REDESIGN OF THE INSTITUTIONAL ARMY

Phase II

Final Report

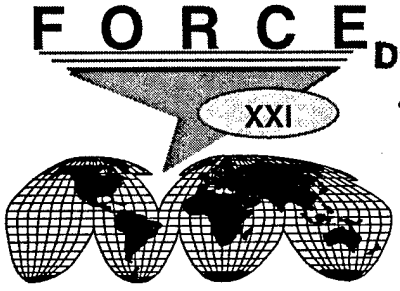
Volume II

Appendices

A - G

March 1999

19990712 086



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INSTALLATION MANAGEMENT (BASOPS) FUNCTIONAL AREA ASSESSMENT (FAA)

Vice Chief of Staff of the Army
11 Jun 96

FORSCOM



AGENDA

⇒ INTRODUCTION

- COMMAND AND CONTROL
- SERVICE DELIVERY METHODS
- TOOL BOX
- INHIBITORS
- RECOMMENDATIONS

MAGNITUDE OF BASOPS ISSUE

BASOPS FAA

BASOPS: THE COMMAND AND CONTROL STRUCTURE AND INSTITUTIONAL SERVICES ON AND OFF POST, REQUIRED TO SUPPORT THE ARMY.

FORT HOOAH



BASOPS: $10B

ALL OTHER: $53B

212 INSTALLATIONS
8 TYPES OF INSTALLATIONS

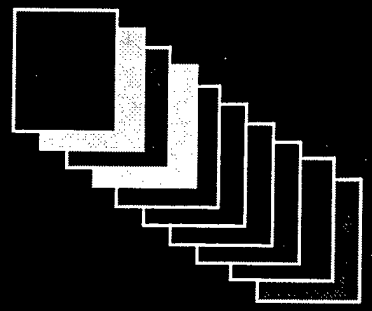
OMA MPA

$10B*

RDT&E AFH

16% OF ARMY BUDGET

122 SERVICES



82,704 CIV/MIL*



*Does not include NAF, OMAR, OMNG, MILCON, DERA

FORSCOM

BASOPS FAA

TYPES OF INSTALLATIONS

POWER PROJECTION

BRAGG
HOOD
LEWIS
etc.

SCHOOL/ POWER PROJECTION

BENNING
BLISS
SILL
etc.

SCHOOL

USMA
USAWC
LEAVENWORTH
etc.

USARC

MAJOR - DIX
SUB-POST - HUNTER
LIGGETT
ENCLAVE- DEVENS
CENTERS

ADMIN

MCPHERSON
MONROE
MYER
etc.

INDUSTRIAL BASE

ROCK ISLAND
ANNISTON
etc.

COMBAT TRAINING CENTER

IRWIN
POLK
etc.

NATIONAL GUARD

CHAFFEE
CAMP BLANDING
etc.

BASOPS FAA

MISSION

- IDENTIFY THE MOST EFFECTIVE BASOPS COMMAND AND CONTROL ORGANIZATION THAT WILL ENABLE THE ARMY TO OPTIMIZE THE MANAGEMENT AND EXECUTION OF BASOPS SERVICES
- DETERMINE THE OPTIMUM METHOD FOR DELIVERY OF BASOPS SERVICES FOR THE TOTAL ARMY (ACTIVE, USAR, ARMY NATIONAL GUARD) TO ACHIEVE SUBSTANTIAL IMPROVEMENTS IN CRITICAL PERFORMANCE MEASURES SUCH AS COST, QUALITY, SERVICE AND SPEED



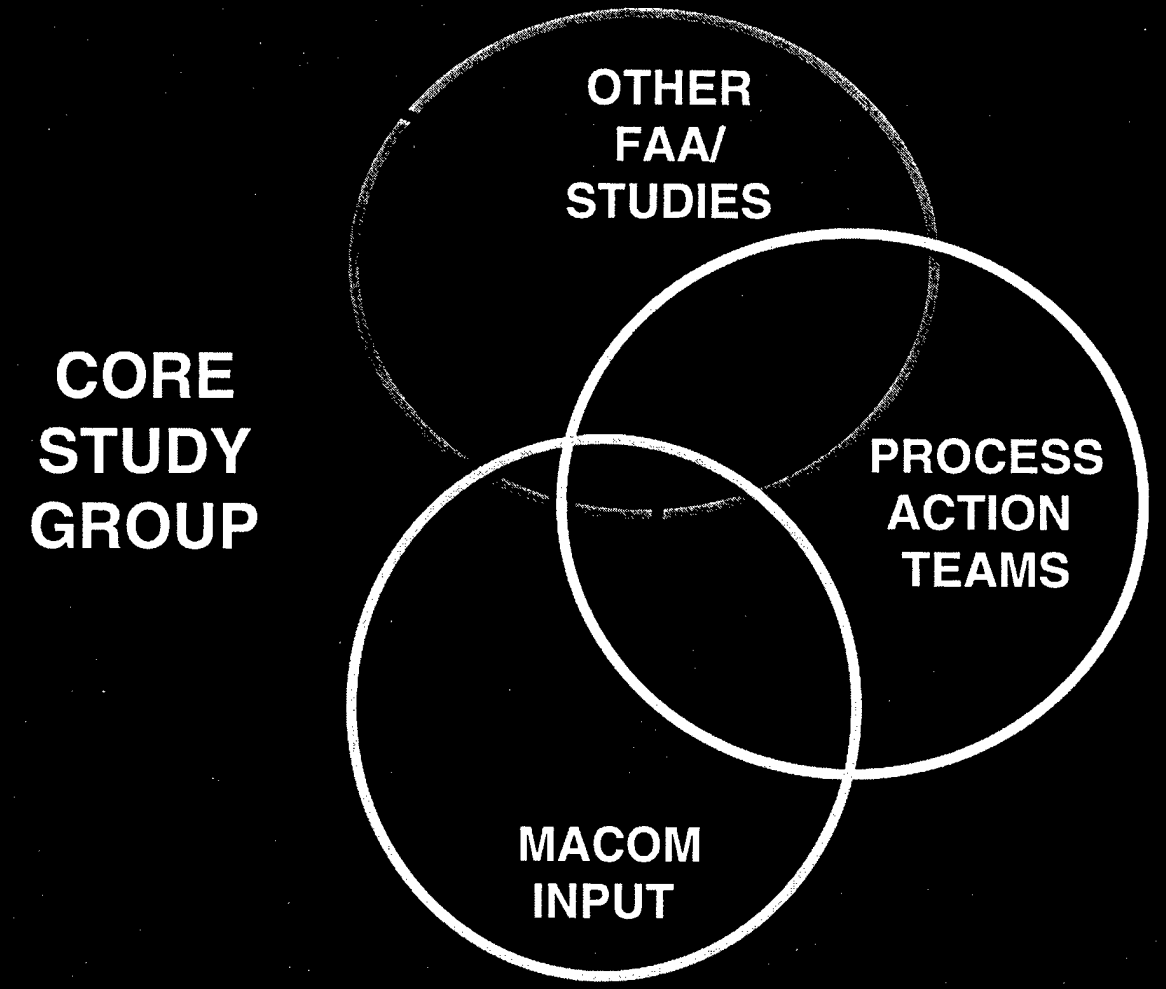
SCOPE

THE FAA WILL:

- ANALYZE ALL BASOPS SERVICES
- EXAMINE ACTIONS WHICH WILL SAVE RESOURCES AND PROVIDE AN ACCEPTABLE LEVEL OF SERVICE
- IDENTIFY THE LEVEL BEST SUITED FOR OPTIMUM EXECUTION OF INSTALLATION MANAGEMENT/BASOPS SERVICES
- CONSIDER ALL COMPONENTS AND TYPES OF INSTALLATIONS
- FOCUS ON CONUS - CONSIDER OCONUS IMPLICATIONS

BASOPS FAA

ANALYSIS STRUCTURE



FORSCOM

BASOPS FAA

PROCESS ACTION TEAMS

- Chartered for specific, narrow focus issues
- Issues identified by other FAAs or proponent

FAA

- DPW/USACE Partner
  (Construct FAA)
- Contracting DOL Operations
  (Equip/Supply/Maintain FAA)

PROPONENT

- Off Post Support (AR 5-9)
- Army Housing Corp
- USAR Installations
- Quality of Life
- BASOPS Requirements
- Services Prioritization

Membership: SMEs, garrison CDRs, HQDA staff, installation staffs, MACOMs, USAR, NGB, USAAA, proponents,and customers

BASOPS FAA

MEETINGS/BRIEFINGS

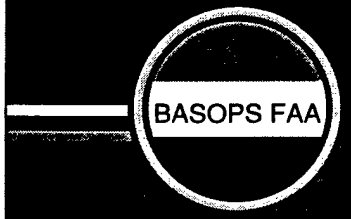
WHO AND WHEN:

- ASA (IL&E) - 24 JAN 96
- DOD COMMANDERS CONFERENCE - 30 JAN-1 FEB 96
- BASOPS FAA STRATEGY SESSION - 6-8 FEB 96
- FT CARSON - 14 FEB 96
- ARMY AUDIT AGENCY - 14 FEB 96
- VTC OACSIM - 14 FEB 96
- CSA - 29 FEB 96
- JOHNSON CONTROLS - 1 MAR 96
- VTC NGB - 6 MAR 96
- USARC - 11 MAR 96
- CEAC AND CALIBRE SYSTEMS - 12 MAR 96
- AMC - 13 MAR 96
- MDW - 14 MAR 96
- TRADOC - 15 MAR 96
- DEPUTY ASA (M&RA) - 22 MAR 96
- FT CAMPBELL - 26 MAR 96
- USAREUR - 27, 28 MAR 96
- FC GARR CDRS CONF - 3, 4 APR 96
- ASA IL&E - 3 APR 96
- BASOPS FAA TO INST. ARMY GOSC - 16 APR 96
- GEN (R) RISCASSI - 22 APR 96
- DEPUTY ASA (M&RA) - 17 MAY 96.
- CARSON & ASSOC - 20 MAY 96
- ASA (M&RA) - 29 MAY 96
- ACSIM - 29 MAY 96
- ASA (IL&E) - 30 MAY 96
- MACOM VTC - 3 JUN 96



AGENDA

- INTRODUCTION
- ⇒ COMMAND AND CONTROL
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Command and Control Options

AS IS

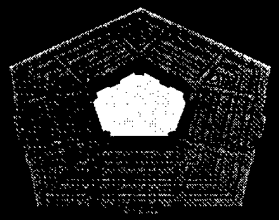
REMOVE MACOMs FROM BASOPS (REGIONAL STRUCTURE?)

REDUCE HQDA BASOPS ROLE

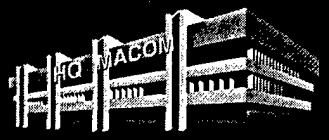
BASOPS COMMAND

BASOPS FAA

"AS IS"

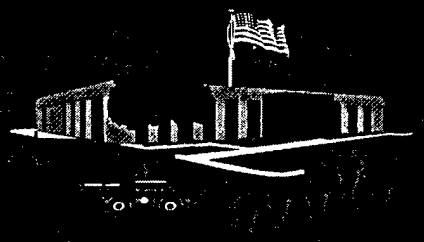


HQDA



MACOM

FORT HOOAH



INSTALLATION

Description:

A. Traditional command and control structure

B. Army-wide policy and resource distribution set by HQDA; Priority, guidance, oversight and implementation by MACOM; Executed by installation

C. HQDA involved in some operations (MWR, environmental, etc.)

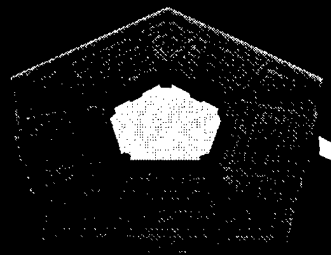
Command & Control: Garrison commander works for installation commander

Ownership: Garrison/installation property is owned by MACOM

OPTEMPO/QOL Balance: Installation CDR receives all resources and achieves balanced program. Responsibility and authority coincide.

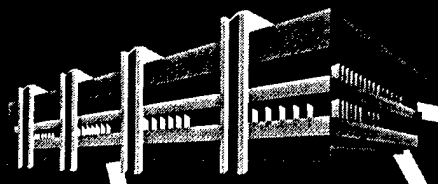
BASOPS FAA

"AS IS" FUNDING FLOW



HQDA

MACOM







FORT HOOAH







FORT HOOAH



FORT HOOAH



BASOPS

MISSION

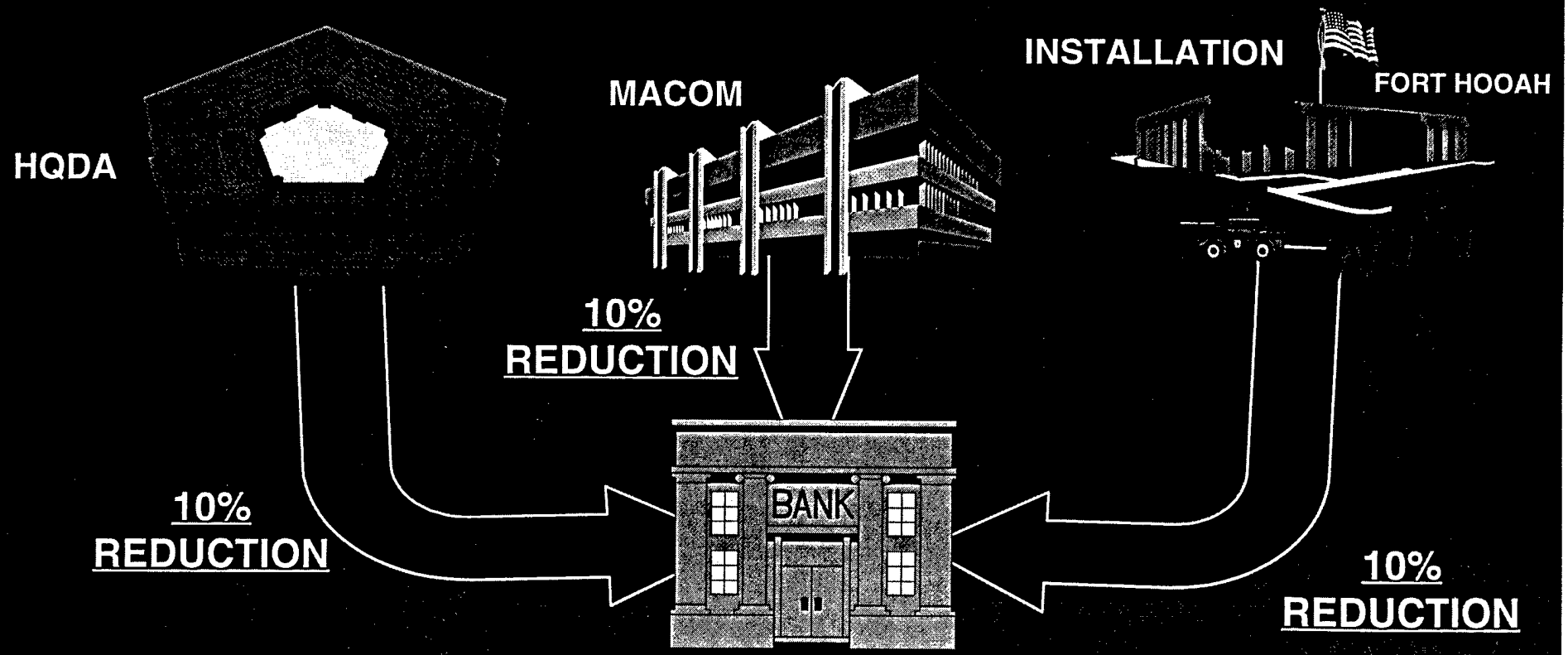
FORSCOM

BASOPS FAA

"AS IS" RESOURCE DISTRIBUTION

PREMISE:

- 10% C2 REDUCTION IN FTE
- MOST SAVINGS GARNERED FROM CHANGING SERVICE DELIVERY METHODS



BASOPS FAA

"AS IS"

ADVANTAGES

- Authority and responsibility are with the chain of command
- Can migrate dollars to achieve balance
- Acceptable span of control
- It works
- BASOPS mission aligned w/tactical mission
- No culture change
- Can regionalize, privatize based on METT-T

DISADVANTAGES

- Will not generate significant C2 savings
- Must accept some degree of non-standardization
- Limits opportunity for Army-wide reengineering

BASOPS FAA

REMOVE MACOM FROM BASOPS

Description:

A: The MACOMs are removed from BASOPS chain.

B: Chain of Command is HQDA direct to installations.

C: Policy, resource distribution, priority, guidance, oversight and implementation by HQDA; Execution by installation

Command & Control:

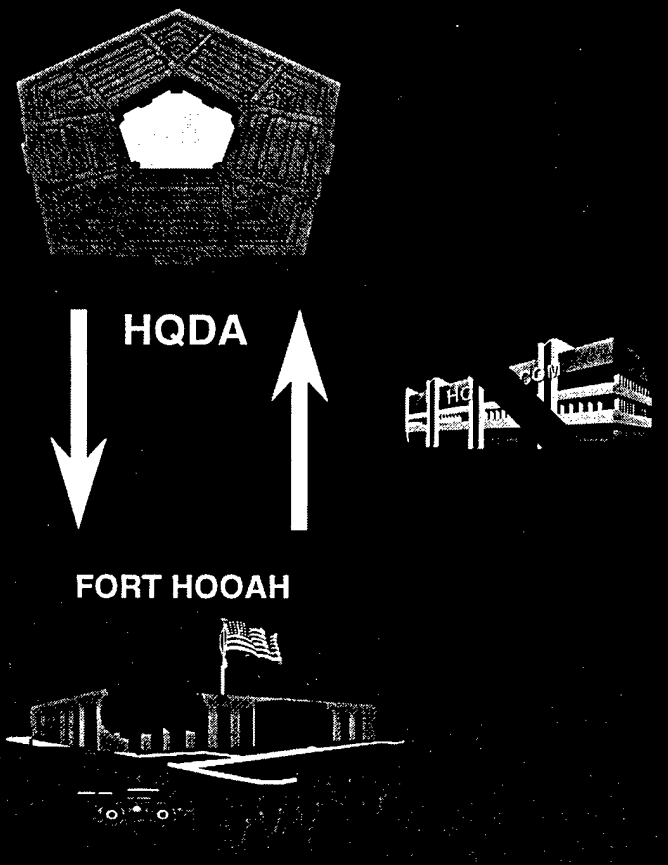
A. Garrison commander works for OACSIM (or regional HQs)

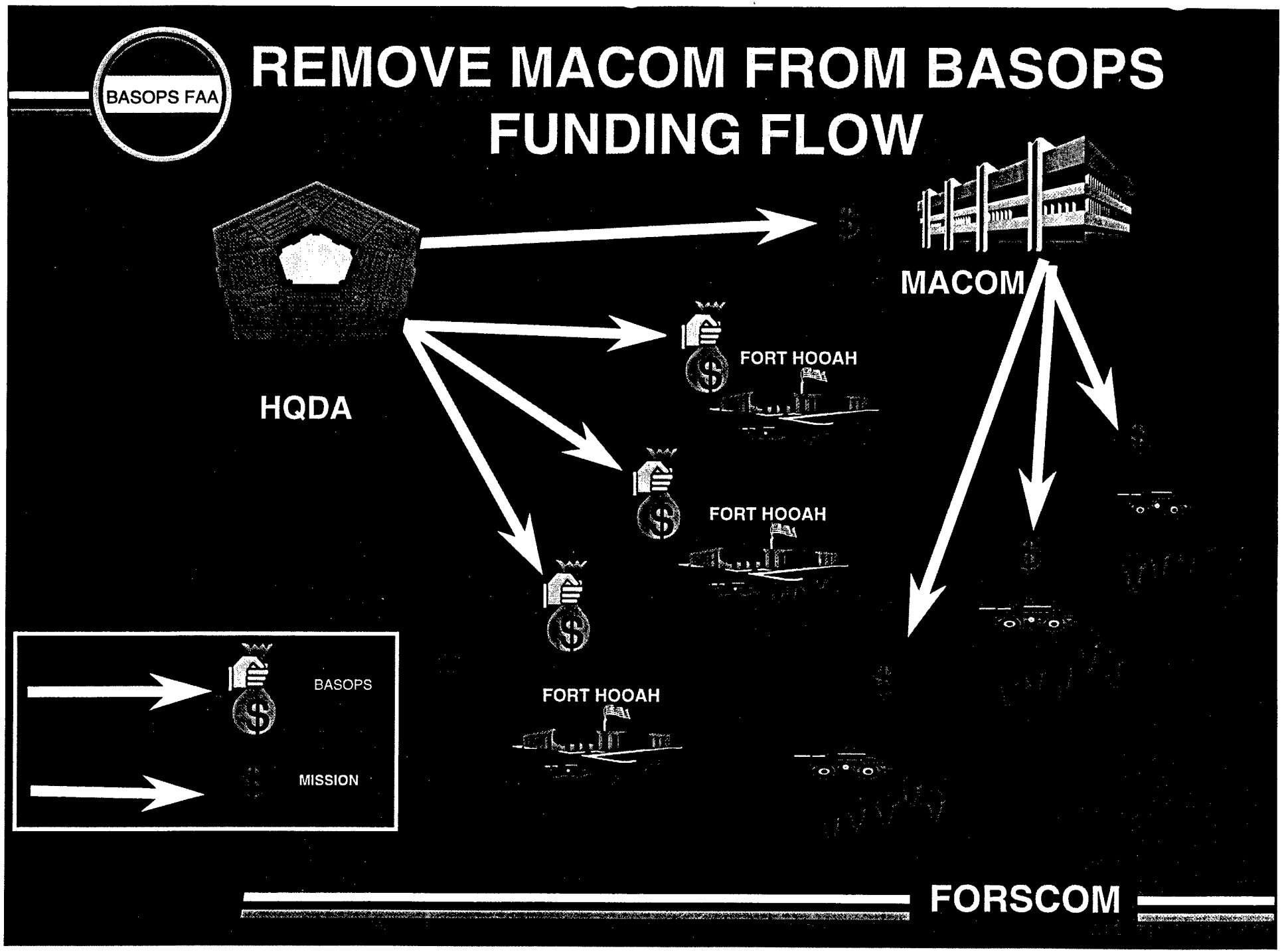
B. Garrison commander is the installation CDR

C. All units on installations are tenants

Ownership: All garrison/installation property is owned by OACSIM

OPTEMPO/QOL Balance: OACSIM figures split for all. OACSIM establishes the priorities



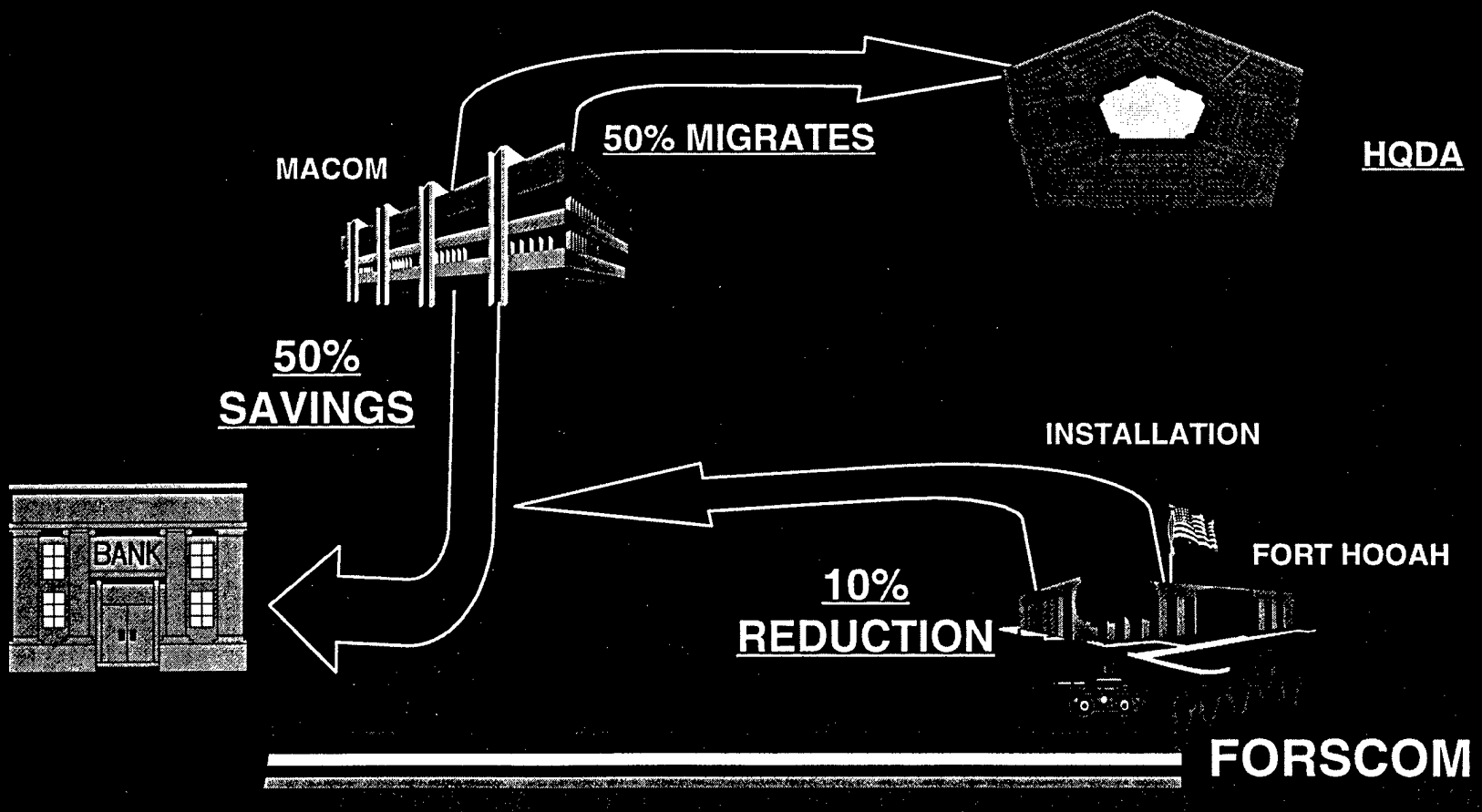

BASOPS FAA
REMOVE MACOM FROM BASOPS FUNDING FLOW
HQDA
MACOM
FORT HOOAH
FORT HOOAH
FORT HOOAH
BASOPS
MISSION
FORSCOM

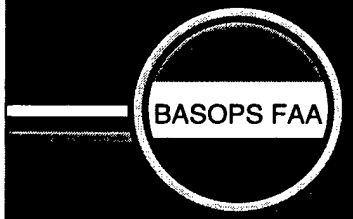
BASOPS FAA

REMOVE MACOM FROM BASOPS RESOURCE DISTRIBUTION

PREMISE:

- 10% C^2 REDUCTION IN FTE
- 50% MIGRATES TO HQDA TO HANDLE INCREASED WORKLOAD - INCL REGIONS?
- 50% SAVINGS (PERSONNEL/DOLLARS) FROM MACOM





REMOVE MACOM FROM BASOPS

ADVANTAGES:

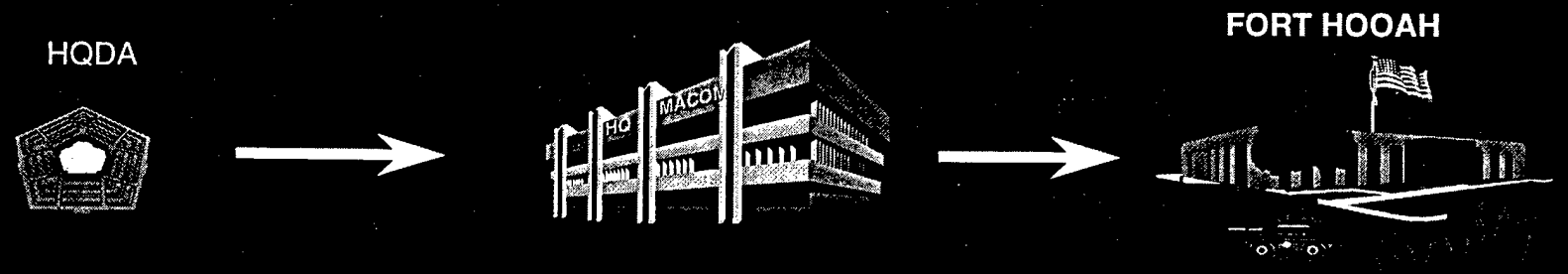
- MACOMs concentrate effort on fewer core competencies
- Saves overhead
- More standardized policy
- Economies of scale may be more achievable

DISADVANTAGES:

- Authority and responsibility not with the chain of command
- Difficult to migrate funds
- Prohibitive DA span of control
- Creates a dual chain of command
- Limits caring aspects of command
- Loss of MACOM ability to influence action
- Major culture change
- Could separate BASOPS from the "readiness" equation
- Responsiveness may suffer

BASOPS FAA

REDUCE HQDA BASOPS ROLE



Description:

A. Traditional command and control structure

B. Army-wide policy and resource distribution set by HQDA; Priority, guidance, oversight and implementation by MACOM; Executed by installation

C. Removes HQDA from operational aspects of BASOPS (MWR, environmental, etc.)

Command & Control:

A. Garrison commander works for the installation commander

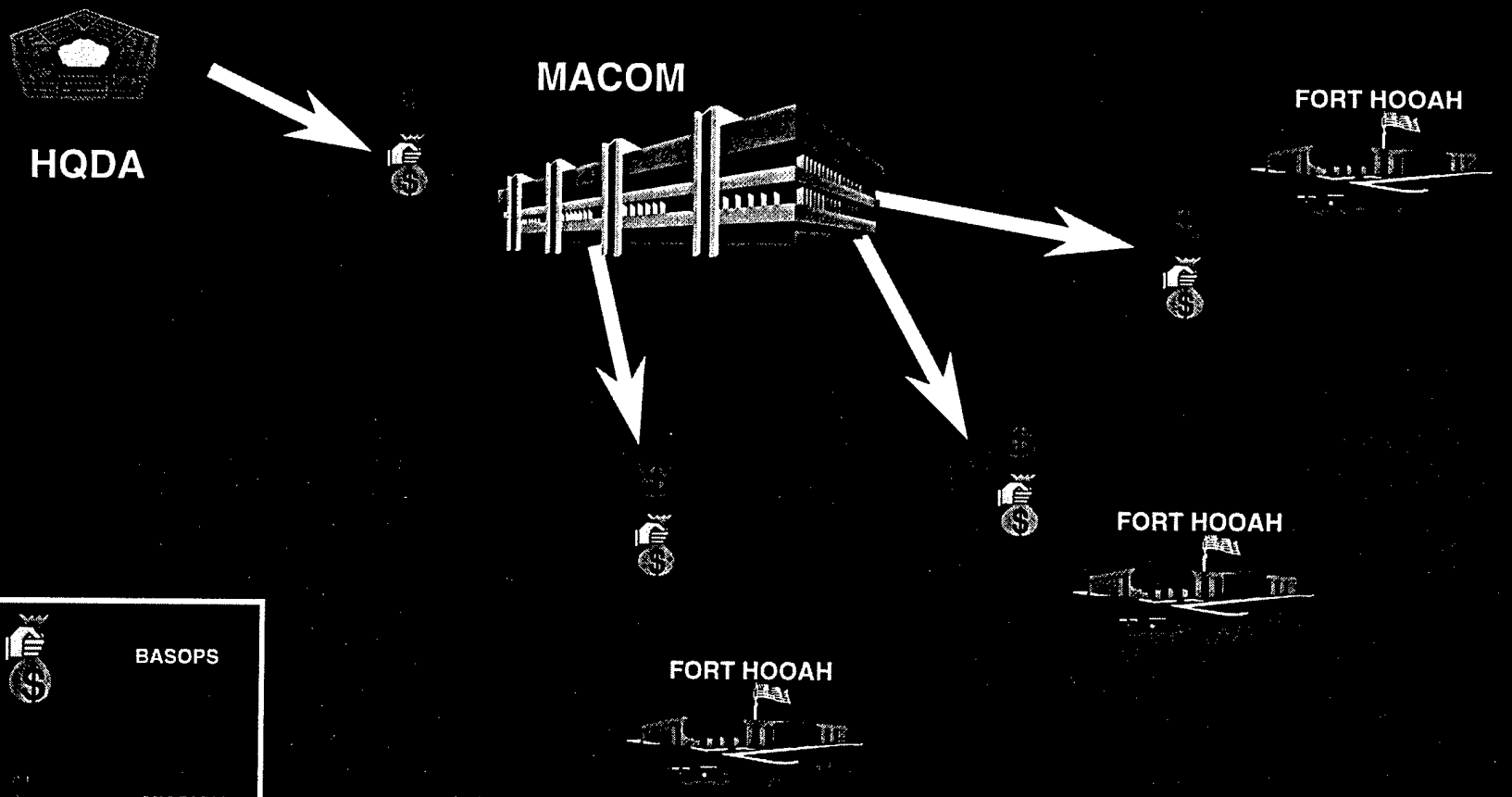
B. Tenants' relationship unchanged

Ownership: All garrison/installation property is owned by MACOM

OPTEMPO/QOL Balance: Achieved by installation commander.

