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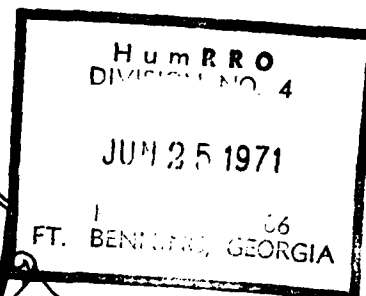
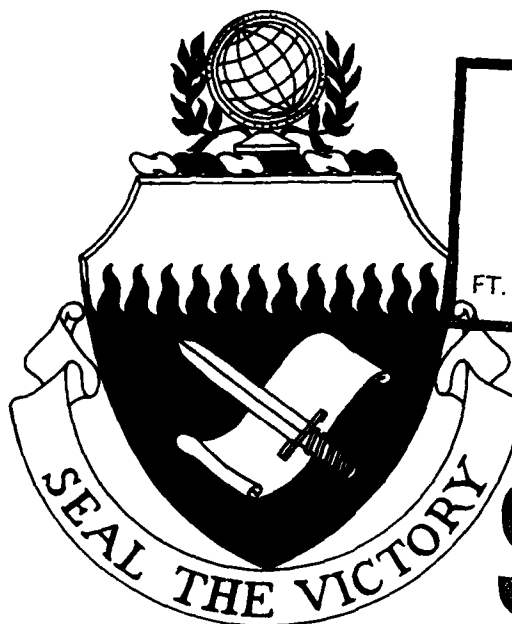
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APRIL 1971

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DEPARTMENT OF THE ARMY
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FORT GORDON, GEORGIA 30905

IN REPLY REFER TO

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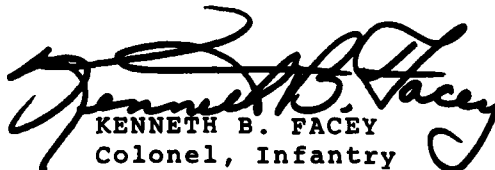
23 April 1971

SUBJECT: Civil Affairs Developments

↙ A great many interesting developments in the field of Civil Affairs have occurred since my predecessor, Colonel David L. Davis, last wrote you on this subject, on 17 August 1970; so it is my pleasure and privilege to transmit to you at this time a collection of speeches and other items about which you will want to be informed. Since most of you are commissioned in the United States Army Reserve, it is fitting that this letter be published on the 63d anniversary of the Army Reserve.

Many changes have occurred at the School and in the entire CA community over the past several months, and many more changes are in the process. However, it is only to the extent to which all of us become concerned with making contributions to change and improvement that the telling criterion of the effectiveness of the processes of CA may be realistically evaluated. ←

I have always been impressed with the dedication displayed by CA personnel and have been especially impressed with the world reputation and status which we have been able to build as our part of the armed forces community. I am looking forward with high expectations to our future roles. Many problems have yet to be resolved, but with continued hard work (although sometimes thankless and oftentimes unrewarded) and a willingness to keep trying, solutions can be realized.


KENNETH B. FACEY
Colonel, Infantry
Commandant

1 Incl
as

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1. Change of Command. COL Kenneth B. Facey, Infantry, became Commandant of the School on 18 December 1970. He succeeded COL David L. Davis, Infantry, who retired from active service on 31 December 1970. In a "change of command" ceremony in Gullion Hall, MG John C. F. Tillson, III, Commanding General, U.S. Army School/Training Center and Fort Gordon, passed the School color from COL Davis to COL Facey, and presented the retiring Commandant with the Legion of Merit, awarded for his service with the School from August 1968 to December 1970. A farewell letter from COL Davis is attached (Incl 1), as is the invocation pronounced by Chaplain (LTC) Raymond J. Foley at the change of command ceremony (Incl 2).

2. Army Reserve Anniversary. The Civil Affairs School extends greetings to all officers commissioned in Civil Affairs-USAR and to all ranks assigned to Civil Affairs-USAR units on the occasion of the 62d anniversary of the Army Reserve, 23 April 1971.

3. Civil Affairs Community to Fort Bragg. The Civil Affairs community at Fort Gordon has been directed to move to Fort Bragg, North Carolina; the move is to be completed by 31 December 1971. Activities affected are the 95th Civil Affairs Group, the 42d Civil Affairs Company, and the Civil Affairs Division, USACDC Institute of Strategic and Stability Operations, as well as the Civil Affairs School, which is scheduled to move in the late summer. The School expects to be fully operational at Fort Bragg by 30 September 1971.

4. New CONARC Regulation Governing USAR Civil Affairs Unit Training. A revised edition of Appendix V, Annex AA, CON Reg 350-1, (Civil Affairs Unit Training), was published under date of 5 February 1971. It supercedes the edition dated 13 January 1967.

5. Staff Training Material Catalog. The FY 72 edition of our Special Catalog, Staff Training Material for Reserve Components, has recently been distributed to interested ARNG and USAR headquarters. Recipients will note that this edition is substantially different from its predecessor. Use of the newly listed materials should result in considerable broadening of civil affairs expertise.

6. Area and Language Training. The attention of all CA-USAR units is invited to CONARC Regulation 140-6, Area and Language Training Program for USAR Civil Affairs Units (U), dated 20 January 1971. This new regulation supercedes the 15 March 1968 version.

7. Regional Training Aids Centers. Do you know where to turn, for training aids support? Here is an up-to-date list of the CONARC regional training aids centers.

