97	3-42	W31XAA	REDESIGNATE AS SSA, REDUCE BASED ON KNOWN NFIP REDUCTIONS	5	0	4	0.00
98	3-43	W255AA	IMPLEMENT SIMA REORGANIZATION	0	0	0	0.00
99	3-44	W19UAA	IMPLEMENT SIMA REORGANIZATION	0	0	0	0.00
100	3-45	W4XWAA	IMPLEMENT SIMA REORGANIZATION	0	0	0	0.00
101	3-46	W3X4AA	IMPLEMENT LOGSA REORGANIZATION	0	0	0	0.00
102	3-47	W11LAA	IMPLEMENT LOGSA REORGANIZATION	0	0	0	0.00

#	CAT	UIC	REMARKS	OFF	ENL	CIV	SAVING $M-97
103	3-48	W3THAA	IMPLEMENT LOGSA REORGANIZATION	0	0	0	0.00
104	3-49	W4AWAA	IMPLEMENT DMRD TMDE CONSOLIDATION	0	0	0	0.00
105	3-50	W4L6AA	IMPLEMENT DMRD TMDE CONSOLIDATION	0	0	0	0.00
106	3-51	W1PLAA	IMPLEMENT DMRD TMDE CONSOLIDATION	0	0	0	0.00
107	3-52	W0V3AA	IMPLEMENT AMC PROPOSAL	0	0	0	0.00
108	3-53	W05BAA	IMPLEMENT DMRD DECISIONS	0	0	0	0.00
109	4-01	W4M0AA	TRF MSN/503 AGR/881 CIV PERSCOM (SAVINGS ARE OMAR)	30	48	296	$9.89
110	4-02	W1YNAA	TRF MSN/12 CIV TO PERSCOM	0	0	3	$0.10
111	4-03	W3AFAA	TRF MSN/52 CIV TO PERSCOM PHASE REDUCTIONS OVER 3 YRS, DISEST FY95	0	0	9	$0.30
112	4-04	W4RHAA	TRF MSN/467 CIV TO PERSCOM/TNG CTR DIV TO ARMY MGT COLLEGE 40 MIL/45C	25	15	98	$3.90

#	CAT	UIC	REMARKS	OFF	ENL	CIV	SAVING $M-97
113	4-05	W4DSAA	TRF MSN/12 CIV TO PERSCOM	3	2	0	$0.00
114	4-06	W40WAA	TRF MSN/29 CIV TO PERSCOM	0	0	4	$0.10
115	4-07	W39MAA	TRF MSN/58 AGR/33 CIV TO PERSCOM (SAVINGS ARE OMNG)	0	1	12	$0.40
116	4-08	W1EX06	TRF MANPRINT AND MOSC MSN/37 M/58 C TO PERSCOM	24	17	17	$1.00
117	4-09	W06QAA	TRF TO ACCESSIONS CMD/PERSCOM (254 ENL SPACES SAVINGS IN SMA-30)	52	324	134	$6.70
118	4-10	W061AA	TRF MSN/2 M/16 C TO PERSCOM	0	0	6	$0.30
119	4-11	W0M4AA	TRF MSN/26 M/238 C TO PERSCOM	1	4	50	$2.30
120	4-12	W0ZNAA	TRF MSN/19 M/26 C TO PERSCOM	4	2	9	$0.40
121	4-13	MULTI	TRF TO PERSCOM AS SUBORD UNIT, ADD 5 AGR.	0	5	0	$0.00
122	4-14	WO3JAA	TRF AS SUB CMD OF THE PERS MED CMD PENDING OTSG STUDY -10/13%	50	73	174	$7.10

#	CAT	UIC	REMARKS	OFF	ENL	CIV	SAVING $M-97
123	4-15	W03HAA	TRF MSN/133 MIL/331 CIV TO MED CMD, PERSCOM (PENDING OTSG STUDY -13%)	15	7	49	$1.90
124	4-16	W34RAA	TRF MSN/10 MIL/61 CIV TO MED CMD, PERSCOM (PENDING OTSG STUDY -13%)	1	0	9	$0.30
125	4-17	W398AA	TRF MSN/60 MIL/209 CIV TO MED CMD, PERSCOM (PENDING OTSG STUDY -15%)	0	47	0.	$0.00
126	4-18	W40MAA	TRF MSN/4 MIL/77 CIV TO MED CMD, PERSCOM (PENDING OTSG STUDY -13%)	0	0	11	$0.40
127	4-19	W446AA	TRF 9 CIV TO MED CMD, PERSCOM. ELIMINATE MS3/SVYS/DOC	0	0	28	$1.00
128	4-20	W4KQAA	TRF MSN/21 MIL/10 CIV TO MED CMD, PERSCOM (PENDING OTSG STUDY -13%)	3	0	2	$0.10
129	4-21	W4N7AA	TRF MSN/92 MIL/173 CIV TO MED CMD, PERSCOM (PENDING OTSG STUDY -13%)	14	0	26	$1.00
130	4-22	W36LAA	TRF MSN/17 MIL/10 CIV TO MED CMD, PERSCOM (PENDING OTSG STUDY -13%)	3	0	1	$0.10
131	4-23	W05JAA	TRF MSN/248 MIL/141 CIV TO MED CMD, PERSCOM (PENDING OTSG STUDY -13%)	4	3	21	$0.80
132	4-24	W4S0AA	TRF TO PERSCOM TDA (DUTY STN-HI) OPERATIONAL NOT FOA	0	0	0	$0.00

#	CAT	UIC	REMARKS	OFF	ENL	CIV	SAVING $M-97
133	4-25	W3Y1AA	TRF MSN/RESOURCES TO PERSCOM, REDUCE OVERHEAD 10%	2	3	2	$0.10
134	4-26	W4YXAA	TRF MSN TO ARMY MANAGEMENT COLLEGE, FT LEE	20	0	40	$5.80
135	4-27	W2EKAA	MOVE 50 INSTRUCTORS TO ARMY MGT COLLEGE, FT LEE, VA	0	0	50	$2.84
136	4-28	W4VYAA	TRF MSN/15 MIL/37 CIV TO INTEL SPT CMD, INSCOM. APPLY KNOWN NFIP REDU	7	1	6	$0.00
137	4-29	W4J1AA	TRF MSN/40 MIL/43 CIV TO INTL SPT CMD, INSCOM. APPLY KNOWN NFIP REDUC	0	28	0	$0.00
138	4-30	W4KPAA	TRF MSN/17 MIL/30 CIV TO INTEL SPT CMD, INSCOM. APPLY KNOWN NFIP REDU	8	10	3	$0.20
139	4-31	W4QPAA	TRF MSN/210 MIL/782 CIV TO INSCOM AS MAJOR SUB CMD APPLY NFIP REDUC	26	64	256	$0.00
140	4-32	W4RVAA	TRF MSN/RESOURCES LESS 25% TO INSCOM RDTE $.2M, OMA $.4M	3	8	2	$0.60
141	4-33	W4GQAA	TRF MSN LESS 45% (ELIM OF PHYS SEC MSN) TO SVCS CMD	3	0	5	$0.30
142	4-34	W4KNAA	TRF MSN/RESOURCES TO HQS, MDW	0	0	0	$0.00

#	CAT	UIC	REMARKS	OFF	ENL	CIV	SAVING $M-97
143	4-35	W4VKAA	TRF MSN/RESOURCES TO HQS, MDW	0	0	0	$0.00
144	4-36	W4PCAA	CONSOLIDATE MS3/MPR SVY/DOCUMENTATION AT TRADOC	0	0	0	$0.00
145	4-37	W42SAA	ELIM MS3/SVY/DOC, MOVE 17 CIV TO HQS, EUSA	0	5	12	$0.60
146	4-38	W4LXAA	TRF 89 CIV TO FORSCOM J8	0	1	110	$5.20
147	4-39	W4JXAA	ELIMINATE MS3/SVYS/DOCUMENTATION	0	0	124	$4.95
148	4-40	W4PBAA	TRF MSN/9 MIL/43 CIV TO SERVICES CMD. ELIM MS3/SVYS/DOC	0	0	29	$1.65
149	4-41	W4MZAA	ELIMINATE MS3/SVYS/DOCUMENTATION	0	0	37	$1.60
150	4-42	W4XTAA	ELIMINATE MS3/SVYS/DOCUMENTATION MOVE 29 CIV TO HQS, USAREUR	1	0	21	$0.70
151	4-43	W4E4AA	ELIM MSN OF MS3/SVYS/DOC, TRF 41 CIV TO HQAMC. POM DECR TO 161 IN FY94	0	0	120	$0.00
152	4-44	WO49AA	50 SPACES TO CTR FOR ANAL (VCSA); 75 TO PERSCOM TO STAFF ARI FLD SITES	7	0	118	$6.10

#	CAT	UIC	REMARKS	OFF	ENL	CIV	SAVING $M-97
153	4-45	W3WCAA	TRF 145 SPACES TO ARMY ANAL CTR	5	0	95	$4.50
154	4-46	W2U8AA	TRF CW POSNS (2 OFF/3 CIV) TO WATERWAYS EXP STN DISEST UIC	3	0	55	$2.00
155	4-47	W3JCAA	211 SPACES TO COST ANAL CTR; 198 TO MATL & LOG SPT CTR RDTE FUNDING	5	0	80	$3.20
156	4-48	W4ZTAA	TRF MSN TO ARMY ANALYSIS CENTER	3	0	8	$0.30
157	4-49	W4AEAA	REDUCE 34%. TRF 320 SPACES TO CBT DEV CTR; 25 TO ARMY ANAL CTR	59	38	79	$3.40
158	4-50	W39UAA	REQUIRES LEGISLATIVE RELIEF	1	1	44	$5.46
159	4-51	W4EQAA	USAFAC ASSUME RESPONSIBILITY FOR MISSION	0	0	6	$0.20
160	4-52	W0KDAA	MSN NOT CRITICAL TO ARMY. OCPA ASSUME RESPONSIBILITY FOR MSN.	4	0	1	$0.03
161	4-53	W062AA	ELIMINATES REDUNDANCY IN MSN BETWEEN CHAP AND FOA.	7	2	6	$0.20
162	4-54	W30YAA	TRF MSN/SPACES TO SPECIAL TROOPS COMMAND	0	0	0	$0.00

#	CAT	UIC	REMARKS	OFF	ENL	CIV	SAVING $M-97
163	4-55	W2GJAA	TRF MSN/13 MIL/33 CIV TO HQS, AMC DISEST FY92	5	2	14	$0.47
164	4-56	W2EWAA	TRF MSN/3 MIL/3 CIV TO HQS, AMC DISEST FY92	0	0	3	$0.10
165	4-57	W4UZAA	MERGE W/ROCKY MOUNTAIN ARSENAL TDA DISEST FY91	0	0	0	$0.00
166	4-58	W17GAA	TRF MSN/27 MIL/17 CIV TO TRADOC CHIEF OF STAFF DISEST UIC	0	0	0	$0.00
167	4-59	W4LDAA	TRF MSN/76 SPACES TO HQS, USACE DISEST FY93	0	0	77	$5.60
168	4-60	W1YBAA	REDUCE 3 MIL FY94, DISEST FY97	4	1	2	$0.07
169	4-61	W3A2AA	TFR 3 LGL ASST TO HDLBRG MILCOM TDA; 15 SPACES TO SJA DISEST UIC	0	0	5	$0.17
170	4-62	W4TLAA	REDUCE 20%. REDESIGNATE AS TDA AUG TO IX CORPS G3	0	8	0	$0.00
171	4-63	W0V4AA	REDUCE 20%. TRF MSN/84 SPACES TO HQS, AMC	0	0	11	$0.33
172	4-64	W4ARAA	TRF 3 SPACES TO HQS, AMC TDA (DUTY STN, FT HOOD)	0	0	1	$0.09