BASOPS FAA

REDUCE HQDA BASOPS ROLE FUNDING FLOW



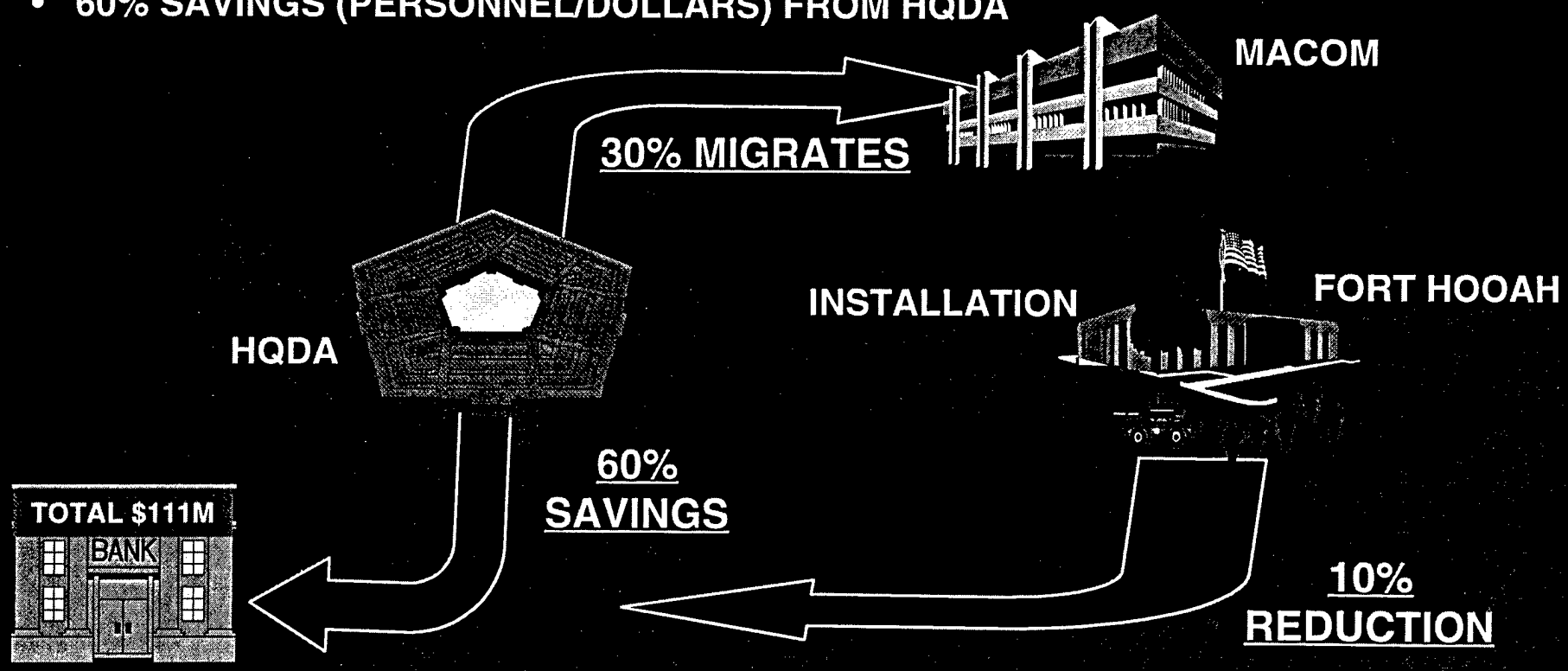
FORSCOM

BASOPS FAA

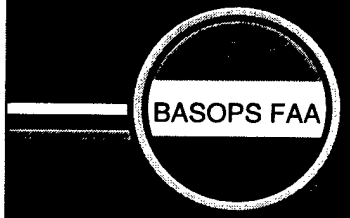
REDUCE HQDA BASOPS ROLE RESOURCE DISTRIBUTION

PREMISE:

- 10% C^2 REDUCTION IN FTE
- RETAINS 10% AT HQDA
- 30% MIGRATES TO MACOM TO HANDLE INCREASED WORKLOAD
- 60% SAVINGS (PERSONNEL/DOLLARS) FROM HQDA



FORSCOM



REDUCE HQDA BASOPS ROLE

ADVANTAGES:

- Relates to CORM results
- Authority and responsibility are with chain of command
- Can migrate funds
- Will reduce HQDA/FOA staffs
- Maintains link between mission and BASOPS
- MACOMs have greater latitude in BASOPS IAW DA Pam 100-xx
- Business decisions closer to operations
- Supports "power down" philosophy

DISADVANTAGES:

- Increases MACOM BASOPS responsibilities
- Must accept some non-standardized operations
- Culture change

BASOPS COMMAND

BASOPS FAA

Description:

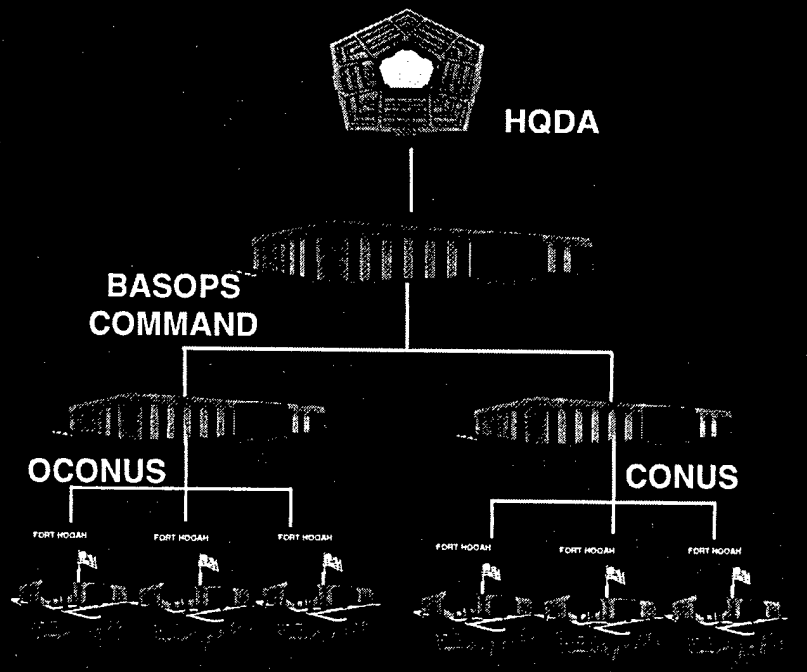
A. Separate MACOM solely responsible for BASOPS
B. Includes CFSC and other FOAs
C. Army-wide policy and resource distribution remains with HQDA

Command & Control:

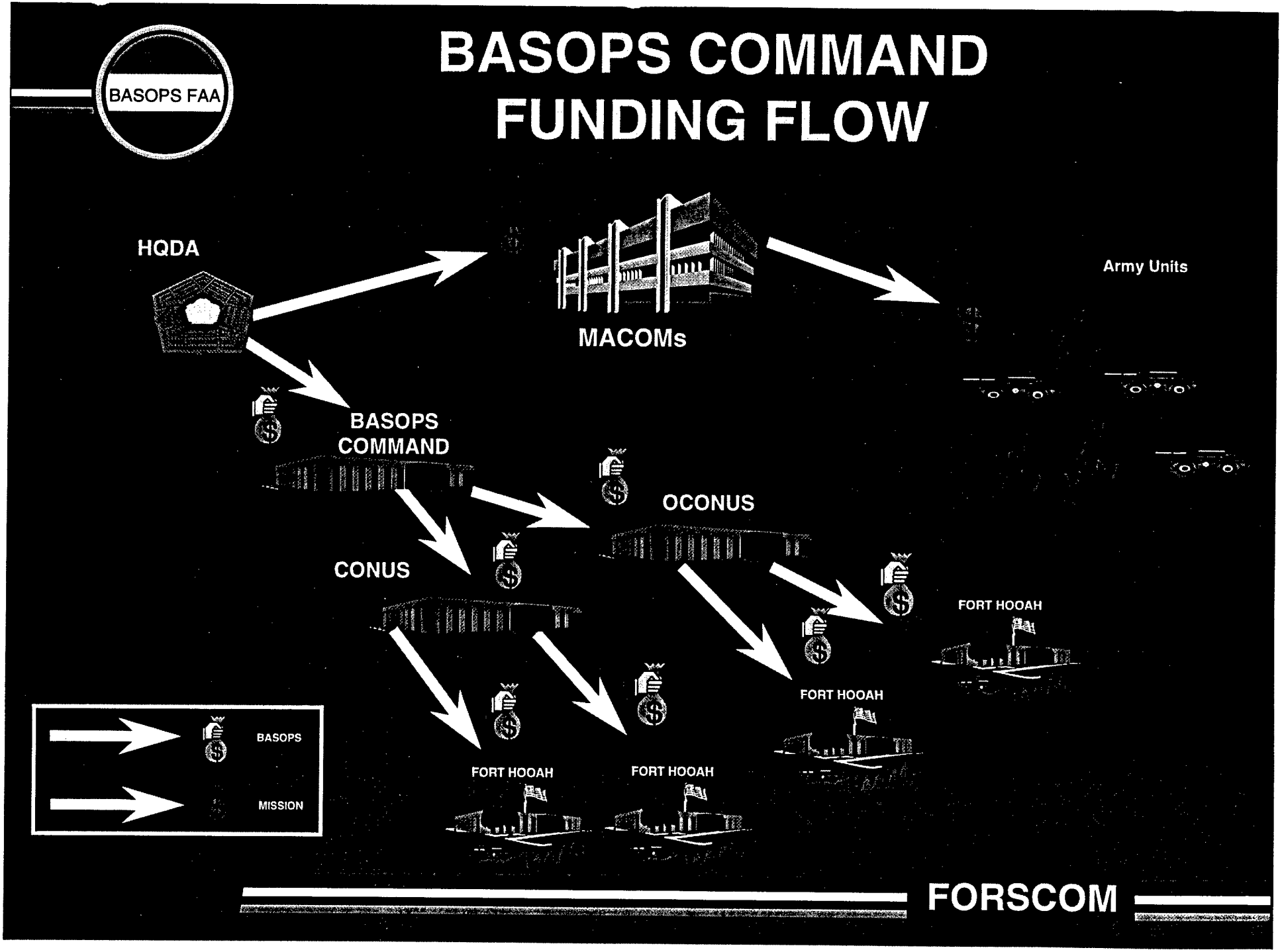
A. HQDA through BASOPS Command to garrison commanders
B. Garrison commander works for BASOPS commander
C. Garrison commander is the installation commander
D. All units/organizations are tenants on installations

Ownership: All garrison/installation property is owned by BASOPS Command

OPTEMPO/QOL Balance: Must be done at DA level. Senior officer at installation cannot achieve balance.



BASOPS COMMAND FUNDING FLOW

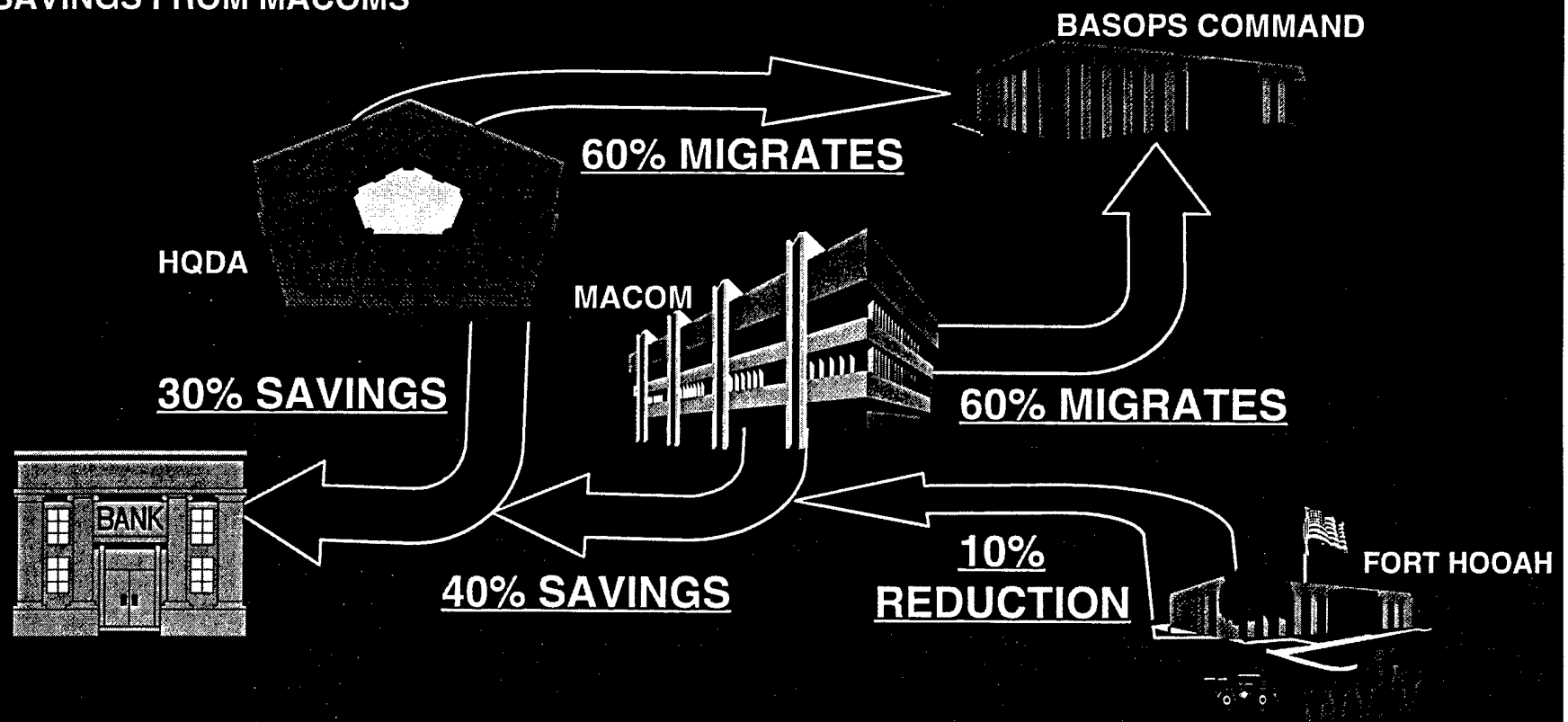


BASOPS FAA

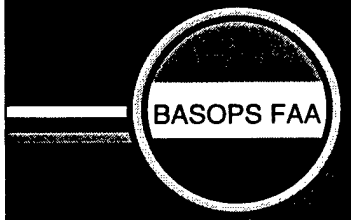
BASOPS COMMAND RESOURCE MIGRATION

PREMISE:

- 10% C2 REDUCTION IN FTE
- HQDA RETAIN 10% FOR LIAISON, MONITOR, ETC
- 60% FROM MACOM AND HQDA MIGRATES TO BASOPS COMMAND
- 30% SAVINGS (PERSONNEL/DOLLARS) FROM HQDA
- 40% SAVINGS FROM MACOMS



FORSCOM



BASOPS COMMAND

ADVANTAGES:

- Sole emphasis & focus on BASOPS
- Enables other MACOM CDRS to focus on fewer core competencies
- Establishes the BASOPS mission as co-equal with other major Army missions
- Reduces overhead
- Standardizes operations
- Facilitates best business practices Army-wide

DISADVANTAGES:

- Senior commander on post cannot balance mission, BASOPS, QOL.
- Authority and responsibility not with chain of command
- Difficult to migrate funds
- Large span of control - creates regional HQ
- Substantial dollar costs to stand up
- Establishes new stovepipe command
- Major cultural change
- Could separate BASOPS from the "readiness" equation

BASOPS FAA

ADVANTAGE/DISADVANTAGE COMPARISON

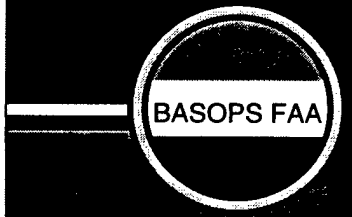
ADVANTAGES/DISADVANTAGES	AS IS	REMOVE MACOM	REDUCE HQDA ROLE	BASOPS COMMAND
CHAIN OF COMMAND AUTHORITY & RESPONSIBILITY	+	−	+	−
COMMANDER CAN BALANCE $$	+	−	+	−
SPAN OF CONTROL	+	−	+	−
ACHIEVE SAVINGS	−	+	+	+
POLICY STANDARDIZATION	−	+	−	+
MISSION/BASOPS LINK	+	−	+	−
FACILITATES "BEST BUSINESS" PRACTICE	−	+	−	+
NET SCORE	+ 1	− 1	+ 3	− 1

+ ADVANTAGE
− DISADVANTAGE



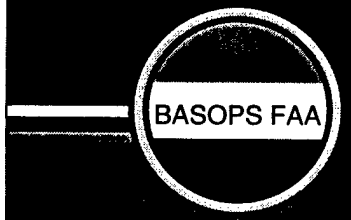
BASOPS COMMAND AND CONTROL

- **RECOMMENDATION: REDUCE HQDA BASOPS ROLE**
- **RATIONALE:**
  - **ACHIEVES DOLLAR AND MANPOWER SAVINGS**
  - **MAINTAINS LINK BETWEEN COMMANDERS' RESPONSIBILITY AND AUTHORITY**
  - **SUPPORTS DA PAM 100-XX VISION OF HQDA ROLE**
  - **IMPLEMENTED RELATIVELY QUICKLY**
- **RECOMMENDED ACTIONS:**
  - **ROLL INTO HQDA REDESIGN FAA MISSION TO SHRED OPERATIONAL MISSIONS FROM HQDA STAFF AND TRANSFER TO MACOM**



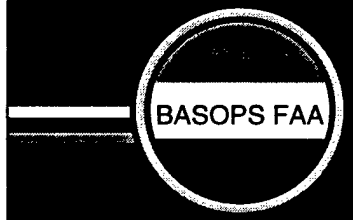
BASOPS COMMAND AND CONTROL

- IF NOT REDUCE HQDA ROLE
- THEN CONSIDER IN PRIORITY
  - –AS IS
  - –BASOPS COMMAND
  - –REMOVE MACOM



AGENDA

- INTRODUCTION
- COMMAND AND CONTROL
- ⇒ SERVICE DELIVERY METHODS
- TOOL BOX
- INHIBITORS
- RECOMMENDATIONS



BASOPS SERVICE DELIVERY METHODS DEFINITIONS

CENTRALIZE: Services provided to all Army installations from a single location.

REGIONALIZE: Services obtained from an organization/office responsible for all Army installations in a specific geographic area.

CONTRACT OUT: Services obtained by contract with private sector. Contractor uses some Army owned assets in providing service.

PRIVATIZE: Services obtained from the private sector. Army no longer involved in providing service. Army gives or sells assets to private sector.

PARTNER: Services exchanged between Army and surrounding community at no additional cost to either.

GOVERNMENT IN NATURE (GIN): Service is inherently a government activity and must be accomplished by government personnel, based on statute, case law and Comptroller General decisions.

NO CHANGE: No significant savings can be accomplished by changing the method of delivery.

DIVEST: Services no longer acquired by the Army.

BASOPS FAA

SERVICE DELIVERY OTHER CONSIDERATIONS

SERVICE COST NOT WELL SUPPORTED BY ARMY ACCOUNTING/BUDGET SYSTEM

LEGISLATION MAY BE REQUIRED FOR SOME SERVICE DELIVERY CHANGE

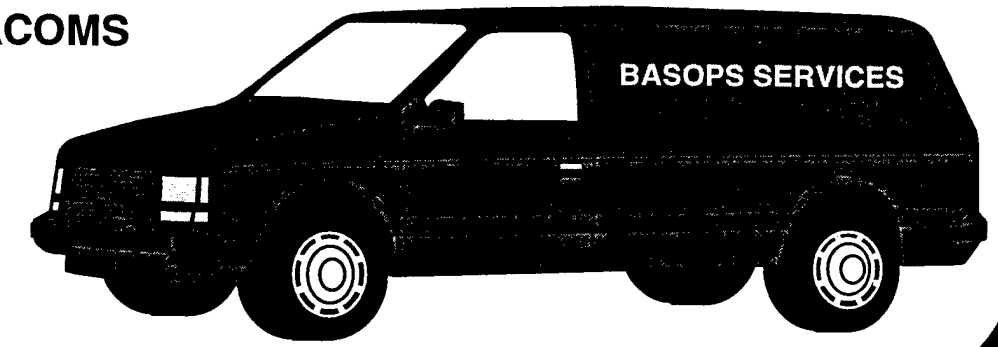
54% OF BASOPS SERVICES ALREADY CONTRACTED OUT (CEAC DATA)

NAF EMPLOYEES DO NOT SAVE FTEs BUT WILL SAVE DOLLARS

RESOURCES ARE NOT ADJUSTED TO ACCOUNT FOR SAVINGS IN OTHER FAAs

NUMBERS NOT VALIDATED BY ALL MACOMS

DOES NOT INCLUDE BMM & SD



BASOPS FAA

SERVICE DELIVERY KEY CONSIDERATIONS

ESTIMATED POTENTIAL SAVINGS/FTEs SHOULD NOT BE REMOVED FROM POM UNTIL DETAILED FUNCTIONAL ANALYSES CONDUCTED

RECOMMENDED SERVICE DELIVERY METHODS CHOSEN BECAUSE THEY CAN BE ACCOMPLISHED UNDER CURRENT LAW, OFFER POTENTIAL SAVINGS, AND/OR ARE THE SMARTEST WAY TO DO BUSINESS

THE RECOMMENDED DELIVERY METHOD FOR A SERVICE IS A "CENTER OF GRAVITY ARMY-WIDE" RECOMMENDATION. BEST METHOD OF DELIVERY MAY VARY BASED ON SITUATION AT SPECIFIC INSTALLATIONS

DELIVERY METHODS AT THE SUB-ACTIVITY LEVEL MAY VARY FROM THE DELIVERY METHOD SUGGESTED FOR THE SERVICE AS A WHOLE

BASOPS FAA

DELIVERY METHOD & SAVINGS DETERMINATION METHODOLOGY

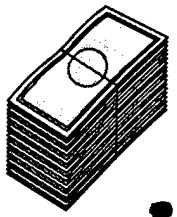
IDENTIFIED 122 SERVICES BY AMSCO

DOLLARS & FTEs IDENTIFIED BY SERVICE (FY 95 ACTUAL FROM CEAC)

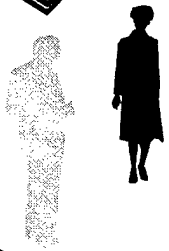
DETERMINED ALTERNATE METHODS OF DELIVERY BASED ON:

- COMPUTED SAVINGS
- PROPONENT INPUT
- RESEARCH - DEMONSTRATED SAVINGS
- CONSERVATIVE AUDITED RESULTS

COMPUTED SAVINGS:



- TOTAL $'S EXPENDED BY SERVICE
- MINUS EXISTING CONTRACTED COST
- TIMES ARMY AUDIT AGENCY VALIDATED SAVINGS PERCENT
- EQUALS POTENTIAL $$ SAVINGS



- TOTAL FTEs EXPENDED BY SERVICE
- MINUS 10% FOR OVERHEAD
- TIMES ARMY AUDIT AGENCY AVERAGE SAVINGS, BY METHOD
- EQUALS POTENTIAL FTE (CIV/MIL) SAVINGS

BASOPS FAA

AVERAGE SAVINGS BY SERVICE DELIVERY METHOD

DELIVERY METHOD		FTEs	$$	SOURCE
CO	CONTRACT	70%	20%	GAO REPORT T-NSISD-96-148
PR	PRIVATIZATION	100%	15%	REASON FOUNDATION REPORT
GIN	GOV'T IN-NATURE	0	0	N/A
RE	REGIONALIZATION	25%	25%	OSD'S ECON ANALYSIS OF CIVILIAN PERSONNEL REGIONALIZATION
CE	CENTRALIZATION	25%	25%	SAN DIEGO BUSINESS JOURNAL
PA	PARTNERSHIPS	0	25%	ACSIM PARTNERSHIP SURVEY WICHITA BUSINESS JOURNAL
NC	NO CHANGE	0	0	N/A
DI	DIVEST	100%	100%	N/A

NOTES:

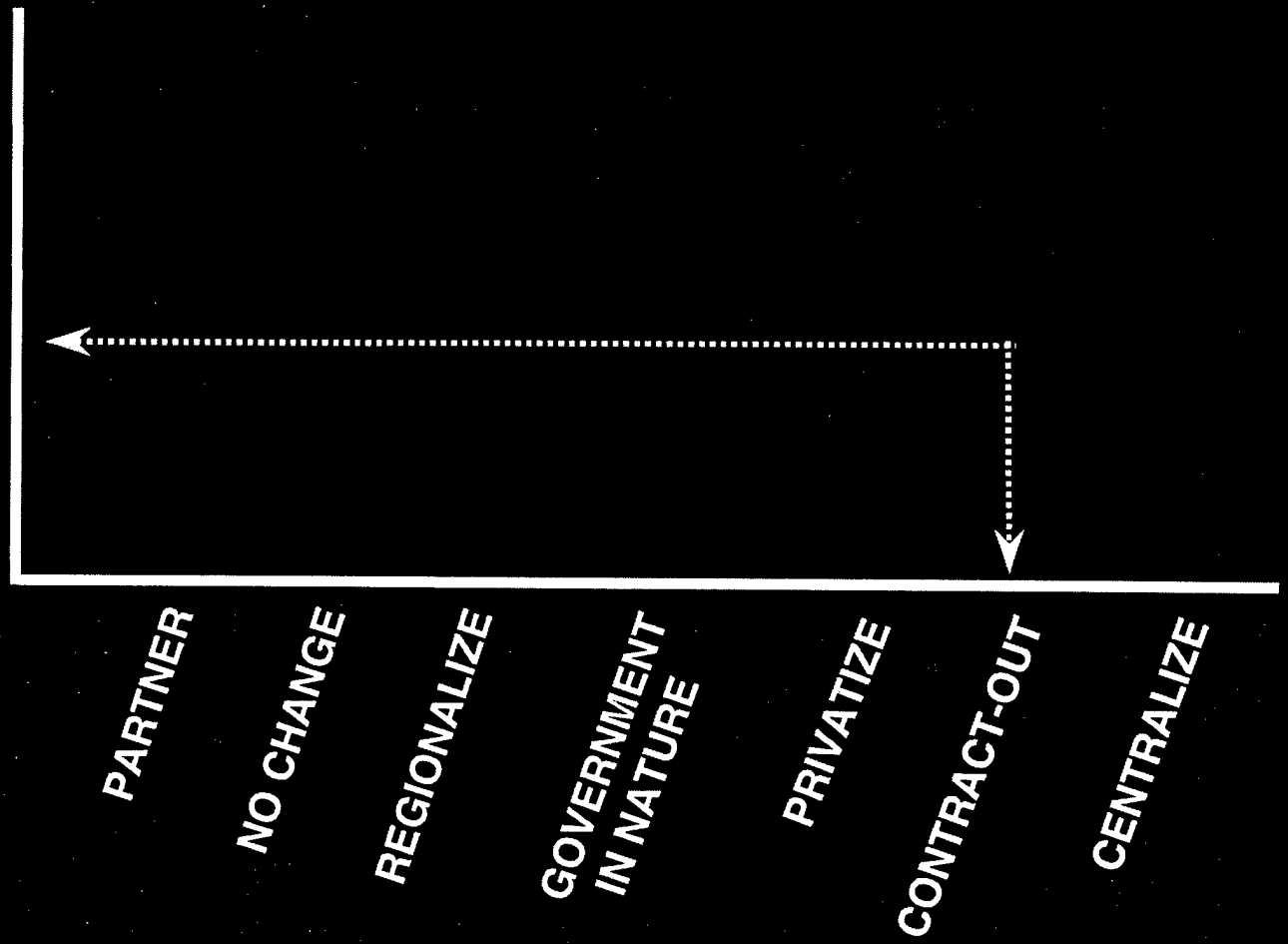
- 10% FTE AND SUPPORTING $$ RETAINED IN ALL SERVICES FOR OVERSIGHT etc..
- PERCENTAGES DERIVED FROM DOCUMENTED CASE STUDIES VERIFIED BY ARMY AUDIT AGENCY

SERVICE DELIVERY METHOD

BASOPS FAA

122 SERVICES

CUSTODIAL SERVICES



FORSCOM

BASOPS FAA

SERVICE DELIVERY METHOD

CE	RESERVE COMPONENT SUPPORT
CE	INTERNAL REVIEWS
CE	MANAGEMENT ANALYSIS
CO	DATA PROCESSING SERVICES
CO	FOOD SERVICES
CO	MATERIEL SUPPORT MAINT
CO	RETAIL SUPPLY
CO	TRANSPORTATION SERVICES
CO	CUSTODIAL SERVICES
CO	DISTRICT COOLING
CO	DISTRICT HEATING
CO	ENVIRONMENTAL SERVICES MGMT
CO	FIRE & EMERGENCY RESPONSE SVC
CO	MASTER PLANNING
CO	MISCELLANEOUS ENGINEER SVC
CO	SPACE MGMT
CO	LAW ENFORCEMENT SVC
CO	CENTER-BASED CHILD CARE SVC
CO	UPH MANAGEMENT
CO	IMPROVED GROUNDS MAINT
CO	EQUIPMENT MGMT
CO	ENVIRONMENTAL CONSERVATION
CO	RETAIL SUPPLY-CIF
CO	PUBLICATIONS SERVICES
CO	RECORDS MANAGEMENT
CO	ASSET MANAGEMENT
CO	COMMUNICATIONS SUPPORT
CO	OUTDOOR PEST CONTROL
CO	REFUSE REMOVAL
CO	LAUNDRY AND DRY-CLEANING SVC
CO	CHILD DEVELOPMENT SVCS MGMT
CO	ENVIRONMENTAL POLLUTION PREV
CO	REAL PROPERTY DEMOLITION
CO	ENVIRONMENTAL RESTORATION
CO	INDOOR PEST CONTROL
CO	CAREER TRANSITION SERVICE
CO	EQUIPMENT IN PLACE SERVICES
CO	EDUC PGM FOR CHILD CARE PRVDRS
CO	PHYSICAL SECURITY
CO	FUEL HEATING
CO	RAILROAD MAINTENANCE
CO	SNOW AND SAND REMOVAL
CO	UNIMPROVED GROUNDS MAIN
CO	FLIGHT SIMULATOR
GIN	CONTRACTING
GIN	MANAGEMENT ACCOUNTING
GIN	ENVIRONMENTAL COMPLIANCE
GIN	MILPO SERVICES
GIN	TRAINING SUPPORT
GIN	EQUAL OPPORTUNITY OFFICE SVC
GIN	COMMAND INSPECTIONS
GIN	EQUAL EMPLOYMENT OPPORTUNITY
GIN	TRAINING OPERATION SUPPORT
GIN	PURCHASING
GIN	CONTRACT ADMINISTRATION
GIN	ADMINISTRATIVE LAW SERVICES
GIN	AMMUNITION SUPPLY
GIN	SECURITY PROGRAM SUPPORT
GIN	CRIMINAL LAW SERVICE
GIN	COMPLAINT/ASSISTANCE SVC
GIN	COMMAND INVESTIGATIONS

SERVICE AREA

PA=PARTNER
CE=CENTRALIZE
RE=REGIONALIZE
PR=PRIVATIZE
NC=NO CHANGE
CO=CONTRACT OUT
GIN=GOVERNMENT IN NATURE

BASOPS FAA

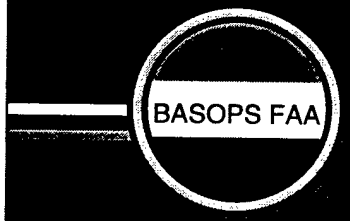
SERVICE DELIVERY METHOD

(CONT)

NC	NAF PERSONNEL SUPPORT	PA	FAMILY ADVOCACY	PR	BLDG MAINT - HOSP/MEDICAL
NC	INSTALLATION OPERATION MGT	PA	YOUTH LEISURE/SOCIAL RECREATION	PR	BLDG MAINT - INDUSTRIAL/SHOP
NC	HOME-BASED CHILD CARE	PA	YOUTH DEVELOPMENT PROGRAMS	PR	AIR BASE OPERATIONS
NC	CONTINUING EDUC SVC	PA	INFORMATION, REFERRAL, & FOLLOW	PR	BLDG MAINTENANCE - RDT&E
NC	INSTALLATION SAFETY OFFICE	PA	FAMILY MEMBER EMPLOYMENT PGM	PR	BLDG MAINT - STORAGE/WHSE
NC	LEGAL ASSISTANCE SERVICES	PA	SCHOOL-AGE/LATCH KEY PROGRAMS	PR	RELOCATION SERVICES
NC	CORRECTIONAL CUSTODY SVC	PA	COMMUNITY OUTREACH	RE	C-E EQUIPMENT SUPPORT SERVICE
NC	ARMY EMERGENCY RELIEF	PR	MWR PROGRAM SERVICES	RE	FACILITIES ENG SERVICES MGMT
NC	COMMAND INFORMATION	PR	BLDG MAINT - ADMIN & TRNG	RE	MINOR CONSTRUCTION
NC	COMMUNITY RELATIONS	PR	BLDG MAINTENANCE-FAMILY HOUSING	RE	OTHER CIVILIAN PERS SERVICES
NC	RELIGIOUS SERVICES	PR	BLDG/FACILITY MAINT - OTHER	RE	RECRUITMENT/PLACEMENT
NC	PASTORAL CARE	PR	BLDG MAINTENANCE-UPH	RE	BUDGETING/PROGRAMMING
NC	MEDIA RELATIONS/PUBLIC INFO	PR	ELECTRICITY	RE	TASC
NC	PROTOCOL SERVICES	PR	FAMILY HOUSING MANAGEMENT	RE	AUDIO/VISUAL MEDIA SERVICES
NC	RC TRAINING SUPPORT	PR	NATURAL GAS	RE	POSITION MANAGEMENT
PA	ENVIRONMENT - RECYCLING	PR	OTHER UTILITY SERVICES	RE	MANAGEMENT/EMPL RELATIONS
PA	SUBSTANCE ABUSE PROGRAM	PR	SEWAGE	RE	REAL ESTATE & CONST ADMIN
PA	YOUTH SPORTS AND FITNESS	PR	WATER	RE	CIVILIAN TRAINING
PA	EXCEPTIONAL FAMILY MEMBER PGM	PR	BLDG MAINT - COMMUNITY	RE	FACILITIES ENGR SVC MGMT
PA	YOUTH DEVELOPMENT SVCS MGMT	PR	SURFACED AREA MAINT	RE	SENIOR SVC EXEC MGMT
PA	FINANCIAL PLANNING				

SERVICE AREA

PA=PARTNER	PR=PRIVATIZE	CO=CONTRACT OUT
CE=CENTRALIZE	NC=NO CHANGE	GIN=GOVERNMENT IN NATURE
RE=REGIONALIZE		



BASOPS SERVICES

- RECOMMENDATION: DIRECT HQDA PROPONENTS TO ISSUE POLICY GUIDANCE TO IMPLEMENT BASOPS FAA SERVICE DELIVERY METHOD RECOMMENDATIONS WHERE APPLICABLE

- RATIONALE: CHANGE OF DELIVERY METHOD OFFERS SIGNIFICANT POTENTIAL COST AND FTEs SAVINGS IN BASOPS

BASOPS FAA

NONAPPROPRIATED FUNDS

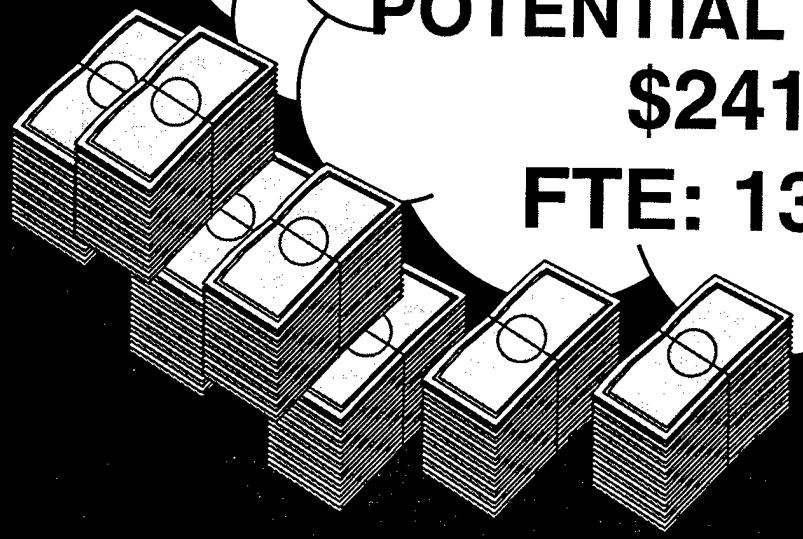
IDENTIFY NAF SERVICE DELIVERY METHOD IN SAME MANNER AS APF

MOST SERVICES LEND THEMSELVES TO PRIVATIZATION

POTENTIAL SAVINGS

$241M

FTE: 13,800



FY 95 - $1B

NAF EMPLOYEES - 19,730

BASOPS FAA

FUTURE SITUATION

- ARMY CAN NO LONGER AFFORD TO DO EVERYTHING, EVERYWHERE
- SOLDIERS, FAMILIES AND CIVILIAN EMPLOYEES MUST KNOW WHAT THEY CAN EXPECT AND WHERE
- BASOPS SERVICES AND QOL PROGRAMS MUST BE ANALYZED AND PRIORITIZED

PATS CONVENED TO "WRESTLE ISSUES TO GROUND." THE FOLLOWING ARE APPROACHES/POINTS OF DEPARTURE FOR HQDA FUTURE STUDY AND DID NOT IMPACT ON FAA'S RECOMMENDATIONS

BASOPS FAA

QUALITY OF LIFE

Purpose: Identify and prioritize QOL services by type installation

PAT Methodology:

- Identified QOL services and rank ordered by importance
- Identified
  - -- "Must be on post"
  - -- "Can be obtained off post"
  - -- Nice to have if resources available

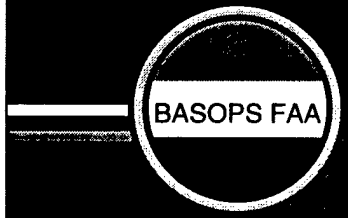
PAT Results:

- Army must develop baseline QOL standards and requirements and resource to baseline standards
- Commanders decide on additional services within resources available
- POINT OF DEPARTURE FOR FUTURE STUDY BY HQDA

BASOPS FAA

QOL PROGRAM BY INSTALLATION TYPES

QOL PROGRAMS													
LEGEND: EXPECTED ON POST = X; MAY BE PROVIDED OFF POST = XO; BLANK = OPTIONAL PROGRAM													
PRIORITY	QUALITY OF LIFE PROGRAMS				POWER PROJ	SCHOOL POWER PROJ	SCHOOL	USARC	ADMIN	INDUST	COMBAT TRAINING CENTER	OCONUS
18	SPORTS - PHYSICAL FITNESS CENTERS				X	X	X	XO	XO	XO	X	X
25	HOUSING - BOQ/BEQ					X	X				X	
39	FAMILY HOUSING FURNISHINGS											X
52	AUTO CRAFTS											



SERVICES PRIORITIZATION

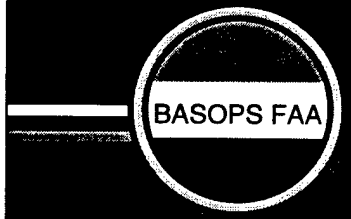
Purpose: Identify and prioritize what BASOPS services should be provided at seven types of Army installations

PAT Methodology:

- Categorized 122 BASOPS services into High, Medium and Low Priority
- Further categorized into: "must be on post"; "can be provided off post"
- Identified not necessary in resource constrained future

PAT Results:

- Some BASOPS services are essential to all types of installations
- Government provided housing may be divested at some types of installations
- Certain BASOPS services may be divested when housing is divested
- POINT OF DEPARTURE FOR FUTURE STUDY BY HQDA



BASOPS SERVICES REQUIRED BY TYPE ARMY INSTALLATION

BASOPS SERVICES REQUIRED BY TYPE INSTALLATION

HIGH PRIORITY

LEGEND: REQUIRED=X; REQUIRED (MAY BE PROVIDED OFF POST)=XO; BLANK=NOT REQUIRED; *=EXCEPTIONS REMOTE INSTL

NUMBER	BASOPS SERVICE	POWER PROJ	SCHOOL POWER PROJ	SCHOOL	U. S. ARMY RESERVES MAJOR	SUB	RSC	ADMIN	INDUST	COMBAT TRAINING CENTER
78	Facilities Mgt Services Mgt	X	XO	XO	X	XO	X	XO	XO	XO

BASOPS SERVICES REQUIRED BY TYPE INSTALLATION

MID PRIORITY

LEGEND: REQUIRED=X; REQUIRED (MAY BE PROVIDED OFF POST)=XO; BLANK=NOT REQUIRED; *=EXCEPTIONS REMOTE INSTL

NUMBER	BASOPS SERVICE	POWER PROJ	SCHOOL POWER PROJ	SCHOOL	U. S. ARMY RESERVES MAJOR	SUB	RSC	ADMIN	INDUST	COMBAT TRAINING CENTER
17	Educ Pgm for Child Care Prvdrs	XO	XO	XO	XO	XO				XO

BASOPS SERVICES REQUIRED BY TYPE INSTALLATION

LOW PRIORITY

LEGEND: REQUIRED=X; REQUIRED (MAY BE PROVIDED OFF POST)=XO; BLANK=NOT REQUIRED; * =EXCEPTIONS REMOTE INSTL

NUMBER	BASOPS SERVICE	POWER PROJ	SCHOOL POWER PROJ	SCHOOL	U. S. ARMY RESERVES MAJOR	SUB	RSC	ADMIN	INDUST	COMBAT TRAINING CENTER
25	Relocation Services	XO	XO	XO	XO					XO
31	Youth Sports and Physical Fitness									



AGENDA

- INTRODUCTION
- COMMAND AND CONTROL
- SERVICE DELIVERY METHODS
- ⇒ TOOL BOX
- INHIBITORS
- RECOMMENDATIONS

BASOPS TOOL BOX

BASOPS FAA

Things that will enhance efficiency

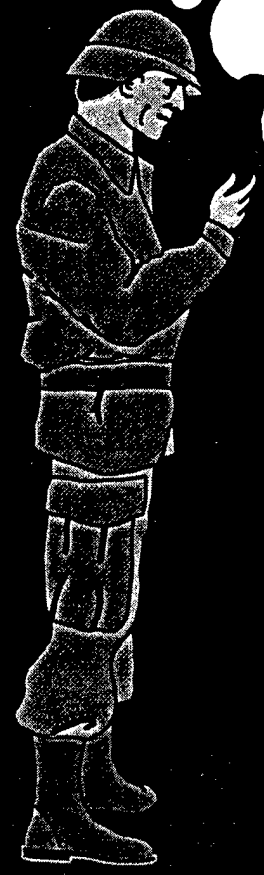
AVAILABLE TOOLS

SARSS-O

Prime Vendor

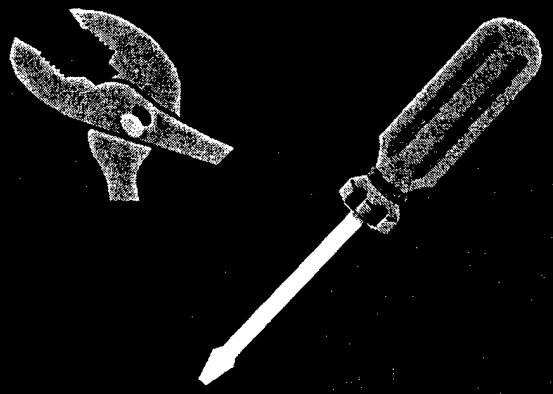
ETC.