FIRST ARMY AREA

Camp A. P. Hill, VA 22427
Camp Drum, NY 13601
Fort Devens, MA 01433
Fort Dix, NJ 08640
Fort Eustis, VA 23604
Fort George G. Meade, MD 20755
Fort Knox, KY 40121
Fort Lee, VA 23801
Indiantown Gap M. R., PA 17003

THIRD ARMY AREA

Fort Benning, GA 31905
Fort Bragg, NC 28307
Fort Campbell, KY 42223
Fort Gordon, GA 30905
Fort Jackson, SC 29207
Fort McClellan, AL 36305
Fort Rucker, AL 36360
Fort Stewart GA 31314
Redstone Arsenal, AL 35809

FOURTH ARMY AREA

Fort Bliss, TX 79916
Fort Chaffee, AR 72905
Fort Hood, TX 76544
Fort Polk, LA 71445
Fort Sill, OK 73504
Fort Wolters, TX 76067

FIFTH ARMY AREA

Camp McCoy, WI 54656
Fort Carson, CO 80913
Fort Leonard Wood, MO 55473
Fort Riley, KS 66442

SIXTH ARMY AREA

Fort Lewis, WA 98432
Fort MacArthur, CA 90733
Fort Ord, CA 93941

8. Area Studies. Inclosure 3 is a list of area studies currently on file. Units, service schools and agencies having a need therefor may obtain single copies of individual studies on loan, through established local libraries (school, university, public, etc.), in accordance with paragraph 4 h, CON Reg 140-6. Requests for interlibrary loan of area studies should be addressed to the Marquat Memorial Library, U. S. Army Civil Affairs School, Fort Gordon, GA 30905.

9. Concrete Fishing Trawlers. Boat building, anyone? The January 1971 issue of the US Army Vietnam, weekly newspaper, The Army Reporter, carries the interesting news that the 29th Civil Affairs Company, stationed in Da Nang, RVN, is assisting in the construction of a reinforced concrete

fishing trawler. Construction of the 57-foot prototype vessel, under the Ferro-Cement Fisheries Program, is teaching local Vietnamese how to build such ships with a view to eventually increasing the yield of the fishing industry along the northern coast of the Republic of Vietnam by 500%. (Information on other novel projects would be appreciated.)

10. Army Seeks Volunteers for FAS Program in Overseas Areas.

The Department of the Army is seeking volunteers for its Foreign Area Specialty (FAS) Program to fill vacancies in Vietnam, Korea, India, Southwest Pacific, West Europe, North Africa, the Arab World, and other areas where there are severe shortages.

Open to all Army officers on active duty, the objective of the program is to produce specialists in military matters who are trained in the cultural and environmental aspects of a particular geographical area.

The training for the program varies in length from two and one-half to four and one-half years and consists of three phases--I, language; II, civil schooling; and III, in-country training.

Upon completion of training, possible assignments are to U. S. military missions, U.S. advisory groups, Department of Defense staff, DA staff, unified command staffs, major Army command staffs, Defense attaché system, and service schools as staff and faculty including the U. S. Military Academy at West Point, New York.

Additional information, including application and nomination procedure, is contained in AR 614-142, Foreign Area Specialty Program for Officers. (From Army Logistician, Mar-Apr 71)

11. Address by International and Civil Affairs Directorate Official. The graduation address by LTC Thomas A. Miller, Jr., Chief, Civil Affairs Branch, Security Operations Division, International and Civil Affairs Directorate, Office of the Deputy Chief of Staff for Military Operations, Department of the Army, to the Civil Affairs Officer Course, 4 December 1970, is attached as Inclosure 4. The address is titled "The Basic Realities of Changing U. S. Policy and Their Impact on Civil Affairs."

12. Civil Affairs MOBDES Vacancies. a. A List of MOBDES vacancies in the Civil Affairs School is attached as Inclosure 5. Applications for positions

should be submitted on DA Form 2976, Application for Mobilization Designation Assignment, THRU: Commandant, U. S. Army Civil Affairs School, ATTN: DNRI, Fort Gordon, GA. 30905, TO: Commanding Officer, U. S. Army Administration Center, 9700 Page Boulevard, St. Louis, MO. 63132.

b. Vacancies in the Directorate of International and Civil Affairs, ODCSOPS, Department of the Army, as of 4 August 1970, were published as Inclosure 11 to letter, ATSCA -A, Civil Affairs Developments, dated 17 August 1970. Vacancies listed therein are still unfilled, except as follows:

- (1) Policy Planning Div: Staff Officer, LTC, 2162, change 2 to 1.
- (2) Food/Ag & Nat. Res. Br, Econ Aff Div: Natural Resources Officer, LTC, 6410, change 1 to 2.
- (3) Programs Division: Add 1 Chief, COL, 6410.
- (4) Politico Military Division: Delete 1 COL, Staff Officer, 2162; change 4 Staff Off, LTC, 2162, to 3.

For positions in Department of the Army, applications should be submitted to:

Commanding Officer
U. S. Army Administration Center
9700 Page Boulevard
St. Louis, MO. 63132

13. Requests for Assistance. In order that the School may respond more rapidly and more effectively to "off campus" request for assistance, readers should address all such requests for publications, advice and information to the Commandant, ATTN: DNRI, U. S. Army Civil Affairs School, Fort Gordon, Georgia 30905 (unless another office within the School has been specifically listed in a School announcement as the action office in a particular matter).