#	CAT	UIC	REMARKS	OFF	ENL	CIV	SAVING $M-97
173	4-65	W0V8AA	ADVANTAGE SAVINGS NOT CAPTURED UNDER BRAC I.	0	0	18	$0.70
174	4-66	W3HUAA	TRF MSN/1 OFF/49 CIV TO INFO SYS MGT ACTY	0	7	25	$0.29
175	4-67	W4AHAA	TRF 40 SPACES TO INSCOM FOR DCSIM MS, 20 TO SVCS CMD	0	0	0.	$0.00
176	4-68	W4TKAA	ELIMINATES REDUNDANCIES IN HQDA	2	0	5	$0.20
177	4-69	W253AA	TRF 30 SPACES TO LOG CMD FOR ENG SYS LIFE CYCLE ENGR.	0	0	2	$0.13
178	4-70	W3CCAA	TRF DPI MSN/20 SPACES TO SVCS CMD	4	17	9	$0.40
179	4-71	W34ZAA	ELIMINATE REDUNDANT FUNCTIONS	5	0	7	$0.40
180	4-72	W4XCAA	TRF 9 SPACES TO DCSOPS FOR IMO. ELIMINATE REDUNDANT FUNCTIONS	0	0	4	$0.21
181	4-73	W4ZSAA	TRF 7 SPACES TO OAA FOR DCSIM. ELIMINATE REDUNDANT FUNCTIONS	1	1	25	$1.28
182	4-74	W44LAA	TFR NETWORK/TIER II TO SVCS CMD. 4 SPACES TO ASA(FM) FOR IMO	0	2	11	$0.72

#	CAT	UIC	REMARKS	OFF	ENL	CIV	SAVING $M-97
183	4-75	W4KBAA	AI CELL TO DISC4 (13). TRF 4 SPACES TO DM FOR IMO	25	0	8	$0.23
184	4-76	W4VMAA	-20% FY95, INACT FY96. TRF 8 MIL/24 CIV TO ASA(M&RA) - LIFE CYCLE MGT	9	0	19	$5.50
185	4-77	W4EZAA	TRF MSN/3 OFF/8 CIV TO USAISEC OF LOG CMD DISEST UIC	3	0	8.	$0.27
186	4-78	W4MRAA	DISEST FY 95	10	0	14	$0.70
187	4-79	W39SAA	3 MIL TO USARSO; 1 CIV TO TRADOC; 2 CIV TO USASAC HQ (FUNDS ARE FMS)	1	3	4	$0.00
188	4-80	W0KZAA	AMC INITIATIVE TRF'S 16 TO OTHER AGCY'S, DISEST FY93	0	0	7	$0.30
189	4-81	W149AA	ASGN MSN TO HQS, DESCOM	0	0	18	$0.80
190	4-82	W2VNAA	TRF 3 MIL/8 CIV TO DCSLOG; 15 CIV TO MATL & LOG SPT CTR	20	0	79	$2.77
191	4-83	W3P8AA	ELIM RESIDUAL MPR FM DMRD COMMISSARY CONSOLIDATION	3	0	29	$1.66
192	4-84	W42PAA	TRF CELL OF 100 TO HQS, AMC - DUTY STN, FT BRAGG	45	15	1190	$56.40

#	CAT	UIC	REMARKS	OFF	ENL	CIV	SAVING $M-97
193	4-85	W34EAA	DISEST FY 95 (USARPAC PHASE II)	8	8	27	$1.20
194	4-86	W2EDAA	REDUCE 25%, ASGN AS TDA AUG TO 500 MI BDE	4	0	4	$0.50
195	4-87	W2ZJAA	REDUCE 25%, ASGN AS TDA AUG TO 239 MI BN	3	0	3	$0.40
196	4-88	W4X9AA	TRF MSN/SPACES TO ASA(IL&E)	0	0	0	$0.00
197	4-89	W4VXAA	TRF 12 SPACES TO HQS, FORSCOM	0	0	2	$0.07
198	4-90	W4YMAA	TRF MSN/7 SPACES TO OCSA/OFC OF DM	1	0	15	$0.70
199	4-91	W4UTAA	TRF MSN/22 CIV TO INTEL SPT CMD, INSCOM.	0	0	0	$0.00
200	4-92	W454AA	DISEST END FY95	6	0	10	$0.30
201	4-93	W3DMAA	-267 SPACES OVER 3 YRS FM FY92; TRF 400 SPACES TO USAREUR, DISEST FY95	39	40	188	$7.89
202	4-94	W4GJAA	TRF MSN/18 MIL/6 CIV TO SPECIAL TROOPS CMD	3	0	0	$0.00

#	CAT	UIC	REMARKS	OFF	ENL	CIV	SAVING $M-97
203	4-95	W03FAA	TFR PRIME POWER TMS/TNG TO USAES; PROF DEV/TNG INSTR TO ARMY MGT COLL	17	0	50	$2.40
204	4-96	W445AA	OPERATIONAL T&E ASSUME MSN (RDTE FUNDING)	4	0	6	$0.50
205	4-97	W4JMAA	TRF MSN TO OTHER UNITS W/IN EUROPE, I.E., CDR, MAINZ ARMY DEPOT	17	7	76	$4.09
206	4-98	W0ZAAA	TRF MSN LESS 33% TO LOG CMD	0	0	34	$0.00
207	4-99	W4PQAA	TRF MSN LESS 35% TO LOG CMD	1	1	88	$0.00
208	4-100	W06EAA	REDUCE 12% CONSISTENT W/BUDGETARY CONSTRAINTS. MSN/SPACES TO SVCS CMD	0	31	0	$0.00
209	4-101	W280AA	TRF 80% OF STAFF TO AWC AS DEPT OF MIL HIST	0	3	5	$0.20
210	4-102	W0B3AA	ELIM DEDICATED APPROP FUND SUPPORT. CHARGE USER FEES	1	1	49	$2.30
211	4-103	W3A7AA	USFK 91 DISEST 1 AUG 90. VG REDUCES # TRF'D	0	0	129	$5.80
212	4-104	W3PCAA	ELIM ALL ENL POSNS, REDUCE CIV 25% (INCL 663 IDFN). MSN TO 19TH SUPCOM	0	71	736	$21.24

#	CAT	UIC	REMARKS	OFF	ENL	CIV	SAVING $M-97
213	4-105	W4CRAA	TRF MSN TO EUSA C/J3	0	6	2	$0.15
214	4-106	W4J3AA	HQS, FORSCOM ASSUME MSN	1	2	3	$0.20
215	4-107	W13FAA	HQS, USAREUR ASSUME MSN	4	3	5.	$0.30
216	4-108	W4XQAA	MOVE TO FORSCOM AS ARMY COMPONENT TO USCINCSPACE. REDUCE OVERHEAD 22%	0	0	23	$1.10
217	4-109	W45AAA	DCSOPS ASSUMES MSN	5	0	1	$0.10
218	4-110	W4AFAA	DISEST FOA. REDUCE 25%, TRF REMAINING ASSETS TO PERSCOM	2	11	17	$0.60

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CHAPTER XIV, APPENDIX A
TAB 4

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VANGUARD FINAL REPORT CHAPTER XIV
SPECIAL INTEREST INITIATIVE TAB 4
ORGANIZATIONAL DISCUSSION LOCATOR
15 December 1990

#	CAT	VG_ISSUE	CHAP	FOA OR SSA	UIC	CHAP	PROPONENT
1	1-01	HDA-25	17N1	MILITARY POSTAL SERVICE AGCY	W4FXAA	4.3	OSA OFC OF AA
2	1-02	HDA-07	17N1	OCPA - LOS ANGELES BRANCH	W0KCAA	4.3	OSA OCPA
3	1-03	IMA-41	17N8	COMMUNICATION-ELECTRONIC SERVICES OFFICE	TBD	11.4	OSA DISC4
4	1-04	IMA-17	17N8	COMMAND SYSTEMS INTEGRATION AGENCY	W4MXAA	11.4	OSA DISC4
5	1-05	STM-38	17N4	EQUAL EMPL OPPOR AGENCY	W4CPAA	7.2	OSA ASA(M&RA)
6	1-06	STM-49	17N4	MEPCOM	W37NAA	7.2	OCSA DCSPER
7	1-07	MDA-25	17N7	ARMY SPACE PROGRAM OFFICE	W36PAA	5.6	OCSA DCSOPS
8	1-08	MAC-25	17N6	PM SANG MODERNIZATION PRG	W3ZLAA	9.4	AMC
9	1-09	FAC-27	17N8	USA TOXIC AND HAZARDOUS MATERIALS AGENCY	W3V8AA	8.4	COE
10	1-10	FAC-29	17N8	ARMY ENVIRONMENTAL OFFICE	W43YAA	8.4	COE
11	1-11	FAC-25	17N8	USA ENGINEER ACTIVITY, CAPITAL REGION	W4FSAA	8.4	COE
12	1-12	HDA-17	17N11	EUSA RELIGIOUS RETREAT ACTY	W30ZAA	14.5	EUSA
13	1-13	NONE		U.S. ARMY SECURITY ASS'T FIELD ACTIVITY	W4JCAA	6.6	TRADOC
14	1-14	MAC-26	17N5	CONTRACTING ACTIVITY	W4KVAA	8.4	TRADOC

#	CAT	VG ISSUE	CHAP	FOA OR SSA	UIC	CHAP	PROPONENT
15	1-15	MAC-27	17N11	USA LIAISON GRP, EUROPE	W0A9AA	14.5	USAREUR
16	2-01	MDA-18	17N7	US ARMY INTELLIGENCE CENTER, EUROPE	W0BXAA	10.3	USAREUR
17	2-02	HDA-11	17N1	ARMY BROADCASTING SERVICE	W4JTAA	4.3	OSA OCPA
18	2-03	STM-37	17N4	PERSONNEL & EMPLOYMENT SERVICES - WASH	W310AA	7.2	OSA OFC OF AA
19	2-04	MAC-07	17N6	US ARMY TRANSPORTATION (WHITE HOUSE)	W2D5AA	8.4	MDW
20	2-05	HDA-12	17N1	DOD NAF PERSONNEL ACTIVITY	W3CFAA	4.3	OSA OFC OF AA
21	2-06	STM-55	17N4	USA ESCORT DETACHMENT	W2KFAA	7.1	FORSCOM
22	2-07	STM-67	17N4	ARMED FORCES MEDICAL INTELLIGENCE CENTER	W3VXAA	7.2	OCSA OTSG
23	2-08	IMA-32	17N8	USA SUSTAINING BASE NETWORK ACTIVITY	W4YRAA	11.4	USAISC
24	2-09	IMA-31	17N8	US ARMY PRINTING & PUBLICATIONS CMD	W4XGAA	11.4	USAISC
25	2-10	ESA-96	17N9	U.S. ARMY WAR COLLEGE	W2H6AA	12.2	OCSA DCSOPS
26	2-11	TNA-20	17N3	US ARMY LOGISTICS MANAGEMENT COURSE	W1E1AA	6.3	AMC
27	2-12	TNA-08	17N3	JAG SCHOOL	W1ETAA	6.3	OCSA TJAG

