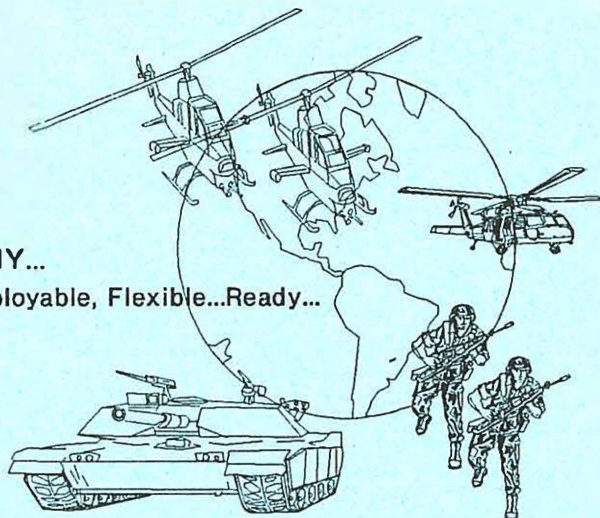


copy 1

U. S. ARMY...
Lethal, Deployable, Flexible...Ready...

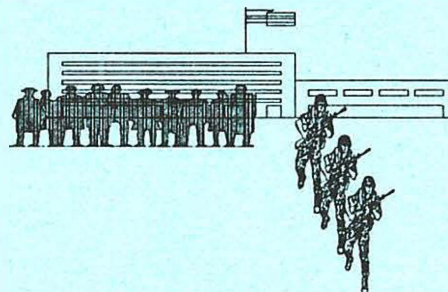


VOLUME TWO

Project VANGUARD Final Report

A blueprint for the future...

General Support Force



15 December 1990
Fort Belvoir, Virginia

CHAPTER XVII, APPENDIX N1
Detailed Issue Analysis Sheets
Realign Army Staff Functions

Further Reduce Personnel Performing EEO Functions	XVII-N1-1
Eliminating Remaining Active Component EO Personnel Spaces	XVII-N1-3
Reduce DOD Explosives Safety Board	XVII-N1-5
Transfer DOD NAF Personnel Activity to DOD	XVII-N1-8
Reduce DOD Wage Fixing Authority	XVII-N1-11
Retain Military Postal Service Agency as is	XVII-N1-14
Retain National Committee for Employer Support of Guard and Reserves	XVII-N1-17
Reduce Armed Services Board of Contract Appeals	XVII-N1-20
Reduce Per Diem Travel and Transportation Allowance Committee	XVII-N1-22
Eliminate U.S. Army Model Improvement and Study Management Agency	XVII-N1-25
Reduce USAFAC and Consolidate with DOD	XVII-N1-28
Reduce Congressional Inquiry Division and Reclassify as a Staff Support Agency	XVII-N1-32
Reduce the Army Audit Agency	XVII-N1-35
Reduce Inspector General Agency	XVII-N1-38
Eliminate Office Chief of Public Affairs New York	XVII-N1-41
Eliminate Office Chief of Public Affairs Los Angeles	XVII-N1-44
Reduce Command Information Unit	XVII-N1-47
Reduce and Transfer Army Broadcasting Service	XVII-N1-50
Reduce Army/Air Force Hometown News Center	XVII-N1-54
Reduce Headquarters Services Washington	XVII-N1-57
Reduce Defense Supply Service Washington	XVII-N1-60
Retain Space and Building Management Services Washington as is	XVII-N1-63
Reduce Safety, Security, and Support Services Washington	XVII-N1-66
Reduce Resource Services Washington	XVII-N1-69
Reduce General Officers Mess	XVII-N1-73
Reduce U.S. Army Safety Center	XVII-N1-75
Reduce Center of Military History	XVII-N1-80
Reduce Military History Institute	XVII-N1-83
Reduce U.S. Army Legal Services Agency	XVII-N1-86
Reduce U.S. Army Claims Service	XVII-N1-89
Reduce Chaplainery Services Support Agency	XVII-N1-92
Reduce the National Guard Operating Agency Center	XVII-N1-95
Retain National Guard Financial Service Center	XVII-N1-99
Reduce Defense/Joint Agencies	XVII-N1-102

Eliminate Programing Functions
Consolidate Internal Review with Inspector General Function
Eliminate Directed Military Overstrengths
Reduce the HQDA Staff

XVII-N1-106
XVII-N1-117
XVII-N1-119
XVII-N1-122

SUBJECT: Command and Command Support Functions (EEO)

DOD COMPONENT: ARMY

ISSUE: Further Reduce the Personnel Authorizations Performing EEO Functions in the Army.

SUMMARY OF EVALUATION:

o **CONCEPT:**

- Consolidates the EEO functions with DCSPER/DPCA at all levels.
 - Moves the functions to the Personnel community at all levels.
 - Eliminates overhead at the installations.
 - Agencies performing EEO duties at DA level would not change.

o **OTHER CONSIDERATIONS**

- The proposal has previously been presented to the PBC and SELCOM. The proposal was approved; however, the Under SA asked to be provided more information on the subject.
- As a result of information provided to the Under, a decision was made to keep the EEO program as is; but reduce personnel spaces. VANGUARD reduced 57 spaces.

RECOMMENDED ACTION: Additional spaces are available for reduction consideration.

COORDINATION: Mr. Santiful, ASA(M&RA)

Action Officer: MAJ KNAPP/355-2502
INITIATIVE# HDA06
11 Dec 90 1139

Current Program/Estimate

Dollars (\$ = M):

(Rounded off to 100,000)

RES CODE	PROG CODE	FY92	FY93	FY94	FY95	FY96	FY97
OMA		-0.3	-2.9	-3.0	-3.1	-3.2	-3.3
TOTALS		-0.3	-2.9	-3.0	-3.1	-3.2	-3.3

MANPOWER:

CIV	7	57	57	57	57	57
TOTALS	7	57	57	57	57	57

	OFF	ENL	CIV
Current authorizations (FY92)	0	0	492
VG reduction (FY92-97)	0	0	57
Projected strength	0	0	435

SUBJECT: Command and Command Support Functions (EO)

DOD COMPONENT: ARMY

ISSUE: Eliminate remaining active component EO personnel spaces throughout the Army.

SUMMARY OF EVALUATION:

o **CONCEPT**

- Eliminates remainder EO personnel spaces (approx 188)
- IG would perform the necessary complaints functions at installations.
- Proponency issues would still be performed within ODCSPER.
- The command would perform the programmatic, and policy functions on a collateral basis.

o **OTHER CONSIDERATIONS**

- Proposal has previously been presented to the PBC and SELCOM. The proposal was approved, however the Under SA asked to be provided more information on subject.
- As a result of the information provided to the Under, a decision was made to keep the EO program as is; but reduce the personnel spaces by 110.

RECOMMENDED ACTION: An additional 188 spaces are being offered for reduction consideration.

COORDINATION: MAJ Plumer, ODCSPER

Action Officer: MAJ KNAPP/355-2502
INITIATIVE # HDA6A
11 Dec 90 1135

Current Program/Estimate

Dollars (\$ = M):

RES CODE	PROG CODE	FY92	FY93	FY94	FY95	FY96	FY97
MPA		-1.0	-6.4	-6.6	-6.8	-7.0	-7.3
TOTALS		-1.0	-6.4	-6.6	-6.8	-7.0	-7.3

MANPOWER:

AC	188	188	188	188	188	188
TOTALS	188	188	188	188	188	188

	OFF	ENL	CIV
Current authorizations (FY92)	3	346	17
VG reductions (FY92-97)	0	0	0
Overhead & BRAC	0	110	0
Projected strength	3	236	17

SUBJECT: DOD Explosives Safety Board (UIC W1A5AA).

DOD COMPONENTS: Army

ISSUE: Reduce by 20%.

SUMMARY OF EVALUATION:

- o Mission: DDESB is responsible for developing and maintaining ammunition and explosives safety standards; ensuring explosives related military construction projects meet applicable safety criteria; surveying installations to ensure compliance with DOD explosives safety standards; cooperating with national and international governments and organizations on technical matters effecting explosives safety.
 - DDESB is a DOD Joint Activity.
 - Secretary of the Army, Administrative Assistant has been designated for administrative support only.
 - Authorizations for FY92: CIV 16.
 - Provides impartial and objective advice to the Secretary of Defense, the Secretaries of the military departments and the Directors of the Defense agencies on ammunition and explosive development, manufacturing, testing, handling, transportation, storage, maintenance, demilitarization and disposal of ammunition and explosives to include chemical agents.
- o Analysis of Mission/Functions:
 - Reviews and approves plans for leasing, transferring or disposing of DOD real property where ammunition, explosives, and chemical agent contamination exist or are suspected to exist.
 - Reviews and approves the explosives safety aspects of all plans for sites and construction or modification of fixed or movable ammunition and explosives facilities, including facilities in their proximity.
 - Provides safety surveys and evaluations of ammunition and explosives facilities and activities worldwide to determine compliance with applicable safety standards and to detect conditions endangering life or property inside or outside DOD installation boundaries.

- Represents the United States on the NATO Group of Experts on the Safety Aspect of Transportation and Storage of military Ammunition and Explosives.
- Develops DOD safety standards designed to prevent or eliminate hazardous conditions associated with ammunition and explosives.
- Reviews and analyzes reports, data, and information on ammunition and explosives hazards and accidents, except nuclear.
- Survey, study, and evaluate DOD Components' performance on explosives safety procedures to ensure their compliance with DOD 6055.9-STD and to detect conditions that may endanger life and property inside or outside DOD installations. Report violations and recommend corrective action.

o Other Considerations

- DDESB has a critical unique mission which cannot be performed by another organization.
- Reductions would need DOD approval.

RECOMMENDED ACTION: Reduce by 20%. With the current resource constraints the Army can no longer afford to staff DDESB at the current levels.

COORDINATION: COL Mathews, USAF, Chairman

Action Officer: Joanne French
 HQDA Team, 355-2365
 Initiative #HDA27
 10 Dec 90 1044

DDESB

Current Program/Estimate

DOLLARS (\$ = M)

RES CODE	PROG CODE	FY92	FY93	FY94	FY95	FY96	FY97
OMA	P95	0.0	-0.1	-0.1	-0.1	-0.1	-0.1
TOTALS		0.0	-0.1	-0.1	-0.1	-0.1	-0.1

MANPOWER:

CIV							
DEUS		2	2	2	2	2	2

	OFF	ENL	CIV
Current authorizations (FY92)	0	0	16
VG reductions (FY92-97)	0	0	2
Projected strength	0	0	14

SUBJECT: DOD NAF Personnel Activity (UIC W3CFAA).

DOD COMPONENTS: Army

ISSUE: Transfer DOD NAF Personnel Activity to DOD.

SUMMARY OF EVALUATION:

- o Mission: NAF Personnel Policy office is responsible for establishing uniform policies which govern the administration and management of Non-appropriated Fund Instrumentalities employees whose compensation is derived from non-appropriated funds.
 - DOD NAF Personnel Activity is a DOD Activity.
 - Secretary of the Army, Administrative Assistant has been appointed for administrative support only.
 - Authorizations for FY92: CIV 4.
 - Employment and Placement
 - Salary and Wage
 - Attendance and Leave
 - Personnel Relations and Services
 - Retirement and Insurance
 - Employment of NADI Personnel in Foreign countries
 - Pay Policies
 - Job Grading Standard and System
 - Classification Appeals
- o Analysis of Mission/Functions:
 - NAF Personnel has always been a part of DOD.
 - Army is not executive agent; Army only provides administrative support (pays rent, salaries, supplies, etc.).
 - OSD staff reduction resulted in NAF Personnel being moved to ASA(M&RA) in 1980.
 - OSA staff reduction in 1986 resulted in NAF Personnel being moved to a separate Army TDA.

- NAF Personnel Chain of Command has always been ASA(FM&P), never Army.
- The activity is assigned to Army as a convenience to DOD.
- A NAF Personnel reduction would not result in a space savings for the Army.

RECOMMENDED ACTION: Transfer to DOD.

COORDINATION: Mr. Carl Berghardt, Director, (202) 696-4664

Action Officer: Joanne French
HQDA Team 355-2365
Initiative #HDA12
10 Dec 90 1028

NAFPER

Current Program/Estimate

DOLLARS (\$ = M)

RES CODE	FY92	FY93	FY94	FY95	FY96	FY97
-------------	------	------	------	------	------	------

AC
CIV

TOTALS

MANPOWER:

AC	0					
CIV	USDH	4		TOT	4	

SUBJECT: DOD Wage Fixing Authority Technical Staff (UIC W21CAA).

DOD COMPONENTS: Army

ISSUE: Reduce the DOD Wage Fixing Authority Technical Staff.

SUMMARY OF EVALUATION:

- o **Mission:** Determines and recommends to the Secretary of Army local wage areas having local wage survey committees for which the DOD Wage Committee desires to participate in planning and reviewing full-scale surveys and recommending wage schedules.
 - DOD Wage Fixing Authority Technical Staff is a DOD Joint Activity.
 - Secretary of the Army, Administrative Assistant is assigned the administrative support for DOD Wage Fixing Authority Technical Staff.
 - Authorizations for FY92: CIV 63.
- o **Analysis of Mission/Functions:**
 - Department of Defense has been designated by OPM as the lead agency in approximately 112 wage areas. The DODWFATS was established to administer the policies under DOD Directive 5120.39 and direct the activities of the Local Wage Survey Committee.
 - DODWFATS conducts wage surveys to determine the salaries, wages, fringe benefits, and pay policies for DOD employees.
 - DODWFATS survey teams travel around the world surveying business and industry in local areas collecting data to recommend the salaries and wages to be established for the blue collar wages for DOD personnel in the areas.
 - DODWFATS is responsible for establishing a Local Wage Survey Committee in the survey area. The committee is composed of three members: a chairman, appointed by the lead agency; a management member, selected and appointed by his employing activity; and a labor member who is recommended by the labor organization having the largest number of regular schedule wage employees under exclusive recognition in the wage area, and is subsequently appointed by his employing activity. The committee, once organized, remains the same for the

two-year survey cycle or until the next full scale, whichever comes first. The committee serves as an extension of the Wage Fixing Authority. They accomplish tasks as directed by the DODWFATS, oversee data collection, review and process data, insure that data are collected, reviewed and processed in the allotted time, and insure that all questions have been answered.

- Provisions of Public Law 92-392 establish the procedures to determine pay rates for prevailing rate employees. DODWFATS is responsible for surveying and establishing the levels of rates of pay in line with prevailing levels for comparable work within a local wage area.
- Regional offices are located at Wright-Patterson AFB, Ohio and Travis AFB, California.
- The Secretary of the Army provides, on a common service basis, administrative support to the DOD Wage Fixing Authority Staff which includes budgeting, funding, fiscal control, manpower control and utilization, personnel administration, security administration, space, facilities, supplies, and other administrative provisions and services.
- The DODWFATS mission is essential for the Services, but economies should be realized with efficient management.
- Increases or decreases in resources for the DODWATS will be made only with the concurrence of the ASD(FM&P).

RECOMMENDED ACTION: Reduce by 20%. Current budget/resource constraints dictate that DODWFATS cannot be staffed at the current level.

COORDINATION: Mr. Earl Payne, Director

Action Officer: Joanne French
HQDA Team, 355-2365
Initiative #HDA24
10 Dec 90 1041

DODWFATS

Current Program/Estimate

DOLLARS (\$ = M)

RES CODE	PROG CODE	FY92	FY93	FY94	FY95	FY96	FY97
OMA	P95	-0.2	-0.5	-0.6	-0.6	-0.6	-0.6
MISC		0.0	-0.1	-0.1	-0.1	-0.1	-0.1
TOTALS		-0.2	-0.6	-0.7	-0.7	-0.7	-0.7

MANPOWER:

CIV						
USDH	13	13	13	13	13	13
TOTAL	13	13	13	13	13	13

	OFF	ENL	CIV
Current authorizations (FY92)	0	0	63
VG reduction (FY92-97)	0	0	13
Projected strength	0	0	50

SUBJECT: Military Postal Service Agency (UIC W4FXAA).

DOD COMPONENTS: Army

ISSUE: Military Postal Service Agency should be retained as currently staffed.

SUMMARY OF EVALUATION:

- o Mission: MPSA mission is to achieve the efficient and economical transportation of official and personal mail throughout the DOD, effective operation of the Military Post Offices (MPOs) overseas, management of the DOD Official Mail Program, and to maintain operational command of the subordinate Joint Military Postal Activities (JMPAs).
- MPSA is a DOD Joint Activity.
- Secretary of the Army, Administrative Assistant has been designated for administrative support.
- Authorizations for FY92: OFF 5, ENL 6, CIV 27.
- Functionally manage the MPS, including the integration of postal transportation and mail routing and the implementation of uniform military postal practices and procedures throughout the DOD worldwide.
- The Secretary of the Army is designated as the single manager for DOD and is responsible for the administrative support for MPSA.
- The Adjutant General of the Army is dual-hatted as the Executive Director.
- Army, Navy, Air Force, and Marine Corps share proportionately in the manning of MPSA.
- MPSA has direct coordination with the Unified and Specified commands and the military Services on MPS support and operations.
- MPSA maintains operational liaison with the USPS to coordinate the operation of an integrated network of military mail transportation and distribution facilities in overseas areas.
- MPSA provides policy guidance and financial information to the military Services for development of their budgets for all military overseas postal transportation costs, coordinate billing for postal transportation, and review Service postal transportation budgets.

- MPSA maintains a postal evaluation and assistance team composed of MPSA personnel to perform annual evaluations of mail transportation and handling by air carriers and military postal operations at Continental United States (CONUS) and overseas locations.
- MPSA develops policy, monitors and coordinates investigations of depredations of mail, USPS funds and equipments. Also, processes postal claims made against the DOD by the USPS.

o Analysis of Mission/Functions:

- MPSA provides a critical, unique function for the Services which no other organization can perform.
- MPSA staffing is proportionate share with the Army providing 38 personnel, the Navy and Air Force provide 36 personnel.
- MPSA mission is even more important at this time of Desert Shield.

RECOMMENDED ACTION: MPSA should not take additional reduction. This mission is vital for the services and should be left as is. The Agency has already taken cuts from the other services and Army's Quicksilver reduction.

COORDINATION: CPT Turner, USN, 325-7850

Action Officer: Joanne French
 HQDA Team - 355-2365
 Initiative #HDA25
 10 Dec 90 1043

MPSA

Current Program/Estimate

DOLLARS (\$ = M)

RES CODE	FY92	FY93	FY94	FY95	FY96	FY97
-------------	------	------	------	------	------	------

AC
CIV

TOTALS

MANPOWER:

AC	OFF	5	ENL	6	11
CIV	USDH	27			27

	OFF	ENL	CIV
Current authorizations (FY92)	5	6	27
VG reductions (FY92-97)	0	0	0
Projected strength	5	6	27

SUBJECT: National Committee for Employer Support of Guard and Reserves (UIC W10TAA).

DOD COMPONENTS: Army

ISSUE: Retain at current level.

SUMMARY OF EVALUATION:

- o Mission: DOD Directive 1250.1 states that the NCESGR shall promote both public and private understanding of the National Guard and Reserve to gain US employer and community support through programs, personnel policies and practices that will encourage employee and citizen participation in National Guard and Reserve programs.
 - NCESGR is a DOD Joint Activity.
 - Secretary of the Army, Administrative Assistant is designated for administrative support.
 - Authorizations for FY92: OFF 2, ENL 4, CIV 3.
 - NCESGR is responsible for promotion and development of the volunteer leadership at the national, state and local levels to encourage the development of employer personnel policies and practices that endorse and facilitate employee participation in the National Guard and Reserve activities.
 - Encourages strong Guard and Reserve unit bonds with the community and develop public understanding of the Guard and reserve through actions that promote an attitude and a relationship of partnership between civilian and military units in the community.
 - Assists in resolving employer/employee problems and misunderstandings that result from Guard or Reserve membership and training requirements.
 - Promotes and develops civilian and military management attitudes that will not inhibit initial or continued membership in the Guard or reserve.
 - The Secretary of Defense appoints the national chair of the NCESGR and appoints members of the Executive Committee nominated by the national chair of the NCESGR.
 - The Assistant Secretary of Defense (Reserve Affairs) provides budgetary and personnel requirements to the DOD Executive Agent (Secretary of the Army).

- The Secretary of the Army acts as Executive Agent for the Department of Defense, shall program and provide administrative and logistical support for the NCESGR and its support staff.
- o Analysis of Mission/Functions:
 - NCESGR is required to have a full-time staff composed of selected officials from the Military Services and their reserve components. Each Military Service provides military personnel for NCESGR's support staff in ratio determined by the OSD(RA).
 - NCESGR provides a critical service which becomes ever more important in view of the increasing role that USAR and NGB play in manning the Army force structure.
 - NCESGR is the only link for goodwill and understanding between the employer and the Guard and Reserve.

RECOMMENDED ACTION: Retain as currently staffed.

Action Officer: Joanne French
HQDA Team 355-2365
Initiative #HDA26
10 Dec 90 1044

NCESGR

Current Program/Estimate

DOLLARS (\$ = M)

RES CODE	FY92	FY93	FY94	FY95	FY96	FY97
-------------	------	------	------	------	------	------

AC
CIV

TOTALS

MANPOWER:

AC	OFF	2	ENL	4	6
CIV	USDH	3			3
			TOTAL		9

	OFF	ENL	CIV
Current authorizations (FY92)	2	4	3
VG reductions (FY92-97)	0	0	0
Projected strength	2	4	3

SUBJECT: Armed Services Board of Contract Appeals (UIC W1B5AA)

DOD COMPONENTS: Army

ISSUE: Reduce Armed Services Board of Contract Appeals by 20%.

SUMMARY OF EVALUATION:

- o Mission: ASBCA is designated as the authorized representative of the Secretaries of Defense, Army, Navy and Air Force in hearing, considering and determining appeals by contractors or their representatives or authorities on disputed questions.
 - The ASBCA is a DOD Joint Activity.
 - Secretary of the Army is designated as Executive Agent for the ASBCA.
 - Authorizations for FY92: OFF 4, CIV 72.
 - The Board determines with administrative finality (subject only to judicial review) appeals from final decisions of contracting officers on disputes relating to contracts.
 - Proceedings of the Board are quasi-judicial.
- o Analysis of Mission/Functions:
 - Workload will more than likely increase in the near future with budget cuts resulting in contracts being terminated.
 - Budget reductions in the outyears for acquisition contracts will mean less contracting actions and fewer appeals for which ASBCA must get involved.
 - Secretary of the Army is designated as the Executive Agent for ASBCA and provides administrative support to include budgetary, funding, security, and civilian personnel assignments.
 - The ASBCA mission is a critical link in the legal chain.

RECOMMENDED ACTION: Reduce by 20% (5% per year beginning in FY93).

COORDINATION: Judge Paul Williams

Action Officer: Joanne French
HQDA Team, 355-2364
Initiative #HDA28
10 Dec 90 1045

Current Program/Estimate

DOLLARS (\$= M):

RES CODE	PROG CODE	FY92	FY93	FY94	FY95	FY96	FY97
MPA		0.0	-0.1	-0.1	-0.1	-0.1	-0.2
OMA1	P95	0.0	0.0	-0.1	-0.1	-0.2	-0.3
TOTALS		0.0	-0.1	-0.2	-0.2	-0.3	-0.5

MANPOWER:

AC	0	1	2	2	2	2
CIV:						
USDH	0	2	5	8	12	12
TOTAL	0	3	7	10	14	14

	OFF	ENL	CIV
Current authorization (FY92)	4	0	72
VG reduction (FY92-97)	2	0	12
Projected strength	2	0	60

SUBJECT: Per Diem Travel & Transportation Allowance Committee (UIC W10TAA).

DOD COMPONENTS: Army

ISSUE: Reduce Per Diem Travel & Transportation Allowance Committee.

SUMMARY OF EVALUATION:

- o Mission: PDTTAC primary purpose is to ensure the uniform travel and transportation regulations are issued pursuant to Title 37, United States Code, other applicable laws, and decisions of the Comptroller General of the United States, for members of the seven uniformed services (Army, Navy, Air Force, Marine Corps, Coast Guard, National Oceanic and Atmospheric Administration and Public Health Service).
 - PDTTAC is a DOD Joint Activity.
 - Secretary of the Army, Administrative Assistant has been designated for administrative support.
 - Authorizations for FY92: CIV 22.
- o Analysis of Mission/Functions:
 - PDTTAC is a joint activity (multiple service) with Army administrative support. Any decisions concerning resource consolidation, elimination or reduction can be made only with the concurrence of ASD(FM&P).
 - PDTTAC issues uniform regulations implementing the Federal Travel Regulations (FTR), Statutory requirements, Executive Orders, and decisions of the Comptroller General of the United States.
 - Establishes fixed allowances that approximate necessary authorized expenses.
 - Provide equivalent entitlement to civilian and Uniformed Services personnel when requirement of travel and temporary duty are substantially the same for both.
 - Regulations and entitlement ensure that members of the Uniformed Services and DoD civilian personnel are neither financially rewarded nor penalized as a result of travel and temporary duty assignments.

- Day-to-day operations of the Committee are conducted by the Committee staff under the direction of a Director, who is a Colonel or Captain (Navy). The position is rotated triennially among the Army, Navy, and Air Force.
- The Secretary of the Army is designated as the Administrative Agent for the PDTTAC. As such, the Secretary of the Army provides all administrative support required by the PDTTAC, including personnel spaces, funding, and administrative and logistical support.
- PDTTAC is responsible for prescribing uniform regulations involving the following entitlement and allowances:
 - Per diem, travel, and transportation allowances.
 - Station allowances (overseas housing allowance, interim housing allowance, temporary lodging allowance, and cost of living allowance).
 - Variable housing allowance.
 - Temporary lodging expense.
 - DoD civilian employee entitlement authorized by the JTR.
- PDTTAC performs a necessary mission for all Services.

RECOMMENDED ACTION: Reduce by 20%. Current budget/resource constraints dictate that the level of staffing for PDTTAC be reduced.

COORDINATION: CMDR Mike Hoelt, Director

Action Officer: Joanne French
 HQDA Team - 355-2365
 Initiative #HDA29
 10 Dec 90 1045

PDTTAC

Current Program/Estimate

DOLLARS (\$ = M)

RES CODE	PROG CODE	FY92	FY93	FY94	FY95	FY96	FY97
OMA	P95	0.0	-0.1	-0.1	-0.1	-0.1	-0.1
TOTALS		0.0	-0.1	-0.1	-0.1	-0.1	-0.1

MANPOWER:

CIV							
DEUS	3	3	3	3	3	3	3

	OFF	ENL	CIV
Current Authorizations (FY92)	0	0	22
VG reduction (FY92-97)	0	0	3
Projected strength	0	0	19

SUBJECT: USA Model Improvement & Study Management Agency
(UIC W4ZTAA)

DOD COMPONENTS: Army

ISSUE: Eliminate USA Model Improvement & Study Management Agency.

SUMMARY OF EVALUATION:

o **Mission:**

- Manages Model Improvement, Study, & Manage Support Services Programs under broad guidance of DUSA(OR); establishes Army-wide policy guidance for CAAS (Contracted Advisory and Assistance Services); develops and directs Army Issue Assessment Process; establishes and manages Army analysis quality assessment and improvement actions in support of DUSA(OR).
- USAMISMA is a FOA of the Under Secretary of the Army.
- USAMISA does not meet the criteria of a FOA.
- Authorizations for FY92: OFF 3, CIV 8.
- Manages Army Model Improvement Program.
- Provides analysis, development, presentation and defense of Army Model Improvement Program for Army Models Committee (AMC); is executive agent for AMC in executing all aspects of the program.
- Provides direct technical direction to contractors and consultants executing portions of SIMTECH component of Army Model Improvement Program.
- Develops and promulgates policy governing modeling, simulation, and wargaming for the Army.
- Manages HQDA Study Program and HQDA Management Support Services.
- Provides analysis, development, presentation and defense of Army Study Program for Study Program Coordination Committee (SPCC; standing subcommittee of the SELCOM); is Executive Agent for SPCC in executing the program.
- PPBES functional manager for studies, management support services, and Army Model Improvement programs.

- Develops President's Budget exhibit (PB 27) for Contracted Advisory and Assistance Services (CAAS), is executive agent for CAAS policy actions under guidance of acting Army CAAS Director (DUSA(OR)) vice SES Director, MISMA.
- Develops and manages peer reviews, Army Science Board recommendations implementation reviews, and other continuing actions to maintain quality Army analysis.

o Analysis of Mission/Functions:

- Agency is essentially a staff support agency for DUSA(OR). It provides a critical function but one which should be accomplished by the Office, DUSA(OR).

o Other Considerations: —

- Model Improvement Program moved from TRADOC in 1989 and merged with Studies Program Management Agency.
- MISMA has already lost 3 spaces to Quicksilver.

RECOMMENDED ACTION: Eliminate MISMA as an FOA; transfer mission/functions to the Office, Deputy Secretary of the Army for Operations Research DUSA (OR) with 5 spaces.

COORDINATION: Mr. Visco, (202) 475-2951.

Action Officer: Les Dawson
 HQDA Team, 355-2365
 Initiative #HDA32
 10 Dec 90 1050

MISMA

Current Program/Estimate

DOLLARS (\$ = M):

RES CODE	PROG CODE	FY92	FY93	FY94	FY95	FY96	FY97
MPA		0.0	-0.2	-0.2	-0.2	-0.2	-0.2
OMA	P95	0.0	-0.1	-0.1	-0.1	-0.1	-0.1
TOTALS		0.0	-0.3	-0.3	-0.3	-0.3	-0.3

MANPOWER:

AC	2	2	2	2	2	2
CIV						
USDH	1	1	1	1	1	1
TOTAL	3	3	3	3	3	3

	OFF	ENL	CIV
Current authorizations (FY92)	3	0	8
VG reduction (FY92-97)	2	0	1
Quicksilver reduction	0	0	3
Projected strength	1	0	4

SUBJECT: U.S. Army Finance and Accounting Center (USAFAC)

DOD COMPONENTS: Army

ISSUE: Reduce USAFAC by 15%, consolidate with DOD per DMR.

SUMMARY OF EVALUATION:

o **Mission:**

- Authorizations for FY92 from the BES: 36 OFF, 54 ENL, and 1792 CIV.
- USAFAC is a FOA of the ASA(FM).
- Eliminate FOA, consolidate with DOD per DMR.
- Establishes fiscal management plans, policies and systems.
- Provides accounting and reporting for all DA appropriated funds.
- Pays soldiers, retirees, and other personnel worldwide.
- Pays carrier transportation bills for other government agencies.

o **Analysis of Mission/Functions:**

- USAFAC mission/functions, as stated above, are critical to the Army finance system.
- DMR 912 proposes the establishment of a new combined organization under the direction of the OSD Comptroller to oversee and manage DOD-wide accounting and related operations.
- Streamline USAFAC top management staffs to include the ASA(FM) liaison office:
 - Eliminate ASA(FM) USAFAC Congressional Inquiries Office, Ft Ben Harrison, with duties absorb by the Budget Liaison Office and the existing USAFAC SES and support staff in the Pentagon.

- Eliminate USAFAC BASOPS functions.
 - BASOPS functions could be accomplished by a combination of ASA(FM) existing support personnel, service contracts (guards), and Fort Ben Harrison installation. Memorandum of Understanding (MOU) could be implemented by ASA(FM) and TRADOC for BASOPS services.
 - Public Affairs Office
 - EEO Office
 - Congressional Inquiries Office
 - Position Mgmt & Classification Division
 - Recruitment and Placement Division
 - Management Employment Relations Division
 - Training and Development Division
 - Tech Services Office
 - Work Force Plans and Development Office
 - Personnel Management Support Divisions
 - Manpower Management Division
 - PA&E Office
 - Management Analysis Division
 - MS-3 Division
- Consolidate like functions within USAFAC to eliminate overhead and duplication of effort.
 - Admin, Services, and Support
 - Budget
 - Financial Mgmt
 - Inspection and compliance functions
 - Internal Controls
 - Quality Assurance
 - Special Reviews
 - Mail Receiving Centers
- Automate records/files and storage for Army-wide finance requirements. This should be accomplished before consolidation with DOD. Based on available technology, this is doable. Currently a project is being developed to automate Army-wide personnel records.

--Funding to accomplish the automation of the Army's finance and accounting transactions and file storage could be pursued through the Productivity Capital Investment Programs to include both HQDA and OSD productivity offices.

- Manpower Survey.

-- Manpower Management Survey of the U.S. Army Finance and Accounting Center (USAFAC), 30 Jun 1989, recommended a total reduction of 301 authorizations. Any reduction in authorized spaces at USAFAC resulting from the referenced Manpower Survey could be used to offset the VANGUARD recommendations by 301 spaces.

-- The Survey did not address the elimination of the USAFAC BASOPS functions. The BASOPS functions should be eliminated as set forth above in the ANALYSIS OF MISSION/FUNCTIONS.

RECOMMENDED ACTION: Reduce the existing USAFAC authorized positions by 15%. USAFAC is structured as a stand alone major subordinate command with all of the attendant overhead. This structure has resulted in layering of top management and duplication of tasks within the organization and on the ASA(FM) staff.

COORDINATION: Terry Placek, ASA(FM)

Action Officer: LES DAWSON/355-2365
INITIATIVE# HDA09
10 Dec 90 0848

Pg 3 of 4 Pgs

Current Program/Estimate

DOLLARS (\$ = M)

RES CODE	PROG CODE	FY92	FY93	FY94	FY95	FY96	FY97
MPA		0	-0.1	-2.8	-2.9	-3.0	-3.1
OMA		0	-0.4	-10.6	-11.0	-11.3	-11.7
MISC							
TOTALS		0	-0.5	-13.4	-13.9	-14.3	-14.8
MANPOWER:							
AC		0	60	60	60	60	60
CIV		0	255	255	255	255	255
TOTALS		0	315	315	315	315	315

	OFF	ENL	CIV
Curent authorizations (FY92)	36	54	1792
VG reductions (FY92-97)	15	45	255
Projected strength	21	9	1537

SUBJECT: Congressional Inquiry Division (CID) (UIÇ W4CHAA)

DOD COMPONENTS: Army

ISSUE: Reduce 26% and reclassify as a Staff Support Agency (SSA)

SUMMARY OF EVALUATION:

- o Mission: Prepare coordinated, timely and factual replies to Congressional inquiries regarding Army policy or personal problems. Advise Chief, OCLL and Army Staff of trends of Congressional inquiries. Receives, controls, records and dispatched written replies to inquiries.
 - CID meets the criteria of a SSA
 - Authorizations FY 92: 8 Off, 3 Enl, 43 Civ, Total 54
 - CID is responsible to the SA through the Chief, OCLL, and is responsive to the CSA on all matters pertaining to Congressional legislative liaison. Other responsibilities include:
 - Sole directive agent for policies and programs concerning HQDA congressional affairs. (AR 1-20).
 - Central point of contact for DA with Members of Congress, their staffs, and all relevant committees except Appropriations, and Civil Works Committees.
 - Provides advice on the status of Congressional affairs affecting the Army and on legislative aspects of Army policies, plans, and programs.
 - Responds to inquiries from members of Congress and Committees of Congress for information on Army policies and operations.
- o Analysis of Mission/Functions:
 - CID, a Division of OCLL, performs functions so closely related, personnel are physically located in OCLL
 - CID was originally established as Congressional Correspondence Agency under the 1977 ARSTAF 25%

AMBA reduction with functions and spaces (approx 20) transferred from OCLL.

- Under the 1984 Congressional 5% mandated AMBA reduction, additional spaces and functions transferred from OCLL to the Agency, changing the name to Congressional Inquiry Division of OCLL.
- CID is heavily staffed, i.e., Chief, 06, Deputy Chief, GM-14; 9 LTC Congressional Coordinators; 31 action officers; 1 Senior Staff NCO, E7; 1 GS 09 Technical Systems Analyst; 9 Secretary/Clerk-Typist positions.
- CID can sustain reduction by eliminating overhead and by redistributing assets.

o Other Considerations:

- DoDD 5100.73, Management Headquarters and Headquarters Support Activities, requires that an organization that devotes more than 25% of its effort to either performing AMBA functions, and/or to activities that are integral to the performance of such functions, must be designated as AMBA and the manpower assigned to such functions must be included as part of the AMBA strength reported in the AMBA annual budget exhibit PB-22.
- A SSA would not count against the HQDA AMBA statutory ceiling of 3105 but would be an increase to the overall AMBA.
- CID is 100% in support of OCLL.

RECOMMENDED ACTION: (1) Reduce 26% (-14 spaces).
(2) Eliminate 2 E5 mail clerks.

COORDINATION: Ms Fagen, CID

Action Officer: Les Dawson
HQDA Team - 355-2365
Initiative# HDA20
10 Dec 90 0910

CID

Current Program/Estimate

DOLLARS (\$ = M)

RES CODE	PROG CODE	FY92	FY93	FY94	FY95	FY96	FY97
MPA		-0.1	-0.3	-0.3	-0.3	-0.3	-0.3
OMA	P95	-0.1	-0.2	-0.2	-0.3	-0.3	-0.3
MISC		0.0	-0.1	-0.1	-0.1	-0.1	-0.1
TOTALS		0.2	-0.6	-0.6	-0.7	-0.7	-0.7

MANPOWER:

AC	4	4	4	4	4	4
CIV						
USDH	10	10	10	10	10	10
TOTAL	14	14	14	14	14	14

	OFF	ENL	CIV
Current authorization	8	3	43
VG Reduction (FY92-97)	2	2	10
Projected strength	6	1	33

SUBJECT: Army Audit Agency(AAA)

DOD COMPONENTS: Army

ISSUE: Reduce AAA by 100 spaces, retain as an FOA. Reduction is in addition to the 100 Quicksilver reductions.

SUMMARY OF EVALUATION:

- o Mission: To provide an independent and objective internal audit service to the Department of Army through an appropriate mix of financial and compliance, and efficiency and program results audits as prescribed by AR 10-2.
 - Authorizations for FY92: 7 OFF 0 ENL 833 CIV
 - FY92 BGT: \$44.3 million.
 - AAA is a FOA reporting to the Auditor General of the Army.
 - AAA meets the criteria to be an FOA.
- o Analysis of Mission/Functions:
 - AAA is currently organized with a HQ's in Washington, D.C., and 7 subordinate regions. Under the regions, auditors are located directly at various installations/activities.
 - The current TDA document reflects 840 spaces. The agency has already been decremented 100 spaces as a result of Quicksilver.
 - The concept of this plan is to reduce the current personnel staffing of AAA. Under this plan, AAA would be cut an additional 100 spaces. A portion of the reduction would be achieved by the combining of administrative assets throughout (A scrub of the AAA TDA indicates that Admin staff to be approximately 24% of the organization); essentially lowering the overhead of the organization. To achieve additional savings, functions can also be eliminated by AAA; specifically, the elimination of single activity audits, in addition to reducing the numbers and scope of other audits. The rest of the space cuts represent reductions commensurate with a smaller Army; reduced procurement actions, less personnel, less units, and therefore a reduction in audits conducted, travel money needed, and personnel to conduct audits. The cuts would begin in FY92.

- o Other Consideration: It should be noted, that there is currently being staffed a DMR issue which calls for the consolidation of all service audit agencies with the DOD IG. The approval of the DMR would make this concept plan a closed issue.

RECOMMENDED ACTION: Reduce AAA staffing by 100 personnel spaces. The agency would remain as an FOA.

Action Officer: MAJ KNAPP/355-2502
Initiative HDA#33
10 Dec 90 0915

Current Program/Estimate

DOLLARS (\$ = M)

RES CODE	FY92	FY93	FY94	FY95	FY96	FY97
AC (MPA)	0	-0.3	-0.3	-0.4	-0.4	-0.4
CIV (OMA)	-0.2	-4.0	-4.1	-4.2	-4.3	-4.5
TOTALS	-0.2	-4.3	-4.4	-4.6	-4.7	-4.9

MANPOWER:

AC	5	5	5	5	5	5
CIV	95	95	95	95	95	95
TOTALS	100	100	100	100	100	100

* Additionally, with the reduction of 100 personnel spaces; the agency's travel/training account could also be decremented by 12% for a half year, (FY92) or approximately \$400,000.

	OFF	ENL	CIV
Current authorizations (FY92)	7	0	833
VG reduction (FY92-97)	5	0	95
Projected strength	2	0	738

SUBJECT: Inspector General Agency(IGA)

DOD COMPONENTS: Army

ISSUE: Reduce Inspector General Agency by 25%, and reclassify as an SSA.

SUMMARY OF EVALUATION:

- o Mission: Responsible for determining the state of economy, efficiency, discipline, morale, esprit de corps, and readiness throughout the Army.
 - Authorizations for FY92: 105 OFF 5 ENL 63 CIV
 - FY92 BGT: \$7.8 million.
 - The IG Agency is a FOA of the Inspector General of the Army.
 - Does not meet the criteria of an FOA, should reclassify as a SSA.
- o Analysis of Mission/Functions:
 - The Inspector General Agency can be reduced 25% or 36 positions. The reduction of spaces can be attributed directly to a smaller Army, with less units, less locations, and less personnel, resulting in an overall reduced mission for the IG Agency. The downsizing of the force would also reduce the numbers of required IGs in the field, thus reducing the training requirements of the IG Agency. Some of the space savings can be realized through a reduction of the agencies administrative support, the current TDA reflects approximately 27% of the spaces in admin support.
 - The savings as a result of the personnel cuts would be approximately \$2.8 million. The reductions of personnel should be spread over 4 years (FY94-FY97), to allow IGA to review actions related to the Army drawdown.
 - Additionally, as a result of the personnel decrement, the travel funds of the organization can also be reduced. Under this option an additional \$495,000 could be saved.

o Other Considerations:

- Recommend that the entire IG Agency be converted from a FOA to a SSA. Six of the Eight spaces within the Army IG's office are dual hatted to the IG Agency. The agency is clearly totally dedicated in support of accomplishing the Army IG's mission, and therefore should be reflected as such.
- Other possible savings could be drawn from the consolidation of the training mission under the Vanguard Army Management School plan, and through the future expected numbers of nuclear unit inspections.

RECOMMENDED ACTION: Reduce the personnel spaces 25%. The IG Agency should become a SSA versus a FOA.

COORDINATION: COL McDevit, IG Agency

Action Officer: MAJ KNAPP/355-2502

INITIATIVE# HDA34
10 Dec 90 0915

Current Program/Estimate

DOLLARS (\$=m)

RES CODE	PROG CODE	FY92	FY93	FY94	FY95	FY96	FY97
MPA	P95	0.0	0.0	-0.1	-0.6	-0.9	-1.5
OMA		0.0	0.0	-0.1	-0.2	-0.4	-0.6
MISC		0.0	0.0	0.0	-0.1	-0.1	-0.2
TOTALS:		0.0	0.0	-0.2	-0.9	-1.2	-2.3

MANPOWER:

AC	0	0	5	10	14	18
CIV						
DHUS	0	0	5	10	14	18
TOTALS:	0	0	10	20	28	36

	OFF	ENL	CIV
Current Authorizations (FY92)	105	5	63
VG reduction (FY92-97)	15	3	18
Projected strength	90	2	45

SUBJECT: Office, Chief of Public Affairs, New York Branch
(UIC WOKDAA)

DOD COMPONENTS: Army

ISSUE: Eliminate Office, Chief of Public Affairs, New York Branch.

SUMMARY OF EVALUATION:

- o Mission: New York Branch represents the SA in media market, targeting national and regional publishers, free lance editorial writers, and senior reporters by attracting their attention to the Army and/or responding to their Army needs.
 - OCPA-NY is a FOA of the Chief of Public Affairs.
 - OCPA-NY meets the criteria of a FOA.
 - Authorizations for FY92: OFF 2, ENL 1, CIV 1.
 - Represents the Chief in the greater New York area before community officials, the general public and news media outlets of that city as well as those of major networks.
 - Arranges editorial boards and media assistance for Army officials visiting the New York City area.
 - Acts as liaison with the major book and magazine publishers, authors, free lances, and advertising firms to ensure accuracy when they desire to depict Army missions, personnel and/or facilities.
 - Arranges Army participation in the annual Armed Forces Day celebration in New York City.
 - Receives and processes queries from the news media and general public.
 - Positive recruiting tool
 - Provides research assistance to publishers on issues/articles relating to the Army.
- o Analysis of Mission/Functions:
 - OCPA-NY was established in 1956. Since then has been an effective means to reach the national publishers (print media) and keep a positive image of the Army before the public.