14. FY 72 Class Schedule. The tentative schedule of classes to be presented in resident instruction at the Civil Affairs School during the FY of 1972 is attached as Inclosure 6. This schedule is subject to modification as may be necessitated by the relocation of the School to Fort Bragg.

15. New CGSC Short Course for Reservists. A new 18-week resident "Command and General Staff Officers Course -- Reserve Components" has been established. It will be scheduled twice a year in residence at the U. S. Army Command and General Staff College, Fort Leavenworth, Kansas. The U. S. Army Reserve has been allocated 84 spaces for each class.

Reporting and concluding dates of the first two classes are:
9 Aug - 17 Dec 71, and 10 Jan - 19 May 72.

Prerequisites for consideration for selection are:

a. Commissioned officer of the U. S. Army Reserve not on extended active duty who has completed a minimum of eight years of commissioned service as of the course starting date; must have credit for completion of a Branch Officer Advanced Course prior to starting date (concurrent enrollment in the Branch Officer Advanced and CGSO-RC will not be authorized);

b. Must have two years' remaining service in the Ready Reserve upon course completion; must have an interim TOP SECRET in addition to a final SECRET security clearance. There are no age limitations.

Interested applicants are urged to submit applications through appropriate channels -- to their Army headquarters for unit members and to the U. S. Administration Center for non-unit members -- to arrive by early June 71.

16. Significant Civil Affairs Activities at CONARC Headquarters. The address by LTC Frank Brunosky, Chief, Civil Affairs Branch, Special Operations Division, Office of the Deputy Chief of Staff for Military Operations and Reserve Forces, HQ CONARC, to the Civil Affairs Staff Officer Refresher Course, 19 and 26 March and 2 April 1971, is attached (Incl 7).

"LETTERS TO THE EDITOR"

COMMENTS, OPINIONS, and other CONTRIBUTIONS
of interest from individuals and units may be submitted
for publication. Letters and/or manuscripts should be
sent to:

Commandant
ATTN: ODDL&P
U. S. Army Civil Affairs School
Fort Gordon, Georgia 30905



DEPARTMENT OF THE ARMY
HEADQUARTERS, U.S. ARMY CIVIL AFFAIRS SCHOOL
FORT GORDON, GEORGIA 30905

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ATSCA-C

17 December 1970

TO: THE U.S. ARMY CIVIL AFFAIRS COMMUNITY

Tomorrow I will relinquish my post as Commandant of the Civil Affairs School, incident to my retirement from the Army the end of this month. In leaving, I look back over 2 1/4 years of very rewarding service with the School, first as Assistant Commandant/Director of Instruction and subsequently as Commandant, during which not only the School, but also the entire Civil Affairs community carried out all its assigned missions, routine and otherwise, with distinction. By means of this letter (which will be distributed with the School's next "Civil Affairs Developments" letter) I wish to express my appreciation for your fine performance of duty, and thank you for your support.

Colonel Kenneth B. Facey, who has been my assistant for the past 15 months, will replace me as Commandant. I am leaving the School in good hands, and I am confident that you will provide him the same fine support that you have given me.

In closing, I wish you every success in your future endeavors.

Sincerely,

DAVID L. DAVIS
Colonel, Infantry
Commandant



DEPARTMENT OF THE ARMY
HEADQUARTERS, U.S. ARMY CIVIL AFFAIRS SCHOOL
FORT GORDON, GEORGIA 30905

IN REPLY REFER TO

CHANGE OF COMMAND CEREMONY
18 December 1970

INVOCATION

Chaplain (Lieutenant Colonel) Raymond J. Foley

Let us pray:

Our Father and our God, let thy spirit speak this day

To husband and wife,

To parent and child,

To commander and subordinate.

Let thy spirit speak quietly and yet very affirmatively to our innermost being as we witness this ceremony:

That our country is good,

That we are richly blessed,

That the soldier has had a place of honor throughout Biblical history and in thine eyes continues in that place today,

That life is ongoing, and just as we are God's men whether we live or die, so, too, are we soldiers continual soul-mates whether active or retired; for we have partaken of a privileged communion that had as its prerequisites thanksgiving, dedication, compassion, courage, steadfastness, faithful service.

With thy blessing we will continue in that communion.

For this we give joyful thanks.

AMEN

MARQUAT MEMORIAL LIBRARY
U. S. ARMY CIVIL AFFAIRS SCHOOL
Fort Gordon, Georgia 30905

INDEX OF AREA STUDIES
1 March 1971
(CON Reg 140-6)

<u>CALL NO.</u>	<u>AREA/DATE</u>	<u>CALL NO.</u>	<u>AREA/DATE</u>
943 T47	East Germany 1961	947. 95 F69	Transcaucasia: Georgia, Armenia, Azerbaijan, 1968
943. 6 F68	Austria 1966	947. 95 T45	Armenia, Azerbaijan, Georgia, 1969
944 T45	France 1964	947. 95 T47	Armenia 1964
944 T47	France 1966	947. 95 T48	Georgian S. S. R. (undated)
945 T47	Italy, Sicily, Sardinia, Albania, and Yugo- slavia 1968	948. 1 F68	Norway 1969
946 T47	Spain 1967	948. 5 T47	Sweden 1967
946 T474	Spain 1970	949. 35 T47	Luxemburg 1967
946. 9 F68	Portugal 1965	949. 35 T47	Luxemburg 1965
946. 9 T47	Portugal 1967	949. 5 F68	Greece 1965
947 T47	European USSR 1969	949. 5 F69	Greece 1966
947. 95	Azerbaijan, Armenia, Georgia 1967	949. 5 T48	Greece 1967