#	CAT	VG ISSUE	CHAP	FOA OR SSA	UIC	CHAP	PROPONENT
28	2-13	MAC-28	17N6	PENINSULA CIVILIAN PERSONNEL SPT ACT	W4UUAA	7.2	TRADOC
29	2-14	NONE		USAR READINESS TNG CENTER	W4PHAA	6.6	FORSCOM
30	2-15	STM-59	17N4	USA PARACHUTE TEAM (GOLDEN KNIGHTS)	W027AA	7.2	FORSCOM
31	2-16	ESA-57	17N11	USA PRODUCTION BASE MODERNIZATION ACTY	W4FBAA	14.5	AMC
32	2-17	IMA-12	17N8	DEFENSE TELECOMMUNICATIONS SERVICE-WASH	W10UAA	11.3	OSA OFC OF AA
33	2-18	ESA-69	17N11	PREC GUIDED WPNS CNTR MEASURE T&E DIR	W39BAA	14.5	AMC
34	2-19	STM-68	17N4	ARMED FORCES INSTITUTE OF PATHOLOGY	W2DLAA	7.2	OCSA OTSG
35	2-20	STM-69	17N4	JOINT HEALTH SERVICES AGENCY	W3J1AA	7.2	OCSA OTSG
36	2-21	HDA-26	17N1	NATL COMMITTEE FOR EMPL SPT OF NG AND AR	W4B7AA	4.3	OSA OFC OF AA
37	2-22	NONE		CIV & TNG ED & DEVELOPMENT STUDENT DET	W4CMAA	6.6	OCSA DCSPER
38	2-23	TNA-22	17N3	EUSA TRAINING SUPPORT DETACHMENT	W395AA	6.4	EUSA
39	2-24	NONE		ARMY TRAINING SUPPORT CENTER	W3E9AA	6.6	TRADOC

#	CAT	VG_ISSUE	CHAP	FOA OR SSA	UIC	CHAP	PROPONENT
40	2-25	ESA-41	17N11	USA RESEARCH ASSOCIATE GROUP	W384AA	14.5	OSA ASA(RDA)
41	2-26	HDA-21	17N1	USA ARMY SPACE & BLDG MGMT	W242AA	4.3	OSA OFC OF AA
42	2-27	MDA-20	17N7	FORSCOM AUTOMATED INTEL SPT ACTIVITY	W40LAA	10.3	FORSCOM
43	2-28	ESA-56	17N6	OPM NUCLEAR MUNITION	W36WAA	9.4	AMC
44	2-29	MAC-29	17N6	US ARMY CHEMICAL ACTIVITY WESTCOM	W4LGAA	8.4	USARPAC
45	2-30	IMA-18	17N8	INFO SYS SELECTION & ACQUISITION AGENCY	W2Y2AA	11.4	OSA DISC4
46	2-31	HDA-15	17N1	GENERAL OFFICER'S MESS	W3X7AA	4.3	OSA OFC OF AA
47	2-32	IMA-19	17N8	INFORMATION MANAGEMENT SUPPORT AGENCY	W4XFAA	11.4	OSA DISC4
48	2-33	ESA-47	17N6	USA NUCLEAR AND CHEMICAL AGENCY	W0J5AA	9.3	OCSA DCSOPS
49	2-34	IMA-26	17N8	US ARMY COMMERCIAL COMMUNICATIONS OFFICE	W341AA	11.4	USAISC
50	2-35	ESA-87	17N6	RESEARCH AND DEVELOPMENT STDN GP - AUSTR	W05FAA	14.5	AMC
51	2-36	ESA-86	17N6	RESEARCH AND DEVELOPMENT STDN GP - GERMA	W4FDAA	14.5	AMC

#	CAT	VG ISSUE	CHAP	FOA OR SSA	UIC	CHAP	PROPONENT
52	2-37	ESA-88	17N6	RSCH AND DEV STDN GP – UNITED KINGDOM	W056AA	14.5	AMC
53	2-38	ESA-85	17N6	RSCH & DEV STDN GP - CANADA	W055AA	14.5	AMC
54	2-39	ESA-40	17N6	USA CONTRACTING SUPPORT AGENCY	W4QSAA	9.3	OSA ASA(RDA)
55	2-40	IMA-21	17N8	TRALINET CENTER	W4M8AA	11.4	TRADOC
56	3-01	SMA-47	17N4	US MILITARY ACADEMY	W1FBAA	7.2	OCSA DCSPER
57	3-02	MDA-24	17N7	US ARMY STRATEGIC DEFENSE COMMAND	W4T8AA	5.6	OCSA
58	3-03	HDA-09	17N1	USAFAC	W0NRAA	4.3	OSA ASA(FM)
59	3-04	MAC-05	17N11	USACE TECH REVIEW GROUP	W4EGAA	14.5	COE
60	3-05	HDA-20	17N1	CONGRESSIONAL INQUIRY DIV	W4CHAA	4.3	OSA OCLL
61	3-06	HDA-30	17N1	CTR FOR MILITARY HISTORY	W3YUAA	4.3	OCSA
62	3-07	HDA-33	17N1	US ARMY AUDIT AGENCY	W0NTAA	4.3	OSA AUD GENERA
63	3-08	HDA-34	17N1	US ARMY IG AGCY.	W303AA	4.3	OSA DAIG
64	3-09	SMA-54	17N4	USA MILITARY REVIEW BOARDS AGENCY	W336AA	7.2	OSA ASA(M&RA)
65	3-10	ESA-60	17N6	DEFENSE AMMO CENTER & SCHOOL	W3GMAA	9.4	AMC

#	CAT	VG ISSUE	CHAP	FOA OR SSA	UIC	CHAP	PROPONENT
66	3-11	HDA-18	17N1	US ARMY LGL SVCS AGCY	W0KEAA	4.3	OCSA TJAG
67	3-12	HDA-27	17N1	DOD EXPLOSIVES SAFETY BOARD	W1A5AA	4.3	OSA OFC OF AA
68	3-13	HDA-19	17N1	RESOURCE SERVICE-WASHINGTON (RS-W)	W4XEAA	4.3	OSA OFC OF AA
69	3-14	HDA-38	17N1	HQS SVC - WASH	W313AA	4.3	OSA OFC OF AA
70	3-15	HDA-29	17N1	PER DIEM TVL AND TRANS ALLOWANCE COMM	W10TAA	4.3	OSA OFC OF AA
71	3-16	HDA-37	17N1	DEFENSE SUP SVC - WASH (DSS-W)	W2TZAA	4.3	OSA OFC OF AA
72	3-17	HDA-24	17N1	DOD WAGE FIXING AUTH & TECH STAFF	W21CAA	4.3	OSA OFC OF AA
73	3-18	HDA-28	17N1	ARMED SVCS BOARD OF CONTRACT APPEALS	W1B5AA	4.3	OSA OFC OF AA
74	3-19	HDA-42	17N1	NATIONAL GUARD OPERATING CENTER (OAC)	W39LAA	4.3	OCSA NGB
75	3-20	MAC-22	17N11	USA CLAIMS SERVICE, EUROPE	W0BAAA	14.5	USAREUR
76	3-21	ESA-68	17N6	EXECUTIVE DIRECTOR FOR CONVENTIONAL AMMO	W4JBAA	9.4	AMC
77	3-22	HDA-14	17N1	USA ARMY CLAIMS SVCS AGENCY	W0KFAA	4.3	OCSA TJAG
78	3-23	HDA-40	17N1	US ARMY SAFETY CENTER	W0J7AA	4.3	OCSA

#	CAT	VG ISSUE	CHAP	FOA OR SSA	UIC	CHAP	PROPONENT
79	3-24	MAC-17	17N6	USARPAC ACTIVITY	W4QQAA	8.4	USARPAC
80	3-25	FAC-35	17N8	KOREA CONTRACTING AGENCY	W051AA	8.4	EUSA
81	3-26	IMA-42	17N8	INFORMATION SYSTEMS MANAGEMENT ACTIVITY	W0SXAA	11.4	USAISC
82	3-27	IMA-15	17N8	COMMAND AND CONTROL SUPPORT AGENCY	W241AA	11.4	OCSA DCSOPS
83	3-28	IMA-13	17N8	NATIONAL GUARD BUREAU INFO MGT AGENCY	W1UXAA	11.4	OCSA NGB
84	3-29	IMA-24	17N8	USAISC-PENTAGON	W1SEAA	11.4	USAISC
85	3-30	IMA-25	17N8	COMMAND AND CONTROL SYSTEMS ACTIVITY	W31LAA	11.4	USAISC
86	3-31	IMA-38	17N8	R & D INFORMATION SYSTEMS AGENCY	W0LAAA	11.4	USAISC
87	3-32	SMA-46	17N4	TOTAL ARMY PERSONNEL COMMAND	W3VSAA	7.2	OCSA DCSPER
88	3-33	TNA-16	17N3	ARMY MARKSMANSHIP TRAINING UNIT	W1DQAA	6.4	FORSCOM
89	3-34	MAC-14	17N6	PROF DEV/AMC CAREER INTERN REGISTER	W3JUAA	9.5	AMC
90	3-35	IMA-34	17N8	US ARMY INTELLIGENCE SUPPORT DETACHMENT	W4J6AA	11.4	EUSA

#	CAT	VG_ISSUE	CHAP	FOA OR SSA	UIC	CHAP	PROPONENT
91	3-36	ESA-70	17N10	TEST & EVALUATION CMD	W0JEAA	13.2	AMC
92	3-37	ESA-44	17N10	OPERATIONAL T&E COMMAND	W3Q2AA	13.2	OCSA
93	3-38	HDA-36	17N1	COMMAND INFORMATION UNIT	W06NAA	4.3	OSA OCPA
94	3-39	HDA-10	17N1	ARMY/AIR FORCE HOMETOWN NEWS CTR	W06PAA	4.3	OSA OCPA
95	3-40	HDA-08	17N9	COST & ECONOMIC ANALYSIS CENTER	W4PTAA	12.2	OSA ASA(FM)
96	3-41	IMA-20	17N8	INFORMATION RESOURCES MGT AGENCY	W4QTAA	11.4	FORSCOM
97	3-42	MDA-10A	17N7	US ARMY INTELLIGENCE OPERATIONS DET	W31XAA	10.2	OCSA DCSINT
98	3-43	ESM-85	17N11	CENTRAL SYSTEM DESIGN ACTIVITY - EAST	W255AA	9.4	AMC
99	3-44	ESM-86	17N11	CENTRAL DESIGN ACTIVITY	W19UAA	9.4	AMC
100	3-45	ESM-87	17N11	LOGISTICS PROGRAM SUPPORT ACTIVITY	W4XWAA	9.4	AMC
101	3-46	ESM-88	17N11	MATERIAL READINESS SPT ACT (MRSA)	W3X4AA	9.4	AMC
102	3-47	ESM-89	17N6	LOGISTICS CONTROL ACTIVITY (LCA)	W11LAA	9.4	AMC

#	CAT	VG_ISSUE	CHAP	FOA OR SSA	UIC	CHAP	PROPONENT
103	3-48	ESM-90	17N6	CATALOG DATA ACTIVITY (CDA)	W3THAA	9.4	AMC
104	3-49	ESM-91	17N6	CENTRAL TMDE ACTIVITIES	W4AWAA	9.4	AMC
105	3-50	ESM-92	17N6	USA TMDE SPT ACTIVITY - CONUS	W4L6AA	9.4	AMC
106	3-51	ESM-93	17N6	USA TMDE SPT GRP (USATSG)	W1PLAA	9.4	AMC
107	3-52	ESA-94	17N6	INDUSTRIAL ENGINEERING ACTIVITY	W0V3AA	9.4	AMC
108	3-53	ESA-58	17N10	ARMY RESEARCH OFFICE	W05BAA	13.2	AMC
109	4-01	SMA-44	17N4	USAR PERSONNEL CENTER	W4M0AA	7.2	OCSA CAR
110	4-02	STM-35	17N4	EEO COMPLIANCE & COMPLAINT REV AGENCY	W1YNAA	7.2	OSA ASA(M&RA)
111	4-03	SMA-36	17N4	CIV APPELLATE REVIEW AGENCY	W3AFAA	7.2	OCSA DCSPER
112	4-04	SMA-39	17N4	COMMUNITY AND FAMILY SUPPORT AGENCY	W4RHAA	7.1	OCSA DCSPER