BASOPS TOOL BOX



NEEDED TOOLS

- Activity Based Costing
- Systematic Improvement Measurement
- Standards for Service
- Multi-Service BASOPS
- Credit Card Increases

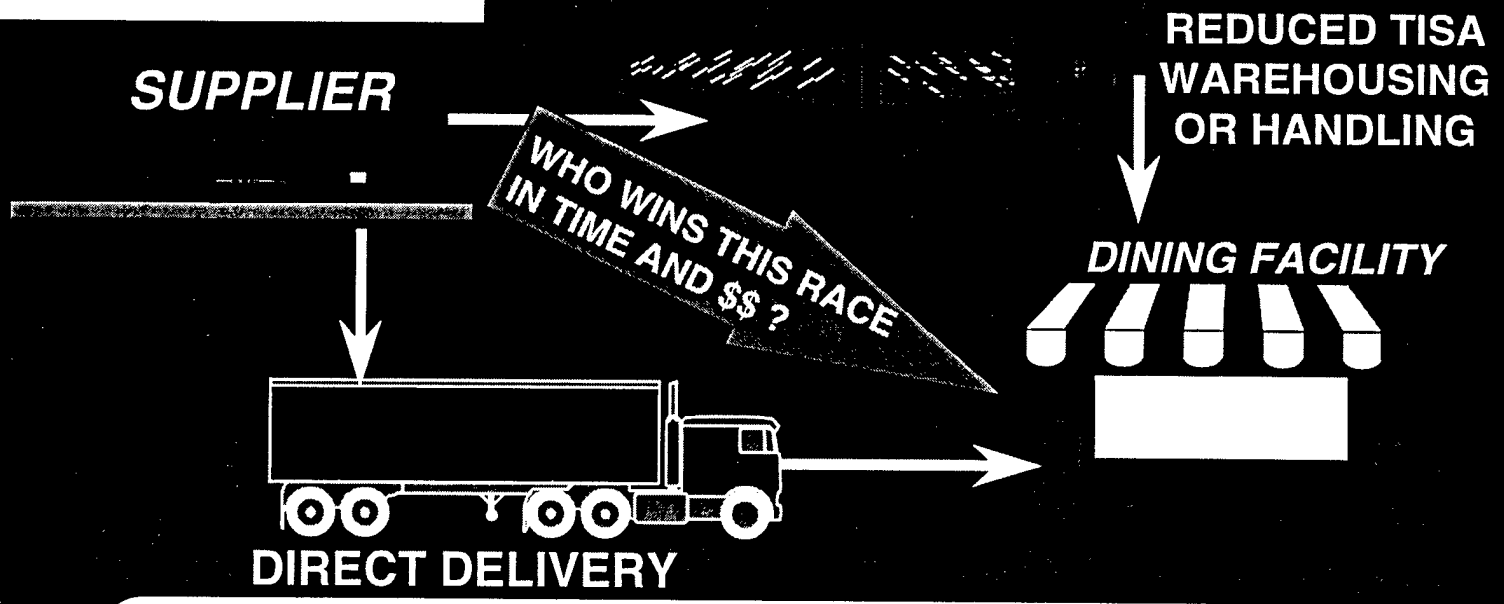


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BASOPS FAA

AVAILABLE BASOPS TOOL
PRIME VENDOR

Example: Subsistence



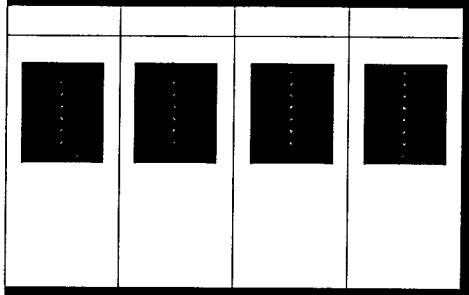
WHAT IT SAVES

- REDUCES DoD DISTRIBUTION COST AT ALL LEVELS
- ELIMINATES OR REDUCES INVENTORY AT ALL LEVELS
- PROVIDES FRESHER PRODUCT
- ESTIMATED TO REDUCE 50% OF TISA FACILITIES AND 20-30% OF TISA WAGE GRADE FTE AT EACH INSTALLATION

BASOPS FAA

AVAILABLE BASOPS TOOL

STANDARD ARMY RETAIL SUPPLY SYSTEM-OBJECTIVE (SARSS-O)



PROVIDES AUTOMATED STOCK RECORD ACCOUNTING AND SUPPLY MANAGEMENT IN A NEAR INTERACTIVE MODE PROVIDES A REFERRAL/REDISTRIBUTION CAPABILITY CORPS/INSTALLATION WIDE SEARCH BEFORE PASSING REQUISITIONS TO WHOLESALE



WHAT IT SAVES

–INVENTORY COSTS AT THE CORPS AND INSTALLATIONS

–ORDER/SHIP TIME (VELOCITY MANAGEMENT GOAL: 7 DAYS)

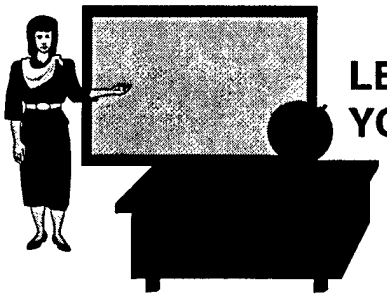
–SAVINGS ALREADY WITHDRAWN FROM POM ($24.3M)

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BASOPS FAA

AVAILABLE BASOPS TOOL ASSESSMENT PROGRAM

Step 1



TRAIN

LEARN HOW TO ASSESS YOURSELF UNDER APIC

Step 2



SELF ASSESS

- MEASURE HOW INSTALLATION PERFORMS
- COSTING OPTIMIZATION
- INTERNAL BENCHMARKING

Step 3



CROSS FERTILIZE

- SYSTEMATICALLY CROSS-LEVEL IDEAS
- CROSS-INSTALLATION BENCHMARKING

Step 4



FEEDBACK

PLAN FOR IMPROVEMENT

GOAL: Continuous installation improvement over time

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BASOPS FAA

AVAILABLE BASOPS TOOL
CONTRACT REGIONALIZATION

TODAY



TOMORROW



WHAT IT DOES

–PROVIDES MASTER CONTRACTS FOR ISSUING MULTIPLE ORDERS

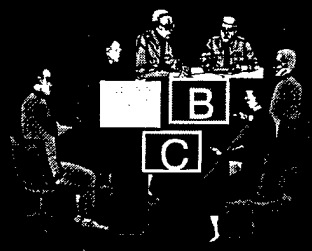
–REDUCES COSTLY CONTRACTS

WHAT IT SAVES

FULL IMPLEMENTATION PROJECTED FY 2001 -- $35M ANNUAL SAVINGS FORSCOM-WIDE ALONE (ARMY-WIDE -- $ SAVINGS ???)

BASOPS FAA

NEEDED BASOPS TOOL
ACTIVITY-BASED COSTING (ABC)



WHAT IS IT?

ABC IS A COSTING METHODOLOGY THAT DISPLAYS THE FULL, ACTUAL COSTS OF DOING WORK ACTIVITIES.

WHAT IT DOES?

IDENTIFIES ALL RESOURCES CONSUMED IN PRODUCING AN OUTPUT

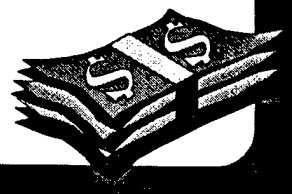
PROVIDES COST DATA FOR:

- A BUSINESS PROCESS REDESIGN
- ACCURATE REIMBURSABLE RATES
- ACTIVITY BASED BUDGETING
- COSTING OF OUTSOURCING ALTERNATIVES
- BENCHMARKING

WHAT IT CAN HELP US SAVE!

A POTENTIAL FOR $$M IN BASOPS SAVINGS WHEN USED FOR BUSINESS DECISIONS
(PRIVATE SECTOR ESTIMATES 10 TO 100 TIMES RETURN ON IMPLEMENTATION COST)





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BASOPS FAA

NEEDED BASOPS TOOL
COMMERCIAL ACTIVITIES STRATEGY





LOCAL COMMAND'S FULL COMMITMENT

MANPOWER DEDICATED TO CA EFFORT

ACQUIRE TRAINING







MACOM SUPPORT

CONTRACTOR HELP

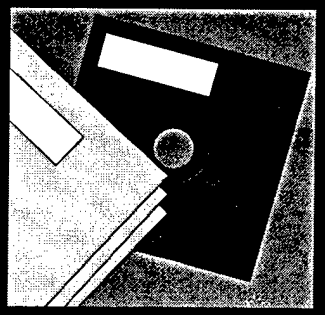
SUCCESS

OPEN COMMUNICATION WITH WORKFORCE

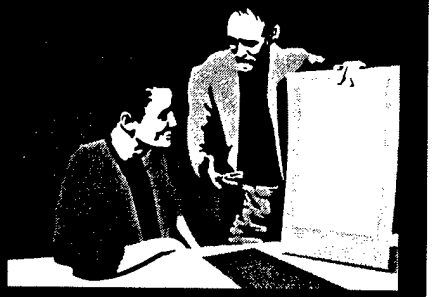
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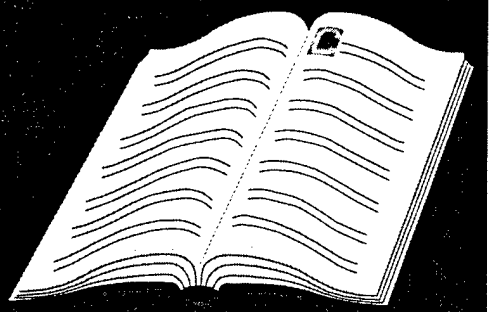
BASOPS FAA

NEEDED BASOPS TOOL
COMMERCIAL ACTIVITIES



- -Army funded CA training
- -Cost comparison software
- -Management study software
- -Revised ACAMIS and CA Inventory systems
- -Revised Army CA Directives
- -MEO design strategy
- -Incentives for Installation Cdr
- -$ and FTE Rules

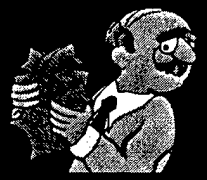


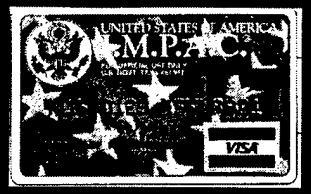


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BASOPS FAA

NEEDED BASOPS TOOL CHANGING THE MICRO-PURCHASE THRESHOLD FROM $2.5K TO $5K





CAPITALIZE ON SUCCESS

FORSCOM HAS SAVED OVER $40M
UNDER THE CURRENT PROGRAM



SOME BARRIERS...

INCREASING THE THRESHOLD WILL
REQUIRE CHANGING THE STATUTES



ANOTHER TOOL IN THE KIT

TYPICAL INSTALLATION COULD SAVE
ANOTHER $38K AND 7000 DAYS

BUT CLEVER CONTRACTING CAN REAP SOME SAVINGS NOW

USING BLANKET PURCHASE AGREEMENTS AND ORDERS AGAINST CONTRACTS

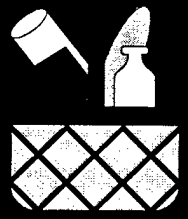
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BASOPS FAA

NEEDED BASOPS TOOLS STANDARDS



BARRACKS



FOOD SERVICE

NEED STANDARDS FOR ALL BASOPS SERVICES



CHILD CARE



MAINTENANCE

STANDARDS PROVIDE:

- PREDICTABILITY
- PLANNING/PROGRAMMING TOOL
- REQUIREMENT IDENTIFIER

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NEEDED BASOPS TOOLS
MULTI SERVICE BASOPS

"The services have not taken sufficient advantage of potential opportunities to achieve significant savings in base operating support costs through greater reliance on interservicing type arrangements."

GAO Report, Military Bases{GAO/NSIAD-96-108}

WHAT IT IS:

BASOPS SERVICE DELIVERY THROUGH REGIONALIZATION AND PARTNERSHIPS WITH OTHER DOD SERVICES WHERE INSTALLATIONS ARE CONTIGUOUS OR IN CLOSE PROXIMITY.

WHAT IT DOES:

- **REDUCES OVERHEAD**
- **ENHANCES ECONOMIES OF SCALE**
- **SAVES $$**

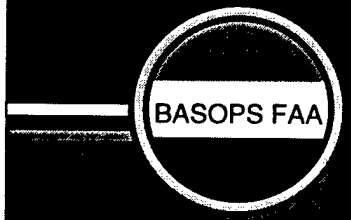


NEED:

SA/CSA LEVEL DIRECTIVE IN ALL SERVICES

- **MECHANISM TO RETAIN SAVINGS AT INSTALLATION/BASE LEVEL**

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AGENDA

- INTRODUCTION
- COMMAND AND CONTROL
- SERVICE DELIVERY METHODS
- TOOL BOX

⇒ **INHIBITORS**

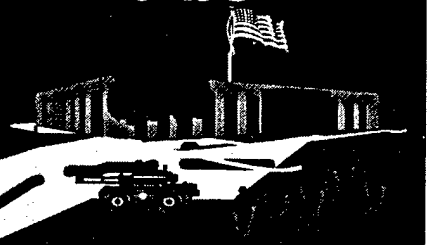
- RECOMMENDATIONS

BASOPS FAA

INHIBITORS

BASOPS 2000

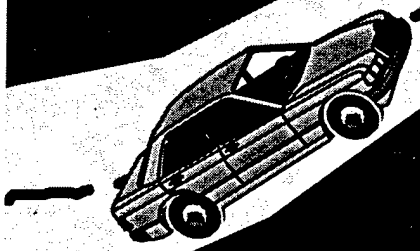
Where we want to be



FORT HOOAH

BARRIERS TO EFFICIENCY

Where we are

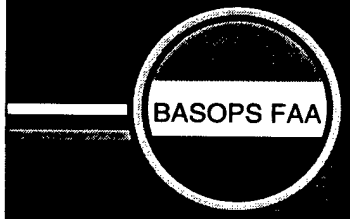


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BASOPS FAA

INHIBITORS

- MULTI-SERVICE OPERATIONS BARRIERS
- MCKINNEY ACT REQUIREMENTS
- COST RESTRICTIONS ON USE OF OMA TO PROCURE GOODS COSTING OVER $100K PER ITEM
- RANDOLPH-SHEPPHARD ACT
- CONSTRAINTS ON VOLUNTARY SERVICES
- RESTRICTIONS ON USE OF INMATE LABOR



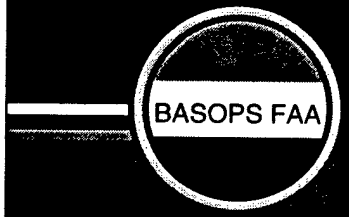
INHIBITORS (CONT)

- RESTRICTIONS AGAINST PURCHASES FROM STATE AND LOCAL AGENCIES
- A-76 COMMERCIAL ACTIVITIES RULES
- OPM PERSONNEL POLICY RESTRICTIONS
- SINGLE YEAR APPROPRIATIONS
- WAGE RATE RESTRICTIONS I.E., DAVIS-BACON

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ENABLING LEGISLATION

REPEAL/AMEND LEGISLATION	ADVANTAGES	COST SAVINGS	POLITICAL DIFFICULTY
CREATE "JOINT SERVICE" AUTHORITY	PERMIT FUNCTIONS TO BE COLOCATED; RECOVERY OF SERVICE O&M FUNDS TO OTHER SERVICES		LOW
MODIFY MCKINNEY ACT (42 USC 11411) TO EXCLUDE EXCESS DOD PROPERTY FROM CONSIDERATION FOR POSSIBLE USE FOR HOUSING FOR THE HOMELESS	ELIMINATE REPORTING REQUIREMENTS FOR EXCESS PROPERTY; FASTER TRANSFER OF DOD PROPERTY	SAVE ADMIN AND WORK COSTS	MODERATE
RAISE OPA/OMA CRITERIA TO $1 MILLION (NOW $100K) (Sec 8065 FY 96 ACT)	CDR WILL HAVE GREATER FLEXIBILITY IN PURCHASING		MODERATE



ENABLING LEGISLATION (CONT)

REPEAL/AMEND LEGISLATION	ADVANTAGES	COST SAVINGS	POLITICAL DIFFICULTY
MODIFY RANDOLPH-SHEPPARD ACT MANDATORY SOURCE RULES TO EXCLUDE DINING FACILITIES	ALLOW CDR TO FULLY COMPETE DINING FACILITY ATTENDANT COSTS	AVOID LOCKING INSTALLATIONS INTO SOLE-SOURCE CONTRACT WITH BLIND VENDOR	MODERATE
RELAX RESTRICTIONS ON ACCEPTANCE OF VOLUNTARY SERVICES (31 USC 1342)	ALLOW CDR TO ACCEPT NEARLY ANY VOLUNTARY SERVICE		HIGH
EXPAND AUTHORITY FOR USE OF FEDERAL AND STATE INMATE LABOR	GREATER SOURCE OF LABOR FOR INSTALLATION	PERMIT WORK NOT BEING DONE TO BE ACCOMPLISHED	HIGH

BASOPS FAA

ENABLING LEGISLATION (CONT)

REPEAL/AMEND LEGISLATION	ADVANTAGES	COST SAVINGS	POLITICAL DIFFICULTY
REPEAL DOD UNIQUE CONTRACT OUT RESTRICTIONS (10 USC 2461, 65, 67, Sec. 8020 FY 96 APP ACT)	ALLOWS CDR MORE FLEXIBILITY IN REORGANIZING HIS WORK FORCE	20-30% OF IN-HOUSE OPERATION COST	HIGH
EXPAND SCOPE OF ECONOMY ACT (31 USC 1353) TO ALLOW DIRECT PURCHASE BY MIPR OF GOODS AND SERVICES FROM STATE AND LOCAL GOVTS AS WELL AS FROM OTHER FEDERAL AGENCIES	GREATER FLEXIBILITY TO CDR IN PARTNERING W/LOCAL GOVT		VERY HIGH
CIVIL SERVICE REFORMS TO ALLOW FLEXIBLE MANAGEMENT OF THE WORKFORCE	REMOVE "BUMP-RUN" RIGHTS; PERMIT NONCOMPETITIVE FILL; PERMIT CIVILIAN EMPLOYEES SEPARATED DUE TO OUT SOURCING TO TRANSFER "VESTED" INTERESTS IN FEDERAL RETIREMENT PLAN TO PRIVATE PLAN		VERY HIGH

BASOPS FAA

ENABLING LEGISLATION (CONT)

REPEAL/AMEND LEGISLATION	ADVANTAGES	COST SAVINGS	POLITICAL DIFFICULTY
MAKE OMA 2 YR FUNDS TO AVOID PROBLEMS OF BONA FIDE NEEDS RULE (31 USC 1502A)	ALLOWS CDR GREATER BUDGET CONTROL OVER HIS FUNDS	NO YEAR END WASTE & NO LOSS OF FUNDS	EXTREME
REPEAL MANDATORY USE OF DOL WAGE RATES IN DAVIS- BACON AND SERVICE CONTRACT ACTS	ALLOWS CDR TO PAY LOCALLY PREVAILING WAGE RATES ON CONSTRUCTION- SERVICE CONTRACTS	18-30% OVER CURRENT CONTRACT COSTS	EXTREME

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FOOD FOR THOUGHT

PRECEDING RECOMMENDATIONS DO NOT:

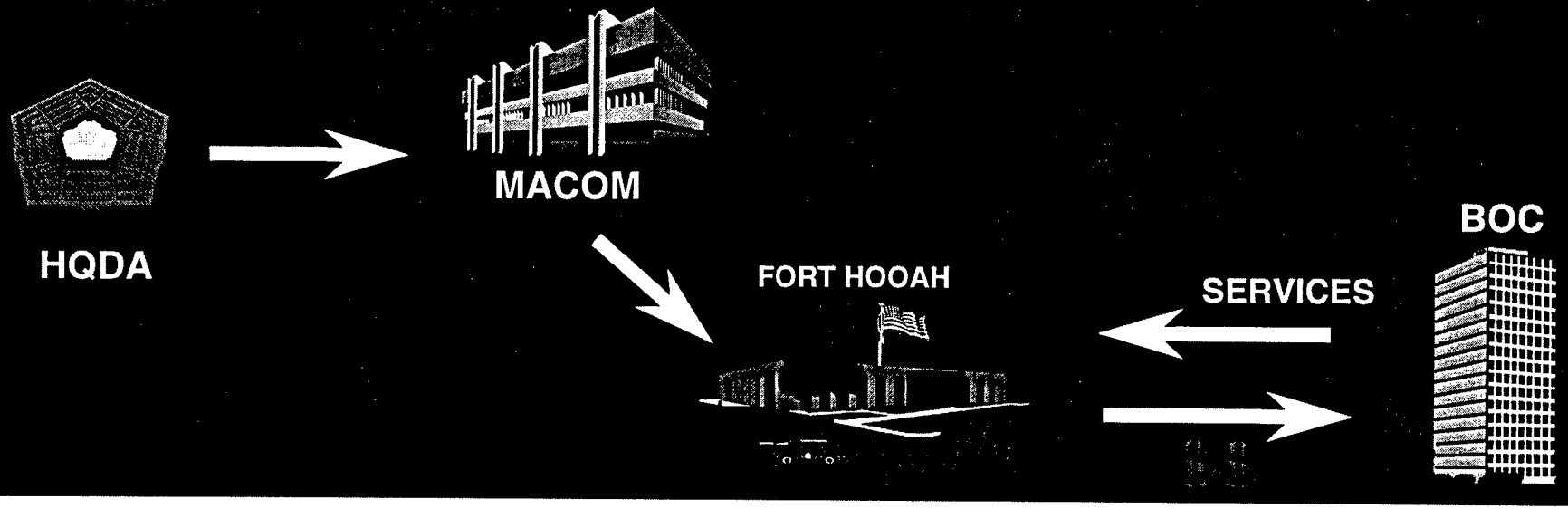
- ELIMINATE INHIBITORS TO BEST BUSINESS PRACTICE

THERE MAY BE A WAY:

- CREATE A NFP PRIVATE CORP NOT BOUND BY LAWS/RULES PRECLUDING BEST BUSINESS PRACTICE
- REQUIRES SIGNIFICANT ENABLING LEGISLATION
- LONG TERM SOLUTION

BASOPS FAA

NOT FOR PROFIT
BASOPS CORPORATION (BOC)



Description:

A: A government chartered private not for profit corporation which provides BASOPS services.

Command and Control :

A. Army membership on Board of Directors provides Army oversight.
B. Garrison commanders work for installation commanders

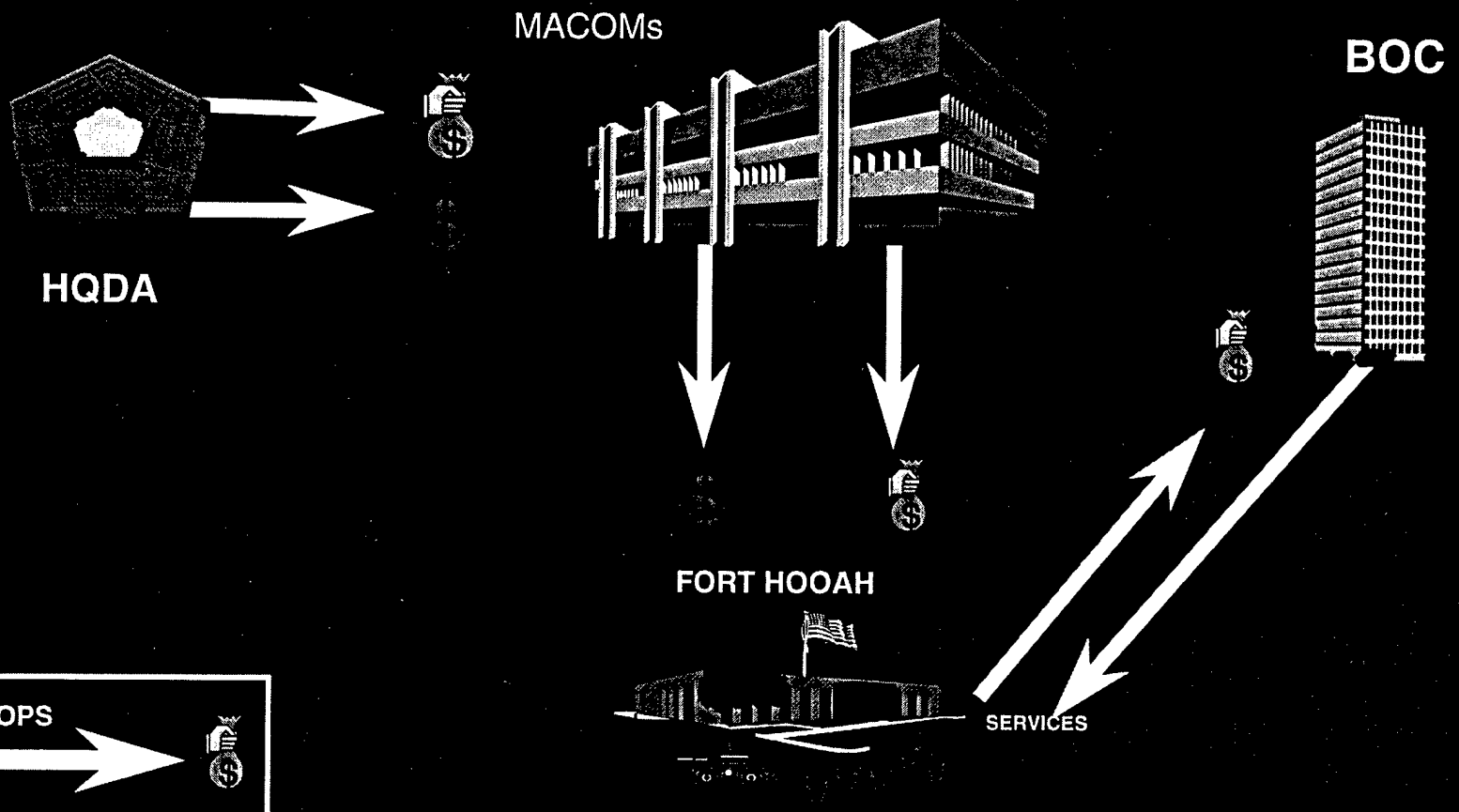
Ownership: Army owns installations

OPTEMPO/QOL Balance: Installation Cdr

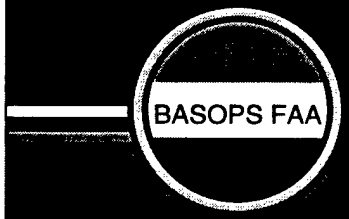
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NOT FOR PROFIT BASOPS CORPORATION (BOC) FUNDING FLOW



FORSCOM



NOT FOR PROFIT BASOPS CORPORATION (BOC) STRUCTURE

ASSUMPTIONS:

- Enabling legislation can be enacted similar to Army Housing Corp (AHC, TVA, etc.)
- Board of Directors (BOD) membership similar to AHC

HOW IT COULD WORK:

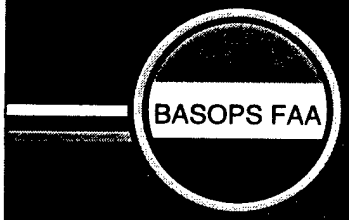
- BOC established as a non-profit, private sector entity
- Governed by a BOD
- Traditional corporate structure (CEO, CFO, COO, etc)
- Headquartered in central location with regional offices and branch offices on every installation
- Rates determined by BOD
- "Sole source" status for providing BASOPS services
- Dollars flow from HQDA through MACOMs to garrison commanders



NOT FOR PROFIT BASOPS CORPORATION (BOC) STRUCTURE (cont)

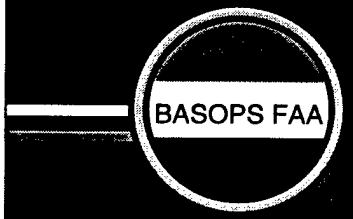
HOW IT COULD WORK:

- Garrison commander buys services from BOC and therefore retains all command prerogatives (authority and responsibility)
- Current civil service employees detailed to BOC at inception; later become non-government employees or leave BOC and remain civil service
- Initial capitalization provided by Congressional appropriations. BOC then sustains itself in a business environment. (BOC can incur debt, buy/sell assets, etc.)



NOT FOR PROFIT BASOPS CORPORATION INHIBITORS THAT WOULD NOT APPLY

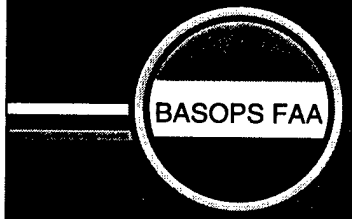
- Federal Acquisition Regulation (FAR)
- OPM personnel rules
- Appropriated funding rules and FY fiscal limitation
- Federal Property and Administrative Services Act
- OMB A-76 and Title 10 cost study provisions on commercial activities program
- All federal laws on acquisition and disposition of real property
- EPA Superfund requirement
- NEPA impact studies
- Exempt from all federal, state and local property and income taxes



AGENDA

- INTRODUCTION
- COMMAND AND CONTROL
- SERVICE DELIVERY METHODS
- TOOL BOX
- PROCESS ACTION TEAM RESULTS
- INHIBITORS

⇒ **RECOMMENDATIONS**



RECOMMENDATIONS

BASOPS COMMAND & CONTROL:

ACTION

- REDUCE HQDA BASOPS ROLE — ODAS

BASOPS SERVICE DELIVERY METHODS:

- DIRECT HQDA PROPONENTS TO ISSUE POLICY GUIDANCE TO IMPLEMENT BASOPS FAA SERVICE DELIVERY METHOD RECOMMENDATIONS WHERE APPLICABLE — ODAS



OTHER RECOMMENDED ACTIONS

	ACTION
• TEST DPW/USACE PARTNERING FOR APPLICATION ONLY AT AMC INDUSTRIAL SITES	AMC, USACE, OACSIM
• CONTRACT DOL OPERATIONS	ODCSLOG
• DEVELOP BASELINE ARMY-WIDE BASOPS SERVICE STANDARDS	OACSIM
• DEVELOP ARMY-WIDE PRIORITIZATION OF QOL SERVICES	OACSIM
• IMPLEMENT ABC ARMY-WIDE	OASA(FM) OACSIM



OTHER RECOMMENDED ACTIONS (cont)

	ACTION
• ESTABLISH SERVICE SECRETARY LEVEL MANDATE FOR DEVELOPING MULTI-SERVICE PARTNERSHIPS	OSA
• DESIGN A "CUSTOMER FRIENDLY" OFF POST SUPPORT (AR 5-9) SYSTEM BASED ON KNOWN COSTS AND PHASED IMPLEMENTATION	OACSIM
• IMPLEMENT ASSESSMENT PROGRAM FOR BENCHMARKING AND CONTINUOUS IMPROVEMENT	ODAS OACSIM
• PROACTIVELY SEEK LEGISLATIVE CHANGES THAT ELIMINATE INHIBITORS TO BEST BUSINESS PRACTICES	OASA (M&RA) OASA (IL&E) OASA (FM), OSALL
• IF ARMY CANNOT OBTAIN RELIEF FROM INHIBITORS, CONSIDER STUDYING NOT FOR PROFIT BASOPS CORPORATION	OACSIM

REDESIGN OF THE INSTITUTIONAL ARMY

Information Briefing
for
Vice Chief of Staff

Manage Installations
7 June, 1996

FORCE XXI

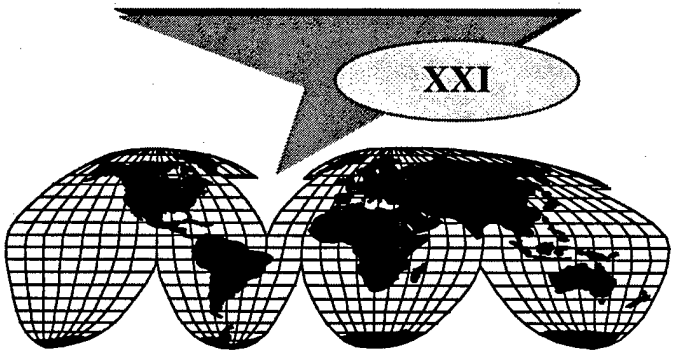


Purpose

This is an Information Briefing to set the stage for the Manage Installation FAA to be presented by the Commander, FORSCOM on 11 June, 1996.

F O R C E

XXI



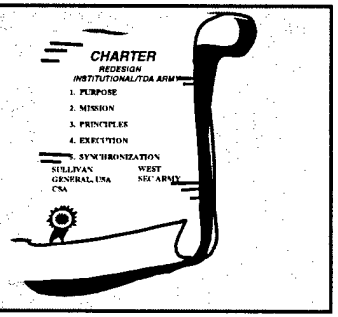
Institutional Army Redesign Charter

PURPOSE

Establish procedures and responsibilities for re-engineering and redesigning the Institutional Army to support Force XXI

MISSION

Reengineer and redesign the Institutional Army by the year 2000 to effectively and efficiently perform service Title 10 functions to support redesigned Army warfighting organizations in order to ensure a trained and ready Army, fully capable of doing its part in executing the National Military Strategy, in joint and combined operations, while maintaining timeless Army values and ethics



UMBRELLA REDESIGN INSTITUTIONAL ARCHITECTURE -- DCSOPS --

HQDA/FOA/SSA REDESIGN -- AA/DAS --

TITLE 10 FUNCTIONS; MODIFIED FAA's -- HQDA/MACOMs --

MACOM REENGINEERING

INTEGRATION BY DCSOPS/ASA (M&RA)

OBJECTIVE

REDESIGNED INSTITUTIONAL ARMY BY 2000

TITLE 10 FUNCTIONS

MACOM PROPONENTS & HQDA SPONSORS

-- PARTNERSHIP --

FORCE XXI

PHASED CAMPAIGN

I BASELINE ORGANIZATION
POM 98-03

II REVISED ORGANIZATION
BRIGADE XXI
POM 00-05

III FINAL ORGANIZATION
DIVISION XXI
POM 02-07

- **A 3 phased Operation**
- **Phases coincide with POM cycles**
- **March 96 completed Phase I**

LD

3/17/99

Institutional Axis Phase II FAAs

FAA Laydowns

Manage Installations (FORSCOM)	*11 June 96*
Security and Law Enforcement (TRADOC)	**August 96**
Support to Organizational Training (FORSCOM)	**September 96**
Health (MEDCOM)	**October 96**
Finance (ASA(FM) Study)	**November 96**
Intelligence (INSCOM/USAIC&FH)	**December 96**
Equip/Supply/Service (AMC/MTMC)	**February 97**
Umbrella (Initial) (DCSOPS)	*March 97*
HQDA (DAS/AA)	**July 97**
Umbrella (Interim) (DCSOPS)	**October 97**
Umbrella (Final) (DCSOPS)	*February 98*

Expected Outcomes

- **Broad Army Focus**
- **Current, Army-Wide Process Description**
- **Alternative(s), 21st Century Processes, Et Al**
- **Linkage To:**
  - Institutional Core Competencies
  - 21st Century Operating Force
- **Underlying Assumptions/Risks**
- **Range of Options for Revised TDA Organization**
  - Do Now (Early in Mini POM 99-03)
  - Do Later (Out Years of POM 00-05)
  - Assess in Greater Detail in Phase 3
- **Issues (Program) w/Recommendations to be Resolved By**
  - VCSA/ASA(MRA)
  - CSA/SA

Reengineering
(Starting Over)

What it is:

"The fundamental rethinking and radical *redesign of processes* to achieve *dramatic improvements* in critical, *contemporary measures of performance* such as cost, quality, service and speed."

Hammer and Champy, 1993

Tenants:

Core processes have a single process owner.
Designed to minimize the numbers of hand-offs.
Designed to reduce redundancies.
Increasingly cross functional.
Focus is on customer satisfaction.

Institutional Army Axis Hypothesis

Fundamental "Reengineering" Hypothesis

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



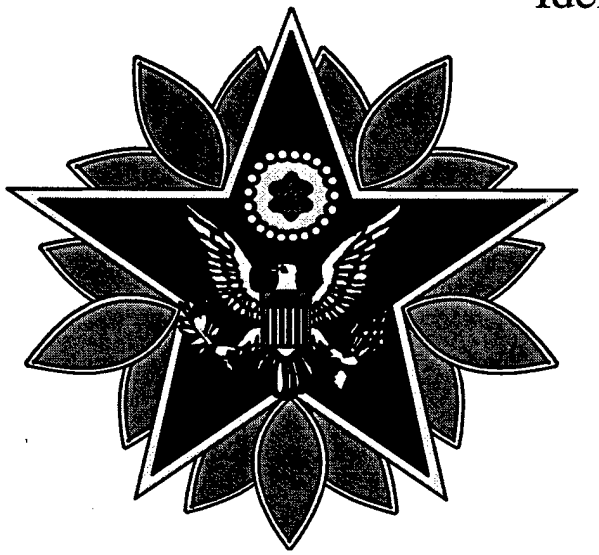
Institutional Army Core Processes

Plan, Provide Direction; Obtain & Allocate Resources

Develop Requirements

Identify & Develop Leaders

Develop Doctrine



Acquire & Sustain People

Acquire, Maintain & Sustain Equipment

Support Organizational Training

Tailor, Mobilize & Project Land Power

Manage Information

Acquire and Sustain Facilities

☑ ***Manage Installations***

Maintain & Sustain Land Operations

Manage Installations

Definition

The process of planning, organizing, coordinating, staffing, directing and controlling resources to accomplish the installation's mission -- provide services. The process supports maintaining force readiness, deploying and sustaining the force, protecting the environment and enhancing the quality of life for soldiers, families and the Army civilian workforce. The process includes integrating with the local/civilian community in performing the installation's mission.