<u>CALL NO.</u>	<u>AREA/DATE</u>	<u>CALL NO.</u>	<u>AREA/DATE</u>
949. 65 F68	Albania 1965	955 F67	Iran 1962
949. 7 F68	Yugoslavia 1961	955 F68	Iran 1965
949. 77 F67	Bulgaria 1965	955 F66	Iran (undated)
949. 77 F68	Bulgaria 1967	956. 94 F68	Israel 1967
949. 77 F69	Bulgaria 1965	956. 1 T47	Turkey 1964
949. 77 T48	Bulgaria 1963	959. 1 F65	Burma 1970
949. 8 F68	Romania 1967	959. 1 F68	Burma 1968
949. 8 F69	Romania 1966	959. 1 T46	Burma 1969
951. 249 F68	Taiwan 1967	959. 4 F68	Laos 1968
951. 249 N55	China, Rep. of 1967	959. 5 F68	Malaysia 1970
951. 9 F682	Korea 1969	959. 5 M35	Malaysia 1967
952 F69	Japan (Suppl No. 1) 1967	959. 6 F68	Cambodia 1967
953 T47	United Arab Republic 1967	959. 6 T46	Cambodia 1961
954. 9 T47	East Pakistan 1961	959. 6 T47	Cambodia 1964

<u>CALL NO.</u>	<u>AREA/DATE</u>	<u>CALL NO.</u>	<u>AREA/DATE</u>
959.6 T464	Cambodia 1961	972.85 053	Nicaragua 1962
959.7 C58	Vietnam, Rep. of 1969	972.85 T47	Nicaragua 1961
961.2 T47	Libya 1961	972.86 T47	Costa Rica (undated)
965 T47	Algeria 1968	972.91 N55	Cuba 1962
966.3 T48	Senegal 1961	972.94 N55	Haiti 1968
966.7 A73	Ghana 1965	957.7 T47	South Carolina 1962
967.11 F68	Cameroon 1967	977.404 F68	Ottawa Nat'l Forest, 1969
967.4 F68	Central African Rep. 1968	977.5 F68	Monroe County, WI, 1966
972 T47	Mexico 1962	977.8 F68	Cole County, MO (undated)
972.81 T48	Guatemala 1969	979.5 T47	Southwest Oregon 1967
972.83 T46	Honduras 1962	981 T47	Brazil 1962
972.83 T47	Honduras 1962	982 T47	Argentina 1969
972.84 F68	El Salvador 1962	983 F68	Chile 1962
972.85 F68	Nicaragua 1962	983 F69	Chile (undated)

CALL NO. AREA/DATE

984 Bolivia
F68 1962

985 Peru
F68 1962

986. 2 Panama
T47 1961

986. 6 Ecuador
T47 (undated)

CALL NO. AREA/DATE

987 Venezuela
T47 1961

989. 5 Uruguay
T47 1961

991 Indonesia
F68 1967

991 Indonesia
N55 1967

THE BASIC REALITIES OF CHANGING U. S. POLICY
AND THEIR IMPACT ON CIVIL AFFAIRS*

It is a distinct pleasure to be with you today. General Baldwin has asked me to convey to you his personal best wishes on this occasion marking your successful completion of your course of instruction. You have just completed a comprehensive Civil Affairs Staff Officer Course. During this course, doubtlessly, you have become aware that we are in a period of transition. It is in this vein that I wish to cast my remarks and to identify some of the trends which have a bearing on the Army's civil affairs role in the years ahead.

Having stated my goal, and having some knowledge of the instruction you have received, I am reminded of the story of a Christian who was thrown into the arena with a lion. He fell to his knees and immediately began praying. As he raised his head, he saw the lion also holding his paws in a reverent attitude. He said, "Well, at least I am communicating." The lion looked back and said, "I don't know about you, but I am saying grace."

I hope we can communicate, and that you lions aren't too hungry.

We cannot meaningfully discuss the Army's future role in any field apart from the basic changes in national policy and strategy which have taken place on major scale at the national level. Similarly, we cannot realistically approach our specialized area of interest this morning without acknowledging the practical realities and constraints which will doubtlessly have a major impact on the shape and role of Civil Affairs in the years ahead.

It is within this spirit of change that I would like to talk this morning, focusing on the implications these events may carry for Civil Affairs.

*Graduation address by LTC Thomas A. Miller, Jr., Chief, Civil Affairs Branch, Security Operations Division, International and Civil Affairs Directorate, Office of the Deputy Chief of Staff to Military Operations, Department of the Army, to the Civil Affairs Officer Course, 4 December 1970.

Commencing around 1969 we have, as a nation, undergone a period of tremendous reevaluation and reassessment. Not only have we reexamined our commitment in Southeast Asia, but we have also reassessed our overall national objectives, and their implications on our military forces. For the Army, these events will occupy our thoughts and energies for some time to come. Our revised national approach is aimed at lowering our political, military and psychological profile, particularly in developing areas, while still facing the reality of United States interests in the world arena.

President Nixon has repeatedly stated that we will finish the job in Vietnam. Many of you will be involved in that task. Since 1968, we have come to realize more and more that the situation in Vietnam requires an understanding and sensitivity to the very type of civil-military relationship that you have studied here. The job that lies ahead will depend in large measure on how well the task in the Republic of Vietnam is accomplished. Our perception of what lies ahead must be viewed in the light of basic threats to our national security. These threats, unfortunately continue to endure. Their source remains fairly constant, though their form may vary -- terrorism of all sorts and varieties seems to be the most recent form adopted. A changing national rationale to cope with these various threats cannot diminish their magnitude or validity. Specifically, - we cannot wish them away.