- OCPA-NY mission is not critical to the Army. The absence of the mission would mean that the Army might not be depicted accurately in publications.
- Elimination of OCPA-NY would mean the headquarters would not have an easy access to the print industry. If this mission is deemed essential, OCPA would have to absorb the function from within the headquarters staff.

o Other Considerations:

- Shares office building with Air Force (9/10 personnel); Navy (5 personnel); Marine Corps (3 personnel).
- Regional Public Affairs offices: Army-2 (NY and LA); Air Force-4; Navy-8; Marine Corps-8.
- Promotes and influences positive opinion of the Army and Army issues with civic leaders of New York.
- Promotes broadcast news media interest in the Army.

RECOMMENDED ACTION: Eliminate. OCPA-NY mission is not critical in the context of constrained resources. Office, Chief of Public Affairs can accomplish the mission without additional resources.

COORDINATION: John Donovan, Resource Manager, OCPA.

Action Officer: Joanne French
 HQDA Team - 355-2365
 Initiative #HDA35
 10 Dec 90 1053

Current Program/Estimate

DOLLARS (\$ = M)

RES CODE	PROG CODE	FY92	FY93	FY94	FY95	FY96	FY97
MPA		0.0	-0.2	-0.2	-0.2	-0.2	-0.2
OMA	P95	0.0	0.0	0.0	0.0	0.0	0.0
TOTALS		0.0	-0.2	-0.2	-0.2	-0.2	-0.2

MANPOWER:

AC		3	3	3	3	3	3
CIV	— — — —						
USDE		1	1	1	1	1	1
TOTAL		4	4	4	4	4	4

	OFF	ENL	CIV
Current authorizations (FY92)	2	1	1
VG reduction (FY92-97)	2	1	1
Projected strength	0	0	0

SUBJECT: Office, Chief of Public Affairs, Los Angeles Branch
(UIC WOKDAA)

DOD COMPONENTS: Army

ISSUE: Leave Office, Chief of Public Affairs, Los Angeles Branch
as currently staffed.

SUMMARY OF EVALUATION:

- o **Mission:** Los Angeles Branch is the liaison to TV and motion picture industry and assists productions on technical questions and support to insure accuracy. Is sole Army focus for media and community relations in LA.
 - OCPA-LA is a FOA of the Chief of Public Affairs.
 - OCPA-LA meets the criteria of a FOA.
 - Represents the Army in the Los Angeles area.
 - Authorizations for FY92: OFF 4, CIV 2.
 - Arranges editorial boards and media assistance for Army officials visiting the Los Angeles area.
 - Acts as liaison with the nation's entertainment industry and efforts to ensure accuracy when they depict Army missions, personnel and/or facilities. This support is provided in accordance with appropriate DOD directives.
 - Promotes positive stories about the Army.
 - Arranges Army participation in patriotic and other community events such as parades.
 - Receives and processes queries from the news media and general public.
- o **Analysis of Mission/Functions:**
 - The only Active Army presence in Los Angeles is limited to recruiters, ROTC cadres, and readiness group, and the Corps of Engineers, OCPA-LA is the focal point for media queries and requests for support.
 - Responds to inquiries from the public concerning all aspects of the Army and Army policy.

- Prepares public information initiatives for local media and national media based in LA and works with local Army units to obtain coverage for their activities.
 - Plans, coordinates, and conducts community outreach programs such as civic leader tours to DOD activities and works with LA area opinion leaders and organizations to garner support for the Army.
 - Provides the only Army level Public Affairs interface with a community of more than 12 million population.
 - Shares same building (GSA leased) with Navy, 8/9 personnel; Air Force, 8 personnel; Marines, 3 personnel; Coast Guard, 3 personnel.
- o Other Considerations: Impact if eliminated:
- Army will lose direct contact with the multi-million dollar entertainment industry.
 - There would be no Army Public Affairs contact with the newspaper, radio and television industry in the Southern California area. With the absence of other significant Army installations.
 - Army would be seen as the "weak-sister" in the Los Angeles area as Navy, Air Force, Marines and Coast Guard have no intention of eliminating/reducing their Los Angeles contingent. This even though the other uniformed services all sport sizable presence in the area.

RECOMMENDED ACTION: Leave OCPA-LA as currently staffed.

COORDINATION: COL Tom Hansen, Director, OCPA-LA
John Donovan, Resource Manager, OCPA

Action Officer: Joanne French
HQDA Team - 355-2365
Initiative #HDA07
10 Dec 90 0929

OCPA-LA

Current Program/Estimate

DOLLARS (\$ = M)

RES CODE	FY92	FY93	FY94	FY95	FY96	FY97
-------------	------	------	------	------	------	------

AC

CIV

TOTALS

MANPOWER:

AC	OFF	4
CIV	USDB	2

SUBJECT: Command Information Unit (UIC W06NAA).

DOD COMPONENTS: Army

ISSUE: Reduce Command Information Unit by 30%.

SUMMARY OF EVALUATION:

- o Mission: Command Information Unit supports the overall mission of conveying accurate and truthful information about the Army by providing operations which convey Army policies, messages and news to intended audiences.
 - CIU is a FOA of Office, Chief of Public Affairs.
 - With the current organization, CIU does not meet the criteria of a FOA.
 - Authorizations for FY92: OFF 13, ENL 18, CIV 30.
 - CIU implements policies of the Command Information Division (OCPA) and insures Army positions are conveyed in print, broadcast, telecast and other internal information channels.
 - Prepares the annual command information plan and budget.
 - Reviews and evaluates feedback from the field to improve the quality and effectiveness of command information products.
 - Establishes and executes the Army's newspaper programs to include periodic critiques of Army newspapers, the annual Army-wide newspaper competition, and three to five Army newspaper seminar/workshops annually.
 - Executes an awards program for Army print and broadcast journalists.
 - Provides timely command information guidance to OCPA staff sections and MACOM PA offices.
 - Maintains liaison on Command Information matters with the Armed Forces Information Service (AFIS), the other services, and HQDA staff agencies.
 - Monitors and coordinates the education and training of Command Information military and civilian personnel.

- Produces Soldiers magazine, the Army's official magazine.
- Produces Radio/Television Command Information spots that are used for broadcast worldwide.
- Provides Command Information packets for field commanders, NCO's and soldiers.
- Coordinates, services and evaluates electronic command information activities.
- Serves as Program Manager/Director for the Army Information Radio Service.

o Analysis of Mission/Functions:

- CIU print products are useful tools for the commanders in the field. Some publications are well produced, but are not useful for the entire Army population (i.e., The First Amendment, Modular Speech Material, Special Events Speech Series), therefore should be considered for elimination.
- Soldier's Magazine is a quality product and widely read by the entire Army and should remain as currently staffed.
- Soldier's Radio and Television products are probably the most valuable to the commanders and the soldiers. These products are presented in a professional and timely manner. Commanders in field praised the products produced by SRT. Therefore, Soldier's Radio and TV should remain at the current level of staffing.
- Reduction of the CIU would result in fewer slots for military career development.

RECOMMENDED ACTION: Reduce CIU by 7 mil, 11 civ. Eliminate the branches that do not have Command Information functions.

COORDINATION: John Donovan, Resource Manager, OCPA.

Action Officer: Joanne French
 HQDA Team, 355-2365
 Initiative #HDA36
 10 Dec 90 1055

CIU

Current Program/Estimate

DOLLARS (\$ = M)

RES CODE	PROG CODE	FY92	FY93	FY94	FY95	FY96	FY97
MPA		-0.1	-0.3	-0.4	-0.4	-0.4	-0.4
OMA	P95	-0.2	-0.5	-0.5	-0.5	-0.5	-0.5
MISC		0.0	-0.1	-0.1	-0.1	-0.1	-0.1
TOTALS		-0.3	-0.9	-1.0	-1.0	-1.0	-1.0

MANPOWER:

AC	7	7	7	7	7	7
CIV						
USDH:	11	11	11	11	11	11
TOTAL	18	18	18	18	18	18

	OFF	ENL	CIV
Current authorizations (FY92)	13	18	30
VG reductions (FY92-97)	2	5	11
Projected strength	11	13	19

SUBJECT: Army Broadcasting Service (UIC W4JTAA)

DOD COMPONENTS: Army

ISSUE: Reduce 20% and transfer Army Broadcasting Service (UIC W4JTAA) to DOD.

SUMMARY OF EVALUATION:

- o Mission: ABS is responsible for operating and maintaining Army American Forces Radio and Television Service (AFRTS) outlets worldwide, and provides policy guidance regarding CONUS Command Information radio and television facilities.
 - ABS is a FOA of Office, Chief of Public Affairs.
 - ABS meets the criteria of a FOA.
 - Authorizations for FY92: OFF 12, ENL 329, CIV 173.
 - Centralized management of overseas networks: Germany, Italy, Panama, Korea and Kwajalein.
 - ABS provides AM-FM-TV broadcast services to service members and their families overseas through the worldwide facilities of the Armed Forces Radio and Television Service (AFRTS).
 - More than 600 military and civilian broadcasters, producers and technicians employ satellite delivery and state-of-the-art broadcast equipment to provide around-the-clock news, command information, sports and entertainment programming.
 - ABS manages and controls resources and develops the policies necessary to operate, equip, staff and maintain Army AFRTS outlets worldwide.
 - ABS provides guidance regarding CONUS installation command information radio and television broadcasting facilities.
 - Develops and issues policies and plans for operations, security and contingency plans for ABS networks.
 - Coordinates plans and operations with DOD, HQDA, major commands and Navy and Air Force Broadcasting Service management elements.
 - Provides broadcast related input for curricula at professional schools and training locations for ABS personnel.

- Manages procurement of major items of broadcast equipment.
- Designs and engineers radio and TV broadcast and satellite communications systems in support of ABS networks.
- Prescribes and ensures proper operation, maintenance and technical standards of ABS network broadcast equipment.
- Conducts technical inspections and provides engineering assistance at ABS outlets.
- Manages assignments, requisitions and replacements, recommends approvals/disapprovals and maintains strength accounting for all ABS network and proportionate share personnel.

o Analysis of Mission/Functions:

- ABS Headquarters element is located in the same building as American Forces Information Service (AFIS), a FOA of the DOD Public Affairs Office.
- Level of service requirement is established by the CINCs in the theater.
- A reduction in manning would mean a reduction of service. Radio and Television networks must maintain a certain number of personnel to run the stations.
- Reduced service would affect not only Army, ABS networks serve the entire DOD worldwide.

o Other Considerations:

- ABS maintains that the CINCs drive the mission which drives manpower requirements. Reductions in service in Europe and Korea, as dictated by the CINCs, is the only criteria that should be used to measure aggregate ABS manpower cuts.
- EUSA has indicated that the level of service required for EUSA could reduce the ABS in Korea by -10 spaces.
- The CFE reductions in Europe would dictate that some of the radio and television services could be reduced.

- The ABS Quicksilver cut is -17 civilian spaces.

RECOMMENDED ACTION: Reduce by 20% (Off 3, ENL 66, CIV 33).
Reductions phased over a 3 year period beginning FY93 and
transfer to DOD.

COORDINATION: COL Bruce Eaton, Director, ABS
Mr. Jimmie Neff, ABS
Mrs. Donna Webster, ABS
Mr. John Donovan, OCPA

Action Officer: Joanne French
HQDA Team-355-2365
Initiative #HDA11
10 Dec 90 1324

Current Program/Estimate

DOLLARS (\$ = M)

RES CODE	PROG CODE	FY92	FY93	FY94	FY95	FY96	FY97
MPA		0.0	-0.1	-0.8	-1.7	-2.4	-2.4
OMA		0.0	-0.1	-0.3	-0.7	-1.1	-1.2
MISC		0.0	0.0	-0.1	-0.2	-0.4	-0.4
TOTALS		0.0	-0.2	-1.2	-2.6	-3.9	-4.0

MANPOWER:

AC		0	22	45	69	69	69
CIV							
USDH:		0	11	22	33	33	33
TOTAL		0	33	67	102	102	102

FY93	OFF - 1	ENL - 21	CIV - 11
FY94	- 1	- 22	- 11
FY95	- 1	- 23	- 11
TOTAL	- 3	- 66	- 33

	OFF	ENL	CIV
Current Authorizations (FY92)	12	329	173
VG reductions (FY92-97)	3	66	33
Projected strength	9	263	140

SUBJECT: Army/Air Force Hometown News Center (UIC W06PAA).

DOD COMPONENTS: Army

ISSUE: Reduce Army/Air Force Hometown News Center by 30%
(-9 ENL).

SUMMARY OF EVALUATION:

o Mission: Army/Air Force Hometown News Center supplements the Army/Air Force Public Affairs offices worldwide producing/distributing print and electronic news releases to commercial media.

- AAFHNC is a FOA of Office, Chief of Public Affairs.
- AAFHNC meets the criteria of a FOA.
- Authorization for FY92: OFF 1, ENL 17, CIV 13
- AAFHNC builds and implements plans and programs worldwide to increase and strengthen the ties between citizens and service members. This involves the annual production and generation of print and electronic news products and feature materials for a nationwide pool of 15,000 external news outlets.
- Develops specific themes and produces them for hometowns throughout the United States and its territories.

o Analysis of Mission/Functions:

- Informs the external public of individual service member accomplishments, presents factual, positive images of personnel and their activities, and enhances recruiting and retention through reinforcement of unit pride and morale.
- AAFHNC works through local public affairs office to inform the public of accomplishments and activities of individual service members.
- Functions can be accomplished, if necessary, by units with oversight by local PAO.
- The mission is not essential to the Army. It is good for morale, recruiting and retention, if this function was not done it would not be detrimental to the individual, the Army or the Army's mission.
- AAFHNC is located at Kelly Air Force Base, Texas.

- AAFHNC elimination will affect the Air Force in that the Army and Air Force share facilities.
- This is an expensive program that is not affordable with the current resource constraints.
- The Army budget for this FOA is approximately \$2 million annually.
- The Quicksilver cut for AAFHNC is -2 civilian spaces.

RECOMMENDED ACTION: Reduce the Army/Air Force Hometown News Center by 30% (-9 Enlisted).

COORDINATION: John Donovan, Resource Manager, OCPA, 697-4269.

Action Officer: Joanne French
HQDA Team, 335-2364
Initiative #HDA10
10 Dec 90 0930

AAFHTNC

Current Program/Estimate

DOLLARS (\$ = M)

RES CODE	PROG CODE	FY92	FY93	FY94	FY95	FY96	FY97
MPA		-0.1	-0.3	-0.3	-0.4	-0.4	-0.4
TOTALS		-0.1	-0.3	-0.3	-0.4	-0.4	-0.4

MANPOWER:

AC	9	9	9	9	9	9
CIV	0	0	0	0	0	0
TOTALS	9	9	9	9	9	9

	OFF	ENL	CIV
Current authorizations (FY92)	1	17	13
VG Reduction (FY92-97)	0	9	0
Projected strength	1	8	13

SUBJECT: HQ Services-Washington (HQSVCS-W) (UIC W313AA)

DOD COMPONENTS: Army

ISSUE: Reduce HQSVCS-W by 30% and retain as FOA.

SUMMARY OF EVALUATION:

- o **Mission:** The Coordinator for HQSVCS-W is responsible for effecting coordination between the Office, Secretary of the Army and other Army activities which provide administrative support services to HQDA. Represents the Department on policy matters concerning administrative services requiring joint consideration by the Military Departments and Office, Secretary of Defense. Responsible for provision of a central civilian personnel recruiting and referral service, the Equal Employment Opportunity Program and Security Programs for HQDA and its serviced activities.

- Authorization FY 92: 3 Off, 4 WO, 10 Civ, Total 17.

- HQSVCS-W is a FOA of SAAA.

- o **Analysis of Mission/Functions:**

- HQSVCS-W provides a critical headquarters management function.

- Agency is in direct support to Administrative Assistant, Secretary of the Army (SAAA). The Deputy Administrative Assistant is dual hatted as the Coordinator, HQSVCS-W and performs essentially as an Installation Commander. The organizations which report to the Director provide all the base operations type support to the HQDA and certain other DoD activities in the National Capitol Region. HQSVC-W is the headquarters element for the following FOA/SSA and joint activities:

- Defense Supply Service-Washington
 - Space & Building Management Service-Washington
 - Equal Employment Opportunity Office
 - Executive Support Group
 - Personnel & Employment Service-Washington
 - HQDA Recreation Services

Military Personnel Service Center
Defense Telecommunications Service-Washington
Management Systems & Support-Washington
Resource Services-Washington
Safety, Security and Support Service-Washington

- Coordinates directly with the Defense Headquarters Services organizations which provides equivalent services to DoD.
- HQSVCS-W should sustain a reduction of 1 off, 4 WO and 5 civilians due to the reduced size of the HQDA and reduced need for personnel in the Coordination Support Office.
- HQSVCS-W has 6 permanent overhires to help accommodate the workload. Use of overhires is consistent with the Manage to Civilian Budget (MCB) concept being implemented by the Army.

RECOMMENDED ACTION: Reduce by 1 officer, 4 warrant officers.

COORDINATION: Robert L. Jaworski, Director, Resource Management, SAAA, 697-8600.

Action Officer: Les Dawson
HQDA Team, 355-2365
Initiative #HDA38
10 Dec 90 0918

HQSVC

Current Program/Estimate

DOLLARS (\$ = M)

RES CODE	PROG CODE	FY92	FY93	FY94	FY95	FY96	FY97
MPA		0.1	-0.3	-0.3	-0.3	-0.3	-0.3
TOTALS		0.1	-0.3	-0.3	-0.3	-0.3	-0.3

MANPOWER:

AC	5	5	5	5	5	5
----	---	---	---	---	---	---

	OFF	WO	ENL	CIV
Current authorizations (FY92)	3	4	0	10
VG reductions (FY92-97)	1	4	0	0
Projected strength	2	0	0	10

SUBJECT: Defense Supply Service-Washington (UIC W2TZAA)

DOD COMPONENTS: Army

ISSUE: Reduce by 20%.

SUMMARY OF EVALUATION:

o Mission: DSS-W provides a central service for administrative acquisition, supply, contractual, and related services for DOD components in the National Capital Region (NCR) (DoDD 5335.2).

- DSS-W is a FOA under executive agency of Secretary of the Army.
- DSS-W meets the criteria of a FOA.
- Authorizations FY 92: 257 Civilians (48 permanent overhires)
- DSS-W reports to the Administrative Assistant of the Secretary of the Army, and performs the following functions:
 - Acquire supplies, materials, equipment, furniture and services
 - Train customer personnel in supply/support
 - Execute and administer contracts
 - Store and distribute supplies, materials, equipment, furniture
 - Operate and control warehouses, storage areas and transportation equipment in the NCR
 - Operates 15 self-service supply centers
 - Determine serviceability of returned property
 - Administer Funds
 - Dispose of surplus and salvage property
 - Arrange and contract for maintenance and repair services

-- Develop, publish DOD publications about DSS-W

-- Execute support agreements with customers

o Analysis of Mission/Functions:

- DSS-W customers total 335 accounts, including OSD, HQ Army, Air Force, Navy, and some Army MACOMS

- In FY 89, DSS-W processed \$1.5B in contracts, requisitions and other acquisition actions. FY 90 is projected to exceed this amount slightly.

- DSS-W required 48 permanent overhires to help accommodate the workload. Use of overhires is consistent with the Manage to Civilian Budget (MCB) concept being implemented by the Army.

- A manpower survey was conducted 1 Mar 90 recognizing the minimum essential staffing requirements to be 241. Approval of the survey by ASA(MRA) did not preclude consideration of future adjustments to manpower requirements as outlined in AR 570-4.

- A 20% reduction is based on the following rationale:

-- Reduction in budgets for all customers, thus fewer acquisition actions

-- Reduction in customer population, thus, few consumable supplies needed

-- Reduced need for warehouse/self-service supply storage requirements due to reduced customer base/smaller population

-- Recent automation of supply management organizations and procedures (Standard Army Installation Logistics Systems (SAILS))

RECOMMENDED ACTION: Reduce DSS-W by 20% - 51 spaces. Phase the reduction from FY92 through FY94.

COORDINATION: Mr Jaworski, Dir, Resource Mgmt, SAAA

Action Officer: Les Dawson
HQDA Team 355-2365
Initiative# HDA37
10 Dec 90 0917

DSS-W

Current Program/Estimate

DOLLARS (\$ = M)

RES CODE	PROG CODE	FY92	FY93	FY94	FY95	FY96	FY97
OMA	P95	0.0	-0.4	-1.7	-2.2	-2.3	-2.4
MISC		0.0	0.0	-0.1	-0.2	-0.2	-0.2
TOTALS		0.0	-0.4	-1.8	-2.4	-2.5	-2.6

MANPOWER:

CIV							
DHUS		25	38	51	51	51	51

	OFF	ENL	CIV
Current authorizations (FY92)	0	0	257
VG reductions (FY92-97)	0	0	51
Projected strength	0	0	206

SUBJECT: Space and Building Management Services-Washington
(UIC W242AA).

DOD COMPONENTS: Army

ISSUE: Space and Building Management Services-Washington should remain as is.

SUMMARY OF EVALUATION:

o **Mission:**

- SBMS-W is a FOA under executive agency of the Secretary of the Army.
- SBMS-W meets the criteria of a FOA, meets the criteria of a SSA.
- Authorizations for FY92: ENL 2, CIV 14.
- Assessing administrative space requirements of HQDA agencies and major field commands in the NCR.
- Developing long-range plans for the management of space and administration of DA occupied Government-owned and leased space within the NCR.
- Administering over 6.1 million square feet of administrative floor space occupied by over 45,000 people.
- Control and administration funds appropriated annually for building alterations, repairs and facilities and for payments to GSA for DA administrative space in the NCR and reimbursable GSA services.

o **Analysis of Mission/Functions:**

- Mission is critical. SBMS-W provides office space for Army personnel in the National Capital Region (NCR) not on Army installations. This includes the Pentagon, Washington Navy Yard in addition to 45 leased buildings. Workload is accomplished by 2 Enlisted and 14 Civilians.
- SBMS-W budget for reimbursement to GSA and DoD for leased and government owned buildings for FY 90 totalled approximately \$75M.

RECOMMENDED ACTION: SBMS-W should remain as is.

COORDINATION: Robert L. Jaworski, Director, Resource Management, SAAA.

Action Officer: Les Dawson
HQDA Team 355-2365
Initiative #21
10 Dec 90 1038

XVII-N1-64

SBMS-W

Current Program/Estimate

DOLLARS (\$ = M)

RES CODE	FY92	FY93	FY94	FY95	FY96	FY97
AC						
CIV						
TOTALS						

MANPOWER:

AC	ENL	-	2	
CIV	USDH		14	
				TOT 16

SUBJECT: Safety, Security and Support Services-Washington
(UIC W06EAA).

DOD COMPONENTS: Army

ISSUE: Reduce by 15% and move Safety, Security and Support Services-Washington to the BASOPS Command, consistent with the VANGUARD Vision.

SUMMARY OF EVALUATION:

o **Mission:**

- SSSS-W is a FOA under executive agency of the Secretary of the Army.
- SSSS-W meets the criteria of a FOA.
- Authorizations for FY92: OFF 1, ENL 31, CIV 237.
- Administrative support services
- Fabrication of presentation items and special exhibits
- Motor transport services
- Travel support
- Research and library service
- Pentagon Officers Athletic and fitness facilities (POAC)
- Property accountability
- Family support services
- Research to support claims of exposure to environmental agents (Agent Orange), conditions of undue stress or similar conditions influenced by environmental agents; specifically Agent Orange from the Vietnam Conflict era.
- Information, personnel, physical and computer security programs
- Safety and occupational health programs

o **Analysis of Mission/Functions:**

- SSSS-W should remain as FOA.

- Reduce by 15% due to reduced workload and budgetary constraints.
- Reduction should include the elimination of the 4 civilian spaces associated with Agent Orange Research Office (Par 0002A). Research has been completed. Recommend records be boxed and sent to the National Archives.

RECOMMENDED ACTION: Reduce by 15% (-31 enlisted, -8 civilian) and move to the BASOPS Command consistent with the VANGUARD Vision.

COORDINATION: Robert L. Jaworski, Director, Resource Management, SAAA, 697-8600.

Action Officer: Mona Berry/Les Dawson
HQDA Team 355-2365
Initiative #HDA22
10 Dec 90 1040

SSSS-W

Current Program/Estimate

DOLLARS (\$ = M)

RES CODE	PROG CODE	FY92	FY93	FY94	FY95	FY96	FY97
MPA	P95	-0.2	-0.9	-1.0	-1.0	-1.0	-1.1
OMA		-0.1	-0.2	-0.2	-0.3	-0.3	-0.3
MISC		0.0	-0.1	-0.1	-0.1	-0.1	-0.1
TOTALS		-0.3	-1.2	-1.3	-1.4	-1.4	-1.5

MANPOWER:

AC	31	31	31	31	31	31
CIV						
USDE	8	8	8	8	8	8
TOTAL	39	39	39	39	39	39

	OFF	ENL	CIV
Current authorizations (FY92)	1	31	237
VG reduction (FY92-97)	0	31	8
Projected strength	1	0	229

SUBJECT: Resource Services - Washington (RS-W) (UIC W4XEAA)

DOD COMPONENTS: Army

ISSUE: Reduce 20%, phase reduction FY92 through FY94.

o Mission:

- RS-W is a FOA of SAAA.
- Authorizations for FY 92: 4 Off, 14 Enl, 166 Civ, Total 184
- Provides general administrative and management support to Headquarters Department of the Army (HQDA), Field Operating Agencies and Joint and Department of Defense (DOD) activities currently assigned to HQDA.
- Exercises operating agency responsibilities for the development and execution of budget, manpower and financial management programs; provides related internal administration and controls.
- Conducts continuing analyses and appraisal of organization, function alignment, methods, and effectiveness of activities relative to current missions and objectives.
- Responsible for:
 - Supervision of Financial Management Services
 - Program and Budgeting
 - Manpower and Equipment Documentation
 - Internal Control System to Prevent Fraud and Mismanagement
- Provides propensity oversight and management for the Army for the Program 95 - Administration account.
- Provides programming, budget, financial management accounting and payroll support for HQDA and most of its supporting organizations.

o Analysis of mission/function:

- The magnitude of RS-W's mission is reflected by the following:

- Budget exceeds \$2 billion.
 - Supports HQDA staff plus over 150 separate organizations.
 - Total number of accounts is approximately 200.
 - Service is excess of 150,000 personnel (military and civilian).
 - Funds are distributed to approximately 70 finance and accounting offices.
 - Manages 13+ separate appropriations: OMA, RDTE, FH, OMNG, OMAR, Claims, Stock Funds, OPA, etc.
 - Supports activities worldwide.
- Finance and Accounts Office provides financial services and managerial accounting and analysis advice to OSA and serviced activities; ensures civilian employees are provided pay and financial service. Services include: Operation of civilian pay system; accounting system; maintenance of general and financial controls implementation and sustains a system of internal control to ensure adherence to laws, regulations, and generally accepted principals and standards, and to prevent fraud and mismanagement.
 - Programming and Budget Division is responsible for Budgeting, Programming and Financial Management for the office of the Secretary of the Army and its serviced activities including formulation and defense of budget estimates and administration and control of appropriated funds. Conducts analyses in financial management area including examination of the Program/Budget process to ensure optimum financial resource utilization.
 - Management and Manpower Division is responsible for conducting manpower/management studies/surveys. Formulates management studies policy, coordination and oversight. Reviews and analyzes operational effectiveness and resource utilization. Validates the economic tradeoffs requested to justify changes in systems/methods/equipment. Responsible for OSA internal control program. Provides staff assistance to the Secretariat officials on special projects in the field of general management and administration.

Responsible for the following functions for OSA and its serviced activities: Regulatory review; privacy and FOIA Act; OSA Memos; Productivity Measurement; Manpower Control and Personnel Strength Control; Organization and Functions, TDA and MOBTDA; Principals Chart Book; and Equipment Management; Army Suggestion and Model Installation Programs; HQDA Office Symbols and Proponent for DA Memo 310-5.

- While the RS-W TDA reflects 184 authorizations, the Director, RS-W (who is dual hatted from SAAA TDA) supervises 44 personnel located in the Pentagon, the remaining 140 spaces are located in St. Louis.
- Because of the complexity and size of the resources managed, RS-W has 49 permanent overhires to help accommodate the workload. Use of overhires is consistent with the Manage to Civilian Budget (MCB) concept being implemented by the Army.
- Includes a civilian clerical pool which provides temporary support to all elements of HQDA and some FOAs.
- The 140 spaces associated with the F&AO will be impacted by DMR 912 which consolidates F&AO organizations at DoD. Further, four additional spaces in the TDA are associated with the accounting function. These spaces are subject to being transferred to DoD. When the DMR action is finalized, F&AO spaces will move to DoD. This will leave RS-W only 40 spaces to do their job.

RECOMMENDED ACTION: Reduce 20% over three years to allow for gradual reduction of workload and adjustment of HQDA/FOA reductions.

COORDINATION: Mr Jaworski, Dir, Resource Mgmt, SAAA

Action Officer: Les Dawson
HQDA Team 355-2365
Initiative# HDA19
10 Dec 90 1402

RS-W

Current Program/Estimate

DOLLARS (\$ = M)

RES CODE	PROG CODE	FY92	FY93	FY94	FY95	FY96	FY97
MPA		0.0	-0.1	-0.1	-0.1	-0.1	-0.1
OMA	P95	0.0	-0.7	-0.9	-1.1	-1.1	-1.2
MISC		0.0	-0.1	-0.1	-0.1	-0.1	-0.1
TOTALS		0.0	-0.9	-1.1	-1.3	-1.3	-1.4

MANPOWER:

AC	4	4	4	4	4	4
CIV						
DHUS	15	23	32	32	32	32
TOTAL	19	27	36	36	36	36

	OFF	ENL	CIV
Current authorizations (FY92)	4	14	166
VG reductions (FY92-97)	0	4	32
Projected strength	4	10	134

SUBJECT: General Officers' Mess No. 1 (UIC W3X7AA)

DOD COMPONENTS: Army

ISSUE: Reduce the General Officers' Mess No. 1 by 10%.

SUMMARY OF EVALUATION:

- o **Mission:** To prepare meals and food services for highly individualized service to the Secretary of the Army, the Chief of Staff, US Army, the Under Secretary of the Army, the Vice Chief of Staff, US Army, and other members of the General Officers' Mess and their guests.
 - The General Officers' Mess is a SSA of the Secretary of the Army.
 - General Officers' Mess meets the criteria of a SSA.
 - Authorizations for FY92: WO 1, ENL 17.
 - Provide a secure, intimate environment for official luncheons, receptions, and mealtime meetings to be held for the Secretary of the Army, his principal staff assistants, and visiting dignitaries, both foreign and domestic.
- o **Analysis of Mission/Functions:**
 - The GO Mess provides a necessary service to the Army civilian and military leaders which cannot be duplicated by any other organization. It provides an atmosphere and services conducive to conducting professional business with other Government agencies.

RECOMMENDED ACTION: Reduce the General Officers' Mess No.1 by 10%.

COORDINATION: Robert L. Jaworski, Director, Resource Management, SAAA.

Action Officer: Les Dawson
HQDA Team - 355-2365
Initiative #HDA15
10 Dec 90 1030

GOMESS

Current Program/Estimate

DOLLARS (\$ = M)

RES CODE	PROG CODE	FY92	FY93	FY94	FY95	FY96	FY97
MPA		0.0	-0.1	-0.1	-0.1	-0.1	-0.1
TOTALS		0.0	-0.1	-0.1	-0.1	-0.1	-0.1

MANPOWER:

AC	2	2	2	2	2	2
----	---	---	---	---	---	---

	OFF	WO	ENL	CIV
Current authorization (FY92)	0	1	17	0
VG Reduction (FY92-97)	0	0	2	0
Projected strength	0	1	15	0

SUBJECT: U. S. Army Safety Center (UIC W0J7AA)

DOD COMPONENTS: Army

ISSUE: Reduce U. S. Army Safety Center by 15%.

SUMMARY OF EVALUATION:

- o Mission: Develops policy and manages the Army Safety Program across the Army, thereby preserving manpower and materiel resources thereby improving the Army's warfighting capability.
 - USASC is a FOA of the Chief of Staff of the Army.
 - USASC does not meet the criteria of a FOA; meets the criteria of SSA.
 - Authorizations for FY92: OFF 42, WO 13, ENL 18, CIV 107.
 - Manages and conducts the research, analysis and investigation of air and ground accidents; advise the Commander and other agencies on current investigations, and Army accident trends and impacts on the Army Safety Program (ASP).
 - Develops and recommends Army Safety Program doctrine, policy, procedures, standards, practices, and plans required to achieve reductions in Army resource losses.
 - Manages specific ASP functions to include: OSHA, and ammunition and explosives; manage professional development training and the Army Safety Career and Intern Programs.
 - Provides technical safety assistance to MACOMs, Army Reserve Components, and National Guard in support of all functional elements of the Army Safety Program (ASP).
 - Develops and maintains the Army Safety Management Information System (ASMIS).
 - Manages the Promotional Media Safety Information Bank for the Army.
 - Develops and implements marketing strategies/ techniques to gain Armywide support and acceptance of safety policies, doctrine, objectives, and goals.

- Develops and maintains a multimedia safety communication system in support of the Army Safety Program.

o Analysis of Mission/Functions:

- The scope of USASC mission is multi-faceted including: Aviation, Ground, Installation, Ammunition/Explosives, Tactical, Space, OSHA, Chemical/Biological, Systems, Family, and Nuclear safety.
- USASC assesses the implementation and effectiveness of Army safety.
- USASC administers a program to provide safety training and education that meets the Army needs.
- USASC has an excellent record of meeting demands and challenges. The Safety Center has anticipated missions that are vital and need immediate attention such as: Environmental safety, an extremely high visibility and man hour extensive work effort for the Army at every echelon of command. The reason is that there are no clean lines of demarcation to delineate where the work environment stops and the non-work environment begins.
- The CSA has expanded the USASC mission of accident investigations, both air and ground, in Europe and accident investigation assistance to the FBI, the Drug Enforcement Administration, US Customs and NASA.
- Mission increases from 1972 - 1989
 - Worldwide aviation accident investigation
 - Assumption of Ground Safety responsibility
 - Centralized accident investigation ground
 - Transfer of Army Safety Office functions to USASC
 - FDR Analysis, Space, Chemical, Nuclear, Biological Safety

o Other Considerations:

- There needs to be a central focus on the Army safety functions. Throughout the Army all safety, environmental, OSHA, chemical, biological, health, space, nuclear, fire, MANPRINT, etc. should be combined. With the proliferation of "safety type" agencies being formed and the ones that are already in existence, consideration should be given to the

consolidation of all aspects of safety. The logical consolidation location should be at the Army Safety Center at Fort Rucker, Alabama. The centralized management at DA should be Assistant Secretary of the Army for Installation, Logistics and Environmental or no lower than the Chief of Staff of the Army, as presently organized. The Safety Center is well equipped to take on the additional missions/functions associated with the consolidation of the Total Army safety mission.

- A manpower survey has been scheduled for October 1990.
- Defense Management Review (DMR) initiative to consider all military safety centers consolidated under DOD is in the process of being studied.
- The Safety Center Quicksilver cut is -17 civilians.
- The Safety Center should be reclassified as a Staff Support Agency, because it is direct support to the headquarters.
- The Safety Center is only part of the Army Safety System; here the Safety Center is reviewed singly as a FOA. Its missions, functions and organization will be reviewed as part of the Army Safety System.
- The Safety Center should be reduced based on the following:
 - Excessive overhead.
 - Moving training mission to TRADOC without spaces (-13 civilian).
 - Reduction of automation personnel due to improved technology (punchcard to personal computers).
 - Reduced density of equipment in the Army.
 - Reduced flying hours and miles driven (Operational Tempo).
 - Downsizing of the Army.
 - Reduced number of installations/organizations.
 - Duplication of efforts with other organizations (Environmental Office, Environmental Support Group, Nuclear Chemical Agency and Chemical Demilitarization Agency).
 - CFE drawdown in Europe.

RECOMMENDED ACTION: Reduce the US Army Safety Center by 15%.
Reclassify as a Staff Support Agency.

COORDINATION: Robert Williamson, Resource Manager, USASC.

Action Officer: Joanne French
HQDA Team - 355-2365
Initiative #HDA40
10 Dec 90 1056

USASC

Current Program/Estimate

DOLLARS (\$ = M)

RES CODE	FY92	FY93	FY94	FY95	FY96	FY97
AC	0.0	-0.6	-0.7	-0.7	-0.7	-0.7
CIV	0.0	-0.1	-0.4	-0.4	-0.4	-0.4
MISC	0.0	0.0	-0.1	-0.1	-0.1	-0.1
TOTALS	0.0	-0.7	-1.2	-1.2	-1.2	-1.2

MANPOWER REDUCTIONS:

AC	OFF	6	WO	2	ENL	3	11
CIV	USDH	9					9

TOTAL 20

	OFF	WO	ENL	CIV
Current authorizations (FY92)	42	13	18	107
VG reductions (FY92-97) (HDA40)	6	2	3	9
(IMA03)	0	0	0	7
Projected strength	36	11	13	91

SUBJECT: Center of Military History (UIC W3YUAA)

DOD COMPONENTS: Army

ISSUE: Reduce by 25% and phase FY92-FY93.

SUMMARY OF EVALUATION:

- o Mission: Coordinates US Army historical program; prepares Army histories; furnishes historical assistance to Army, Congress, other Defense Department and government agencies, and the public.
 - CMH is a FOA of the Chief of Staff of the Army.
 - CMH meets the criteria of an FOA.
 - Authorization for FY92: OFF 12, ENL 3, CIV 130.
 - CMH researches and writes the official history of the United States Army.
 - Provides historical input on current Army issues and a quick reaction research capability.
 - Supervises activities relative to Army art, historical source material, and organizational history.
 - Supervises and coordinates the military history component of the Army's leadership development program; liaison with foreign historical offices.
 - Provides Army supervision of Army museums in the field; including accountability of Army historical properties.
 - Plans and organizes the National Museum of the U. S. Army.
 - CMH is the focal point for documenting and maintaining historical records of significant changes to the Army.
- o Analysis of Mission/Functions:
 - The function is important to the Army in transmitting national and military values as well as documenting changes in the Army.
 - CMH can sustain a 25% reduction which should include the Quicksilver reduction of 23 spaces.
 - CMH mission/functions must be prioritized and can be accomplished by remaining personnel.

OTHER CONSIDERATION: CMH has increased authorizations identified in the Program Budget Guidance for the National Museum of the United States Army. These authorizations are valid and should be retained. A recommended reduction of spaces by VANGUARD will have the affect of reducing the total authorization and will not negatively impact the authorizations specifically identified to NMUSA.

RECOMMENDED ACTION: (1) Reduce Center of Military History by 25% which includes current Quicksilver reduction of 23 spaces in FY92. (2) That the authorizations for the National Museum of the U.S. Army be adjusted to FY94 to accommodate a more realistic schedule for completion of the National Museum.

COORDINATION: COL Krause, CMH

Action Officer: Les Dawson
HQDA Team, 355-2364
Initiative #HDA30
10 Dec 90 1344

CME

Current Program/Estimate

DOLLARS (\$ = M)

RES CODE	PROG CODE	FY92	FY93	FY94	FY95	FY96	FY97
MPA		0.0	0.0	0.0	0.0	0.0	0.0
OMA	P95	-0.2	-0.6	-0.6	-0.7	-0.7	-0.7
MISC		0.0	-0.1	-0.1	-0.1	-0.1	-0.1
TOTAL		-0.2	-0.7	-0.7	-0.8	-0.8	-0.8

MANPOWER:

AC	-1	-1	-1	-1	-1	-1
CIV						
USDH	-12	-12	-12	-12	-12	-12
TOTAL	-13	-13	-13	-13	-13	-13

TOTAL 13

	OFF	ENL	CIV
Current authorizations (FY92)	12	3	130
VG reduction (FY92-97)	1	0	12
Projected strength	11	3	118

SUBJECT: Military History Institute (UIC W280AA)

DOD COMPONENTS: Army

ISSUE: Reduce Military History Institute by 20%. Make directorate of the Center of Military History (CMH).

SUMMARY OF EVALUATION:

- o Mission: To facilitate and encourage the official and unofficial use and study of military history by the acquisition, concentration, preservation, organization and disposition of materials relating to the military aspects of history.
- MHI is an FOA of ODCSOPS.
- MHI meets the criteria of an FOA.
- Authorizations for FY92: OFF 3, ENL 3, CIV 34.
- o Mission/functions include:
 - responding to military history inquiries.
 - support to the Army War College.
 - conduct the Senior Officer Oral History Program.
 - conducts Corps and Division lessons learned programs.
 - request, collect, preserve and organize personal papers, manuscripts and other historical materials.
 - acquire materials related to history of the Army.
 - preserve and maintain deteriorating publications.
- o Analysis of Mission/Functions:
 - MHI spends 5% of effort supporting the Army War College.
 - The function is important to the Army War College and the Army in the transmission of military values and tradition.
 - Center of Military History could provide this service to the AWC, but only at an unacceptable deterioration to its mission.
 - 95% of MHI effort is Army-wide in nature.

o Other Considerations:

- The MHI is located at Carlisle Barracks, co-located with the Army War College.
- It provides historical research and support to the Army War College.
- MHI was formerly part of the Center of Military History.

RECOMMENDED ACTION: (1) Eliminate Military History Institute as FOA. Reduce staff by 20% and make it a directorate of the Center of Military History. (2) That 5 Quicksilver civilian space reductions for FY92 be accommodated in the VANGUARD reduction by phasing the reduction.

COORDINATION: COL Sweeney (MHI), AV 242-3511.

Action Officer: Les Dawson
HQDA Team, 355-2364
Initiative #HDA31
10 Dec 90 1048

MHI

Current Program/Estimate

DOLLARS (\$ = M):

RES CODE	PROG CODE	FY92	FY93	FY94	FY95	FY96	FY97
MPA		0.0	-0.1	-0.1	-0.1	-0.1	-0.1
OMA		0.0	-0.1	-0.1	-0.1	-0.1	-0.1
MISC							
TOTALS		0.0	-0.2	-0.2	-0.2	-0.2	-0.2

MANPOWER:

AC	3	3	3	3	3	3
CIV						
USDH	2	2	2	2	2	2
TOTAL	5	5	5	5	5	5

	OFF	ENL	CIV
Current authorizations (FY92)	3	3	34
VG reductions (FY92-97)	0	3	2
Projected strength	3	0	32

SUBJECT: U. S. Army Legal Services Agency (UIC WOKEAA)

DOD COMPONENTS: Army

ISSUE: Reduce US Army Legal Services Agency by 20% beginning in FY93.

SUMMARY OF EVALUATION:

- o Mission: Legal support of Army missions (including criminal appellate court system and representation of Army in all forms of litigation). Guarantee independent trial defense and judiciary. Responsible for professional recruiting.
 - USALSA is a FOA of The Judge Advocate General.
 - USALSA meets the criteria of a FOA.
 - Authorizations for FY92: OFF 363, ENL 10, CIV 168.
 - USALSA provides legal support, including appellate court representation of Army, in all forms of litigation. It guarantees independent defense and judiciary. Also, it is responsible for professional recruiting for Army legal personnel.
- o Analysis of Mission/Functions:
 - USALSA provides a critical function and is the only agency which provides this world-wide service for the Army.
 - With the impending reduction in the Army budget and manpower strengths, the legal services will become more critical to the Army. The legal workload is expected to remain at the current level, or increase somewhat in the early years due to the ongoing build down, then fall as the Army end strength and procurement actions fall.
 - It is expected that USALSA can handle this workload with current manpower in the near years but should take a reduction commensurate with the remainder of the Army in the outyears.
 - CFE drawdown will enable USALSA to eliminate Trial Defense Service personnel from impacted units; there are approximately 50 TDS personnel assigned throughout FRG.
 - A review of USALSA's TDA shows that a savings can be attained by consolidating administrative support personnel of the many small elements of LSA. This

would enable fewer support personnel to adequately support the required level of legal personnel.