Manage Installations
Assumptions

- Defense resources will not keep pace with Service requirements
- Army operational forces will operate in an environment as described in TRADOC PAM 525-5
- Army institutional forces will operate in an environment as described in DA PAM 100-XX
- Mission related programming will continue to be done by MACOMs
- DoD will continue to move toward privatization
- Army will have Forces forward deployed IAW a Power Projection strategy
- There are at least 122 services involved at installations

Manage Installations

What You Should Take Away

- No established requirements for services
- No performance standards for services
- No viable resource audit capability
- Questionable "Joint" service consistency
- Billpayers (e.g. OPTEMPO) are counterproductive

Manage Installations

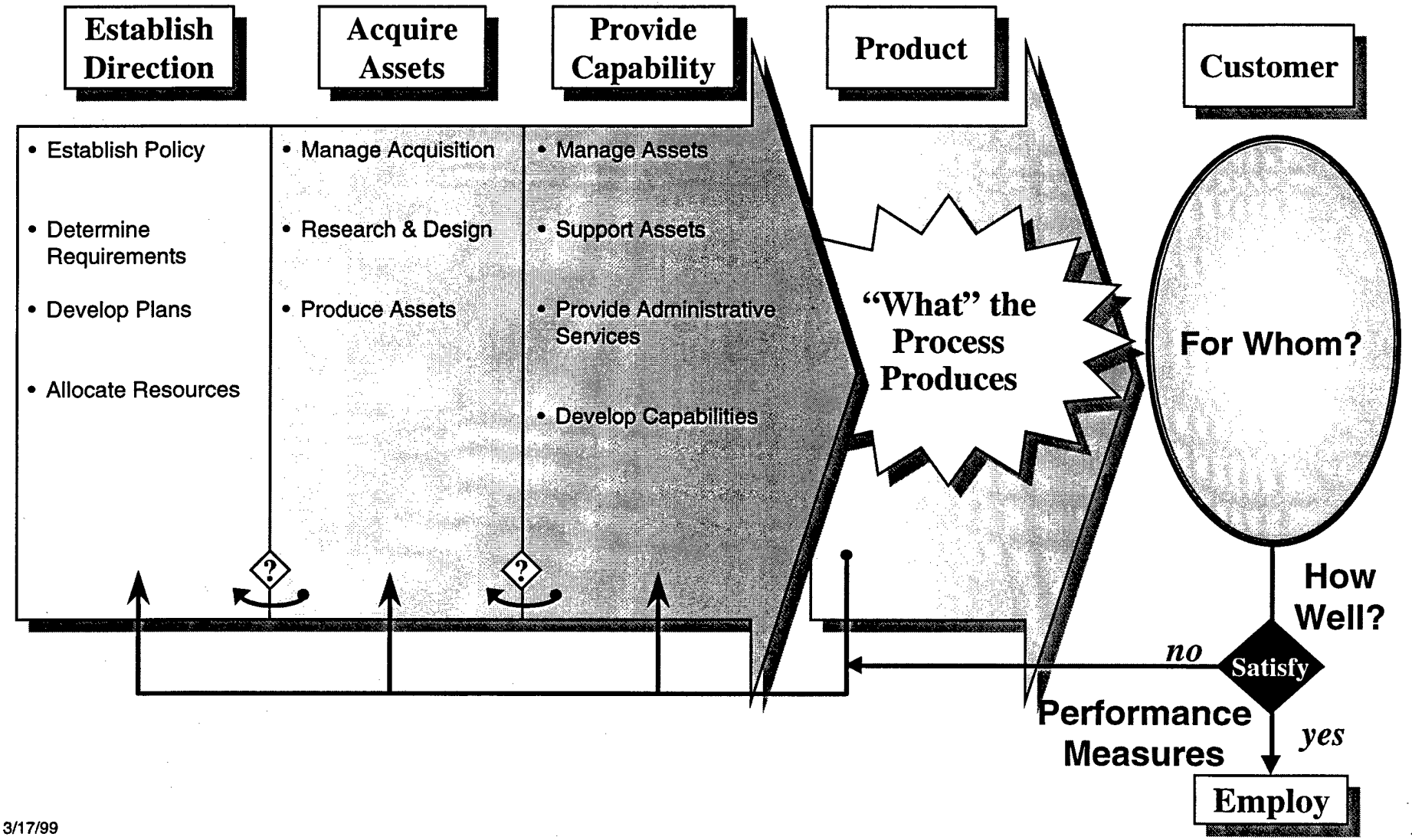
Important Factor: *Manage Installation* process represents a significant resource investment. Redesigned process should provide mechanism to support future requirements appropriately.

Installations	Approximately 2,000 (214 "primary")
Facilities	1.2 billion square feet in Army inventory
Land	12.1 million acres
Manpower	44K (Civ. 32K / Mil. 12K)
Dollars	$6 billion

The focus must be on: eliminating redundancies; reducing the number of hand-offs; and, dramatic improvement in other measures of performance such as time, cost and services.

Process: The Approach

DoD Enterprise Model



Institutional Axis "Measures"

Measures of Effectiveness

These are *external* measures of the process *product* from the *customer's perspective.*
What satisfies the customer? Note: if you're part of the process, you are *not* a customer

- time?
- reliability?
- user friendly?
- cost?

Measures of Efficiency

These are *internal* measures of the *process* from the *process owner's perspective.*
What is the most efficient way to generate a satisfactory product?

- time?
- cost?
- service?
- quality?

Measures of Performance

These are standards or criteria which establish acceptability of effectiveness or efficiency:

- time - not later than *date*
- reliability - probability of failure is *X*?
- user friendly - self instructional manual

What's Wrong with the Current Process?

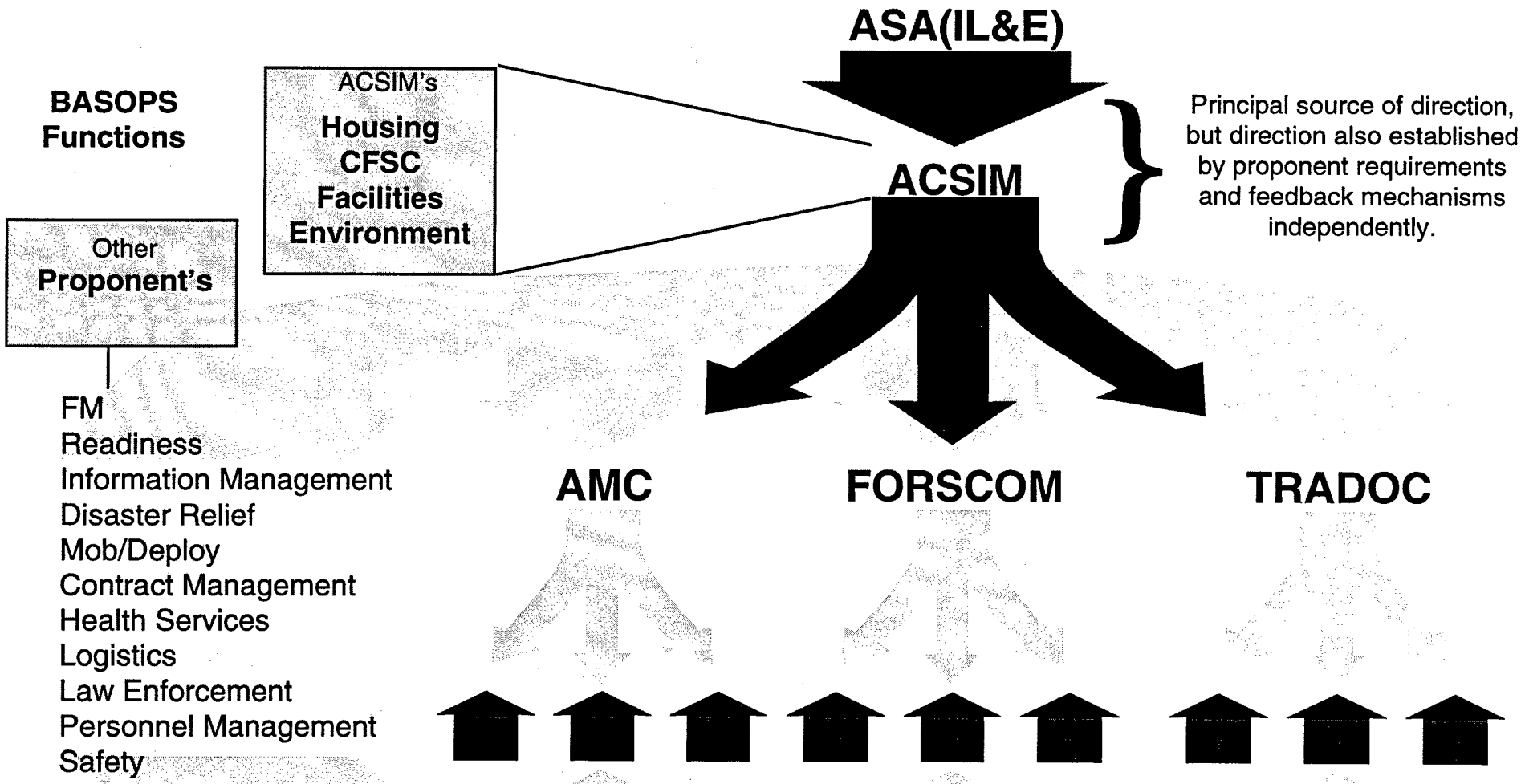
Customer

- No clear direction
- Expectations exceed resources
- Requirements exceed resources–installations are bankrupt
- Ineffective, fragmented information systems

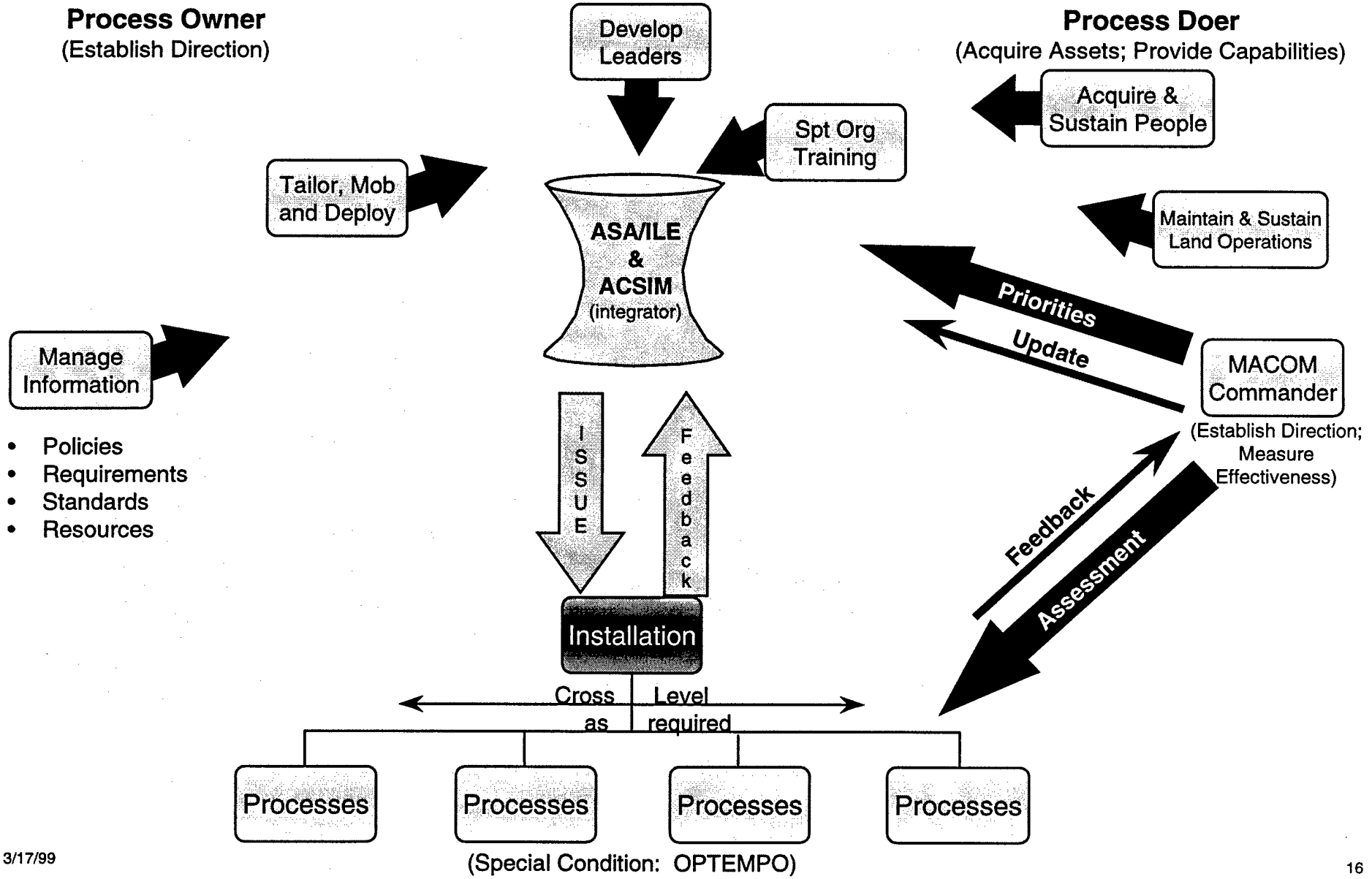
Process Owner

- Multiple "process owners" and "hand-offs"
- No performance measures
- Resource delivery not tied to requirements
- Process is manpower and time intensive

No Clear Direction



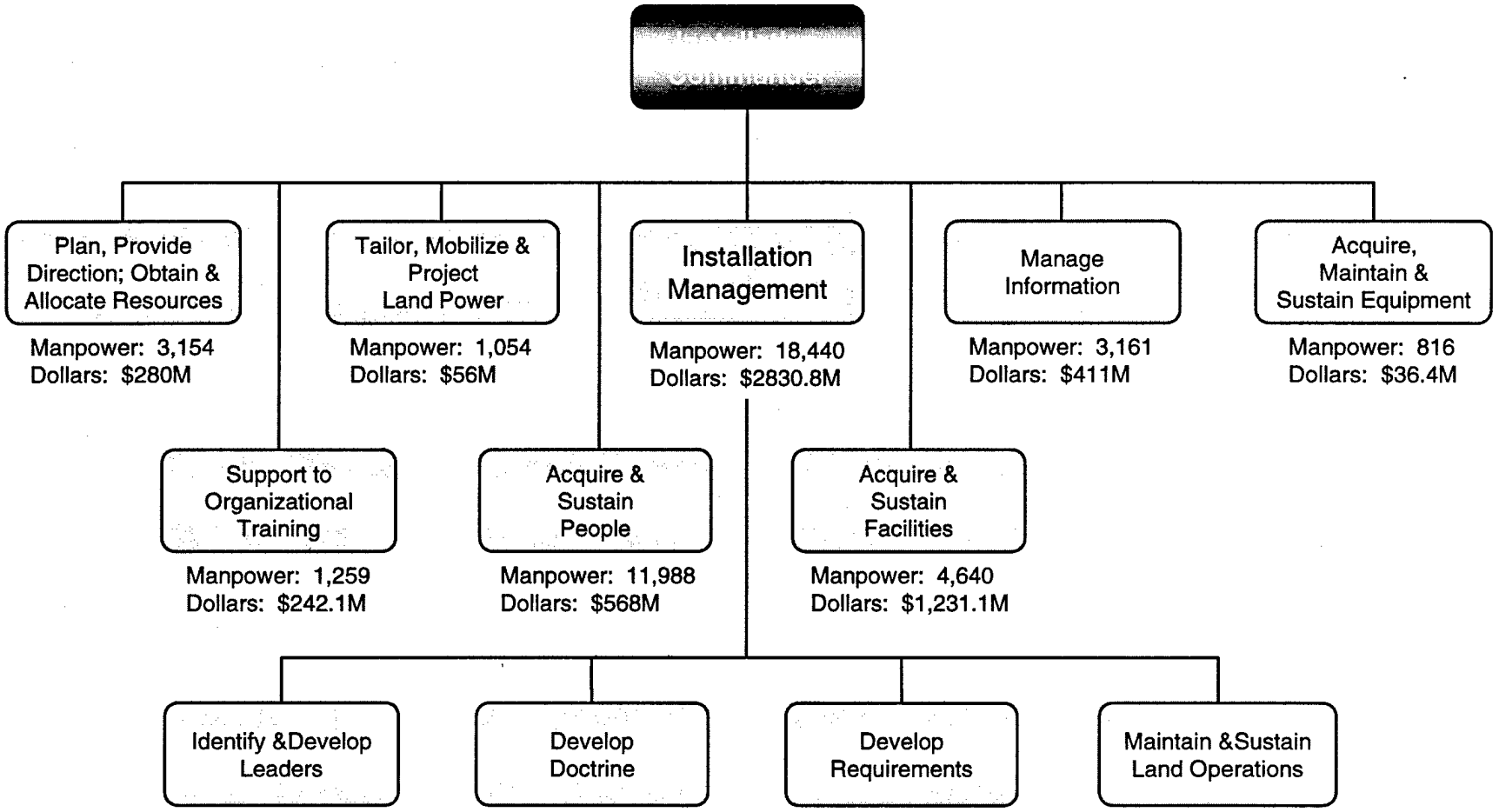
Manage Installations



Approach

- Align 122 services with 12 processes
- Rank order services: GIN to divest
- Define resources ($/manpower) to services
- How much (%) resource is at installation level

Manage Installations



Institutional Totals:
Manpower: 44K
Dollars: $6 billion

Priority Totals:	Dollars	Manpower
GIN	$549M	5.7K
GIN/Outsource	$366M	2.9K
Outsource/Divest	$4741M	35.9K

Manpower/Dollars: Program Year FY97
% Rates: CEAC-FY95 executed

Manage Installations

Acquire & Sustain People

GIN = Government in Nature
GIN/O/D = Government in Nature/Outsource
O/D = Outsource/Divest

GIN
- Sr. Executive Service
- Financial Planning - Military
- Justice Services

GIN/O
- MILPO Services
- Recruitment/ Replacement
- Position Mgmt
- Mgmt/ Employee Relations

O/D
- MWR Program Services
- Continuing Education Services
- Other Civilian Personnel Services
- Latch Key Programs
- Home Based Child Care
- Substance Abuse Programs
- Center-based Child Care
- Child Development Services Mgmt
- Education for Child Care Providers

O/D
- Youth Leisure and Social Recreation
- Youth Sports and Physical Fitness
- Civilian Training
- Youth Development Services Mgmt
- Exceptional Family Member (EFMP)
- Family Advocacy
- Family Member Employment Program
- Information Referral and Follow-up
- Relocation Services
- Youth Development Programs
- Career Transition Services
- Army Emergency Relief
- Community Outreach
- Equal Employment Opportunity
- NAF Personnel Support
- Equal Opportunity Office Services
- Legal Assistance
- Pastoral Support
- Religious Services

Totals: $568M Mn Pwr 11,988

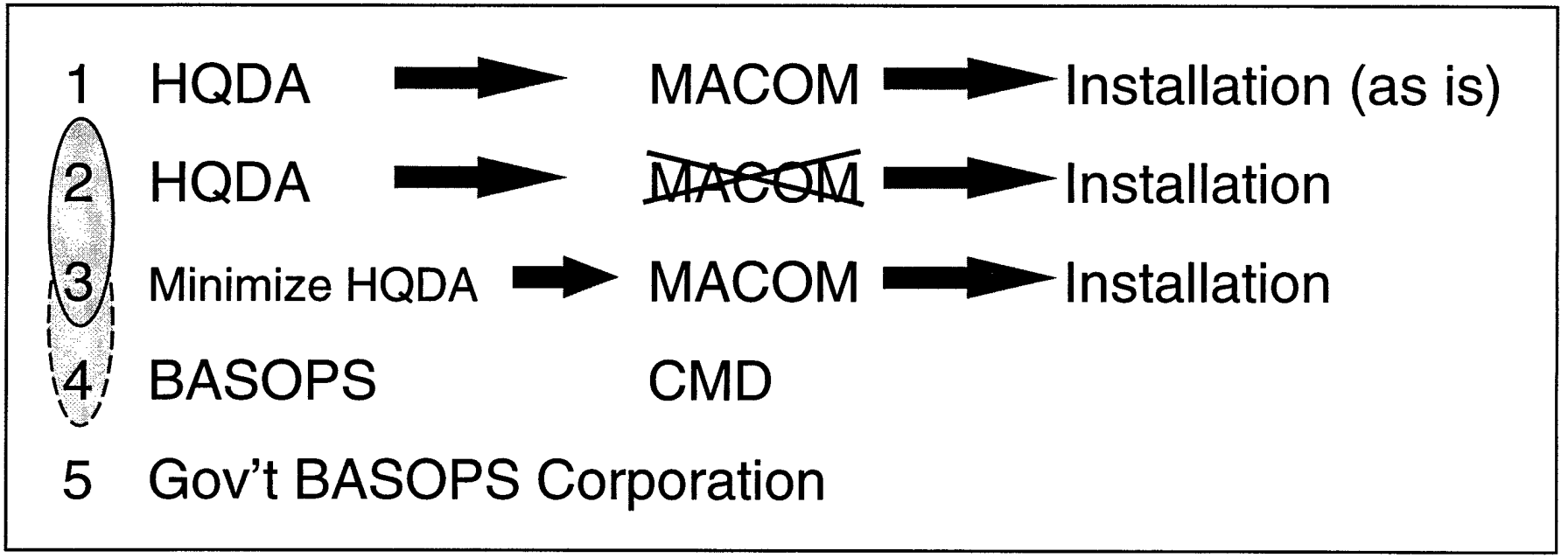
How Does this Solve the Problem?

- Process owners visibility/stewardship
- Rank ordered services
  - Divest/save all
  - Outsource if cost effective
  - Recapitalize
    - within installation
    - within installation management
    - within Army at large

Issues

- What is the Requirement? Standard?
- MACOM Commander's role?
- Installation or garrison--who is in charge?
- OPTEMPO versus OMA?
- Service distribution/rank?

Relationship to Proponent's Options

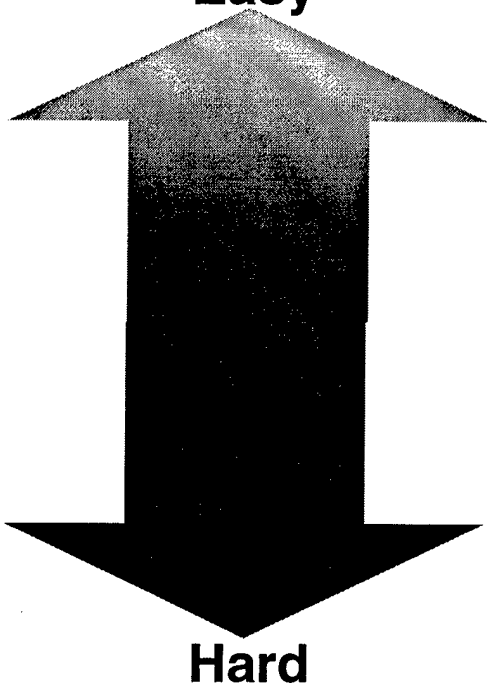


Manage Installations
"To-Be"

An "Integrated" Process

What's Wrong	The Solution
• No clear direction	• Single Installation Management process owner
• Expectations exceed resources	• Installation commander has authority to balance resources
• Requirements exceed resources–installations are bankrupt	• When appropriate, maximize outsourcing of maintenance and sustainment functions
• Ineffective, fragmented information systems	• Installation commander have direct coordination with process owner
• Multiple "process owners" and "hand-offs"	• Policies, priorities, resources, standards--DIRECTION--channeled through Process Owner to Process Executors (Acquire Assets, Provide Capabilities)
• Resource delivery not tied to requirements	• Single funding manager and program integrator
• Process is manpower and time intensive	

Manage Installations



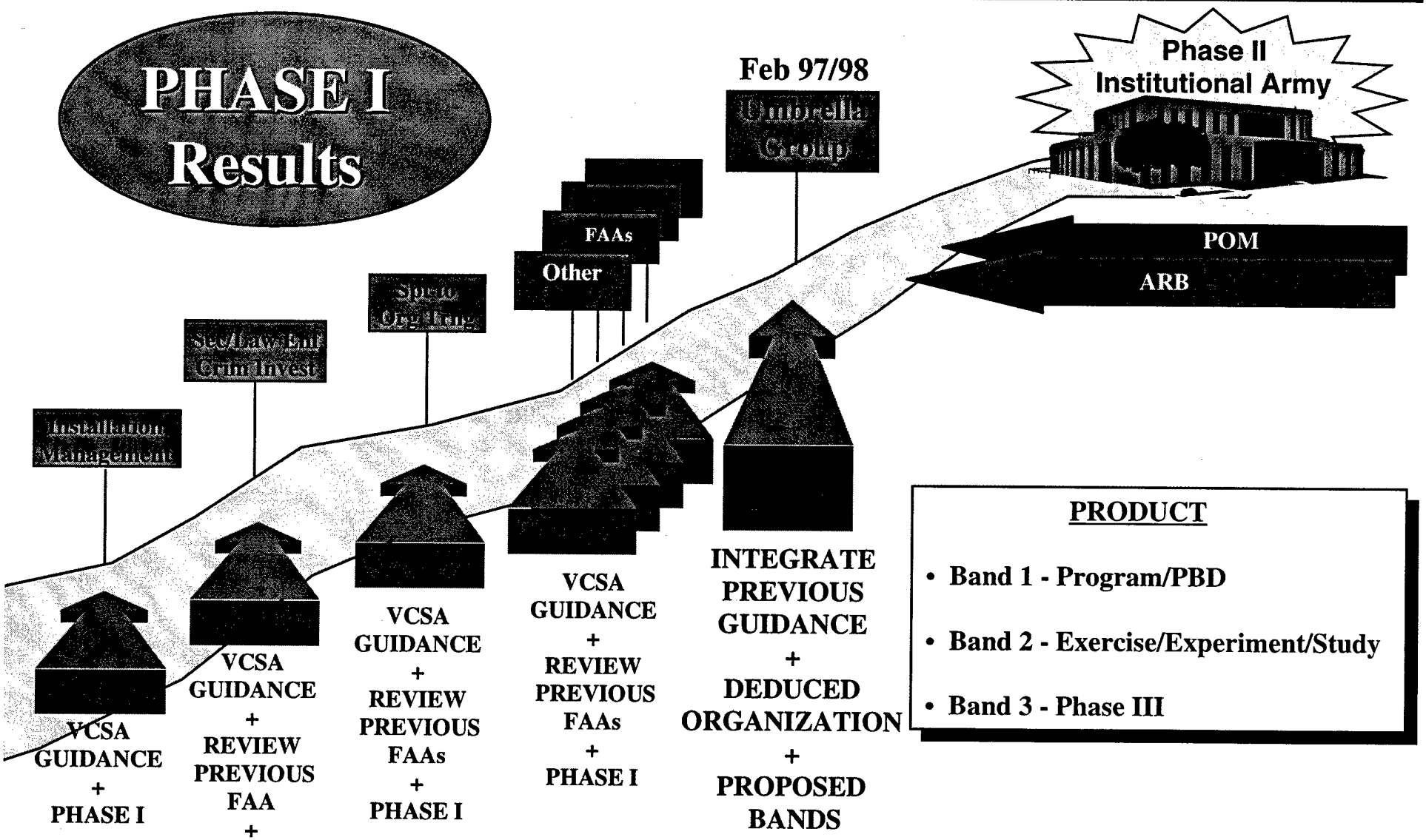
Action	FAA	Experiment
• Define Requirements, Establish Standards	+	Analysis
• Maximize outsourcing of maintenance and sustainment functions	+	Analysis
• Installation CDR's increased authority	+	Analysis
• Improve/enhance Installation resource management	-	Analysis
• Single process owner	-	Analysis

Manage Installations

What You Should Take Away

- No established requirements for services
- No performance standards for services
- No viable resource audit capability
- Questionable "Joint" service consistency
- Billpayers (e.g. OPTEMPO) are counterproductive

Synchronization of Institutional FAAs



Redesign of the Institutional Army

Force XXI TDA Axis

Phase I (Residual)

Phase II (Recommended)

Issues

March 1998



Agenda

- Introduction
- Phase I-Decided
- Phase I-Residual
- Phase II-Recommended

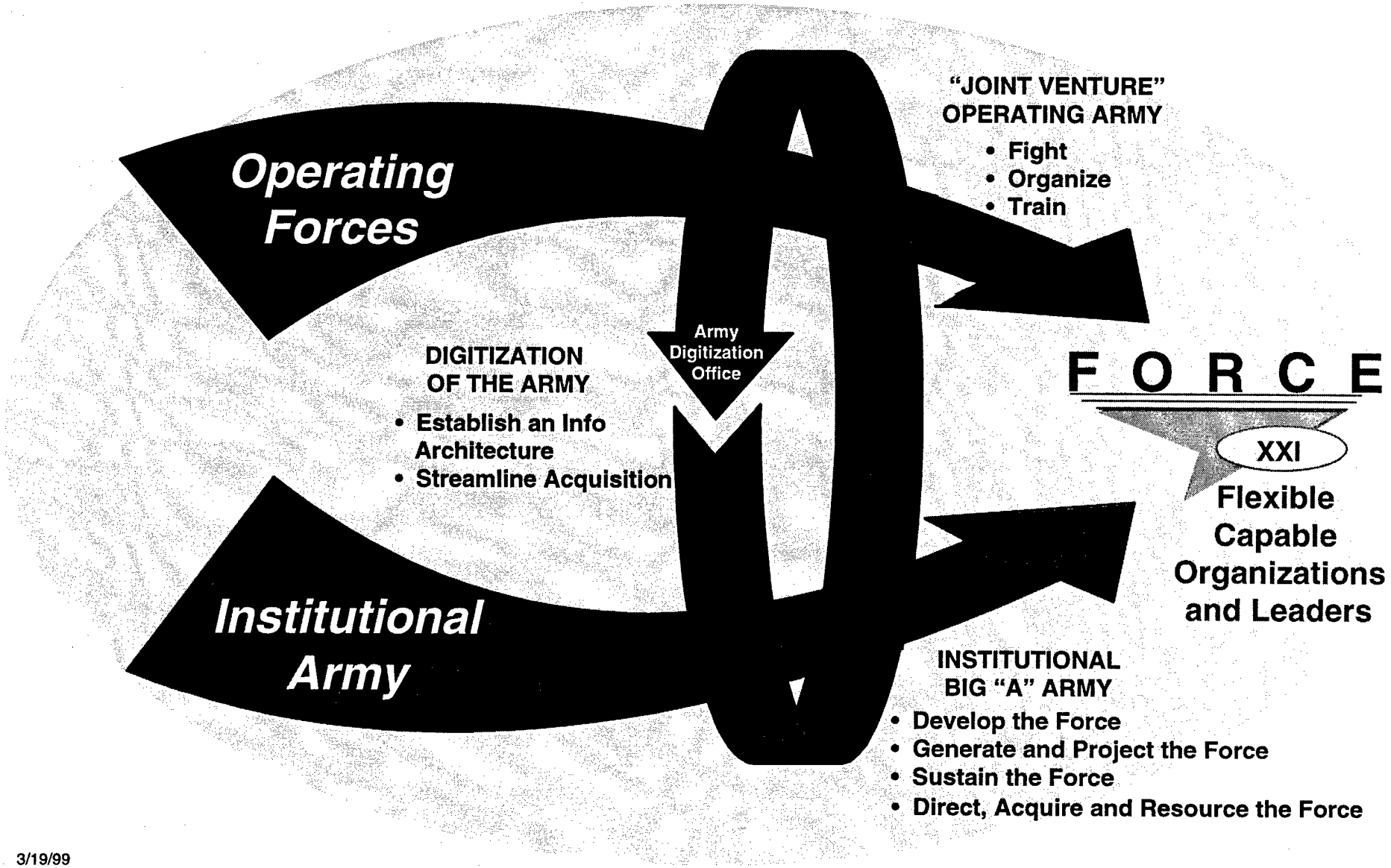
Purpose

To gain decisions on issues resulting from six Phase II FAAs, Phase I residual issues and the Umbrella Group's parallel assessment.

- Decisions will be incorporated into POM 00-05 "build" as appropriate
- Briefing concludes Phase II, Redesign of the Institutional Army

To establish the azimuth for Phase III–Final Organization/POM 02-07.

Force XXI Campaign Plan



Institutional Army Redesign Charter

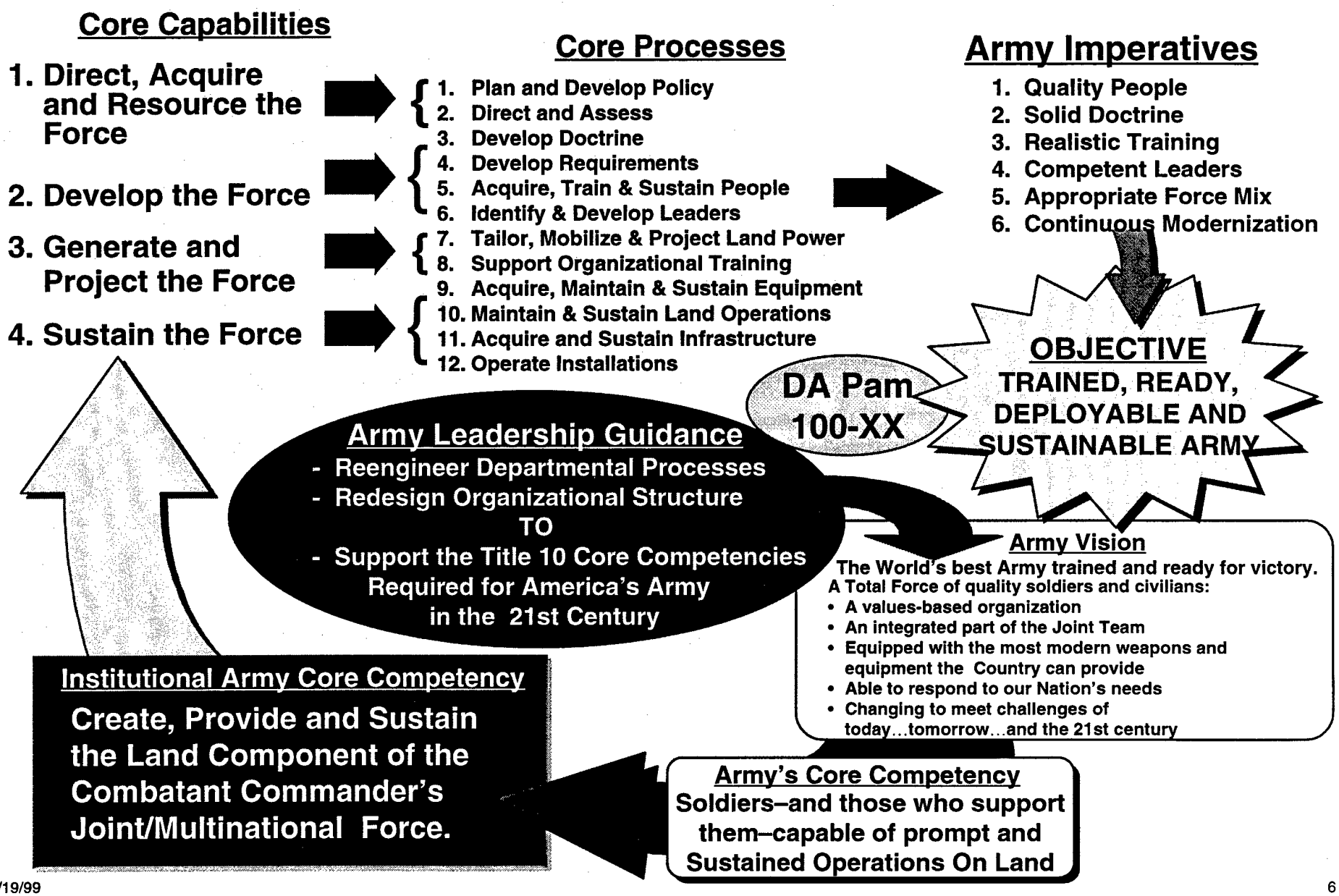
Mission: Redesign the institutional Army by the year 2000...

Execution: Reengineer departmental processes and redesign organizational structures to support the Army's Title 10 core competencies...