The world has changed dramatically since World War II, or even the early 1960's. The threat is becoming exceedingly more elusive, more diffuse. What would have been dismissed in an earlier era by an all-inclusive term of "communist," we have now come to realize covers a much wider spectrum of ideological commitments, goals and methods. In place of the communist monolith there have emerged on the international scene new, unpredictable, and potentially more explosive mutations of the basic threat.

At the same time, each of us senses, but may not fully understand, the changes underway in the American body politic. There is an apparent lack of consensus on the direction and form of our foreign commitments. A large element of the population is becoming introverted and self-critical. Strong pressures, with strong emotional support, are being exerted to reduce severely expenditures for defense purposes or

foreign aid. Regardless of how one feels on these issues, one can see that these trends will have sharp influence on the Army's future in key ways -- funds, strengths, equipment, roles -- all limitations on means of doing our job.

These limitations have not, however, altered the fact that our national security is tied to an international community in which a reasonable degree of peace and justice prevail.

In the past our economic assistance programs have been carried out and have flourished in environments made stable and secure through the simultaneous application of United States military assistance programs. The mutual interdependence of these programs, has been essential to the achievement of United States foreign policy objectives.

Our past and current military civic action programs are a direct result of executive and congressional mandates which sought the greater involvement and application of military capabilities to foster and support the achievement of economic and social progress and development. In recent years military civic action became the vehicle for an expanded involvement of our defense establishment in non-military activities as a forerunner to our growing involvement in low intensity conflict.

Today, the Army's role and activities in low intensity conflict fall within the broad scope of stability operations. Within this context, the Army is currently striving to formulate and define its role in assisting less developed countries of the world in their efforts towards modernization or nation building.

The evolvement of this role may hold considerable significance for the Army and it would appear to follow naturally that nation building operations hold great promise for the utilization of the Army's civil affairs capabilities.

Today, throughout the defense establishment, more than ever before, we find ourselves confronted with certain basic realities ... political,

strategic, fiscal and manpower . . . which cannot be overlooked. All of these will have a bearing on the Army's civil affairs role in the months immediately ahead.

It, therefore, is essential that we carefully assess our area of civil affairs interest within the framework of these realities.

First I would reaffirm that there is no question within the Army staff as to the necessity for providing civil affairs support adequate for a wide range of Army operations. Civil affairs remains a primary Army function.

In terms of major conflict, the Army's civil affairs missions come through clearly and are unquestioned. On the other hand, we cannot ignore the growing political reality that in the times ahead, the civil affairs missions may not automatically accrue to the Army to support the attainment of United States objectives in each case of United States foreign involvement. In the area of stability operations with its nation building functions, we find a growing challenge to the application of the Army's civil affairs capabilities in this role. The Army's civil affairs role may not be sympathetically received or, for that matter even perceived by the political-policy makers as being particularly relevant to these situations. These views are not based on whim. The policy maker may perceive major drawbacks which make military participation in purely civil matters undesirable or unacceptable. The application of civil affairs resources under such circumstances would be represented as unacceptable interference by military forces in the civil functions of government, which we as a nation hold intolerable under normal circumstances. A natural tendency is to meet this requirement to provide support and assistance to civil governments by turning to a civil agency of the United States Government. This view is not difficult to rationalize. It is evident that the functional areas comprising the civil affairs activity, without exception, fall within areas which are the established responsibility or function of some civilian agency of our government. It is logical to turn to these agencies for support, particularly when major United States forces are not required for the attainment of a given United States objective. We can argue that the civil affairs organization brings all of these various functional disciplines together in one organization. This is true . . . but the same is presently true of the agency for international development.

Considerations of policy determination notwithstanding, it is not difficult to conclude that the Army's civil affairs role in stability operations...nation building...will not translate, under foreseeable conditions, into requirements for large numbers of civil affairs personnel or units. The emphasis in these cases will be on the use of highly trained advisory type personnel, or modestly sized mobile training teams with the major role being the responsibility of a civilian agency of the United States Government. Even this latter role may be diminished in given cases in light of evolving national policies for the provision of economic and developmental assistance which will seek to place emphasis on multilateral participation in the developmental processes.

A practical example of how the Army's civil affairs role and capabilities can operate under a civil agency is the case in SVN. It was a governmental policy decision which retained the CA function within USAID through its mission in Saigon. The decision could have been the opposite. The USAID role in Vietnam came under close and extensive scrutiny and the approved decision was a compromise which established the CORDS organization which in turn brought portions of the economic assistance and military operations under a single manager.

Several proposals providing for a greater Army CA role were submitted, but ultimately rejected after consideration at the highest policy making echelons.

The second reality with which we must cope is the strategic one. This was clearly defined by the Secretary of Defense in his remarks on 21 July when he stated: "For years we have had strategic superiority over the Soviet Union. Today the strategic pendulum is moving in the direction of the Soviet Union. If it were to move too far in that direction, it is conceivable that the Soviets may opt to exercise what they considered their advantage."