- Further enhanced automation support within USALSA will enable greater productivity on the part of attorneys and a commensurate reduction in the number of support TDA.
- The responsibility for professional recruiting should be transferred to PERSCOM, consistent with the VANGUARD Vision.

RECOMMENDED ACTION: Reduce USALSA by 20% beginning in FY93 (2%-FY93; 4%-FY94; 6%-FY95; 8%-FY96).

COORDINATION: MAJ Frank England, OTJAG

Action Officer: Les Dawson
HQDA Team, 355-2364
Initiative #HDA18
10 Dec 90 1035

USALSA

Current Program/Estimate

DOLLARS (\$ = M)

RES CODE	PROG CODE	FY92	FY93	FY94	FY95	FY96	FY97
MPA		0.0	0.0	-0.4	-1.5	-3.2	-5.7
OMA	P95	0.0	0.1	-0.3	-0.6	-1.1	-1.4
MISC		0.0	0.0	-0.1	-0.2	-0.5	-0.7
TOTALS		0.0	0.1	-0.8	-2.3	-4.8	-7.8

MANPOWER:

AC	0	7	22	46	74	74
CIV						
DHUS	0	4	12	24	34	34
TOTAL	0	11	34	70	108	108

20% REDUCTIONS

(2%-FY93: OFF 6, ENL 1, CIV 4)
 (4%-FY94: OFF 15, ENL 0, CIV 8)
 (6%-FY95: OFF 23, ENL 1, CIV 12)
 (8%-FY96: OFF 28, ENL 0, CIV 10)

	OFF	ENL	CIV
Current authorizations (FY92)	363	10	168
VG Reductions (FY92-97)	72	2	34
Projected strength	291	8	134

SUBJECT: U. S. Army Claims Service (UIC WOKFAA).

DOD COMPONENTS: Army

ISSUE: Reduce the US Army Claims Service 15%; 5% each year beginning in FY94.

SUMMARY OF EVALUATION:

- o Mission: Claims Service (USARCS) investigates, processes, and settles non-contractual claims in favor of and against the Army. Implements, executes, and administers the comprehensive claims program for TJAG. Provides claims doctrine and training.
 - USARCS is a FOA of The Judge Advocate General.
 - USARCS meets the criteria of a FOA.
 - Authorizations for FY92: OFF 14, ENL 6, CIV 76.
 - Designates area claims offices, claims processing offices, claims attorneys, and CONUS geographic area of claims responsibility.
 - Settles and account for maneuver damage claims in both CONUS and OCONUS.
 - USARCS settles claims against carriers, warehouse firms, insurers, and other third parties for loss of, or damage to personal property of soldiers and civilian personnel incurred while in storage or in transit at Government expense.
- o Analysis of Mission/Functions:
 - USARC provides a critical function for the Army which cannot be done by another organization.
 - Has had success in prosecuting and settling claims and returning funds to the US Army for use in the current year; \$14M in FY90.
 - It is expected that USARCS can handle the current workload with current manpower in the near years due to less movement of service members. The workload associated with claims should diminish as the Army draws down and a reduction commensurate with the remainder of the Army should be taken.
 - Maneuver damage claims overseas should be reduced in both numbers and size of claims, thus there should be a reduction of workload in the outyears in this area.

o Other Considerations:

- A DMR is working which would consolidate Claims offices of all services.

RECOMMENDED ACTION: Reduce USARCS by 15% after Quicksilver reductions. Reduce USARCS 15% beginning in FY94; 5%-FY94; 5%-FY95; 5%-FY96.

COORDINATION: MAJ Frank England, OTJAG

Action Officer: Les Dawson
HQDA Team, 355-2364
Initiative #HDA14
10 Dec 90 1340

Current Program/Estimate

DOLLARS (\$ = M)

RES CODE	PROG CODE	FY92	FY93	FY94	FY95	FY96	FY97
MPA		0.0	0.0	0.0	-0.1	-0.1	-0.2
OMA		0.0	0.0	-0.1	-0.3	-0.5	-0.7
MISC		0.0	0.0	0.0	0.0	-0.1	-0.1
TOTALS		0.0	0.0	-0.1	-0.4	-0.7	-1.0

MANPOWER:

AC	0	0	1	2	3	3
CIV						
DHUS	0	0	3	7	11	11
TOTAL	0	0	4	9	14	14

MANPOWER REDUCTIONS: 15% (FY94-OFF: 0, ENL: 1, CIV 3)
 (FY95-OFF: 1, ENL: 0, CIV 4)
 (FY96-OFF: 1, ENL: 0, CIV 4)

	OFF	ENL	CIV
Current authorizations (FY92)	14	6	76
VG reduction	2	1	11
Projected strength	12	5	65

SUBJECT: Chaplaincy Services Support Agency (UIC W062AA)

DOD COMPONENTS: Army

ISSUE: Reduce Chaplaincy Services Support Agency by 15%.

SUMMARY OF EVALUATION:

- o Mission: Executes approved OCCH policies and integrate CCH guidance for Army-wide mission in support of soldier/soldier family religious support needs. Responds to mission and proponent needs of the Chief of Chaplains.
 - CSSA is a FOA of the Chief of Chaplains.
 - CSSA meets the criteria of a FOA.
 - Authorizations for FY92: OFF 7, ENL 2, CIV 6.
 - Perform research and analysis in support of religious requirements, religious practices, religious trends and demographics, force development, and doctrine Army-wide.
 - Respond to mission and proponent support needs of the CCH.
 - Provide chaplain consultation services to chaplains throughout the Army.
 - Assist CCH and chaplaincy action agencies in meeting soldier religious support requirements Army-wide.
 - Assist CCH in fulfilling Army-wide proponent responsibilities as Branch Chief, Personnel Proponent, and Branch Proponent.
 - Integrate chaplaincy and non-chaplaincy policies for effective soldier and soldier family religious support.
 - Design and initiate model training and religious support activities based on field assessments.
 - Perform research and provide results on significant ethical, moral, theological and spiritual issues.
 - Assist CCH in fulfilling Army-wide proponent responsibility for Directors of Religious Education (DRE) process and approve personnel actions on selection of DREs, and provide for on-going professional development.

- Develop or purchase books, films, film strips, audio and visual tapes, posters, and art work for religious support requirements Army-wide.
- Edit and publish the "Military Chaplains' Review" and other publications which support religious requirements.

o Analysis of Mission/Functions:

- Earlier analysis was based on reading operation and mission documents. Discussion with OCCH and USACSSA clarified mission responsibilities.
- Elimination will wipe out operational functions directed related to soldier and family member religious support.

RECOMMENDED ACTION: Reduce by 15%. In line with VANGUARD comments, OCCH and USACSSA are clarifying and reorganizing around missions and functions as part of a total build down action.

COORDINATION: Chaplain Wake

Action Officer: Mona Berry/Les Dawson
 HQDA Team 355-2365
 Initiative #HDA23
 10 Dec 90 1040

CSSA

Current Program/Estimate

DOLLARS (\$ = M)

RES CODE	PROG CODE	FY92	FY93	FY94	FY95	FY96	FY97
MPA		0.0	0.0	-0.1	-0.1	-0.1	-0.1
OMA	P95	0.0	0.0	0.0	0.0	0.0	0.0
TOTALS		0.0	0.0	-0.1	-0.1	-0.1	-0.1

MANPOWER:

AC	0	0	1	1	1	1
CIV						
USDH	1	1	1	1	1	1
TOTAL	1	1	2	2	2	2

	OFF	ENL	CIV
Current authorization (FY92)	7	2	6
VG Reduction (FY92-97)	1	0	1
Projected strength	6	2	5

SUBJECT: National Guard Operating Agency Center (NGOAC)

DOD COMPONENTS: Army

ISSUE: Reduce the National Guard Operating Agency Center by 20% and reclassify as a Staff Support Agency.

SUMMARY OF EVALUATION:

o **Mission:**

- NGOAC is an FOA for the Chief, National Guard Bureau.
- Agency should be reclassified as a SSA versus an FOA.
- Authorizations for FY92: OFF 47, CIV 164, Total 211 plus AGR 227.
- Responsible for complete internal administration, planning, direction and execution of the ARNG OAC.
- Develops policies, procedures and directives required for the administration and operation of the OAC.
- Administers the policies and programs which are developed to ensure successful completion of the OAC Manager's Office goals and missions.
- Manages the Position Management Program of the ARNG OAC.
- Develops and implements a variety of Civilian and Military Personnel Management Programs to include Federal Women's Program, Handicapped Program, Incentive Awards Program, Personnel Training and the Annual Army Physical Readiness Training.
- Performs liaison between the separate OAC organizational entities and APG, MD in the areas of civilian personnel classification, selection, promotion, training, health, welfare, morale and discipline.
- Manages the OAC Financial Program.
- Manages the procurement, installation and maintenance of equipment required by the OAC and its various elements to accomplish assigned tasks and responsibilities.
- Serves as Land Management Office for the ARNG and provides requires office and storage space for the OAC elements.

- Maintains the buildings and grounds utilized by the OAC elements and provides for the security of the OAC site.
 - Provides graphic support to all OAC elements.
 - Serves as POC for the conduct of all surveys pertaining to the OAC elements, such as DA Manpower Surveys, IG Inspections and Cyclic Audits.
 - Provides administrative, financial and logistical support to selected NGB FOA's in various CONUS locations other than APG, MD as directed by CNGB and DARNG.
- o Analysis of Mission/Functions:
- Stated missions/functions appear to address only internal OAC operations; does not address what OAC does NGB wide or for the NGB staff.
 - OAC is in direct support to Chief, National Guard Bureau, therefore, should not be classified as a FOA. TDA (par 001 OAC Managers Office) reflects the FOA is headed by a Chief, 06, reporting to the CNGB. Current manpower for OAC is 47 off/164 civ and 227 AGRs.
 - Functions are fragmented between Divisions on the NGB TDA and supporting personnel on the OAC TDA. Aviation Division has been moved in its entirety to the OAC. Other elements located at OAC under NGB Divisions are:
- | | |
|-----------------------------|------------------------|
| Military Education Br | Organization & Tng Div |
| Management Analysis Br | Comptroller Div |
| Environmental Resources Br | Installations Div |
| Design Review Branch | Installations Div |
| Command Logistics Review Tm | Logistics Div |
| Logistics Systems Branch | Logistics Div |
- Currently there are 16 personnel on the OAC TDA with duty station in the Pentagon. DoDD 5100.73 (Management Headquarters and Headquarters Support Activities) states multiple documents will not be used to circumvent the account of management headquarters. The above is in direct violation of this directive and AMBA policy.
 - NGOAC can sustain a 20% reduction based on the following:
 - Reductions of overhead (Admin Spt, Management Branch).
 - Deletion of mission/functions which duplicate that of NGB staff (Logistics Systems).

- Deletion of nice to do mission/functions which duplicate Active Army organizations (Surgeon Support, Logistics Drug organization).
- Transfer of mission/functions which can be consolidated with active component organizations (military support, Mgt Engineer, personnel management evaluation, et al).

o Other Considerations:

- OAC has assigned 228 AGR personnel, these should be considered in affecting the NGB reduction.

RECOMMENDED ACTION:

- Reduce 20% eliminating functions which duplicate that of NGB staff.
- Recommend reclassification to SSA to properly account for the management headquarters (AMHA) functions in support of CNGB. SSA will not count against the HQDA statutory ceiling of 3105 but will count against the overall AMHA ceiling. However, staff functions would be returned to the staff and AMHA accountability.
- AMHA functions be returned to the NGB staff after reduction is affected.

COORDINATION: Mr. Arledge, National Guard Bureau

Action Officer: Les Dawson
HQDA Team, x355-2364
Initiative# 42
10 Dec 90 0830

NGOAC

Current Program/Estimate

DOLLARS (\$ = M)

RES CODE	PROG CODE	FY92	FY93	FY94	FY95	FY96	FY97
NGPA		0.0	-0.3	-0.7	-0.7	-0.7	-0.8
OMA		0.0	-0.5	-1.7	-1.8	-1.8	-1.9
MISC		0.0	-0.1	-0.2	-0.2	-0.3	-0.3
TOTALS		0.0	-0.9	-2.6	-2.7	-2.8	-3.0

MANPOWER:

AC	0	9	9	9	9	9
CIV						
DHUS	0	33	33	33	33	33
TOTAL	0	42	42	42	42	42

	OFF	ENL	CIV
Current authorizations (FY92)	47	0	164
VG reductions (FY92-97)	9	0	33
Projected strength	38	0	131

SUBJECT: National Guard Financial Service Center (UIC W4EQAA)

DOD COMPONENTS: Army

ISSUE: Retain National Guard Financial Service Center.

SUMMARY OF EVALUATION:

- o **Mission:** National Guard Financial Service Center manages JUMPS(RC) and pay procedures for ARNG military personnel and maintains liaison with USAFAC on financial management. Other responsibilities are:
 - NGFSC is a FOA of the National Guard Bureau.
 - NGFSC meets the criteria of a FOA.
 - Authorizations for FY92: CIV 6, AGR 10.
 - Performs staff assistance and quality assistance visits to States. Coordinates pay and FAO or related problems with FORSCOM, TRADOC and other agencies.
 - Prepares and coordinates military pay systems with States. Develops, coordinates and performs training for military technicians.
 - Responsible for travel and commercial accounts procedures.
 - Promulgates all regulatory guidelines regarding procedures for ARNG processing of:
 - (a) Military Pay.
 - (b) Travel.
 - (c) Commercial Accounts.
 - Develops and maintains automated system related to Military Pay, Travel and Commercial Accounts.
- o **Analysis of Mission/Functions:**
 - NGB provided resources at USAFAC to monitor JUMPS (RC). Current manpower physically located at USAFAC is 10 AGRs and 6 civilians.

RECOMMENDED ACTION: Retain FOA with mission and functions. NG Financial Service Center is a FOA of Comptroller Division, National Guard Bureau, and is staffed with 10 AGRs and 6 Civilians.

COORDINATION: MR Arledge, National Guard Bureau

Action Officer: LES DAWSON
HQDA 355-2365
Initiative# 39
10 Dec 90 0920

NGBFSC

Current Program/Estimate

DOLLARS (\$ = M)

RES CODE	FY92	FY93	FY94	FY95	FY96	FY97
AC						
AGR						
CIV						

MANPOWER:

AC	0
CIV	6
AGR	10

SUBJECT: Reduction in Army Positions Authorized Within Defense and Joint Agencies

DOD Components: Army

ISSUE: Reduce Defense/Joint Agencies an additional 7%; this would be in addition to the approximately 18% cut already levied through Quicksilver.

SUMMARY OF EVALUATION:

- o A review of the FAS data base reflects approximately 10,415 Army authorizations in the Joint/Defense activities.
- o Army action due to Quicksilver reduction has created a wedge to reduce Army spaces by a total of 1,863 authorizations or about an 18% cut.
- o To date, the Army's wedge has yet to be spread to the agencies within the defense and joint arena. It is not anticipated that this action will be completed for at least two months, negotiations with NATO, the Commands, etc., must still be completed. The Army POC, with ODCSPER, will be working with each activity to determine their portion of the Army's wedge.
- o A review of the 21 Sep 90 FAS for Defense and Joint agencies indicates that there are 76 Defense agencies and 169 Joint agencies. Within these organizations, 4,885 enlisted manpower authorizations have been identified on the current FAS documents. Of this number, approximately 30 percent are considered soft skills; administration, supply, personnel, etc., (See Encl 1). These skills should be readily replaceable by civilians with commensurate skills.
- o In that the Army as a whole is downsizing 25%, and that CFE and other actions are reducing the size and location of our forces overseas; it is appropriate to decrease the Army personnel authorizations within defense and joint activities proportionately with the rest of the Army. An additional 7% cut should be levied against defense and joint activities.
- o A 7% cut would mean an additional reduction of 736 spaces. The command leadership should be allowed to spread the additional cuts as is most appropriate.

OTHER CONSIDERATIONS: A DMR issue, based on a 1988 Special Study of Unified and Specified Command Headquarters, (Vander Schaaf Study), has been staffed with the Army that would gain efficiencies through the consolidation of some unified and specified commands. The Army non-concured with the DMR because the cuts were duplicative of cuts already identified; the Army had already complied with the study. Additionally, per the ODCSPER POC other DMR actions are pending which could possibly make the wedge against Defense/Joint Agencies a total of 25% without any Vanguard action. Full details of these DMR's have not been fully developed.

To determine an approximate costing of the 736 spaces recommended for elimination, 7% of the total 9,100 personnel spaces for OFF/WO/ENL was used, and 25% of the civilian spaces. The civilian portion was higher in that they did not sustain any cuts as a result of Quicksilver.

RECOMMENDED ACTION: That the DEFENSE/JOINT activities sustain an additional 7% cut-in-Army spaces.

COORDINATION: LTC Memeric, ODCSPER

ACTION OFFICER: MR DAWSON/MAJ KNAPP
HQDA TEAM: 355-2364/2365
INITIATIVE# HDA43
10 Dec 90 1515

Current Program/Estimate

DOLLARS (\$ = M)

RES CODE	FY92	FY93	FY94	FY95	FY96	FY97
AC	-3.7	-17.9	-18.5	-19.1	-19.7	-20.3
CIV	-1.1	- 3.7	- 3.8	- 3.9	- 4.0	- 4.1
MISC	-0.5	- 2.1	- 2.2	- 2.3	- 2.3	- 2.4
TOTALS	-5.3	-23.7	-24.5	-25.3	-26.0	-26.8

MANPOWER:

AC	638	638	638	638	638	638
CIV	98	98	98	98	98	98
TOTALS	736	736	736	736	736	736

	OFF	WO	ENL	CIV
Current authorizations (FY92)	3853	262	4885	1415
VG reduction (FY92-97)	0	0	638	98
Projected strength	3853	262	4247	1317

SUMMARY OF OCCUPATIONAL SPECIALTY
WITH JOINT/DEFENSE ACTIVITIES

<u>MOS</u>	<u>TITLE</u>	<u>NUMBER</u>
11	INFANTRY	280
12	COMBAT ENGINEERING	14
13	FIELD ARTILLERY	11
16	AIR DEFENSE ARTILLERY	7
18	SPECIAL OPERATIONS	29
19	ARMOR	2
24	AIR DEFENSE SYS MAINT	2
25	AUDIO-VISUAL	86
29	SIGNAL MAINTENANCE	470
31	SIGNAL OPERATIONS	481
33	ELECTRONIC WARFARE/ INTERCEPT SYS MAINT	7
35	ELECTRONIC MAINTENANCE	23
36	SWITCHBOARD OPERATOR	49
46	PUBLIC AFFAIRS	31
51	GENERAL ENGINEERING	22
52	ENGINEERING MAINTENANCE	56
54	CHEMICAL	12
55	AMMUNITION	16
63	MECHANICAL MAINTENANCE	59
67	AIRCRAFT MAINTENANCE	23
71L	ADMINISTRATION	1117
71	CHAPLAIN/LEGAL	51
72	COMMUNICATIONS CENTER	285
73	FINANCE	72
74	AUTOMATIC DATA PROCESSING	387
75	PERSONNEL	233
76	SUPPLY AND SERVICE	276
77	PETROLEUM AND WATER	15
88	TRANSPORTATION	128
91	MEDICAL	63
94	COOKS	22
95	MILITARY POLICE	142
96	MILITARY INTELLIGENCE	136
98	ELECT WARFARE/CRYPTO	61
MISC MOS		<u>217</u>
TOTAL		4885

Enclosure 1

SUBJECT: Consolidate Fiscal and Resource Management--Programing Function

DOD COMPONENTS: ARMY

ISSUE: Eliminate the programing functions (PARR/POM) below HQDA.

SUMMARY OF EVALUATION: This alternative, illustrated at enclosure 1, could result in \$110M annual savings (cumulative: \$444.4M, FY93 - FY 97). Adjusted for inflation, savings for the same time frame are \$527.5M. Policy development and resource programing could be accomplished at Department level, with program execution to be accomplished by units and installations under direction of major commands. This alternative would:

- o Consolidate resource programing function within a centralized office at HQDA. The centralized office, Programs Analysis and Evaluation Directorate (PAED), would:
 - Perform resource programing functions (POM) for Department of the Army with input from the functional elements of the HQDA staff.
 - Provide resource programing for wide range of requirements versus the traditional parochial view.
 - Be staffed with existing 51 PAED personnel plus an additional 15 program analysts from OCAR and NGB programing offices. Budget offices will be addressed in another issue.
 - Eliminates other existing resource programing shops in the HQDA staff (except PAED) and Field Operating Agencies/Staff Support Agencies.
- o Retains program analysts throughout the Army TDA structure who manage functional programs, systems, policies, and procedures versus elimination of spaces to program resource. Program analyst spaces within USAMC identified as functional program managers were reduced by 25%. This reduction is based on a smaller Army and transfer of some acquisition functions to the US Army Acquisition Agency.
- o Retains 40 program analyst intern spaces of the 1,303 spaces shown on the TDA under the UIC W4CMAA, Para 005, line 002.

- o Eliminates program analysis and evaluation and other resource programing shops within MACOMs and below.
- o Rationale for this action:
 - Constrained resources.
 - Smaller, more efficient Army.
 - Implementation of two-year POM/Budget cycle, validate/verify.
 - Elimination of PARR/POM requirements below HQDA.
 - Improved automation systems at all levels; e.g., transmission of data via personal computer disk or computer tapes.
 - 20,000 personnel in the force structure with skills similar to program analyst (management analysts, budget analysts, financial managers and administrators, procurement analysts and contract specialists, and supply program analysts). (Data Sources: (1) TAADS, (2) Classification Handbook, Handbook of Groups and Series of Classes, 1988)
- o The following guidelines were used for eliminating program offices/shops/analysts:
 - Eliminated offices/shops/analysts whose function is programing resources versus managing functional programs, systems, policies, and/or procedures.
 - Eliminated resource Program Analysts who are within other offices/shops whose duties are clearly programing of resources. Examples are:
 - Resource Management
 - Program and Budget
 - Resources and Administration
 - Admin and Support Offices/Branches
 - Retained functional program analysts who manages/provides oversight of programs, systems, and/or develops policies, procedures, etc.
- o Spaces identified at installations to be closed under BRAC I and II were excluded from in this initiative.

DECISION CRITERIA: Elimination of PARR/POM requirements below HQDA. All other factors are currently operational.

ANALYSIS OF PROGRAMING FUNCTION:

- o This initiative draws a distinction between the program analyst (Occupational Series 345) whose job responsibilities are to program resources and those of the functional program analyst (Occupational Series 345) whose job responsibilities are to manage a program, system, and/or develop policies and procedures. The program analyst who programs resources normally works in the resource management (or other appropriately titled) office/shop/branch/division; the program analyst who manages programs, systems, and implement policies and procedures works in the functional staff; logistics, automation, acquisition, etc. While the job series and title are the same, the distinction is in the function of the office to which assigned.

- o The job responsibilities of these program analysts differ in that;

- Program Analyst (resources):

- Receives input from functional staff.

- Assists in identifying resource requirements, translating these requirements into the programing documents (PARR, POM, etc.), and justifying these resources with the input and assistance of functional program analysts.

- Integrates resource requirements for functional programs, systems, policies, and/or procedures based on availability of resources and command priorities as developed by the functional staff.

- Develops resource documents (PARR, POM, etc.) during the programing cycle to the depth of detail and in the format directed in guidance from higher headquarters.

- Program Analyst (functional):

- Identifies functional program, system, policies and procedure, resource requirements, and shortfalls.

- Develop program goals, objectives, and policies.

- Conducts functional review and analysis of ongoing programs, systems, policies, and procedures.
- Manages operational programs and systems.
- Develops justification for functional requirements and funding resource shortfalls.

o **ANALYSIS PROCEDURE:**

- Reviewed all program analysts positions documented in The Army Automated Authorization System (TAADS) by paragraph and line number. TAADS data base, October 1989, updated version.
- Identified all program analysts performing within an office/shop/branch, etc. whose responsibilities are clearly the programming of resources versus that of functional manager of programs, systems, policies, and procedures.
- Reviewed the position title and the relation of the office/shop/branch, etc. to the organization and command in which it resides.
- Documented these positions by Unit Identification Code and paragraph and line number of the Table of Distribution and Allowances.
- Excluded those organizations impacted by BRAC.

ALTERNATIVE ESTIMATE (Enclosure 2): Could result in \$106.3M annual savings (cumulative: \$429.5M, FY93 - FY 97).

- o Consolidates resource programming function at HQDA level.
 - PAED, OCSA will continue to exist as Program Integrator.
 - Retains existing programs evaluation shops in HQDA staff.
- o Eliminates resource program analyst spaces within the Army Acquisition Executive (AAE) organization and transfers 10 resource programming spaces to SARDA. SARDA would perform the US Army Acquisition Executive organization resource programming function.

- o Retains all spaces throughout the Army TDA structure to manage programs versus elimination of spaces to program resources. The program analyst spaces within USAMC identified as program managers were reduced by 25%.
- o Retains 50 program analyst intern spaces (not shown on Chart 3).
- o Eliminates program evaluation and other resource programing shops within MACOMs and below.
- o Guidelines set forth in above were applied to Alternative Estimate.
- o Spaces identified at installations to be closed under BRAC I and II were excluded from this initiative.

ACTION OFFICER: LES DAWSON/JUNE DALY
HQDA TEAM/355-2365
Initiative HDA#03
10 Dec 90 0813

Pg 5 of 6 Pgs

Current Program/Estimate
DOLLARS (\$ = M)

RES CODE	FY92	FY93	FY94	FY95	FY96	FY97	TOTALS
AC	0	00.0	000.0	000.0	000.0	000.0	-000.0
CIV	0	-04.4	-110.0	-110.0	-110.0	-110.0	-444.4
TOTALS	0	-04.4	-110.0	-110.0	-110.0	-110.0	-444.4

MANPOWER:							TOTALS
AC	0	0000	0	0	0	0	0000
CIV	0	2991	0	0	0	0	2991
TOTALS	0	2991	0	0	0	0	2991

RES (Alternative Estimate) CODE	FY92	FY93	FY94	FY95	FY96	FY97	TOTALS
AC	0	0.0	000.0	000.0	000.0	000.0	000.0
CIV	0	-4.2	-106.2	-106.2	-106.2	-106.2	-429.0
TOTALS	0	-4.2	-106.2	-106.2	-106.2	-106.2	-429.0

MANPOWER:							TOTALS
AC	0	0000	0	0	0	0	0000
CIV	0	2888	0	0	0	0	2888
TOTALS	0	2888	0	0	0	0	2888

Current Program/Estimate

DOLLARS (\$ = M) (ADJUSTED FOR INFLATION)

RES CODE	FY92	FY93	FY94	FY95	FY96	FY97	TOTALS
AC	0	' 00.0	000.0	000.0	000.0	000.0	-000.0
CIV	0	-04.8	-124.5	-128.7	-132.7	-136.8	-527.5
TOTALS	0	-04.8	-124.5	-128.7	-132.7	-136.8	-527.5

MANPOWER:							TOTALS
AC	0	0000	0	0	0	0	0000
CIV	0	2991	0	0	0	0	2991
TOTALS	0	2991	0	0	0	0	2991

RES (Alternative Estimate)	(ADJUSTED FOR INFLATION)						
CODE	FY92	FY93	FY94	FY95	FY96	FY97	TOTALS
AC	0	0.0	000.0	000.0	000.0	000.0	000.0
CIV	0	-4.6	-120.2	-124.2	-128.1	-132.1	-509.2
TOTALS	0	-4.6	-120.2	-124.2	-128.1	-132.1	-509.2

MANPOWER:							TOTALS
AC	0	0000	0	0	0	0	0000
CIV	0	2888	0	0	0	0	2888
TOTALS	0	2888	0	0	0	0	2888

SUMMARY OF ALTERNATIVES

**ALTERNATIVE: CONSOLIDATES PROGRAMING FUNCTION AT HQDA IN THE
DIRECTORATE OF PROGRAM ANALYSIS & EVALUATION**

0 Retains:

- HQDA
 - Program & Evaluation Directorate (OCSA)
 - OCAR & NGB; PA&E Offices transfer to PA&ED (OCSA)
 - Functional/Special Staffs; Program Analysts who manage programs, systems, and/or establish policies & procedures
- Army Acquisition Structure
 - ASA(RDA); Functional Program Analysts whose job is to manage functional programs, systems and/or establish policies and procedures
 - PEO/PM Organizations; Functional Program Analyst whose job is to manage functional programs, systems and/or establish policies and procedures
- MACOMs
 - Program Analyst whose job is to manage programs, systems, and/or establish policies & procedures

0 Eliminates:

- HQDA
 - Functional/Special Staff; Program Analysis & Evaluation Offices/Branches, etc, which program resources
 - Program Analyst intern spaces (1263)) from Civilian Training and Education Program
- Army Acquisition Structure
 - ASA(RDA); Program Analysts in Directorate of Plans and Programs whose job is to program resources
 - PEO/PM Organizations; Program Analyst in Business Management Offices whose job is to program resources

- MACOMs

- Programs Offices/Branches, etc at MACOM, Sub-MACOM and Installations which program resources
- Army Materiel Command - 25% of functional Program Analysts due to reduction in weapons systems, lower density of equipment, and transfer of Acquisition Program and Personnel to the New Army Acquisition Organization

Enclosure 1, Issue: Eliminate Programing below HQDA

SUMMARY OF ALTERNATIVES

ALTERNATIVE 1: CONSOLIDATES PROGRAM FUNCTION AT HQDA

0 Retains:

-HQDA

- Program & Evaluation Directorate (OCSA)**
- OCAR & NGB Program and Evaluation Divisions**
- Functional/Special Staffs;**

- oo Program & Evaluation Offices/Divisions**

- oo Functional Program Analysts who manage programs, systems and/or establish policies and procedures**

- Army Acquisition Structure

-- ASA(RDA);

- oo Directorate of Plans & Programs (Plus 10 Program Analysts from PEO/PM Organizations**

- oo Functional Program Analysts whose job is to manage functional programs, systems and/or establish policies and procedures**

- PEO/PM Organizations; Functional Program Analysts whose job is to manage functional programs, systems and/or establish policies and procedures**

- MACOMs

- Program Analysts who job is to manage programs, systems, and or establish policies and procedures**

0 Eliminates:

- HQDA

- Functional/Special Staff; Program Analysis & Evaluation Offices/Branches, etc, which program resources**

- Program Analyst Inter spaces (1253) in the Civilian Training and Education Program**

- Army Acquisition Structure
 - PEO/PM Organizations; Program Analysts in business management offices whose job is to program resources
- MACOMs
 - Programs Offices/Branches, etc at MACOM, Sub-MACOM and Installations which program resources
 - Army Materiel Command - 25% of functional Program Analysts due to reduction in weapons systems, lower density of equipment and transfer of acquisition mission and personnel to the new Army Acquisition Organization

Enclosure 2, Issue: Eliminate Programing below HQDA

SUBJECT: Command and Command Support Functions (Internal Review)

DOD COMPONENT: ARMY

ISSUE: Consolidate the internal review (IR) function with the inspector general (IG) function.

SUMMARY OF EVALUATION:

- o Consolidates at all levels.
- o The USAR and ARNG retains reduced assets at present locations. (These are drilling USAR/NG spaces.)
- o Necessitates prioritization of reviews, plus eliminates low priority tasks.
- o Staffing:
 - USAR and ARNG unit staffed by three auditors per location, unless current spaces are less than three; 165/142 spaces respectively.
 - Garrison:
 - o Staffing based on standard TDA (to be developed).
 - o IR function performed by IG; authorizations transferred to IG. Staff/supervisors eliminated. Military are eliminated.
 - o Provides support to all Army tenants.
 - MACOM headquarters retain five auditors as part of the IG, unless current staffing is less than five.
 - At HQDA, IR personnel from the ASA(FM) will be consolidated within the IG office.

RECOMMENDED ACTION: That the IR functions be consolidated as described above.

COORDINATION: MR Gregory, ASA-FM and COL McDevit, IG Agency

ACTION OFFICERS: MAJ KNAPP/HQDA/355-2365
MAJ BAUER/FACILITIES-BASOPS/355-2291
Initiative# HDA04
11 Dec 90 1140

Current Program/Estimate :

Dollars (\$ = M):

(Rounded off to 100,000)

RES CODE	PROG CODE	FY92	FY93	FY94	FY95	FY96	FY97
MPA		-0.0	-0.2	-0.2	-0.2	-0.2	-0.2
RPAA		-0.0	-0.1	-0.1	-0.1	-0.1	-0.1
RPA		-0.2	-0.4	-0.4	-0.4	-0.4	-0.4
NGP		-0.4	-0.8	-0.8	-0.8	-0.8	-0.9
OMA1		-5.7	-21.5	-22.3	-23.0	-23.8	-24.5
OMA2		-0.0	-0.8	-0.9	-0.9	-1.0	-1.0
TOT		-6.3	-23.8	-24.7	-25.4	-26.3	-27.1

MANPOWER:

AC	-2	-2	-2	-2	-2	-2
RPAA	-1	-1	-1	-1	-1	-1
RPA	-65	-65	-65	-65	-65	-65
NGP	-104	-104	-104	-104	-104	-104
OMA1	-426	-426	-426	-426	-426	-426
OMA2	-38	-38	-38	-38	-38	-38
TOTALS	-636	-636	-636	-636	-636	-636

SUBJECT: Directed Military Overstrengths (DMO) (UIC MP W4ZZAA)

DOD COMPONENT: Army

ISSUE: Eliminate Directed Military Overstrengths.

SUMMARY OF EVALUATION:

- o Mission: Provides military officers and enlisted personnel to fill manpower requirements for short notice, short term, high priority studies or other special requirements.

- DMO does not meet the criteria of an FOA.
- Authorizations for FY92: 300 OFF, 150 WO, 550 ENL.

- o Analysis of Mission/Functions:

- In 1980, the Army leadership approved a procedure whereby 1000 military spaces would be placed into a special TDA and into the force structure.
- The purpose of this decision was to provide a means to fill manpower needs for short notice, short term manpower needs for HQDA and Major Commands.
- By definition, a Directed Military Overstrength is approved for one year or less. In reality, a majority of those requirements are longer than one year and DMO are simply extended to meet the requirement.
- These authorizations fill a valid need by the Army leadership and enables the assignment of these personnel without taking the personnel from other organizations. Without this procedure, manpower for short notice, short term requirements would be taken "out-of-hide" from some other organization which still had a valid need for personnel.

- o OTHER CONSIDERATIONS:

- This procedure gives the perception of circumventing the guidelines for the definition of Army Management Headquarters Activities (AMHA) accounts.
- Discussion with the command manager for the DMO account, indicate that 250 of the 1000 spaces will be reallocated to the force structure for other valid needs. This 25 percent reallocation is consistent with reductions to other organizations.

o **RECOMMENDED ACTION:** (a) That no further action be taken at this time beyond reallocating the 250 spaces. (2) That the DMO organization be reviewed for additional savings should the Army end-strength be reduced further.

Action Officer: Les Dawson
HQDA Team, 355-2364
Initiative #HDA05
10 Dec 90 1305

DMO

Current Program/Estimate

DOLLARS (\$ = M)

RES CODE	PROG CODE	FY92	FY93	FY94	FY95	FY96	FY97
-------------	--------------	------	------	------	------	------	------

MPA

MANPOWER:

AC	OFF	300	WO	150	ENL	550
----	-----	-----	----	-----	-----	-----

Current authorizations (FY92)	OFF	300	WO	150	ENL	550
VG reduction (FY92-97)		0		0		0
Projected strength		300		150		550

SUBJECT: HQDA STAFF REDUCTION

DOD COMPONENT: ARMY

ISSUE: Reduce the HQDA Staff by a minimum of 20 percent.

SUMMARY OF EVALUATION:

- o Mission: The HQDA staff provides leadership and guidance to the Army. Respective HQDA staff principals are charged with specific missions and functions as outlined in AR 10-5.

- o Analysis of Mission/Functions:

- There are redundancies/overlap between staff elements mission and functions.
- There is excessive overhead within certain staff elements.

- o Other Considerations:

- The FY91 Defense Authorization Act mandated a 20 percent reduction to all DOD Management Headquarters, FY91 through FY95.
- Until further distribution of this reduction, it is considered to apply to the HQDA staff.
- The pro-rata share of this reduction for HQDA is 621 spaces.
- Task Force VANGUARD has been directed to incorporate this reduction into the VANGUARD initiatives.

RECOMMENDED ACTION: That the HQDA staff take a pro-rata share of the Army management headquarters reduction directed by the Congress.

COORDINATION: Mr. Hamilton, Administrative Assistant to Secretary of the Army and LTG Parker, Director of the Army Staff

Action Officer: Les Dawson
HQDA Team, 355-2365
Initiative #HDA01
10 Dec 90 0925

HQDA Staff

Current Program/Estimate

DOLLARS (\$ = M)

RES CODE	PROG CODE	FY92	FY93	FY94	FY95	FY96	FY97
MPA		-5.7	-10.8	-15.5	-19.6	-22.4	-23.0
OMA	P95	-4.6	-8.8	-13.3	-18.3	-21.9	-22.5
MISC		-1.1	-2.0	-3.0	-3.8	-4.4	-4.6
TOTAL		-11.4	-21.6	-31.8	-41.7	-48.7	-50.1

MANPOWER:

AC	59	119	171	213	245	245
CIV						
DHUS	63	129	197	278	363	363
TOTAL	123	248	368	491	608	608

NOTE: Subsequent to developing this initiative, it has been determined that VANGUARD initiative MDA10 reduced the ODCSINT staff by 13 spaces (-8 military/-5 civilians). Consequently, the reduction to the HQDA staff has been reduced from 621 to 608 in VANGUARD initiative HDA01.

This information has been reflected in the Detail Cost file developed by VANGUARD.

	OFF	WO	ENL	CIV	TOTAL
Current authorizations (FY92)	1236	5	86	1778	3105
VG reduction (FY92-97)(HDA01)	234	0	11	363	608
(MDA10)	8	0	0	5	13
Projected strength	994	5	75	1410	2484

CHAPTER XVII, APPENDIX N2
Detailed Issue Analysis Sheets
Realign CONUS Forces

Eliminate All Existing CONUSAs	XVII-N2-1
Combine Two MACs and Nine MTC's Into Three MECs	XVII-N2-3
Reduce the Full-Time Support to the U.S. Army Reserve and Army National Guard	XVII-N2-5
Eliminate USARSO as an Army MACOM	XVII-N2-7
Eliminate DCSOPS SSA, U.S. Army Panama Canal Treaty Implementation Plan Agency	XVII-N2-10
Eliminate MTMC as an Army MACOM and Transfer Operational Functions to the Army Logistics Command	XVII-N2-12
Eliminate the Organization and Functions of the MTMC Manpower Standards Activity, Field Operating Activity	XVII-N2-14
Eliminate the Organizations and Functions of the MTMC Transportation Engineering Agency	XVII-N2-16
Reduce Rail Restoration Operations Consistent with Reductions in Requirements	XVII-N2-18
Reduce the Army TDA Conus Operational Support Aircraft Consistent with Reductions in Requirements	XVII-N2-20
Eliminate the HQ, FORSCOM FOA, U.S. Army Air Traffic Control Combat Support Activity	XVII-N2-22
Disestablish the Criminal Investigative Command	XVII-N2-24
Eliminate Organizational and Functions of Crime Records Center	XVII-N2-26
Eliminate Protective Service Agency	XVII-N2-28
Eliminate Field Investigative Activity	XVII-N2-30
Eliminate Several Law Enforcement Functions	XVII-N2-32
Eliminate Organization and Functions of the Military Police Operations Agency	XVII-N2-34
Eliminate the Retraining Brigade	XVII-N2-36
Eliminate the U.S. Army Space Command as a Field Operating Agency	XVII-N2-38
Retrain U.S. Army Space Office	XVII-N2-40
Reduce the Active Force Support to the Reserve and National Guard	XVII-N2-42

SUBJECT: Realign CONUS Forces - CONUSAs

DOD COMPONENTS: ARMY

ISSUE: Change the Army mobilization infrastructure to reflect the latest force requirements.

SUMMARY OF EVALUATION: Eliminates all existing CONUSAs.

- o Recognizes USARC as a major subordinate command of FORSCOM.
- o Supports FORSCOM's plan in the near term with four CONUSA through FY92, reducing them to three CONUSA by the end of FY94.
- o Eliminates 1st, 2d, 5th and 6th continental US armies (CONUSAs) by FY95.
- o Recognizes congressional intent by establishing the USARC.
- o Transfers responsibility for RC readiness and training to the CONUS corps commanders.
- o Personnel, logistics, and other related command functions (to include funding) will transfer to the USAR chain of command.
- o Readiness groups will be transferred from the CONUSA to the CONUS corps.
- o Commander, FORSCOM remains the Army executive agent for mobilization.
- o FY 92 Authorizations: 1551 (471 Officers, 229 enlisted, 851 civilians).

RECOMMENDED ACTION: Support eliminating CONUSAs.

ALTERNATIVE ESTIMATE: None.

COORDINATION: COL Brown, J-3, FORSCOM, 2 Nov 90.

Action Officer: Major Gary Profit/355-2364
MDA01/16002NOV90

Current Program/Estimate

Dollars (\$M):

RES CODE	PROG CODE	MDEP	FY92	FY93	FY94	FY95	FY96	FY97
OMAR	2080			-1.5	-6.2	-12.4	-18.4	-19.0
OMA	P12			-0.0	-0.1	-0.1	-0.1	-0.1
MPA				-0.7	-5.2	-10.5	-18.2	-18.8
NGPA				-0.1	-0.5	-0.9	-1.4	-1.4
RPA				-0.8	-2.9	-5.8	-8.3	-8.5
MISC				-0.3	-1.5	-3.0	-4.6	-4.8
Total				-3.4	-16.4	-32.7	-51.0	-52.6

MANPOWER:

AC		64	127	239	239	239
AGR-USAR		23	46	88	88	88
AGR-NGB		4	7	14	14	14
Drilling Reservist:						
USAR						
NGB						
Civ:						
DHUS		123	244	442	442	442
DHFN						
IDHFN						
Mil Tech						
Total		214	424	783	783	783

	Officer	Enlisted	Civilian
Current (FY 92 Authorization)	471	229	851
Change (FY 92-97)	-228	-113	-442
Result	243	117	409

SUBJECT: Realign CONUS Forces - MECs

DOD COMPONENTS: ARMY

ISSUE: Change the Army mobilization infrastructure to reflect the latest force requirements.

SUMMARY OF EVALUATION: Combine two MACs and nine MTCs into three MECs.

- o The existing units (maneuver area commands and maneuver training commands) will be consolidated initially into four maneuver exercise commands (MECs). Reduction in number of MEC's will occur after USARC operational status is achieved.
- o The size of the MEC's will be dependent on RC client population. However, resourcing should be based on one MEC per CONUSA (TAA 96 decision). The total MEC authorizations will not exceed 4626 spaces (long term).
- o The MECs will be given the mission of supporting the complete spectrum of RC exercises.
- o The MECs will remain under the operational control of the CONUSA initially, Corps later.
- o FY 92 Authorizations: 4626 (2716 Officers, 1910 enlisted).

RECOMMENDED ACTION: Support creating the Maneuver Exercise Command (MEC).

ALTERNATIVE ESTIMATE: None.

COORDINATION: COL Brown, J-3, FORSCOM, 14 Nov 90.

Action Officer: MAJ Gary Profit/355-2364
MDA02/16002NOV90

Current Program/Estimate

Dollars (\$M):

RES CODE	PROG CODE	MDEP	FY92	FY93	FY94	FY95	FY96	FY97
OMA								
MPA								
RPA								
MISC								
Total			0	0	0	0	0	0

Manpower:

AC								
AGR-USAR								
AGR-NGB								
Drilling Reservist:								
USAR								
NGB								
Civ:								
DHUS								
DHFN								
IDHFN								
Mil Tech								
Total			0	0	0	0	0	0

	Officer	Enlisted	Civilian
Current (FY 92 Authorization)	2716	1910	0
Change (FY 92-97)	0	0	0
Result	2716	1910	0

SUBJECT: Realign CONUS Forces - Reserve Support

DOD COMPONENTS: ARMY

ISSUE: Reduction in Active Force Support to the US Army Reserve.

SUMMARY OF EVALUATION: Reduce the full time support to the US Army Reserve and Army National Guard (ARNG).