Principles:

- Maintain enduring Army values and ethics
- Be consistent with six imperatives
- Link to the NMS
- Conform to National Performance Review; reduce HQDA and number of MACOMs
- Redesign founded in Army core competencies
- Leverage information age technology
- Maintain shared Total Army vision
- Employ cost-effective resourcing
- Capitalize on strength of each component
- Experiment in GHQ exercises (as appropriate)

Framework for Redesigning the Institutional Army

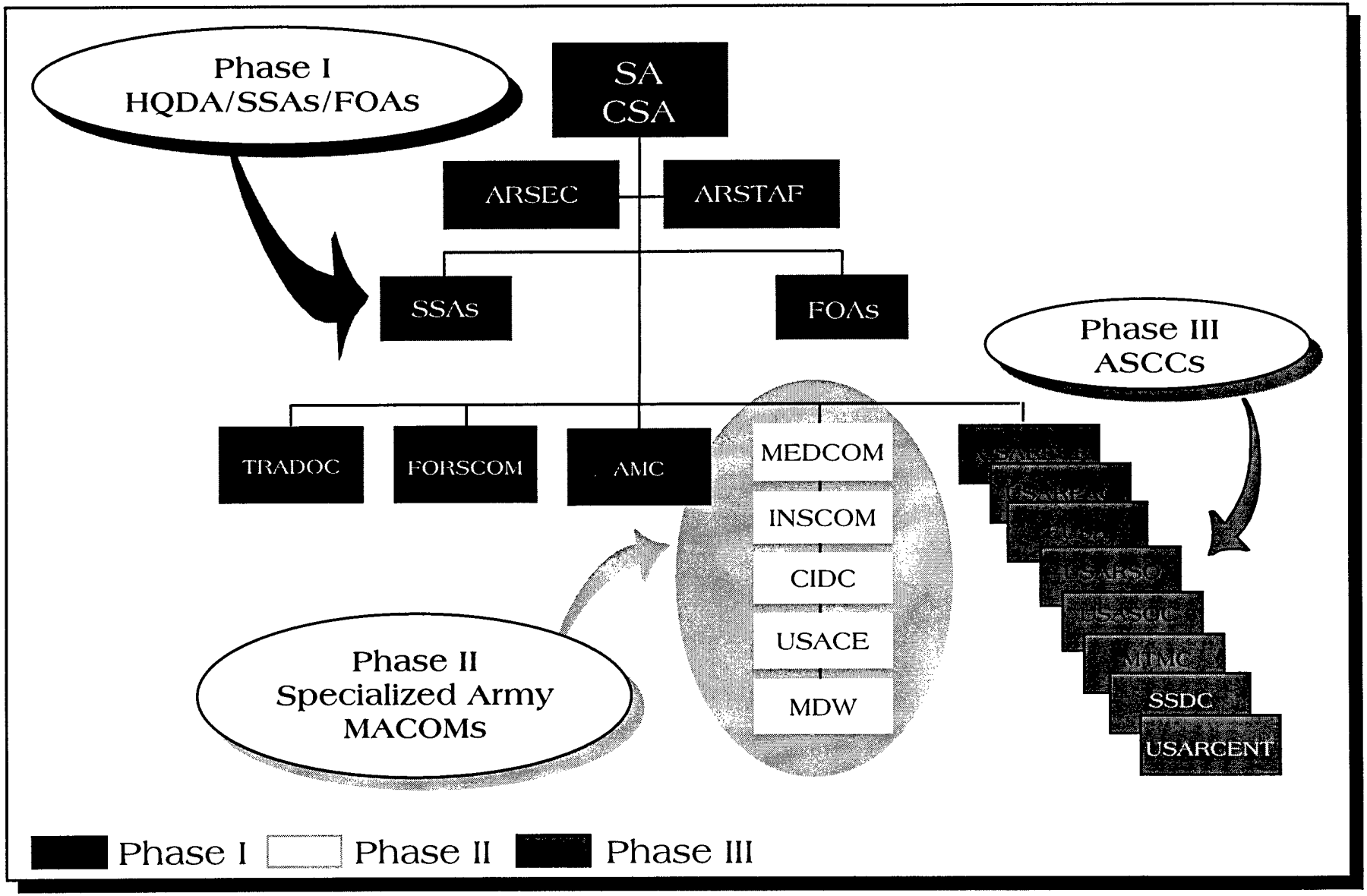


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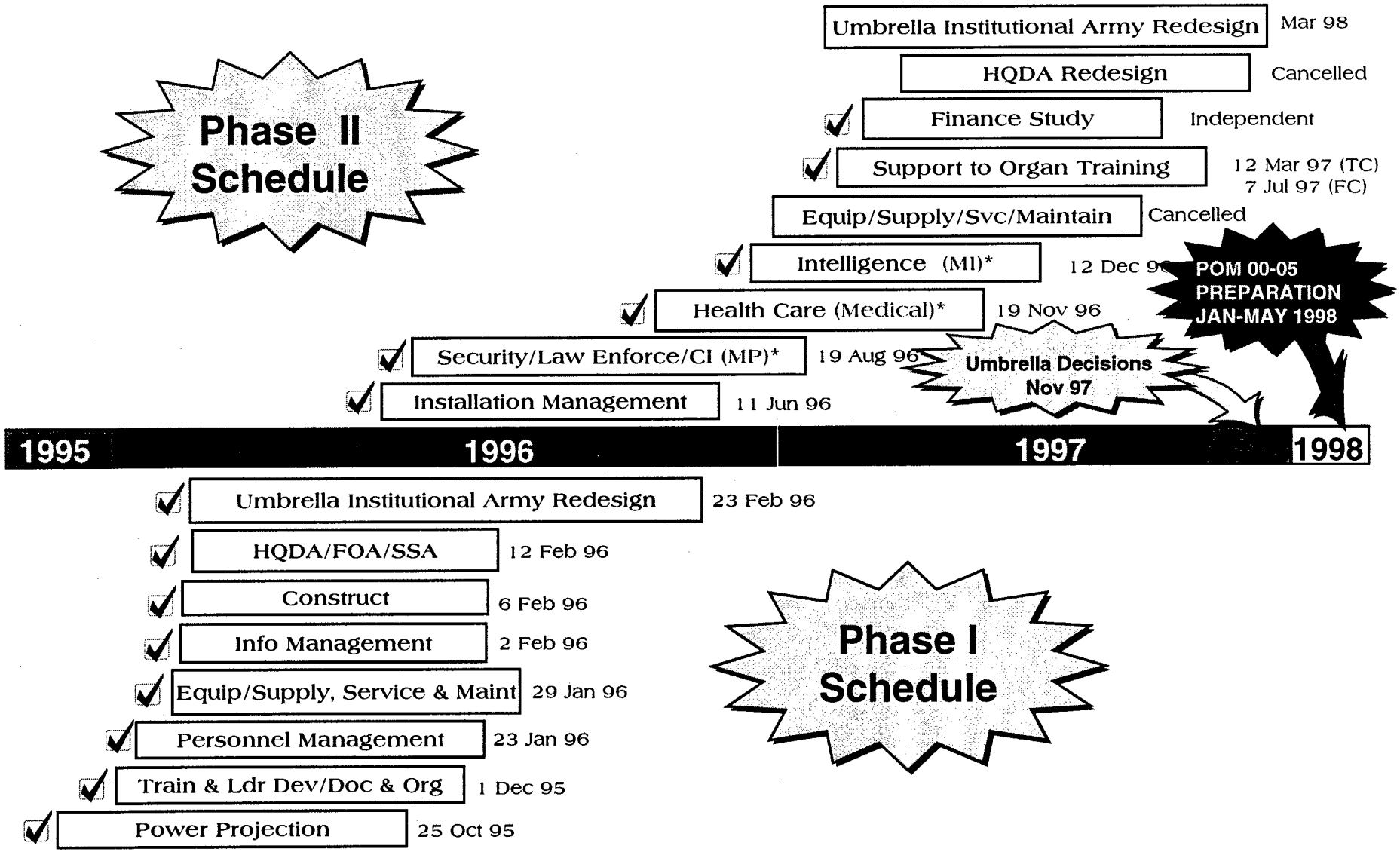
Phase I CSA Decision Brief Recommendations

- Realign SSDC under TRADOC as the Army Service Component Command (ASCC) of SPACECOM
- Reengineer Information Management and activate Army Signal Command (ASC) under FORSCOM
- Realign Army War College (AWC) and Army Management Staff College (AMSC) under TRADOC
- Continue to develop the MINOR COMMAND concept for possible application to:
  - Intelligence
  - Health Care
  - Criminal Investigation
  - Construction
  - Personnel
- Develop separate decision briefing concerning the "Accession Command":
  - Aligned under TRADOC?
  - Aligned under a Personnel MINOR COMMAND?
- Refer other, POM 98-03 issues to the PAE/PEG process for implementation in POM 98-03
- Continue to develop DA PAM 100-xx as the 21st century azimuth
- Begin Phase II of Institutional Army Redesign Axis

Institutional Force - Interim



FAA Schedule



Institutional/TDA Axis

Phase I (Residual)

Logistics

- Wartime/Contingency Stocks
- National Provider
  - maintenance: ISM
  - logistics: single stock fund
  - National? Regional? Local?
- DOL Privatization

Personnel

- Attrition
- Accessions Command
  - USAREC
  - MEPCOM

Education

- AMSC

Test and Evaluation

Issue 00 **Title:** Senior ROTC Staffing

Each issue has a unique # and title

Process Proponent and Sponsor

Proponent: TRADOC **Sponsor:** ASA-MRA **Source:** Umbrella

Implementation Period: 98-03

Time frame in which recommendation is to be implemented

Issue Source

Synopsis: Use a combination of AC, Reserve Component (RC) and/or contract retired officers & NCOs to manage and execute the ROTC program. RC personnel could be a combination of full-time and M-day soldiers. Instruction will be conducted at universities or RC facilities. This will release Active Component officers and NCOs for combat and institutional requirements.

"Confidence" in resource data: C-1 high; C-5 low

Issue Summary and resolution

Resource Implications: **C-4**

Current process resources withdrawn by HQDA to reinvest

	Savings	Costs	Transfers
Military:	2400		
Civilian:			
Dollars:		$279M over POM	

Current process resources level must be increased

Directed reinvestment

Army Staff/Cmd Position:

Concur: MRA, DCSOPS **Nonconcur:**

RECOMMENDATION: TRADOC develop plan, conduct test and implement by FY99.

For each recommendation there is a "principal" Action Officer

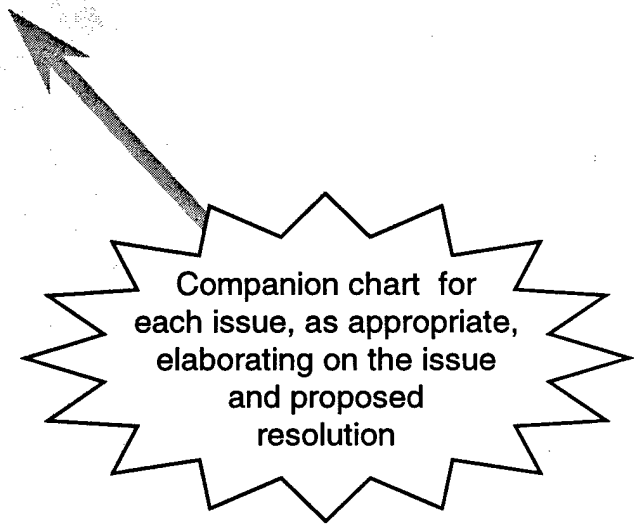
ACTION: TRADOC - lead; ASA(MRA), DCSPER - assist

☐ **Approve** ☐ **Disapprove** ☐ **Fwd to CSA/SA for decision** ☐ **Defer to POM 00-05** ☐ **Study by:** _____

Issue 00 **Title:** Senior ROTC Staffing

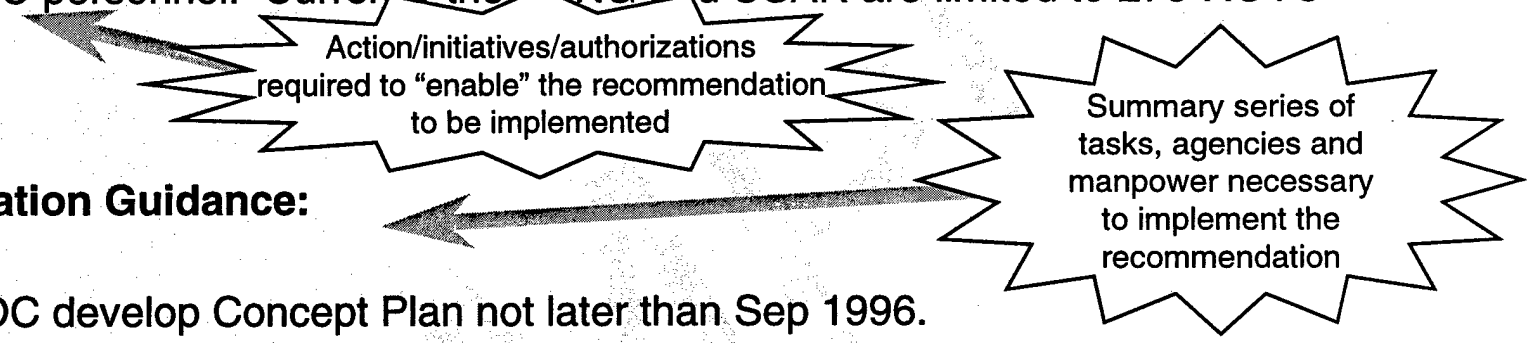
Discussion: For the purposes of this issue the Cadet Command and the Region HQs may still be manned by AC personnel per current authorizations and all civilians would remain. If the option were to use RC AGRs to replace the current AC the cost could be more than $160M, given these were new AGR authorizations.

This issue could also be tied to USAREC becoming a part of TRADOC and the USAREC recruiters recruiting for ROTC as a part of their mission. This action would eliminate the need for enrollment officers at ROTC battalions.



Issue 00 **Title:** Senior ROTC Staffing

Enablers: Legislation must be changed to authorize the use of retired personnel and more RC personnel. Currently the ARNG and USAR are limited to 275 ROTC instructors.



Implementation Guidance:

1. TRADOC develop Concept Plan not later than Sep 1996.
2. Conduct small scale proof of principle in academic year 97-98, not to exceed $2 million. The test should include options of; all RC with a mix of AGR and M-day, all contract of retirees, and both of the above with one AC officer per detachment.
3. Upon successful completion of proof of principle, phased in to coincide with current personnel tour ending dates as follows:
   - 33% in SY99
   - 33% in FY00
   - 33% in FY01

Issue 00 **Title:** Senior ROTC Staffing

To be provided to appropriate PEG

PBD Information

As much detail as possible to assist the programming process, where appropriate

Date:

PBD#

PBD Title:

As much detail as possible

"Confidence" in resource data: C-1 high; C-5 low

Years in which resource levels are adjusted

Manpower

Cmd	UIC	MDEP	AMSCO	FY96	FY97	FY98	FY99	FY00	FY01	FY02	FY03
TRADOC (mil)							-800	-1600	-2400	-2400	-2400

(-) represents a reduction to current program resource level

TOA ($ millions)

Cmd	UIC	MDEP	AMSCO	FY96	FY97	FY98	FY99	FY00	FY01	FY02	FY03
TRADOC OMA cost							+23	+46	+70	+70	+70

(+) represents increase to current program resource level, e.g., either a bill to be paid with resources from other processes, or transfer within the process from different source/cmd

Institutional/TDA Axis
(Phase II Recommended)

Installation Management

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Issue II-1 **Title:** Establish Installation Service Standards

Proponent: FORSCOM **Sponsor:** ASA(ILE)/ACSIM **Source:** Proponent

Implementation Period: Mini POM 01-05

Synopsis: The primary role of Army installations is to provide a place for Army organizations to live, work and play. In the performance of this function installations provide up to 98 different services such as career transition services, family housing management and pastoral care. Each service has a proponent office within HQDA. Currently, there is no acknowledged, approved standard for level of service for installation services.

Resource Implications:

	Savings	Costs
Military:		
Civilian:		
Dollars:		

Not a resource related issue. Savings, if any, will be garnered by employing costing methodology (Issue II-4) after standards have been identified.

Army Staff/Cmd Position:

Concur: ACSIM, FORSCOM (w/cmt) **Nonconcur:**

Recommendation: HQDA establish qualitative and quantitative standards for each installation service and include in FM 100-22 update (see issue number II-5).

Action: ACSIM–lead; HQDA installation service staff proponents–assist

☐ **Approve** ☐ **Disapprove** ☐ **Fwd to CSA/SA for decision** ☐ **Defer to POM 02-07** ☐ **Study by:** _____

Issue II-1 **Title:** Establish Installation Service Standards

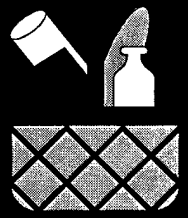
Discussion: The primary role of Army installations is to provide a place for Army organizations to live, work and play. In the performance of this function installations provide up to 98 different services such as career transition services, family housing management and pastoral care. Each service has a proponent office within HQDA. Currently, there is no acknowledged, approved standard for level of service for installation services. As a result, those entitled do not know how much service to expect, nor do installation commanders, MACOM commanders or HQDA staff proponents know how many resources to invest in these services. HQDA may therefore provide/program inadequate resources to meet variable expectations, and local commanders are left to decide unilaterally service and resource levels, even at the cost of migrating other resources like OPTEMPO. HQDA (ACSIM) is presently testing a draft set of quantity standards as the third part of an evolving Installation Status Report system. Development and subsequent testing of quality standards is projected to begin during FY98.

BASOPS FAA

NEEDED BASOPS TOOLS STANDARDS



BARRACKS



FOOD SERVICE

NEED STANDARDS FOR ALL BASOPS SERVICES



CHILD CARE



MAINTENANCE

STANDARDS PROVIDE:

- PREDICTABILITY
- PLANNING/PROGRAMMING TOOL
- REQUIREMENT IDENTIFIER

FORSCOM

BASOPS FAA

SERVICES PRIORITIZATION

Purpose: Identify and prioritize what BASOPS services should be provided at seven types of Army installations

PAT Methodology:

- Categorized 122 BASOPS services into High, Medium and Low Priority
- Further categorized into: "must be on post"; "can be provided off post"
- Identified not necessary in resource constrained future

PAT Results:

- Some BASOPS services are essential to all types of installations
- Government provided housing may be divested at some types of installations
- Certain BASOPS services may be divested when housing is divested
- POINT OF DEPARTURE FOR FUTURE STUDY BY HQDA

Issue: II-1 **Title:** Establish Installation Service Standards

Enablers: None

Implementation Guidance:

1. ACSIM collect data Army-wide against proposed quantity standards in FY98.
2. ACSIM develop quality standards during FY98 and collect Army-wide data against those standards in FY99.
3. ACSIM submit both quantitative and qualitative service standards to TRADOC Army Management Staff College for inclusion in FM 100-22 update NLT October 1, 2001.
4. ACSIM be prepared to employ above methodology for programming installation services resources in mini POM 01-05.

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Issue: II-2 **Title:** Prioritize Quality of Life Services

Proponent: FORSCOM **Sponsor:** ASA(ILE)/ACSIM **Source:** Proponent

Implementation Period: Mini POM 01-05

Synopsis: Quality of life services are an essential dimension of the Army family and are as diverse as sports–physical fitness centers, housing–BOQ/BEQ, family housing furnishings or auto crafts. There currently exist no baseline set of requirements or standards for these services nor criteria establishing whether they be provided on installations, can be obtained off-post or are categorically "nice to have," resources permitting. The Army should acknowledge the contribution QOL services make to Army families and, vicariously, unit readiness and establish standards, a prioritization methodology and service delivery means.

Resource Implications:

	Savings	Costs
Military:		
Civilian:		
Dollars:		

Not a resource related issue. Savings, if any, will be garnered by employing costing methodology (Issue II-4) after standards have been identified.

Army Staff/Cmd Position:

Concur: FORSCOM **Nonconcur:** ACSIM

Recommendation: Define QOL in terms of services to be provided and establish requirements, prioritization methodology and service delivery means and include in FM 100-22 update (see issue number II-5).

Action: ACSIM–lead; DCSPER, DCSOPS, ASA(ILE), ASA(MRA)–assist

☐ **Approve** ☐ **Disapprove** ☐ **Fwd to CSA/SA for decision** ☐ **Defer to POM 02-07** ☐ **Study by:** _____

BASOPS FAA

QUALITY OF LIFE

Purpose: Identify and prioritize QOL services by type installation

PAT Methodology:

- Identified QOL services and rank ordered by importance
- Identified
  - -- "Must be on post"
  - -- "Can be obtained off post"
  - -- Nice to have if resources available

PAT Results:

- Army must develop baseline QOL standards and requirements and resource to baseline standards
- Commanders decide on additional services within resources available
- POINT OF DEPARTURE FOR FUTURE STUDY BY HQDA

Issue: II-2 **Title:** Prioritize Quality of Life Services

Enablers: None

Implementation Guidance:

1. ACSIM define Quality of Life and related installation management services NLT June 1998.
2. ACSIM develop a method for prioritizing QOL services NLT October 1998.
3. ACSIM announce Army's QOL service priorities NLT January 1999.
4. ACSIM, in coordination with TRADOC, included QOL definitions and prioritization methodology in FM 100-22 update NLT January 1999 (see issue number II-5).

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Issue: II-3 **Title:** "Service Delivery" Methodology

Proponent: FORSCOM **Sponsor:** ASA(ILE)/ACSIM **Source:** Proponent

Implementation Period: POM 00-05

Synopsis: Installation services may be delivered through a variety of methods ranging from centralization and/or regionalization supporting multiple installations to contracting or privatizing. Absent a standard methodology for determining a consistent means of service delivery, inefficiencies, and possibly inconsistent service quality may result. A standard methodology for establishing the preferred means of service delivery will permit more consistent quality and efficiency. The methodology should be robust enough to permit local variance where a more cost effective alternative producing the same service quality is available.

Resource Implications:

	Savings	Costs	Trans
Military:			
Civilian:			
Dollars:			

Not a resource related issue. Savings, if any, will be garnered by employing costing methodology (Issue II-4) after standards have been identified.

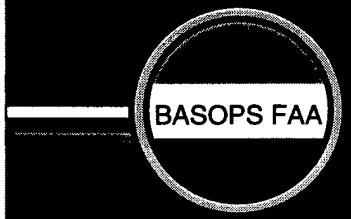
Army Staff/Cmd Position:

Concur: FORSCOM **Nonconcur:** ACSIM

Recommendation: Establish a departmental methodology for determining means for providing installation service delivery and include in FM 100-22 update (see issue number II-5).

Action: ACSIM–lead; ASA(ILE)–assist

☐ **Approve** ☐ **Disapprove** ☐ **Fwd to CSA/SA for decision** ☐ **Defer to POM 02-07** ☐ **Study by:** _____



BASOPS SERVICE DELIVERY METHODS DEFINITIONS

CENTRALIZE: Services provided to all Army installations from a single location.

REGIONALIZE: Services obtained from an organization/office responsible for all Army installations in a specific geographic area.

CONTRACT OUT: Services obtained by contract with private sector. Contractor uses some Army owned assets in providing service.

PRIVATIZE: Services obtained from the private sector. Army no longer involved in providing service. Army gives or sells assets to private sector.

PARTNER: Services exchanged between Army and surrounding community at no additional cost to either.

GOVERNMENT IN NATURE (GIN): Service is inherently a government activity and must be accomplished by government personnel, based on statute, case law and Comptroller General decisions.

NO CHANGE: No significant savings can be accomplished by changing the method of delivery.

DIVEST: Services no longer acquired by the Army.

Issue: II-3 **Title:** "Service Delivery" Methodology

Enablers: None

Implementation Guidance:

1. ACSIM, consistent with Installation Management FAA, develop a list of options for providing each service available on Army installations and criteria for determining preferred and alternative delivery means for each service NLT June 1998.
2. ACSIM, given above criteria, establish preferred and alternative delivery means for each service NLT October 1998.
3. ACSIM, in coordination with TRADOC, integrate service delivery means into revised FM 100-22, Installation Management ("Model Cities" book, see issue number II-5) NLT January 1999.
4. ACSIM issue policy letter announcing service delivery means policy NLT October 1998.

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Issue: II-4 **Title:** Service-Based Costing

Proponent: FORSCOM **Sponsor:** ASA(ILE)/ACSIM **Source:** Proponent

Implementation Period: Mini POM 01-05

Synopsis: The actual costs of providing services on installations varies by installation and, absent a consistent standard, by level of service provided. HQDA proponents attempt to program and allocate resources for providing services based on MACOM established requirements that are often distorted by the vagaries of service cost estimates. A standard methodology for determining costs of installation services will assist in establishing a consistent level of service provided.

Resource Implications:

	Savings	Costs
Military:		
Civilian:		
Dollars:		

No resources can be assessed until a standard is approved and applied. As an incentive to rigorously apply costing standard, incentives MACOMs by allowing some or all savings to be reinvested within the command.

Army Staff/Cmd Position:

Concur: ASA(FM) **Nonconcur:** FORSCOM, TRADOC

Recommendation: Establish service-based costing and standard service costing as the Army's standard methodologies for estimating installation service costs and aiding in programming requirements determination and allocating resources to perform installation services at approved levels and include in FM 100-22 update (see issue number II-5).

Action: ASA(FM)–lead; ASA(ILE), ACSIM–assist

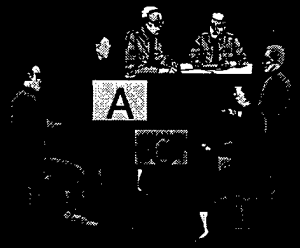
☐ **Approve** ☐ **Disapprove** ☐ **Fwd to CSA/SA for decision** ☐ **Defer to POM 02-07** ☐ **Study by:** _____

Issue: II-4 **Title:** Service-Based Costing

Discussion: Installation Services Costing consists of two managerial costing methodologies. 1. Capturing the true cost of providing services and 2. Developing expected cost for forecasting. Service-Based Costing (SBC) is a methodology for displaying the full costs of providing services. The methodology measures the consumption of resources by services and the quantity of service provided. Absent of a consistent standard "target," HQDA proponents attempt to program and allocate resources based on past performance and MACOM established requirements that are often distorted by the vagaries of service cost estimates. Through analysis of SBC and ISR III quality ratings standards can be developed. Standard Service Costing (SSC) is a methodology for developing "expected" cost standards for a standard level of quality. A standard methodology for determining the "did" costs (SBC) and "expected" costs (SSC) of installation services will assist in establishing a consistent level of service quality provided, and will permit HQDA proponents to better estimate total resource requirements when preparing biannual POMs. Activity-based costing when used at the installation level can and should be designed to support requirements of SBC and SSC but it should not be mandated as a standard methodology.

BASOPS FAA

NEEDED BASOPS TOOL
ACTIVITY-BASED COSTING (ABC)



WHAT IS IT?

ABC IS A COSTING METHODOLOGY THAT DISPLAYS THE FULL, ACTUAL COSTS OF DOING WORK ACTIVITIES.

WHAT IT DOES?

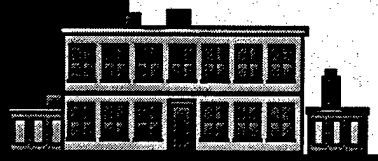
IDENTIFIES ALL RESOURCES CONSUMED IN PRODUCING AN OUTPUT

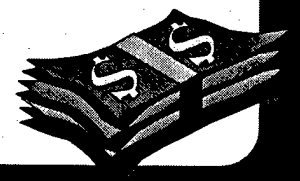
PROVIDES COST DATA FOR:

- A BUSINESS PROCESS REDESIGN
- ACCURATE REIMBURSABLE RATES
- ACTIVITY BASED BUDGETING
- COSTING OF OUTSOURCING ALTERNATIVES
- BENCHMARKING

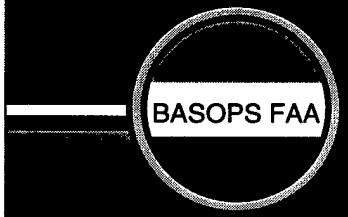
WHAT IT CAN HELP US SAVE!

A POTENTIAL FOR $$M IN BASOPS SAVINGS WHEN USED FOR BUSINESS DECISIONS
(PRIVATE SECTOR ESTIMATES 10 TO 100 TIMES RETURN ON IMPLEMENTATION COST)





FORSCOM



OTHER RECOMMENDED ACTIONS

	ACTION
• TEST DPW/USACE PARTNERING FOR APPLICATION ONLY AT AMC INDUSTRIAL SITES	AMC, USACE, OACSIM
• CONTRACT DOL OPERATIONS	ODCSLOG
• DEVELOP BASELINE ARMY-WIDE BASOPS SERVICE STANDARDS	OACSIM
• DEVELOP ARMY-WIDE PRIORITIZATION OF QOL SERVICES	OACSIM
• IMPLEMENT ABC ARMY-WIDE	OASA(FM) OACSIM

Issue: II-4 **Title:** Service-Based Costing

Enablers: None

Implementation Guidance:

1. ASA(FM) develop for publication a primer on Service-Based Costing, Activity-Based Costing and Standard Service Costing of installation services NLT June 1998.
2. ACSIM be prepared to employ above methodology for programming installation services resources in mini POM 01-05.

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Issue: II-5 **Title:** "Model Cities" Book

Proponent: FORSCOM **Sponsor:** ASA(ILE)/ACSIM **Source:** Umbrella

Implementation Period: POM 00-05

Synopsis: Army installation commanders are essentially the senior tenants on post, e.g., division commander, corps commander or school/center commandant. While their primary responsibilities are clear they are, nonetheless, required to preside over, in effect, a small town with the attendant responsibilities of a town mayor. To assist them the Army has recently established a program for command-selecting officers to serve as garrison commanders who attend a unique installation management course prior to assuming their duties. In addition, the tenets of installation management should be published as installation management "doctrine," available to all members of the installation management community which would also serve as a reference resource for other Army professional education systems, e.g., NCOES, AMSC, CGSC, Senior Service College. FM 100-22, Installation Management, 11 October 1994 is the most current publication from TRADOC on this subject.

Resource Implications:

	Savings	Costs	Transfers
Military:			
Civilian:			
Dollars:			

Not a resource related issue. Savings, if any, will be garnered by employing costing methodology (Issue II-4) after standards have been identified.

Army Staff/Cmd Position:

Concur: FORSCOM **Nonconcur:**

Recommendation: Publish a "Model Cities" book (update FM 100-22) enumerating installation management "doctrine."

Action: ACSIM–lead; ASA(ILE), DCSOPS, TRADOC, FORSCOM–assist

☐ **Approve** ☐ **Disapprove** ☐ **Fwd to CSA/SA for decision** ☐ **Defer to POM 02-07** ☐ **Study by:** _____

Issue: II-5 **Title:** "Model Cities" Book

Enablers: None

Implementation Guidance:

1. ACSIM submit to TRADOC (USALMC), NLT June 1998, draft input to FM 100-22 on the following:
   a. installation service delivery methodology;
   b. inter-service installation partnership policy;
   c. QOL definition and prioritization methodology;
   d. installation service activity-based costing methodology; and
   e. Installation Status Report system to include service standards.
2. TRADOC publish updated FM 100-22, including above, NLT January 1999.

Issue II-6 **Title:** Installation Funding

Proponent: FORSCOM **Sponsor:** ASA(ILE)/ACSIM **Source:** Umbrella

Implementation Period: Mini POM 01-05

Synopsis: Currently installation services are resourced by HQDA through the major command headquarters. Amount of resources provided is based in large part on MACOMs' projected requirements reflected in their POM submissions. It is not clear how much of the resources provided by HQDA are required to support installation management at MACOM staff level. An alternative process would have HQDA issue resources directly to installations.

Resource Implications:

	Savings	Costs	Transfers
Military:			
Civilian:			
Dollars:			

Army Staff/Cmd Position:

Concur: ASA(FM)–cmt **Nonconcur:** FORSCOM, TRADOC, DCSLOG, ACSIM

Recommendation: Establish a process for HQDA to issue resources directly to CONUS installations (Note: initiative does not apply to OCONUS; process remains unchanged).

Action: ASA(FM)–lead; ASA(ILE), ACSIM, DCSOPS, DCSPER–assist

☐ **Approve** ☐ **Disapprove** ☐ **Fwd to CSA/SA for decision** ☐ **Defer to POM 02-07** ☐ **Study by:** _____

Issue II-6 **Title:** Installation Funding

Discussion: Currently installation services are resourced by HQDA through the major command headquarters. Amount of resources provided is based in large part on MACOMs' projected requirements reflected in their POM submissions. It is not clear how much of the resources provided by HQDA are required to support installation management at MACOM staff level. An alternative process would have HQDA issue resources directly to installations based on each HQDA service proponent's assessment of resources required to meet approved service standards at each installation. Installation commanders would retain the prerogative to redistribute resources, where allowable (e.g., child care is "fenced"), in the year of execution. MACOM commander's role would be to advise HQDA of major command priorities and to assess the efficacy of HQDA resourcing in terms of adequacy of meeting service standards and command priorities.

Manage Installations
(Current)

No Clear Direction

BASOPS Functions

Other Proponent's

FM
Readiness
Information Management
Disaster Relief
Mob/Deploy
Contract Management
Health Services
Logistics
Law Enforcement
Personnel Management
Safety

ACSIM's

Housing
CFCS
Facilities
Environment

ASA(IL&E)

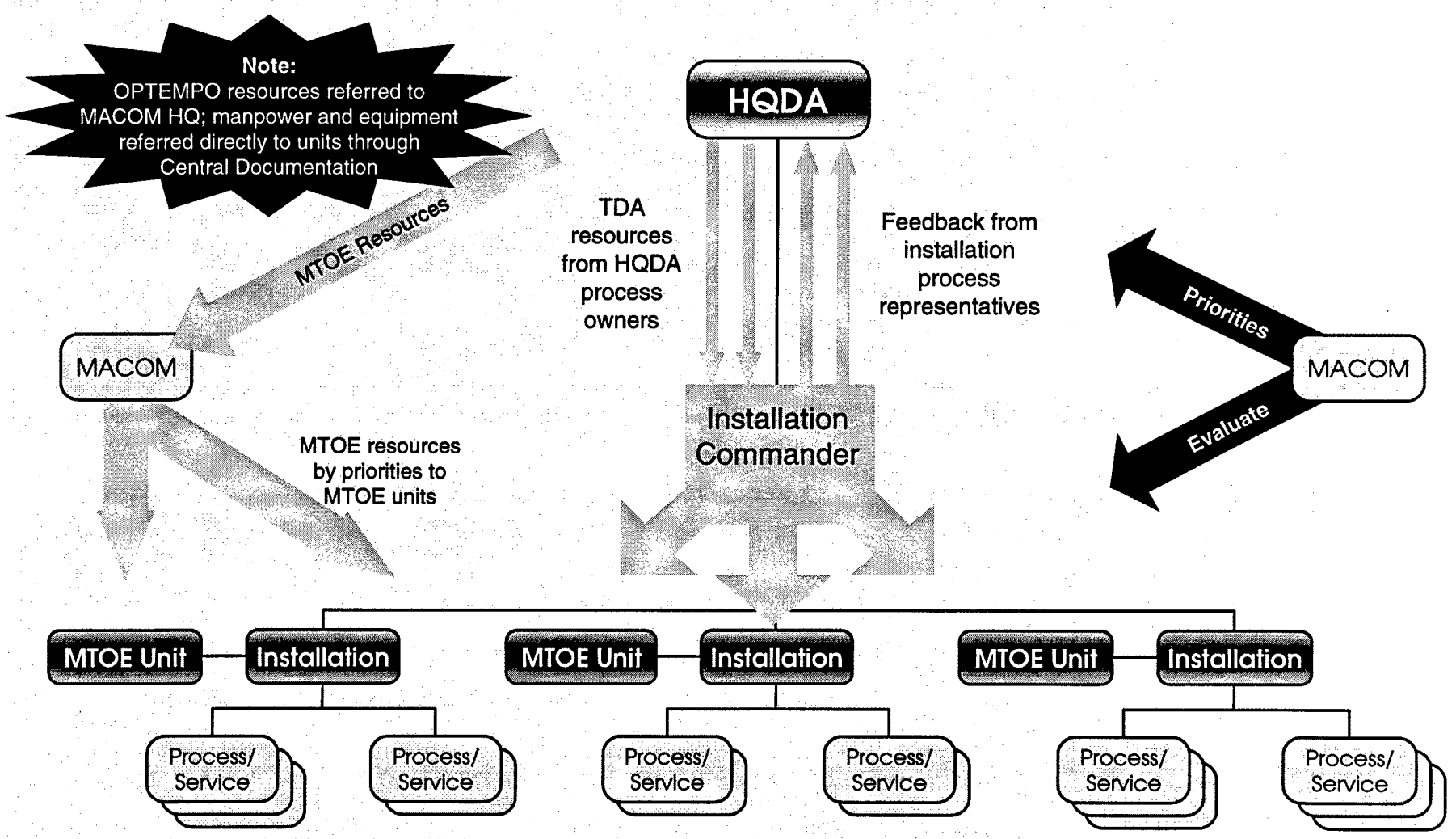
ACSIM

Principal source of direction, but direction also established by proponent requirements and feedback mechanisms independently

AMC **FORSCOM** **TRADOC**



Manage Installations
(Proposed)



Issue: II-6 **Title:** Installation Funding

Enablers: None

Implementation Guidance:

1. ASA(FM) develop process for distributing and accounting for Army appropriations allocated for installation services directly to Army installations NLT October 1998.
2. ASA(MRA) develop process for distributing and accounting for Army civilian personnel to be employed in the performance of installation services by Army installations NLT October 1998.
3. DCSOPS develop process for distributing and accounting for Army military manpower authorized to perform installation services by Army installation NLT October 1998.
4. ACSIM, in coordination with TRADOC, includes description of process for distributing and accounting for installation resource in "Model Cities" book NLT January 1999 (see issue number II-5).

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Issue: II-7 **Title:** Multi-service Installation Partnership

Proponent: FORSCOM **Sponsor:** ASA(ILE)/ACSIM **Source:** Proponent

Implementation Period: POM 00-05

Synopsis: Multi-service installation partnerships envision service delivery through regionalization and/or agreements with other DoD services (Navy, Air Force) or Federal Agencies where installations are contiguous or in close proximity. Examples of local partnerships include shared contract for multi-installation heating fuel and maintenance of common items from various installations at one place. Currently such partnerships are developed locally and lack an overarching DoD or Department of the Army sponsorship. Given HQDA established services and standards, there is a need for a holistic departmental directive to develop cost effective, multi-service partnerships to include a mechanism, or an incentive, to allow installations engaged in such partnerships to retain some or all savings realized.

Resource Implications:

	Savings	Costs	Transfers
Military:			
Civilian:			
Dollars:			

Savings, if any, will be defined on a case-by-case basis dependent upon which service assumes which functions in a given multi-service agreement.

Army Staff/Cmd Position:

Concur: FORSCOM **Nonconcur:**

Recommendation: Establish a holistic HQDA policy encouraging multi-service partnerships for providing installation services; propose similar policy to be adopted by DoD.

Action: ASA(ILE)–lead; ACSIM, ASA(MRA), DCSPER, DCSLOG, DCSOPS–assist

☐ **Approve** ☐ **Disapprove** ☐ **Fwd to CSA/SA for decision** ☐ **Defer to POM 02-07** ☐ **Study by:** _____

BASOPS FAA

NEEDED BASOPS TOOLS
MULTI SERVICE BASOPS

"The services have not taken sufficient advantage of potential opportunities to achieve significant savings in base operating support costs through greater reliance on interservicing type arrangements."

GAO Report, Military Bases{GAO/NSIAD-96-108}

WHAT IT IS:

BASOPS SERVICE DELIVERY THROUGH REGIONALIZATION AND PARTNERSHIPS WITH OTHER DOD SERVICES WHERE INSTALLATIONS ARE CONTIGUOUS OR IN CLOSE PROXIMITY.