Our current civil affairs structure, with its active and reserve resources, is currently geared to support a strategy based on the materialization of the most serious conceivable threat. In our best estimate, our CA forces are adequate for the purpose within certain limits. However, we must expect evolutionary changes in the configuration

of these resources. To date, these have been based on careful assessments of what is required to do the job. We have not had to deal with budgetary or personnel constraints; these are being faced now. In any case...we will attempt to maintain the best posture which we are permitted to support. You can be certain that each proposed change or modification of our CA structure will be made in a manner to insure the retention of the best possible CA capability the Army can provide under the given constraints. Our primary concern is how to get the most out of what we have, and to keep these resources in a form which will be realistically responsive to a broad range of requirements.

The fiscal reality is one that will have increasing impact on future Army capabilities. The defense budget submitted to the Congress is as stated by the Secretary of Defense, "A rock bottom transition budget. Any additional reductions in that budget will further strain our ability to deter war, to keep our commitments and to support the Nixon doctrine and national military strategy." The Secretary of Defense further stated that, "While the administration is proceeding prudently in fiscal matters, the risks to our national security are obviously growing."

At this time it is not possible to determine if these fiscal limits will have a major effect on our active and reserve CA resources. Tied to fiscal restraints are the realities of reduced manpower. The Secretary of Defense also stated, that, "With a lower defense budget, manpower cuts become a severe reality. The actions taken in FY 1970 and 1971 will affect over a million men and women in the Defense Department and defense industry. Back in 1964 we had 2.7 million men and women in the armed forces; total military personnel appropriations at that time amounted to \$14.2 billion. In FY 1972, to pay for the same number of peoplewould cost us over \$29 billion, assuming continuing pay raises and progress towards a zero draft call." It is the objective of our Directorate to insure that the civil affairs resources in the structure are the best that can be included, and hopefully, in the numbers required.

These remarks were not intended to alarm -- they have been intended to present to you the unvarnished facts as we presently see them. As the

entire Army structure is undergoing a thorough scrutiny, we need to take an objective look at this Civil Affairs activity of ours. This scrutiny should be prompted by our desire to make sure that the Army continues to retain the best possible capability available to fulfill its assigned CA roles and responsibilities.

My remarks this day have admittedly been broad in nature. I have attempted to depict the background against which we can view the road ahead.

To sum up, the 1970's have been ushered in with significant changes in our national outlook in world affairs. National reassessments have been made to meet changing priorities. Their impact on our Armed Forces will doubtlessly be significant. Resources will decrease. Missions and tasks will not. Our military forces will be required to offset the effects of reduced forces through a more efficient utilization of those which are made available. In the period, a requirement will continue for the imaginative and unique application of CA resources, concepts, organization methods, and techniques. It is to this end that you have received the training you have just completed.

I challenge you, today's graduates, to accept the tasks presented by the basic realities of changing United States policy and their impact on civil affairs.

I challenge you to use your training and experiences in dealing with your fellow soldiers, your allies and the civilian populations of this or foreign countries.

I challenge you to adapt, to improve, to further the concepts of relationships between people that has been presented to you in the last 8 weeks, and I challenge all of you to do these things in whatever assignment you may have, in this country or overseas, in Civil Affairs or combat units, in command or staff positions.

I trust we will be equal to this task.

U. S. ARMY CIVIL AFFAIRS SCHOOL MOBILIZATION DESIGNATION
POSITION VACANCIES AS OF 31 MARCH 1971

THEATER ARMY: Director of Instruction - LTC - 2520; Training Aids Officer - CPT - 2548; Personnel Officer - MAJ - 2200. INSTRUCTORS: Sociology - LTC - 82701; Ration/Price Control - LTC - 86410; Public Communication - MAJ - 87899; Public Transportation - MAJ - 80694; Arts/Monuments - MAJ - 88605.

FIRST U. S. ARMY: INSTRUCTORS: Economics - LTC - 86410; Public Communication - MAJ - 87899; Arts/Monuments - MAJ - 88605.

SECOND U. S. ARMY: (Proponent, FIRST U. S. ARMY): Training Aids Officer - CPT - 2548. INSTRUCTORS: Civil Information - MAJ - 85505; Public Communication - MAJ - 87899; Arts/Monuments - MAJ - 88605.

THIRD U. S. ARMY: Training Aids Officer - CPT - 2548. INSTRUCTORS: Public Finance - MAJ - 86010; Public Communication - MAJ - 87899.

FOURTH U. S. ARMY: Training Aids Officer - CPT - 2548. INSTRUCTORS: No Vacancies.

FIFTH U. S. ARMY: Supply Officer - CPT - 4010. INSTRUCTORS: Public Communication - MAJ - 87899; Arts/Monuments - MAJ - 88605.

SIXTH U. S. ARMY: Personnel Officer - MAJ - 2200; Supply Officer - CPT - 4010. INSTRUCTORS: Public Communication - MAJ - 87899; Arts/Monuments - MAJ - 88605.

USACAS AUGMENTATION: No Vacancies.