- o Reduces the full time support (FTS) to the U.S. Army Reserve and ARNG.
- o Specific reduction have been targeted for full time support to Readiness Groups, Army Reserve Commands (ARCOMS), Training Divisions, advisory staffs to USAR & ARNG commanders.
- o Programmed RC end strength is declining more than 15% over the POM; this initiative reduces FTS less than 1%.
- o Reductions do not target military technician positions or FTS positions to units below RC GOCOM level.
- o FY 92 Authorizations: 12,792 (1363 officers, 2192 enlisted, 9236 civilians).

RECOMMENDED ACTION: Reduce full time support to the reserve components.

ALTERNATIVE ESTIMATE: None.

COORDINATION: COL Brown, J-3, FORSCOM, 5 Nov 90.

Action Officer: Major Gary Profit/355-2364
MDA26/08006NOV90

Current Program/Estimate

Dollars (\$M):

RES CODE	PROG CODE	MDEP	FY92	FY93	FY94	FY95	FY96	FY97
OMAR	2080		-0.6	-2.3	-3.6	-3.7	-3.8	-3.9
MPA			-0.6	-11.5	-22.4	-23.1	-23.8	-24.5
RPA			-4.3	-14.9	-21.7	-22.4	-23.1	-23.8
MISC			-0.5	-1.7	-2.5	-2.6	-2.7	-2.8
Total			-6.0	-30.4	-50.2	-51.8	-53.4	-55.0

Manpower:

AC	210	417	417	417	417	417
AGR-USAR	189	377	377	377	377	377
AGR-NGB						
Drilling Reservist:						
USAR						
NGB						
Civ:						
DHUS	56	111	111	111	111	111
DHFN						
IDHFN						
Mil Tech						
Total	455	905	905	905	905	905

	Officer	Enlisted	Civilian
Current (FY 92 Authorization)	1,364	2,192	9,236
Change (FY 92-97)	-312	-482	-111
Result	1,052	1,710	9,125

SUBJECT: United States Army South (USARSO).

DOD COMPONENTS: Army

ISSUE: Eliminate USARSO as an Army MACOM - disestablish HQ, USARSO (W0ALAA) and US Army Garrison, Panama (W0A5AA).

SUMMARY OF EVALUATION:

- o As stands, the Panama Canal Treaty calls for the removal of US troops and related support from Panama by the year 2000. In consonance with the Treaty Implementation Plan (TIP), Panama based units will be either relocated or disestablished.
- o USARSO was formed in Dec 86 from internal theater resources, the USAG Panama (FORSCOM installation) and the 193d Brigade augmentation (FORSCOM MSC).
- o This initiative maintains USARSO as presently configured through 1995 but thereafter, reduces TDA manpower and structure IAW proposed TIP targets for troop strengths remaining in Panama.
- o USARSO HQ will be eliminated/disestablished during FY 96 and FY 97 instead of being relocated. FORSCOM will resume MACOM and theater component responsibilities.
- o USAG Panama will be eliminated/disestablished during FY 96 and FY 97. The 41st ASG (to include AUG TDA) will remain and assume residual installation responsibilities in addition to its assigned theater admin and support mission.
- o FY 92 command authorizations are estimated to be 130 officers, 441 enlisted, and 2256 civilians (USARSO/ESG FAS: 92 OFF, 45 ENL, 135 CIV) (USAG PROBE: 36 OFF, 354 ENL, 1656 CIV) (ASG AUG PROBE: 2 OFF, 42 ENL, 650 CIV). This includes an additional command decrement of 185 civilian spaces yet to be distributed.

RECOMMENDED ACTION: Eliminate USARSO. Disestablish HQ USARSO and transfer functions to HQ FORSCOM. Disestablish USAG Panama and transfer functions to 41st Area Support Group.

ALTERNATIVE ESTIMATE: None

COORDINATION: USARSO DCSOPS/DCSRM nonconcur - TIP and CINCSOUTH should drive USARSO manpower decisions. Per JAG rep & TIP Agency, any DA decision on taking down/overall reduction of USARSO will have to be coordinated with JCS and CINCSOUTH, but it is not prohibited by law or TIP.

Action Officer: LTC Carter/355-2264
MAC-10/6 DEC 1300

Current Program/Estimate

Dollars (\$M):

RES CODE	PROG CODE	MDEP	FY92	FY93	FY94	FY95	FY96	FY97
OMA	7025		0	0	0	0	.48	- 1.16
OMA	P12		0	0	0	0	15.14	-54.89
OMA	P02		0	0	0	0	1.26	- 8.21
OMA	P87		0	0	0	0	.23	- .77
OMA	P95		0	0	0	0	.01	- .11
MPA			0	0	0	0	-2.22	-22.77
RPA								
MISC	7025		0	0	0	0	0	- .12
MISC	P12		0	0	0	0	- .21	- 6.36
MISC	P02		0	0	0	0	- .14	- 1.39
MISC	P87		0	0	0	0	0	- .08
MISC	P95		0	0	0	0	0	- .01
TOTAL			0	0	0	0	14.55	-95.87

Manpower:

AC	0	0	0	0	- 498	- 498
AGR-USAR						
AGR-NGB						
Drilling Reservist:						
USAR						
NGB						
Civ:						
DHUS	0	0	0	0	- 458	- 458
DHFN	0	0	0	0	-1202	-1202
IDHFN						
Mil Tech						
TOTAL	0	0	0	0	-2158	-2158

	Officer	Enlisted	Civilian
Current (FY 92 Authorization)	130	441	2256
Change (FY 92-97)	-112	-386	-1660
Result	18	55	596

SUBJECT: DA, DCSOPS - U.S. Army Panama Canal Treaty
Implementation Plan Agency SSA (W45AAA)

DOD COMPONENT: Army (Executive Agent)

ISSUE: Eliminate DCSOPS SSA, U.S. Army Panama Canal Treaty
Implementation Plan Agency.

SUMMARY OF EVALUATION:

- o This organization was created in August 1989 by the SECDEF.

- o Mission of the U.S. Army Panama Canal Treaty Implementation Plan Agency is to serve as the DOD executive agent for the implementation of the Panama Canal Treaty. Responsibilities include:

- Master
 - oo Develop and maintain a Treaty Implementation Plan.
 - oo Develop cost estimates for implementation.
 - oo Oversee all departmental budgetary inputs that impact on the implementation plan.
 - oo Develop relocation plan.
 - oo Determine and manage any augmentation resources.
 - oo Develop Treaty Facility Transfer Coordination Plan for property transfer to Panama, return to CONUS, or disposal thereof.
 - oo Ensure compliance with Treaty.
- o Analysis of Mission: Specified objective with time limits for completion: Compliance with Treaty to be fulfilled by 31 December 1999. SECDEF tasking. Mission is national commitment with international interest and implications.
- o FY 92 Authorizations: 6 (5 officers, 1 civilian).

RECOMMENDED ACTION: Eliminate SSA. The function should be absorbed by DCSOPS.

ALTERNATIVE ESTIMATE: None.

COORDINATION: DA DCSOPS, MG Fields, 15 Oct 90.

Action Officer: LTC Randy Heim/355-2364

MDA21/12002NOV90

Current Program/Estimate

Dollars (\$M):

RES CODE	PROG CODE	MDEP	FY92	FY93	FY94	FY95	FY96	FY97
OMA			0.0	0.0	0.0	0.0	0.0	0.0
MPA								
RPA								
MISC								
Total			0.0	0.0	0.0	0.0	0.0	0.0

Manpower:

AC						
AGR-USAR						
AGR-NGB						
Drilling Reservist:						
USAR						
NGB						
Civ:						
DHUS	DHFN					
IDHFN						
Mil Tech						
Total			0	0	0	0

Civilian	Officer	Enlisted
Current (FY 92 Authorization)	5	0
Change (FY 92-97)	0	0
Result	5	0

SUBJECT: Realign Transportation Management - MTMC

DOD COMPONENTS: ARMY

ISSUE: Eliminate MTMC and transfer functions to Army Logistics (Things) Command.

SUMMARY OF EVALUATION: Eliminate MTMC as an Army MACOM and transfer operational functions to the Army Logistics Command.

- o This initiative is separate from current DMR II action.
- o Eliminates four subordinate commands.
- o Reduces world-wide terminal operations from 30 to 11.
- o Eliminates MTMC as a MACOM.
- o DOD missions for traffic management, ocean terminal operation, and transportation engineering transferred to Army Logistics Command.
- o Transfers MTMC's USTRANSCOM component role to the Army Logistics Command.
- o DMR II #978 on Transportation Management requires resolution first.
- o FY 92 Authorizations: 3621 (184 officers, 319 enlisted, 3118 civilians).

RECOMMENDED ACTION: Eliminate MTMC as MACOM and transfer missions and functions into Army Logistics Command.

ALTERNATE ESTIMATE: None.

COORDINATION: COL Baker, Dep Commander, MTMC, 2 Nov 90.

Action Officer: David Fuchs/355-2364
MDA07/160002NOV90

Current Program/Estimate

Dollars (\$M):

RES	PROG							
CODE	CODE	MDEP	FY92	FY93	FY94	FY95	FY96	FY97
OMA	P10				-.1	-.2	-.3	-.4
OMA	P72				-.1	-.5	-2.6	-7.1
AIF	4992			-1.9	-10.8	-13.5	-28.3	-39.8
MPA				-.4	-2.6	-3.1	-6.4	-12.0
RPA				-.5	-1.0	-1.0	-1.1	-1.1
MISC				-.4	-1.5	-2.0	-3.9	-6.0
Total				-3.2	-16.1	-20.3	-42.6	-66.4

Manpower:

AC		43	45	95	197	197	
AGR-USAR				1		1	1
1	1						
AGR-NGB							
Drilling Reservist:							
USAR		150	150	150	150	150	
NGB							
Civ:							
DHUS		271	404	450	814	814	
DHFN			0	243	315	315	
IDHFN							
Mil Tech							
Total		465	600	939	1477	1477	

	Officer	Enlisted	Civilian
Current (FY 92 Authorization)	184	319	3118
Change	-90	-108	-1129
(FY 92-97)			
Result	94	211	1989

Current Program/Estimate

Dollars (\$M):

RES CODE	PROG CODE	MDEP	FY92	FY93	FY94	FY95	FY96	FY97
OMA					0.1	1.5	1.6	1.6
MPA								
RPA								
Total			0	0	0.1	1.5	1.6	1.6

Manpower:

AC						
AGR-USAR						
AGR-NGB						
Drilling Reservist:						
USAR						
NGB						
Civ:						
DHUS				37	37	37
DHFN						
IDHFN						
Mil Tech						
Total			0	0	37	37

	Officer	Enlisted	Civilian
Current (FY 92 Authorization)	0	0	37
Change (FY 92-97)	0	0	-37
Result	0	0	0

NOTE: DOLLARS AND MANPOWER ARE CAPTURED IN VANGUARD
INITIATIVE MDA07.

SUBJECT: MTMC - Manpower Standards Activity FOA (W4MZAA)

DOD COMPONENT: Army

ISSUE: Eliminate the organization and functions of the MTMC Manpower Standards Activity , Field Operating Activity (FOA).

SUMMARY OF EVALUATION:

- o The Manpower Standards Activity FOA is one of three MTMC structured FOAs.
- o Mission of the Manpower Standards Activity FOA is to develop manpower staffing standards, policy and procedures in accordance with MS3 guidance in allocating personnel resources within the command.
- o Analysis of Mission: In the past seven years, MTMC's Manpower Standards Activity has offered only one staffing standard to the Army for consideration and it has only progressed to the second phase (computation) of development. Functions of this FOA are considered non essential.
- o Other Considerations: DMR II initiative entitled Transportation Management would effect MTMC and all its FOAs.
- o FY 92 Authorizations: 37 (37 civilians).

RECOMMENDED ACTION: Eliminate the function and FOA.

ALTERNATIVE ESTIMATE: None.

COORDINATION: COL Baker, Dep Cdr, MTMC, 30 Oct 90.

Action Officer: LTC Randy Heim/355-2364
MDA07B/120002NOV90

SUBJECT: MTMC - Transportation Engineering Agency FOA (WOZAAA)

DOD COMPONENT: ARMY

ISSUE: Eliminate the organization and functions of the MTMC Transportation Engineering Agency (TEA), Field Operating Activity (FOA).

SUMMARY OF EVALUATION:

- o The Transportation Engineering Agency FOA is one of three MTMC structured FOAs.
- o Mission of the Transportation Engineering Agency FOA is to conduct transportation and traffic management studies/analyses for highway, rail and port operations, to include global analysis of strategic transportation requirements vice capability. Supports services and unified commands. Performs transportability assessments for all Army equipment. Maintains ADP transportation files for all the services.
- o Analysis of Mission: Functions are essential to maintaining accurate assessments of world-wide transportation capability, providing valuable insight to the transportation community. Programs for National Defense are essential for integrating DOD and DOT requirements. Transportability assessments provide the Army valuable input for design and procurement of new equipment. This is the only activity that performs these essential functions for the Army and DOD.
- o Other Considerations: DMR II initiative entitled Transportation Management would effect MTMC and all its FOAs.
- o FY 92 Authorizations: 104 (4 officers, 100 civilians).

RECOMMENDED ACTION: Eliminate the FOA. Transfer functions and resources to Logistics Command. IAW the overall VANGUARD initiative for MTMC, reduce by 33%.

ALTERNATIVE ESTIMATE: None.

COORDINATION: COL Baker, Deputy Cdr, MTMC, 30 Oct 90.

Action Officer: LTC Randy Heim/355-2364
MDA07C/120002NOV90

Current Program/Estimate

Dollars (\$M):

RES CODE OMA MPA RPA	PROG CODE	MDEP	FY92	FY93	FY94	FY95	FY96	FY97
								0.7
Total			0	0	0	0	0	0.7

Manpower:

AC								
AGR-USAR								
AGR-NGB								
Drilling Reservist:								
USAR								
NGB								
Civ:								
DHUS							34	34
DHFN								
IDHFN								
Mil Tech								
Total			0	0	0	0	34	34

	Officer	Enlisted	Civilian
Current (FY 92 Authorization)	4	0	100
Change (FY 92-97)	0	0	-34
Result	4	0	66

NOTE: SAVINGS ARE DERIVED FROM THE ARMY PROPORTIONAL SHARE (45%) OF ARMY INDUSTRIAL FUND (AIF) MANPOWER FUNDING.

NOTE: DOLLARS AND MANPOWER ARE CAPTURED IN VANGUARD INITIATIVE MDA07.

SUBJECT: Realign Transportation Management - Rail

DOD COMPONENTS: ARMY

ISSUE: Reduce rail restoration operations consistent with reductions in requirements.

SUMMARY OF EVALUATION: Eliminates 50% of the program.

- o This AMR was previously submitted and rejected by Sep PBC and SELCOM.
- o Program includes essential restoration of Army installation rail facilities. Upgrade supports the mobilization and deployment outloading requirements. FORSCOM has identified approximately \$146M in requirements to: upgrade installation rail nets to minimum Federal Railroads Association (FRA) standards; procure portable end ramps and upgrades for loading docks, hardstands & lighting facilities; and procure railway rolling stock for mobilization.
- o Total loss of funds would seriously degrade ability to support deployment by rail and force alternate mode utilization.
- o Action keeps restoration program going, but delays completion from FY99 to FY2006.
- o It continues to support logistical readiness where most needed.
- o FY 92 Authorizations: No manpower.

RECOMMENDED ACTION: Reduce program that rehabilitates CONUS deployment infrastructure by 50%.

ALTERNATE ESTIMATE: None.

COORDINATION:

1. FORSCOM, BG Larson, FCJ4, 25 Jul 90.
2. DCSLOG, Mr Lucas, DALO-TSZ, 2 Nov 90.

Action Officer: Mr David Fuchs/355-2364
MDA08/170002NOV90

Current Program/Estimate

Dollars (\$M):

RES CODE	PROG CODE	MDEP	FY92	FY93	FY94	FY95	FY96	FY97
OMA	P2		-9.0	-13.1	-13.5	-13.9	-14.3	-15.0
MPA								
RPA								
MISC								
Total			-9.0	-13.1	-13.5	-13.9	-14.3	-15.0

Manpower:

AC
 AGR-USAR
 AGR-NGB
 Drilling Reservist:
 USAR
 NGB
 Civ:
 DHUS
 DHFN
 IDHFN
 Mil Tech

Total	0	0	0	0	0	0
-------	---	---	---	---	---	---

	Officer	Enlisted	Civilian
Current (FY 92 0	0	0	0
Change (FY 92-97)	0	0	0
Result	0	0	0

SUBJECT: Realign Transportation Management - Aviation

DOD COMPONENTS: ARMY

ISSUE: Reduce the Army TDA CONUS operational support aircraft (OSA) fixed-wing aviation operations consistent with reductions in requirements.

SUMMARY OF EVALUATION: Eliminates 61% of the TDA CONUS OSA fixed-wing aviation operations.

- o This AMR initiative #945F resulted in 50% of the VANGUARD recommended savings being taken in the Sept PBC and SELCOM.

- o Data for this initiative is drawn from TRADOC'S "OSA Wartime Requirements Study," March 1990. This study reduces TDA OSA fixed-wing aircraft from 255 to 180.
- o The Army's receipt of 11 aircraft from USAF in FY 91 and this initiative reduces TDA CONUS OSA fixed-wing aircraft from 266 to 104.
- o Eliminates older, less efficient aircraft from the fleet while allowing for the procurement of newer, more advanced aircraft.
- o Equitable distribution of fixed wing assets between AC and RC.
- o Limits the Army capacity to support TOE fixed-wing aviation proficiency.

- o FY 92 Authorizations: 309 (218 officers, 0 enlisted, 90 civilians).

RECOMMENDED ACTION: Reduce Fixed Wing OSA from 255 to 104 aircraft.

ALTERNATE ESTIMATE: None.

COORDINATION: ODCSOPS, COL Carothers, DAMO-AV, 2 Nov 90.

Action Officer: Mr David Fuchs/355-2364
MDA09/180002NOV90

Current Program/Estimate

Dollars (\$M):

RES	PROG		FY92	FY93	FY94	FY95	FY96	FY97
CODE	CODE	MDEP						
OMA	73		-20.9	-21.6	-22.2	-22.9	-23.6	-24.3
OMAR	2080		-.1	-.4	-.6	-.6	-.6	-.6
AIF	4992		-.1	-.3	-.5	-.5	-.5	-.5
OMA	P12		-.1	-.3	-.4	-.5	-.5	-.5
OMA	P2			-.1	-.2	-.2	-.2	-.2
OMA	P81		-.2	-.7	-1.0	-1.0	-1.1	-1.1
MPA			-.1	-.8	-1.4	-1.5	-1.5	-1.6
RPA				-.2	-.2	-.2	-.2	-.2
MISC				-.2	-.3	-.3	-.3	-.3
Total			-21.5	-24.6	-26.8	-27.7	-28.5	-29.4

Manpower:

AC	12	23	23	23	23	23
AGR-USAR	2	4	4	4	4	4
AGR-NGB						
Drilling Reservist:						
USAR						
NGB						
Civ:						
DHUS	24	47	47	47	47	47
DHFN						
IDHFN						
Mil Tech						
Total	38	74	74	74	74	74

Civilian	Officer	Enlisted	
Current (FY 92 Authorization)	218	0	
Change (FY 92-97)	-27	0	-47
Result	191	0	43

SUBJECT: HQ, FORSCOM Field Operating Activity (FOA), U.S. Army Air Traffic Control Combat Support Activity (W4J3AA)

DOD COMPONENT: Army

ISSUE: Eliminate the HQ, FORSCOM FOA, U.S. Army Air Traffic Control Combat Support Activity.

SUMMARY OF EVALUATION:

- o The activity transferred from 7th Signal Command, Ft Ritchie as a result of the DA, DCSOPS Air Traffic Control Plan, 26 March 1986.
- o The U.S. Army Air Traffic Control Combat Support Activity serves as the FORSCOM operating agency for all actions related to the acquisition, operation, and certification of ATC equipment, facilities, systems, units, and personnel. Plans, programs, and budgets for maintenance of air traffic services for FORSCOM installations and operations.
- o Current documentation reflects nine authorizations for the Joint Deployment System (missions and personnel) which have been withdrawn from the FOA organization.
- o Analysis of Mission: This activity provides management, standardization, and policy guidance that ensures compliance with FAA criteria.
- o FY 92 Authorizations: 6 (1 officer, 1 enlisted persons, 4 civilians).

RECOMMENDED ACTION: Eliminate FOA. Transfer function to HQ and 2 civilian spaces to HQ, FORSCOM.

ALTERNATIVE ESTIMATE: None.

COORDINATION: COL Brown, J3 FORSCOM, 14 Nov 90.

Action Officer: Major Gary Profit/355-2364
MDA19/16004NOV90

Current Program/Estimate

Dollars (\$M):

RES CODE	PROG CODE	MDEP	FY92	FY93	FY94	FY95	FY96	FY97
OMA				-0.1	-0.1	-0.1	-0.1	-0.1
MPA				-0.1	-0.1	-0.1	-0.1	-0.2
RPA								
MISC								
Total				-0.2	-0.2	-0.2	-0.2	-0.2

Manpower:

AC	2	2	2	2	2	2
AGR-USAR						
AGR-NGB						
Drilling Reservist:						
USAR						
NGB						
Civ:						
DHUS	2	2	2	2	2	2
DHFN						
IDHFN						
Mil Tech						
Total	4	4	4	4	4	4

	Officer	Enlisted
Civilian		
Current (FY 92 Authorization)	1	4
Change (FY 92-97)	-1	-2
Result	0	2

SUBJECT: Restructure Investigative Activities

DOD COMPONENT: ARMY

ISSUE: Consolidate Army criminal investigative agencies and activities.

SUMMARY OF EVALUATION: Disestablish the Criminal Investigative Command.

- o Eliminates CIDC and regional headquarters.
- o Transfers district and regional agents to the local Provost Marshals under a MTOE unit.
- o Consolidates the Criminal Records Activity into Personnel Command (PERSCOM).
- o Transfers the Field Investigative Activity to MDW.
- o Transfers the Protective Service Activity to MDW.
- o Transfers the CIDC investigative function to PERSCOM.
- o Consolidates the three crime laboratories and transfer the function to the new Personnel Command.
- o Resolution on the DMR #996 initiative to consolidate the investigative functions needs to be done.
- o FY 92 Authorizations: 1763 (580 Officers, 645 enlisted, 538 civilians).

RECOMMENDED ACTION: Reduced resources and transfer functions to PERSCOM.

ALTERNATIVE ESTIMATE: None.

COORDINATION: COL Langhorne, CIDC, 2 Nov 90.

Action Officer: Ms Julia Dragun/355-2364
MDA03/16002NOV90

Current Program/Estimate

Dollars (\$M):

RES CODE	PROG CODE	MDEP	FY92	FY93	FY94	FY95	FY96	FY97
OMA	P95			-0.6	-2.8	-4.4	-4.5	-4.6
MPA				-0.9	-6.6	-11.8	-12.2	-12.6
RPA					-0.1	-0.1	-0.1	-0.1
MISC				-0.2	-0.9	-1.6	-1.7	-1.7
Total				-1.7	-10.4	-17.9	-18.5	-19.0

Manpower:

AC		102	203	203	203	203
AGR-USAR		1	1	1	1	1
AGR-NGB						
Drilling Reservist:						
USAR						
NGB						
Civ:						
DHUS		49	98	98	98	98
DHFN		7	13	13	13	13
IDHFN						
Mil Tech						
Total		159	315	315	315	315

	Officer	Enlisted	
Civilian			
Current (FY 92 Authorization)	580	645	
Change	-115	-89	-111
(FY 92-97)			
Result	465	556	427

SUBJECT: HQ, USACIDC Field Operation Activity (FOA) - Crime
Records Center (CRC) (W3Y1AA)

DOD COMPONENT: Army

ISSUE: Eliminate the organization and functions of the
Headquarters, Criminal Investigative Command FOA - U.S. Army
Crime Records Center (CRC).

SUMMARY OF EVALUATION:

- o The CRC is one of three USACIDC structured FOAs. To receive, maintain, and dispose of Army crime records; retrieve and correlate data/statistics from the records and provide to authorized recipients; and administer the USACIDC Polygraph Program.
- o Analysis of Mission: The CRC mission is unique and not duplicated elsewhere in the Army. Mission components, with the exception of administration of the USACIDC Polygraph Program, are interrelated and should not be fragmented into agencies.
- o Other Considerations: CRC is already scheduled to move to Fort Belvoir in BRAC I. DMR II #996 initiative would effect CIDC and all its FOAs.
- o FY 92 Authorizations: 56 (4 warrant officers, 5 enlisted persons, 47 civilians).

RECOMMENDED ACTION: Eliminate the FOA. Transfer functions and resources to the Personnel Command. Reduce the overhead by 10%.

ALTERNATIVE ESTIMATE: None.

COORDINATION: CG, CIDC Letter, dated 7 Sep 90.

Action Officer: Julia Dragun/355-2364
MDA03A/120002NOV90

Current Program/Estimate

Dollars (\$M):

RES CODE	PROG CODE	MDEP	FY92	FY93	FY94	FY95	FY96	FY97
OMA				0.1	0.1	0.1	0.1	0.1
MPA				0.2	0.2	0.2	0.2	0.2
RPA								
Total			0	0.3	0.3	0.3	0.3	0.3

Manpower:

AC		5	5	5	5	5
AGR-USAR						
AGR-NGB						
Drilling Reservist:						
USAR						
NGB						
Civ:						
DHUS		2	2	2	2	2
DHFN						
IDHFN						
Mil Tech						
Total		0	7	7	7	7

	Officer	Enlisted	Civilian
Current (FY 92 Authorization)	4	5	47
Change (FY 92-97)	0	-5	-2
Result	4	0	45

SUBJECT: HQ, USACIDC Field Operation Activity (FOA) - Protective Service Activity (W4KNAA)

DOD COMPONENT: Army

ISSUE: Eliminate the Headquarters, Criminal Investigative Command FOA - Protective Service Activity (PSA).

SUMMARY OF EVALUATION:

- o The PSA is one of three CIDC structured FOAs. The mission of this FOA is to plan for and provide personal security (protective service) for DOD and DA as directed.
- o Analysis of Mission: The protective service missions conducted by PSA provide personal security, both CONUS and OCONUS, for the SECDEF, Deputy SECDEF, Chairman JCS, SECARMY, CSA and their invited guests in CONUS.
- o Other considerations: DMR II #996 initiative entitled Consolidation of Criminal Investigative Functions would effect CIDC and all its FOAs.
- o FY 92 Authorizations: 43 (1 officer, 28 warrant officers, 13 enlisted persons, 1 civilian).

RECOMMENDED ACTION: Eliminate the FOA. Transfer the functions and resources to MDW.

ALTERNATIVE ESTIMATE: None.

COORDINATION: CG, CIDC, 3 Sep 90.

Action Officer: Julia Dragun/355-2364
MDA03B/021200NOV90

Current Program/Estimate

Dollars (\$M):

RES CODE	PROG CODE	MDEP	FY92	FY93	FY94	FY95	FY96	FY97
OMA								
MPA								
RPA								
Total			0	0	0	0	0	0

Manpower:

AC
 AGR-USAR
 AGR-NGB
 Drilling Reservist:
 USAR
 NGB
 Civ:
 DHUS
 DHFN
 IDHFN
 Mil Tech

Total	0	0	0	0	0	0
-------	---	---	---	---	---	---

Civilian	Officer	Enlisted
Current (FY 92 Authorization)	29	13
Change (FY 92-97)	0	0
Result	29	13

SUBJECT: HQ, USACIDC Field Operating Activity (FOA) - Field Investigative Activity (W4VKAA)

DOD COMPONENT: Army

ISSUE: Eliminate the HQ, U.S. Army Criminal Investigation Command FOA - Field Investigative Activity (FIA).

SUMMARY OF EVALUATION:

- o The FIA is one of three USACIDC structured FOAs. The mission of this FOA is to investigate criminal allegations involving highly classified Army programs and other sensitive situations of interest to the Secretary of the Army and the Army Chief of Staff. In addition, it handles lesser investigative duties beyond the capability of the supported organization's military police force.
- o Analysis of Mission: The investigations conducted by the FIA require access to highly classified information, programs, sensitive compartmented information (SCI), or extremely sensitive information (ESI). Due to sensitive classification of the investigations, only required FIA personnel and a limited number of personnel outside the activity are "read on" and have access to case information. For the same security reasons, special tempered equipment and a secure environment is required to process the information. Because of the requirements for cleared personnel and a secure environment to process the information, relegating these investigations to a CIDC field unit is not cost effective.
- o Other considerations: DMR II #996 initiative entitled Consolidation of Criminal Investigative Functions would eliminate the capability of USACIDC to conduct special investigations of this type.
- o FY 92 Authorizations: 19 (2 officers, 13 warrant officers, 2 enlisted persons, 2 civilians).

RECOMMENDED ACTION: Eliminate the FOA. Transfer the functions and resources to MDW.

ALTERNATIVE ESTIMATE: None.

COORDINATION: CG, CIDC Letter, dated 7 Sep 90.

Action Officer: Julia Dragun/355-2364
MDA03C/120002NOV90

Current Program/Estimate

Dollars (\$M):

RES CODE	PROG CODE	MDEP	FY92	FY93	FY94	FY95	FY96	FY97
OMA								
MPA								
RPA								
Total			0	0	0	0	0	0

Manpower:

AC
 AGR-USAR
 AGR-NGB
 Drilling Reservist:
 USAR
 NGB
 Civ:
 DHUS
 DHFN
 IDHFN
 Mil Tech

Total	0	0	0	0	0	0
-------	---	---	---	---	---	---

	Officer	Enlisted
Civilian		
Current (FY 92 Authorization)	15	2
Change (FY 92-97)	0	0
Result	15	2

NOTE: DOLLARS AND MANPOWER ARE CAPTURED IN VANGUARD
INITIATIVE MDA03.

SUBJECT: Restructure Security Activities

DOD COMPONENT: ARMY

ISSUE: Eliminate the TDA military police law enforcement functions consistent with reductions in requirements.

SUMMARY OF EVALUATION: Eliminate several law enforcement functions.

- o AWOL apprehension, physical security, and crime prevention are law enforcement functions.
- o The initiative challenges the affordability of these functions as well as the need for game wardens.
- o Approximately 350 MPs are involved in these functions and are recommended for elimination.
- o The function, if required, would be absorbed by local Provost Marshal offices, MTOE MP units, and augmented with the district CID support.
- o Other law enforcement functions, such as traffic control, accident investigation, and military police investigations, are being reviewed as part of this initiative.
- o Approve as DMR 945V.
- o FY 92 Authorizations: 411 (30 officers, 343 enlisted, 38 civilians).

ALTERNATIVE ESTIMATE: None.

COORDINATION: ODCSOPS, COL Hoffman, DAMO-ODL, 11 Jul 90.

Action Officer: Ms Julia Dragun/355-2364
MDA05/16001SEP90

Current Program/Estimate

Dollars (\$M):

RES CODE	PROG CODE	MDEP	FY92	FY93	FY94	FY95	FY96	FY97	
OMA			-0.4	-1.0	-1.1	-1.1	-1.2	-1.2	
MPA			-1.4	-3.9	-5.0	-5.8	-6.0	-6.2	
RDTE				-0.0	-0.1	-0.1	-0.1	-0.1	-
0.1									
Total			-1.8	-5.1	-6.2	7.0	-7.3	-7.5	

Manpower:

AC	183	183	183	183	183	183
AGR-USAR						
AGR-NGB						
Drilling Reservist:						
USAR						
NGB						
Civ:						
DHUS	38	38	38	38	38	38
DHFN						
IDHFN						
Mil Tech						

Total	221	221	221	221	221	221
-------	-----	-----	-----	-----	-----	-----

	Officer	Enlisted	Civilian
--	---------	----------	----------

Current (FY 92	30	Authoriza843n)	38
----------------	----	----------------	----

Change		0	-183	-38
--------	--	---	------	-----

(FY 92-97)

Result	30	160	0
--------	----	-----	---

SUBJECT: U.S. Army Military Police Operations Agency - FOA
(W4GQAA)

DOD COMPONENT: Army

ISSUE: Eliminate the organization and functions of the Military Police Operations Agency.

SUMMARY OF EVALUATION:

- o This organization is one of six structured FOAs in DCSOPS. The Chief of Security Force Protection and Law Enforcement Division of ODCSOPS also serves as the commander of USAMPOA. The agency is organized in three branches: Physical Security, Automation, and Military Police Operations.
- o Analysis of Mission: USAMPOA performs a full range of functions relating to law enforcement, physical security and criminal investigation to include formulating DA policy. USAMPOA is also responsible for monitoring implementation in the field and providing assistance to the field. In addition to the traditionally expected ARSTAF functions like publishing regulations, maintaining statistics, and responding to all Freedom of Information (FOIA) Act requests, USAMPOA also implements the AWOL and Deserter Apprehension Program, manages Army crime prevention and physical security programs and represents HQDA on several federal and DOD working groups in areas of law enforcement and security.
- o Other Considerations: The Director of Management required the USAMPOA to convert to a Staff Support Agency (SSA) on 29 March 1990. The directive was issued prior to VANGUARD.
- o FY 92 Authorizations: 18 (9 officers, 1 enlisted persons, 8 civilians).

RECOMMENDED ACTION: Eliminate the FOA. Transfer functions and resources to Personnel Command. Based upon elimination of the physical security branch mission, reduce by 45%.

ALTERNATIVE ESTIMATE: None

COORDINATION: DA DCSOPS, MG Fields, 15 Oct 90.

Action Officer: Julia Dragun/355-2364
MDA22/12002N0V90

Current Program/Estimate

Dollars (\$M):

RES	PROG							
CODE	CODE	MDEP	FY92	FY93	FY94	FY95	FY96	FY97
OMA			-0.1	-0.2	-0.2	-0.2	-0.2	-0.3
MPA				-0.2	-0.2	-0.2	-0.3	-0.3
RPA								
MISC							-0.1	-0.1
Total			-0.1	-0.4	-0.4	-0.4	-0.6	-0.7

Manpower:

AC	3	3	3	3	3	3
AGR-USAR						
AGR-NGB						
Drilling Reservist:						
USAR						
NGB						
Civ:						
DHUS	5	5	5	5	5	5
DHFN						
IDHFN						
Mil Tech						
Total	8	8	8	8	8	8

Civilian	Officer	Enlisted
Current (FY 92 Authorization)	9	1 8
Change (FY 92-97)	-2	-1 -5
Result	7	0 3

SUBJECT: Restructure the Confinement System

DOD COMPONENT: ARMY

ISSUE: Consolidate the Army installation confinement system.

SUMMARY OF EVALUATION: Eliminate the retraining brigade.

- o This initiative is part of an OSD action to consolidate correctional custody facilities.
- o The action currently awaits SECDEF signature to initiate the implementation.
- o VCSA has already approved the elimination of the brigade as part of the joint working group on the service prison system.
- o Approve as DMR 945D.

o FY 92 Authorizations: 431 (34 officers, 287 enlisted, 110 civilians).

ALTERNATIVE ESTIMATES: None.

COORDINATION: ODCSOPS COL Hoffman/LTC Renfro, DAMO-ODL, 27 Sep 90.

Action Officer: Ms Julia Dragun/355-2364
MDA04/16001SEP90

Current Program/Estimate

Dollars (\$M):

RES CODE	PROG CODE	MDEP	FY92	FY93	FY94	FY95	FY96	FY97
OMA			-0.9	-3.1	-3.2	-3.3	-3.4	-3.5
MPA			-0.1	-0.3	-0.3	-0.4	-0.4	-0.5
Total			-1.0	-3.4	-3.5	-3.7	-3.8	-4.0

Manpower:

AC	12	12	12	12	12	12
AGR-USAR						
AGR-NGB						
Drilling Reservist:						
USAR						
NGB						
Civ:						
DHUS	110	110	110	110	110	110
DHFN						
IDHFN						
Mil Tech						
Total	122	122	122	122	122	122

Civilian	Officer	Enlisted
Current (FY 92 Authorization)	34	287
Change (FY 92-97)	-0	-12
Result	34	275
		0

SUBJECT: DA, DCSOPS - U.S. Army Space Command FOA (W4XQAA)

DOD COMPONENT: Army

ISSUE: Eliminate the organization of the U.S. Army Space Command Field Operating Agency (FOA).

SUMMARY OF EVALUATION:

- o The U.S. Army Space Command (USARSPACE) is one of six DA, DCSOPS structured FOAs.

- o Mission of USARSPACE is to support USCINCSpace as the Army component in DOD space systems support for land forces and strategic defense operations. Ensures integration of Army requirements in DOD space systems program. Commands assigned forces and conducts planning for DOD space operations in support of Army strategic and tactical operational missions. Operational mission functions are:

- oo Commands all Defense Satellite Communication Systems Operations Centers, (DSCSOCs).

- oo Manages joint tactical use of Defense Satellite Communication Systems satellites.

- oo Plans for command of ground Strategic Defense System (SDS) elements and anti-satellite weapons.

- oo Coordinates application of Airland Battle doctrine in USSPACECOM.

- o Analysis of Mission: Performs essential functions in support of USCINCSpace as the Army component command. Current FOA organizational structure is inconsistent with assigned missions and functions.

- o FY 92 Authorizations: 412 (56 officers, 259 enlisted persons, 97 civilians).

RECOMMENDED ACTION: Eliminate the FOA. Reduce headquarters by 10%, consolidate with Strategic Defense Command (SDC).

ALTERNATIVE ESTIMATE: None.

COORDINATION: DA DCSOPS, MG Fields, 19 Oct 90.

Action Officer: David Fuchs/355-2364
MDA24/16004NOV90

Current Program/Estimate

Dollars (\$M):

RES CODE	PROG CODE	MDEP	FY92	FY93	FY94	FY95	FY96	FY97
OMA			-0.1	-0.4	-0.5	-0.5	-0.5	-0.5
MPA								
RPA								
MISC								-0.1
Total			-0.1	-0.4	-0.5	-0.5	-0.5	-0.6

Manpower:

AC							
AGR-USAR							
AGR-NGB							
Drilling Reservist:							
USAR							
NGB							
Civ:							
DHUS		10	10	10	10	10	10
DHFN							
IDHFN							
Mil Tech							
Total		10	10	10	10	10	10

	Officer	Enlisted
Civilian		
Current (FY 92 Authorization)	56	259
Change (FY 92-97)	0	-10
Result	56	259

SUBJECT: DA, DCSOPS - U.S. Army Space Office FOA (W36PAA)

DOD COMPONENT: Army

ISSUE: Retain organization of U.S. Army Space Office Field Operating Agency (FOA).

SUMMARY OF EVALUATION:

- o U.S. Army Space Office (ASPO) is one of six DA, DCSOPS structured FOAs.
- o Mission of ASPO is to coordinate execution of Army TENCAP Program and act as focal point and technical and funding interface for TENCAP between Army and other DoD and national agencies.
 - oo Develops and staffs statements of TENCAP requirements and objectives.
 - oo Formulates time-phased plan for development and implementation of TENCAP systems.
 - oo Performs or assigns TENCAP studies.
 - oo Serves as Army focal point for TENCAP.
 - oo Acts as program manager for TENCAP.
- o Analysis of Mission: Performs functions of program manager for TENCAP.
- o FY 92 Authorizations: 45 (23 officers, 22 civilians).

RECOMMENDED ACTION: Retain as an operational FOA of DCSOPS.

ALTERNATIVE ESTIMATE: None

COORDINATION: Ms Jagger, ASPO, 26 Sept.

Action Officer: David Fuchs/355-2364
MDA25/16302NOV90

Current Program/Estimate

Dollars (\$M):

RES CODE OMA MPA RPA	PROG CODE	MDEP	FY92	FY93	FY94	FY95	FY96	FY97
Total			0	0	0	0	0	0

Manpower:

AC							
AGR-USAR							
AGR-NGB							
Drilling Reservist:							
USAR							
NGB							
Civ:							
DHUS							
DHFN							
IDHFN							
Mil Tech							
Total			0	0	0	0	0

Civilian	Officer	Enlisted
Current (FY 92 Authorization)	23	0 22
Change (FY 92-97)	0	0 -10
Result	23	0 22

SUBJECT: Realign CONUS Forces - Reserve Support

DOD COMPONENTS: ARMY

ISSUE: Reduction in Active Force Support to the US Army Reserve.

SUMMARY OF EVALUATION: Reduce the full time support to the US Army Reserve and Army National Guard (ARNG).

- o Reduces the full time support (FTS) to the U.S. Army Reserve and ARNG.
- o Specific reduction have been targeted for full time support to Readiness Groups, Army Reserve Commands (ARCOMS), Training Divisions, advisory staffs to USAR & ARNG commanders.
- o Programmed RC end strength is declining more than 15% over the POM; this initiative reduces FTS less than 1%.
- o Reductions do not target military technician positions or FTS positions to units below RC GOCOM level.
- o FY 92 Authorizations: 12,792 (1363 officers, 2192 enlisted, 9236 civilians).

RECOMMENDED ACTION: Reduce full time support to the reserve components.

ALTERNATIVE ESTIMATE: None.

COORDINATION: COL Brown, J-3, FORSCOM, 5 Nov 90.

Action Officer: Major Gary Profit/355-2364
MDA26/08006NOV90

Current Program/Estimate

Dollars (\$M):

RES	PROG		FY92	FY93	FY94	FY95	FY96	FY97
CODE	CODE	MDEP						
OMAR	2080		-0.6	-2.3	-3.6	-3.7	-3.8	-3.9
MPA			-0.6	-11.5	-22.4	-23.1	-23.8	-24.5
RPA			-4.3	-14.9	-21.7	-22.4	-23.1	-23.8
MISC			-0.5	-1.7	-2.5	-2.6	-2.7	-2.8
Total			-6.0	-30.4	-50.2	-51.8	-53.4	-55.0

Manpower:

AC		210	417	417	417	417
417						
AGR-USAR		189	377	377	377	377
377						
AGR-NGB						
Drilling Reservist:						
USAR						
NGB						
Civ:						
DHUS	56	111	111	111	111	111
DHFN						
IDHFN						
Mil Tech						
Total	455	905	905	905	905	905

	Officer	Enlisted	Civilian
Current (FY 92 Authorization)	1,364	2,192	9,236
Change	-312	-482	-111
(FY 92-97)			
Result	1,052	1,710	9,125

CHAPTER XVII, APPENDIX N3
Detailed Issue Analysis Sheets
Realign Training and Combat Development Structure

Eliminate the National Board for the Promotion of Rifle Practice	XVII-N3-1
Use USAR Training Divisions to Replace Active Component Training Units	XVII-N3-3
Reduce One BCT Training Site	XVII-N3-5
Suspend the Sergeants Major Academy	XVII-N3-7
Suspension of CAS3	XVII-N3-9
Pages XVII-N3-11 Through XVII-N3-13 were not Used	
Tradoc Reorganization	XVII-N3-14
Suspend Operation of the Combat Maneuver Training Center	XVII-N3-17
Pages XVII-N3-19 through XVII-N3-22 were not Used	
Streamlining and Consolidating USAR Training Institutions	XVII-N3-23
Suspend the U>S> Army Physical Fitness School	XVII-N3-26
Disestablish Army Marksmanship Training Units 1, 5, and 6	XVII-N3-28
Relocate MOS 52C/D/F Training	XVII-N3-30
Consolidate Management Training in Army Under TRADOC	XVII-N3-32
Eliminate ITEP as a Field Operating Agency	XVII-N3-35

SUBJECT: National Board for the Promotion of Rifle Practice
(NBPRP)

DOD COMPONENTS: Army

ISSUE: Eliminate the NBPRP.

SUMMARY OF EVALUATION:

- o Eliminate the NBPRP, the Director of Civilian Marksmanship (DCM) and the Civilian Marksmanship Program.
- o Title 10, USC sections 4307-4313 provide for the CMP, NBPRP and the National Matches. A change in Public Law is required so as to eliminate this program.
- o DCM is a FOA in the Office of the Under Secretary of the Army.
- o GAO Report # NSIAD-90-171, "Military Preparedness: Army's Civilian Marksmanship Program Is of Limited Value", May 90, notes:
 - oo CMP objectives and goals are not linked to Army mobilization and training plans.
 - oo Army requirements do not exist for the program-trained personnel or instructors.
 - oo Program-trained personnel are not tracked and may not be available when needed.
- o Approval of this initiative (and enacting legislation) would effectively also terminate US Government financial support to the National Matches in that the funds would disappear.
- o The National Matches are not a military event, but conducted under the auspices of the DCM and the Civilian Marksmanship Program. As such, the Army should not endeavor to inherit this civilian function which more properly falls to the National Rifle Association.