WHAT IT DOES:

- **REDUCES OVERHEAD**
- **ENHANCES ECONOMIES OF SCALE**
- **SAVES $$**



NEED:

SA/CSA LEVEL DIRECTIVE IN ALL SERVICES

- **MECHANISM TO RETAIN SAVINGS AT INSTALLATION/BASE LEVEL**

FORSCOM

Issue: II-7 **Title:** Multi-service Installation Partnership

Enablers: None

Implementation Guidance:

1. ASA(ILE) develop a policy for inter-Army partnership, e.g., two or more Army installations, for cost effective installation service delivery NLT June 1998.
2. ASA(ILE) develop and submit to OSD proposed DoD Directive establishing guidelines for multi, intra-service partnerships, for cost effective installation service delivery NLT June 1998.

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Institutional/TDA Axis
(Phase II Recommended)

Law Enforcement

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Issue: II-8 **Title:** Elimination of Selected MP Functions

Proponent: TRADOC **Sponsor:** ASA(MRA)/DCSOPS **Source:** Proponent

Implementation Period: POM 00-05

Synopsis: Approximately 90% of installation vehicle registration, AWOL apprehension, crime prevention and gate guard authorizations have already been eliminated. Command emphasis, mutual dependency (e.g. gate guard and vehicle registration), and installation directives permit elimination of the remaining authorizations.

Resource Implications: **C-1**

	Savings	Costs	Transfer
Military:	16*		
Civilian:	43*		
Dollars:	$12.9M*		

*Subsumed by QDR Reductions

Army Staff/Cmd Position:

Concur: TRADOC, FORSCOM (w/cmt) **Nonconcur:**

Recommendation: Eliminate the remaining authorizations

Action: DCSOPS–lead; ACSIM and TRADOC–assist

☐ **Approve** ☐ **Disapprove** ☐ **Fwd to CSA/SA for decision** ☐ **Defer to POM 02-07** ☐ **Study by:** _____

Issue: II-8 **Title:** Elimination of Selected MP Functions

Enablers: None

Implementation Guidance:

1. DCSOPS, in coordination with TRADOC, identify TDA Military Police authorizations for elimination NLT December 1997 (complete).
2. DCSOPS, in coordination with affected MACOMs, validate elimination numbers via the Command Plan process NLT January 1998 (complete).
3. DCSOPS, in coordination with TRADOC, prepare PBD level detail of savings for POM 00-05.
4. PAE reconcile MACOM reductions through PEG process.

Issue: II-8 **Title:** Elimination of Selected MP Functions

PBD Information

Manpower

Cmd	UIC	MDEP	AMSCO	TYPE	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05
MACOM Total				Mil			-16	-16	-16	-16	-16	-16
				Civ			-43	-43	-43	-43	-43	-43

TOA ($ millions)

Cmd	UIC	MDEP	AMSCO	TYPE	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05
MACOM Total							-2.1	-2.1	-2.1	-2.1	-2.1	-2.1

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Issue: II-9 **Title:** Elimination of CIDC as a MACOM

Proponent: TRADOC **Sponsor:** ASA(MRA)/DCSOPS **Source:** Umbrella

Implementation Period: POM 02-07

Synopsis: CIDC was established as a "stovepipe" MACOM in order to ensure independent, impartial investigation, free of undue command influence. CIDC consists of TOE and TDA elements with worldwide responsibilities. CIDC investigative capability has been reduced by 33% since 1990. In the same period, the emergence of computer and environmental crime has added to the CIDC mission. These factors, and others, argue for examination of re-structuring alternatives.

Resource Implications: **C-3**

	Savings	Costs	Transfer
Military:	50*		
Civilian:	58*		
Dollars:	$17.4M		

*Equates to CIDC HQ overhead

Army Staff/Cmd Position:

Concur: **Nonconcur:** CIDC, FORSCOM, TRADOC

Recommendation: Conduct an independent assessment of the criminal investigation process

Action: ASA(M&RA)–lead; DCSOPS, TRADOC and CIDC–assist

☐ **Approve** ☐ **Disapprove** ☐ **Fwd to CSA/SA for decision** ☐ **Defer to POM 02-07** ☐ **Study by:** _____

Issue: II-9 **Title:** Elimination of CIDC as a MACOM

Discussion: Law enforcement on Army installations is a shared process between garrison provost marshals and CIDC. Serious crime (e.g., high dollar theft, fraud, murder, rape, etc.) are the purview of criminal investigators assigned to CIDC. Minor offenses (low dollar theft, traffic offenses, simple assault, etc.) are handled by military police assigned to local commands. CIDC was established as a "stovepipe" MACOM in order to ensure independent, impartial investigation, free of undue command influence. CIDC consists of TOE and TDA elements with worldwide responsibilities. The command totals 1,538 military and civilian personnel stationed regionally for area support to commanders. CIDC investigative capability has been reduced by 33% since 1990. In the same period, the emergence of computer and environmental crime has added to the CIDC mission. These factors, and others, combine to argue for examination of re-structuring alternatives which might realize greater efficiency and effectiveness than the current CIDC organization. The Army's long range plan to reduce MACOMs is a further consideration. Alternatives to a MACOM include establishment of a criminal investigation arm of The Inspector General (e.g., AF model), consolidation of criminal investigations at the DoD level, or embed of CIDC operational assets within the operational force (e.g., the TAACOM MP brigade design), responsive to local commanders' needs. HQDA proponency for Force Protection in the 21st Century may offer another consolidation option.

Issue: II-9 **Title:** Elimination of CIDC as a MACOM

Commander, CIDC Addendum:

"The synopsis paragraph is in stark contrast to the guidance issued at our August 1996 FAA. The FAA recommendation was to retain USACIDC as a separate command with staff specialties as documented in our current TDA. More to the point, the Vice Chief of Staff rejected the alternative of placing the CIDC under the Army Staff (Provost Marshal General concept), and directed that it not be briefed. Yet, the option of putting CIDC under the Inspector General or the non specific option in the final sentence that talks to HQDA proponency for Force Protection, once again alludes to this concept of a Provost Marshal General.

While I strongly oppose any decision that results in a CID Command that is not centralized and independent, I do understand the importance of looking for efficiencies and the need to restructure the Army to meet future needs. We are prepared to assist in this endeavor. This not only serves the best interest of this command, but the Army as a whole." 17 October 1997

"The question of this command remaining a separate Major Army Command (MACOM) is often posed during the Army's force development process. Studies concerning whether the Army would be better served by reorganizing USACIDC and placing it under the Department of the Army (DA) Inspector General or some other DA Staff Agency have been conducted several times in the past. The recurring conclusion has been that the US Army is best served by the current organization of USACIDC as a MACOM." 23 January 1998

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Issue: II-9 **Title:** Elimination of CIDC as a MACOM

Enablers: DOD Investigative Capabilities Study

Implementation Guidance:

1. In accordance with SECARMY guidance, ASA (M&RA) conduct assessment of Army criminal investigation process ASAP.
2. ASA (M&RA) outbrief assessment report to SECARMY NLT April 1999.
3. CIDC, in coordination with DCSOPS and TRADOC, be prepared to develop concept plan for 02 implementation in anticipation of approved assessment recommendations NLT August 1999.
4. CIDC, in coordination with DCSOPS, and TRADOC, be prepared to present implementation plan to VCSA NLT September 1999.
5. CIDC, in coordination with DCSOPS and TRADOC prepare PBD level detail of costs and savings for POM 02-07 NLT January 2000.

Issue: II-9 **Title:** Elimination of CIDC as a MACOM

PBD Information

Manpower

Cmd	UIC	MDEP	AMSCO	TYPE	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05
CIDC				Mil					-50	-50	-50	-50
				Civ					-58	-58	-58	-58

TOA ($ millions)

Cmd	UIC	MDEP	AMSCO	TYPE	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05
CIDC									-2.9	-2.9	-2.9	-2.9

Issue: II-10 **Title:** TDA Provost Marshal Conversions to TOE
Proponent: TRADOC **Sponsor:** ASA(MRA)/DCSOPS **Source:** Proponent
Implementation Period: POM 00-05
Synopsis: MP deployments for stability and support operations require provost marshal sections to conduct police operations in theater. Current TOE design does not provide for provost marshal sections. Ad hoc organizations have been formed to cover the void. 3181 MP billets dedicated to TDA garrison law enforcement have been identified as feasible for conversion to TOE provost marshal sections. At least 77% of this number are needed in terms of MP OPTEMPO.

Resource Implications: **C-1**

	Savings	Costs	Transfer
Military:			2468
Civilian:			
Dollars:			

Army Staff/Cmd Position:
Concur: TRADOC (w/cmt next under), FORSCOM (w/cmt) **Nonconcur:**

Recommendation: Convert TDA Provost Marshal sections to TOE and examine TAA assumptions for adequacy

Action: TRADOC–lead; DCSOPS–assist

☐ **Approve** ☐ **Disapprove** ☐ **Fwd to CSA/SA for decision** ☐ **Defer to POM 02-07** ☐ **Study by:** _____

Issue: II-10 **Title:** TDA Provost Marshal Conversions to TOE

Proponent Addendum:

" To fill the warfight and stability and support void, USAMPS submitted a FDU 96-1 concept which will convert TDA garrison Provost Marshal/ MP Company spaces to modular Law and Order Teams. The concept identified approximately 3771 spaces as potential candidates for conversion to MTOE. Concurrent with the FDU and FAA processes, HQDA approved a FORSCOM concept plan to convert their TDA to currently documented Law and Order TOEs and programmed conversion of EUSA TDA to MTOE. Additionally, the senior Army leadership authorized the use of the new Law and Order organizations in the TAA 05 process. The FDU concept was officially approved by the VCSA on 19 December 1996 and DA approved TOEs were published in CTU 9705. Impacted MACOMs determined conversion feasibility and finalized implementation plans which were presented and approved for TAA 05 resourcing during the 22-26 September 1997 Resourcing Council of Colonels." 20 October 1997

Issue: II-10 **Title:** TDA Provost Marshal Conversions to TOE

Enablers: None

Implementation Guidance:

1. TRADOC in coordination with DCSOPS, determine TDA provost marshal authorizations for conversion NLT December 1997 (complete).
2. TRADOC in coordination with DCSOPS, program TOE conversions in TAA 05 (complete).
3. DCSOPS validate TOE designs as a part of TAA 05.
4. DCSOPS be prepared to document changes through the Command Plan process.

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Issue: II-11 **Title:** Reorganization of the US Disciplinary Barracks (USDB)

Proponent: TRADOC **Sponsor:** ASA(MRA)/DCSOPS **Source:** Proponent

Implementation Period: POM 00-05

Synopsis: The new USDB, programmed for completion in FY00, includes design efficiencies and new technologies which will improve the guard/inmate ratio, and permit reduction in the workforce.

Resource Implications: **C-3**

	Savings	Costs	Transfer
Military:	291		
Civilian:	36		
Dollars:	$8.1M		

Army Staff/Cmd Position:

Concur: FORSCOM (w/cmt) **Nonconcur:** TRADOC (cmt: already approved)

Recommendation: Reduce USDB staffing levels

Action: DCSOPS–lead; TRADOC–assist

☐ **Approve** ☐ **Disapprove** ☐ **Fwd to CSA/SA for decision** ☐ **Defer to POM 02-07** ☐ **Study by:** _____

Issue: II-11 **Title:** Reorganization of the US Disciplinary Barracks (USDB)

Enablers: Completion of the new USDB on schedule in FY00 with design efficiencies.

Implementation Guidance:

1. DCSOPS in coordination with DCSPER and TRADOC, determine authorizations for elimination NLT December 1997 (complete).
2. DCSOPS in coordination with TRADOC, prepare PBD level detail for MINI-POM 01-05 NLT February 1999.
3. DCSOPS be prepared to document changes through the Command Plan process.

Issue: II-11 **Title:** Reorganization of the US Disciplinary Barracks (USDB)

PBD Information

Manpower

Cmd	UIC	MDEP	AMSCO	TYPE	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05
TRADOC				Mil				-291	-291	-291	-291	-291
				Civ				-36	-36	-36	-36	-36

TOA ($ millions)

Cmd	UIC	MDEP	AMSCO	TYPE	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05
TRADOC								-$0.9	-$1.8	-$1.8	-$1.8	-$1.8

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Issue: II-12 **Title:** US Disciplinary Barracks (USDB) Operating Efficiencies

Proponent: TRADOC **Sponsor:** ASA(MRA)/DCSOPS **Source:** Proponent

Implementation Period: POM 00-05

Synopsis: The Army is Executive Agent for incarceration of all DoD service members who are long-term prisoners. The US Disciplinary Barracks performs the mission of long-term corrections. Currently, 686 military and 123 civilians operate the existing USDB (scheduled for renovation in FY00) at a cost of $85 per prisoner per day. The operating budget is $7.9M paid for by the Army. Yet, the distribution of the prisoner population is 60% Army, 20% Air Force, 10% Marine Corps, 8% Navy and 2% Coast Guard. DoD consolidation of long-term corrections with joint resourcing on a "fair share" basis would be more equitable and cost effective for the Army. Additional savings could be garnered by capitalizing on prisoner labor to generate income to defray operating costs.

Resource Implications: **C-3**

	Savings	Costs	Transfer
Military:	143		
Civilian:			
Dollars:	$10.2M		

Army Staff/Cmd Position:

Concur: FORSCOM (w/cmt) **Nonconcur:** TRADOC (cmt: already on-going)

Recommendation: Reduce USDB operating costs by:

a. Pursuing DoD consolidation of long-term corrections.
b. Utilizing prisoner labor to make the USDB self-supporting.

Action: DCSOPS–lead; TRADOC–assist

☐ **Approve** ☐ **Disapprove** ☐ **Fwd to CSA/SA for decision** ☐ **Defer to POM 02-07** ☐ **Study by:** _____

Issue: II-12 **Title:** US Disciplinary Barracks (USDB) Operating Efficiencies

Enablers: DoD Correctional Custody Joint Working Group

Implementation Guidance:

1. TRADOC develop business plan to increase USDB self-generating income (e.g., TA 50 and textile repair; USDB tours, etc.) NLT December 1997 (complete).
2. DCSOPS present consolidation issue to the DoD Correctional Custody Joint Working Group NLT October 1997 (complete).
3. DCSOPS prepare Army position for leadership approval once DoD Correctional Custody Joint Working Group reports on issue.
4. DCSOPS, in coordination with TRADOC, prepare PBD level detail of savings in MINI-POM 01-05, pending outcome of DoD Correctional Custody Joint Working Group reconciliation.
5. DCSOPS, in coordination with TRADOC, develop concept plan for 00 implementation of joint consolidation of long term corrections NLT June 1999.
6. DCSOPS, in coordination with TRADOC, establish MOU with other Services for implementation of joint consolidation of long term corrections in 01.

Issue: II-12 **Title:** US Disciplinary Barracks (USDB) Operating Efficiencies

PBD Information

Manpower

Cmd	UIC	MDEP	AMSCO	TYPE	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05
TRADOC				Mil				-143	-143	-143	-143	-143

TOA ($ millions)

Cmd	UIC	MDEP	AMSCO	TYPE	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05
TRADOC								-1.7	-1.7	-1.7	-1.7	-1.7

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Institutional/TDA Axis
(Phase II Recommended)

Health Care

Major Organizational Issues

	Supports						
	DHP$	OSD (HA)	40% MACOM Reduction	100-1	Org Stability	Savings Potential	QHC
MEDCOM as Specialized CMD	√	√			√		√
Disestablishment of MEDCOM	√	√	√	√	–	√	√
Establishment of Joint Medical CMD	√	√	√	√	–	√	√
Establishment of U.S. Medical Service	–	–	√	–	–	√	–

Supports √
Unknown —

Issue: II-13 **Title:** Establishment of Joint Medical Command

Proponent: MEDCOM **Sponsor:** ASA(MRA)/TSG **Source:** Umbrella

Implementation Period: POM 02-07

Synopsis: Analysis of the Army's 12 institutional core processes identified a potential organization change which may serve as a catalyst for streamlining and consolidating like functions. This change is based on the premise that health care is not an Army core process and is therefore a service that could be provided by alternative sources. The consolidation of health care services in a Joint Medical Command would serve to reduce duplicative requirements (manpower and dollars) and provide a single Joint Medical Force for supporting the CINCs. This consolidation would also provide savings in the current institutional health care system and maintain the quality of health care to the beneficiaries.

Resource Implications:

	Savings	Costs	Transfers
Military:			
Civilian:			
Dollars:			

Informal estimates are a net savings of 1/3 of each service's health care structure if merged into a joint organization

Army Staff/Cmd Position:

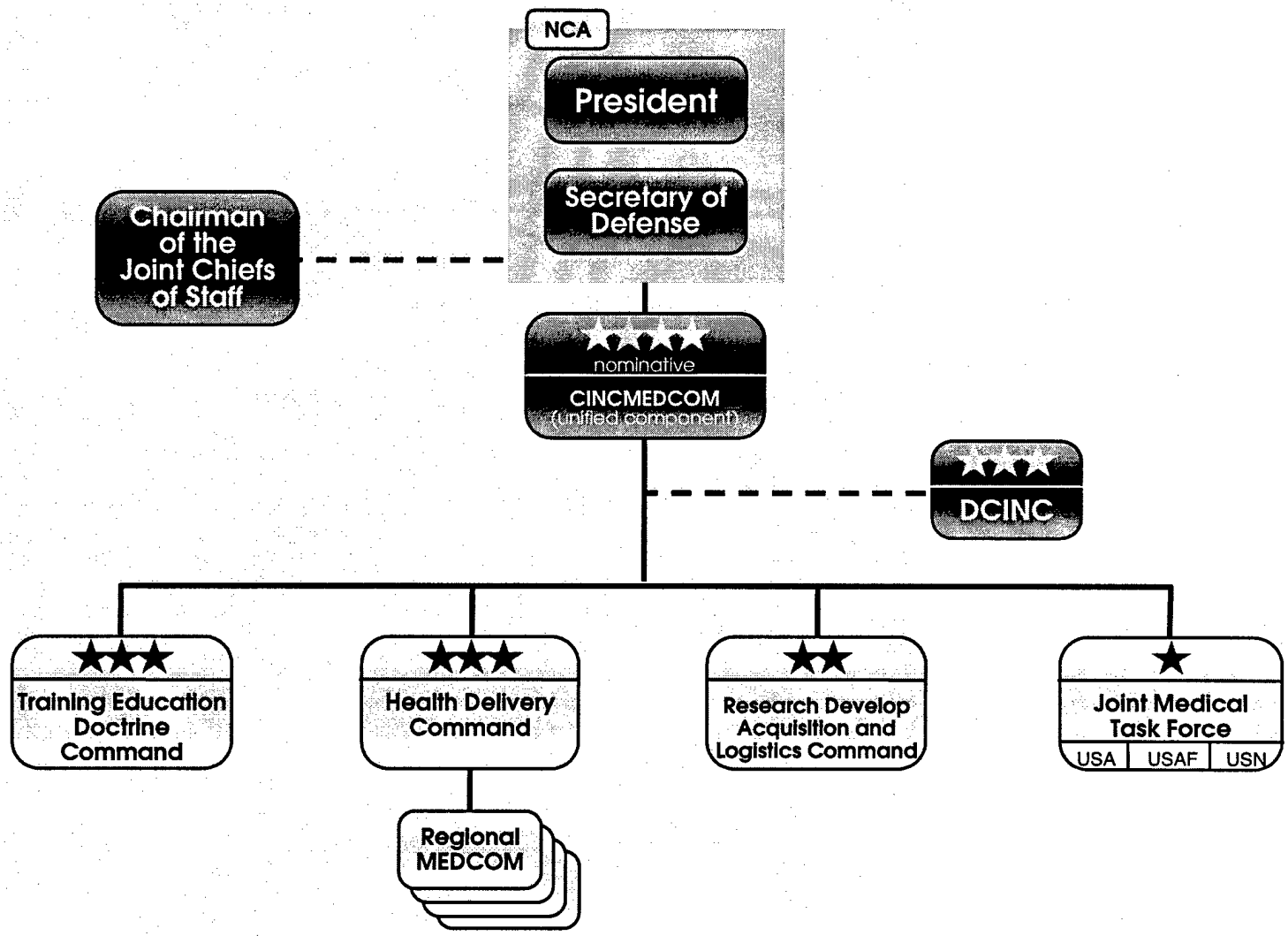
Concur: MEDCOM (w/cmt), FORSCOM **Nonconcur:**

Recommendations: Study creation of Joint Medical Command

Action: DCSOPS–lead; MEDCOM, FORSCOM–assist

☐ **Approve** ☐ **Disapprove** ☐ **Fwd to CSA/SA for decision** ☐ **Defer to POM 02-07** ☐ **Study by:** _____

Joint Medical Command



Issue: II-13 **Title:** Establishment of Joint Medical Command

Enablers:

a. Initiate actions to develop other Services' support. Gain ASD(HA) acknowledgment of this initiative; concurrence that health care responsibilities will continue to be satisfied; assurance that Defense Health Program resource support will be unaffected by the initiative.

b. DepSecDef Atwood Memorandum, dated October 1, 1991, Subject: Strengthening the Medical Functions of the Department of Defense.

Implementation Guidance:

1. DCSOPS, with TSG assist, develop a concept plan to analyze the transition of MEDCOM into a Joint Medical Command no later than June 1998. This concept plan will provide for:
   a. establishment of the other services positions on a Joint Medical Command (e.g. JROC Issue);
   b. review and concurrence of plan by ASD(HA) to insure continued resource support;
   c. action plan detailing implementation guidance; and
   d. develop appropriate MOUs for newly established Joint Medical Command.
2. DCSOPS validate proposed force structure changes necessary to implement recommended decision.
3. If approved, DCSOPS develop PBDs to capture transition cost and savings in POM.

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Issue: II-14 **Title:** Medical TOE/TDA Integration and Command

Proponent: MEDCOM **Sponsor:** ASA(MRA)/TSG **Source:** Umbrella

Implementation Period: 00-05

Synopsis: In FY96 the Army had 23 Community Hospitals (ACH) such as Womack Army Community Hospital, Ft. Bragg, NC, organized under TDA. The Army also has, pending conversions attributable to Medical Reengineering Initiative (MRI) and allocation in TAA 05, 15 active and 37 reserve TOE hospitals of various types, e.g., combat support hospitals (CSH), field hospitals, etc. While no two ACH are exactly alike, a preliminary comparative analysis of one (Womack) with an MTOE hospital (28th CSH) revealed approximately 80% match in required medical personnel by grade and skill. Integration of the two into a single unit with both deployable and nondeployable elements could leverage the DHP when not deployed and potentially identify redundant spaces that could be returned to the Army. At issue is command of the composite hospitals.

Resource Implications: **C-4**

	Savings	Costs	Transfers
Military:			1851*
Civilian:			
Dollars:			

*To be revised based on MRI designs

Army Staff/Cmd Position:

Concur: FORSCOM (w/cmt) **Nonconcur:** MEDCOM–command and control issue

Recommendations: Integrate TOE and TDA hospitals into composite hospital under FORSCOM; include in POM 00-05.

Action: MEDCOM–lead; FORSCOM, DCSOPS, TRADOC–assist

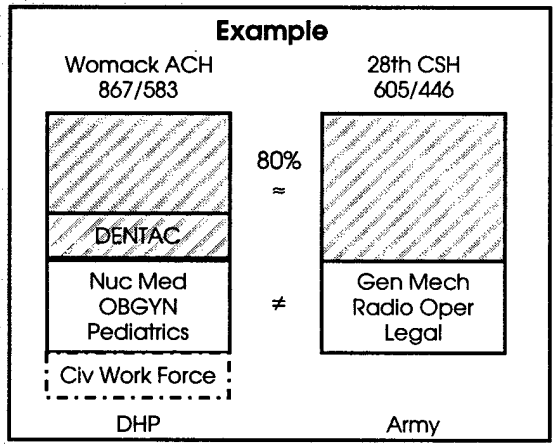
☐ **Approve** ☐ **Disapprove** ☐ **Fwd to CSA/SA for decision** ☐ **Defer to POM** ☐ **Study by:** _____

Issue: II-14 **Title:** Medical TOE/TDA Integration and Command

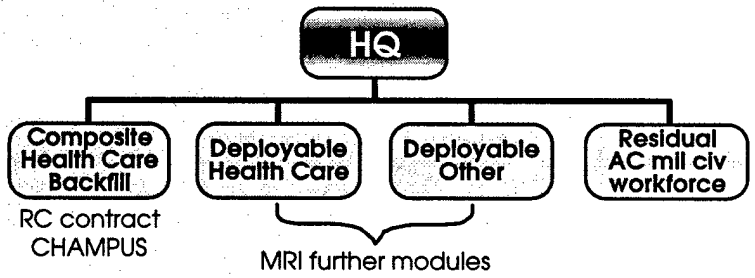
Discussion: In FY96 the Army had 23 Community Hospitals (ACH) such as Womack Army Community Hospital, Ft. Bragg, NC, organized under TDA. The hospitals provide direct patient care to eligible beneficiaries, 75% of whom are not active duty military, e.g., dependents, retirees, other. The ACHs are funded by the Defense Health Program (DHP), reflected in, but independent of the Army budget. The Army also has, pending conversions attributable to Medical Reengineering Initiative (MRI) and allocation in TAA 05, 15 active and 37 reserve TOE hospitals of various types, e.g., combat support hospitals (CSH), field hospitals, etc. While no two ACH are exactly alike, a preliminary comparative analysis of one (Womack) with an MTOE hospital (28th CSH) revealed approximately 80% match in required medical personnel by grade and skill. Integration of the two into a single unit with both deployable and nondeployable elements could leverage the DHP when not deployed and potentially identify redundant spaces that could be returned to the Army. At issue is command of the composite hospitals. Under MEDCOM the Army retains the Surgeon General as singularly accountable for health care, but invests in him operational readiness responsibilities. Under an operational command (e.g., FORSCOM) the commander assumes the responsibility for soldiers' health care, and hence their readiness, as well as battlefield casualties. This option would embed minimal, essential operational health care within Army units rendering them less vulnerable to potential transition to a collective (joint/defense) health care system.

Current TDA to TOE

Current Inventory	TOE		TDA
	AC	USAR	MEDCOM
MASH	1		
CSH	8	26	
Field	3	8	
Gen	3	3	
AMC			7
ACH			23
Other			2



Proposal: Convert ACH to "Modular" TOE
Inactivate existing CSH



- New "TOE" principally for Health Care
- New "TOE" continues to be DHP funded
- Structure savings to Army
- When "Deployable Modules" deployed
  - funded by Army
  - backfill funded by DHP
- When "Deployable Modules" training
  - funded by Army (OTEMPO)
  - backfill funded by DHP

Other Considerations

TOE commanded by:
FORSCOM/USAREUR/USARPAC
Installations commanders
No oversight by RMC
Leverage DHP; recapitalize Army
Not tied to MACOM decision
Cost Accounting Complex

Example: Merge a TOE and TDA Hospital into a "Modular" Hospital

(TOE)

	Req	Auth
Utilities Opns & Maint tech	1	1
Radio Operator - Maint	3	3
Network Switching Sys Oper - Maint	3	3
Signal Spt Sys Spec	4	4
Utilities Equip Repairer	7	7
Power -Gen Equip Repairer	3	3
Chem Oper Spec	2	2
Laundry & Bath Spec	13	13
Comprehensive Dentist	8	7
QM & Chem Equip Repairer	2	2
Oral Maxifacial	1	0
Health Svc	1	1
Pers Admin Spec	1	1
Petroleum Supply Spec	3	3
Med Equip Repairer	4	4
Dental Spec	2	2
Automated Log Spec	2	2
	60	58
	1	1
	2	2
	1	1
	1	0
	3	0
	1	0
	3	0
	4	0
	7	0
	1	0
	5	0
	2	0
	4	0
	1	0
	2	0
	3	1
	3	1
	16	1
	15	1
	76	18
	7	0
	1	1
	2	0
	2	2
	2	1
	1	1
	1	1
	2	2
	1	0
	13	13
	8	8
	1	0
	2	2
	1	1
	15	15
	82	82
	116	111
	39	39
	8	5
	1	1
	18	18
	27	27
	12	12
	7	7
	17	6
	7	7
Modular 1	545	388

	Req	Auth
Senior NCO	2	2
Cmd & Unit Chap Alt Compt	4	2
Operational Medicine	2	2
Cardiologist	1	0
Urologist	3	2
Anesthesiologist	6	2
Psychiatrist	5	4
Internist	6	5
Fam Pyh Aly Cont & Indust	45	41
General Surgeon	7	4
Thoracic Surgeon	1	0
Orthapedic Surgeon	8	8
Diagnostic Radiologist	7	4
Emergency Physician	8	5
Physical Therapy	6	6
Dietician	5	5
Nurse Administrator	10	1
Psychiatric/Mental Health Nurse	7	4
Operating Nurse	10	5
Nurse Anesthestist	12	9
Medical-Surgical Nurse	61	26
Clinical Nurse	6	6
Health Svc Maint Tech	1	1
Pharmacy	12	7
Health Svc Administration	5	4
Patient Administration	3	3
Health Svc Human Resources	3	2
Hlth Svc Plans, Opns, Intel, Sec	1	1
Health Svc Materiel	5	4
Clinical Laboratory	3	3
Patient Admin Spec	18	11
Admin Spec	12	4
Social Work	9	5
Chaplain Asst	3	2
Pers Records Spec	4	1
Medical Supply Spec	14	7
Medical Spec	168	108
Practical Nurse	75	64
Operating Room Spec	30	24
Physchiatric Spec	14	12
Behaviorial Science Spec	16	10
Medical Lab Spec	34	17
Hosp Food Svc Spec	9	15
Radiology Spec	31	22
Pharmacy Spec	20	8
Respiatory Spec	5	3
Unit Supply Spec	1	1
Modular 2	718	482

Womack Community Hospital (TDA)

	Req	Auth
Judge Adj General	2	2
Nuclear Medicine Officer	7	1
Preventive Medicine	2	1
Pulmonary Disease	2	1
Gastroenterologist	2	1
ObGyn	8	6
Dermatologist	2	2
Allergist	1	1
Pediatrician	9	8
Opthalmologist	3	2
Otolaryngologist	4	3
Child Psychiatrist	1	1
Neurologist	4	3
Med Oncologist/Hematologist	2	2
Endocrinologist	1	0
Plastic Surgeon	1	0
Psychiatrist	2	0
Pathologist	5	3
Field Surgeon	6	0
Occupational Therapy	2	2
Physician Asst	14	8
Community Health Nurse	4	4
Pediatric Nurse	9	8
ObGyn Nurse	12	12
Optometry	5	4
Podiatry	1	1
Health Care Administration	7	5
Health Svc Comptroller	2	1
Health Svc Systems Mgt	1	1
Legal Spec	4	2
Nuclear Med Science	1	1
Entomology	1	1
Audiology	2	2
Environmental Science	2	1
Sanitary Engineer	1	1
Clinical Psychology	1	1
Finance Spec	2	0
Chem Oper & Training	5	3
Preventive Med Spec	9	6
	149	101

	Req	Auth
Civilian	1875	892

Modular 3

Selected EAC Medical Commands for MRC-W

Units	AC AUTH*	Alternative	AC AUTH	% Savings	AC Savings
115 Field Hosp, Ft Polk	341	Bayne-Jones ACH, Ft Polk	283	40	-113
47 Field Hosp, Ft Sill	341	Reynolds ACH, Ft Sill	390	40	-156
14 Field (-), Ft Benning	81	Martin ACH, Ft Benning	495	20*	-99
121 Gen Hosp, Korea	364	Bassett ACH, Ft Wainwright	355	40	-142
249 Gen (-), Ft Gordon	87	Moncrief ACH, Ft Jackson	478	20*	-96
85 Gen (-), Ft Meade	87	Ireland ACH, Ft Knox	408	20*	-82
Totals	**1,301**		**2,409**		**688**

Note: (-) Caretaker Hospital savings estimated on projected size of unit and AUTH strength of designated replacement.

Source: *SAMAS 98 Authorizations*

Corps Medical Commands

Units	AC AUTH*	Alternative	AC AUTH	% Savings	AC Savings
10th HspCmbt, Ft Carson	443	Evans ACH, Ft Carson	471	40	-188
21st HspCmbt, Ft Hood	445	Darnall ACH, Ft Hood	578	40	-231
31st HspCmbt (-), Ft Bliss	96	Irwin ACH, Ft Riley	318	20	-64
28th HspCmbt, Ft Bragg	446	Womack ACH, Ft Bragg	634	40	-254
86th HspCmbt, Ft Campbell	446	Blanchfield ACH, Ft Campbell	370	40	-148
41st HspCmbt (-), Ft S Houston	100	Wood ACH, Ft Leonardwood	430	20	-86
47st HspCmbt (-), Ft Lewis	101	Munson ACH, Ft Leavenworth	177	20	-35
67st HspCmbt, Wurtzburg	424	Wurtzburg ACH, Wurtzburg GE	393	40	-157
Totals	**2,501**		**3,371**		**1,163**

Note: (-) Cadre Hospital savings estimated on projected size of unit and AUTH strength of designated replacement.

Source: *SAMAS 98 Authorizations*

Issue: II-14 **Title:** Medical TOE/TDA Integration and Command

Enablers: Gain ASD(HA) acknowledgment of this initiative; concurrence that health care responsibilities will continue to be satisfied; assurance that Defense Health Program resource support will be unaffected by the initiative.

Implementation Guidance:

1. MEDCOM develop study plan NLT December 1996 (complete).
2. DCSOPS validate MRI TOE designs and number of MRI-designated units required in TAA 05, and the numbers to be structured in the active and reserve component respectively (complete).
3. Based on validated MRI TOE unit designs, MEDCOM conduct comparative analysis of all existing TDA medical structure NLT May 1998.
4. TSG gain ASD(HA) assurance of support of this initiative, including DHP resource continuance NLT May 1998.
5. MEDCOM present VCSA approved results to Organization Program Evaluation Group NLT June 1998.

Approved for Public Release
Distribution Unlimited

Issue: II-15 **Title:** Disestablishment of MEDCOM

Proponent: MEDCOM **Sponsor:** ASA(MRA)/TSG **Source:** Umbrella

Implementation Period: 00-05

Synopsis: Analysis of the Army's 12 institutional core processes identified a potential organizational change which may serve as a catalyst for streamlining and consolidating like functions. MEDCOM and FORSCOM have command and control responsibilities for similar CONUS based medical units: MEDCOM for TDA; FORSCOM for TOE. Similar conditions exist in USAREUR and USARPAC. By reconfiguring/merging TDA and TOE units under FORSCOM and transferring medical C&S to TRADOC, MEDCOM could be effectively disestablished as a stovepipe major command. Medical materiel development function could transition to AMC. Remaining functions of medical research, veterinarian, dental, preventive medicine and institutional healthcare policy oversight could be reconfigured as an FOA of HQDA/TSG or transferred to FORSCOM as appropriate.

Resource Implications: **C-3**

	Savings	Costs	Transfers
Military:			48*
Civilian:			101*
Dollars:			$30.3M

Army Staff/Cmd Position:

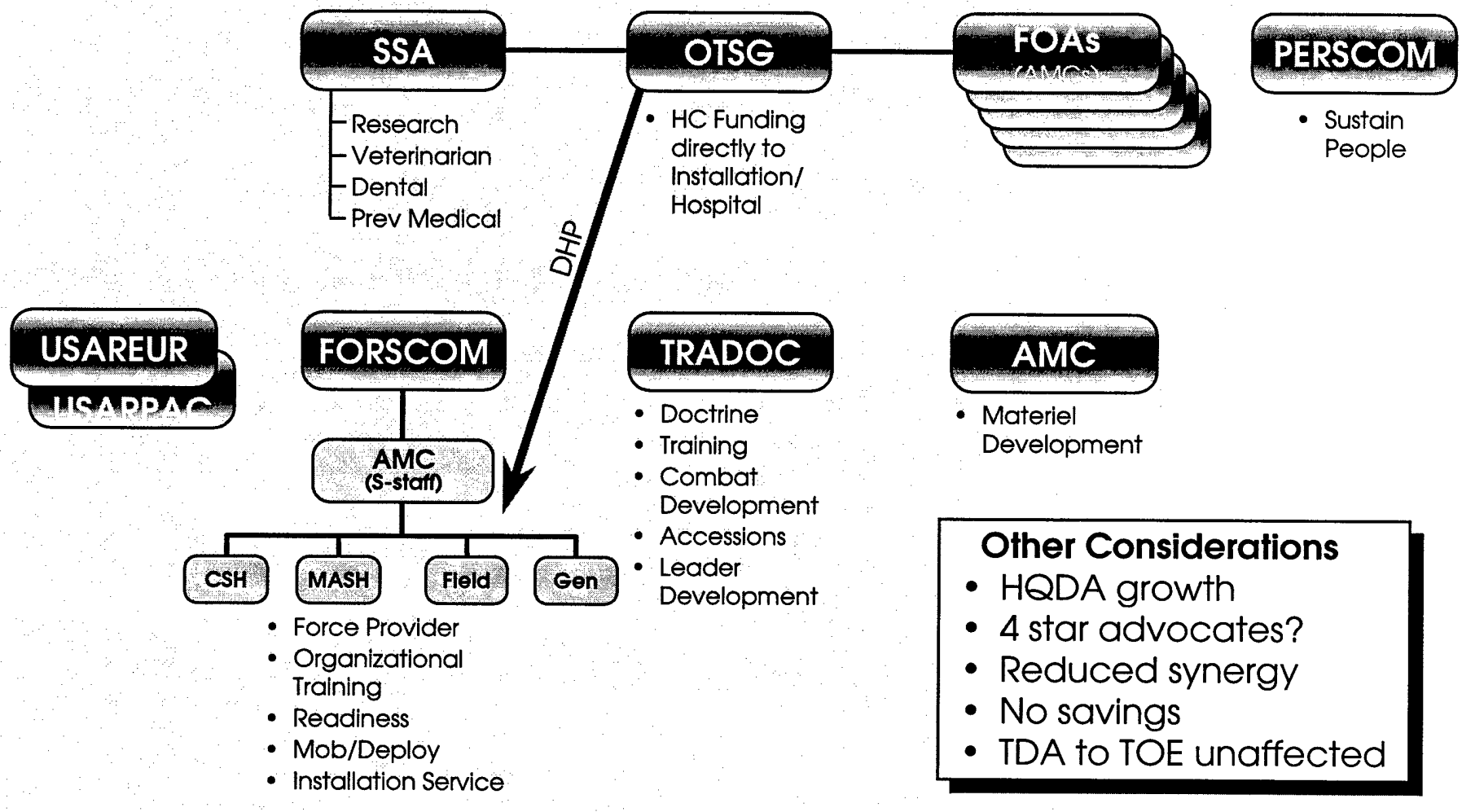
Concur: FORSCOM (w/cmt) **Nonconcur:** MEDCOM, TRADOC

Recommendations: Disestablish MEDCOM; create US Army Medical Command (USAMED) as major subordinate command of FORSCOM; create a new FOA of TSG. Transfer: hospitals to FORSCOM (USAMED); medical materiel development to AMC; medical C&S to TRADOC; funding and other medical policy issues to TSG/FOA.