UNITED STATES ARMY CIVIL AFFAIRS SCHOOL
SCHEDULE OF CLASSES FY 1972

WORKING PAPER

8 February 1971

COURSE TITLE	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
CA Off 5D-8105	11 19 11 24	51 7	2	17 19 17 30	50 13	9	16 19 16 29	51 12	9	16 19 16 29	51 13	8
CA Off Advance 5-41-C23 (PH II)	11 19 11 24	51 7	2	17 19 17 30	50 13	9	16 19 16 29	51 12	9	16 19 16 29	51 13	8
CA Off Advance 5-41-C23 (PH IV)	25 7	26 21		31 25 13	26 27		30 25 12	26 26		30 25 12	26 27	
CA Off Advance 5-41-C23 (PH VI)	23 11 24	18 7		23 17 30	18 13		23 16 29	18 12		24 16 29	18 13	
USAR SCH CA Off Advance (PH II)	23 11 24	18 7		23 17 30	18 13		23 16 29	18 12		24 16 29	18 13	
USAR SCH CA Off Advance (PH IV)	25 7	26 21		31 25 13	26 27		30 25 12	26 26		30 25 12	26 27	
USAR SCH CA Off Advance (PH VI)	25 7	26 21		31 25 13	26 27		30 25 12	26 26		30 25 12	26 27	
Civic Action SD-F2	11 16 4 10	27 20		17 15 10 16	27 26		16 16 9 15	28 25		16 16 9 15	28 26	
Foreign Off Orientation	11 16 4 10	27 20		17 15 10 16	27 26		16 16 9 15	28 25		16 16 9 15	28 26	
CA Field Grade Off Ref, 5-41-C8	11 16 4 10	27 20		17 15 10 16	27 26		16 16 9 15	28 25		16 16 9 15	28 26	
CA Staff Off Ref, 5D-F3	11 16 4 10	27 20		17 15 10 16	27 26		16 16 9 15	28 25		16 16 9 15	28 26	

* input available for 18-26 June 71

SIGNIFICANT CIVIL AFFAIRS ACTIVITIES
AT
CONARC HEADQUARTERS *

by LTC Frank Brunosky

* * * * *

At this time let's talk about CONARC's thinking; what we're doing to help Civil Affairs; what programs we're giving especial attention to -- we're giving a lot of attention to Civil Defense. It's our belief that Civil Defense training for Civil Affairs personnel is of critical importance. Many personnel assigned to CA units are naive concerning their role in Civil Defense. Some are even opposed to taking the training. More importantly, the majority of the Civil Defense planners (military and civilian) have no concept of the role of Civil Affairs in military support of Civil Defense. To correct this situation, a series of actions are necessary. First and foremost is the training of Civil Affairs personnel, both active and reserve, in Civil Defense. For Civil Affairs, this training has two basic facets. One facet is to learn and understand the Civil Defense planning from the viewpoint of the civilian (Civil Defense coordinator, mayor, police chief, etc.). If Civil Affairs personnel are to be of assistance, they must understand the civilian role and the local Civil Defense plan. This is one of the purposes of the special courses to be presented at the Civil Defense Staff College in Battle Creek, Michigan, in the summer of this year. In my mind the Civil Affairs role in Civil Defense in America lies in three primary areas --

*Excerpts from an address by LTC Frank Brunosky, Chief, Civil Affairs Branch, Special Operations Division, Office of the Deputy Chief of Staff for Military Operations and Reserve Forces, Headquarters United States Continental Army Command, to Civil Affairs - USAR officers attending the Civil Affairs Staff Officer Refresher Course, Fort Gordon, Georgia, 19 and 26 March and 2 April 1971.

(1) Planning at the request of the responsible civil official. Here CA personnel, teams and units can perform studies, make surveys and assist in preparing plans.

(2) Responding to civil emergencies, again at the request of civil officials, and, when directed by appropriate military authority, augment and assist local officials in the discharge of their official duties as coordinators.

(3) And in war-caused disaster, be prepared to temporarily replace disabled, missing or incompetent civil officials when directed.

Several of the actions to establish the role of Civil Affairs in military support of Civil Defense have already been initiated. The Civil Defense training program for CA personnel contained in one of our letters, Subject: Improvement of Civil Affairs Capability (Civil Defense), establishes the basis for the training and encourages close contact with civil authorities. Many of our USAR CA units (you may have participated) have participated in Civil Defense exercises over the years. Another positive action has been the establishment of the special Civil Defense Management and Plans Operations Course previously mentioned. So we feel we're making progress but we still have a long ways to go.

Another activity receiving our top attention is the Military Assistance Officer Program or MAOP. The program was initiated to meet the anticipated demands of advisory and military assistance type duty of the future. This program will identify and contribute to the development of high level advisors, key staff personnel and commanders capable of providing political-military advice -- officers who are capable of conducting military activities having social, economic, political and psychological impact -- who will have a deeper appreciation for the role of Civil Affairs units. At the highest levels the military assistance officer can be assigned to such offices as International Security Affairs in the Office of the Secretary of Defense; the Bureau of Politico-Military Affairs in the Department of State; Office of the Deputy Chief of Staff for Military Operations, DA; and as senior advisors in foreign countries. This officer will be able to perform in all stages of military involvement, from military assistance to conventional combat; and the MAOP officer would be able to plan and develop internal defense and internal development programs in coordination with other agencies.

To help develop officers in performing these various tasks, a MAOP Command and Staff Officer Course of 19 weeks duration has been established at the U. S. Army Institute for Military Assistance at Fort Bragg, North Carolina.

While recognizing that education is not a panacea to all problems, advanced education will be a requirement for the vast majority of the more than 550 important jobs identified in the program. The fact that more than 60% of these positions have already been validated for advanced degrees by the Army Educational Requirements Board demonstrates that the program is being strongly supported.

Just recently we were involved in a field-wide revision of AR 614-134 which governs the MAOP program. We made a number of recommendations, one being that general officers be accepted into the program, to include reserve officers.

Next our OCONUS* training will receive continuing emphasis as it has always been one of our more notably successful programs, both for individuals and units. As you know this consists of the selection of USAR CA officers who undergo their annual training overseas. Essentially the program works in this manner--

(1) OCONUS commanders generate requirements which are passed on to CONARC for fill.