RECOMMENDED ACTION: Eliminate the NBPRP.

ALTERNATIVE ESTIMATE: None.

COORDINATION: ASA

ACTION OFFICER: LTC Jallo/2303
Initiative TNA 01
111135 DEC 90

Current Program/Estimate

CURRENT DOLLARS (\$ = M):

RES CODE	PROG CODE	FY92	FY93	FY94	FY95	FY96	FY97
NBRP **0510							
MPA		-.030	-.102	-.105	-.109	-.112	-.116
OMA	87	-5.464	-5.663	-5.851	-6.033	-6.220	-6.413
TOTAL		-5.494	-5.765	-5.956	-6.142	-6.332	-6.529

MANPOWER:

AC	1	1	1	1	1	1
CIV:						
DHUS	37	37	37	37	37	37
TOTAL	38	38	38	38	38	38

	Officer	Enlisted	Civilian
Current (FY92 Authorization)	1	0	37
Change (FY 92-97)	-1	0	-37
Result	0	0	0

TNA-01

SUBJECT: Use USAR Training Divisions to Replace Active Component Training Units.

DOD COMPONENTS: Army

ISSUE: Increase the use of USAR Training Divisions to conduct IET.

SUMMARY OF EVALUATION:

- o Currently 12 RC Training Divisions and 3 separate Training Brigades are in the force.
- o The USAR Training Divisions/Brigades have the capability to train more soldiers than they do currently.
- o Full-time active component personnel can be replaced by USAR training personnel. The PROTRAIN concept ensures continuity throughout the training cycle.
- o It is the intent of this initiative to have USAR units perform peacetime training missions that are compatible with their mobilization missions.

RECOMMENDED ACTION: Increase the use of USAR training divisions to replace 2 active component IET battalions.

ALTERNATIVE ESTIMATE: NONE

COORDINATION: OCAR, FORSCOM, TRADOC.

ACTION OFFICER:LTC Chambers/2303
TNA-03
281440 Nov 90

XVII-N3-3

Current Program/Estimate

Dollars (\$ = M):

RES CODE	PROG CODE	FY92	FY93	FY94	FY95	FY96	FY97
OMA		0	0	0	0	0	0
MPA	81	-.69	-4.32	-7.72	-7.96	-8.21	-8.46
RPA							
MISC		-.10	-.44	-.77	-.79	-.82	-.84
TOTAL		-0.79	-4.76	-8.49	-8.75	-9.03	-9.30

Manpower:

AC	-98	-199	-199	-199	-199	-199
AGR-USAR						
AGR-NGB						
Drilling Reservist:						
USAR						
NGB						
CIV:						
DHUS						
DHFN						
IDHFN						
Mil Tech						
TOTAL	-98	-199	-199	-199	-199	-199

	Officer	Enlisted	Civilian
Current (FY92 Authorization)	113	800	0
Change (FY 92-97)	-25	-174	0
Results	88	626	0

TNA-03

SUBJECT: BCT Training Sites

DOD COMPONENTS: Army

ISSUE: Reduce One BCT Training Site

SUMMARY OF EVALUATION:

- o BCT is currently conducted at 6 sites: Leonard Wood, Jackson, Sill, Dix, Knox and McClellan. Initial Entry Training in the form of OSUT is also conducted at Benning, Sill, Knox, Leonard Wood and McClellan.
- o Reductions and resultant savings are already built into the FY92-97 POM for Dix (BRAC, FY92) and McClellan (TRADOC initiative, FY91).
- o Analysis shows that additional savings can be generated by reducing one additional BCT site. FY92-97 POM savings will amount to \$72.6 mil (293 TDA spaces).
- o Elimination of one BCT site will not effect conduct of OSUT or other AITs conducted at selected site. The cost savings of this initiative do capture the savings from the elimination of BCT, reduction in size of the Committee

Group, Reception Station and BASOPS.

RECOMMENDED ACTION: Reduce One Additional BCT Site.

ALTERNATIVE ESTIMATE: None.

COORDINATION: TRADOC

Action Officer: LTC Jallo/355-2303
Initiative TNA04
101600 DEC 90

XVII-N3-5

Current Program/Estimate

Dollars (\$M):

RES CODE	PROG CODE	FY92	FY93	FY94	FY95	FY96	FY97
OMA		- .44	-1.39	-1.44	-1.48	-1.53	-1.58
MPA		-1.86	-9.51	-9.84	-10.14	-10.45	-10.78
RPA							
Misc.			-.26	-1.09	-1.13	-1.16	-1.20
-1.24							
TOTAL		-2.56	-11.99	-12.41	-12.78	-13.18	-13.60

Manpower:

AC	-239	-239	-239	-239	-239	-239
AGR-USAR						
AGR-NGB						
Drilling Reservists						
USAR						
NGB						
Civ:						
DHUS	-54	-54	-54	-54	-54	-54
DHFN						
IDHFN						
Mil Tech						
TOTAL	-293	-293	-293	-293	-293	-293

	Officers	Enlisted	Civilians
Current (FY 92 Authorization)	32	207	54
Change (FY 92-97)	-32	-207	-54
Result	0	0	0

TNA-04

SUBJECT: SERGEANTS MAJOR ACADEMY

DOD COMPONENT: Army

ISSUE: Suspend the Sergeants Major Academy

SUMMARY OF EVALUATION:

- o The Army sends its enlisted soldiers to six schools throughout their careers- BCT, AIT, PLDC, BNCOQ, ANCOC, and SMA.

- o The primary focus of non-commissioned officer training is on MOS and troop leading skills.

- o Soldiers deserve to be lead and trained by technically and tactically competent NCOs who have honed their skills in Army schools and through troop leading experience in units.

- o The Army should protect its combat leader courses for enlisted soldiers.

- o During a period of radically declining resources, however, the Army should question the absolute need for a 22-week PCS course to train enlisted leaders who, through a series of promotion boards, have risen to senior enlisted positions based upon demonstrated competence and proven leadership ability.

- o PCS courses result in two funded PCS moves in one year and are extremely disruptive to Quality of Life Considerations.

- o Benefits to suspending the SMA include:

- o Does not impact on remaining enlisted professional development courses.

- o Keeps senior NCOs in units with soldiers.

- o Improves quality of life: one less family PCS, retains job. children stay in same school, spouse

- o Accompanying financial and manpower savings for redirection to higher priority programs.

RECOMMENDED ACTION: Suspend the Sergeants Major Academy.

ALTERNATIVE: Redesign SMA as a shortened, TDY & return course.

COORDINATION: TRADOC

Action Officer: LTC Allaman/355-2303
Initiative TNA05
101600 DEC 90

Current Program/Estimate

Dollars (\$M)

RES CODE	PROG CODE	FY92	FY93	FY94	FY95	FY96	FY97
OMA		- .28	-1.09	-1.62	-1.67	-1.72	-1.77
MPA		- .89	-3.90	-6.15	-6.34	-6.54	-6.74
RPA							
MISC.		- .29	-1.26	-1.98	-2.04	-2.10	-2.17
OTHER	(PCS)	-20.62	-21.37	-22.08	-22.76	-23.47	-24.20
TOTAL		-22.08	-27.62	-31.83	-32.81	-33.83	-34.88

Manpower:

AC	-55	-110	-110	-110	-110	-110
AGR-USAR						
AGR-NGB						
Drilling Reservists:						
USAR						
NGB						
CIV:						
DHUS	-28	-53	-53	-53	-53	-53
DHFN						
IDHFN						
Mil Tech						
TOTAL	- 83	-163	-163	-163	-163	-163

	Officers	Enlisted	Civilians
Current (FY 92 Authorization)	8	102	53
Change (FY 92-97)	-8	-102	-53
Result	0	0	0

TNA-05

SUBJECT: Suspend CAS3 Course

DOD COMPONENT: Army

ISSUE: Suspension of CAS3

SUMMARY OF EVALUATION:

- o Officers currently attend five different professional development schools during their career- OBC, OAC, CAS3, CGSC, and SSC.
- o The primary thrust of the advanced course is to prepare officers to command at the company, troop, battery level. CAS3 is intended to prepare officers for staff duty.
- o Most company-level commanders are advanced course graduates; however, it is not uncommon for an officer to perform staff duties prior to CAS3 attendance.
- o Timely attendance at CAS3 is difficult because of the demands placed on officers by their owning commands. Additionally, management of CAS3 attendance is decentralized to every Army command.
- o An alternative to the current professional development methodology would be incorporation of staff skills into branch advance courses. Graduates would be prepared for both command and staff assignments.
- o Training of officers once at the captain level would facilitate maximum flexibility for staff or command assignments. Incorporation of staff skills training into advanced courses would not jeopardize the professional development of officers.
- o This approach would save the Army approximately \$114M per year in TDY costs alone.

RECOMMENDED ACTION: Suspend CAS3.

ALTERNATIVE ESTIMATE: None.

COORDINATION: TRADOC

Action Officer: LTC Allaman/355-2303
Initiative TNA06
101600 DEC 90

C U R R E N T

PROGRAM/ESTIMATE

Dollars (\$M):

RES CODE	PROG CODE	FY92	FY93	FY94	FY95	FY96	FY97
OMA		-0.26	-1.01	-1.49	-1.54	-1.58	-1.63
MPA		-1.18	-6.28	-10.47	-10.80	-11.13	-11.48
RPA							
Misc.		-.31	-1.46	-2.37	-2.45	-2.52	-2.60
Other	(TDY)	-118.97	-123.28	-127.40	-131.34	-135.42	-139.61
TOTAL		-120.72	-132.03	-141.73	-146.13	-150.65	-155.32

Manpower:

AC	- 63	-127	-127	-127	-127	-127
AGR-USAR						
AGR-NGB						
Drilling Reservists:						
USAR						
NGB						
Civ:						
DHUS	-26	-48	-48	-48	-48	-48
DHFN						
IDHFN						
Mil Tech						
TOTAL	- 89	-175	-175	-175	-175	-175

	Officers	Enlisted	Civilians
Current (FY 92 Authorization)	103	24	48
Change (FY 92-97)	-103	-24	-48
Result	0	0	0

TNA-06

THIS PAGE INTENTIONALLY LEFT BLANK

SUBJECT: TRADOC Reorganization

DOD COMPONENTS: Army

ISSUE: Reorganize TRADOC by converting Integrating Centers to a Center for Force Integration and a Center for Professional Development. Designate TRADOC as the executive agent for army force integration.

SUMMARY OF EVALUATION:

- o This initiative streamlines operations within TRADOC by eliminating an intermediate headquarters level; increases efficiency through consolidation of expertise; and provides the means to fix major dysfunctions in the army's force integration systems/process. TRADOC's internal reorganizational plan (FUTURE TRADOC) was considered in developing the VANGUARD proposal.
- o FUTURE TRADOC proposed creation of Warfighting Centers by functionally grouping all branch schools. Inherent in this consolidation is an integration function and a reduction in span of control. VANGUARD adopted this concept.
- o The VANGUARD proposal reduces layering by eliminating TRADOC Integrating Centers and making the Warfighting Centers directly subordinate to HQ TRADOC.
- o A Center for Professional Development will be formed to provide oversight and management of leadership and management schools and centers not associated with the new Warfighting Centers. The Center will also have oversight of doctrinal and training matters at the Warfighting Centers. This Center will be directly subordinate to HQ, TRADOC and will be commanded by a TRADOC DCG.
- o The locus of the DA force integration will be transferred to a new Force Integration Center established in TRADOC as a subordinate command under a second DCG. Combat Developments, manpower requirements, and documentation resources will be consolidated at this center to provide the expertise and tools to design the force, develop force structure alternatives for HQDA approval, and document HQDA decisions in TAADS. HQDA will retain policy, resource allocation and priority proponentcy. Other MACOMs will focus on execution of the DA approved program.
- o Establishment of the FI Center enables TRADOC to become the architect of the total army (TOE & TDA) and to centrally produce documentation reflecting HQDA structure and resource decisions. This allows significant reduction of manpower requirements, force integration and

in access to and maintenance of residual data bases.
Remaining USAFISA assets are incorporated into the TRADOC
FI Center.

- o This initiative is consistent with approved AMR II
initiative to centralize documentation.

RECOMMENDED ACTION:

a. Reorganize TRADOC to convert Integrating Centers to a
Professional Developments Center and a Force Integration Center;
consolidate branch schools into Warfighting Centers.

b. Transfer the locus of Force Integration to TRADOC and
reduce HQDA and MACOMs based on reduced missions.

ALTERNATIVE ESTIMATE: None.

COORDINATION: ODCSOPS, TRADOC.

Action Officer: COL Murphy/355-2303
Initiative TNA 08
061500 DEC 90

Current Program/Estimate

Dollars (\$ = M):

RES CODE	PROG MDEP	FY92	FY93	FY94	FY95	FY96	FY97
OMA		-.2	-4.3	-15.0	-35.7	-59.8	-82.9
MPA		0	-2.9	-10.5	-26.2	-44.1	-62.5
RPA							
Misc.		0	-.6	-2.2	-5.4	-8.8	-12.2
TOTAL		-.2	-7.8	-27.7	-67.3	-112.7	-157.6

Manpower:

AC	-58	-151	-450	-785	-1167	-1167
AGR-USAR						
AGR-NGB						
Drilling Reservist:						
USAR						
NGB						
Civ:	-102	-365	-887	-1474	-2041	-2041
DHUS						
DHFN						
IDHFN						
Mil Tech						
Total	-160	-516	-1337	-2259	-3208	-3208

	Officer	Enlisted	Civilian
Current (FY 92 Authorization)	2,257	1,087	5,859
Change (FY 92-97)	-788	-379	-2,041
Result	1,469	708	3,818

TNA-08

SUBJECT: Combat Maneuver Training Center

DOD COMPONENTS: Army

ISSUE: Suspend operation of the Combat Maneuver Training Center (CMTC).

SUMMARY OF EVALUATION:

- o US military presence in Europe is being significantly reduced.
- o All planned MCA funds for CMTC have been cut due to moratorium on new construction in Europe.
- o The CMTC has no dedicated OPFOR.
- o There is no live fire phase of training at CMTC due to range restrictions.
- o No allies have expressed an interest in CMTC. The Germans conducted a test with one unit, but expressed no further interest.
- o With the planned/anticipated withdrawal of a Corps plus from Europe, the training requirement will be for two divisions and an ACR. The current MTAs provide a training alternative.
- o Competition for resources makes operation of CMTC questionable.

RECOMMENDED ACTION: Suspend operation of CMTC.

ALTERNATIVE ESTIMATE: None.

COORDINATION: DAMO-TR

Action Officer: LTC Chambers/355-2303
Initiative TNA 09
040800 DEC 90

Current Program/Estimate

Dollars (\$ = M):

RES CODE	PROG CODE	MDEP	FY92	FY93	FY94	FY95	FY96	FY97
OMA	P12	TCCM	-24.75	-25.23	-25.86	-26.98	-26.53	-25.45
MPA	P81							
RPA	P20							
MISC				0	0	0	0	0
0								
Total			-24.75	-25.23	-25.86	-26.98	-26.53	-25.45

Manpower:

AC							
AGR-USAR							
AGR-NGB							
Drilling Reservist:							
USAR							
NGB							
Civ:							
DHUS		-280	-280	-280	-280	-280	-280
DHFN							
IDHFN							
Mil Tech							
Total		-280	-280	-280	-280	-280	-280

Officer

Enlisted

Civilian

**Current (FY 92
Authorization)**

280

**Change
(FY 92-97)**

-280

Result

0

TNA-09

SUBJECT: USAR Schools

DOD COMPONENTS: Army

ISSUE: Streamlining and Consolidating USAR Training Institutions.

SUMMARY OF EVALUATION:

- o Some duplication of effort at USAR schools and NG academies for OPD, NCOPD, MOSQ, and sustainment training still exists. This recommendation should eliminate duplication without eliminating courses. It consolidates schools in the same region under a single headquarters, using an existing HQ.
- o Reduce the number of USARF schools within CONUS to a minimum of forty (40). This would provide two USARF schools per ARCOM, with one of these schools being in close proximity to the ARCOM HQ.
- o While this reduces the number of separate USARF schools substantially, satellite teaching locations of the remaining USARF schools would be used to satisfy geographic training requirements. In most cases, these satellite schools would continue to occupy the facilities used by current USARF schools.
- o It is not the intent of this proposal to reduce the size of the instructor force. Primary objective is to eliminate unnecessary staff positions (overhead). Spaces can be eliminated by consolidating the USAR schools, resulting in a total space savings of 780.
- o The Commandant of the USARF school closest to each ARCOM HQ would also occupy a special staff position on the ARCOM Commander's staff. This position could be the Deputy Chief of Staff for Training, which would, in effect, create a "superintendent of schools" for all USARF schools within the ARCOM's geographic area.
- o All USAR RTS-Maint, RTS-Med, and RTS-Intel schools should retain their current missions. The ARCOM Deputy Chief of Staff for Training would be responsible for providing the necessary training support to these schools.

ACTION OFFICER: LTC Chambers/2303
TNA12
191700 Nov 90

- o This initiative eliminates the HQ element from the following USAR Schools:

1 Army	2 Army	4 Army	5 Army	6 Army
(8)	(12)	(4)	(10)	(6)
1154	3294	2075	5047	6228
1155	3289	2087	4151	5046
1163	3286	5034	4153	6236
1151	3288	5041	4156	6227
2091	2074		4158	6241
2076	3388		4159	6220
2079	3390		4162	
1036	3292		4157	
	3291		4152	
	5033		4166	
	4160			
	3287			

RECOMMENDED ACTION: Consolidate and streamline USAR Training Institutions.

ALTERNATIVE ESTIMATE: None.

COORDINATION: OCAR, FORSCOM, TRADOC.

ACTION OFFICER: LTC Chambers/2303
TNA12
040700 DEC 90

Current Program/Estimate

Dollars (\$ = M):

RES CODE	PROG CODE	FY92	FY93	FY94	FY95	FY96	FY97
OMA	P12						
MPA							
RPA		-1.18	-3.63	-4.96	-5.12	-5.27	-5.43
MISC		-.12	-.50	-.51	-.53	-.54	-.56
TOTAL		-1.30	-4.13	-5.47	-5.65	-5.81	-5.99

Manpower:

AC							
AGR-USAR							
AGR-NGB							
Drilling Reservist:							
USAR		-98	-780	-780	-780	-780	-780
NGB							
CIV:							
DHUS							
DHFN							
IDHFN							
Mil Tech							
TOTAL		-98	-780	-780	-780	-780	-780

	Officer	Enlisted	Civilian
Current (FY 92 Authorization)	1300	11,666	
Change (FY 92-97)	-200	-580	
Results	1100	11,086	

TNA-12

SUBJECT: U.S. Army Physical Fitness School

DOD COMPONENTS: Army

ISSUE: Suspend the U.S. Army Physical Fitness School, incorporating all master fitness training into existing NCO and Officer Leadership courses.

SUMMARY OF EVALUATION:

- o Current mission is to develop physical fitness doctrine and to train soldiers with the primary emphasis on preparing them to meet the physical demands of war.
- o Approx. 1000 active duty students attend the Master Fitness Trainer course per year, as well as approx. 300 reservists. The four week TDY course costs approx. \$1 mil. per year in travel and per diem costs.
- o The responsibility for physical fitness doctrine and standards can be transferred to the Army Fit to Win Program Office under the DCSPER.
- o Physical Fitness training should be an integral part of all training conducted by TRADOC, especially leadership training.

RECOMMENDED ACTION: Eliminate the Physical Fitness School.

ALTERNATIVE ESTIMATE: None.

COORDINATION: DAMO-TRO, TRADOC.

Action Officer: T. Hill/355-2303
Initiative TNA 15
040800 DEC 90

Current Program/Estimate

Dollars (\$ = M):

RES CODE	PROG CODE	MDEP	FY92	FY93	FY94	FY95	FY96	FY97
OMA	81	TAPT	-.11	-.33	-.34	-.35	-.37	-.38
MPA	81	TAPT	-.04	-.84	-.87	-.90	-.93	-.95
RPA								
OTHER (TDY)			-1.00	-1.00	-1.00	-1.00	-1.00	-1.00
MISC			-.06	-.31	-.32	-.33	-.34	-.35
TOTAL			-1.11	-2.48	-2.53	-2.58	-2.64	-2.68

Manpower:

AC	-15	-15	-15	-15	-15	-15
AGR-USAR						
AGR-NGB						
Drilling Reservist:						
USAR						
NGB						
Civ:						
DHUS	-8	-8	-8	-8	-8	-8
DHFN						
IDHFN						
Mil Tech						
Total	-23	-23	-23	-23	-23	-23

	Officer	Enlisted	Civilian
Current (FY 92 Authorization)	5	10	8
Change (FY 92-97)	-5	-10	-8
Result	0	0	0

TNA-15

SUBJECT: Marksmanship Training Units 1, 5 and 6

DOD COMPONENTS: Army

ISSUE: Disestablish Army Marksmanship Training Units 1, 5 and 6.

SUMMARY OF EVALUATION: Eliminate all three units.

- o The Army Marksmanship Training Unit at Ft Benning has three field teams (1, 5 and 6), one each aligned with each of the three CONUS-based Army Corps.
- o OMA funds for the entire Army Marksmanship Training Unit amount to slightly more than \$1.6 mil @ year -- of which only a portion goes for the field teams.
- o These field teams are routinely filled with personnel who have no instructor/competitive shooting experience.
- o FORSCOM and OCAR strongly nonconcur with this initiative.
 - oo Results in loss of highly skilled marksmanship instructors at a time when the Army has already acknowledged a shortage.
 - oo Corps commanders' Train-the-Trainer programs will be virtually eliminated.
 - oo USAR CONUSA marksmanship training support will be eliminated.
 - oo USAMU Capstone Wartime mission mobilization capability will be eliminated.
 - oo USAMU ability to field MTTs worldwide will be impaired.

RECOMMENDED ACTION: Eliminate AMTUs 1, 5, and 6.

ALTERNATIVE ESTIMATE: None.

COORDINATION: AMTU, FORSCOM, OCAR.

ACTION OFFICER: LTC Jallo/2303
Initiative TNA16
111200 DEC 90

Current Program/Estimate

Dollars (\$ = M):

RES CODE	PROG CODE	FY92	FY93	FY94	FY95	FY96	FY97
OMA		0	-.452	-.468	-.484	-.496	-.512
MPA		-.217	-2.026	-2.095	-2.160	-2.227	-2.296
RPA							
Misc. (P2 Msn)*		-.660	-.678	-.702	-.726	-.744	-.768
TOTAL		-.877	-3.156	-3.265	-3.370	-3.467	-3.576

* MACOM reprogram these funds from within own resources.

Manpower:

AC	-61	-61	-61	-61	-61	-61
AGR-USAR						
AGR-NGB						
Drilling Reservists:						
USAR						
NGB						
Civ:						
DHUS	-5	-5	-5	-5	-5	-5
DHFN						
IDHFN						
Mil Tech						
TOTAL	-66	-66	-66	-66	-66	-66

	Officer	Enlisted	Civilian
Current (FY 92 Authorization)	31	153	30
Change (FY 92-97)	-6	-55	-5
Result	25	98	25

TNA-16

SUBJECT: Enlisted Ordnance Training

DOD COMPONENTS: Army

ISSUE: Relocate MOS 52C/D/F training from Fort Belvoir to the Ordnance School at APG.

SUMMARY OF EVALUATION:

- o Training for MOS 52C, 52D, 52F is conducted only at Fort Belvoir. It is at Fort Belvoir only because CMF 52 at one time belonged to the Engineers.
- o The Ordnance School can perform the mission with no additional resource requirements. Barracks, training facilities, and support facilities at APG can accommodate the move.
- o The Ordnance School strongly supports the move.

RECOMMENDED ACTION: Relocate ordnance training from Fort Belvoir to Aberdeen Proving Ground.

ALTERNATIVE ESTIMATE: None.

COORDINATION: TRADOC, Ordnance School

Action Officer: T. Hill/355-2303
Initiative TNA18
040900 DEC 90

Current Program/Estimate

Dollars (\$ = M):

RES CODE	PROG CODE	MDEP	FY92	FY93	FY94	FY95	FY96	FY97
OMA	81	TA91	-.13	-.51	-.53	-.54	-.56	-.58
MPA	81	TA91	-.32	-1.99	-2.06	-2.12	-2.19	-2.25
Other	(MDW Fee)		-4.00	-4.00	-4.00	-4.00	-4.00	-4.00
Misc.			-.06	-.25	-.26	-.27	-.28	-.28
Total			-4.51	-6.75	-6.85	-6.93	-7.03	-7.11

Manpower:

AC			-54	-54	-54	-54	-54	-54
CIV:								
	DHUS		-16	-16	-16	-16	-16	-16
Total			-70	-70	-70	-70	-70	-70

	Officer	Enlisted	Civilian
Current (FY 92 Authorization)	10	234	56
Change (FY 92-97)	-6	-48	-16
Result	4	186	40

TNA-18

SUBJECT: Management Training

DOD COMPONENTS: Army

ISSUE: Consolidate management training within the Army under TRADOC.

SUMMARY OF EVALUATION:

- o Currently, management training occurs in a variety of schools sponsored by a variety of MACOMs, many of which occupy leased space. The attendees are mostly civilians involved in the sustaining base of the Army. These schools should be consolidated under the overall management of TRADOC.
- o The Army Management Engineering College, Rock Island, IL, conducts training in general management, manpower management, quality and reliability engineering, and ADP. (FOA of AMC)
- o The Army Logistics Management College, Fort Lee, VA, conducts training in acquisition, materiel, and logistics management. It conducts an Installation Management Course and a Logistics Executive Development Course (LEDC), as well as over 100 other courses. Currently an FOA of AMC, there are plans to transfer ALMC to TRADOC in FY92.
- o The Community and Family Support Training Center currently operates their school in leased space in Falls Church. Courses relate to community services, bowling, golf, recreation, and management of other MWR activities. (FOA of DCSPER)
- o The Corps of Engineers, Engineering and Housing Support Center currently teaches installation engineering and housing courses in leased space at the Humphrey's Engineer Center. (FOA of USACE)
- o The Army Management Staff College (AMSC) currently conducts training in the Mark Radisson Hotel, Alexandria, VA. The course taught by the college relates to the management of the sustaining base (e.g. acquisition, personnel, resource, and installation management). (FOA of DCSPER)
- o The Army Center for Civilian Human Resource Management (ACCHRM) was recently established in a hotel in Lancaster, PA. A spectrum of civilian personnel management courses is taught by this school. (FOA of PERSCOM)

Action Officer: Mr. T. Hill/355-2303
Initiative TNA 20
040900 DEC 90

- o The non-MOS producing resource management courses currently taught by the Finance School (e.g. PPBES, RMB, Civilian Pay, etc.) should also be transferred to the Army Management College.
- o The most logical location for this consolidated school would be the current Army Logistics Management College, Fort Lee, Virginia. Savings can be accrued by no longer using leased facilities and by integrating faculties to teach management courses. Also, ALMC has an extensive Satellite Education Network with 58 downlinks throughout the US. Approx. 23 courses are already offered through satellite technology. By building on this process, many courses which are resident today could be given by satellite.

RECOMMENDED ACTION: Form the "US Army Management College" at Fort Lee, Virginia.

ALTERNATIVE ESTIMATE: None

COORDINATION: TRADOC, DA DCSPER, AMC, COE.

Action Officer: Mr. T. Hill/355-2303
Initiative TNA 20
021700 NOV 90

Current Program/Estimate

Dollars (\$ = M):

RES CODE	PROG MDEP	FY92	FY93	FY94	FY95	FY96	FY97
OMA							
MPA							
RPA							
MISC							
TOTAL							

Manpower:

AC
AGR-USAR
AGR-NGB
Drilling Reservist:
 USAR
 NGB
Civ:
 DHUS
 DHFN
 IDHFN
 Mil Tech

Total

	Officer	Enlisted	Civilian
--	----------------	-----------------	-----------------

**Current (FY 92
Authorization)**

**Change
(FY 92-97)**

Result

TNA-20

SUBJECT: EUSA ITEP Non-Divisional Training Standards Office

DOD COMPONENTS: Army

ISSUE: Eliminate the ITEP as a FOA of EUSA.

SUMMARY OF EVALUATION:

- o The ITEP should be eliminated and the mission moved to EUSA J3 without additional personnel.
- o Mission: Provide for the efficient implementation and conduct of Individual Training Evaluation Program (ITEP) to non-divisional EUSA personnel.
- o ITEP is a FOA of EAST-DPT.
- o ITEP was established 1 Feb 78.
- o 40% of ITEPs work load will be reduced in FY91 by SDT.
- o ITEP provides an administrative service to the command (provides SQT/CTT booklets).
- o UIC = W4CRAA
- o FY 92 budget is \$ 53 K.
- o FY 92 manpower authorization = 0 OFF/6 ENL/2 CIV/2 KATUSA//10 Total.
- o EUSA currently has no initiative to reduce the ITEP.

RECOMMENDED ACTION: Eliminate the FOA. Transfer function to EUSA G3.

ALTERNATIVE ESTIMATE: EUSA recommends eliminate FOA but not all the assigned personnel. Give mission to the EUSA G3 along with 5 EM.

COORDINATION: EUSA

ACTION OFFICER: LTC Chambers/2303
TNA-22
040900 DEC 90

Current Program/Estimate

Dollars (\$ = M):

RES CODE	PROG CODE	FY92	FY93	FY94	FY95	FY96	FY97
OMA		0	-.02	-.02	-.02	-.02	-.02
MPA		-.03	-.16	-.17	-.17	-.18	-.18
RPA							
MISC		0	-.02	-.02	-.02	-.02	-.02
TOTAL		-.03	-.20	-.21	-.21	-.22	-.22

Manpower:

AC	-6	-6	-6	-6	-6	-6
AGR-USAR						
AGR-NGB						
Drilling Reservist:						
USAR						
NGB						
CIV:						
DHUS						
DHFN	-1	-1	-1	-1	-1	-1
IDHFN						
Mil Tech						
TOTAL	-7	-7	-7	-7	-7	-7

	Officer	Enlisted	Civilian
Current (FY 92 Authorization)	0	6	1
Change (FY 92-97)	0	-6	-1
Result	0	0	0

TNA-22

CHAPTER XVII, APPENDIX N4
Detailed Issue Analysis Sheets
Restructure and Realign Personnel Management Structure

Reduce TDA Augmentation to 1st and 8th PERSCOMS	XVII-4-1
Reduce the U.S. Army Compliance and Complaint Review Agency	XVII-N4-3
Reduce the U.S. Army Civilian Appellate Review Agency	XVII-N4-5
Eliminate or Reduce the Personnel and Employment Services Washington	XVII-N4-7
Eliminate or Reduce the Equal Employment Opportunity Agency	XVII-N4-9
Eliminate USACFSC and Transfer Functions to Army Personnel Command	XVII-N4-10
Eliminate or Reduce the U.S. Army Drug and Alcohol Operations Agency	XVII-N4-12
Merge GUARPERCEN with the Proposed Army Personnel Command	XVII-N4-15
Merge ARPERCEN with the Proposed Army Personnel Command	XVII-N4-17
Eliminate the U.S. Army Personnel Integration Command	XVII-N4-19
Reduce U.S. Total Army Personnel Command	XVII-N4-21
Reduce USMA by 10%	XVII-N4-24
Eliminate or Reduce USMA Prep School	XVII-N4-25
Reduce MEPCOM Consistent with Reduced Recruiting Mission	XVII-N4-26
Reduce Command and Brigade Strengths of USAREC	XVII-N4-27
Eliminate U.S. Army Enlistment Eligibility Activity	XVII-N4-29
Eliminate the Enlisted Records and Evaluation Center	XVII-N4-31
Eliminate the Physical Disability Agency	XVII-N4-33
Reduce U.S. Army Military Review Boards Agency	XVII-N4-35
Move U.S. Army Escort Detachment to PERSCOM	XVII-N4-37
Reduce Personnel Assistance Points	XVII-N4-38
Eliminate the Golden Knights as a Field Operating Activity	XVII-N4-40
Eliminate the U.S. Army Health Professional Support Agency	XVII-N4-41
Eliminate the Health Care Support & Clinical Investigation Activity	XVII-N4-43
Eliminate the Health care Management Engineer Activity	XVII-N4-45
Eliminate the U.S. Army HSC Acquisition Activity	XVII-N4-47
Retain the Armed Forces Medical Intelligence Center	XVII-N4-49
Retain Joint Health Services Agency	XVII-N4-50
Eliminate the U.S. Army Health Care Systems Support	

Agency	XVII-N4-52
Eliminate the U.S. Health Facilities Planning Agency	XVII-N4-54
Eliminate the U.S. Army Patient Administration System & Biostatistics Activity	XVII-N4-56
Retain the Armed Forces Institute of Pathology	XVII-N4-58
Eliminate the U.S. Army Medical Material Agency	XVII-N4-60
Retain the U.S. Army Medical Research & Development Command	XVII-N4-62
Eliminate the U.S. Army Environmental Hygiene Agency	XVII-N4-64
Reduce Central Personnel Clearance Facility	XVII-N4-66
Eliminate or Reduce U.S. Army Central Identification Laboratory	XVII-N4-68
Reduce Command and Region HQ-ROTC	XVII-N6-69
Reduce Behavior Research Activity	XVII-N4-71
Disestablish Peninsula Civilian Personnel Support Activity	XVII-N4-74

SUBJECT: Reduce TDA Augmentation to 1st and 8th PERSCOM's

DOD COMPONENTS: ARMY

ISSUE: Reduce the TDA Augmentation consistent with reductions in manpower.

SUMMARY OF EVALUATION:

- o Mission: 1st and 8th PERSCOM provide a variety of administrative, clerical, and managerial support including processing of personnel actions and awards, KATUSA training, and augmentation of TOE dining facilities.
- o FY92 Manpower Authorizations: 7 officers, 70 enlisted, 222 civilians, 299 total.
- o PERSCOM will assume administrative work not performed in theater.
- o Withdrawal of forces from USAREUR and EUSA will diminish 1st and 8th PERSCOM's workload as troops depart. Smaller overseas units will be easier to supply with manpower from PERSCOM than the large forces currently deployed.
- o Proposed reductions based upon combined MTOE or TDA strength. Lag troop withdrawal by approximately one year.

RECOMMENDED ACTION: Reduce 45 enlisted, and 156 civilians.

ALTERNATIVE ESTIMATE: None.

COORDINATION: COL Eng, EUSA, 27 NOV 90.

ACTION OFFICER: LTC Davidson
355-2106/2112
SMA 26
12 DEC 1100

Current Program/Estimate

DOLLARS (\$=M):

RES CODE	PROG CODE	FY92	FY93	FY94	FY95	FY96	FY97
OMA1	P2	0.2	-0.3	-1.8	-3.2	-3.3	-3.4
OMA2	P2	0.1	-0.3	-1.1	-2.1	-2.1	-2.2
MPA		-0.2	-1.1	-1.5	-1.6	-1.6	-1.7
MISC		0.0	-0.2	-0.5	-0.7	-0.7	-0.7
TOTAL		0.1	-1.9	-4.9	-7.6	-7.7	-8.0

MANPOWER:

AC (1ST)	29	29	29	29	29	29
AC (8TH)	3	15	16	16	16	16
DRILLING RESERVIST						
AGR						
CIV:						
DHUS (1ST)	16	53	81	81	81	81
DHUS (8TH)	1	2	2	2	2	2
DHFN						
IDHFN (1ST)	13	40	66	66	66	66
IDHFN (8TH)	1	7	7	7	7	7
MILTECH						
TOTAL	63	146	201	201	201	201

	Officer	Enlisted	Civilian
Current (FY 92 Authorization)	7	70	222
Change (FY 92 - 97)	0	45	156
Result	7	25	66

SUBJECT: U.S. Army Compliance and Complaint Review Agency (WLYNAA)

DOD COMPONENTS: ARMY

ISSUE: Reduce the U.S. Army Compliance and Complaint Review Agency

SUMMARY OF EVALUATION:

- o Mission: Responsible for EEO complaint administration.
- o FY 92 manpower authorizations: 15 civilians.
- o New EEOC regulations will require quicker resolution to EEO complaints.
- o Agency should remain a FOA of the ASA, M&RA, because mission requires final Army decision on EEO complaints.

RECOMMENDED ACTION: Leave as is.

ALTERNATIVE ESTIMATE: None.

COORDINATION: Mr. Clark, ASA, M&RA, 18 Oct 90.

Action Officer: Mr. Lally/355-2112
SMA-35
2 Nov 1045

Current Program/Estimate

DOLLARS (\$ = M):

RES CODE	PROG CODE	FY92	FY93	FY94	FY95	FY96	FY97
---------------------	----------------------	-------------	-------------	-------------	-------------	-------------	-------------

OMA

TOTAL

MANPOWER:

AC
CIV

TOTAL

SUBJECT: U.S. Army Civilian Appellate Review Agency (W3AFAA)

DOD COMPONENTS: ARMY

ISSUE: Reduce the U.S. Army Civilian Appellate Review Agency

SUMMARY OF EVALUATION:

- Mission: Investigates civilian employee complaints of discrimination, grievances, and certain appeals.
- FY 92 Manpower authorizations: 61 civilians.
- Reduction in Army civilian strength should reduce the workload for this agency. Eliminate 3 civilian spaces in FY 95.
- DMR 906 reduced FOA by 6 civilian spaces.
- Combining Agency with the DAIG will not result in any significant savings.
- Agency should remain a FOA of the DCSPER, because of investigative role which affects all MACOMs.

RECOMMENDED ACTION: Reduce by 3 civilian spaces beginning in FY 95.

ALTERNATIVE ESTIMATE: None.

COORDINATION: MG Budge, ADCSPER, 26 Oct 90.

Action Officer: Mr. Lally 355-2112
SMA-36
6 Dec 1355

Current Program/Estimate

DOLLARS (\$ = M):

RES CODE	PROG CODE	FY92	FY93	FY94	FY95	FY96	FY97
OMA	87	000	000	000	000	-0.1	-0.1
MISC		000	000	000	000	000	000
TOTAL		000	000	000	000	-0.1	-0.1

MANPOWER:

AC	0	0	0	0	0	0
CIV	0	0	0	3	3	3
TOTAL	0	0	0	3	3	3

	Officer	Enlisted	Civilian
Current (FY 92 Authorization)	0	0	61
Change (FY 92-97)	0	0	-3
Result	0	0	58

SUBJECT: Personnel & Employment Services Washington (W310AA)

DOD COMPONENTS: ARMY

ISSUE: Eliminate/Reduce Personnel & Employment Services Washington (PESW)

SUMMARY OF EVALUATION:

- o Mission: Performs operating CPO functions for Army Secretariat, Army Staff, and other tenant activities. IS NOT A FOA.
- o Manpower requirements determined through MS-3 process.
- o FY 92 manpower authorizations: 91 civilians (includes 1 AMHA space).
- o DMR 906 reduced this Staff support Agency by 9 civilian spaces.

RECOMMENDED ACTION: Leave as is, with no reduction.

ALTERNATIVE ESTIMATE: None.

COORDINATION: Mr. Hamilton, Administrative Assistant to the Secretary of the Army, 16 Oct 90.

Action Officer: Mr. Lally/355-2112
SMA-37
2 Nov 1102

Current Program/Estimate

DOLLARS (\$ = M):

RES CODE	PROG CODE	FY92	FY93	FY94	FY95	FY96	FY97
OMA	95	000	000	000	000	000	000
TOTAL		000	000	000	000	000	000

MANPOWER:

AC	0	0	0	0	0	0	0
CIV	0	0	0	0	0	0	0
TOTAL	0	0	0	0	0	0	0

SUBJECT: Equal Employment Opportunity Agency (W4CPAA)

DOD COMPONENTS: ARMY

ISSUE: Eliminate/Reduce The Equal Employment Opportunity Agency (EEOA)

SUMMARY OF EVALUATION:

- o Mission: Responsible for DA policy and program review for EEO and affirmative action for civilian personnel. Agency is not an operating EEO activity.
- o FY 92 Manpower Authorizations: 9 civilian spaces.

RECOMMENDED ACTION: Leave as is. Combining agency with the DAIG will not result in any savings. If moved to Army staff spaces will count against statutory ceiling on HQDA AMBA, requiring a 9 space offset.

ALTERNATIVE ESTIMATE: None.

COORDINATION: Mr. Clark, ASA, M&RA, 18 Oct 90.

Action Officer: Mr. Lally/355-2112
SMA-38
2 Nov 1107

SUBJECT: U.S. Army Community and Family Support Center (USACFSC)
(W4RHAA)

DOD COMPONENTS: ARMY

ISSUE: Eliminate USACFSC and Transfer Functions to Army Personnel Command.

SUMMARY OF EVALUATION:

- o Mission: USACFSC supports Army readiness, retention, and management by providing operating policies, procedures, and resources for community and family programs, NAF financial management, and advice and assistance to the Secretary of the Army and the Army, Chief of Staff.
- o FY 92 manpower authorizations: 25 OFF; 15 ENL; 512 CIV (Includes AFRC).
- o DMR 945b (initiated by SMA-33) eliminated USACFSC and reduced authorizations by 40 military and 42 civilians.
- o Reduce authorizations 25% by FY96 in consonance with the anticipated reduction in the Army.

RECOMMENDED ACTION: Reduce total authorizations by 25%.

ALTERNATIVE ESTIMATE: None.

COORDINATION: MG Budge, ADCSPER, 26 Oct 90.

Action Officer: Mr. Lally/355-2112
SMA-39
6 Dec 1750

Current Program/Estimate

DOLLARS (\$ = M):

RES CODE	PROG CODE	FY92	FY93	FY94	FY95	FY96	FY97
OMA1	P87	000	-0.1	-0.4	-0.5	-0.7	-1.0
OMA2	P87	000	-0.1	-0.4	-0.6	-0.9	-1.0
MPA		000	000	000	000	000	000
MISC		000	000	-0.1	-0.1	-0.1	-0.2
TOTAL		000	-0.2	-0.9	-1.2	-1.7	-2.2

MANPOWER:

AC	0	0	0	0	0	0
CIV:	0	25	35	45	53	53
TOTAL	0	25	35	45	53	53

	Officer	Enlisted	Civilian
Current (FY 92 Authorization)	25	15	512
Change (FY 92-97)			
SMA-33 (Previously Approved)	-25	-15	-42
SMA-39	0	0	-53
Result	0	0	417

SUBJECT: U.S. Army Drug & Alcohol Operations Agency (W4DSAA)

DOD COMPONENTS: ARMY

ISSUE: Eliminate/Reduce The U.S. Army Drug and Alcohol Operations Agency (USADAO).

SUMMARY OF EVALUATION:

- o Mission: Provides operational supervision, direction, monitorship, evaluation, and oversight of all elements of ADAPCP.
- o FY 92 manpower authorizations: 4 OFCR; 2 ENL; 12 CIV.
- o Agency workload is policy driven.

RECOMMENDED ACTION: Eliminate the FOA. Transfer authorizations to proposed Army Personnel Command.

ALTERNATIVE ESTIMATE: None.

COORDINATION: MG Budge, ADCSPER, 26 OCT 90.

Action Officer: Mr. Lally/355-2112
SMA-40
2 Nov 1125

SUBJECT: U.S. Army Civilian Personnel Evaluation Agency (W40WAA)

DOD COMPONENTS: ARMY

ISSUE: Eliminate/Reduce The U.S. Army Civilian Personnel Evaluation Agency

SUMMARY OF EVALUATION:

- o Mission: Responsible for conducting civilian personnel management and administration and EEO program surveys and special reviews Army-wide. The purpose of these surveys and special reviews is to meet legal oversight responsibilities by maintaining an effective and systematic evaluation of civilian personnel management. Agency is not an EEO operating agency.
- o FY 92 manpower authorizations: 33 civilians.
- o Agency workload is related to the number of Army installations and MACOMs (not the size of the Army). Closure of Army installations, and the envisioned reduction in the number of MACOMs, will decrease the workload for this FOA.
- o Agency should remain at HQDA level because of oversight responsibilities over MACOMs.