#	CAT	VG_ISSUE	CHAP	FOA OR SSA	UIC	CHAP	PROPONENT
113	4-05	SMA-40	17N4	DRUG AND ALCOHOL OPNS ACTY	W4DSAA	7.1	OCSA DCSPER
114	4-06	SMA-41	17N4	CIVILIAN PERSONNEL EVALUATION AGENCY	W40WAA	7.2	OSA ASA(M&RA)
115	4-07	SMA-43	17N4	USARNG PERSONNEL CENTER	W39MAA	7.2	OCSA NGB
116	4-08	SMA-45	17N4	ARMY PERSONNEL INTEGRATION COMMAND	W1EX06	7.2	TRADOC
117	4-09	SMA-50	17N4	RECRUITING COMMAND	W06QAA	7.1	OCSA DCSPER
118	4-10	SMA-51	17N4	USA ENLISTMENT ELIGIBILITY ACTIVITY	W061AA	7.1	OCSA DCSPER
119	4-11	SMA-52	17N4	ENLISTED RECORDS AND EVALUATION CENTER	W0M4AA	7.2	OCSA DCSPER
120	4-12	SMA-53	17N4	PHYSICAL DISABILITY AGENCY	W0ZNAA	7.1	OCSA DCSPER
121	4-13	SMA-56	17N4	PERSONNEL ASSISTANCE POINTS (6 UICs)	MULTI	7.1	OCSA DCSPER
122	4-14	SMA-60	17N4	USA MEDICAL RESEARCH & DEVEL. CMD	WO3JAA	7.2	OCSA OTSG

#	CAT	VG_ISSUE	CHAP	FOA OR SSA	UIC	CHAP	PROPONENT
123	4-15	SMA-61	17N4	USA ENVIRONMENTAL HYGIENE AGENCY	W03HAA	7.2	HSC
124	4-16	SMA-62	17N4	USA PATIENT ADMIN SYS & BIO STAT ACT.	W34RAA	7.2	HSC
125	4-17	SMA-63	17N4	USA HEALTH CARE SYSTEMS SUPPORT ACTIVITY	W398AA	7.2	HSC
126	4-18	SMA-64	17N4	USA HSC ACQUISITION ACTIVITY	W40MAA	7.2	HSC
127	4-19	STM-65	17N4	USA HEALTH CARE MGMT ENG ACTIVITY	W446AA	7.2	HSC
128	4-20	SMA-66	17N4	USA HEALTH CARE SPT & CLINICAL INV. ACT	W4KQAA	7.2	HSC
129	4-21	SMA-70	17N4	US ARMY HEALTH PROFESSIONAL SUPPORT AGEN	W4N7AA	7.2	OCSA OTSG
130	4-22	SMA-71	17N4	US ARMY HEALTH FACILITIES PLANNING AGENC	W36LAA	7.2	OCSA OTSG
131	4-23	SMA-72	17N4	US ARMY MEDICAL MATERIAL AGENCY	W05JAA	7.2	OCSA OTSG
132	4-24	SMA-75	17N4	CENTRAL ID LAB	W4S0AA	7.2	OCSA DCSPER

#	CAT	VG ISSUE	CHAP	FOA OR SSA	UIC	CHAP	PROPONENT
133	4-25	MDA-03A	17N7	US ARMY CRIME RECORDS CENTER	W3Y1AA	5.5	CIDC
134	4-26	TNA-20	17N3	US ARMY MANAGEMENT STAFF COLLEGE	W4YXAA	6.3	OCSA DCSPER
135	4-27	TNA-20	17N3	USA MGMT ENGINEERING COLLEGE	W2EKAA	6.3	AMC
136	4-28	MDA-11A	17N11	INSCOM FORCE MODN ACTIVITY	W4VYAA	14.5	INSCOM
137	4-29	MDA-11B	17N7	USA INSCOM MISSION SUPPORT ACTIVITY	W4J1AA	10.2	INSCOM
138	4-30	MDA-11D	17N11	USA INSCOM EXCHANGE & SPT CENTER (IESC)	W4KPAA	14.5	INSCOM
139	4-31	MDA-10B	17N7	ARMY INTELLIGENCE AGENCY	W4QPAA	10.2	OCSA DCSINT
140	4-32	ESA-61	17N6	INTEL MATERIEL ACTIVITY	W4RVAA	9.4	AMC
141	4-33	MDA-22	17N7	USA MILITARY POLICE OPS AGENCY	W4GQAA	7.2	OCSA DCSOPS
142	4-34	MDA-03B	17N7	PROTECTIVE SERVICES ACTIVITY	W4KNAA	5.5	CIDC

#	CAT	VG_ISSUE	CHAP	FOA OR SSA	UIC	CHAP	PROPONENT
143	4-35	MDA-03C	17N7	USA CIDC FIELD INVESTIGATIVE ACTIVITY	W4VKAA	5.5	CIDC
144	4-36	TNA-08	17N3	USA FORCE INTEGRATION SUPPORT AGENCY	W4PCAA	6.2	OCSA DCSOPS
145	4-37	TNA-08	17N3	EUSA MANPOWER REQ AND DOC ACTIVITY	W42SAA	6.2	EUSA
146	4-38	TNA-08	17N3	RESOURCE MGT OPERATING AGCY	W4LXAA	6.2	FORSCOM
147	4-39	MAC-30	17N11	TRADOC MGMT ENGR ACTIVITY	W4JXAA	14.5	TRADOC
148	4-40	TNA-08	17N3	USAISC MANAGEMENT ENGINEERING ACTIVITY	W4PBAA	6.2	USAISC
149	4-41	MDA-07B	17N7	MTMC MANPOWER STANDARDS ACTIVITY	W4MZAA	5.4	MTMC
150	4-42	MAC-18	17N11	ORGANIZATIONAL REVIEW ACTIVITY	W4XTAA	14.5	USAREUR
151	4-43	TNA-08	17N3	AMC MANAGEMENT ENGINEERING AGENCY	W4E4AA	6.2	AMC
152	4-44	ESA-46	17N6	USA RESEARCH INSTITUTE (ARI)	WO49AA	7.1	OCSA DCSPER

#	CAT	VG ISSUE	CHAP	FOA OR SSA	UIC	CHAP	PROPONENT
153	4-45	FAC-39	17N9	CONCEPTS ANALYSIS AGENCY	W3WCAA	12.2	OCSA
154	4-46	MAC-04	17N9	USA ENGINEER STUDIES CTR	W2U8AA	12.2	COE
155	4-47	ESA-67	17N9	ARMY MATERIAL SYSTEM ANALYSIS AGENCY	W3JCAA	12.2	AMC
156	4-48	HDA-32	17N1	MODEL IMPROVEMENT & STUDIES MGT AGENCY	W4ZTAA	4.3	OSA DUSA(OR)
157	4-49	HDA-41	17N9	TRADOC ANALYSIS CENTER (TRAC)	W4AEAA	12.2	TRADOC
158	4-50	NONE		NATIONAL SCIENCE CENTER	W39UAA	6.6	TRADOC
159	4-51	HDA-39	17N1	ARNG FINANCIAL SVC CTR	W4EQAA	4.3	OCSA NGB
160	4-52	HDA-35	17N1	OCPA, NEW YORK BRANCH	W0KDAA	4.3	OSA OCPA
161	4-53	HDA-23	17N1	US ARMY CHAPLAINCY SVCS SPT AGENCY	W062AA	4.3	OCSA CHAP
162	4-54	HDA-16	17N11	EUSA CLAIMS SVC ACTY	W30YAA	14.5	EUSA

#	CAT	VG_ISSUE	CHAP	FOA OR SSA	UIC	CHAP	PROPONENT
163	4-55	MAC-20	17N6	USAMC IG ACTIVITY	W2GJAA	9.4	AMC
164	4-56	MAC-15	17N6	USA MATERIAL CMD SURETY FLD ACT	W2EWAA	9.4	AMC
165	4-57	MAC-31	17N6	PM, ROCKY MOUNTAIN ARSENAL	W4UZAA	8.4	AMC
166	4-58	MAC-32	17N11	COMMAND FIELD ELEMENT	W17GAA	14.5	TRADOC
167	4-59	MAC-01	17N5	HUMPHREY'S ENGR CTR SPT ACTIVITY	W4LDAA	8.4	COE
168	4-60	MAC-19	17N4	CIVILIAN SPT AGENCY, EUROPE	W1YBAA	14.5	USAREUR
169	4-61	MAC-24	17N11	USA LEGAL SERVICES AGENCY, EUROPE	W3A2AA	14.5	USAREUR
170	4-62	MAC-21	17N11	USARJ EXERCISE SUPPORT - JAPAN	W4TLAA	14.5	USARJ
171	4-63	MAC-16	17N5	INSTALLATION & SERVICES ACTIVITY	W0V4AA	8.4	AMC
172	4-64	MAC-09	17N10	USAMC LIASON OFFICE, TEXCOM	W4ARAA	13.2	AMC

#	CAT	VG ISSUE	CHAP	FOA OR SSA	UIC	CHAP	PROPONENT
173	4-65	IMA-37	17N8	AMC AUGMENTATION TO COMMO SYSTEMS AGENCY	W0V8AA	11.4	AMC
174	4-66	IMA-27	17N8	TELEVISION AUDIO SUPPORT ACTIVITY	W3HUAA	11.4	USAISC
175	4-67	IMA-29	17N8	USAISC - INSCOM	W4AHAA	11.4	USAISC
176	4-68	FAC-34	17N8	PROGRAM AND INSTALLATION ASSISTANCE AGCY	W4TKAA	8.4	OSA ASA(IL&E)
177	4-69	IMA-23	17N8	ENGINEER AUTOMATION SUPPORT ACTIVITY	W253AA	11.4	COE
178	4-70	IMA-22	17N8	INTEL SECTY COMD AUTOMATED SYS ACTIVITY	W3CCAA	11.4	INSCOM
179	4-71	IMA-16	17N8	PROG MGT SYS DEVELOPMENT AGENCY	W34ZAA	11.4	OCSA PAE
180	4-72	IMA-14	17N8	PLANS AND OPERATIONS INFO SPT AGENCY	W4XCAA	11.4	OCSA DCSOPS
181	4-73	IMA-11	17N8	MANAGEMENT SYSTEMS AND SUPPORT ACTIVITY	W4ZSAA	11.4	OSA OFC OF AA
182	4-74	IMA-10	17N8	FINANCIAL MGT SYSTEM INTEGRATION AGENCY	W44LAA	11.4	OSA ASA(FM)

#	CAT	VG_ISSUE	CHAP	FOA OR SSA	UIC	CHAP	PROPONENT
183	4-75	IMA-09	17N8	DECISION SYSTEMS MANAGEMENT AGENCY	W4KBAA	11.4	OCSA DM
184	4-76	ESA-52	17N8	RESERVE COMPONENTS AUTOMATION SYSTEM PM	W4VMAA	11.4	OCSA NGB
185	4-77	IMA-28	17N8	ARMY INFORMATION RESEARCH	W4EZAA	11.4	USAISC
186	4-78	ESA-48	17N6	ATCCS EXPERIMENTATION SITE	W4MRAA	9.3	OCSA DCSOPS
187	4-79	ESA-51	17N6	USA SECURITY ASSISTANCE AGCY/LATIN AM	W39SAA	9.3	OCSA DCSLOG
188	4-80	MAC-08	17N6	USA MAT CMD FLD SAFETY ACT	W0KZAA	9.4	AMC
189	4-81	ESA-66	17N6	USA AMC QA ACTIVITY	W149AA	9.4	AMC
190	4-82	ESA-50	17N6	LOGISTICS EVALUATION AGENCY	W2VNAA	12.2	OCSA DCSLOG
191	4-83	ESA-49	17N6	TROOP SUPPORT AGENCY	W3P8AA	9.3	OCSA DCSLOG
192	4-84	ESA-62	17N6	LOGISTICS ASSISTANCE PROGRAM ACTIVITY	W42PAA	9.4	AMC