Action: MEDCOM–lead; FORSCOM, AMC, TRADOC, DCSOPS, TSG–assist

☐ **Approve** ☐ **Disapprove** ☐ **Fwd to CSA/SA for decision** ☐ **Defer to POM 02-07** ☐ **Study by:** _____

Disestablish MEDCOM



Other Considerations

- HQDA growth
- 4 star advocates?
- Reduced synergy
- No savings
- TDA to TOE unaffected

Quality Health Care must be Retained!

Issue: II-15 **Title:** Disestablishment of MEDCOM

Enablers: None

Implementation Guidance:

1. DCSOPS develop a concept plan to disestablish MEDCOM as a MACOM NLT April 98. The concept plan will provide for:
   a. transfer all hospitals to FORSCOM/USAMED (minus Army Medical Centers) including command and control responsibilities;
   b. assume medical materiel development by AMC;
   c. transfer MEDCOM Center and School, and Ft. Sam Houston to TRADOC; and
   d. retain health care resource management and all remaining medical functions by HQDA (TSG/FOA).
2. FORSCOM, TRADOC, AMC and TSG assume transferred missions under provisional organizations NLT December 1998. Gaining commands and agencies prepare concept plans IAW AR 310-49 for accepting additional organizations and missions NLT July 1998.
3. DCSOPS validate proposed force structure changes necessary to implement recommended decision.
4. FORSCOM, TRADOC, AMC and TSG develop PBDs to capture transition cost and savings in POM 00-05.
5. TSG appraise ASD(HA) of intentions.
6. PA & OCLL make appropriate coordination to effect transfer.

Issue: II-15 **Title:** Disestablishment of MEDCOM

PBD Information

Manpower

Cmd	UIC	MDEP	AMSCO	TYPE	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05
MEDCOM				Mil			-48	-48	-48	-48	-48	-48
				Civ			-101	-101	-101	-101	-101	-101
FC, TC, AMC				Mil			+48	+48	+48	+48	+48	+48
				Civ			+101	+101	+101	+101	+101	+101

TOA ($ millions)

Cmd	UIC	MDEP	AMSCO	TYPE	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05
MEDCOM							-5.05	-5.05	-5.05	-5.05	-5.05	-5.05
FC, TC, AMC							+5.05	+5.05	+5.05	+5.05	+5.05	+5.05

Institutional/TDA Axis
(Phase II Recommended)

Intelligence

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Issue: II-16 **Title:** Echelons above Corps (EAC) Intelligence

Proponent: INSCOM **Sponsor:** General Counsel/DCSINT **Source:** Umbrella

Implementation Period: 00-05

Synopsis: INSCOM is a "stovepipe" MACOM with operational responsibility for EAC intelligence. As such, it is neither fish nor fowl, with operational brigades supporting the combatant commands and TDA structure paid for (NFIP) and supporting other-than-Army organizations (NSA). At issue is whether INSCOM should remain a major command with the entire spectrum of intelligence from operational/strategic to echelons above Army, or reposition structure into its respective paradigms with ODCSINT maintaining the fiscal and policy links. One alternative would be to re-designate INSCOM as a TOE MSC under FORSCOM and create a FOA to support DCSINT. DCSINT has directed a comprehensive study of the intelligence process to include EAC intelligence to be completed NLT December 1998.

Resource Implications: **C-3**

	Savings	Cost	Transfers
Military:	871*		
Civilian:	300*		
Dollars:	$90M		

*Subsumed by QDR Reductions

Army Staff/Cmd Position:

Concur: DCSINT **Nonconcur:**

Recommendations: Endorse DCSINT independent assessment of the intelligence process, which includes recommendations relative to the future of INSCOM

Action: DCSINT–lead; DCSOPS, FORSCOM, TRADOC, INSCOM–assist

☐ **Approve** ☐ **Disapprove** ☐ **Fwd to CSA/SA for decision** ☐ **Defer to POM 02-07** ☐ **Study by:** _____

Issue: II-16 **Title:** Echelons above Corps (EAC) Intelligence

Enablers: National Security Act; Title 10; Executive Order 12333; National Foreign Intelligence Program (NFIP)

Implementation Guidance:

1. DCSINT, in coordination with DCSOPS, FORSCOM, TRADOC, and INSCOM, conduct an independent assessment of the intelligence process from June to December 1998, for VCSA decision in January 1999.
2. INSCOM, in coordination with DCSOPS, DCSINT, FORSCOM, and TRADOC, establish the organizational construct based on the assessment recommendations NLT February 1999.
3. INSCOM, in coordination with DCSINT, FORSCOM and TRADOC prepare PBD level of detail for MINI-POM 01-05 NLT February 1999.
4. TRADOC, in coordination with INSCOM and DCSINT, program TOE conversions in TAA 05.
5. DCSOPS validate TOE designs to be structured in active and reserve components, respectively, as part of TAA 05.
6. DCSINT, in coordination with DCSOPS, OAA and OGC, prepare concept plan for creation of new organizations NLT February 1999; PBD level of detail for MINI-POM 01-05 NLT February 1999.
7. DCSINT accomplish requisite coordination with NFIP to assure appropriate and essential funding for national foreign intelligence services preferred by Department of the Army.
8. INSCOM develop implementation plan for execution in 01 NLT June 1999.

Issue: II-16 **Title:** Echelons above Corps (EAC) Intelligence

PBD Information

Manpower

Cmd	UIC	MDEP	AMSCO	TYPE	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05
INSCOM				Mil				-871	-871	-871	-871	-871
				Civ				-300	-300	-300	-300	-300

TOA ($ millions)

Cmd	UIC	MDEP	AMSCO	TYPE	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05
INSCOM								-15	-15	-15	-15	-15

Document is available at the Document Control Desk in the Public Document Room or Image Library on the NRC Web Site at http://www.nrc.gov

Issue: II-17 **Title:** Joint and Defense Intelligence Requirements

Proponent: TRADOC **Sponsor:** General Counsel/DCSINT **Source:** Proponent

Implementation Period: 00-05

Synopsis: Army intelligence billets (2300) represent 18% of the Army's total contribution to joint and defense requirements (DIA, CINCs, Combined Commands, etc.). INSCOM provides an additional 3,112 SIGINT spaces to NSA. Unlike the other services, the Army also supports combatant commanders with operational intelligence structure on the ground as a complement to our joint and defense staffing. In light of the joint-defense burden on Army intelligence relative to its slice of Army structure (e.g., intelligence is 3% of the Total Army vice 18% of Army joint and defense billets), a reduction seems warranted.

Resource Implications: **C-4**

	Savings	Costs	Transfers
Military:	350*		
Civilian:			
Dollars:			

*Reflects projected QDR NFIP reduction of 5%

Army Staff/Cmd Position:

Concur: DCSINT, FORSCOM (w/cmt), TRADOC **Nonconcur:**

Recommendations: Reduce joint and defense intelligence requirements filled by Army personnel.

a. Target NFIP billets.
b. Examine service support to Joint Intelligence Centers (JIC) and Joint Analysis Centers (JAC).
c. Develop issue for Joint Requirements Oversight Council (JROC) action.

Action: DCSINT–lead; DCSOPS; DCSPER; TRADOC; INSCOM–assist

☐ **Approve** ☐ **Disapprove** ☐ **Fwd to CSA/SA for decision** ☐ **Defer to POM 02-07** ☐ **Study by:** _____

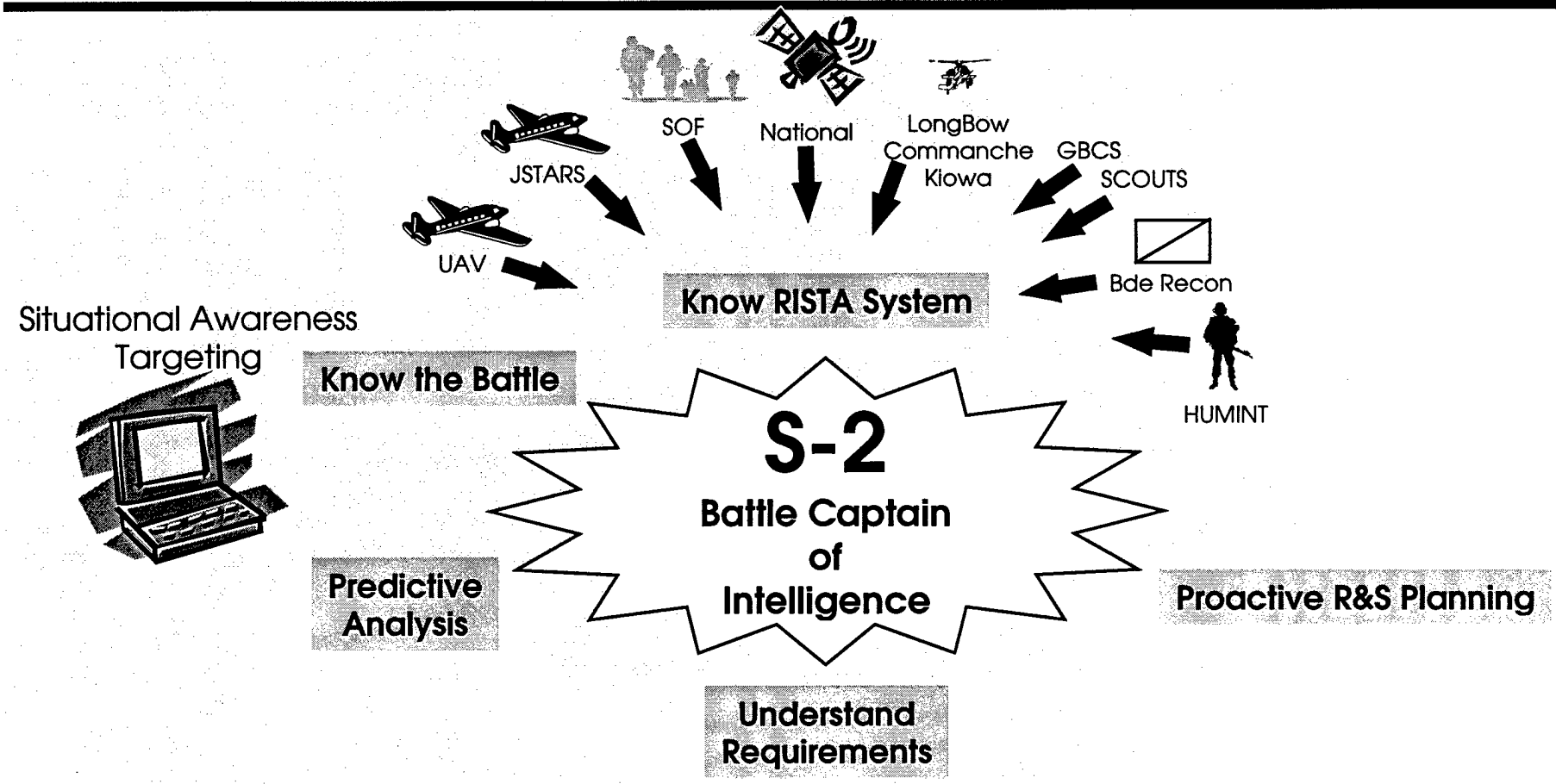
Issue: II-17 **Title:** Joint and Defense Intelligence Requirements

Discussion: Army intelligence billets represent 18% of the Army's total contribution to joint and defense requirements (DIA, CINCs, Combined Commands, etc.). This equates to 2,300 spaces. INSCOM provides an additional 3,112 SIGINT spaces to NSA. Title 10 mandates 100% fill of JDAL positions and Army policy requires priority fill of other joint and defense billets, as well. National Foreign Intelligence Program (NFIP) funded positions also require fill. Only 4% of the NFIP resources are allocated to the Army, based on required vice a "fair-share" staffing apportionment. At the MI field grade level, there is a competing demand for fill in the TOE Army which cannot be met because of joint and defense fill requirements. In addition, unlike the other services, the Army also supports combatant commanders with operational intelligence structure on the ground as a complement to our joint and defense staffing. In light of the joint-defense burden on Army intelligence relative to its slice of Army structure (e.g., intelligence is 3% of the Total Army vice 18% of Army joint and defense billets), a reduction seems warranted. DCSINT initiatives to reduce Army intelligence support to joint and defense (e.g., JWCA Intelligence Force Assessment; QDR NFIP Reduction) are ongoing. The outcome of the Intelligence Force Assessment in 2d Quarter 98 will subsequently be briefed to the JROC.

DCSINT...17 October 1997

- DCSINT and DCSOPS raised a JWCA ISR issue, "Intelligence Force Assessment"
- Preliminary JWCA CINC visits, two Army generals cite need for more Army intell manpower
- Army provides on 19% JIC manning; much lower than other services
- Army provides significant Joint intelligence community support–not through JICs
- Army coordinating with NFIP to cut 350 spaces (5%); 180 approved to date; minimum pending gained by these cuts
- Action to cut NFIP should remain DCSINT lead

Leader Development
Field Grade Shortfall



The S2 job is complex and critical to the Brigade fight

Leader Development
Field Grade Shortfall

FAA Issue: Army can't fill requirements for MI Majors

Discussion:

- Functional Area Review Proposals
  - reduce MI 01A/02A requirements
  - reduce MI Functional Area requirements
  - review and adjust grades where possible
  - adopt selective continuation
- Other Options
  - reduce policy fill requirements
  - incorporate OPMS study proposals
- Goal: reduce field grade requirements

FY 97 MI Majors Projection	Auth	Inv
Total	899	814 (90%)
Policy	304	292
TTHS Account		~150
01A Rqmt		39
Functional Area		52
Balance	595	281 (47%)

Recommendations:

- Eliminate MI 01A/02A requirements
- Reduce MI Functional Area participation by 50%
- Selectively continue eligible MI Majors (approved)
- Reduce policy fill from 96% to 85%
  - increase Army Major ODP to minimum 70% in all units and 75% in Division
  - adjust grades where possible
  - re-code selected positions to 01A or Functional Area
  - Reduce "ODP" to Policy Positions

Average Division ODP = 4 of 12 auth

Issue: II-17 **Title:** Joint and Defense Intelligence Requirements

Enablers: National Security Act; Title 10; Executive Order 12333; National Foreign Intelligence Program (NFIP)

Implementation Guidance:

1. DCSOPS, in coordination with DCSINT, DCSPER, TRADOC, and INSCOM, review joint and defense requirements filled by Army personnel, examine JIC/JAC organizations, and identify candidates for reduction NLT December 1997 (complete).
2. DCSINT coordinate with defense intelligence community and recommend specific joint and defense billets for reduction to DCSOPS NLT December 1997 (complete).
3. DCSPER examine Army fill policies, to include grade consideration under OPMS to identify opportunities for joint-defense assignment relief; provide results to VCSA NLT December 1997 (complete).
4. DCSINT, in coordination with DCSOPS, DCSPER, TRADOC, and INSCOM prepare JROC issue for VCSA decision based on the outcome of the Intelligence Force Assessment/ JWCA.
5. DCSINT in coordination with DCSOPS, prepare PBD level detail of savings for MINI-POM 01-05 based on JROC decision.

Issue: II-17 **Title:** Joint and Defense Intelligence Requirements

PBD Information

Manpower

Cmd	UIC	MDEP	AMSCO	TYPE	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05
Joint and Defense				Mil				-350	-350	-350	-350	-350

TOA ($ millions)

Cmd	UIC	MDEP	AMSCO	TYPE	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05

Institutional/TDA Axis
(Phase II Recommended)

Support to Organizational Training

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Issue: II-18 **Title:** Support to Organizational Training Process Owner

Proponent: FORSCOM/TRADOC **Sponsor:** ASA(MRA)/DCSOPS **Source:** Umbrella

Implementation Period: POM 00-05

Synopsis: SOT is currently provided by a variety of organizations; however, there is not a single process owner responsible for a product–trained units, for a customer–the combatant command. This results in duplication, redundancy, reduced visibility of customer concerns and issues and complications in the distribution of resources. Designating a process owner will resolve the above and ensure standard, consistent organization support to the Army in peacetime or in conflict.

Resource Implications:

	Savings	Costs	Transfer
Military:	n/a		
Civilian:	n/a		
Dollars:	n/a		

Army Staff/Cmd Position:

Concur: **Nonconcur:** FORSCOM (w/cmt), TRADOC

Recommendation: Designate FORSCOM as the proponent for Support to Organizational Training process.

Action: DCSOPS–lead; TRADOC and FORSCOM–assist

☐ **Approve** ☐ **Disapprove** ☐ **Fwd to CSA/SA for decision** ☐ **Defer to POM 02-07** ☐ **Study by:** _____

Issue: II-18 **Title:** Support to Organizational Training Process Owner

Discussion: SOT is currently provided by a variety of organizations; however, there is not a single process owner responsible for a product–trained units, for a customer–the combatant command. This results in duplication, redundancy, reduced visibility of customer concerns and issues and complications in the distribution of resources. Designating a process owner will resolve the above and ensure standard, consistent organization support to the Army in peacetime or in conflict. A "Super" training GOSC chaired by the process owner will provide consistent policy, guidance and prioritization of all training resources. FORSCOM is the Army's primary source of trained organizations for the combatant commands (its role in support of organizational training of mobilized reserve forces during Operation Desert Shield is well known; similar support is routinely provided active forces). Complementary tasks include defining and developing: TADSS; ranges; standards; doctrine; organizations; publications.

FORSCOM

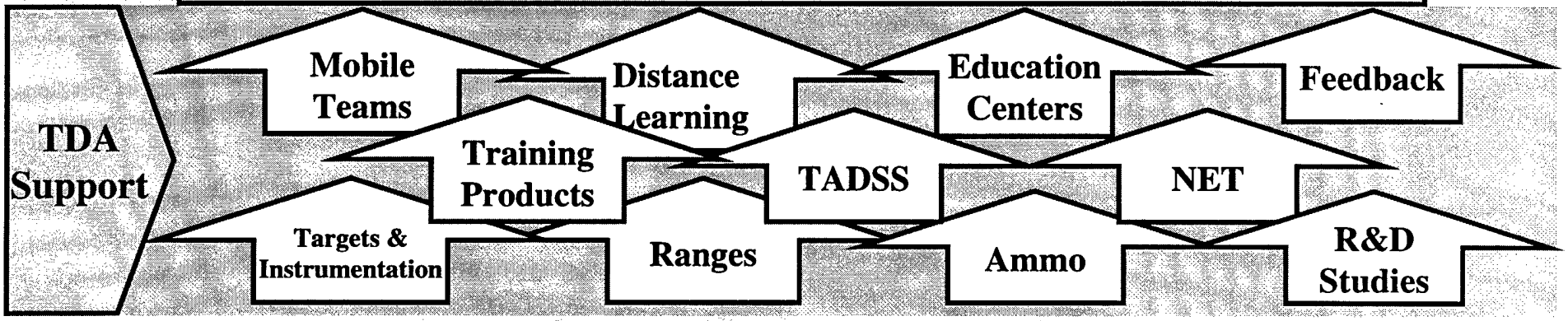
Purpose

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

TRADOC

Training Support Lane Definition

Soldier, Leader, & Collective TOE Training:



'SUPPORT TO ORGANIZATIONAL TRAINING':

Providing the resources (ranges, aids, devices, simulators, materials, people, Visual Information (VI), multimedia products/services, etc.) from TDA organizations to unit commanders to conduct effective and efficient AC and RC unit training.

NOTE: Does <u>not</u> include CTC (CTC PAT) or TOE-to-TOE support.

Issue: II-18 **Title:** Support to Organizational Training Process Owner

Enablers: None

Implementation Guidance:

1. HQDA formally designate FORSCOM as SOT process owner.

   Process owner: Manager with responsibility for a specific process and the reengineering effort focused on it. [Hammer and Champy, *Reengineering the Corporation*]

   SOT process: Includes all aspects of supporting unit commanders at all levels with the direction, assets and capability to conduct organizational training. Includes determining requirements, establishing policy, allocating resources, acquiring assets and supporting units with assistance, oversight, evaluation and feedback.

2. HQDA designate FORSCOM as chair of the "Super" training GOSC.

3. FORSCOM publish guidance for establishment and conduct of the "Super" training GOSC not later than May 1998. GOSC priorities:
   a. Oversee the consolidation of Army training regulations into one Army-wide training regulation by September 1998.
   b. Oversee the consolidation of Army unit training guidance into one Army-wide guide by September 1998.

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Issue: II-19 **Title:** Army-wide Range Operations Study

Proponent: FORSCOM/TRADOC **Sponsor:** ASA(MRA)/DCSOPS **Source:** Proponent (TRADOC)

Implementation Period: Mini-POM 01-05

Synopsis: Range operations currently require approximately 4723 (2122 military, 2601 civilian) SOT personnel (not including borrowed military manpower or reserve component training), excluding those supporting reserve component training. Range, target and instrumentation sets should be developed within a centralized management structure, based upon proponent approved tasks. An Army-wide study should identify more cost-effective ways to acquire, maintain and operate Army ranges (including targets, instrumentation, land, etc.). Assume a 20% reduction in manpower as a result of this study.

Resource Implications: **C-4**

	Savings	Costs	Transfer
Military:	425		
Civilian:	520		
Dollars:	$156M	$3.5M(O/T)	

Army Staff/Cmd Position:

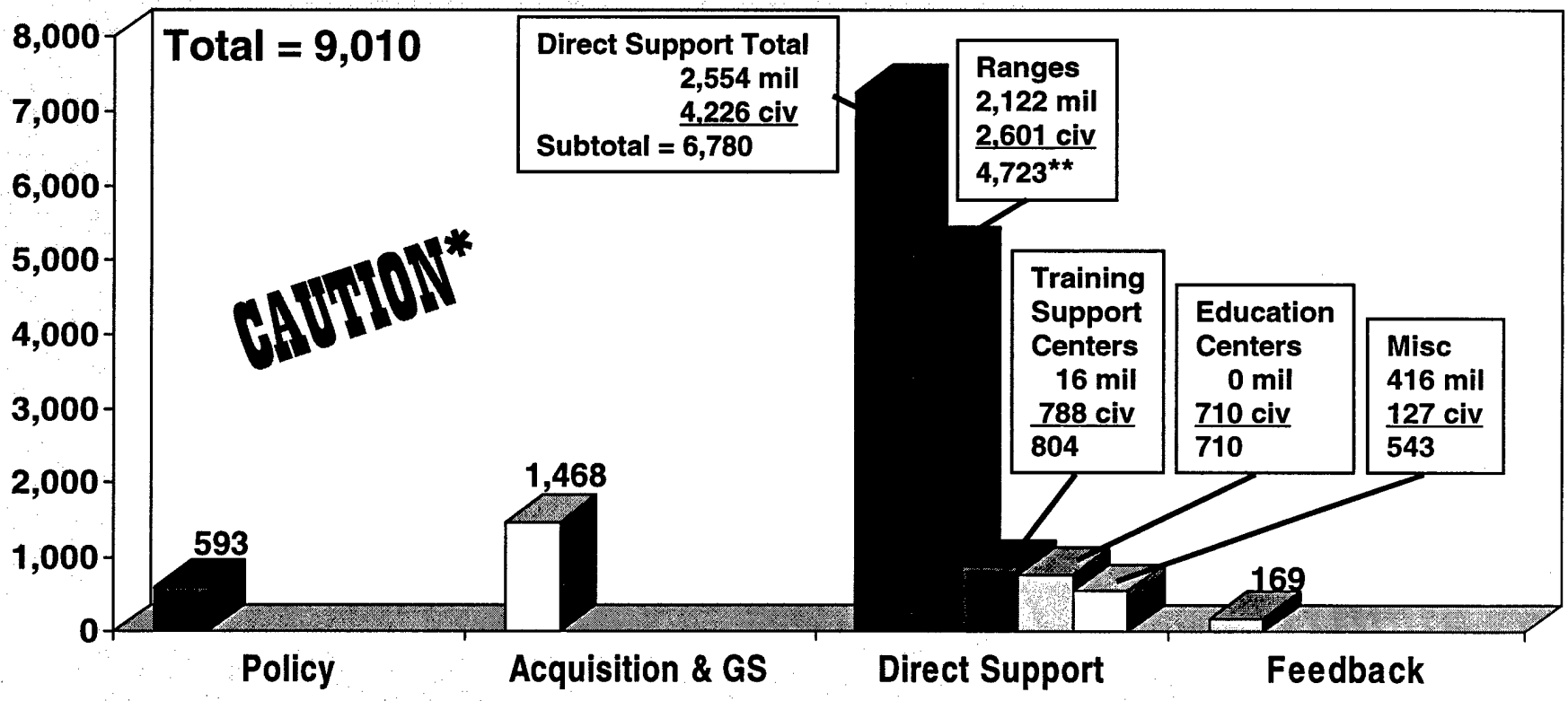
Concur: FORSCOM (w/cmt), TRADOC (w/cmt) **Nonconcur:**

Recommendation: Direct range operations study with projected savings.

Action: TRADOC–lead; DCSOPS, ASA(RDA), COE, AMC–assist

☐ **Approve** ☐ **Disapprove** ☐ **Fwd to CSA/SA for decision** ☐ **Defer to POM 02-07** ☐ **Study by:** _____

Army-wide "Direct Support" Breakout



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

* Rough Order of Magnitude data

** Includes CTC ranges

Issue: II-19 **Title:** Army-wide Range Operations Study

Enablers: None

Implementation Guidance:

1. TRADOC develop range study plan by May 1998.
2. Upon completion of study, TRADOC develop concept plan, with resource implications, and submit to "Super" Training GOSC for approval and subsequent programming.
3. HQDA (DCSOPS) coordinate implementation of range study recommendations with MACOMs and program TRADOC implementation plan.

Issue: II-19 **Title:** Army-wide Range Operations Study

PBD Information

Manpower

Cmd	UIC	MDEP	AMSCO	TYPE	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05
				Mil			-425	-425	-425	-425	-425	-425
				Civ			-520	-520	-520	-520	-520	-520

TOA ($ millions)

Cmd	UIC	MDEP	AMSCO	TYPE	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05
TRADOC					3.5							
MACOMs							-26	-26	-26	-26	-26	-26

Issue: II-20 **Title:** AC Support to RC Organizational Training

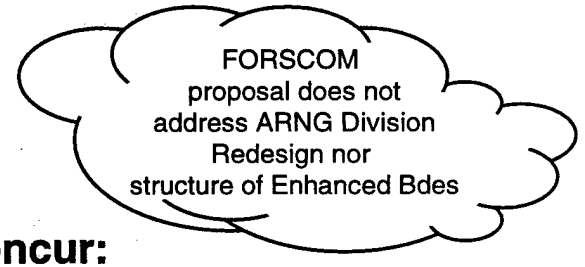
Proponent: FORSCOM/TRADOC **Sponsor:** ASA(MRA)/DCSOPS **Source:** Proponent (FORSCOM)

Implementation Period: POM 00-05

Synopsis: Current AC support to RC organizational training structure is complex, redundant and inefficient. It lacks unity of command/effort, habitual training relationships and AC/RC integration. Proponent recommends an end state organization comprised of 5 tri-component training support divisions of 27 training support brigades (6007 AC personnel) effective 1 Oct 1999.

Resource Implications: **C-2**

	Savings	Costs	Transfer
Military:	1790		
Civilian:			
Dollars:			



Army Staff/Cmd Position:

Concur: FORSCOM (w/cmt), TRADOC **Nonconcur:**

Recommendation: Confirm decision to transition to proposed end state effective 1 Oct 99.

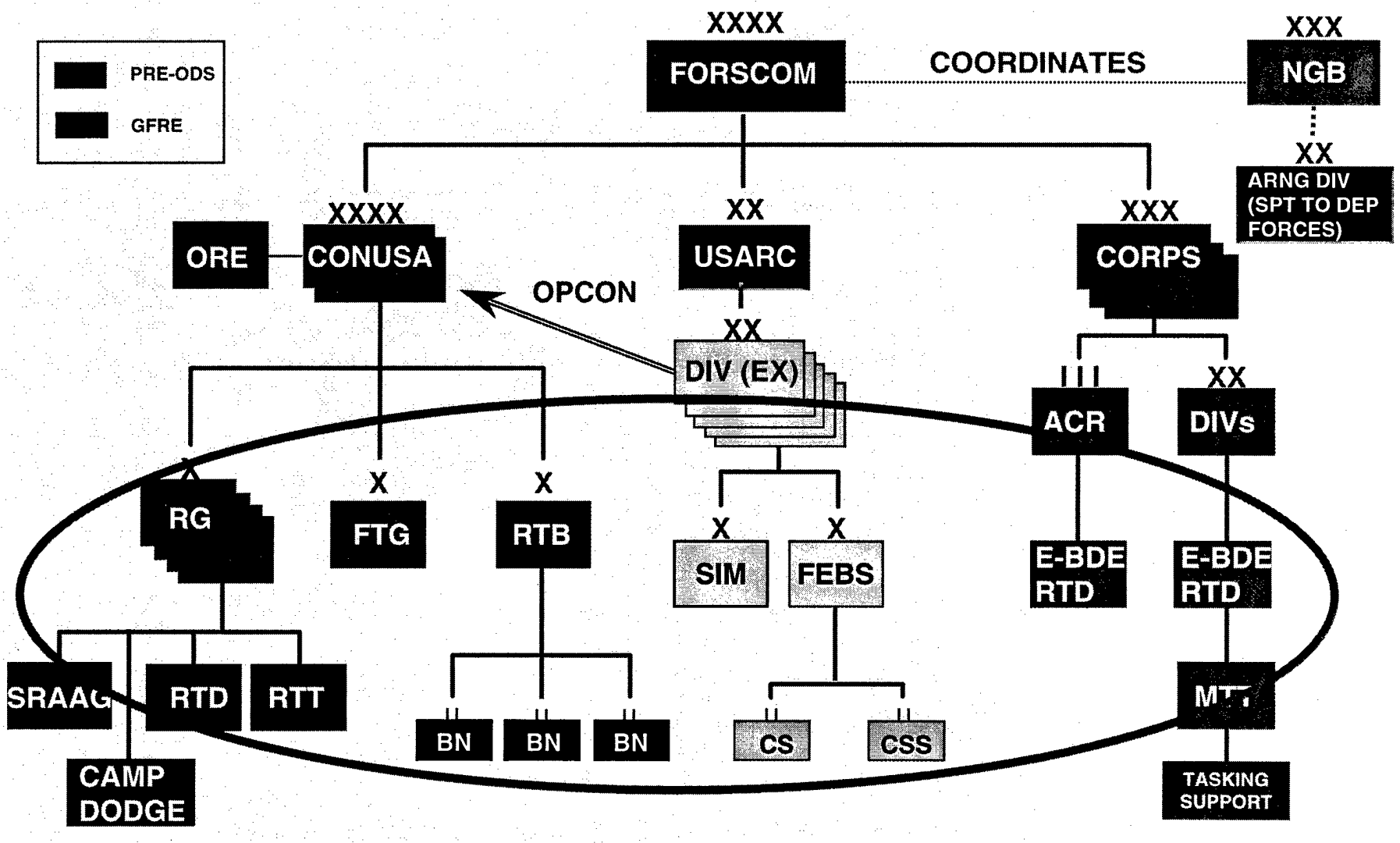
Action: FORSCOM–lead; ARNG, OCAR and DCSOPS–assist

☐ **Approve** ☐ **Disapprove** ☐ **Fwd to CSA/SA for decision** ☐ **Defer to POM 02-07** ☐ **Study by:** _____

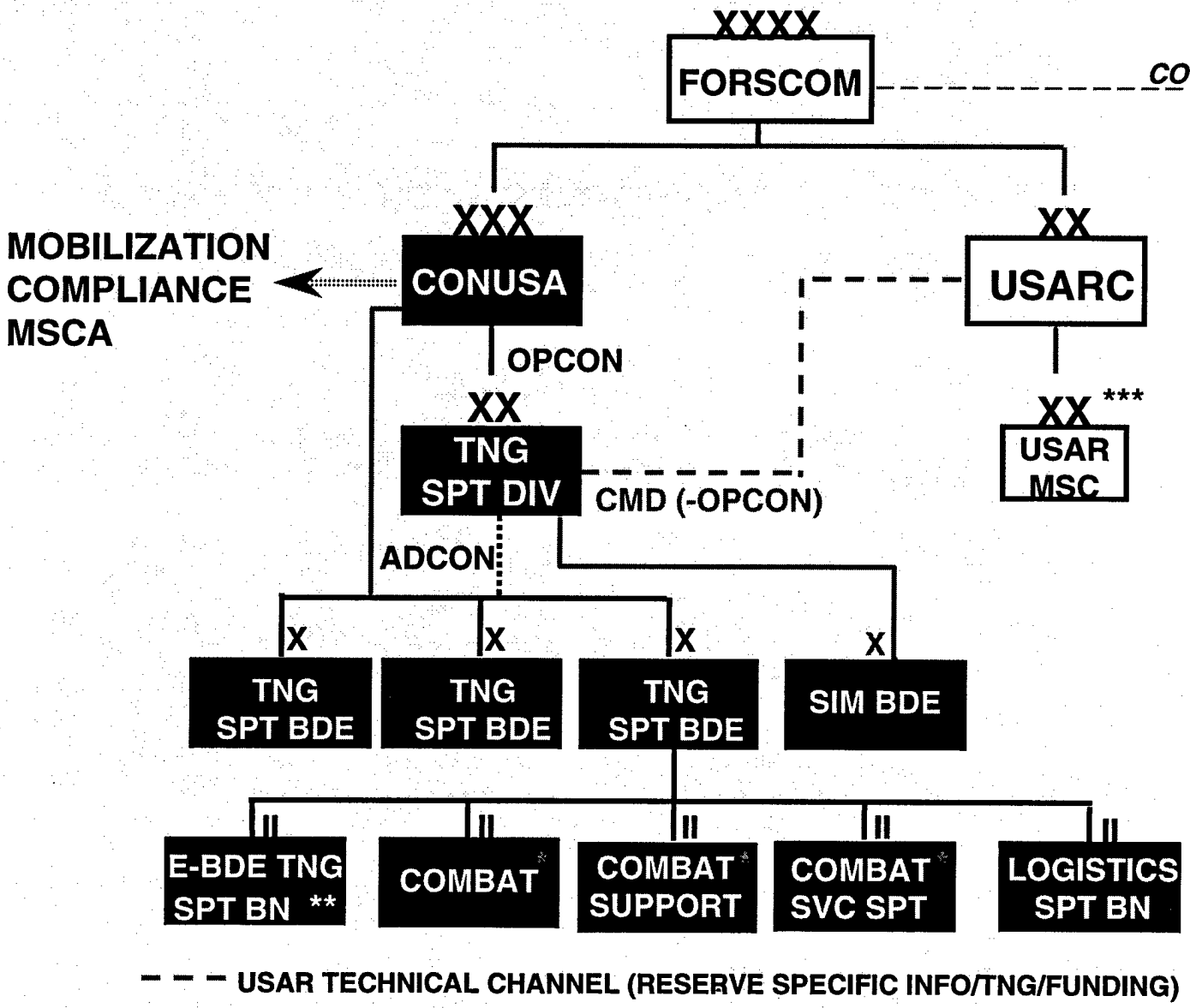
Issue: II-20 **Title:** AC Support to RC Organizational Training

Discussion: Current AC support to RC organizational training structure is complex, redundant and inefficient. It lacks unity of command/effort, habitual training relationships and AC/RC integration. Current organization is comprised of 5 exercise divisions of 24 field exercise brigades, 6 regional training brigades and 34 readiness groups (7797 AC personnel, 5000 required by Title XI). Proponent recommends an end state organization comprised of 5 tri-component training support divisions of 27 training support brigades (6007 AC personnel) effective 1 Oct 1999. As an interim, proponent has evolved a "hybrid" alternative organization comprised of 5 exercise divisions of 24 field exercise brigades and 15 training support brigades (6223 AC personnel) effective 1 Oct 1997. (Both alternatives include 5000 Title XI spaces.) Note: ultimate HQDA goal is to limit investment of full time AC support of RC training to 5000 Title XI requirements.