RECOMMENDED ACTION: Eliminate 4 civilian spaces.

ALTERNATIVE ESTIMATE: None.

COORDINATION: Mr. Clark, ASA, M&RA, 18 Oct 90.

Action Officer: Mr. Lally/355-2112
SMA-41
6 Dec 1535

Current Program/Estimate

DOLLARS (\$ = M):

RES CODE FY97	PROG CODE	FY92	FY93	FY94	FY95	FY96	FY97
OMA	87	000	-0.1	-0.3	-0.3	-0.3	-0.3
MISC		000	000	000	000	000	000
TOTAL		000	-0.1	-0.3	-0.3	-0.3	-0.3

MANPOWER:

AC	0	0	0	0	0	0
CIV:	0	4	4	4	4	4
TOTAL	0	4	4	4	4	4

	Officer	Enlisted	Civilian
Current (FY 92 Authorizations)	0	0	33
Change (FY 92-97)	0	0	-4
Result	0	0	29

SUBJECT: U. S. Army National Guard Personnel Center (W39MAA)

DOD COMPONENTS: Army Reserve

ISSUE: Merge GUARDPERCEN with the proposed Army Personnel Command

SUMMARY OF EVALUATION:

- o Mission: Provide personnel and records management, primarily maintenance of ARNG officer OMPFs.
- o Authorized 19 AGR OFF, 19 AGR WO, 29 AGR ENL, 46 Civilians.

RECOMMENDED ACTION: Eliminate 12 OMAR funded spaces contingent with the efficiencies gained by combining GuardPERCEN with the proposed Army Personnel Command.

ALTERNATIVE ESTIMATE: None.

COORDINATION: LTG Conaway, Chief, NGB, 25 OCT 90.

ACTION OFFICER: LTC Davidson
355-2106/2112
SMA 43
07 DEC 0815

Current Program/Estimate

DOLLARS (\$=M):

RES CODE	FY92	FY93	FY94	FY95	FY96	FY97
OMAR	.00	.00	-.10	-.40	-.40	-.40
MISC	00	00	00	00	00	00
TOTAL	.00	.00	-.10	-.40	-.40	-.40

MANPOWER:

CIV	0	0	12	12	12	12
TOTAL	00	0	12	12	12	12

	Officer	Enlisted	Civilian
Current (FY 92 Authorization)	38	29	46
Change (FY 92-97)	0	0	-12
Result	38	29	34

SUBJECT: Army Reserve Personnel Center (W4MOAA)

DOD COMPONENTS: Army Reserve

ISSUE: Merge ARPERCEN with the proposed Army Personnel Command

SUMMARY OF EVALUATION:

- o Mission: Provide life cycle personnel management services for USAR soldiers to support defined readiness requirements; total mobilization assets of 1.1 million soldiers, manage the transition of citizen soldiers to active status and soldier citizens to Reserve status. Liaison with PERSCOM to receive the Army's Citizen Soldiers transitioned from ARPERCEN upon mobilization.
- o Authorized 247 AGR OFF, 29 AC OFF, 13 AGR WO, 333 AGR ENL, 48 AC ENL, 1177 CIV.
- o FY 91 Authorization Act creates an Army Reserve Forces Command, giving CAR command of all Army Reserve personnel. Accordingly, Army may not merge personnel centers without divesting ARPERCEN of command the IRR and the Standby Reserve a function that, under the Act, the CAR must discharge.

RECOMMENDED ACTION: Reduce 100 per cent of the Active Component strength, 29 officers and 48 enlisted, along with 296 OMAR funded civilians contingent with the efficiencies gained by combining ARPERCEN with the proposed Army Personnel Command.

ALTERNATIVE ESTIMATE: None.

COORDINATION: MG Ward, CAR, 26 OCT 90.

ACTION OFFICER: LTC Davidson
355-2106/2112
SMA 44
06 DEC 1545

Current Program/Estimate

DOLLARS (\$=M):

RES CODE	PROG CODE	FY92	FY93	FY94	FY95	FY96	FY97
MPA		0.0	0.0	-0.6	-4.2	-4.3	-4.4
OMAR		0.0	0.0	-2.6	-8.2	-8.4	-8.7
MISC		0.0	0.0	-0.3	-1.2	-1.3	-1.3
TOTAL		0.0	0.0	-3.5	-13.6	-14.0	-14.4

MANPOWER:

AC	0	0	77	77	77	77
CIV	0	0	296	296	296	296
TOTAL	0	0	373	373	373	373

	OFFICER	ENLISTED	CIVILIAN
Current (FY 92 Authorization)	290	381	1177
Change (FY 92-97)	-29	-48	-296
RESULT	261	333	881

SUBJECT: U. S. Army Personnel Integration Command

DOD COMPONENTS: Army

ISSUE: Eliminate USAPIC and merge remaining functions with proposed Army Personnel Command.

SUMMARY OF EVALUATION:

- o Mission: Perform personnel integration missions and support proponents, TRADOC, HQDA, and its FOAs in the execution of the Life-Cycle Personnel Management and Force Integration Program.
- o FY 92 Authorizations: 36 OFF, 38 ENL, 71 CIV.
- o PMAD function can be reduced to a "monitor" status when TAADS-R and Force Builder are "on-line". However, reductions should be delayed if automated systems are not fielded in a timely manner.
- o Authorizations reduced by additional 25% reflecting support of smaller Army and efficiencies gained by merging with Army Personnel Command.
- o Essential functions transferred to Personnel Command include:
 - oo Management of MOS classification and grade structure.
 - oo Army proponent for MANPRINT training.
 - oo Conduct MANPRINT assessments.
 - oo Establish MOS accession objectives.
- o TRADOC requested that Manning Integration Directorate (37 personnel) be retained to execute proponent mission for MANPRINT Training and Methodology. However, HQDA (DCSPER) states that MANPRINT functions now performed by that directorate, will no longer be required of HQ, TRADOC.
- o USAPIC takes FY 91 Quicksilver reduction of 4 military and 4 civilian authorizations.

RECOMMENDED ACTION: Eliminate USAPIC. Reduce 20 Off, 17 Enl, 11 Civ and merge with the proposed Army Personnel Command.

ALTERNATIVE ESTIMATE: None.

COORDINATION: MG BUDGE, ADCSPER, 26 Oct 90.

Action Officer: LTC Davidson
SMA-45
5 Dec 0950

Current Program/Estimate

DOLLARS (\$=M):							
RES	PROG						
CODE	CODE	FY92	FY93	FY94	FY95	FY96	FY97
MPA		-0.1	-0.4	-0.8	-1.6	-1.9	-2.2
OMA	P81	.0	-0.1	-0.1	-0.2	-0.4	-0.6
MISC		.0	-0.1	-0.1	-0.2	-0.2	-0.3
TOTAL		-0.1	-0.6	-1.0	-2.0	-2.5	-3.1

MANPOWER:							
AC		9	17	27	32	37	37
CIV		2	2	2	7	11	11
TOTAL		11	19	29	39	48	48

	Officer	Enlisted	Civilian
Current (FY 92 Authorizations)	36	38	71
Change (FY 92-97)	-20	-17	-11
Result	16	21	60

SUBJECT: US Total Army Personnel Command

DOD COMPONENTS: Army

ISSUE: Reduce strength appropriate with downsizing of Army

SUMMARY OF EVALUATION:

- o Mission: Distribute, manage, and develop soldiers to ensure current and future combat readiness ie. executing and recommending Army military personnel policies, systems and programs; developing and supervising procedures applicable to military personnel management and the development of those directly related to personnel support services.

- o Manpower: OFF: 407 ENL: 496 CIV: 1327

- o PERSCOM will serve as the core for the new Army Personnel Command (APC). ARPERCEN, GuardPERCEN and other FOA's will be combined with the current PERSCOM organization to achieve operational efficiencies in total force management and overhead reductions.

- o APC concept includes personnel management for the special branches (JAG and Chaplain), although no savings would be realized. Offices of The Judge Advocate General and the Chief of Chaplains oppose this action.

- o PERSCOM will reduce 142 authorizations in FY 91 as a result of a manpower survey.

- o Moving PERSCOM to St. Louis will avoid \$50.1 M in MCA costs in FY97 since the current plan is to move PERSCOM to Ft. Belvoir in FY97. Lease costs in St. Louis are approximately half those in the Washington, DC area.

RECOMMENDED ACTION: Eliminate 73 officers, 23 enlisted, 250 civilians.

ALTERNATIVE ESTIMATE: PERSCOM recommendation, based on reduced workload only, would eliminate 170 authorizations by FY 97.

COORDINATION: MG Budge, ADCSPER, 26 OCT 90.

ACTION OFFICER: MAJ Stanhagen
355-2106/2112
SMA 46
7 DEC 1005

Current Program/Estimate
DOLLARS (\$=M):

RES CODE	PROG CODE	FY93	FY94	FY95	FY96	FY97
OMA	P87	0.0	0.7	0.0	0.0	0.0
OMA	P95	0.0	30.6	-8.7	-9.0	-9.3
OMA*	P95	0.0	25.3	0.0	0.0	0.0
OMA FAC	P95	0.0	-0.5	-3.6	-3.7	-3.8
MPA		0.0	2.4	-6.9	-7.2	-7.4
MCA**		0.0	0.0	0.0	0.0	-50.1
MISC		0.0	-0.5	-1.6	-1.7	-1.7
TOTAL		0.0	58.0	-20.8	-21.6	-72.3

MANPOWER:

AC	0	96	96	96	96
CIV	0	250	250	250	250
TOTAL	0	346	346	346	346

	Officer	Enlisted	Civilian
Current (FY 92 Authorization)	407	496	1327
Change (FY 92-97)	73	23	250
TAADS Adjustment	7	8	38
Result	327	465	1039

* OMA costs associated with relocating ODCSPER and PERSCOM FOA's to St. Louis.

** Cost avoidance resulting from not building office space for PERSCOM in the Ft. Belvoir Office Park (formerly Engineer Proving Grounds).

XVII-N4-23

SUBJECT: DCSPER Field Operating Activity (FOA) - USMA (W1F8AA)

DOD COMPONENTS: ARMY

ISSUE: Decrement USMA by 10%.

SUMMARY OF EVALUATION:

- o Mission: Education and training of cadets.
- o Authorization: 780 officers, 486 enlisted, 2116 civilians, 3382 total.
- o Congressional intent to decrement 10%.

RECOMMENDED ACTION: Leave as is pending congressional action.

ALTERNATIVE ESTIMATE: None

COORDINATION: MG Budge, ADCSPER, 26 Oct 90.

Action Officer: LTC Becker
355-2106/2112
SMA-47
2 Nov 1325

SUBJECT: DCSPER Field Operating Activity (FOA).- USMA Prep School (W1E5AA)

DOD COMPONENTS: ARMY

ISSUE: Eliminate or reduce USMA Prep School.

SUMMARY OF EVALUATION:

- o Mission: Education and training of cadets vying for an appointment to USMA.
- o Authorized: 14 officers, 26 enlisted, 26 civilians.
- o DMR issue to consolidate all services Prep schools has been accepted by the Army.

RECOMMENDED ACTION: Leave as is because a DMR issue to consolidate all services Prep schools has been accepted by the Army.

ALTERNATIVE ESTIMATE: None.

COORDINATION: MG Budge, ADCSPER, 26 Oct 90.

Action Officer: LTC Becker/355-2112
SMA-48
2 Nov 1322

SUBJECT: MEPCOM (W37NAA)

DOD COMPONENTS: ARMY

ISSUE: Reduce MEPCOM consistent with reduced recruiting mission.

SUMMARY OF EVALUATION:

- o Mission: Provide entry processing for new recruits of all services.
- o Authorized: 166 officers, 748 enlisted, 1777 civilians, 2691 total.
- o Command plan has already reduced strength consistent with reduced size of the Army.

RECOMMENDED ACTION: Leave as is.

ALTERNATIVE ESTIMATE: None.

COORDINATION: MG Budge, ADCSPER, 26 Oct 90.

Action Officer: LTC Becker/355-2112
SMA-49
2 Nov 1318

SUBJECT: PERSCOM Field Operating Activity (FOA) - Recruiting Command (W06QAA)

DOD COMPONENTS: ARMY

ISSUE: Reduce Command and Brigade headquarters in consonance with Army end-strength reductions.

SUMMARY OF EVALUATION:

- o Mission: Active and USAR soldier recruiting.
- o Authorized (USAREC HQ and BDEs' HQs only): 226 officers, 362 enlisted, 450 civilians, 1038 total.
- o DCSPER does not endorse formation of Accessions Command but has tasked USAREC and Cadet Command to assess impact of a twenty-five percent reduction in their headquarters accounts.
- o DMR proposed a purple suit recruiting force that has been met with non-concurrences from all Services.
- o USAREC Command plan has appropriately reduced the numbers of recruiters needed to support a smaller accession mission.

RECOMMENDED ACTION: Reduce Recruiting Command 50 officers, 70 enlisted, 123 civilians, 243 total.

ALTERNATIVE ESTIMATE: None.

COORDINATION: MG Budge, ADCSPER, 13 Nov 90.

Action Officer: LTC Becker/355-2112
SMA-50
December 20, 1990

Current Program/Estimate

DOLLARS (\$ = M):

RES CODE	PROG CODE	FY92	FY93	FY94	FY95	FY96	FY97
MPA		0.0	-0.3	-6.0	-6.2	-6.4	-6.6
OMA	P87	0.0	-1.5	-4.6	-4.7	-4.8	-5.0
MISC		0.0	-0.2	-1.0	-1.1	-1.1	-1.2
TOTAL		0.0	-2.0	-11.6	-12.0	-12.3	-12.8

MANPOWER:

AC	001	120	120	120	120	120
CIV: DHUS	000	123	123	123	123	123
TOTAL	001	243	243	243	243	243

	Officers	Enlisted	Civilians
Current (FY 92 Authorizations for HQ & BDEs' HQs)	226	362	450
Change (FY 92-97)	-50	-70	-123
Results	176	292	327

SUBJECT: PERSCOM Field Operating Activity (FOA).- USA Enlistment Eligibility Activity (W061AA)

DOD COMPONENTS: ARMY

ISSUE: Eliminate the FOA. Transfer functions to new Army Personnel Command with a reduction in authorized strength to parallel the reduction in the army strength.

SUMMARY OF EVALUATION:

- o Mission: Waiver request of administrative, moral, and medical disqualification, for enlistment and reenlistment.
- o Authorized: 1 Officer, 1 Enlisted, 22 civilians, 24 Total.
- o Reduce to support a corresponding reduction in the Active Army. Eliminate 5 civilian spaces in FY 92.
- o Combine with proposed Army Personnel Command.

RECOMMENDED ACTION: Eliminate the FOA. Transfer functions to new Army Personnel Command with a reduction in authorized strength to parallel the reduction in the army strength.

ALTERNATIVE ESTIMATE: None.

COORDINATION: MG Budge, ADCSPER, 26 Oct 90.

2112

Action Officer: LTC Becker/355-

SMA-51
December 20, 1990

Current Program/Estimate

DOLLARS (\$ = M):

RES CODE	PROG CODE	FY92	FY93	FY94	FY95	FY96	FY97
MPA		000	000	000	000	000	000
OMA	P95	000	-0.1	-0.1	-0.2	-0.2	-0.2
MISC		000	000	000	000	000	000
TOTAL		000	-0.1	-0.1	-0.2	-0.2	-0.2

MANPOWER:

AC	0	0	0	0	0	0
CIV:						
DHUS	5	5	5	5	5	5
TOTAL	5	5	5	5	5	5

	Officers	Enlisted	Civilians
Current (FY 92 Authorizations)	1	1	22
Change (FY 92-97)	0	0	-5
Result	1	1	17

SUBJECT: PERSCOM Field Operating Activity (FOA) - Enlistment Records and Evaluation Center (WOM4AA)

DOD COMPONENTS: ARMY

ISSUE: Eliminate the FOA. Transfer functions to new Army Personnel Command with a reduction in authorized strength to parallel the reduction in the army strength. Eliminate an additional 5 civilians due to efficiencies of automation.

SUMMARY OF EVALUATION:

- o Mission: Custodian official military personnel file, maintains and services OMPF, maintains deserter information, and plans and coordinates enlistment boards.
- o Authorization: 5 officers, 26 enlisted, 178 civilians, 209 total.
- o Reduce to support a smaller army: Eliminate 2 officers, 7 enlisted, and 40 civilians by FY 97.

RECOMMENDED ACTION: Eliminate the FOA. Transfer functions to new Army Personnel Command with a reduction in authorized strength to parallel the reduction in the army strength.

ALTERNATIVE ESTIMATE: None.

COORDINATION: MG Budge, ADCSPER, 26 OCT 90.

Action Officer: LTC Becker
355-2106/2112
SMA-52
5 Dec 1012

Current Program/Estimate

DOLLARS (\$ = M):

RES CODE	PROG CODE	FY92	FY93	FY94	FY95	FY96	FY97
MPA		-0.1	-0.4	-0.4	-0.4	-0.4	-0.4
OMA	P95	000	-0.1	-0.4	-0.7	-1.0	-1.2
MISC		000	000	-0.1	-0.1	-0.1	-0.1
TOTAL		-0.1	-0.5	-0.9	-1.2	-1.5	-1.7

MANPOWER:

AC	9	9	9	9	9	9
CIV:						
DHUS	0	12	21	37	40	40
TOTAL	9	21	30	46	49	49

Officers

Enlisted

Civilians

Current (FY 92
Authorizations)

5

26

178

Change
(FY 92-97)

-2

-7

-40

Results

3

19

138

SUBJECT: PERSCOM Field Operating Activity (FOA) - Physical Disability Agency (WOZNAA)

DOD COMPONENTS: ARMY

ISSUE: Eliminate the FOA. Transfer functions to new Army Personnel Command.

SUMMARY OF EVALUATION:

- o Mission: Physical disability system, physical fitness determination, disability percentage ratings, disability policies interpreting and implementing, physical disability evaluation system.
- o Authorized: 18 officers, 7 enlisted, 35 civilians, 60 total.
- o Reduce to support a reduction for the Active Army.
Eliminate 3 officer, 2 enlisted, and 9 civilians by FY 97.

RECOMMENDED ACTION: Eliminate the FOA. Transfer functions to new Army Personnel Command with a reduction in authorized strength in consonance with the reduction in Army strength.

ALTERNATIVE ESTIMATE: None.

COORDINATION: MG Budge, ADCSPER, 26 Oct 90.

Action Officer: LTC Becker
SMA-53
5 Dec 1600

Current Program/Estimate

DOLLARS (\$ = M):

RES CODE	PROG CODE	FY92	FY93	FY94	FY95	FY96	FY97
MPA		000	000	000	-0.1	-0.2	-0.3
OMA	P95	000	000	000	000	-0.1	-0.2
MISC		000	000	000	000	000	000
TOTAL		000	000	000	-0.1	-0.3	-0.5

MANPOWER:

AC	0	0	0	2	2	5
CIV: DHUS	0	0	0	3	3	9
TOTAL	0	0	0	5	5	14

	Officers	Enlisted	Civilian
--	----------	----------	----------

Current (FY 92 Authorizations)	18	7	35
Change (FY 92-97)	-3	-2	-9
Results	15	5	26

SUBJECT: USA Military Review Boards Agency

DOD COMPONENTS: Army

ISSUE: Reduce strength appropriate with downsizing of Army

SUMMARY OF EVALUATION:

o Mission: Responsible for operation of the Army Council of Review Boards (Discharge Review Board, Elimination, Ad Hoc, Security Review Boards, Grade Determination Board, Physical Disability Appeal Board, Physical Disability Rating Review Board) the Army Board for the Correction of Military Records, and the Army Clemency and Parole Board.

o Active Army end strength reductions of approximately twenty-five percent over the POM period will reduce the workload of this agency at end state. During the transition period workload may not decline as the numbers of transactions which may require Board action will lag the reduction.

o Authorized Manpower: OFF: 23, ENL: 24, CIV: 96

RECOMMENDED ACTION: This Agency is and will remain a FOA of the ASA (M&RA). Eliminate 2 officers, 2 enlisted, 10 civilians by FY 97.

ALTERNATIVE ESTIMATE: None.

COORDINATION: MR. Clark, ASA (M&RA), 18 OCT 90.

ACTION OFFICER: MAJ Stanhagen
355-2106/2112
SMA 54
5 Dec 1605

Current Program/Estimate

DOLLARS (\$=M)

RES CODE	PROG CODE	FY92	FY93	FY94	FY95	FY96	FY97
OMA	P95	0.0	0.0	0.0	0.0	-0.1	-0.5
MPA		0.0	0.0	0.0	0.0	0.0	-0.2
MISC		0.0	0.0	0.0	0.0	0.0	-0.1
TOTAL		0.0	0.0	0.0	0.0	-0.1	-0.8

MANPOWER:

AC	0	0	0	0	2	4
CIV	0	0	0	0	5	10
TOTAL	0	0	0	0	7	14

	Officer	Enlisted	Civilian
Current (FY 92 Authorization)	23	24	96
Change (FY 92-97)	-2	-2	-10
Result	21	22	86

SUBJECT: USA Escort Detachment

DOD COMPONENTS: Army

ISSUE: Move from FORSCOM to PERSCOM

SUMMARY OF EVALUATION:

- o Mission: Escort remains of service personnel who die overseas back to the USA.

- o Manpower: ENL: 9.

- o This mission will be required for the foreseeable future.

RECOMMENDED ACTION: No change to current organization except to move from FORSCOM to PERSCOM where it can be a part of Casualty and Memorial Affairs Operations Center in the Personnel Readiness and Support Command (new PERSCOM organization).

ALTERNATIVE ESTIMATE: None.

COORDINATION: MG Budge, ADCSPER, 26 OCT 90.

ACTION OFFICER: MAJ Stanhagen
355-2106/2112
SMA 55
2 NOV 1701

SUBJECT: Personnel Assistance Points

DOD COMPONENTS: Army

ISSUE: Reduce PAPs and redesignate as subordinate activity of proposed Army Personnel Command

SUMMARY OF EVALUATION:

o Mission: Serves as the communications link between PERSCOM and transient soldiers and families while enroute to or from an overseas command. Efforts of the PAP are aimed at eliminating all impediments to travel.

o Manpower: ENL: 17

o These organizations are FOA's of PERSCOM's Mobilization and Operations Directorate. They should become operational elements of PERSCOM (which they are except in name).

o Mobilization mission is to monitor and report non-unit related personnel (NRP) flow at 8 APOE.

o Reductions in overseas deployed forces will reduce personnel flow through commercial airports therefore reducing workload.

o The remaining twelve positions could be civilianized, however, this would entail a loss of flexibility in duty hours and a loss of a visible military presence in civilian airports where PAP personnel in uniform "take care of our own".

RECOMMENDED ACTION: Eliminate 5 enlisted positions from Active Component, replace with Reserve Component positions which could be activated to meet mobilization requirements.

ALTERNATIVE ESTIMATE: None.

COORDINATION: MG Budge, ADCSPER, 26 OCT 90.

ACTION OFFICER: MAJ Stanhagen
355-2106/2112
SMA 56
6 DEC 1430

Current Program/Estimate

DOLLARS (\$=M):

RES CODE	FY92	FY93	FY94	FY95	FY96	FY97
MPA	0.0	-0.1	-0.1	-0.1	-0.2	-0.2
MISC	0.0	0.0	0.0	0.0	0.0	0.0
TOTAL	0.0	-0.1	-0.1	-0.1	-0.2	-0.2

MANPOWER:

AC	2	2	2	5	5	5
-----------	---	---	---	---	---	---

	Officer	Enlisted	Civilian
Current (FY 92 Authorization)	0	17	0
Change (FY 92-97)	0	-5	0
Result	0	12	0

SUBJECT: Golden Knights (W027AA)

DOD COMPONENTS: ARMY

ISSUE: Eliminate the FOA.

SUMMARY OF EVALUATION:

- o Mission: Community support and special events.
- o Manpower: 4 officers, 6 warrant officers, 63 enlisted, 13 civilians, 86 total.

RECOMMENDED ACTION: Eliminate the FOA. Functions and personnel assigned to 18th Airborne Corps.

ALTERNATIVE ESTIMATE: None.

COORDINATION: MG Budge, ADCSPER, 26 OCT 90.

ACTION OFFICER: LTC Becker
355-2106/2112
SMA 59
06 Dec 1330

SUBJECT: HQ, Office of the Surgeon General, Field Operating Activity (FOA) - US Army Health Professional Support Agency (W4N7AA)

DOD COMPONENTS: ARMY

ISSUE: Eliminate the US Army Health Professional Support Agency.

SUMMARY OF EVALUATION:

- o Mission: Provides advice and consultation to OTSG, Major Medical Commands, and the Army Staff concerning professional implications of health care delivery. Develops professional policies and standards for all aspects of medical and nursing care. Develops and supervises procedures applicable to the procurement of AMEDD officers and the education and training of AMEDD officer and enlisted personnel.
- o Organizational growth developed during the Title V - HQDA reorganization.
- o AMEDD officers functioning as recruiters of health care professional officers (less ANC).
- o Pending completion of the OTSG C2 Study a 13 percent reduction has been taken. This reduction is consistent with the average medical end strength over the POM.
- o FY92 authorized strength -- 105 officers, 1 enlisted, and 199 civilians.
- o Eliminate 14 officer, and 26 civilians -- \$1.8M
- o Savings must be applied to direct patient care.

RECOMMENDED ACTION: Eliminate the FOA. Transfer functions to Army Medical Command.

ALTERNATIVE ACTION: None.

COORDINATION: LTG Ledford, TSG.

Current Program/Estimate

DOLLARS (\$ = M):

RES CODE	PROG CODE	FY93	FY94-97
MPA		0.05	-0.76
OMA		0.00	-1.00
TOTAL		0.05	-1.76

MANPOWER:

AC		-14	-14
CIV:			
	DHUS	-26	-26
TOTAL		-40	-40

	Officers	Enlisted	Civilians
Current (FY 92 Authorizations)	105	1	199
Change (FY92-97)	-14	0	-26
RESULTS	91	1	173

ACTION OFFICER: LTC CRAIN,
355-2106/2112
SMA-70
7 DEC 0830

SUBJECT: HQ, US Army Health Services Command Field Operating Activity (FOA) - Health Care Support & Clinical Investigation Activity (W4KQAA)

DOD COMPONENTS: ARMY

ISSUE: Eliminate the Health Care Support & Clinical Investigation Activity (W4KQAA).

SUMMARY OF EVALUATION:

- o Mission: Conduct, on a world-wide basis (IAW AR 5-5), the AMEDD study program of the Surgeon General. Monitor the HSC clinical investigation program, provide analytical support in the areas of workload measurement resource distribution and performance analysis.
- o Required function for individual and organizational certification or accreditation of health care providers and facilities.
- o Pending completion of the OTSG C2 Study a 13 percent reduction has been taken. This reduction is consistent with the average medical end strength over the POM.
- o FY92 authorized strength -- 21 officers, 3 enlisted, and 12 civilians.
- o Eliminate 3 officers, and 2 civilians -- \$ 0.3M
- o Move to the proposed Army Medical Command.
- o Savings must be applied to direct patient care.

RECOMMENDED ACTION: Eliminate the FOA. Transfer functions to Army Medical Command.

ALTERNATIVE ACTION: None.

COORDINATION: LTG Ledford, TSG.

Current Program/Estimate

DOLLARS (\$ = M):

RES CODE	PROG CODE	FY93	FY94-97
MPA		0.01	-0.16
OMA		0.00	-0.10
TOTAL		0.01	-0.26

MANPOWER:			
AC		-3	-3
CIV:			
	DHUS	-2	-2
TOTAL		-5	-5

	Officers	Enlisted	Civilians
Current (FY 92 Authorizations)	21	3	12
Change (FY92-97)	-3	0	-2
RESULTS	18	3	10

ACTION OFFICER: LTC CRAIN,
355-2106/2112
SMA-66
7 DEC 0835

SUBJECT: HQ, US Army Health Services Command Field Operating Activity (FOA) - Health Care Management Engineering Activity (W446AA)

DOD COMPONENTS: ARMY

ISSUE: Eliminate the Health Care Management Engineering Activity.

SUMMARY OF EVALUATION:

- o Develop manpower staffing standards (MS-3), perform efficiency reviews and manage the Army functional dictionary for AMEDD activities program and the health care management engineering data system.
- o FY92 authorized strength -- 37 civilians.
- o Eliminate 28 civilian positions -- saving \$ 1.0 M.
- o Transfer MS3, Documentation, Army functional dictionary, Survey and entire Army Medical Department manpower data system requirements to TRADOC.
- o Pending completion of the OTSG C2 Study, no further reduction has been taken.
- o Transfer the remaining 9 civilian positions to the proposed Medical Command for personnel programming.
- o Savings must be applied to direct patient care.

RECOMMENDED ACTION: Eliminate the FOA. Transfer functions to TRADOC.

ALTERNATIVE: None.

COORDINATION: LTG Ledford, TSG.

Current Program/Estimate

DOLLARS (\$ = M):

RES CODE	PROG CODE	FY93	FY94-97
OMA		0.0	-1.0
TOTAL		0.0	-1.0

MANPOWER:

CIV:			
DHUS		-28	-28
TOTAL		-28	-28

	Officers	Enlisted	Civilians
Current (FY92 Authorizations)	0	0	37
Change (FY92-97)	0	0	-28
RESULTS	0	0	9

NOTE: Savings have been previously included as part of VANGUARD Initiative SMA10.

**ACTION OFFICER: LTC CRAIN,
355-2112
SMA-65
07 DEC 0836**

SUBJECT: HQ, US Army Health Services Command Field Operating Activity (FOA) - US Army HSC Acquisition Activity (W40MAA)

DOD COMPONENTS: ARMY

ISSUE: Eliminate the US Army HSC Acquisition Activity.

SUMMARY OF EVALUATION:

- o Provides medical contracting support for medical centers, selected centralized command-wide medical personnel and non-personnel services contracts.
- o FY92 authorized strength -- 3 officers, 1 enlisted, and 88 civilians.
- o Eliminate 11 civilians -- \$ 0.4M
- o Pending completion of the OTSG C2 Study a 13 percent reduction has been taken. This reduction is consistent with the average medical end strength over the POM.
- o Move to the proposed Army Medical Command.
- o Savings must be applied to direct patient care.

RECOMMENDED ACTION: Eliminate the FOA. Transfer functions to Army Medical Command.

ALTERNATIVE ESTIMATE: None.

COORDINATION: LTG Ledford, TSG.

Current Program/Estimate

DOLLARS (\$ = M):

RES CODE	PROG CODE	FY93	FY94-97
OMA		0.00	-0.40
TOTAL		0.00	-0.40

MANPOWER:

AC		0	0
CIV:			
	DHUS	-11	-11
TOTAL		-11	-11

	Officers	Enlisted	Civilians
Current (FY 92 Authorizations)	3	1	88
Change (FY 92-97)	0	0	-11
RESULTS	3	1	77

ACTION OFFICER: LTC CRAIN,
355-2112
SMA-64
07 DEC 0837

SUBJECT: HQ, Office of the Surgeon General, Field Operating Activity (FOA) - Armed Forces Medical Intelligence Center (W3VXAA)

DOD COMPONENTS: ARMY

ISSUE: Retain the Armed Forces Medical Intelligence Center.

SUMMARY OF EVALUATION:

- o Mission: Responsibility within DOD for the production of required medical scientific and technical intelligence and general medical intelligence, -- all medical aspects of the DOD Foreign Material Exploitation Program.
- o FY92 authorized strength (Army only) -- 1 officer, 2 enlisted, and 63 civilians.
- o Other considerations: No change in the relationship to the Scientific and Technical Intelligence (S&TI) or General Military Intelligence (GMI) Community.

RECOMMENDED ACTION: Retain the FOA. Transfer functions and personnel to Medical Command.

ALTERNATIVE ACTION: None.

COORDINATION: LTG Ledford, TSG.

ACTION OFFICER: LTC CRAIN,
355-2112
SMA-67
07 DEC 0838

SUBJECT: HQ, Office of the Surgeon General, Field Operating Activity (FOA) - Joint Health Services Agency (W3J1AA)

DOD COMPONENTS: ARMY

ISSUE: Retain the Joint Health Services Agency.

SUMMARY OF EVALUATION:

- o Mission: Provides management of six Armed Forces Medical Technical Boards.
- o Executive agent of Tri-Service organization.
- o Total FY92 authorized strength by service: Army - 8 officers, 4 enlisted, 29 civilian; Air Force - 7 officers; Navy - 10 officers and 1 enlisted.
- o Reduce the Army by 1 officer and 3 civilians - \$0.2 M.
- o Pending completion of the OTSG C2 Study a 10 percent reduction has been taken. This reduction is consistent with the average medical end strength over the POM.
- o Move to the proposed Army Medical Command.
- o Savings must be applied to direct patient care.

RECOMMENDED ACTION: Retain the FOA. Transfer functions to Army Medical Command.

ALTERNATIVE ACTION: None.

COORDINATION: LTG Ledford, TSG.

Current Program/Estimate .

DOLLARS (\$ = M):

RES CODE	PROG CODE	FY93	FY94-97
MPA		0.0	-0.10
OMA		0.0	-0.10
TOTAL		0.0	-0.20

MANPOWER:

AC	-1	-1
CIV:		
DHUS	-3	-3
TOTAL	-4	-4

	Officers	Enlisted	Civilians
Current (FY 92 Authorizations)	8	4	29
Change (FY 92-97)	-1	0	-3
RESULTS	7	4	-26

ACTION OFFICER: LTC CRAIN,
355-2112
SMA-69
07 DEC 0839

SUBJECT: HQ, US Army Health Services Command Field Operating Activity (FOA) - US Army Health Care Systems Support Activity (W398AA)

DOD COMPONENTS: ARMY

ISSUE: Eliminate the US Army Health Care Systems Support Activity.

SUMMARY OF EVALUATION:

- o Designated by HQDA as a central design activity. Analyze, develop, implement, and maintain standard tactical and non-tactical automated systems of HSC, other Army and Tri-Service elements. Provide automated systems support to HQ, HSC, PASBA, HCSCIA and OTSG.
- o FY92 authorized strength -- 60 officers, 47 enlisted and 209 civilians.
- o Eliminate 47 enlisted -- \$ 1.7M.
- o Officer spaces represent a rotation base and field experience which supports the development and design of automated information systems.
- o Pending completion of the OTSG C2 Study a 15 percent reduction has been taken. This reduction is consistent with the average medical end strength over the POM.
- o Savings must be applied to direct patient care.

RECOMMENDED ACTION: Eliminate the FOA. Transfer functions to Army Medical Command.

ALTERNATIVE ESTIMATE: None.

COORDINATION: LTG Ledford, TSG.

Current Program/Estimate

DOLLARS (\$ = M):

RES CODE	PROG CODE	FY93	FY94-97
MPA		0.00	-1.70
TOTAL		0.00	-1.70

MANPOWER:

AC	-47	-47
TOTAL	-47	-47

	Officers	Enlisted	Civilian
Current (FY 92 Authorizations)	60	47	209
Change (FY92-97)	0	-47	0
RESULT	60	0	209

ACTION OFFICER: LTC CRAIN,
355-2112
SMA-63
07 DEC 0842

SUBJECT: HQ, Office of the Surgeon General, Field Operating Activity (FOA) - US Army Health Facilities Planning Agency (W36LAA)

DOD COMPONENTS: ARMY

ISSUE: Eliminate the US Army Health Facilities Planning Agency.

SUMMARY OF EVALUATION:

- o Mission: Program manager and execution of TSG responsibilities for health facilities planning, programming, design, and construction of Category Code 500 facilities and Category Code 300 facilities.
- o FY92 authorized strength -- 20 officers, and 11 civilians.
- o Eliminate 3 officers, 1 civilian -- \$0.3M
- o Pending completion of the OTSG C2 Study a 13 percent reduction has been taken. This reduction is consistent with the average medical end strength over the POM.
- o Move to the proposed Army Medical Command.
- o Saving must be applied to direct patient care.

RECOMMENDED ACTION: Eliminate the FOA. Transfer functions to Army Medical Command.

ALTERNATIVE ACTION: None

COORDINATION: LTG Ledford, TSG.

Current Program/Estimate

DOLLARS (\$ = M):

RES CODE	PROG CODE	FY93	FY94-97
MPA		0.01	-0.16
OMA		0.00	-0.10
TOTAL	.	0.01	-0.26

MANPOWER:

AC	-3	-3
CIV:		
DHUS	-1	-1
TOTAL	-4	-4

	Officers	Enlisted	Civilians
Current (FY 92 Authorizations)	20	0	11
Change (FY92-97)	-4	0	-1
TOTAL	16	0	10

ACTION OFFICER: LTC CRAIN,
355-2112
SMA-71
07 DEC 0843

SUBJECT: HQ, US Army Health Services Command Field Operating Activity (FOA) - US Army Patient Administration System & Biostatistics Activity (W34RAA)

DOD COMPONENTS: ARMY

ISSUE: Eliminate the US Army Patient Administration System & Biostatistics Activity.

SUMMARY OF EVALUATION:

- o Implement patient administration policy and operate biostatistical data collection system in support of US Army Health Services Command, USA Medical Department, and DA.
- o FY92 authorized strength -- 9 officers, 2 enlisted, and 70 civilians.
- o Eliminate 1 officer, and 9 civilians -- \$ 0.4M.
- o Pending completion of the OTSG C2 Study--a 13 percent reduction has been taken. This reduction is consistent with the average medical end strength over the POM.
- o Move to the proposed Army Medical Command.
- o Savings must be applied to direct patient care.

RECOMMENDED ACTION: Eliminate the FOA. Transfer functions to the new Army Medical Command.

ALTERNATIVE ESTIMATE: None.

COORDINATION: LTG Ledford, TSG.

Current Program/Estimate .

DOLLARS (\$ = M):

RES CODE	PROG CODE	FY93	FY94-97
MPA		0	-0.05
OMA		-0.01	-0.30
TOTAL		-0.01	-0.35

MANPOWER:

AC	-1	-1
CIV:		
DHUS	-9	-9

TOTAL	-10	-10
--------------	------------	------------

	Officers	Enlisted	Civilian
Current (FY 92 Authorizations)	9	2	70
Change (FY 92-97)	-1	0	-9
RESULT	8	2	61

ACTION OFFICER: LTC CRAIN,
355-2112
SMA-62
07 DEC 0844

SUBJECT: HQ, Office of the Surgeon General, Field Operating Activity (FOA) - Armed Forces Institute of Pathology (W2DLAA)

DOD COMPONENTS: ARMY

ISSUE: Retain the Armed Forces Institute of Pathology (AFIP).

SUMMARY OF EVALUATION:

- o Mission: Joint Service activity providing pathology support to the military and civilian sectors.
- o Executive Agent of Tri-service DOD Agency.
- o Total FY92 authorized strength by service: Army - 47 officers, 32 enlisted, 351 civilian; Air Force - 28 officers, 42 enlisted; Navy - 35 officers, 31 enlisted; Veterans Admin. 23.
- o Reduce the Army by 5 officer, 3 enlisted, and 35 civilians -\$1.5M.
- o Pending completion of the OTSG C2 Study a 10 percent reduction has been taken. This reduction is consistent with the average medical end strength over the POM.
- o Move to the proposed Army Medical Command.
- o Savings must be applied to direct patient care.

RECOMMENDED ACTION: Retain the FOA. Transfer functions to Army Medical Command.

ALTERNATIVE ACTION: None.

COORDINATION: LTG Ledford, TSG.

Current Program/Estimate

DOLLARS (\$ = M):

RES CODE	PROG CODE	FY93	FY94-97
MPA		0.0	-0.35
OMA		-0.05	-1.17
TOTAL		-0.05	-1.52

MANPOWER:

AC		-8	-8
CIV:			
	DHUS	-35	-35
TOTAL		43	43

	Officers	Enlisted	Civilians
Current (FY92 Authorizations)	47	32	351
Change (FY 92-97)	-5	-3	-35
RESULTS	42	29	316

ACTION OFFICER: LTC CRAIN,
355-2112
SMA-68
07 DEC 0844

SUBJECT: HQ, Office of the Surgeon General, Field Operating Activity (FOA) - USA Medical Material Agency (W05JAA)

DOD COMPONENTS: ARMY

ISSUE: Eliminate the USA Medical Material Agency (W05JAA)

SUMMARY OF EVALUATION:

- o Mission: Assist TSG in execution of medical material management programs for world-wide support of Army Health Services.

- o US Army Class VIII material manager.

- o Eliminate 4 officers, 3 enlisted, and 21 civilians -- \$1.1M

- o Pending completion of the OTSG C2 Study a 13 percent reduction has been taken. This reduction is consistent with the average medical end strength over the POM.

- o FY92 authorized strength -- 27 officers, 21 enlisted, and 162 civilians.

- o The military spaces represent a portion of medical supply and equipment personnel rotation base for officers and enlisted personnel. They provide the experience and expertise at the wholesale level in support of the field medical equipment and supply system.

- o Savings must be applied to direct patient care.

RECOMMENDED ACTION: Eliminate the FOA. Transfer functions to Army Medical Command.

ALTERNATIVE ACTION: None.

COORDINATION: LTG Ledford, TSG.

Current Program/Estimate

DOLLARS (\$ = M):

RES CODE	PROG CODE	FY93	FY 94-97
MPA		0.00	-0.30
OMA		0.00	-0.80
TOTAL		0.00	-1.10

MANPOWER:

AC	-7	-7
CIV:		
DHUS	-21	-21
TOTAL	-28	-28

	Officers	Enlisted	Civilians
Current (FY92 Authorizations)	27	21	162
Change (FY92-97)	-4	-3	-21
RESULT	23	18	141

ACTION OFFICER: LTC CRAIN,
355-2112
SMA-72
07 DEC 0845

SUBJECT: HQ, Office of the Surgeon General, Field Operating Activity (FOA) - US Army Medical Research & Development Command (W03JAA)

DOD COMPONENTS: ARMY

ISSUE: Retain the US Army Medical Research & Development Command.

SUMMARY OF EVALUATION:

- o Mission: Plan, program, coordinate, direct and review the Army Medical Department Research, Development, Test and Evaluation (AMEDD RDTE) program.

- o FY92 HQ authorized strength -- 58 officers, and 95 civilians. Total all activities: 504 officers, 764 enlisted, and 1628 civilians.

- o Authorized strength includes the HQ and a total of 12 subordinate operational activities. The enlisted spaces consist of specialty skills such as: 01H - Biological -- Science Research Asst.; and 91B, 91C, 92B. The majority of these positions provide TOE field experience in the medical research environment.

- o Eliminate HQ, Medical R & D by 8 officers, and 12 civilians -- \$ 0.9M

- o Additionally 12 subordinate operational activities (W4PZAA, W4QFAA, W2DRAA, W3TDAA, W4GPAA, W03SAA, W4M6AA, W03YAA, W03WAA, W03XAA, W03KAA, W4D7AA) are reduced by 42 officers, 73 enlisted, 162 civilians -- \$10.7 M.

- o Total reduction is 50 officers, 73 enlisted and 174 civilians -- \$ 12M.

- o These reductions to the medical research, development and acquisition will have an impact that will require elimination of many medical research programs.

- o Pending completion of the OTSG C2 Study a 10-13 percent reduction has been taken. This reduction is consistent with the average medical end strength over the POM.

- o Savings must be applied to direct patient care.

RECOMMENDED ACTION: Eliminate the FOA, retain as a subordinate command of the Medical Command. Transfer functions to new Army Medical Command.

ALTERNATIVE ACTION: None

COORDINATION: LTG LEDFORD, TSG.

Current Program/Estimate
DOLLARS (\$ = M):

RES CODE	PROG CODE	FY93	FY94-97
MPA		-0.18	-4.90
OMA		-0.20	-7.10
TOTAL		-0.38	-12.0

MANPOWER:			
AC		-123	-123
CIV:			
	DHUS	-174	-174
TOTAL		-297	-297

	Officers	Enlisted	Civilians
Current (FY92 Authorizations)	504	764	1628
Change (FY92-97)	-50	-73	-174
RESULTS	454	691	1454

ACTION OFFICER: LTC CRAIN,
355-2112
SMA-60
07 DEC 0848

SUBJECT: HQ, US Army Health Services Command Field Operating Activity (FOA) - USA Environmental Hygiene Agency (W03HAA)

DOD COMPONENTS: ARMY

ISSUE: Eliminate the USA Environmental Hygiene Agency.