#	CAT	VG ISSUE	CHAP	FOA OR SSA	UIC	CHAP	PROPONENT
193	4-85	ESA-63	17N6	CENTRAL AMMO MGT OFC - PACIFIC	W34EAA	9.4	AMC
194	4-86	ESA-64	17N11	SCI & TECH CTR - FAR EAST	W2EDAA	14.5	AMC
195	4-87	ESA-65	17N11	SCIENCE AND TECHNOLOGY CENTER - EUROPE	W2ZJAA	14.5	AMC
196	4-88	FAC-32	17N8	CHEMICAL DEMILITARIZATION AGENCY	W4X9AA	8.4	OSA ASA(IL&E)
197	4-89	MAC-23	17N5	CENTRALIZED CONTRACTING OFFICE	W4VXAA	8.4	FORSCOM
198	4-90	FAC-33	17N8	COMMERCIAL ACTIVITIES MANAGEMENT AGENCY	W4YMAA	8.4	OCSA DM
199	4-91	MDA-11C	17N7	USA INSCOM CONTRACT SPT ACTIVITY	W4UTAA	10.2	INSCOM
200	4-92	FAC-36	17N8	BASE REALIGNMENT/CLOSURE OFFICE (BRACO)	W454AA	8.4	OCSA DM
201	4-93	MAC-12	17N11	FLD OPERATIONAL ACTIVITIES ELEMENT	W3DMAA	14.5	USAREUR
202	4-94	HDA-13	17N11	EUSA LGL SVC ACTY	W4GJAA	14.5	EUSA

#	CAT	VG_ISSUE	CHAP	FOA OR SSA	UIC	CHAP	PROPONENT
203	4-95	FAC-28	17N8	USA ENGINEERING & HOUSING SUPPORT CENTER	W03FAA	8.4	COE
204	4-96	ESA-45	17N10	TEST & EVALUATION MANAGEMENT AGENCY	W445AA	13.2	OCSA
205	4-97	MAC-03	17N6	USAMC - EUROPE	W4JMAA	9.4	AMC
206	4-98	MDA-07C	17N7	MTMC TRANS ENGINEERING AGENCY	W0ZAAA	5.4	MTMC
207	4-99	MDA-07A	17N7	HQ, MTMC FIELD OPERATING ACTIVITY	W4PQAA	5.4	MTMC
208	4-100	HDA-22	17N1	USA SAFETY, SECURITY, & SPT SVCS - WASH	W06EAA	4.3	OSA OFC OF AA
209	4-101	HDA-31	17N1	MILITARY HISTORY INSTITUTE	W280AA	4.3	OCSA DCSOPS
210	4-102	FAC-31	17N8	ARMY RECREATION SERVICE SPT CTR - EUROPE	W0B3AA	8.4	USAREUR
211	4-103	FAC-30	17N8	EUSA RECREATION SERVICES OPERATION	W3A7AA	8.4	EUSA
212	4-104	FAC-26	17N8	EUSA FACILITIES ENGINEER ACTIVITY, KOREA	W3PCAA	8.4	EUSA

#	CAT	VG_ISSUE	CHAP	FOA OR SSA	UIC	CHAP	PROPONENT
213	4-105	TNA-22	17N3	EUSA ITEP NON-DIV TNG STANDARDS OFFICE	W4CRAA	6.3	EUSA
214	4-106	MDA-19	17N7	US ARMY AIR TRAFFIC CONTROL CS ACTIVITY	W4J3AA	5.4	FORSCOM
215	4-107	MDA-17	17N7	ARMS REDUCTION MANAGEMENT ACTIVITY	W13FAA	10.3	USAREUR
216	4-108	MDA-24	17N7	US ARMY SPACE COMMAND	W4XQAA	5.6	OCSA DCSOPS
217	4-109	MDA-21	17N11	USA PANAMA TREATY IMPLEMENTATION PLAN	W45AAA	14.5	OCSA DCSOPS
218	4-110	SMA-74	17N4	CENTRAL PERSONNEL CLEARANCE FACILITY	W4AFAA	7.1	OCDCSPER

14.2. ARMY EXECUTIVE AGENCY RESPONSIBILITIES

a. **Description.** A special review of Army Executive Agency
responsibilities was made at the request of the Secretary of the
Army. The review included 138 functions for which the Army has been
designated DOD Executive Agent. A display of these functions and
associated resources is at the end of this annex. A DOD executive
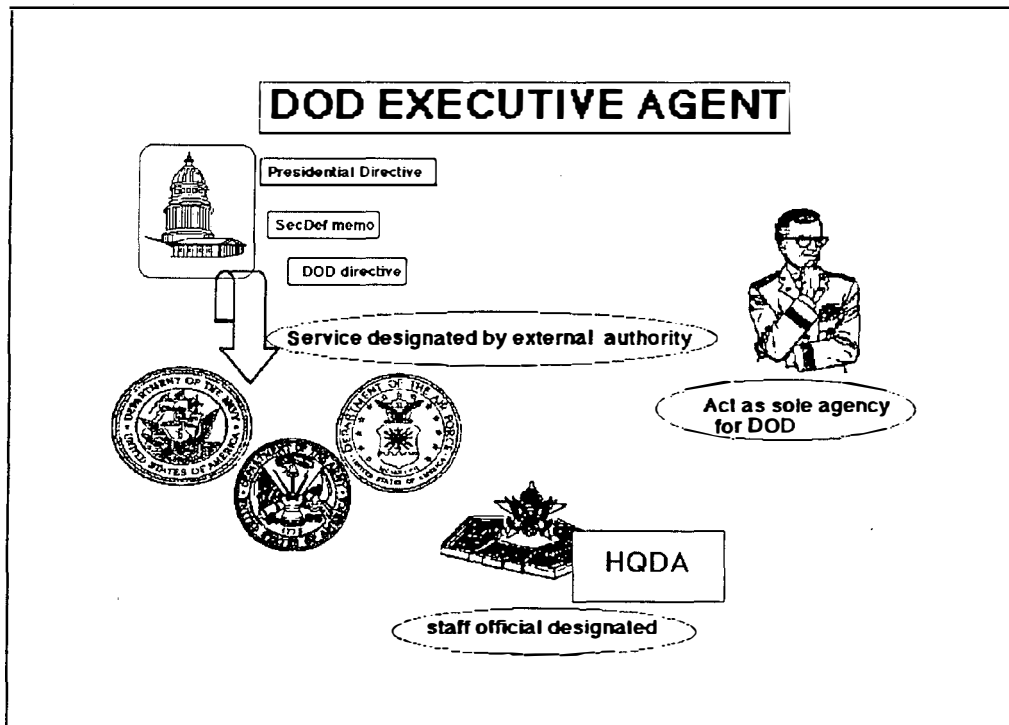agent is defined in DA Memo 10-1 as shown.

Figure 1

b. **Evaluation.** VANGUARD reviewed the Army's Executive Agency responsibilities to determine whether any could be reduced, eliminated, or transferred and effect a cost savings for the Army. The review was based on changes in missions and requirements associated with a smaller US military force and the current international environment. Short-term or one-time executive agent requirements were generally eliminated from detailed consideration. Those with tenure that exceeded one year programs of national scope, or those which require substantial resources (e.g., $250,000 or more) were evaluated. In most cases, the assigned executive agent responsibilities involve services or functions which are performed for some other service (e.g., Joint Service Small Arms Program), a federal agency (e.g., Support to the United States Postal Service), or a public sector service organization (e.g., Celebration of the Bicentennial of the Constitution and Eisenhower Centennial). Since all the directives which assign these missions are from outside the Army (e.g. OSD, legislative action, Presidential directives, DOD directives), the proponent's permission to eliminate or change responsibilities will be required.

c. **Analysis.**

(1) Using DA Memo 10-1 and Office of the Secretary of the Army records, VANGUARD determined that 138 Army Executive Agency responsibilities exist today. In the interest of comparing Executive Agent responsibilities among services to gauge equity , VANGUARD attempted to locate or build a consolidated listing from OSD and the other Services. OSD was unable to provide a consolidated list. Of the Services, only the USAF provided data. It is Executive Agent for 211 missions/functions.

(2) Projected outyear resources associated with Executive agency functions (military and civilian manpower and direct costs) were obtained from each responsible staff agent.

(3) The analysis entailed:

(a) Review of the original basis for assignment of responsibility to the Army versus another Service.

(b) Assessment of potential for transferring the responsibility to another agency.

(c) Assessment of potential efficiencies and effectiveness through transfer, elimination or reduction of mission or functions.

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(4) Several of the Executive Agency responsibilities were analyzed under a different category (e.g., FOA study) of the VANGUARD study. In addition, some of the responsibilities were affected by DMR/AMR decisions. Such changes were included in this analysis.

(5) The 138 Executive Agency responsibilities were divided into three categories.

(a) Those agencies whose mission is consistent with traditional Army roles and missions.

(b) Those agencies whose mission is not specifically related to traditional Army roles, missions, or functions but should be retained because they provide a valuable service to the Army or the cost in manpower and dollars is minimal.

(c) Those agencies whose mission should be eliminated or could best be done by another Agency.

(6) Reimbursable funds were not considered as cost savings to the Army. Recommendations to transfer functions from the Army to DOD were considered as cost savings to the Army.

(7) Executive Agencies are displayed below in Categories 1, 2, and 3 consistent with the definitions in the above paragraph.

Category 1
Consistent with Traditional Army Mission

Title & Description	Manyears	Dollars(k) EXPENDED
1.1 Construction of Selected DOD Activities Construction not under a military department.	2,076.00	2,028.00
1.2 Locomotive Management Responsible for CONUS Land Transportation	0.09	2,138.00
1.3 Construction for NASA Provides services only when requested.	0.00	0.00

1.4 Armed Services Graves Regulation Office Grave Registration.	1.05	11.50
1.5 Reimbursements to Certain Foreign Countries Where Army has single service claims responsible.	34.50	1,256.30
1.6 Armed Forces Institute of Pathology Central Lab for Pathologic specimen for DOD.	579.00	36,818.00
1.7 Use of Military Resources in the Event of Civil Disturbances Policy & Direction for all DOD.	0.15	14.00
1.8 Armed Service Blood Prog Office Coordinate blood Program.	5.00	1,522.00
1.9 Corp of Engineers Functions Funded through Civ Works Appropriations Historically assigned to Army.	26,300.00	3,542.40
1.10 Tri-Service 2.75-inch Rocket Single Manager of 2.75 inch Rocket.	20.00	44.30
1.11 Timber Sales Program Coordinates Financial Management of Sales.	0.00	0.00
1.12 Explosive Ordnance Disposal Service for National Emergencies Disposal of unexploded conventional ammunition.	0.20	3.00
1.13 Military Veterinary Functions All DOD Veterinarian Services.	970.00	33,132.00
1.14 Central Joint Mortuary Affairs Office All Mortuary affairs for DOD	0.04	60.30

1.15 Domestic Disaster Relief   1.50   150.00
     Military support in response to the
     Federal Emergency Mgmt Agency.

1.16 Recruiting Facilities   168.00   98,585.00
     Acquisition, disposal, & Maintenance
     of space needed for recruiting
     offices.

1.17 Heraldic Offices   35.00   1,448.00
     Service to OJCS, OSD.

1.18 Civilian Employee Health Services   20.54   898.00
     Control of health Facilities in areas
     where buildings are Joint & high
     prop. civilian.

1.19 Mgmt Mil Traffic Land & Common   2,970.00   289,648.00
     user Ocean Terminals
     Mgmt of terminal operations.

1.20 Highways for National Defense   15.00   775.00
     Evaluate and certify as essential
     access roads.

1.21 DOD Small Arms Serialization Program   1.00   4.00
     Furnishes law enforcement location of
     small arms.

1.22 Land-Based Water Resources   8.00   383.00
     Dev & coord policies, proc
     & doct for all aspects of water
     support.

1.23 Mobile Electric Power Project Manager   28.00   3,336.00
     Manager of tactical generator sets.

1.24 Noncombatant Evacuation and Repatri-   7.90   567.80
   ation
     Planning for the reception in CONUS
     and onward movements of U.S. national
     and selected aliens evacuated from
     overseas.