(2) CONARC evaluates requirements and passes quotas for recommendation to CONUS armies for fill.

(3) CONUS armies pool USAR CA units for qualified officers who want to and can come on active duty for the training. It's important that unit commanders make their recommendations more than on the basis of "Joe's a nice guy." We purposely ask for more recommendations than there are jobs -- armies should do the same.

(4) Armies screen recommendations from units and select fully qualified people for submission to CONARC.

*Outside Continental United States

(5) ODCSOPS-SO secures theater clearance; armies issue orders and the officers are on their way to an overseas area to actively contribute to active Army mission accomplishment during contingency operations, FTXs, planning and special projects.

(6) Officers submit afteraction reports thru channels to tell what they did; what they learned; make recommendations for improvement of the training situation and program operating procedures.

(7) OCONUS commanders submit afteraction reports thru channels to give their account of the usefulness of the USAR personnel and suggestions for improvements in the program and changes in future requirements.

(8) OCAR is kept informed of all this activity and has DA staff monitoring responsibility, and has allowed CONARC to run the show.

(9) Returning officers should then be used to present instruction to other members of his unit and adjacent units: current conditions in the area of interest; current active Army military activities; current operational requirements, limitations, etc.; problem areas encountered and possible solutions of all aspects of local civilian attitudes, behavior towards U.S. Forces, etc. This is the pay-off phase. Maximum mileage must be gained from the use of these officers to present meaningful information/instruction/training/ideas to home units. Should generate thought by unit commanders concerning unit training programs; special emphasis areas; need for additional information; problem area studies; updates. This slide* shows the number of reserve personnel who have participated thus far. As you can see a considerable number have participated - 136.

Our CDC study project is also continuing to receive top priority. As you know this program was initiated in 1968 as one way of improving our Civil Affairs capability within the Army. The studies were initially determined to be necessary but the active Army did not have the time, money, or personnel to complete the studies. Accordingly, it was agreed that CONARC would query the CONUS armies to see if USAR CA units could help. As a result, nine study projects were assigned to

*Not reproduced

several USAR CA units. A number of these units completed the projects during reserve duty training. Several USAR CA unit commanders prepared annual training research study seminars based on the CDC CA Agency projects assigned by CONUSA. Research/seminars were conducted by five different units in three different locations including Fort Gordon, Camp Roberts and Camp McCoy. In each instance the projects have resulted in outstanding training vehicles. Additionally, the studies have produced valuable reference material for use in appropriate operational and doctrinal concepts.

These, then, are some of the more significant activities we at CONARC are stressing at present. Now let's talk about some areas wherein we are most concerned but need your assistance in providing us input material. You might call these areas, problem areas which should be addressed.

At the beginning of this presentation I mentioned that the main task is to convince all commanders of the importance of Civil Affairs. Gentlemen, Civil Affairs is often not appreciated by commanders. If I may cite a personal example which occurred in Korea recently: My initial guidance from the Commanding General (I was assigned as G5) was, "Brunosky, your main job is to keep the Koreans out of my hair." Unfortunately this is not an unusual approach. So, as first priority we have got to do a better selling job. At this time, I'm not prepared to recommend how this could be done. But there must be more and better Civil Affairs instruction given all of our troops; from private to full general. And as you well know this is easier said than done, particularly with numerous activities competing for the limited time available for training.

Another problem area is the lack of G5 sections properly staffed at all levels of command. Personally, I believe this is one major reason why commanders do not appreciate the Civil Affairs capability and why the Civil Affairs job doesn't get done. We ought to have a G5 section at Army level down through battalion, and all staffs should have equal status with other major staff sections.

Another area needing more attention and clarification is the role that Civil Affairs units should play in community relations activities, especially the role of civic action, in CONUS. We know that programs

have been developed by some units. But there appears to be a dearth of guidance from top down as to what our policy should be and how best to accomplish this policy. Is civic action as we know it overseas appropriate for CONUS?

Also our contingency planning and training needs a new look. Though CONARC did publish a revision to CON Reg 140-6 which governs areas of orientation, we did not change actual assignments. My feeling is that a better breakout could be accomplished and should be done. (For example, just what is Northern Europe?)

Further, in the area of training we ought to be integrating more of our reserve annual training with the active services. By doing so, the training would be more interesting to the reservists but, more importantly, the reservists with their high skills and expertise would be telling and selling the Civil Affairs story to the active units.

Continuing on training, we need more specific guidance as how to best accomplish functional team training. But first we need to examine whether it can be accomplished or even, in fact, whether it is necessary. Similarly, we need to look at whether we are training and working enough with our PSYOP units to ensure maximum Civil Affairs impact. It's my belief that we're not doing enough of this hand-in-hand training.

These, then, are just a few areas needing to be addressed. I'm sure you have others that may be more deserving of attention. However, my main point in alluding to them is to solicit your assistance. Everyone knows that the true expertise exists in the Reserve Civil Affairs units. Unfortunately, it doesn't very often exist in the active Army. It doesn't exist for obvious reasons, foremost, being rapid turnover of personnel which rarely permits any active officer to really become proficient in one field.

So, in conclusion, we ask for your help. Give us your ideas, tell us what we should be doing. In doing so I can't guarantee that I will be intelligent enough to implement all of your suggestions -- which I hope you will submit -- but I assure you they will be given my enthusiastic college try.