SUMMARY OF EVALUATION:

- o Mission: Supports world-wide preventive medicine programs of the Army and other DOD and Federal Agencies. Serves as the Army's Preventive Medicine Program Executive Agent.
- o Pending completion of the OTSG C2 Study a 13 percent reduction has been taken. This reduction is consistent with the average medical end strength over the POM.
- o FY92 authorized strength -- 113 officers, 52 enlisted, and 380 civilians.
- o Eliminate 15 officer, 7 enlisted, 49 civilian and \$ 2.9M.
- o Enlisted spaces consist primarily of: 91S (Preventive Med. Spec.) and 91X (Health Physics Spec.). Positions provide a rotation base and develop career experience required of each specialty.
- o Savings must be applied to direct patient care.

RECOMMENDED ACTION: Eliminate the FOA. Transfer functions to the new Army Medical Command.

ALTERNATIVE ESTIMATE: None

COORDINATION: LTG Ledford, TSG.

Current Program/Estimate

DOLLARS (\$ = M):

RES CODE	PROG CODE	FY93	FY94-97
MPA		0.02	-1.01
OMA		-0.1	-1.90
TOTAL		-0.08	-2.91

MANPOWER:

AC	-22	-22
CIV:		
DHUS	-49	-49
TOTAL	-71	-71

	Officers	Enlisted	Civilian
Current (FY 92-97 Authorizations)	113	52	380
Change (FY 92-97)	-15	-7	-49
Results	98	45	331

ACTION OFFICER: LTC CRAIN,
355-2112
SMA-61
07 DEC 0850

SUBJECT: USA Central Personnel Clearance Facility (W4AFAA)

DOD COMPONENTS: Army

ISSUE: Reduce strength to match reduction of Army end strength.

SUMMARY OF EVALUATION:

- o Mission: Grants, denies, and revokes security clearances and determines eligibility of Sensitive Compartmented Information (SCI) access for the Total Army. Also determines SCI access eligibility for affiliated contractor personnel requiring such access. Make security suitability recommendations relative to Army personnel under consideration for designated special assignments to include the White House. Serves as the PERSCOM proponent for security clearance-related issues.
- o FY 92 manpower authorizations: 9 OFF 43 ENL 69 CIV
- o Reduce authorized manpower by 4 civilian spaces in FY 95; 8 civilian spaces in FY 96; and 12 civilian spaces in FY 97.

RECOMMENDED ACTION: Eliminate the FOA, reduce authorized manpower as indicated, and transfer remaining assets to the proposed Army Personnel Command.

ALTERNATIVE ESTIMATE: None.

COORDINATION: MG Budge, ADCSPER, 26 OCT 90.

ACTION OFFICER: MAJ Stanhagen
325-2106/2112
SMA 74
05 DEC 1620

Current Program/Estimate

DOLLARS (\$=M):

RES CODE	PROG CODE	FY92	FY93	FY94	FY95	FY96	FY97
OMA	P95	0.0	0.0	0.0	-0.1	-0.3	-0.5
MPA		0.0	0.0	0.0	0.0	0.0	0.0
MISC		0.0	0.0	0.0	0.0	0.0	-0.1
TOTAL		0.0	0.0	0.0	-0.1	-0.3	-0.6

MANPOWER:

AC	0	0	0	0	0	0
CIV	0	0	0	4	8	12
TOTAL	0	0	0	4	8	12

	Officer	Enlisted	Civilian
Current (FY 92 Authorization)	9	43	69
Change (FY 92-97)	0	0	-12
Result	9	43	57

SUBJECT: U.S. Army Central Identification Laboratory--
Hawaii(W4S0AA)

DOD COMPONENTS: ARMY

ISSUE: Eliminate/Reduce The U.S. Army Central Identification
Laboratory--Hawaii(USACILHI)

SUMMARY OF EVALUATION:

- o Mission: Identifies remains of service personnel who die overseas.
- o FY 92 manpower authorizations: 3 OFCRS; 23 ENL; 13 CIV.
- o This mission will be required for the foreseeable future.

RECOMMENDED ACTION: Eliminate FOA. Transfer authorizations and mission to the proposed Army Personnel Command.

ALTERNATIVE ESTIMATE: None.

COORDINATION: MG Budge, ADCSPER, 26 Oct 90.

Action Officer: Mr. LALLY/355-2106
SMA-75
2 Nov 1132

SUBJECT: U.S. Army ROTC - Cadet Command

DOD COMPONENTS: ARMY

ISSUE: Reduce Command and Region headquarters.

SUMMARY OF EVALUATION:

- o Mission: Access and train ROTC cadets.
- o Authorizations in headquarters account; 208 officers, 10 AGR officers, 59 enlisted, 329 civilians, 606 total.
- o DCSPER did not endorse formation of Accessions Command but tasked USAREC and Cadet Command to assess impact of a twenty-five percent reduction in their headquarters accounts.
- o 25 percent reduction includes Cadet Command's share of TRADOC's POM reductions, QUICKSILVER II, and a congressional cut of all AGR officers.
- o Cadet Command's plan and congressional action have reduced their school cadre to reflect a smaller commissioning mission.

RECOMMENDED ACTION: Reduce Cadet Command 25 officers, 2 AGR officers, 5 enlisted, 17 civilians, 49 total.

ALTERNATIVE ESTIMATE: None.

COORDINATION: MG Budge, ADCSPER, 13 Nov 90.

Action Officer: LTC Becker/355-2112
SMA-76
20 December 90

Current Program/Estimate

DOLLARS (\$ = M):

RES CODE	PROG CODE	FY92	FY93	FY94	FY95	FY96	FY97
MPA		0.0	-0.3	-2.5	-2.6	-2.6	-2.7
OMA	P81	0.0	-0.2	-0.6	-0.6	-0.6	-0.6
MISC		0.0	-0.4	-1.5	-1.6	-1.8	-2.0
TOTAL		0.0	-0.9	-4.6	-4.8	-5.0	-5.3

MANPOWER:

AC	000	32	32	32	32	32
CIV: DHUS	000	17	17	17	17	17
TOTAL	000	49	49	49	49	49

	OFF	AGR OFF	ENL	CIV
Current (FY 92 Authorizations)	208	10	59	329
Adjustments (Other program reductions)	-14	-8	1	-42
Change (FY 92-97)	-25	-2	-5	-17
Results	169	0	55	270

SUBJECT: HQ, DA, DCSPER Field Operating Agency (FOA) - US Army Research Institute (W049AA)

DOD COMPONENT: Army

ISSUE: Reduce by 50 spaces all remaining Behavioral Research Activity not affected by DMRD 936, Army Lab 21 Study, performed by the US Army Research Institute (ARI).

SUMMARY OF EVALUATION:

- o ARI focuses on research relating individual intelligence and behavioral characteristics to job performance. As a DCSPER FOA, ARI provides behavioral science support to the Army's MANPRINT program. All basic research is performed via contract.
- o FY92 authorization: Off 16; Enl 0; Civ 313; Total 329.
- o Human Engineering Laboratory (HEL) is the Army's lead laboratory for human factors engineering.
- o Currently, both ARI and HEL perform MANPRINT functions. The transfer of 48 spaces to the FLAGSHIP Laboratory will consolidate the Army's MANPRINT research capabilities.
- o If ARI would aggressively exploit other human factors research opportunities conducted by DoD and other Army activities in model development and methods for evaluating accession policy, retention criteria, training performance and job performance, its in-house and out-house capability could be reduced substantially.
- o Currently ARI has 329 spaces. Army Lab 21 Study transferred a total of 62 spaces to the Flagship Lab, 48 spaces for MANPRINT and 14 spaces for the elements of simulation and training devices. Army Lab 21 Study abolished 17 spaces. This leaves 250 spaces.
- o Decision by DoD on lab consolidation required prior to final resolution.

RECOMMENDED ACTION: Reduce by 50 spaces all remaining Behavioral Research Activity not affected by DMRD 936, Army Lab 21 Study, performed by the US Army Research Institute (ARI).

ALTERNATIVE ESTIMATE: None.

COORDINATION: MG Budge, HQDA - ADCSPER, Concur, 10 Oct 90.

Action Officer: Mr. Bruce Smith/355-
2106/2112

ESA46, 7 Dec 90 1200

Current Program/Estimate

Dollars (\$M):

RES CODE	PROG CODE	FY92	FY93	FY94	FY95	FY96	FY97
OMA		-0.9	-3.0	-3.1	-3.1	-3.2	-3.3
MPA		-0.0	-0.3	-0.3	-0.3	-0.3	-0.3
RPA							
RDA							
MISC		-0.0	-0.3	-0.3	-0.3	-0.4	-0.4
TOTAL		-0.9	-3.6	-3.7	-3.7	-3.9	-4.0

Manpower:

AC	4	4	4	4	4	4
AGR-USAR						
AGR-NGB						
Drilling Reservist						
USAR						
NGB						
Civ:						
DHUS	46	46	46	46	46	46
DHFN						
IDHFN						
MILTECH						
Total	50	50	50	50	50	50

	Officer	Enlisted	Civilian
Current (FY 92 Authorization)	16	0	313
Change (FY 92-97)	-4	0	-46
Result	12	0	267

XVII-N4-73

SUBJECT: HQ TRADOC Field Operating Activity (FOA) - Peninsula Civilian Personnel Support Activity (PCPSA), (W4UUAA)

DOD COMPONENT: Army

ISSUE: Disestablish PCPSA as a TRADOC FOA - transfer mission and spaces to Ft Monroe Garrison.

SUMMARY OF EVALUATION:

- o The PCPSA serves as a consolidated CPO for Army organizations around the Newport News, VA, area. It provides service centers at both Ft Monroe and Ft Eustis. Though it reports to the TRADOC DCSBOS, it does not serve as the staff proponent for civilian personnel across TRADOC and should not be considered a FOA.
- o FY 92 command operating costs are estimated at \$2.864M, which includes 80 civilian spaces (reflects updated FY 90 command plan). Manpower is MS3 validated. It is funded under MDEP QCPO, civilian personnel office.
- o Authorizations will change in consonance with the "Manage-to-Budget" concept. Any reductions to this organization at this time would not be beneficial or appropriate.
- o Elimination of PCPSA as a separate TRADOC element would not eliminate the functional requirement nor would elimination of TRADOC HQ. This is an installation type activity and should be with the Ft Monroe Garrison TDA, not a TRADOC FOA. Under the Vanguard Vision concept for TRADOC, the Fort Monroe civilian work population will grow substantially by consolidation and savings of combat development functions from within TRADOC.

RECOMMENDED ACTION: Disestablish the FOA. Transfer 80 spaces to Ft Monroe Garrison TDA (UIC WOUWAA).

ALTERNATIVE ESTIMATE: None.

COORDINATION: Proponent nonconcur - regional service type organizations should be separate activities.

Action Officer: LTC Carter/355-2264
- MAC 28/6 DEC 1300

Current Program/Estimate

CURRENT DOLLARS (\$ = M):

RES CODE	PROG CODE	FY92	FY93	FY94	FY95	FY96	FY97
OMA							
MPA							
TOTAL							

MANPOWER:

AC
DRILLING RESERVIST
AGR
CIV:
 DHUS
 DHFN
 MILTECH
TOTAL

ACTION OFFICER: LTC CARTER/355-2264

CHAPTER XVII, APPENDIX N5
Detailed Issue Analysis Sheets
Restructure Installations and BASOPS Management Structure

Maximize the Self-Sustainability of NAF Funded Organizations	XVII-N5-1
Consolidate Re-Enlistment at the Installation Level	XVII-N5-3
Establish Standard TDA's for FORSCOM and TRADOC Garrisons	XVII-N5-5
Eliminate Contracts and Civilian Personnel Performing KP Services	XVII-N5-18
Transfer of MILK Plants to AAFES	XVII-N5-20
Maximize the Elimination of WWII Buildings by FY97	XVII-N5-22
Transient Lodging to Reimburse RPHA for Maintenance and repair	XVII-N5-24
Consolidation of Directorate of Reserve Components with Directorate of Plans and Training	XVII-N5-26
Consolidate Fiscal and Resource Management Budget	XVII-N5-28
Retain Army Engineer Activity, Capital Area	XVII-N5-31
Eliminate EUSA Facilities Engineer Activity	XVII-N5-33
Retain U.S. Toxic and Hazardous Material Agency	XVII-N5-36
Retain Engineer and Housing Support Center	XVII-N5-38
Retain Army Environmental Office	XVII-N5-41
Reduce EUSA Recreation Services Operation	XVII-N5-43
Eliminate U.S. Army Recreation Service Support Center	
Europe	XVII-N5-46
Eliminate U.S. Army Chemical Demilitarization Agency	XVII-N5-50
Disestablish U.S. Army Commercial Activities Management Agency	XVII-N5-52
Eliminate Program and Installation Assistance Agency	XVII-N5-54
Retain U.S. Army Korea Contracting Agency	XVII-N5-56
Eliminate Base Realignment Clousure Office	XVII-N5-58
Consolidate Fiscal and Resource Management	XVII-N5-60
Centralize Installation DEH Support for AMC, FORSCOM, and TRADOC	XVII-N5-63
Transfer Installation Contracting Function	XVII-N5-66
Transfer Humphrey's Engineer Support Activity	XVII-N5-70
Consolidate Installation Management Functions	XVII-N5-73
Redesignate MDW U.S. Material Transportation Agency	XVII-N5-80
Reduce U.S. Army Material Command Installation and Services Activity	XVII-N5-83
Reduce USARPAC	XVII-N5-85
Disestablish the Centralized Contracting Office	XVII-N5-87
Retain TRADOC Contracting Activity	XVII-N5-89

No Change to U.S. Army Chemical Activity WESTCOM
No Change to Program Manager Rocky Mountain Arsenal

XVII-N5-91
XVII-N5-93

SUBJECT: Maximize the self-sustainability of NAF funded organizations.

DOD COMPONENTS: Army

ISSUE: There are efficiencies to be gained by privatizing or eliminating APF to some Category B MWR activities and reducing APF support to Category A activities.

SUMMARY OF EVALUATION:

- o Category B activities funded with APF and NAF. Initiative eliminates APF in arts and crafts, entertainment and Category B bowling and requires these activities be operationally self-sustaining or the mission eliminated. Assumes reliance on civilian communities. APF in Category B bowling is eliminated in FY 91. Remaining dollars and manpower are decremented in FY 92/93.
- o APF support to Category A activities (recreation centers) reduced but lagging slightly behind the transition to a smaller force. Dollars and manpower are decremented in FY 93/94/95.
- o Initiative excludes Category A libraries and sports programs.

RECOMMENDED ACTION: Reduce APF support to Category B activities and Recreation Centers.

ALTERNATIVE ESTIMATE: None.

COORDINATION: COL Ingalsbe, DAPE-MBB, 697-0680 and MG Marty, CDR, CFSC, 325-9008. September 1990.

Action Officer: Ms Ann Olson
FAC02
011500Z NOV 90

Current Program/Estimate

Dollars (\$ = M):

RES CODE	PROG CODE	MDEP	FY92	FY93	FY94	FY95	FY96	FY97
OMA	P2		- 0.57	- 3.53	-11.37	-14.09	-17.17	-17.70
	4992		- 0.00	- 0.02	- 0.03	- 0.03	- 0.03	- 0.04
	2040		- 0.04	- 0.17	- 0.26	- 0.27	- 0.28	- 0.29
	P39		- 0.10	- 0.34	- 0.65	- 0.84	- 0.98	- 1.01
	P72		- 0.02	- 0.09	- 0.14	- 0.15	- 0.15	- 0.16
	P81		- 0.10	- 0.24	- 0.36	- 0.38	- 0.39	- 0.41
	P84		- 0.16	- 0.29	- 0.47	- 0.58	- 0.67	- 0.69
MPA			0.00	- 0.05	- 0.16	- 0.16	- 0.17	- 0.17
RPA								
MISC			- 0.16	- 0.55	- 1.34	- 1.64	-1.97	- 2.03
TOTAL			- 1.15	- 5.28	-14.78	-18.14	-21.81	-22.50

Manpower:

AC	- 1	- 3	- 3	- 3	- 3	- 3
AGR-USAR						
AGR-NGB						
Drilling Reservist:						
USAR						
NGB						
Civ:						
DHUS	-119	-273	-323	-375	-375	-375
DHFN	- 2	- 5	- 8	- 8	- 8	- 8
IDHFN	- 38	-142	-172	-206	-206	-206
Mil Tech						
TOTAL	160	423	506	592	592	592

	Officer	Enlisted	Civilian
Current (FY 92 Authorization)	1	2	1364
Change (FY 92-97)	-1	-2	-589
TAADS ADJ	0	0	-134
Result	0	0	641

SUBJECT: Consolidate re-enlistment at the installation level.

DOD COMPONENTS: Army

ISSUE: There are efficiencies to be gained by consolidating re-enlistment at the installation level.

SUMMARY OF EVALUATION:

- o Re-enlistment will be consolidated at installation level. The overall mission of re-enlistment will be reduced.
- o There will be 3 re-enlistment personnel per installation. The remainder of re-enlistment personnel will be eliminated.
- o Appropriate re-enlistment regulations and manpower yardsticks must be revised.

RECOMMENDED ACTION: Reduce re-enlistment NCO's by 408 in FY92.

ALTERNATIVE ESTIMATE: None.

COORDINATION: ODCSPER, 695-7490/7489

Action Officer: Ms. Ann Olson
FAC03
1 OCT 90

Current Program/Estimate

Dollars (\$ = M):.

RES CODE	PROG CODE	FY92	FY93	FY94	FY95	FY96	FY97
MPA		-15.26	-15.83	-16.36	-16.87	-17.39	-17.93
OMA1	P202	- .31	- .32	- .33	- .34	- .35	- .36
	P81	- .27	- .28	- .29	- .29	- .30	- .31
	P84	- .02	- .02	- .02	- .02	- .02	- .02
TOTAL		-15.86	-16.45	-17.00	-17.52	-18.06	-18.62

MANPOWER:

AC	408	408	408	408	408	408
DRILLING RESERVIST						
AGR						
RC						
CIV:						
DHUS	27	27	27	27	27	27
DHFN						
MILTECH						
TOTAL	435	435	435	435	435	435

	Officer	Enlisted	Civilian
Current (FY 92 Authorization)	0	659	27
Change (FY 92-97)	0	408	-27
Result	0	251	0

SUBJECT: Garrison TDAs

DOD COMPONENTS: Army

ISSUE: Establish standard TDAs for FORSCOM and TRADOC garrisons.

SUMMARY OF EVALUATION:

- o AR 5-3, "Installation Management and Organization," specifies how a garrison is to be organized. Because of installation and mission differences, as well as use of commercial activities, application of this "standard" is inconsistent. AMC has integrated depot and BASOPS functions and TRADOC has integrated some functions of their schools and BASOPS, especially special staff functions.
- o 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, or for positions that require a military background to be successful or that require unusual hours not normally associated or compatible with civilian employment.
- o Officer authorizations:
 - oo Major FORSCOM and TRADOC installations have 10 to 30 Army officers authorized by TDA in BASOPS functions (less JAG, CHAP, Aides, IG and Reservists). Multiple authorizations exist for MP, FI, Comptroller MOSCs, the Director of Plans, Training and Mobilization, and command functions. Directors of Security are typically civilian; the Directors of Engineering & Housing, Resource Management and the Provost Marshall are predominantly military. The Director of Logistics and the Director of Personnel & Community Affairs are predominantly civilian in TRADOC; in FORSCOM predominantly military. Directors are colonels at Corps installations; elsewhere there is no consistency.
 - oo Under this initiative, officer positions designated as military will be graded as shown on attached grading and authorization table (Encl 1). Grading is consistent with AR 611-101; however, lower graded officers are added in order to "grow garrison managers". Positions to be civilianized are: PAO, DSEC, DOC, DPCA, SGS and Protocol. The DOIM will be designated and graded consistent with ISC (for purposes of this analysis, current = model).
 - oo Inherent in this initiative is the enhancement of ASI 6Y, Installation Management, into a functional area specialty and the centralized selection of garrison commanders.

- oo This action would eliminate 87 officer spaces and effectively down-grade 13 others (see Summary of Officer Authorizations - Encl 2). In addition, 59 civilian authorizations would be militarized and 40 military authorizations civilianized for a net elimination of 19 civilian positions.
- o Enlisted authorizations:
 - oo Both TRADOC and FORSCOM have large numbers of enlisted soldiers performing military police, military personnel, supply and command support functions.
 - oo The attached enlisted authorization table (Encl 3) is the numerical description that approximates results of a line by line scrub of garrison TDAs (Encls 4,5 & 6).
 - oo Authorizations for TDA MPs at installations with TOE units have been greatly reduced. TOE units will supplement services. If TOE units are deployed, borrowed military manpower or activated Reserve Component units may be required to reinforce garrison MPs at these locations.
 - oo This initiative does not provide for grading of enlisted positions nor does it attempt to define authorized MOSSs. Actual work load has not been addressed. Work load that exceeds the enlisted capacity or capabilities will be performed by civilian personnel (managed to budget).
 - oo Savings are 2583 enlisted authorizations (1262 in FORSCOM & 1321 in TRADOC). Model garrison rules have been applied to FY93 strengths in "The Army Stationing and Installation Plan" (ASIP) to determine model authorizations.
- o The model allows for garrison growth as installation population increases.

RECOMMENDED ACTION:

- o Reduce officer and enlisted authorizations in FORSCOM and TRADOC for garrison TDAs consistent with attached authorization tables (Encl 1 & 3).
- o Establish "Garrison Management" as an officer functional area specialty.
- o Centrally select garrison commanders.

ALTERNATIVE ESTIMATE: None.

COORDINATION:

- o Officer grading and authorizations - COL Stanley, Chief, Audit Task Force (ODCSOPS), LTC Garcia, USAPIC and LTC Zerlet, DACS-DME.
- o Enlisted authorizations - LTC Garcia, USAPIC and LTC Zerlet, DACS-DME.

Action Officer: LTC Tom Bauer
Initiative FAC05
281100Z Nov 90

Current Program/Estimate

Dollars (\$ = M):

RES CODE	PROG CODE	MDEP	FY92	FY93	FY94	FY95	FY96	FY97
OMA	P2		+ 0.10	- 0.45	- 0.47	- 0.48	- 0.50	- 0.51
	P8		+ 0.28	- 1.39	- 1.44	- 1.48	- 1.53	- 1.58
MPA			- 0.84	- 7.51	- 7.76	- 8.00	- 8.25	- 8.51
MISC			- 0.05	- 0.94	- 0.97	- 1.00	- 1.03	- 1.06
TOTAL			+ 0.51	-10.29	-10.64	-10.96	-11.31	-11.66

Manpower:

AC	-2670	-2670	-2670	-2670	-2670	-2670
AGR-USAR						
AGR-NGB						
Drilling Reservist:						
USAR						
NGB						
Civ:						
DHUS	-19	-19	-19	-19	-19	-19
DHFN						
IDHFN						
Mil Tech						
TOTAL	-2689	-2689	-2689	-2689	-2689	-2689

	Officer	Enlisted	Civilian
Current (FY 92 Authorization)	570	9,453	37,909
Change (FY 92-97)	-87	-2,583	-19
Result	483	6,870	37,890

NOTE: Elimination of enlisted authorizations is not costed.

**OFFICER GRADING & AUTHORIZATIONS
FOR MODEL GARRISONS**

	>20,000	8,000- 20,000	<8,000	SUB INSTAL
CDR	O6	O6	O6	O5
AG	O4	O4	O3	
DPTM	O5	O5	O4	O3
Aviation	O4	O4	O3	
RCS*	O3	O3	O3	
PLANS/OPNS*	O3	O3	O3	
RM	O5	O5	O4	
F&A	O5	O4	O4	
PM	O5	O5	O4	
OPNS*	O3	O3	O3	
DEH	O5**	O5	O4	
OPNS/C MGMT*	O4	O3	O3	
DOL	O5	O5	O4	
PLANS/OPNS*	O4	O3	O3	
HQ CMD	O5	O4	O3	

NOTES:

Except for HQ CMD all commanders will be dual hatted (eg PM OPNS CPT will be CO CDR and OPNS Officer).

* Not graded in AR 611-101

** Special rule allowing O6 grading at selected installations.

CIVILIANIZE:

PAO
DSEC
DOC

DPCA
SGS
PROTOCOL

NO CHANGE:

JAG
IG
DOIM

CHAPLAIN
AIDE DE CAMP

(not considered in
analysis)

**SUMMARY OF OFFICER GRADES AUTHORIZED
BY INSTALLATION SIZE FOR VANGUARD MODEL**

GRADE	>24 or >20M SQFT	>20K	8- 20K	<8K	SUB
O6	2	1	1	1	0
O5	6	7	5	0	1
O4	4	4	5	6	0
O3	3	3	4	8	1

**SUMMARY OF OFFICER AUTHORIZATIONS
REQUIRED TO MEET VANGUARD MODEL**

GRADE	VANGUARD MODEL	CURRENT AUTH	DIFF
O6	38	103	-65
O5	151	144	+ 7
O4	149	143	+ 6
O3	145	170	-25
O2	0	10	-10
TOTAL	483	570	-87

**ENLISTED AUTHORIZATIONS
FOR MODEL GARRISONS**

INSTAL POP*:	>20K	8-20K	<8K	SUB
CSM	1	1	1	1
CDR'S OFFICE	4	3	2	1
IG	4	3	2	1
REUP	4	3	2	0
HQ CMD	8	6	4	0
DPTM	10	8	6	4
PMO	3	2	1	1
DOL	3	2	1	0
FOOD SERVICE	2	2	1	0

The following rules will be implemented to determine additional authorizations:

Chaplains Asst: 1.25 per military Chaplain authorized.

Legal Asst: 0.8 per JAG authorized.

Military Personnel Specialist: 1 per 75 trainees.
1 per 350 other soldiers.

Military Police: 1 per 75 trainees.
1 per 200 other soldiers.
Correction personnel determined by work load.

Supply Specialists: 1 per 300 trainees.
1 per 1500 other soldiers.

Cooks: Determined by work load.

Trainers: Determined by work load.

Finance and Accounting Specialists: Determined by work load.

NOTES:

* Total working population as determined in the ASIP.

**RESULTS OF LINE BY LINE
ENLISTED SCRUB OF GARRISON TDAs**

FORSCOM

SWCC	NC	CIV	TOT	E
A (ADMIN)	2	36	38	9
B,C (CMD & CTRL)	157	319	476	165
D (INFO SYS MGMT)	0	32	32	11
E,J (ENGR/FAC MGMT)	0	0	0	30
F (FISCAL)	0	115	115	5
G (ACQUISITION)	0	0	0	0
I (INTEL)	2	0	2	12
K,L,M,N (LOG)	160	95	255	42
O (MANPOWER)	0	0	0	0
P,Q,R (PERSONNEL)	62	518	580	581
S (R & D)	0	0	0	0
T (SECURITY)	932	533	1336	420
U (TRNG & ED)	23	10	33	11
X (OPNS & FORCE)	15	2	17	15
Y (COMBINED FORCES)	9	4	13	5
TOTALS:	1362	1664	2897	1306

NC - NO CHANGE

CIV - CIVILIANIZE

TOT - NC+CIV

E - ELIMINATED

NOTE: MODEL IS BASED UPON AUTHORIZATIONS TO FILL BOTH "NC" AND "CIV" POSITIONS SINCE IT IS ANTICIPATED THAT FUNDS TO CIVILIANIZE POSITIONS WILL NOT BE AVAILABLE.

**RESULTS OF LINE BY LINE
ENLISTED SCRUB OF GARRISON TDA's**

		<u>TRADOC</u>		
SWCC	NC	CIV	TOT	E
A (ADMIN)	77	4	81	18
B,C (CMD & CTRL)	537	81	618	245
D (INFO SYS MGMT)	0	0	0	0
E,J (ENGR/FAC MGMT)	4	0	4	22
F (FISCAL)	217	41	258	12
G (ACQUISITION)	0	0	0	2
I (INTEL)	6	0	6	30
K,L,M,N (LOG)	361	42	403	30
O (MANPOWER)	0	0	0	6
P,Q,R (PERSONNEL)	853	146	999	342
S (R & D)	0	0	0	2
T (SECURITY)	997	473	1409	268
U (TRNG & ED)	70	5	75	259
X (OPNS & FORCE)	81	3	84	32
Y (COMBINED FORCES)	13	1	14	31
TOTALS:	3216	796	3951	1299

NC - NO CHANGE

CIV - CIVILIANIZE

TOT - NC+CIV

E - ELIMINATED

NOTE: MODEL IS BASED UPON AUTHORIZATIONS TO FILL BOTH "NC" AND "CIV" POSITIONS SINCE IT IS ANTICIPATED THAT FUNDS TO CIVILIANIZE POSITIONS WILL NOT BE AVAILABLE.

ENLISTED TDA SCRUB RULES

PROTECTED:

- Finance & Accounting personnel
- ISGs & Drill SGTs
- Instructors
- OPNs & Range NCOs
- Cooks
- Riggers
- Enlisted Aides & Chauffers for GOs
- Firefighters (51M)
- Prime Power personnel (52E)
- Confinement personnel (95C)
- Criminal Investigators (95D)
- Dog Handlers

LIMIT:

- Retain 1 CSM per garrison TDA
- Retain 3 REUP NCOs per installation
- Retain up to 4 PAO NCOs per installation
- Retain 2 IG NCOs per installation
- Retain Protocol NCOs in selected SWCC
- Retain 75% of personnel in MILPOs

ELIMINATE:

- EO/EEO personnel
- Museum & History personnel
- Visual Information & Data Processing
- Training Evaluators
- Assistants
- Tasking & Test NCOs
- Duty Soldiers
- Security NCOs that are not MPs
- CONUS DEH personnel
- CONUS Chemical personnel
- CONUS Intelligence personnel
- CONUS Physical Security personnel
- CONUS AWOL Apprehension personnel
- CONUS Crime Prevention personnel
- CONUS Game Warden
- Combat Arms NCOs (not protected elsewhere)
- MPs on installations where TOE MPs exist (not protected elsewhere)

CIVILIANIZATION:

- All positions that don't require soldiers (AR 570-4)

**APPLICATION OF MODEL GARRISON RULES
TO ENLISTED AUTHORIZATIONS.**

	90 TAADS	SCRUB	MODEL
FORSCOM	4203	2897	2941
TRADOC	5250	3951	3929
FC+TC	9453	6848	6870

SUMMARY OF INSTALLATION SIZE BY MACOM

COMMAND	>24K or >20M SQFT	>20K	8- 20K	<8K	SUB
FORSCOM	5	1	6	3	6
TRADOC	2	4	7	3	3
TOTAL	7	5	13	6	9

INSTALLATIONS

	FORSCOM	TRADOC
>24K or >20M SQFT	FT BRAGG FT HOOD FT LEWIS FT CAMPBELL FT MEADE	FT BENNING FT KNOX
>20K	FT STEWART	FT BLISS FT JACKSON FT LEONARD WOOD FT SILL
8-20K	FT CARSON FT DRUM FT SAM HOUSTON FT POLK FT RILEY FT MCPHERSON	FT GORDON FT LEE FT EUSTIS FT RUCKER FT HUACHUCA FT BENJAMIN HARRISON FT LEAVENWORTH**
<8K	FT DEVINS FT IRWIN FT MCCOY	FT DIX FT MONROE CARLISLE BARRACKS**
SUB	FT A.P. HILL FT PICKETT FT INDIANTOWN GAP YAKIMA FIRING CTR FT BUCHANAN FT GILLEM	FT CHAFFEE FT HAMILTON FT TOTTEN

NOTES:

- ** Upgraded due to type population.
- Fort Ord not included.
- Other sub-installations will be commanded by senior officer assigned; other positions will be civilianized.

XVII-N5-17

SUBJECT: Eliminate contracts and indirect hires performing KP services.

DOD COMPONENTS: Army

ISSUE: Eliminate contracts and civilian personnel performing KP services in enlisted mess halls.

SUMMARY OF EVALUATION:

- o Action does not eliminate KP services at hospitals, nor where full food service contracts exist.
- o USAFAC reported to OSD (Feb 90) that \$42.375M was spent on contracts for KP service at enlisted mess halls.
- o The data base was searched for all AMSCO extensions "FB"-Dining Facilities, Food Service Attendants (KP's).
 - oo There are 458 local national authorizations in EUSA. These authorizations have been eliminated.
 - oo There are 1482 authorizations in USAREUR (1472 local nationals and 10 wage grades). Of the authorizations in USAREUR, 586 local national and the 10 wage grade authorizations were eliminated. (Assumption: U.S. military strength in USAREUR goes from 199K (now) to 80K in 1995. We eliminated the KP's associated with the percentage of soldiers remaining in 1995.)
- o If this action is implemented, a change in DA policy is needed for enlisted personnel to perform KP duties.

RECOMMENDED ACTION: Eliminate contracts and personnel performing KP services in enlisted mess halls.

ALTERNATIVE ESTIMATE: None.

COORDINATION: Mr. Kowalczyk, 614-3951, Asst Director for Energy and Troop Support, ODCSLOG.

Action Officer: LTC Tom Bauer/355-2291
Initiative FAC08
011500Z NOV 90

Current Program/Estimate

Dollars (\$ = M):

RES CODE	PROG CODE	MDEP	FY92	FY93	FY94	FY95	FY96	FY97
OMA	P2		- 0.28	- 7.56	-15.93	-25.13	-25.90	-26.71
	(Contract)		0.00	-42.40	-42.40	-42.40	-42.40	-42.40
MPA								
RPA								
MISC			0	- 0.06	- 0.14	- 0.23	- 0.24	- 0.25
TOTAL			- 0.28	-50.02	-58.47	-67.76	-68.54	-69.36

Manpower:

AC						
AGR-USAR						
AGR-NGB						
Drilling Reservist:						
USAR						
NGB						
Civ:						
DHUS	- 3	- 6	- 10	- 10	- 10	- 10
DHFN	-152	-305	-458	-458	-458	-458
IDHFN	-195	-390	-586	-586	-586	-586
Mil Tech						
TOTAL	-350	-701	-1054	-1054	-1054	-1054

	Officer	Enlisted	Civilian
Current (FY 92 Authorization)	0	0	1940
Change (FY 92-97)	0	0	-1940*
Result	0	0	0

* Assumes that USAREUR has eliminated 886 authorizations in conjunction with their CFE reductions.

SUBJECT: Transfer of Milk Plants

DOD COMPONENTS: Army

ISSUE: There are efficiencies to be gained by transferring milk plant operations to AAFES.

SUMMARY OF EVALUATION:

- o AAFES operates these facilities in most locations (e.g. ice cream plant in Germany and a milk plant in the Philippines). AAFES has expressed an interest in taking over the milk plan operations.
- o In Korea and Japan, milk plant facilities are government owned/contractor operated. In Japan the labor is government provided.
- o Previous attempts to transfer the operation in Korea to AAFES have been stopped by political intervention.
- o Cost savings are estimated:
 - oo Japan - Savings is 34 authorizations. Current operation is run on a break-even basis.
 - oo Korea - A 1985 legal assessment based on a AAA report states that this transfer would result in a \$1.5M savings.

RECOMMENDED ACTION: Transfer milk plants in Korea and Japan to AAFES.

ALTERNATIVE ESTIMATE: None.

COORDINATION: Mr. Kowalczyk, DALO-TSZ-B; Mr. Quigley, AAFES.

Action Officer: LTC Tom Bauer/355-2460
Initiative FAC10
1 OCT 90

Current Program/Estimate

Dollars (\$ = M):

RES CODE	PROG CODE	FY92	FY93	FY94	FY95	FY96	FY97
OMA1	202	- 1.54	- 1.54	- 1.54	- 1.54	- 1.54	- 1.54
OMA2	202	- 0.93	- 0.96	- 1.00	- 1.00	- 1.01	- 1.01
TOTAL		- 2.47	- 2.50	- 2.54	- 2.54	- 2.55	- 2.55

MANPOWER:

AC
DRILLING RESERVIST
AGR
RC
CIV:

DHUS	1	1	1	1	1	1
DHFN	33	33	33	33	33	33
MILTECH						
TOTAL	34	34	34	34	34	34

	Officer	Enlisted	Civilian
Current (FY 92 Authorization)	0	0	34
Change (FY 92-97)	0	0	-34
Result	0	0	0

SUBJECT: Maximum use of available facilities to reduce costs - WW II wood structures.

DOD COMPONENTS: Army

ISSUE: Maximize the elimination of WW II wood buildings by FY97 by terminating maintenance and repair (RPMA) support.

SUMMARY OF EVALUATION:

- o The DEH provides the utilities, maintenance and repair for WW II wood facilities that are reaching the age of 50 years.
- o There are currently 21k buildings (90 million sq ft).
- o An estimated 20 mil sf will be eliminated by BRAC I, II and future base closures.
- o Many of the buildings are used for storage and part time usage (i.e., Reserve component training, Boy Scouts, etc).
- o Estimated 1989 M&R expenditure: $90M \times \$0.60 = \$54M$.
(Av cost of WW II wood = $\$0.60 @ 5$ Installations).
- o A 50% reduction in current spending saves \$27M, but POM reductions of 23% have already been applied to RPMA; therefore, use $77\% \times 27M = \$21M$.
- o Installations must do long range planning for alternatives.
- o Current policies under review by the OACE.

RECOMMENDED ACTION: Eliminate maintenance and repair of WWII buildings.

ALTERNATIVE ESTIMATE: None.

COORDINATION: MG Offringa, ACE, 697-4221.

Action Officer: LTC Mike Burchett/355-2291
FAC14
011500Z NOV 90

Current Program/Estimate

Dollars (\$M):

RES CODE	PROG CODE	MDEP	FY92	FY93	FY94	FY95	FY96	FY97
OMA	2		- 9.1	-10.1	-11.4	-12.8	-16.3	-16.8
	39		- 0.2	- 0.2	- 0.2	- 0.3	- 0.3	- 0.3
	7		- 0.6	- 0.7	- 0.8	- 0.8	- 1.1	- 1.1
	81		- 4.7	- 5.3	- 6.0	- 6.6	- 8.4	- 8.7
MPA								
RPA								
MISC								
Total			-14.6	-16.3	-18.4	-20.5	-26.1	-26.9

Manpower:

AC
 AGR-USAR
 AGR-NGB
 Drilling Reservist:
 USAR
 NGB
 Civ:
 DHUS
 DHFN
 IDHFN
 Mil Tech

Total

Officer

Enlisted

Civilian

Current (FY 92
 Authorization)

Change
 (FY 92-97)

Result

SUBJECT: Transient facilities to reimburse RPMA (OMA) for utilities, maintenance and repair (M&R) of transient facilities.

DOD COMPONENTS: Army

ISSUE: Transient lodging facilities will reimburse the OMA account for utilities and M/R similar to the current guest house policy.

SUMMARY OF EVALUATION:

- o GAO has recommended that receipts from official travel be used only for actual expenses and for improvements in appropriated lodging facilities.
- o DOD has concurred with the GAO finding that the Army will no longer be able to transfer profits from official travel to NAF through the Installation Morale and Welfare Fund (IMWRF).
- o RPMA funds currently provide utilities, maintenance and repair (M&R) for transient housing without reimbursement. This situation creates excess profits from official travel lodging receipts, and converts it into NAF through the IMWRF. This is contrary to the intent of Congress as it pertains to appropriated support to NAF.
- o This initiative requires transient facilities to reimburse OMA for utilities, furnishings, and M&R; set aside funds for improvements in transient facilities, and should result in lower lodging fees for the official traveler. Fees will be based on a "break even basis".
- o Net Income (FY 89) from transient facilities = \$ 43M. Projected transient facilities annual income (FY 91 and out) is \$ 34M for all Army, assuming a 20% reduction for the downsizing of the Army.
- o FY89 RPMA (DEH) cost of utilities, maint and repair, opns and furnishings for transient housing was \$27M.
- o RPMA to be reduced \$20M based on reimbursement from transient facilities receipts (official travel).

RECOMMENDED ACTION: Transient facilities reimburse RPMA (OMA) for utilities, maintenance and repair of transient facilities.

ALTERNATIVE ESTIMATE: None.

COORDINATION: Mr Nurger, DAEN-ZCI; Mr. Gnocci, CFSC-JA

Mr. Bruce Brotnov
FAC14/ 1 OCT 90

CURRENT PROGRAM/ESTIMATE .

Dollars (\$ = 'M):

RES CODE	PROG CODE	FY92	FY93	FY94	FY95	FY96	FY97
OMA	2	-15.5	-15.9	-16.5	-17.0	-17.6	-18.1
	39	- 0.2	- 0.2	- 0.2	- 0.2	- 0.2	- 0.2
	7	- 0.5	- 0.6	- 0.6	- 0.6	- 0.6	- 0.6
	81	- 5.6	- 5.8	- 6.0	- 6.2	- 6.4	- 6.6
	84	- 0.1	- 0.1	- 0.1	- 0.1	- 0.1	- 0.1
TOTAL		-21.9	-22.6	-23.4	-24.1	-24.9	-25.6

SUBJECT: Consolidation of the Directorate of Reserve Components (DRC) into the Directorate of Plans Training and Security (DPTS).

DOD COMPONENTS: Army

ISSUE: There are efficiencies to be gained by consolidating the Directorate of Reserve Components into the Directorate of Plans Training and Security.

SUMMARY OF EVALUATION:

- o The DRC becomes the coordinator/integrator within the DPTS. All supply/warehouse personnel and logistics mission personnel go to the Director of Logistics.
- o Budget, administrative, military personnel specialists, engineers, drivers, and laborers are eliminated.

RECOMMENDED ACTION: Consolidate DRCS into DPTM.

ALTERNATIVE ESTIMATE: None.

COORDINATION: COL Shockley, DAMO-TRR; COL Brown, FORSCOM J-3 Training, LTC Forbes, TRADOC.

Action Officer: LTC Tom Bauer/355-2460
FAC22
1 OCT 90

Current Program/Estimate

Dollars (\$ = M):

RES CODE	PROG CODE	FY92	FY93	FY94	FY95	FY96	FY97
MPA		- 0.90	- 0.93	- 0.96	- 0.99	- 1.02	- 1.05
OMA	202	- 1.29	- 1.34	- 1.38	- 1.43	- 1.47	- 1.52
	81	- 0.70	- 0.73	- 0.75	- 0.78	- 0.80	- 0.83
TOTAL		- 2.89	- 3.00	- 3.09	- 3.20	- 3.29	- 3.40

MANPOWER:

AC	31	31	31	31	31	31
DRILLING RESERVIST						
AGR						
RC						
CIV:						
DHUS	69	69	69	69	69	69
DHFN						
MILTECH						
TOTAL	100	100	100	100	100	100

	Officer	Enlisted	Civilian
Current (FY 92 Authorization)	12	119	219
Change (FY 92-97)	0	-31	- 69
Result	12	88	150

SUBJECT: Consolidate Fiscal and Resource Management--Budget Functions (Occupational Series 560 and 561)

DOD COMPONENTS: ARMY

ISSUE: Should the installation budgeting functions be consolidated at installation level to eliminate duplication and "shadow organizations" and to streamline the budget process?

SUMMARY OF EVALUATION: Installation BASOPs budget functions could be performed in a centralized budget office. Initiative incorporates the following:

- o Consolidates installation BASOPs budgeting functions within a centralized office in the installation Directorate of Resource Management (DRM). (The one exception is the Directorate of Engineering and Housing (DEH) which would retain its budgeting function.) The centralized office would:
 - Provide all budget support to remaining BASOPs activities.
 - Augment current staff with additional personnel from those installation offices designated for elimination through consolidation with the centralized budget office.
- o Eliminates existing budget offices in other installation BASOPs directorates (except DEH).
- o Eliminates all budget assistant and administrative/support personnel spaces not located in DRM budget offices.
- o Eliminates supervisory budget personnel in the installation offices designated for elimination.
- o Transfers all budget analysts in the eliminated offices to the installation DRM.
- o Spaces identified at installations to be closed under BRAC I and II are not included.
- o Rationale for this action:
 - More efficient installation organization.
 - Smaller more efficient Army.
 - Elimination of duplication of budget functions/shadow

offices.

RECOMMENDED ACTION: Consolidate all installation directorate budget offices (except (DEH) into installation DRM. Reduce authorizations by 269.