1.25 Panama Canal Responsibilities   4.00   140.00
     Management and operations of the
     canal.

1.26 Panama Canal Treaty Implementation   0.00   0.00
     Joint fiscal and log aspect of the
     implementation.

1.27 Support to the United States Postal   0.34   1.50
     Service Restore or maintain postal
     service.

1.28 DOD Law of War Program   0.00   0.00
     Administers DOD law of war program
     for alleged violations.

1.29 Rep DOD & Mil Svcs before Fed State   1.40   94.30
     Reg Agencies in CONUS Trans Matters
     Responsible for CONUS land trans.

1.30 Engineering for Transportability   35.00   1,443.00
     Program
     MTMC administers issues and trade
     offs in development of new items.

1.31 Counterintelligence Support for HQ's   0.70   29.50
     Defense Mapping Agency, Support HQ's.

1.32 Railroads for National Defense   4.70   257.00
     Review, analyze,and identify, DOD
     requirements.

1.33 Black Hawk and T-7000 Engine Procure-   16.50   866.00
     ment
     Develop T-7000 and analyzed all
     derivatives.

1.34 State Defense Forces   0.30   1.00
     NGB monitors and supports.

1.35 USEUCOM Alternate Support HQ's   6.00   523.00
     C2 for HQ's.

1.36 Confederation of Interallied Reserve   0.00   0.00
     Officers
     Support and coordinate annual congress
     or COIR.

1.37 Chemical Agent Security Program   2,087.00   69,580.00
     Single manager of chemical
     conventional munitions.

1.38 DOD Enemy Prisoner of War/Detainee   2.00   62.20
     Administration of POW Program.

1.39 Saudi Arabian Army Ordnance Corps   40.00   5,006.50
     Program
      Saudi Arabian Army and US country
      to country modification.

1.40 Construction in Saudi Arabia   0.00   0.00
      Design and construction for
      Saudi government.

1.41 Joint Services Small Arms Program   4.20   228.80
      Single lead for small arms for RDTE
      management.

1.42 Supervision and Control of   0.15   2.40
     the National Guard of D.C.
      Supervise, administer,
      and control.

1.43 Ground Mobile Forces Satellite   2.00   20.00
     Communications
      Control & operate earth terminal
      and ground segment of systems.

Category 2
Not Specifically Connected to Core Army
Roles, Missions, & Functions

2.1 Communication/Utilities Rate Proceed-   7.50   569.90
     ings, Legal Representation
      Regulates works.

2.2 Support of International Military   0.00   0.00
     Activities
      Prog/Budget for US contributions to
      NATO OMA appropriations.

2.3 Travel, Household Move/Passport Visa   35.00   707.90
    Support
      Prov admin support for travel,
      household goods, passport & VISA support.

2.4 Defense Supply Service-Washington   272.00   8837.70
      Admin, contract, supply,aquis & related
      svcs for DOD in NCR. VG recom 20%
      reduction.

2.5 Manual Morse Training   70.10   3,885.00
      Training for Cryptologic Manual
      Morse.

2.6 Foreign Criminal Jurisdiction   0.16   76.80
      Publish foreign criminal jurisdiction
      regs, prepare report, tri-service.

2.7 Coop and Assist with Scouting Organiz-   0.33   11.90
    ations in Foreign Areas
      Assists in foreign countries.

2.8 Food Service Program   1,532.00   13,868.00
      Formulate DOD food RDT&E.

2.9 Management of Armed Services Patent   0.04   8.80
    Advisory Board
      Mgmt control of all pwrs re: secrecy
      of certain invent & w/hold of patents.

2.10 Pentagon Physical Fitness Shower
     Facilities   0.10   1.80
      Manage & operate shower facilities
      in pentagon.

2.11 Defense Information School(DINFOS)   218.00   9,831.30
     Advisory Board
      Training of public affairs and info
      officers.

2.12 Defense Family Housing, OAHU   0.01   1.80
      Family housing operation for all DOD
      on the island of OAHU, Hawaii.

2.13 Single Manager For Conventional Ammunition VG recommend reduction of related AMC FOA by 20%.	5,992.00	537,816.00
2.14 Saudi Arabia National Guard Modernization Program USA to Saudi Arabia country to country support.	0.00	0.00
2.15 Environmental Support Group Organization to support science, litigation, MED & moral INIT concerning agent orange.	12.00	576.00
2.16 Operations of the US Receiving State Office Responsible to operate receiving state office.	0.07	12.20
2.17 National Committee for Employer Support for the Guard & Reserve Provide all admin & log support to the committee, deals with only Army.	5.00	1,426.10
2.18 Defense Systems Management College Packard Commission institution for training of Acquisition Professionals.	221.00	20,383.00
2.19 Research and Engineering of specified physical security equipment Army responsible for PSE Land-Based Systems.	25.40	1,453.00
2.20 Pentagon Motor Pool Part of safety, security and SPT SVCS-WASH. HQDA TM reduced by 31 enlisted in zero enlisted analysis.	147.00	5,283.00

2.21 OPSEC Support for JCS Exercises
    Communication Support for
    OJCS.
	1.40	63.00

2.22 Defense Satellite Communication
    System
    Control & operate earth terminal
    and ground segment of systems.
	2.00	20.00

2.23 Counterintelligence & Operations
    Security Support for DNA
    Collection of threat information.
	13.00	625.20

2.24 Supply support of United Nations
    Support the UN Peacekeeping
    Forces.
	0.04	2.40

2.25 Military Discharge Review Policy Focal point for discharge review.	6.00	179.90

2.26 NATO Infrastructure Program
    Prog, Budget, fund, account, &
    report NATO infrastructure.
	5.00	253.00

2.27 Tactical Shelter Program Manager of Tac Shelter Program.	0.15	11.00

2.28 Armed Forces Epidemiological Board
    Continuing scientific advisory
    board.
	3.00	184.90

2.29 Family Advocacy Staff Training
    Course
    Trng for military professionals
    on detect & prevent of child &
    spouse abuse.
	1.90	165.00

2.30 Pentagon Library
    Direct & control & provide pro
    library & info resources.
	39.00	1,254.50

2.31 National Defense University (NDU)
    LOG & Admin support required for
    university operations.
	535.00	43,807.00

2.32 Military Assistance to Safety &
    Traffic Program
    Lead in FEMA regions.
	0.01	10.40

2.33 Clean Up of Former DOD Owned   817.00   177,237.00
     Hazardous Waste Sites
       Plan and carry out program to
       clean up waste sites.

2.34 Alternate Joint Communications   166.00   4,696.00
     Center Program
       Develop & implement security plan
       for AJCC.

2.35 Defense Polygraph Institute   19.00   1,232.00
       Initiate to expand and consolidate
       polygraph training.

2.36 Control of Open Burning Waste   0.00   0.00
     Munitions
       Compliance with regulations
       regarding disposal of waste products.

2.37 Logistics Applications of Automated   3.60   230.30
     Markings & Readings Symbols
       Development and implement standard
       bar symbology for log application.

2.38 Celebration of Bicentennial of Consti-   0.00   0.00
     tution
       All DOD activities supporting
       Bicentennial of Constitution.

2.39 Participation in Armed Forces, National   3.00   143.00
     and International Sports Activities
       Competition and joint participation
       in national & international sports.

2.40 Commercial Food Plant Inspections   96.26   4,119.50
       Inspection for contract standard.

2.41 Homeowners Assistance Program   24.00   10,896.00
       Admin, management, and execution
       of program.

2.42 Drug Abuse Testing Program   0.00   0.00
       Quality control for
       military program.

2.43 Pentagon Officers Athletic Club   80.00   915.00
         Provide physical fitness
         activity, program, and services
         to DOD personnel assigned to
         Pentagon.

2.44 Defense Medical   28.00   1,742.00
         Standardization Board
         Responsible for
         Introduction of medical
         items into DOD supply.

2.45 Pentagon Chaplain's Office   0.00   50.00
         Provide Chaplain services
         to DOD Personnel in
         Pentagon.

2.46 Inspection of the Army and   0.00   0.00
         Air Force Exchange System
         Joint inspection teams
         including IG, U.S. Army, and
         IG U.S. Air Force.

2.47 Armed Forces Medical Intelligence   78.00   4,544.00
         Center
         Production of required Medical
         Intelligence.

2.48 Res, Dev, & Eval Chem Weapons & Chem   9.00   120,574.00
         Bio Defense
         Agent for all research, exploratory.

2.49 Support to the Federal Bureau of   0.15   14.00
         Investigation
         Military resources in support of FBI.

2.50 Operation of Arlington National   133.00   12,896.00
         Cemetery
         Statutory Responsibility for opns.

2.51 U.S. Representative to Technical Property   0.14   16.00
         Committee under Technical Property
         Agreements
         Primarily to military patent law.

2.52 Nutritional Standards and Education   1.85   161.80
         Establishes dietary allowance.

2.53 Infectious Disease research   0.02   4,992.00
    Develop countermeasures aimed
    at neutralizing threat of naturally
    occurring diseases.

2.54 Patent Support for the Uniformed   0.16   26.6
    Services University of the Health
    Sciences
    Legal support to the university

2.55 Defense Complex - Panama   24.00   1,067.00
    Develop master plan admin
    of military construction
    and consolidation of real
    property maintenance activities

CATEGORY 3
Transfer, Eliminate

3.1 Defense Telecommunications   106.00   2,827.00
    Services - Washington
    Provide admin telecom in
    NCR.

3.2 Civilian Marksmanship program   39.00   4,807.00
    Manage and Support program.

3.3 DOD IN-HOUSE RDTE activities   0.30   164.00
    reporting system
    Army assembles data from
    other services and
    publishes data.

3.4 Service Flag & Lapel Button   0.00   0.00
    Performs functions all SVCS
    DOD can perform without
    detriment to Army.

3.5 DOD NAFI's Budgeting   5.40   271.00
        NAF Budget, Report
        financial & PERS DATA
        to OSD, A DOD function.

3.6 Payment of JOB CORPS members   35.00   1,917.00
        Maintain records, pay
        members of JOB CORPS,
        drops in FY94.

3.7 Armed Forces Professional
        Entertainment Program Overseas   2.33   3,222.10
        Transfer to OSD.

3.8 Data Elements and Data Code   0.01   2.00
        Standardization Program
        Responsibility
        Id, dev, classify, code,
        publish and maintain
        standard data elements.

3.9 U.S. Army Broadcasting Service   520.00   19,614.00
        AFRTS RADIO & TV
        Broadcast Operations,
        DOD Function, Return
        to DOD.

3.10 Stars & Stripes newspaper   0.06   1.20
        Financial reporting
        Stars & Stripes serves
        all components and Army
        is not reimbursed.

3.11 DOD Nonappropriated funds   4.00   243.00
        Personnel activity
        Support DOD NAF personnel
        Policy Office, strictly DOD.

3.12 DOD Civilian Career Knowledge   .40   10.50
        Test Program
        Civilian Career Knowledge
        Testing Program.

3.13 Contractor Indebtedness   0.30   11.00
        Semi-quarterly publication of
        indebtedness list.

3.14 Payment for Transportation   258.00   5,787.00
     Service
        Pay transportation services and
        meal tickets for DA,DAF,OSD,DLA.

3.15 DOD Explosive Safety Board   19.00   1,068.60
        Provide admin support to board,
        permanent secretariat.

3.16 Mileage Table for Travel Allowances   0.10   3.00
        Compute mileage tables, minimum
        resources expended.

3.17 Per Deim, Travel & Transportation   23.00   1,092.00
     Allowance Committee
        Provide all administrative support
        to the committee.

3.18 Customs   .60   33.20
        DOD military customs, policies,
        and programs.

3.19 Military Postal Agency   68.00   249.00
        Single Manager for Military
        Postal Matters.

3.20 Representation of DOD in   0.01   4.90
     Proceeding before the Postal
     Rate Commission
        Single Manager for Military
        Matters for DOD.