ALTERNATIVE ESTIMATE: None.

COORDINATION: Mr. Barton Toohey, Asst Dep ASA Army Budget, 695-4575.

Ms. Ann Olson
FAC23
1 OCT 90

Current Program/Estimate

Dollars (\$ = M):

RES CODE	PROG CODE	FY92	FY93	FY94	FY95	FY96	FY97
MPA		0.02	- 0.18	- 0.19	- 0.20	- 0.20	- 0.21
OMA1		- 0.78	- 3.58	- 3.70	- 3.82	- 3.94	- 4.06
OMA2		0.11	- 0.89	- 0.92	- 0.95	- 0.98	- 1.01
		- 0.05	- 0.16	- 0.17	- 0.17	- 0.18	- 0.19
		- 0.05	- 0.17	- 0.18	- 0.18	- 0.19	- 0.19
		- 0.95	- 2.99	- 3.09	- 3.18	- 3.28	- 3.38
		- 0.03	- 0.09	- 0.10	- 0.10	- 0.10	- 0.11
AIF (APPN 4992)		- 0.01	- 0.03	- 0.03	- 0.03	- 0.03	- 0.04
	2040	- 0.02	- 0.06	- 0.06	- 0.06	- 0.06	- 0.06
TOTAL		- 1.80	- 8.15	- 8.44	- 8.69	- 8.96	- 9.25

MANPOWER:

AC	4	4	4	4	4	4
CIV:						
DHUS	234	234	234	234	234	234
FN	31	31	31	31	31	31
TOTAL	269	269	269	269	269	269

	Officer	Enlisted	Civilian
Current (FY 92 Authorization)	4	0	2183
Change (FY 92-97)	-4	0	-269
Result	0	0	1914

SUBJECT: U. S. Army Engineer Activity, Capital Area (EA,CA)
(UIC - W4FSAA)

DOD COMPONENTS: Army

ISSUE: Retain EA,CA as a FOA.

SUMMARY OF EVALUATION:

- o Mission: To provide real property maintenance services to the District of Columbia; Arlington, Fairfax and Fauquier Counties, Virginia; the cities of Alexandria, Falls Church and Fairfax, Virginia; Montgomery and Prince George Counties, Maryland; and other specific areas as directed by HQ Department of the Army.
- o FY92 Authorizations: 5 OFF 4 ENL 579 CIV
- o There is no set budget for EA,CA. EA,CA is funded on a reimbursable basis, charging recipients for services rendered. EA,CA submits a report each year to the SELCOM showing work years, end strength and permanent full time employees.
- o USACE is the proponent MACOM; MDW has operational control.
- o EA,CA provides centralized and consolidated real property maintenance activities (RPMA) in the National Capitol Region.
- o This system has reduced the engineer manpower and RPMA costs for MDW when compared to what MDW would pay to provide this service directly.
- o. EA,CA is being used as a model for other area consolidation candidates in the Army under DMR/AMR considerations.

RECOMMENDED ACTION: Retain EA,CA as a FOA with no decrements.

ALTERNATIVE ESTIMATE: None.

COORDINATION: COL(P) Genetti, CofS/USACE, 5 Oct 90.

Action Officer: Ms. Pat Mitchell/355-2291
Initiative FAC25
011500Z NOV 90

Current Program/Estimate

Dollars (\$ = M):

RES CODE FY97	PROG CODE	MDEP	FY92	FY93	FY94	FY95	FY96
OMA							
MPA							
RPA							
MISC							
TOTAL							

Manpower:

AC
 AGR-USAR
 AGR-NGB
 Drilling Reservist:
 USAR
 NGB
 Civ:
 DHUS
 DHFN
 IDHFN
 Mil Tech

TOTAL

	Officer	Enlisted	Civilian
Current (FY 92 Authorization)	5	4	579
Change (FY 92-97)	0	0	0
Result	5	4	579

SUBJECT: EUSA Facilities Engineer Activity, Korea (FEAK)
(UIC - W3PCAA)

DOD COMPONENTS: Army

ISSUE: Eliminate EUSA Facilities Engineer Activity, Korea.

SUMMARY OF EVALUATION:

- o Mission: Execute RPMA (DEH) mission for 99 installations throughout Korea. Since consolidating in 1976, FEAK has provided EUSA guidance and centralized DEH functions (Budget, Master planning, Contracting, ADP support for engineer reporting systems, DAC recruitment, Equip and other peculiar maintenance contracts, Utilities sales contracts, Command prioritization of RPMA and MCA projects, etc.) for all of Korea. There are 7 "primary" installation DEH's supporting 92 subinstallations scattered throughout Korea.
- o FY90 Budget: \$169.2M (FY92 unknown)
- o Manpower authorizations: FEAK has been reduced 451 spaces (13%) from FY89 to FY92 because of a 6,672 EUSA space reduction driven by Vander Schaar, Quicksilver and PBD 620. FEAK will also be receiving a share of the recent cuts assigned to EUSA for the "DOD hiring freeze" in the Oct 90 PBG - 44 DACS and 878 LNs beginning in FY91.
- o FEAK was recently decentralized and the engineer support responsibility was assigned to the 4 Area Support Groups Commanders. FEAK Headquarters will be under the 19th Sup Cmd.
- o Although the force structure is being reduced, very little real estate is currently being given up in EUSA. This fact, however, will change in the foreseeable future because of greater force reductions and the need to consolidate to maximize efficiencies.

RECOMMENDED ACTION: VANGUARD recognize the internal EUSA realignment for FEAK and other reductions in progress. Additionally,

- o Eliminate all enlisted authorizations (5) in FY 94.
- o Eliminate 739 civilian authorizations (25%) in FY 94.

ALTERNATIVE ESTIMATE: None

COORDINATION: COL Eng, DCSRM EUSA.

Action Officer: LTC Mike Burchett/355-2291
FAC26
011500Z NOV 90

Current Program/Estimate

Dollars (\$ = M):

RES CODE	PROG CODE	MDEP	FY92	FY93	FY94	FY95	FY96	FY97
OMA	P2				- 1.77	- 8.38	-13.92	-14.35
MPA					- 0.01	- 0.09	- 0.16	- 0.16
RPA								
MISC					- 0.17	- 0.85	- 1.41	- 1.45
TOTAL					- 1.95	- 9.32	-15.49	-15.96

Manpower:

AC	0	0	5	5	5	5
AGR-USAR						
AGR-NGB						
Drilling Reservist:						
USAR						
NGB						
Civ:						
DHUS	0	0	38	38	38	38
DHFN	0	0	701	701	701	701
IDHFN						
Mil Tech						
TOTAL	0	0	744	744	744	744

	Officer	Enlisted	Civilian
Current (FY 92 Authorization)	11	5	2958
Change (FY 92-97)	0	-5	- 739
Result	11	0	2219

SUBJECT: U.S. Army Toxic and Hazardous Material Agency
(USATHAMA)
(UIC - W3V8AA)

DOD COMPONENTS: Army

ISSUE: Retain USATHAMA as a FOA.

SUMMARY OF EVALUATION:

- o Mission: Provide environmental engineering and technology support and services to Army installations and activities involved in environmental restoration, compliance and training.
- o FY92 Budget: \$323.8K
Major budget items are: Defense Environmental Restoration Act (DERA) - \$232M and Base Realignment and Closure - \$79M.

FY92 Authorizations: 7 OFF 103 CIV 44 CIV OVERHIRES

- o Civilian overhires are for base closure and environmental compliance.
- o Requirement for compliance with environmental law is increasing.
- o Environmental issues are becoming more complex.

RECOMMENDED ACTION: Retain USATHAMA with no decrements.

ALTERNATIVE ESTIMATE: None

COORDINATION: MG Offringa, Asst Chief of Engineers, 31 Oct 90.

Action Officer: LTC Tom Bauer/355-2291
Initiative FAC27
011500Z NOV 90

Current Program/Estimate

Dollars (\$ = M):

RES CODE FY97 OMA MPA RPA MISC	PROG CODE	MDEP	FY92	FY93	FY94	FY95	FY96
TOTAL							

Manpower:

AC
 AGR-USAR
 AGR-NGB
 Drilling Reservist:
 USAR
 NGB
 Civ:
 DHUS
 DHFN
 IDHFN
 Mil Tech
TOTAL

	Officer	Enlisted	Civilian
Current (FY 92 Authorization)	7		147
Change (FY 92-97)	0		0
Result	7		147

SUBJECT: Engineering and Housing Support Center (EHSC)
(UICC - W03FAA)

DOD COMPONENTS: Army

ISSUE: Retain EHSC AS A FOA. Reorganize internally to reduce supervisory layering and to provide increased support to the installation DEHs and to the MACOMs.

SUMMARY OF EVALUATION:

- o Mission: Provide technical engineering and housing support directly to the MACOMs and DEHs. Prepares and recommends DEH technical policy through OACE for HQDA. Provides prime power support during military/national emergencies.
- o FY92 Budget: \$30.1M
FY92 Authorizations: 17 OFF 120 ENL 232 CIV 369 TOT
- o EHSC provides limited staff support function to the OACE (i.e. Base Closures, ASA(IL&E) task force on BMAR, ACOE evaluation team, etc.)

RECOMMENDATION:

- o Change Directorates to Divisions, reduce supervisory layering and consolidate work centers.
- o Transfer responsibility for selected MACOM engineer support functions to the installation DEHs from AMC, FORSCOM and TRADOC to EHSC without increasing manpower authorizations for EHSC. Increased areas of responsibility include: fish/wildlife preservation, forestry, agronomy, historic preservation, archeology, utility procurement (sales/rate management), fire prevention/protection, entomology, furnishings management, engineer equipment, engineer supply management, engineer management (fixed facilities) and support to automated DEH systems.
- o Eliminate manpower authorizations at AMC, FORSCOM and TRADOC associated with the functions transferred to EHSC. Total eliminations are 76 civilian authorizations (AMC - 33; FORSCOM - 23; and TRADOC - 20). These savings have been identified through a separate VANGUARD initiative (FAC38). Eliminations will not be double-counted against any other decrements.

ALTERNATIVE ESTIMATE: None

COORDINATION: Dr. Watling, Dir/EHSC, 31 Oct 90.

Action Officer: LTC Mike Burchett/355-2291
Initiative FAC28
011500Z NOV 90

Current Program/Estimate

Dollars (\$ = M):

RES CODE FY97	PROG CODE	MDEP	FY92	FY93	FY94	FY95	FY96
OMA							
MPA							
RPA							
MISC							
TOTAL							

Manpower:

AC
AGR-USAR
AGR-NGB
Drilling Reservist:
 USAR
 NGB
Civ:
 DHUS
 DHFN
 IDHFN
 Mil Tech

TOTAL

	Officer	Enlisted	Civilian
--	----------------	-----------------	-----------------

**Current (FY 92
Authorization)**

**Change
(FY 92-97)**

Result

SUBJECT: Army Environmental Office (AEO) (UIC - W43YAA)

DOD COMPONENTS: Army

ISSUE: Retain AEO as a FOA.

SUMMARY OF EVALUATION:

- o Mission: Provide policy guidance, planning, programming, assistance, and staff coordination for hazardous waste management, environmental restoration, environmental engineering and compliance, environmental auditing, NEPA documentation, environmental R&D, environmental quality awards, environmental reporting, environmental training and other environmental issues; staff, operate and maintain the Army Environmental Operations Center.
- o FY92 Budget: \$859K
FY92 Authorizations: 2 OFF 10 CIV
- o AEO is a staff support agency of the COE.
- o AEO is an integral but separate division within OACE.
- o If mission is not performed, the Army could be in violation of environmental law.

RECOMMENDED ACTION: Retain AEO as a FOA with no decrements in manpower or dollars.

ALTERNATIVE ESTIMATE: None.

COORDINATION: MG Offringa, ACE, 31 Oct 90, 697-4221.

LTC Tom Bauer/355-2291
Initiative FAC29
011500Z NOV 90

Current Program/Estimate

Dollars (\$ = M):

RES CODE FY97	PROG CODE	MDEP	FY92	FY93	FY94	FY95	FY96
OMA							
MPA							
RPA							
MISC							
TOTAL							

Manpower:

AC
 AGR-USAR
 AGR-NGB
 Drilling Reservist:
 USAR
 NGB
 Civ:
 DHUS
 DHFN
 IDHFN
 Mil Tech

TOTAL

	Officer	Enlisted	Civilian
Current (FY 92 Authorization)	2	0	10
Change (FY 92-97)	0	0	0
Result	2	0	10

SUBJECT: EUSA Recreation Services Operation (UIC - W3A7AA)

DOD COMPONENTS: Army

ISSUE: Reduce EUSA Recreation Services Operation.

SUMMARY OF EVALUATION:

- o Mission: Program planning, directing, supervising and operation of all recreation services activities and facilities throughout EUSA.
- o FY90 Budget: \$21.8M FY92 budget not available.
- o Does not meet FOA or SSA criteria.
- o Per May PBG, HQDA/PAE assessed a "Quicksilver (QS)" reduction based on FY88 DAIG finding. The PAE initiative reduced this FOA's FY92 civilian end-strength from 746 to 555. This cut is not documented in either the FAS or the PROBE available to VANGUARD. However documentation was provided to VANGUARD by the MACOM and the 191 QS cut has not been double counted by this initiative.
- o Based on an internal EUSA study, entitled USFK 91, the FOA was disestablished on 1 August 1990. This change has not been documented. Operations were decentralized among four ASGs. Planning and programming was incorporated into the MACOM/G1 as a separate staff division consisting of 38 civilians effective FY92. Military strength was reduced from 36 to 10. One military space will be assigned to the MACOM and the remaining spaces will be redistributed among the four ASGs effective FY92.
- o The Facilities Team MWR initiative, FAC02 (maximize the self-sustainability of NAF), originally reduced the FOA by 316 spaces. This number was adjusted down to a reduction of 78 authorizations based on input from Korea Quicksilver cuts and information that programs not included in this initiative (youth services and libraries) had been affected.
- o When the data base was deconflicted with the latest TAADS submission, another 70 authorizations were eliminated from consideration. Therefore, the final cut to Korea is 8 authorizations.
- o The savings identified in this initiative are also included in another VANGUARD initiative (FAC02).

RECOMMENDED ACTION: Accept results of USFK 91 study.

- o Eliminates EUSA Recreation Services operation as a FOA.
- o Keeps small staff as part of MACOM G1 (AMHA spaces) for oversight. (38 civilians)
- o Cut FOA an additional 8 authorizations by FY95.
- o Decentralize remaining operation to ASGs. (Remaining 439 spaces.)

ALTERNATIVE ESTIMATE: None.

COORDINATION: COL Richard G. Sayre, Assistant CofS G1, EUSA.

Action Officer: Ms. Ann Olson/355-2291
FAC30
011500Z NOV 90

Current Program/Estimate

Dollars (\$ = M):

RES CODE FY97	PROG CODE	MDEP	FY92	FY93	FY94	FY95	FY96
OMA							
MPA							
RPA							
MISC							
TOTAL							

Manpower:

AC
 AGR-USAR
 AGR-NGB
 Drilling Reservist:
 USAR
 NGB
 Civ:
 DHUS
 DHFN
 IDHFN
 Mil Tech

TOTAL

	Officer	Enlisted	Civilian
Current (FY 92 Authorization)			555
Change (FY 92-97)			- 8
TAADS ADJ			-70
Result			407

SUBJECT: U. S. Army Recreation Service Support Center - Europe
(UIC - WOB3AA)

DOD COMPONENTS: Army

ISSUE: Eliminate U.S. Army Recreation Service Support Center - Europe.

SUMMARY OF EVALUATION:

- o Mission: Operate, as a field operating agency, to 1st Personnel Command, a centralized MWR supply and services support center for U.S. Army Europe utilizing appropriated and non-appropriated funds to:
 - a. Provide a supply support activity (depot) for requisitioning, receiving, storing, and maintaining stock record accountability for stocked items; processing customer requests; and issuing supplies/equipment used in the operation of MWR activities/programs for USAREUR and non-USAREUR units on a reimbursable basis.
 - b. 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.
 - c. Maintain and renovate bowling lanes and facilities; repair and install pinspotters and other house equipment; repair and rebuild billiard tables and game tables on a reimbursable basis.
 - d. Provide bowling, billiards, and crafts resale supplies and materials to authorized NAF customers on a reimbursable basis.
 - e. Provide entertainment support (costumes and costume items, musical instruments, sound systems, lighting and technical advice/assistance) for community music and theater productions, recreation center theme programs, community-wide soldier theme parties, DOD/USO touring shows and special entertainment events.
 - f. Provide graphic arts silk-screen poster support to the USAREUR communities for MWR program advertisement.
 - g. Provide floor refinishing to all USAREUR gymnasiums and annual clay-surface tennis court upgrade and winterization services.
 - h. Provide nonappropriated fund centralized procurement and contracting to all USAREUR NAFI's and MSA activities

through the Non-Appropriated Fund Supply, Acquisition, and Contracting Agency, Europe (NAFSAC).

- o Analysis:
 - a. FY92 budget not available.
FY92 Authorizations: 1OFF 1 ENL 49 CIV
 - b. The Support Center does not meet the criteria of a FOA. It has been in existence in some form since the early 1950's and is resourced with a mix of appropriated and nonappropriated funds and personnel.
 - c. The support center centrally procures non-standard/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.
 - d. The operation provides specialized services to the music and theater/entertainment activities at the community level by functioning as a centralized costume and prop warehouse. A large inventory of costumes are maintained and loaned to communities for productions and special events. A stock of specialized production equipment is also available on a loan basis.
 - e. USAREUR has identified this operation for possible elimination/reduction by the end of FY93; however, authorizations remain in the FAS and PROBE.
- o The savings identified in this initiative are also included in another VANGUARD initiative (FAC02).

RECOMMENDED ACTION:

- o Eliminate all direct appropriated fund support to the warehouse.
- o Continue the bulk ordering and centralized costume/prop warehouse as a nonappropriated fund operation as long as music and theater remains an MWR activity in USAREUR.
- o Charge rental fees to cover the costs of maintaining this operation.
- o Charge a percentage fee for centralized purchasing of non-standard MWR supplies. If that fee makes the price for local purchase equal to or less than centralized purchase, eliminate the centralized purchasing portion of

the operation.

ALTERNATIVE ESTIMATE: None.

COORDINATION: LTC Dave Sheppard, MACOM Team (USAREUR Representative), September 1990.

Action Officer: Ms. Ann Olson/355-2291
FAC31
011500Z NOV 90

Current Program/Estimate

Dollars (\$ = M):

RES CODE	PROG CODE	MDEP	FY92	FY93	FY94	FY95	FY96	FY97
OMA	P2			-0.1	-2.0	-2.1	-2.2	-2.3
MPA				0.0	-0.1	-0.1	-0.1	-0.1
RPA								
MISC								
TOTAL				-0.1	-2.1	-2.2	-2.3	-2.4

Manpower:

AC	2	2	2	2	2
AGR-USAR					
AGR-NGB					
Drilling Reservist:					
USAR					
NGB					
Civ:					
DHUS	44	44	44	44	44
DHFN					
IDHFN	5	5	5	5	5
Mil Tech					
TOTAL	51	51	51	51	51.

	Officer	Enlisted	Civilian
Current (FY 92 Authorization)	1	1	49
Change (FY 92-97)	-1	-1	-49
Result	0	0	0

SUBJECT: U. S. Army Chemical Demilitarization Agency
(UIC - W4X9AA)

DOD COMPONENTS: Army

ISSUE: Eliminate USA Chemical Demilitarization Agency.

SUMMARY OF EVALUATION:

- o Mission: Oversight and general management of demilitarization and disposal of lethal and incapacitating chemical agents and munitions including associated technology development.
- o FY92 Budget: \$268K
FY92 Authorizations: 1 OFF 4 CIV
- o Language in Public Law 99-145, FY86 Department of Defense Appropriations Bill established mission.
- o Army is executive agent for the chemical demilitarization mission.
- o Performs AMHA/staff support function. Does not meet the criteria of a FOA.
- o No ARSTAF or Secretariat counterpart exists.

RECOMMENDED ACTION: Disestablish FOA. Move personnel to ASA (IL&E). This will require a trade-off within IL&E AMHA ceiling due to the HQDA statutory ceiling of 3105.

ALTERNATIVE ESTIMATE: None

COORDINATION: Ms. McCallum, 695-0984

Action Officer: Ms. Ann Olson
Initiative FAC32
011500Z NOV 90

Current Program/Estimate

Dollars (\$ = M):

RES CODE FY97 OMA MPA RPA MISC	PROG CODE	MDEP	FY92	FY93	FY94	FY95	FY96
TOTAL							

Manpower:

AC
 AGR-USAR
 AGR-NGB
 Drilling Reservist:
 USAR
 NGB
 Civ:
 DHUS
 DHFN
 IDHFN
 Mil Tech

TOTAL

	Officer	Enlisted	Civilian
Current (FY 92 Authorization)	1		4
Change (FY 92-97)	0		0
Result	1		4

SUBJECT: U. S. Army Commercial Activities Management Agency
(UIC - W4YNAA)

DOD COMPONENTS: Army

ISSUE: Disestablish U. S. Army Commercial Activities Management Agency.

SUMMARY OF EVALUATION:

- o Mission: Plan, manage, direct, evaluate and monitor the Commercial Activities (CA) Program for the Army; provide efficient and effective use of resources through continual review/study of contractible TDA organizations and functions.
- o FY92 Budget: \$1.314M
FY92 Authorizations: 0 OFF 23 CIV
- o Organization does not meet the criteria for a FOA: writes policy and performs management headquarters function/staff support function.
- o Serves as DoD executive agent for CA training.
- o Operates under direction of Federal Statute Section 10USC 2304 and OMB Circular A-76, Commercial Activities.
- o Office was previously part of the Comptroller of the Army. The FOA was created as a result of the Goldwater-Nichols 1986 Reorganization Act.

RECOMMENDED ACTION: Reduce FY92 authorizations from 23 to 17 and move to the Director of Management (DM). This will require a trade off within the DM AMHA ceiling due to HQDA statutory ceiling of 3105.

ALTERNATIVE ESTIMATE: None.

COORDINATION: Ms. Crabtree, Director USACAMA, 746-6162.

Action Officer: Ms. Ann Olson/355-2291
FAC33
011500Z NOV 90

Current Program/Estimate

Dollars (\$ = M):

RES CODE FY97	PROG CODE	MDEP	FY92	FY93	FY94	FY95	FY96
OMA 0.37	P95 MPA RPA		- 0.11	- 0.33	- 0.34	- 0.35	- 0.36 -
MISC 0.04			- 0.01	- 0.03	- 0.03	- 0.04	- 0.04 -
TOTAL 0.41			- 0.12	- 0.36	- 0.37	- 0.39	- 0.40 -

Manpower:

AC					
USAR					
AGR-NGB					
Drilling Reservist:					
USAR					
NGB					
Civ:					
DHUS		5	5	5	5
5					
DHFN					
IDHFN					
Mil Tech					
TOTAL		5	5	5	5
5					

	Officer	Enlisted	Civilian
Current (FY 92 Authorization)	0	0	23
Change (FY 92-97)	0	0	- 5
TAADS ADJ	0	0	- 1
Result	0	0	17

SUBJECT: U. S. Army Program and Installation Assistance Agency
(UIC - W4TKAA)

DOD COMPONENTS: Army

ISSUE: Eliminate Program and Installation Assistance Agency.

SUMMARY OF EVALUATION:

- o Mission: Monitor and integrate commercial activities, communities of excellence, Defense Regional Interservice Support, Model Installation Program, and PPBES for ASA(IL&E).
- o FY92 Budget: \$267K
FY92 Authorizations: 2 OFF 5 CIV
- o Does not meet the criteria of a FOA.
- o Functions as an integral part of the staff and should be AMHA.

RECOMMENDED ACTION: Eliminate FOA. Move functions and authorizations to ASA(IL&E) per DOD direction.

ALTERNATIVE ESTIMATE: None

COORDINATION: Ms. Livingston, ASA(IL&E), 695-6527

Action Officer: Ms. Ann Olson/355-2291
Initiative FAC34
011500Z NOV 90

Current Program/Estimate

Dollars (\$ = M):

RES CODE FY97 OMA MPA RPA MISC	PROG CODE	MDEP	FY92	FY93	FY94	FY95	FY96
TOTAL							

Manpower:

AC
AGR-USAR
AGR-NGB
Drilling Reservist:
 USAR
 NGB
Civ:
 DHUS
 DHFN
 IDHFN
 Mil Tech

TOTAL

	Officer	Enlisted	Civilian
Current (FY 92 Authorization)	2	0	5
Change (FY 92-97)	0	0	0
Result	2	0	5

SUBJECT: United States Army Korea Contracting Agency (USAKCA)
(UIC - W051AA)

DOD COMPONENTS: Army

ISSUE: Retain USAKCA as a FOA.

SUMMARY OF EVALUATION:

- o Mission: Provide contracting support for the US Air Force, US Marine Corps, US Navy and US Army in the Republic of Korea.
- o FY90 Budget: \$5.6M FY92 budget data not available.
FY92 Authorizations: 5 OFF 4 ENL 126 CIV
- o Contracting is done on a regional basis OCONUS.

RECOMMENDED ACTION: Retain USAKCA. Reduce authorizations by nine civilians.

ALTERNATIVE ESTIMATE: None.

COORDINATION: Mr. Keith Charles, U.S. Army Support Agency,
7 November 1990.

Action Officer: Ms. Pat Mitchell/355-2291
FAC35
011500Z NOV 90

Current Program/Estimate

Dollars (\$ = M):

RES CODE	PROG CODE	MDEP	FY92	FY93	FY94	FY95	FY96	FY97
OMA			+ 0.05	- 0.40	- 0.40	- 0.43	- 0.44	- 0.45
MPA								
RPA								
MISC			- 0.00	- 0.04	- 0.04	- 0.04	- 0.04	- 0.05
TOTAL			+ 0.05	- 0.44	- 0.44	- 0.47	- 0.48	- 0.50

Manpower:

AC							
AGR-USAR							
AGR-NGB							
Drilling Reservist:							
USAR							
NGB							
Civ:							
DHUS		9	9	9	9	9	9
DHFN							
IDHFN							
Mil Tech							
TOTAL		9	9	9	9	9	9

	Officer	Enlisted	Civilian
Current (FY 92 Authorization)	5	4	126
Change (FY 92-97)	0	0	- 9
Result	5	4	117

SUBJECT: Base Realignment/Closure Office (BRACO) (UIC - W454AA)

DOD COMPONENTS: Army

ISSUE: Eliminate SSA in FY96.

SUMMARY OF EVALUATION:

- o Mission: Ensure all base realignment and closure actions are integrated into existing Army execution systems while providing detailed coordination within HQDA and among the MACOMs to assure successful execution of all base realignment and closure initiatives.
- o FY92 Budget not available.
FY92 Authorizations: 12 OFF 6 CIV
- o BRACO is a SSA. It functions as a program office for BRAC initiatives/actions and budgets for ARSTAF BRAC related missions. (e.g. DCSPER or DCSOPS travel and related contracts).
- o BRACO is programmed to be eliminated in FY95 with a small cell (probably two personnel) being kept and integrated into the ARSTAF under AMHA.
- o There is no data in the FAS or PROBE for this UICCC. However, according to the BRACO, the office has an approved TDA and is funded in the FY92-97 POM.

RECOMMENDED ACTION: Keep the SSA as currently staffed through FY96 and eliminate BRACO by FY97.

ALTERNATIVE ESTIMATE: None.

COORDINATION: CPT Miller, BRACO, 693-3500.

Action Officer: Ms. Ann Olson/355-2291
FAC36
011500Z NOV 90

Current Program/Estimate

Dollars (\$ = M):

RES CODE	PROG CODE	MDEP	FY92	FY93	FY94	FY95	FY96	FY97
OMA	P95							- 0.0
MPA								- 0.0
RPA								
MISC								
TOTAL								- 0.0

Manpower:

AC		12
AGR-USAR		
AGR-NGB		
Drilling Reservist:		
USAR		
NGB		
Civ:		4
DHUS		
DHFN		
IDHFN		
Mil Tech		
TOTAL		16

	Officer	Enlisted	Civilian
Current (FY 92 Authorization)	12	0	6
Change (FY 92-97)	-12	0	- 4
Result	0	0	2

NOTE: OMA dollar savings reflect what was in the program - not costing model detail.

SUBJECT: Consolidate Fiscal and Resource Management--Budget Functions (Occupational Series 560 and 561)

DOD COMPONENTS: ARMY

ISSUE: Should the installation budgeting functions be consolidated at installation level to eliminate duplication and "shadow organizations" and to streamline the budget process?

SUMMARY OF EVALUATION: Installation BASOPs budget functions could be performed in a centralized budget office. Initiative incorporates the following:

- o Builds on a previous initiative which consolidated installation BASOPs budgeting functions within a centralized office in the installation Directorate of Resource Management (DRM) except the Directorate of Engineering and Housing (DEH). This initiative identifies savings incurred if the DEH budget shops are included in the consolidation. Savings identified in this paper are only those realized when DEH budget shops are consolidated. The centralized office would:
 - Provide all budget support to installation DEHs.
 - Augment current DRM staff with additional personnel from DEH budget shops designated for elimination through consolidation with the centralized budget office.
- o Eliminates existing DEH budget offices.
- o Eliminates all budget assistant and administrative/support personnel spaces in the DEH budget shops.
- o Eliminates supervisory budget personnel in the installation DEH budget offices.
- o Transfers all budget analysts in the eliminated DEH budget offices to the installation DRM.
- o Spaces identified at installations to be closed under BRAC I and II are not included.
- o Rationale for this action:
 - More efficient installation organization.
 - Smaller more efficient Army.
 - Elimination of duplication of budget functions/shadow

offices.

RECOMMENDED ACTION: Eliminate DEH budget shops and consolidate them into the installation DRM.

ALTERNATIVE ESTIMATE: None.

COORDINATION: Mr. Barton Toohey, Asst Dep, ASA, Army Budget, 695-4575.

Action Officer: Ms Ann Olson/355-2291
FAC37
011500Z NOV 90

XVII-N5-61

Current Program/Estimate

Dollars (\$ = M):

RES CODE	PROG CODE	MDEP	FY92	FY93	FY94	FY95	FY96	FY97
OMA	4992	-	0.06	- 0.06	- 0.06	- 0.06	- 0.06	- 0.06
	7025	-	0.25	- 0.26	- 0.27	- 0.27	- 0.28	- 0.29
	P2	-	4.51	- 4.68	- 4.83	- 4.98	- 5.14	- 5.30
	2040	-	0.24	- 0.25	- 0.26	- 0.27	- 0.27	- 0.28
	P37	-	0.05	- 0.06	- 0.06	- 0.06	- 0.06	- 0.06
	P72	-	0.19	- 0.20	- 0.21	- 0.21	- 0.22	- 0.23
	P81	-	1.19	- 1.24	- 1.28	- 1.32	- 1.36	- 1.40
	P84	-	0.10	- 0.10	- 0.11	- 0.11	- 0.11	- 0.12
	P39	-	0.13	- 0.13	- 0.14	- 0.14	- 0.15	- 0.15
MPA								
RPA								
MISC		-	0.67	- 0.70	- 0.72	- 0.74	- 0.77	- 0.79
TOTAL		-	7.39	- 7.68	- 7.94	- 8.16	- 8.42	- 8.68

Manpower:

AC						
AGR-USAR						
AGR-NGB						
Drilling Reservist:						
USAR						
NGB						
Civ:						
DHUS	-143	-143	-143	-143	-143	-143
DHFN						
IDHFN	- 89	- 89	- 89	- 89	- 89	- 89
Mil Tech						
TOTAL	-232	-232	-232	-232	-232	-232

	Officer	Enlisted	Civilian
Current (FY 92 Authorization)	0	0	449
Change (FY 92-97)	0	0	-232
TAADS ADJ	0	0	-18
Result	0	0	199

SUBJECT: Centralize Installation DEH Support for AMC, FORSCOM, and TRADOC (UICs - W0GWAA, W0V4AA (AMC); W3YBAA (FORSCOM); and W3YTAA (TRADOC)).

DOD COMPONENTS: Army

ISSUE: Transfer selected engineer functions from the MACOM engineer staff to EHSC and eliminate MACOM manpower associated with these functions.

SUMMARY OF EVALUATION:

- o EHSC and the MACOMS provide duplicate technical assistance to installation DEHs.
- o EHSC can assume full responsibility for these selected functions without additional manpower.
- o MACOM engineer staffs have tentatively requested transfer of responsibilities for these functions to EHSC.

RECOMMENDED ACTION:

- o Transfer responsibility for selected MACOM engineer support functions to the installation DEHs from AMC, FORSCOM and TRADOC to EHSC without increasing manpower authorizations for EHSC. Increased areas of responsibility include: fish/wildlife preservation, forestry, agronomy, historic preservation, archeology, utility procurement (sales/rate management), fire prevention/protection, entomology, furnishings management, engineer equipment, engineer supply management, engineer management (fixed facilities) and support to automated DEH systems.
- o Eliminate manpower authorizations at AMC, FORSCOM and TRADOC associated with the functions transferred to EHSC. Total eliminations are 81 civilian authorizations (AMC - 38; FORSCOM - 23; and TRADOC - 20). A separate Vanguard initiative (FAC28) addresses changes made within EHSC. Any reductions to the MACOM engineer staffs will not be counted against any other initiatives.
- o Remaining authorization (8 enlisted and 143 civilian) on the MACOM engineer staffs are available for use in building the DCSBOS staff.

ALTERNATIVE ESTIMATE: None

COORDINATION: Dr. Watling, Dir/EHSC, 31 Oct 90.

Action Officer: LTC Mike Burchett/355-2291
FAC38
011500Z NOV 90

Current Program/Estimate

Dollars (\$ = M):

RES CODE	PROG CODE	MDEP	FY92	FY93	FY94	FY95	FY96	FY97
OMA	P2		- 0.74	- 1.15	- 1.19	- 1.22	- 1.26	- 1.30
	P72		- 1.27	- 1.97	- 2.04	- 2.10	- 2.17	- 2.24
	P81		- 0.33	- 0.51	- 0.53	- 0.54	- 0.56	- 0.58
MPA			- 0.05	- 0.09	- 0.09	- 0.09	- 0.10	- 0.10
RPA								
MISC			- 0.24	- 0.37	- 0.38	- 0.40	- 0.41	- 0.42
TOTAL			- 2.63	- 4.09	- 4.23	- 4.35	- 4.50	- 4.64

Manpower:

AC	- 1	- 1	- 1	- 1	- 1	- 1
AGR-USAR						
AGR-NGB						
Drilling Reservist:						
USAR						
NGB						
Civ:						
DHUS	-30	-61	-61	-61	-61	-61
DHFN						
IDHFN						
Mil Tech						
TOTAL	-31	-62	-62	-62	-62	-62

	Officer	Enlisted	Civilian
Current (FY 92 Authorization)	1	8	222
Change (FY 92-97)	- 1	0	- 61
TAADS ADJ	0	0	- 18
Result	0	8	143

SUBJECT: Transfer Installation Contracting Function. This is a rewrite of the contracting initiative.

DOD COMPONENT: Army

ISSUE: Efficiencies can be gained by reducing the contracting function at the installation, regionalizing the function and consolidating the function within existing COE capabilities.

SUMMARY OF EVALUATION:

The following information includes revised data for this initiative:

- o This initiative includes the CONUS contracting functions for (FORSCOM, TRADOC, AMC, MDW, and the Military Academy). On AMC installations procurement for depot support and the installation cannot be separated. AMC has identified the many years associated with installation procurement. Secure environmental contracting is excluded from this initiative.
- o OCONUS contracting manpower and dollars are not included in this initiative. OCONUS contracting is currently consolidated and conducted on a regional basis.
- o HSC manpower and dollars are not included in this initiative. HSC is currently in the process of consolidating its medical procurement functions.
- o The U.S. Army Contracting Support Agency provided contracting data for the above CONUS MACOMs. This data reveals that for the past five years (1986 - 1990) the average number of completed contracting actions equates to 9883, requiring an average of 1762 personnel.
- o This initiative centralizes large installation contracting and transfers the mission to the COE. Contract administration and small purchases (under \$25K) remain at the installation under simplified procedures.
- o 1984 personnel are performing both contracting and small purchasing functions at the above mentioned CONUS MACOMs and their respective installations. This data was extracted from TAADS using personnel contracting job series/MOSC and the Army Functional Dictionary Code for contracting.
- o Installation contracting consists of supply, standard commercial services contracts and DEH facilities engineering contracts. In the Navy, NAVSUP performs supply and services contracts and ADP contracts under

\$10M; NAVFAC performs DEH facilities engineering contracts.

- o Research shows that 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). These regional contracting centers, along with the NRCC Washington, contract for supplies (unlimited), non-construction services (unlimited), and ADP equipment (under (\$10M). NAVSUP completes 6368 large contract actions per year at these centers. The total value of the contracts awarded by these regional contracting centers is \$1,545M. The contracting approval authority for these centers is up to \$50M, which speeds the approval and award process. The goal for contract award is 110 days from identification of the requirement to award for these regional centers. In addition to the NRCCs, there are five naval supply centers with geographic contracting support responsibilities in areas of high fleet presence. There are 31 activities with unlimited contracting authority for their own requirements (no geographical or regional responsibilities).
- o Research shows that 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 EFD delegates facilities engineering contracting authority down to the public works officer (PWO). The EFDs award many of the DEH type facilities engineering contracts. The PWOs award the rest of the facilities engineering contracts. All contract administration and NAVSUP small purchase contracting authority remain with the PWOs. NAVFAC completes 10,855 actions per year, which includes all MILCON and Family Housing contracting actions. The total value of the contracts awarded by these EFDs and PWOs is \$3.5B. The facility engineering contracting authority for these EFDs is up to \$5M and varies from \$1M to \$5M for each PWO. The authority for supplies and services is delegated to the PWO from NAVSUP and is normally limited to the small purchase threshold (up to \$25K).
- o 315 personnel currently accomplish contracting functions for the COE. This does not include any civil funded manpower spaces. Estimates indicate that the COE can absorb existing DEH contracting requirements within their current manpower and with an additional transfer of 765 spaces could accomplish the increased non DEH contracting

workload transferred from CONUS installations. This estimate provides for 400 Contract Placement and Administration personnel, 240 liaison and on-site administration, and 125 associated support personnel. The COE would decide how and where to regionalize the mission to support all installation contracting.

- o This initiative reduces the contracting function at the installation level, and requires the Army to regionalize large contracting. The COE already accomplishes the contracting function on a regional basis and is the preferred alternative for establishing these regional offices.
- o This initiative supports DMRD 967 and 982, Base Engineering and Military Construction.

RECOMMENDED ACTION: Transfer installation contracting function to the Corps of Engineers beginning in FY 93. Additionally, the Army should commission a study to determine the most appropriate locations for these regional centers based on future stationing plans, future base closures, and downsizing of the Army.

ALTERNATIVE ESTIMATE: None.

COORDINATION: BG Hurst, U. S. Army Contracting Support Agency.

Action Officer: Ms. Pat Mitchell/355-2291
Initiative FAC40
021500Z NOV 90

Current Program/Estimate

Dollars (\$ = M):

RES CODE	PROG CODE	MDEP	FY92	FY93	FY94	FY95	FY96	FY97
MPA			0.0	- 0.03	- 0.50	- .96	- .99	- 1.02
OMA	P72		0.0	+19.87	+37.29	+34.55	+35.62	+36.73
	P2		0.0	- 3.59	-14.89	-23.07	-23.79	-24.53
	P81		0.0	- 3.27	-13.58	-21.04	-21.70	-22.37
MISC			0.0	- 0.69	- 2.90	- 4.51	- 4.65	- 4.80
TOTAL			0.0	+12.29	+ 5.42	-15.03	-15.51	-15.99

Manpower:

AC	0	- 6	- 12	- 12	- 12	- 12
AGR-USAR						
AGR-NGB						
Drilling Reservist:						
USAR						
NGB						
Civ:						
DHUS	0	-117	-234	-234	-234	-234
DHFN						
IDHFN						
Mil Tech						
TOTAL	0	-123	-246	-246	-246	-246

	Officer	Enlisted	Civilian
Current (FY 92 Authorization)	15	2	1967
Change (FY 92-97)	-10	- 2	-1011*
TAADS ADJ	5	0	-163
RESULTS	0	0	793

* 765 authorizations are transferred to the
Corps of Engineers.

SUBJECT: HQ, USACE Field Operating Activity (FOA) - Humphreys Engineer Center Support Activity (HECSA) (W4LDAA)

DOD COMPONENT: Army

ISSUE: Transfer Humphreys Engineer Center Real and Installation Property and BASOPS functions to MDW. Transfer CPO functions to the North Atlantic Division. Eliminate 42 positions from HECSA; transfer 7 positions to MDW; transfer remaining positions to HQ USACE AMHA account; disestablish UIC.

SUMMARY OF EVALUATION:

- o Prior to 1989, HECSA provided BASOPS/RPMA type support to Humphreys Engineer Center. In early '89, the COE streamlined the HQs staff by transferring all operational functions to HECSA. HECSA's mission was expanded beyond the Humphreys Engineer Center (HEC) Installation to include providing operational support (Headquarters Company-type functions) to HQUSACE and other local Corps of Engineer FOAs.
- o Not all of the authorizations are located at HEC. The 143 OMA spaces provide support to HQUSACE and other Metro area Corps FOAs in all functional areas (CPO, EEO, contracting, logistics and building management, F & A, manpower management, and related administrative functions), Corps wide legal support, and unique safety support world wide. In fact, 41 of the military funded spaces and 53 of the civil funded spaces are directly assigned to support HQUSACE and are duty stationed at the HQ building in D.C., and 8 positions (3 civil, 5 military), which provide Corp-wide publication storage and distribution, are duty stationed in Hyattsville, MD.
- o FY92-97 POM PROBE, MDEP E3R3, reflects 143 civilian authorizations. Additionally, 75 civilians (mix of part-time and full time employees) are employed as contractors to perform BASOPS. Although not reflected in the PROBE data base, FY92 Civil Works funded positions in HECSA equal 2 officers and 153 civilians.
- o USACE is consolidating all CPO within the North Atlantic Division's area of responsibility (which includes Washington, D.C.) into a regional office to be located in Baltimore. Eliminate 21 authorizations from HECSA.
- o Fort Belvoir has indicated that it could accept the BASOPS mission with proper resources. In fact, interservice support agreements between Fort Belvoir and HEC already are in effect.

- o Action would eliminate military (OMA) funded civilian workforce by 42 (CPO, Contracting, IMO) and transfer 7 spaces (LOG section) to MDW; USACE will reimburse MDW for any functions funded by Civil Works. Pure AMHA 94 functional personnel can be transferred to HQ USACE TDA. Increase to AMHA ceiling has been coordinated with ASA(M&RA) representative.

RECOMMENDED ACTION: Transfer Humphrey Engineer Center Real and Installation Property and BASOPS functions to MDW. Eliminate 42 positions from HECSA; transfer 7 positions to MDW; transfer remaining 94 positions to HQ USACE AMHA account; disestablish UIC. USACE will provide reimbursement to MDW for all BASOPS services provided until such time as the property is transferred and USACE transfers dollars to cover the cost of BASOPS associated with HEC.

ALTERNATIVE ESTIMATE: None.

COORDINATION: USACE Chief of Staff concurred.

Action Officer: LTC Tom Bauer/355-2264
MAC01/03 DEC 1430

Current Program/Estimate

Dollars (\$M):

RES CODE	PROG CODE	MDEP	FY92	FY93	FY94	FY95	FY96	FY97
OMA	95		-0.51	-1.6	-1.7	-1.7	-1.8	-1.8
MPA								
RPA								
MISC			-0.00	- .16	-.17	-.17	-.18	-.18
TOTAL			-0.51	-1.76	-1.87	-1.87	-1.98	-1.98

Manpower:

AC							
AGR-USAR							
AGR-NGB							
Drilling Reservist:							
USAR							
NGB							
Civ:							
DHUS			-42	-42	-42	-42	-42
DHFN							
IDHFN							
Mil Tech							
TOTAL			-42	-42	-42	-42	-42

	Officer	Enlisted	Civilian
Current (FY 92 Authorization)	0	0	143
Change (FY 92-97)	0	0	- 42
Result	0	0	101