3.21 Defense Foreign Language   1,468.00   58,781.70
     Program
        Management of Total Program
        to meet DOD Regulations.

3.22 Chemical Munitions & Agents   0.00   0.00
        Subset of Chemical Agent
        Security Program.

3.23 Armed Forces Pest Management   12.00   731.00
     Board
        Serves as scientific advisory
        body.

3.24 DOD Wage Fixing Authority, Technical   75.00   3,207.00
     Staff
          Admin support to technical staff,
          financial stewardship of trust fund.

3.25 Army, Air Force, Navy Construction   4,291.00   2,256.30
          DOD military construction.

3.26 Military Entrance Processing Cmd   1.00   92.80
          Develop of policies and procedures
          of MEPCOM.

3.27 Army Air Force Civilian Welfare Fund/Post   0.09   1.00
     Restaurants Financial Reporting
          Report financial & personnel data
          to OSD annually.

3.28 Armed Services Board of Contract   0.00   0.00
     Appeals
          Admin support to Board.

3.29 AAFES Finance Reporting   0.33   2.70
          Report financial & personnel data
          to OSD annually.

3.30 Settlement of Federal Tort Claims   0.25   35.40
     Generated by DOD Employees
          Resolve tort claim arising from acts
          of DOD civilian employees.

3.31 Records Management Support of Joint   0.05   2.00
     Activities
          SOUTHCOM, EUCOM, FORSCOM, & AAFES.

3.32 AAFES REGULATIONS   5.70   109.30
          Administrative
          responsibility for
          publications of REGS.

3.33 Audit of the American Red Cross   0.02   12.90
          Perform oversight review of Red
          Cross account, total reimbursed.

3.34 Industrial Security Claims   0.01   4.10
          Pay industrial security
          claims for claims defense
          "appropriations/retain".

3.35 DOD Strategic Debriefers Course Management of Training Program.	0.02	5.50
3.36 Settlement of Incident-to-Service claims of DOD Employees Settle claims by Employees for loss or damage to personnel property.	0.10	5.70
3.37 Single Service Responsibility Processing Claims Settle claims arising from acts of DOD employees.	0.40	55.30
3.38 Threat Simulator Development Program Oversight of tri-service threat air defense & related weapon systems.	9.06	602.00
3.39 Acquisition of Info Concerning Persons & Organizations not Affiliated with DOD Info acquired with permission from Attorney General.	0.00	0.00
3.40 Environmental Decontamination Technology and Criteria Refine applicable environmental decon technology and develop new technology.	2.0	77.00

   e. **Conclusions.**

     (1) Forty-three Executive Agency responsibilities are so closely related to the Army Core missions that they ought not be challenged.

     (2) Fifty-five responsibilities were not traditional roles but should be retained in the Army.

(3) Forty responsibilities equating to approximately 6,946 manyears and $107(M) could and should be performed by another service, Joint Defense Agency or civilian sector.

f.   **Recommendations.**   That HQDA seek relief from the forty functions in Category 3 above.

14.3. ZERO BASED ENLISTED STUDY

a. **General.** The intent of the Zero Based Enlisted Study was to review the overall requirements for Enlisted Soldiers in the General Support Forces and return to the TOE/MTOE Force Enlisted Soldiers no longer required. Since this was a simple elimination of enlisted military positions, there were no cost savings to be achieved.
The Enlisted Force was allocated to the VANGUARD Teams based on the teams' functional areas. Analysis began on 20 October 1990 and included all MACOM and FOA with enlisted authorizations.

b. _Description._ Enlisted authorizations were removed from the TDA Force and returned based on criticality of need.

c. _Evaluation._

(1) Only those enlisted authorizations that were determined to be critical to the overall mission of the TDA Force were recommended for retention.

(2) The following guidelines were followed during conduct of the analysis:

(a) As the overall size of the Army is reduced, the need for TDA Force authorizations will be reduced.

(b) The staff functions at Secretariat, Joint Positions, HQDA, and MACOM will be reduced as a result of world-wide draw down of forces.

(c) Only active component forces were to be considered. Reserve component force structure was not an issue for VANGUARD.

(d) The analysis would be conducted as an independent action. Following identification of authorizations for elimination, recommended changes would be deconflicted against VANGUARD initiatives and other directed decrements, where possible.

d. _Analysis._

(1) Phase I: Establish Rules for Analysis.

- The teams submitted rules that were applied to the TDA Force across all commands.

- Team chiefs resolved potential conflicts and agreed on the respective portions of the force for review and analysis.

(2) Phase II: Deconfliction of Recommendations.

- Recommended changes were applied to the force.

- Teams reviewed each successive application of the changes and altered the application of the rules where conflicts or overlaps occurred.

(3) Phase III Formulate Recommendations.

- The teams the total summary of recommendations.

- Team chiefs approved summary for presentation to Project Director.

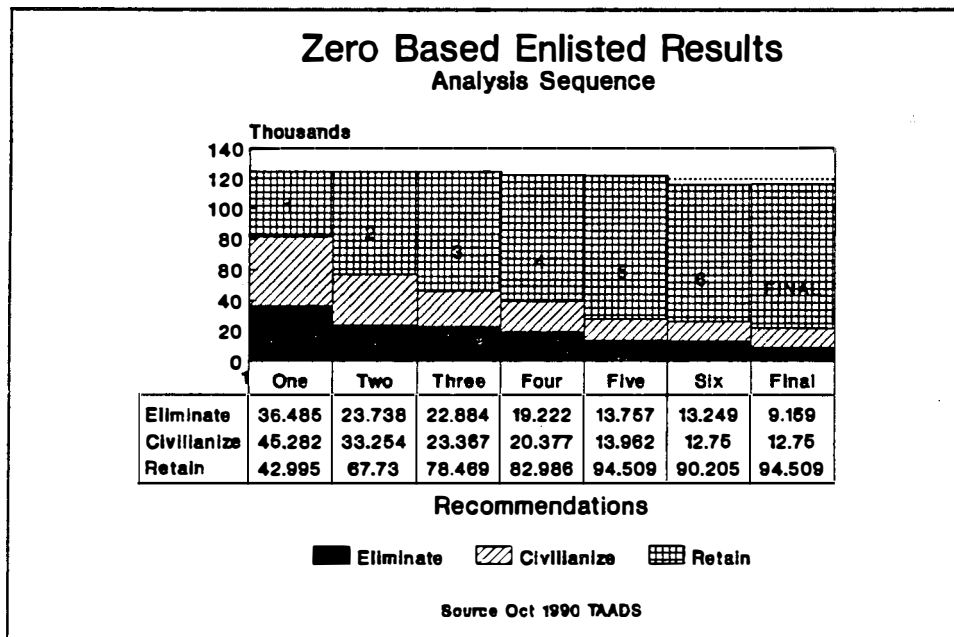- Summary of the process is illustrated at Figure 1.

Zero Based Enlisted Results
Analysis Sequence

Thousands

	One	Two	Three	Four	Five	Six	Final
Eliminate	36.485	23.738	22.884	19.222	13.757	13.249	9.169
Civilianize	45.282	33.254	23.367	20.377	13.962	12.75	12.75
Retain	42.995	67.73	78.469	82.986	94.509	90.205	94.509

Recommendations

■ Eliminate   ▨ Civilianize   ▦ Retain

Source Oct 1990 TAADS

Figure XIV-1
Summary of Analysis Process

e. Conclusions.

(1)   Upon comparison with the TAADS (Nov 90) and the remaining VANGUARD initiatives, there are 9,159 enlisted authorizations available for elimination.

(2) The spaces identified for elimination have been validated and exist in the MACOM documented position as of the October 1990 AUTS. The numbers recommended for elimination are exclusive of other VANGUARD initiatives and can be implemented separately or in conjunction with other initiatives.

f. _Recommendation._ Eliminate or reduce enlisted authorizations   Eliminations are recommended as follows:

CODE	COMMAND	ELIM	CODE	COMMAND	ELIM
AG	Adjutant General	1	P1	WESTCOM	217
AS	INSCOM	1325	P3	JAPAN	57
CB	CIDC	1	P8	USA KOREA	96
CE	COE	38	PC	MEPCOM (FOA)	111
CS	ARSTAF UNDER CSA	11	RC	USAREC (FOA)	235
CZ	ISC	912	SA	SEC ARMY	0
DF	DEFENSE AGENCIES	107	SB	SOCOM	4
E1	USAREUR	1325	SC	STRATEGIC DEF	3
FC	FORSCOM	1252	SF	ARSTAF (FOAs)	38
HS	HSC	50	SJ	SEC ARMY (FOA)	0
J1	SHAPE	263	SP	SP OPS COMMD	121
JA	JOINT ACTIVITIES	246	SS	SEC ARMY (FOA)	15
MA	USMA (FOA)	20	SU	US ARMY SOUTH	16
MD	OTSG (FOA)	9	TC	TRADOC	2975
MP	TAPA (FOA)	20	TS	TROOP SUPT AGY	10
MT	MTMC	27	X1	AMC	672
MW	MDW	141		Totals	9159

Note: All decrements have been validated against the November 1990 TAADS following Fall 1990 AUTS Process.

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CHAPTER XV
AUDIT OF MANPOWER REDUCTIONS

15.1. GENERAL.

a. As a start point for Project VANGUARD, all known programmed and projected military manpower reductions were audited. Outline of the results of joint audit between VANGUARD and DA DCSOPS, FDF is shown at Table XV-1., below.

FY	Army Programs	Known / Projected Reductions	Net Savings
FY91	-5390	-6623	1233
FY92	-10202	-21343	11141
FY93	-16321	-32056	15735
FY94	-27008	-38181	11173
FY95	-39040	-41525	2205
FY96	-40540	-44987	4447
FY97	-40540	-46068	5528

Table XV-1. Military Manpower Reductions Audit

b. A baseline for auditing VANGUARD TDA reductions was difficult to establish. The Force Accounting System (FAS), The Army Authorizations Data System (TAADS), Budget Estimate Submissions (BES), Program Budget Decisions (PBDs) and the Program Objective Memorandum (POM) were not synchronized. Additionally, the pace of Army decisions impacting on Army force structure exceeded the ability of official army systems of record to keep current. Therefore, VANGUARD was frequently obligated to contact various HQDA agencies for valid information concerning the posture of the general support forces.

c. Other major reduction programs that were audited included Base Realignment and Closure (BRAC), Army Program Reductions, the Defense Management Review Decisions (DMRD), the Army Management Review (AMR), and Congressionally directed civilian reductions.

d. It was also necessary to ensure that the synergistic effect of all reductions left the affected organizations or organizational elements in a posture to perform their missions.

15.2. DISCUSSION.

a. The information has DAMO-FD concurrence. The overall reduction to the Army is reflected at figure XV-1. The wedges on the pie-chart represent VANGUARD reductions, a combination of POM, DMRD, and planned MACOM reductions and the delta necessary to achieve a twenty-five percent reduction of the general support forces overall. In FY92, VANGUARD and other reductions totaled four and ten percent respectively, leaving an eleven percent delta. As reductions accrued to FY97, VANGUARD and other reductions increased to eight and fifteen percent respectively, leaving a delta of two percent.
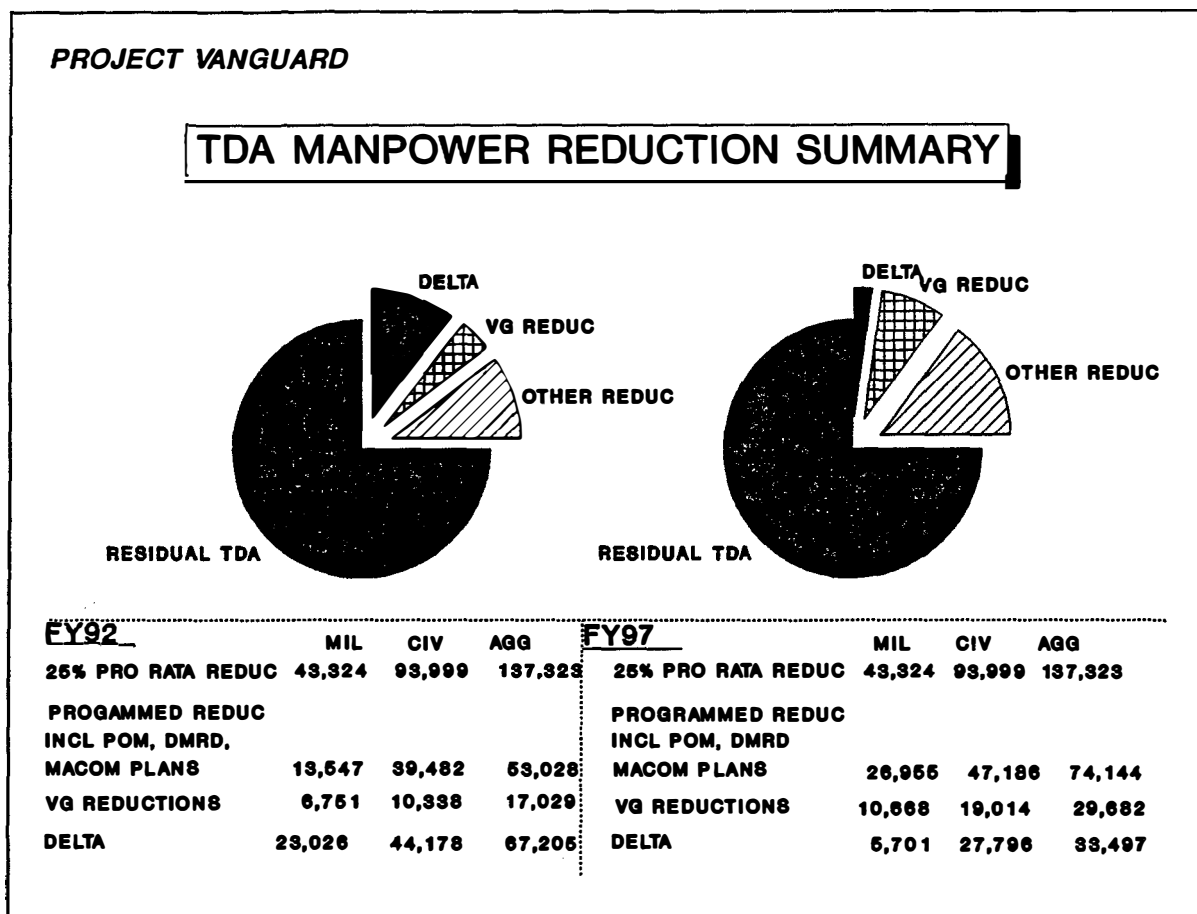

PROJECT VANGUARD

TDA MANPOWER REDUCTION SUMMARY

FY92	MIL	CIV	AGG
25% PRO RATA REDUC	43,324	93,999	137,323
PROGAMMED REDUC INCL POM, DMRD, MACOM PLANS	13,547	39,482	53,028
VG REDUCTIONS	6,751	10,338	17,029
DELTA	23,026	44,178	67,205

FY97	MIL	CIV	AGG
25% PRO RATA REDUC	43,324	93,999	137,323
PROGRAMMED REDUC INCL POM, DMRD MACOM PLANS	26,955	47,186	74,144
VG REDUCTIONS	10,668	19,014	29,682
DELTA	5,701	27,796	33,497

FIGURE XV-1
TDA Manpower Reduction Summary

b. A summary chart of the aggregate effects on HQDA, Joint Activities/Defense Agencies and the Army MACOMs of all reduction programs (BRAC, QS, PBDs, AMR, DMRD, directed civilian cuts, and VANGUARD) entitled, **TDA Manpower Reduction Summary,** is at figure XV-2. This is a summary of all reductions for FY92 (where most reductions begin) and FY97. The chart shows both the beginning and ending states for each MACOM with reduction totals displaying both military and civilian spaces in FY92 and FY97.

TDA MANPOWER REDUCTION SUMMARY

	FY92			FY97		
	Mil	Civ	AGG	Mil	Civ	AGG
AMC	-1009	-11232	-12241 (11%)	-2065	-24544	-26609 (24%)
CIDC	-222	-115	-337 (19%)	-505	-203	-708 (51%)
COE *	-24	-992	-1016 (7%)	-61	-628	-689 (5%)
EUSA	-941	-1495	-2436 (15%)	-1172	-2709	-3881 (23%)
FORSCOM	-2791	-5501	-8292 (15%)	-5840	-9253	-15093 (28%)
HSC	-617	-921	-1538 (3%)	-2060	-917	-2977 (6%)
INSCOM	-1310	-22	-1332 (12%)	-3025	-569	-3621 (32%)
ISC	-1760	-3623	-5383 (15%)	-6707	-5459	-12166 (35%)
MDW	-54	-158	-212 (6%)	-229	-248	-477 (14%)
MTMC	-81	-112	-193 (5%)	-317	-1231	-1548 (43%)
TRADOC	-5915	-5102	-11017 (12%)	-15777	-7688	-23465 (26%)
USAREUR	-1664	-20751	-22415 (26%)	-3281	-20199	-23480 (28%)
USARPAC	-285	-1047	-1332 (12%)	-560	-1256	-1816 (17%)
USARSO	-13	-223	-236 (7%)	-525	-1868	-2393 (68%)
USASOC	-24	0	-24 (4%)	-121	0	-121 (21%)
HQDA	-515	-2217	-2732 (5%)	-1772	-2848	-4620 (8%)
JT/DEF	-2502	-99	-2601 (25%)	-2508	-99	-2607 (25%)
TOTAL	-19827	-53610	-73437 (13%)	-47054	-79719	-126773 (23%)

* 67% REIMBURSABLE

FIGURE XV-2
TDA Manpower Reduction Summary

c. The overall Army TDA reduction was twenty-three percent which includes the directed cuts as well as the VANGUARD reductions. Some activities listed took disproportionate shares of reductions. This inconsistency in proportionate reduction totals is due to the effects of functional reductions and workload.

d. VANGUARD used a twenty-five percent reduction as a basis for comparison only. It must be emphasized that a 25 percent reduction was not the overall goal. Due to the fixed cost nature of most TDA functions and organizations, it may logically be argued that a directly proportional reduction to the general support forces would be excessive. Summary of the reductions by MACOM is shown at Table XV-2, below.

AMC	24%
CIDC	51%
COE	5%
EUSA	23%
FORSCOM	28%
HSC	6%
INSCOM	32%
ISC	35%
MDW	14%
MTMC	43%
TRADOC	26%
USAREUR	28%
USARPAC	17%
USARSO	68%
USASOC	21%
HQDA	8%
JT/DEF	25%

Table XV-2, Summary By MACOM

Some MACOMs were close to this figure while others were either excessively over or under it. The Army Material Command (AMC), at twenty-four percent; Eighth U.S. Army (EUSA), at twenty-three percent; Forces Command (FORSCOM) at twenty-eight percent; Training and Doctrine Command (TRADOC), at twenty-six percent; and US Army Europe (USAREUR), at twenty-eight percent; were all proximate. **The Intelligence and Security Command at forty-three percent and the U.S. Army South (USARSO), at sixty-eight percent; all exceeded the twenty-five percent benchmark due to VANGUARD'S push to take down those MACOM headquarters.** Joint Activities /Defense Agencies reduction of thirty-one percent was mainly due to VANGUARD'S "Zero Enlisted" initiative which eliminated most of the enlisted soldiers from those agencies. The Health Services Command (HSC), at six percent, took a significantly lower number of reductions due to Public Law. The U.S. Army Corps of Engineers (USACE), at five percent, also showed a disproportionate number of reductions primarily because it has a reimbursable Civil Works (CW) population which is two-thirds of its total authorizations. Additionally, Congress directed the Chief of Engineers develop criteria for determining realignment decisions and present that methodology to them by 1 September 1990. Congressional approval of the methodology is not expected until January 1991. Finally, HQDA showed only a seven percent reduction. However, during the 21 November 1990 VANGUARD SELCOM, it was indicated that another look be taken at HQDA.

e. For reference purposes, all VANGUARD initiatives were tracked using a team alpha/numeric code. A matrix fixing the VANGUARD initiatives to the team identity and code is shown below:

Description	Team Abbreviation	Initiative Numbers
Headquarters/DA Staff	HQ	HDA01--HDA
Information Management	IM	IMA01--HDA
MACOM	MAC	MAC01--MDA
Structure Manning	STM	STM01--STM
Equipping/Sustaining	ES	ESA01--ESA
Training	TNG	TNA01--TNA
Mobilization/Deployment	MOB	MDA01--MDA
Facilities/BASOPS	FAC	FAC01--FAC

15.3. CONCLUSIONS.

a. Extreme difficulty was encountered in attempting to assemble data from the Army's systems of record, the FAS, TAADS, PBDs, BES, and the POM. The systems databases were not synchronized and could not keep pace with the rapidity and magnitude of force structure decisions being made in the Army today.

b. While the Army will be reduced by twenty-five percent or more by FY97, a twenty-five percent reduction cannot be spread evenly throughout its general support forces. Some MACOMs are being reduced to a greater degree at a more rapid pace than are others. Additionally, there are protective measures that cause certain MACOMs to take smaller reductions.
The persistent, chronic problem concerning the synchronization of data in Army systems, which has plagued the Army for many years, lends credence for centrally locating a Programs Integrator (PI) to build, account for and document the force.

c. This VANGUARD audit represents a major effort to capture and record the force structure and programming posture of the Army, given all official Army systems of record. The VANGUARD audit could be used as a basis for further study and analysis.

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CLERK	SPC PEGGY CLOUSE	OCSA
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ACTION OFFICER	COL KEN GRUNER (UNTIL MAY 90)	USAREUR
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ACTION OFFICER	LTC JOHN HARTMANN	MDW
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ACTION OFFICER	MAJ ERVIN PEARSON	OASA (FM)
ACTION OFFICER	MAJ JEFFREY KNAPP	ODCSPER
ACTION OFFICER	MS. JO ANNE FRENCH	OSA
ACTION OFFICER	MS. JUNE DALY	OASA (FM)

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STRUCTURE/MANNING TEAM

TEAM CHIEF	COL MIKE COOK	ODCSPER
MEDICAL REP	LTC (P) IAN NATKIN	OTSG
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ACTION OFFICER	LTC DOUG BECKER	ODCSOPS
COMMAND REP	MAJ ERIC STANHAGEN	PERSCOM
ACTION OFFICER	MR. PAUL LALLY	ODCSPER

TRAINING TEAM

TEAM CHIEF	COL MIKE CONRAD (UNTIL JUL 90)	OASA (ILE)
TEAM CHIEF	COL BILLY MURPHY (AFTER AUG 90)	ODCSOPS
ARSTAF REP	LTC JIM CHAMBERS	ODCSOPS
COMMAND REP	LTC MIKE JALLO	TRADOC
COMMAND REP	LTC EVERETT D. ALLAMAN	TRADOC
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EQUIPPING/SUSTAINING TEAM

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ACTION OFFICER	MR. LANG WITHERS	DUSA-OR
ARSTAF REP	MAJ WILLIE PRUITT	ODCSOPS
ARSTAF REP	MR. HELMUT SCHELENZ	ODCSLOG
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FACILITIES/BASOPS TEAM

TEAM CHIEF	COL BOB WHITTON	OASA (ILE)
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MOBILIZATION/DEPLOY TEAM

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ACTION OFFICER	LTC VIC FRYSINGER (UNTIL AUG 90)	ODCSOPS

OCSA PROJECT VANGUARD TASK FORCE PARTICIPANTS

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COMMAND REP	MR. CLAUDE PICKRELL	FORSCOM

MANAGING INFO TEAM

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ACTION OFFICER	LTC PAMELA REID	PERSCOM
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