Pre-FAA AC/RC Structure



Integrated Alternative
Tng Spt Div (TSD) Organization

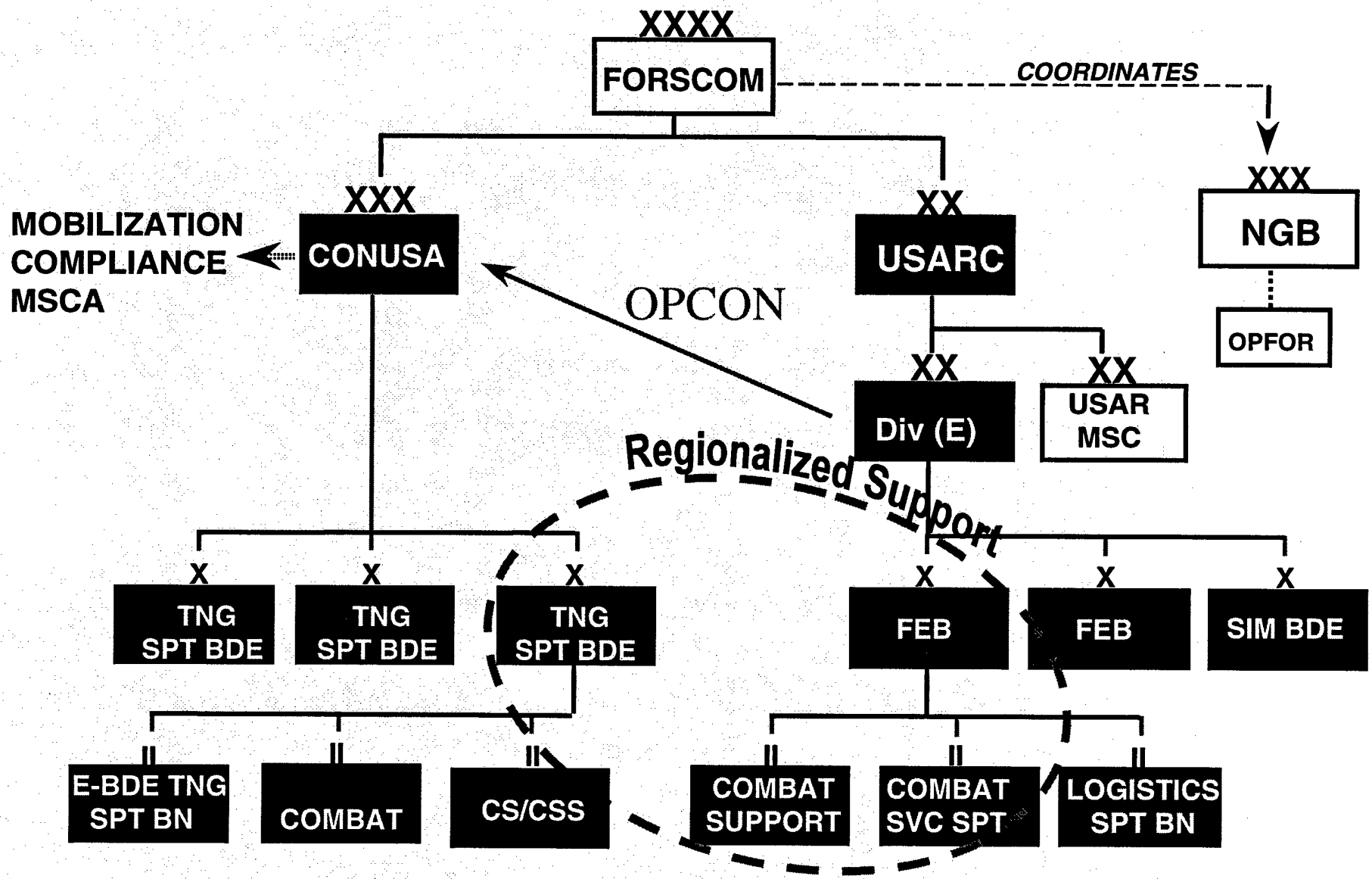


* BRANCH AND FUNCTIONAL ASSISTANCE INTEGRATED FROM RGs.
- CA STRUCTURE IS AC
- CS/CSS STRUCTURE IS RC.

** FORMERLY E-BDE RTD

*** INCLUDES RSC/RSG AND TROOP PROGRAM UNITS

Hybrid Alternative



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

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Issue: II-20 **Title:** AC Support to RC Organizational Training

Enablers: None

Implementation Guidance:

1. FORSCOM proceed with Interim Structure, effective date 1 October 1997 (approved by VCSA and ASA(MRA) on 12 March 1997).
2. FORSCOM provide semi-annual update to VCSA.

Issue: II-20 **Title:** AC Support to RC Organizational Training

PBD Information

Manpower

Cmd	UIC	MDEP	AMSCO	TYPE	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05
FC, TC				Mil		-1574	-1574	-1790	-1790	-1790	-1790	-1790
				Civ								

TOA ($ millions)

Cmd	UIC	MDEP	AMSCO	TYPE	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05

Issue: II-21 **Title:** Distance Learning

Proponent: FORSCOM/TRADOC **Sponsor:** ASA(MRA)/DCSOPS **Source:** Proponent (TRADOC)

Implementation Period: POM 00-05

Synopsis: Per FAA, 34% of Education Center budget (or about $32M) is in personnel overhead. The integration of Education Centers, Learning Centers and the Distance Learning mission will be more efficient and will improve education services. TRADOC has identified an initial cost of $1.35M for each new technology training course; ACES has identified a requirement for no fewer than five courses, total $6.75M. TRADOC estimates $4.4M to automate education services; ACES is conducting ABC study to determine net costs and savings, including contracting out of some functions. At SOT FAA TRADOC estimated an additional cost of $160M over POM 00-05 to accelerate to fully implement distance learning. Anticipate a 20% reduction in personnel overhead costs as a result of these efficiencies with likely additional savings in other areas (e.g., resident instruction, TTHS, TDY). There is an existing $839M investment in Distance Learning technology.

Resource Implications: **C-3**

Resource implications pending results of implementing recommendations of ADLP study.

	Savings	Costs
Military:		
Civilian:	128	
Dollars:	$38.4M	$11.15M ($160M to accelerate)

Army Staff/Cmd Position:

Concur: TRADOC (w/cmt) **Nonconcur:**

Recommendation: Develop a concept plan for creation of ADLP with programmatics to compete in the 01-05 Mini-POM.

Action: TRADOC–lead; DCSOPS, DCSPER, ASA(MRA), DISC4, FORSCOM, ARNG–assist

☐ **Approve** ☐ **Disapprove** ☐ **Fwd to CSA/SA for decision** ☐ **Defer to POM 02-07** ☐ **Study by:** _____

Recommendation & Alternatives

CONCEPTS	IMPACTS
• Integrate Education Centers, Learning Centers, & Distance Learning mission	* Support new DL mission with existing infrastructure
- Consolidate mission to DCSPER or DCSOPS? (Education Workgroup initiative)	* Emphasis on education for training support
- Move Distance Learning Centers under Director, Plans, Training, and Mobilization (DPTM)?	* Aligns installation needs & resources
- Review personnel training needs	* Invest $1.35M in new technology training
- Conduct Manpower Survey to determine requirements	* Optimizes support costs
- Automate Tuition Assistance (TA)	* Testbeds underway
• OTB: Outsource Education functions (ASA(M&RA) Initiative)	* Saves up to 710 spaces * Invest up to $32.2M * Option: Plus-up Tuition Assis tance by any savings

Issue: II-21 **Title:** Distance Learning

Enablers: None

Implementation Guidance:

1. TRADOC develop concept plan for ADLP to include consideration of learning centers, education centers and resident instruction courses by Oct 1998.
2. ASA(MRA) conduct manpower survey of impact upon learning centers NLT 6 months after implementation of education center and learning center portions of concept plan.

Issue: II-21 **Title:** Distance Learning

PBD Information

Manpower

Cmd	UIC	MDEP	AMSCO	TYPE	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05
TRADOC				Mil								
				Civ			-128	-128	-128	-128	-128	-128

TOA ($ millions)

Cmd	UIC	MDEP	AMSCO	TYPE	FY97	FY99	FY00	FY01	FY02	FY03	FY04	FY05
TRADOC						6.75	+0.7	+0.7	+0.7	+0.7	+0.7	+0.7

Issue: II-22 **Title:** Training Feedback System Standardization

Proponent: FORSCOM/TRADOC **Sponsor:** ASA(MRA)/DCSOPS **Source:** Proponent (TRADOC)

Implementation Period: POM 00-05

Synopsis: Training feedback is currently stored in multiple "libraries" utilizing various feedback systems. This situation makes it difficult for units to retrieve, use and learn from past and on-going training events. Standardizing the Army's training feedback systems will increase unit access to reports and data, improve management, tracking, and quality control and reduce automation needs and associated overhead.

Resource Implications: **C-2**

	Savings	Costs	Transfer
Military:			
Civilian:			
Dollars:		$5.16M	

Army Staff/Cmd Position:

Concur: FORSCOM, TRADOC **Nonconcur:**

Recommendation: Establish CALL as the Army's single integrator for all training feedback systems. Conduct a manpower survey across the various libraries to identify potential manpower savings.

Action: TRADOC–lead; DCSOPS, ASA(MRA), DCSPER, AMC, CAA, IG, Safety Command, AAA, AWC, ARI, RAND–assist

☐ **Approve** ☐ **Disapprove** ☐ **Fwd to CSA/SA for decision** ☐ **Defer to POM 02-07** ☐ **Study by:** _____

Recommendation

CONCEPTS	IMPACT
• One system under Center for Army Lessons Learned (CALL) for all feedback & Lessons Learned - Conduct Manpower Survey among 'libraries' (e.g. ARI, AAA, IG, Safety Cmd, etc.)	* User friendly * Invest $760k/year to digitize * Reduce spaces (TBD)
• Re-establish proponent evaluation capability	* Forges unit-proponent link * Improves requirements * Invest up to 80 spaces or contract $4-6M

Feedback leverages the approximately $10B training system for greater efficiency

GOOD NEWS:
- Center for Army Lessons Learned is already developing a solution
110,000 hits a week!
- CALL is DoD's Information Technology Test Bed

Issue: II-22 **Title:** Training Feedback System Standardization

Enablers: None

Implementation Guidance:

1. TRADOC publish concept plan, with resource implications, by May 1998.
2. HQDA (DCSOPS) coordinate implementation with affected agencies.
3. HQDA (DCSOPS) coordinate programming in Mini-POM 01-05.
4. ASA(MRA) conduct manpower survey to identify potential manpower savings NLT 6 months after implementation of standardized system.

Issue: II-22 **Title:** Training Feedback System Standardization

PBD Information

Manpower

Cmd	UIC	MDEP	AMSCO	TYPE	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05

TOA ($ millions)

Cmd	UIC	MDEP	AMSCO	TYPE	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05
TRADOC							+0.86	+0.86	+0.86	+0.86	+0.86	+0.86

Issue: II-23 **Title:** Consolidate Training Management Information Systems

Proponent: FORSCOM/TRADOC **Sponsor:** ASA(MRA)/ DCSOPS **Source:** Proponent (TRADOC)

Implementation Period: POM 00-05

Synopsis: Currently, there are multiple training management information systems for materiel inventory, media inventory and ordering. This causes duplication, reduced access and a loss of asset visibility, with a resultant loss of training efficiency. Consolidating existing management information systems into one system will reduce costs and increase inventory visibility, access and control, allowing unit commanders to identify and use training support more effectively.

Resource Implications: C-2

	Savings	Costs	Transfer
Military:			
Civilian:			
Dollars:	$206M	$15.2M(min)	

Army Staff/Cmd Position:

Concur: TRADOC (w/cmt) **Nonconcur:** FORSCOM (w/cmt)

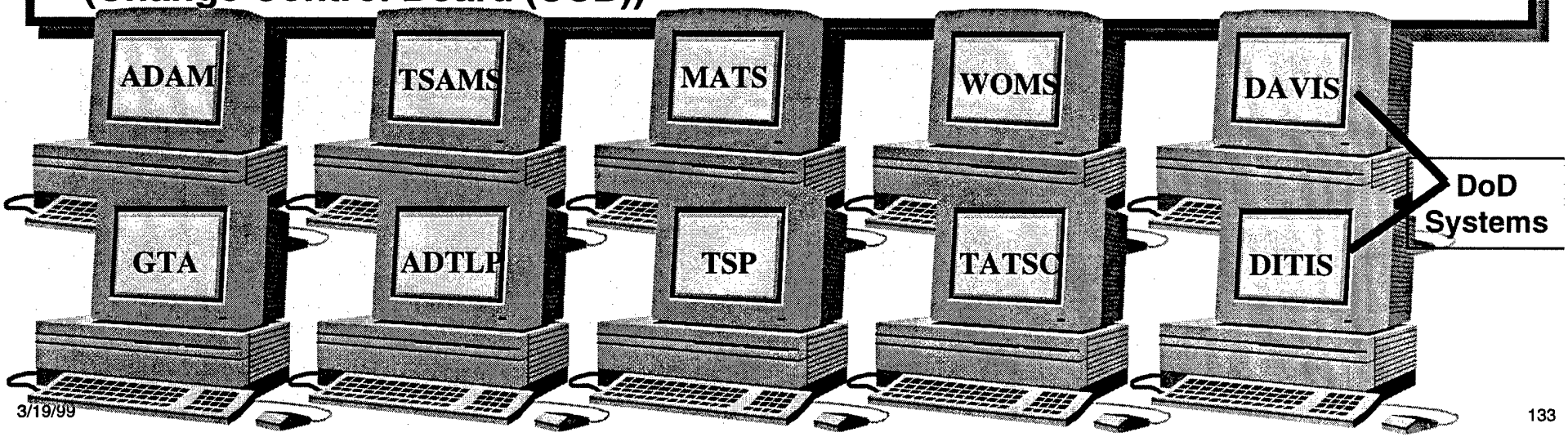
Recommendation: Develop a system concept and implementation plan with programmatics to compete in POM.

Action: TRADOC–lead; DCSOPS, DISC4, and MACOM–assist

☐ **Approve** ☐ **Disapprove** ☐ **Fwd to CSA/SA for decision** ☐ **Defer to POM 02-07** ☐ **Study by:** _____

Recommendations

CONCEPT	IMPACT
• Integrate all training materiel management information systems into one inventory, ordering, and utilization "objective" system (Training and Visual Information Support System Plus (TRAVISS +))	* Invest $15M (over POM) * Cost Avoidance up to $206M (over POM) * User friendly
• MACOM must have 'voice' in system (Change Control Board (CCB))	* Identifies all requirements



Issue: II-23 **Title:** Consolidate Training Management Information Systems

Enablers: None

Implementation Guidance:

1. TRADOC develop concept plan by May 1998.
2. HQDA (DISC4) support TRADOC to identify implementation requirements and coordinate implementation with PEGs for mini-POM 01-05.

Issue: II-23 **Title:** Consolidate Training Management Information Systems

PBD Information

Manpower

Cmd	UIC	MDEP	AMSCO	TYPE	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05

TOA ($ millions)

Cmd	UIC	MDEP	AMSCO	TYPE	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05
TRADOC					+6	+6	+0.2	+0.2	+1.2	+0.2	+0.2	+1.2
MACOMs							-34.3	-34.3	-34.3	-34.3	-34.3	-34.3

*Distribution to be clarified based upon location of inventory excesses.

Issue: II-24 **Title:** New Equipment Training (NET)

Proponent: FORSCOM/TRADOC **Sponsor:** ASA(MRA)/DCSOPS **Source:** Proponent (TRADOC)

Implementation Period: POM 00-05

Synopsis: As proponent for new equipment fielding, TRADOC is inadequately reimbursed for their role in NET. Proponency should address all aspects of equipment fielding, to include NET. Making the PM responsible for NET will increase visibility of NET requirements and protect this funding.

Resource Implications:

	Savings	Costs	Transfer
Military:	TBD		
Civilian:	TBD		
Dollars:	TBD		

Army Staff/Cmd Position:

Concur: FORSCOM, TRADOC (w/cmt) **Nonconcur:** ASA(RDA)

Recommendation: Include in directed QDR-related logistics assessment

Action: AMC–lead; TRADOC, DCSOPS and ASA(RDA)–assist

☐ **Approve** ☐ **Disapprove** ☐ **Fwd to CSA/SA for decision** ☐ **Defer to POM 02-07** ☐ **Study by: _____**

Recommendation & Alternatives

CONCEPTS	IMPACT
• Require <u>self-paced,</u> stay-behind NET packages	* Fills NET 'gap'
• New: - Maximize technology-based NET (e.g. Distance Learning, Embedded, Computer Based Training (CBT), etc.)	* Lowers delivery costs * Standardizes training * Fills NET 'gap'
• OTB: - Increase outsource of NET to max	* Saves up to 291+ spaces * Requires investing $14.5-29.1+M

Army-wide NET resources:

- AMC (129mil/162civ) 291
- TRADOC 279 (zeroed in '98)

TOTAL TDA 670

- Contractors 500 (est)
- MACOM 425 (est Borrowed Military Manpower)

+$150M

Note: Rough Order of Magnitude data

Issue: II-24 **Title:** New Equipment Training (NET)

Enablers: None

Implementation Guidance:

1. ASA(RDA) develop concept plan for PM to take ownership for training as part of fielding systems by June 1998 (PM ownership directed by VCSA at 7 July 1997 SOT FAA).
2. HQDA (DCSOPS) coordinate implementation with MACOMs.

No Page Information Available

Issue: II-25 **Title:** Consolidate TADSS Management

Proponent: FORSCOM/TRADOC **Sponsor:** ASA(MRA)/DCSOPS **Source:** Proponent (TRADOC)

Implementation Period: POM 00-05

Synopsis: Systems TADSS funding is sometimes diverted during the acquisition process. Consolidating Non-system and System TADSS review within the "Super" training GOSC oversight will ensure hardware compatibility consistent training strategies, policy and guidance and eliminate critical funding shortfalls. GOSC and proponent notification will be required when system TADSS funds are diverted.

Resource Implications:

	Savings	Costs	Transfer
Military:	n/a		
Civilian:	n/a		
Dollars:	n/a		

Army Staff/Cmd Position:

Concur: FORSCOM (w/cmt), TRADOC **Nonconcur:** ASA(RDA) (w/cmt)

Recommendation: Develop regulatory guidance and include as part of "Super" training GOSC mandate.

Action: ASA(RDA)–lead; DCSOPS, TRADOC and AMC–assist

☐ **Approve** ☐ **Disapprove** ☐ **Fwd to CSA/SA for decision** ☐ **Defer to POM 02-07** ☐ **Study by:** _____

Recommendations

CONCEPTS	IMPACT
• Include System TADSS within proposed Training GOSC oversight	* Integrates & aligns System & Nonsystems TADSS
• List system training $$ as a separate line in PM budget	* Visibility for new Systems' training 'tail'
• Require PEO & PM to notify proponent if training funds are diverted	* Enables proponents to adapt with new training strategies
• Develop Army-wide simulation/simulator strategy	* Ensures compatibility among TADSS, instrumentation, etc. * Reduces costs

Issue: II-25 **Title:** Consolidate TADSS Management

Enablers: None

Implementation Guidance:

1. HQDA (ASA(RDA)) develop changes to Army acquisition guidance as required.
2. AMC develop changes to Army materiel development guidance as required.

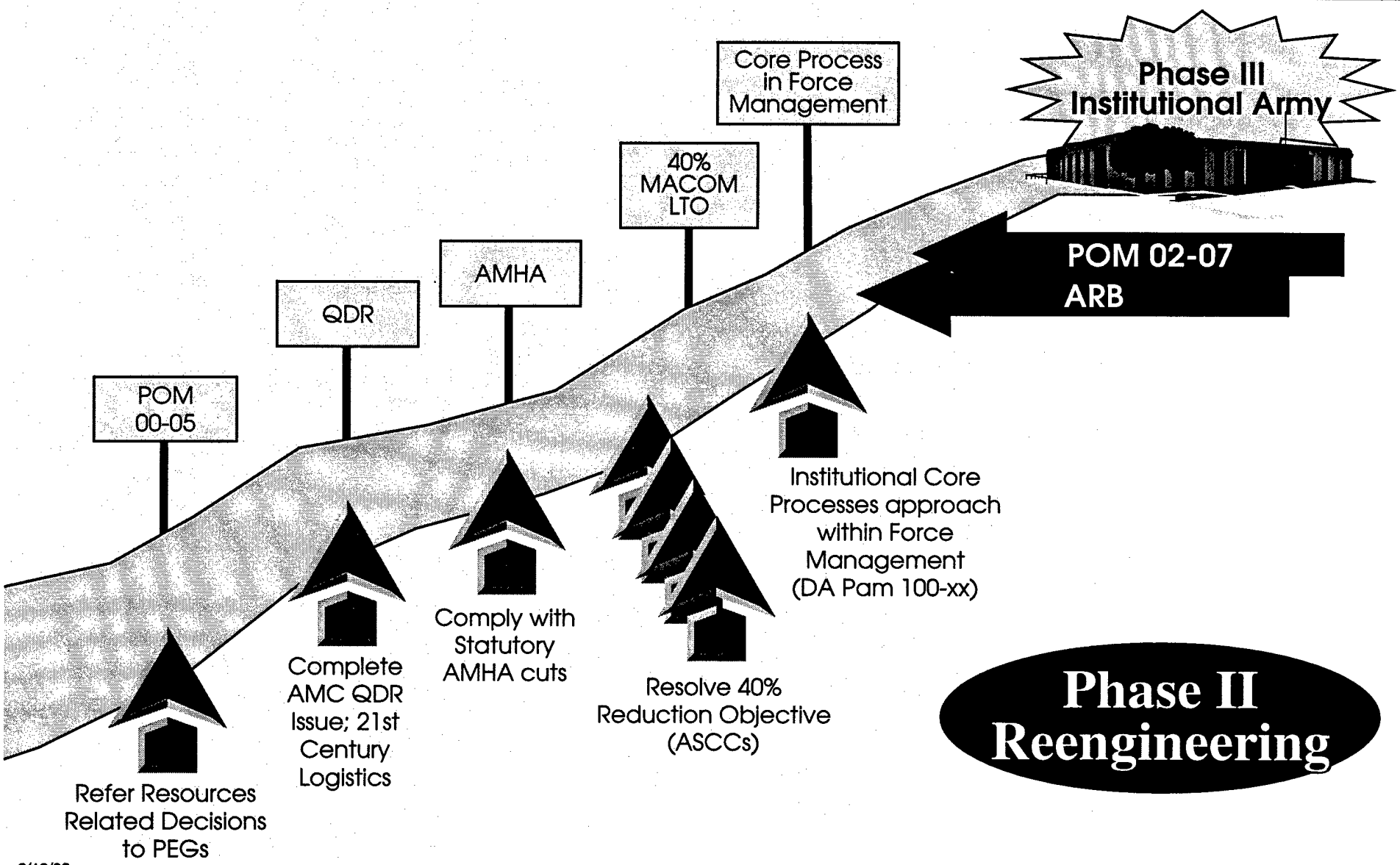
The Cape Canaveral Air Force Station

Institutional/TDA Axis

Summary

Institutional/TDA Axis

The Road Ahead



Backup Slides

Issue: II-16 **Title:** Echelons above Corps (EAC) Intelligence

Discussion: INSCOM is a "stovepipe" MACOM with operational responsibility for EAC intelligence. As such, INSCOM serves as a conduit for National intelligence support to combatant commanders. In lieu of MACOM status, INSCOM could become a FOA of the DCSINT, offering maximum leverage of National intelligence by placing Army entry into the the National intelligence system at the departmental level. Another option would be to make INSCOM a specialized command (e.g., uni-functional), realizing efficiencies by reducing overhead structure associated with MACOM status and retaining only operational capability. The thrust would be to shape INSCOM as an EAC equivalent to a division, converting TDA to TOE to the greatest extent possible and outsourcing where practical to achieve a lean, warfight focus. In a natural extension of this concept, INSCOM could become a TOE MSC under FORSCOM. As an MSC, it would be equivalent to a theater intelligence command providing an EAC intelligence capability to the operating forces as a part of power projection. In that the primary customer of EAC intelligence is the Army component commander, this option argues that what is core to the Army should be embedded in the Army.

DCSINT

- Unique INSCOM composition provides synergy in support of current Army activities
- FORSCOM agrees to accept command of force projection brigades, not NFIP units
- INSCOM, with brigades, extends capabilities of national agencies to soldiers
- Subordinating INSCOM to another MACOM viewed negatively by NFIP source
- DCSINT maintains oversight for sensitive, non-tactical INSCOM operations; subordination of INSCOM counterproductive
- Little to no resource savings; convert INSCOM to FOA if not a MACOM
- QDR accounts for all intelligence cuts; no additional savings
- Should continue to restructure and redesignate INSCOM as an intelligence agency directly under HQDA control

Issue: II-16 **Title:** Echelons above Corps (EAC) Intelligence

Proponent Addendum:

Resource Implications:

	Savings	Cost	Transfers
Military:	871		
Civilian:	(TBD by QDR fair-share)		
Dollars:	$ (civilian pay)		

DSCINT-Umbrella Comparison

Army Intelligence Agency

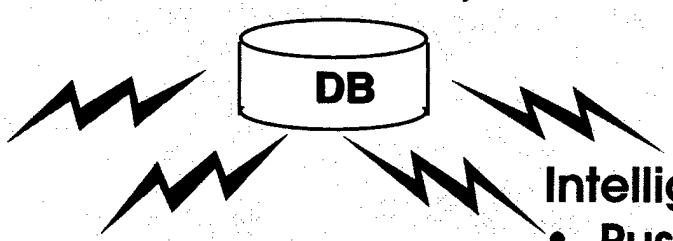
- Under DCSINT command & control
- Elevates Army-Defense/Service Intelligence relationships to HQDA level
- Enables Army leverage of National Intelligence
- Protects Army NFIP participation
- Maintains constructive relationship with Acquisition Community
- Permits DCSINT exercise of Intelligence Oversight in concert with The General Counsel
- Maintains synergy and unity of EAC effort
  - Operational Brigades
  - NGIC
  - CI Group
  - SIGINT Units
  - LIWA

Army Intelligence Command

- Under FORSCOM command & control
- Elevates Army-Defense/Service Intelligence relationships to 4 star CINC level
- Enables EAC intelligence focus on Army Component Commanders' needs
- Provides for NFIP resource management by DCSINT
- Provides for combat development interface by TRADOC
- Preserves exercise of Intelligence Oversight by The Inspector General and The General Counsel
- Precludes HQDA control of Operational Brigades
  - Alignment with CINCs
  - Force packaging versatility
  - Fully developed Division-like structure

Organization

Tomorrow's Objective

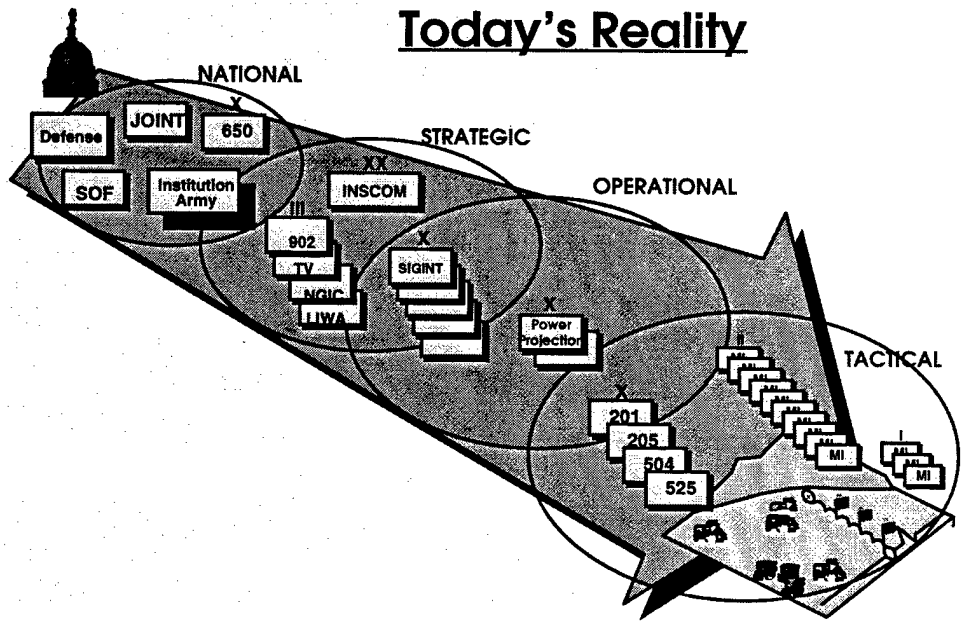


Intelligence in the 21st Century

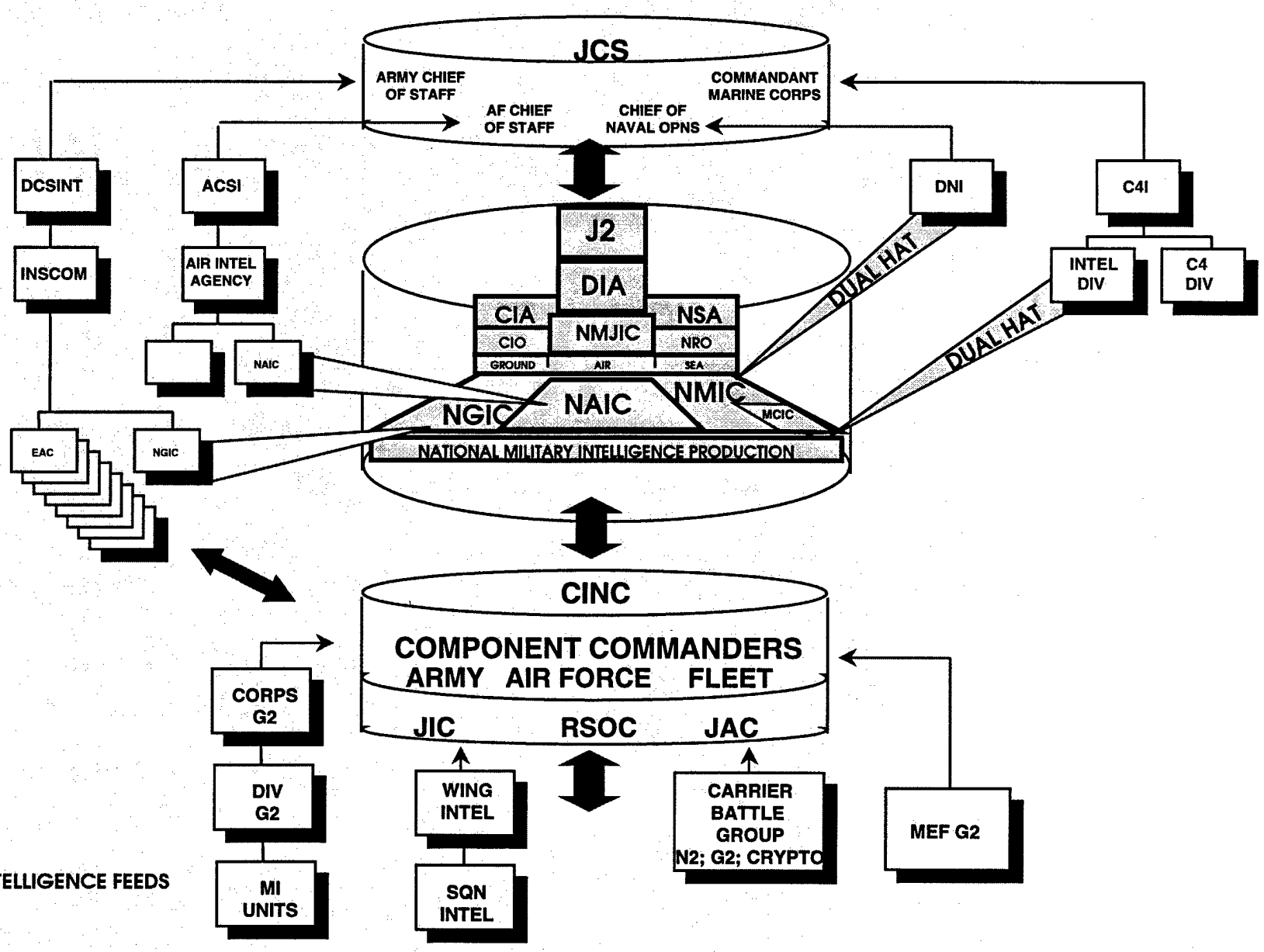
- **Push-pull database**
- **Flat, Internetted organizations**

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

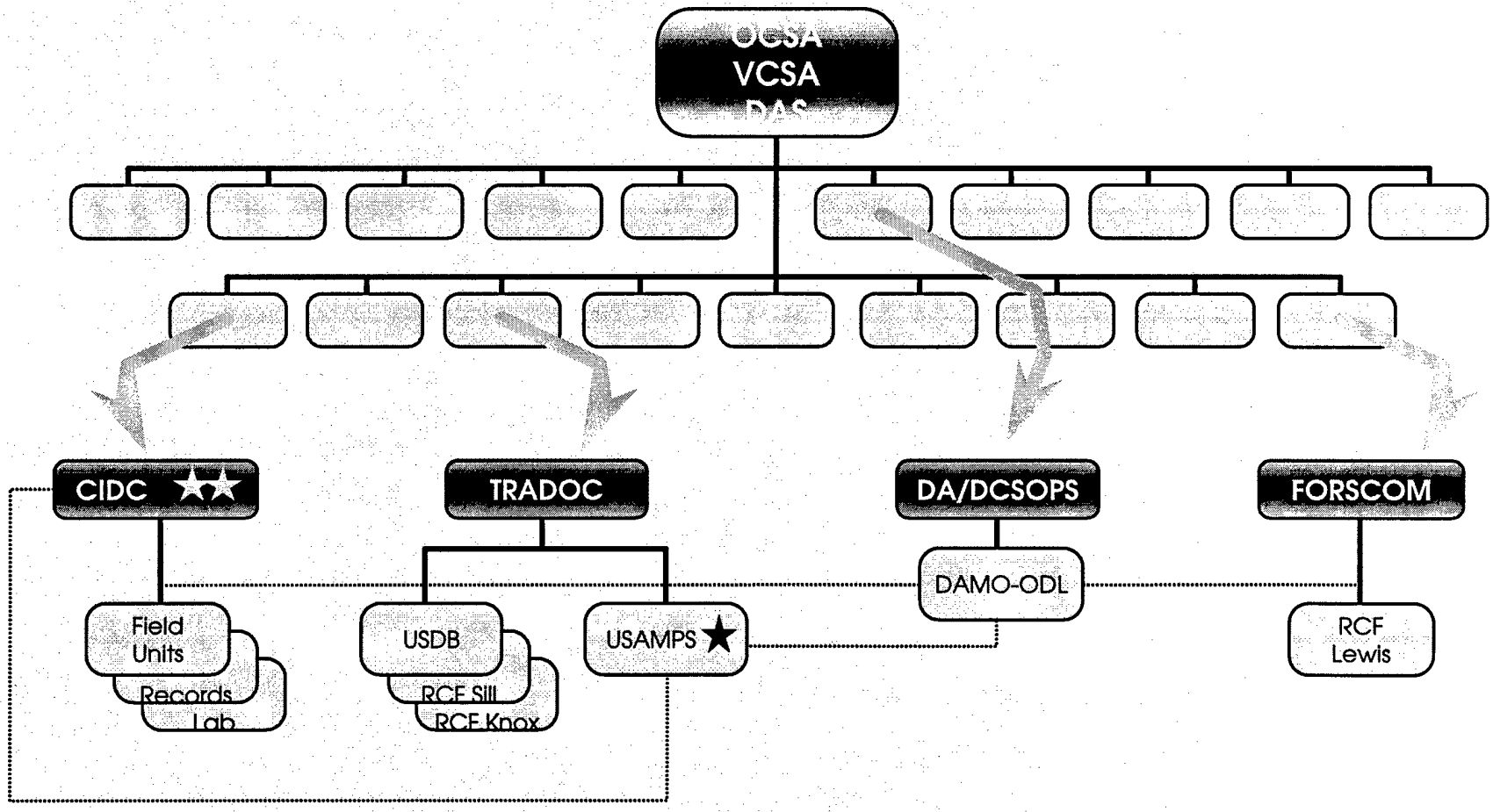
Today's Reality



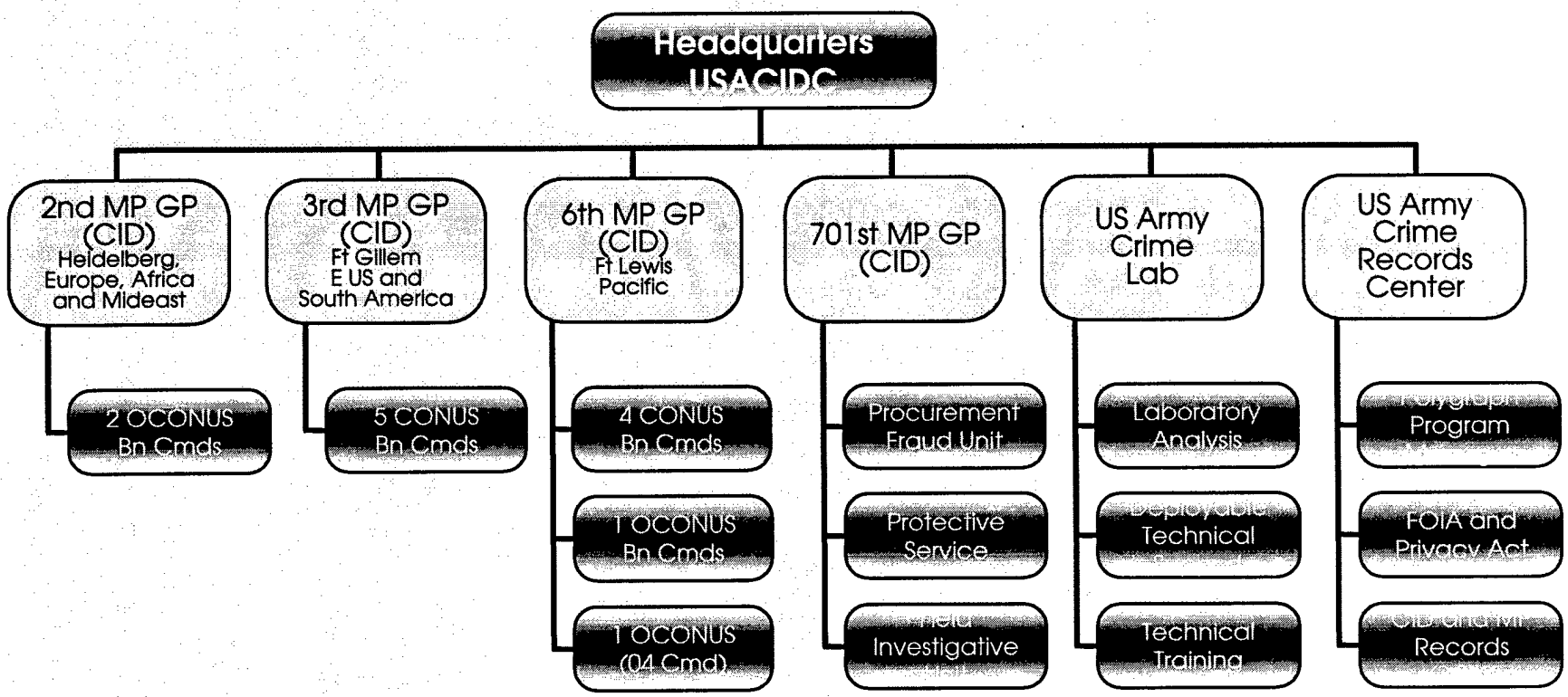
Service Comparison



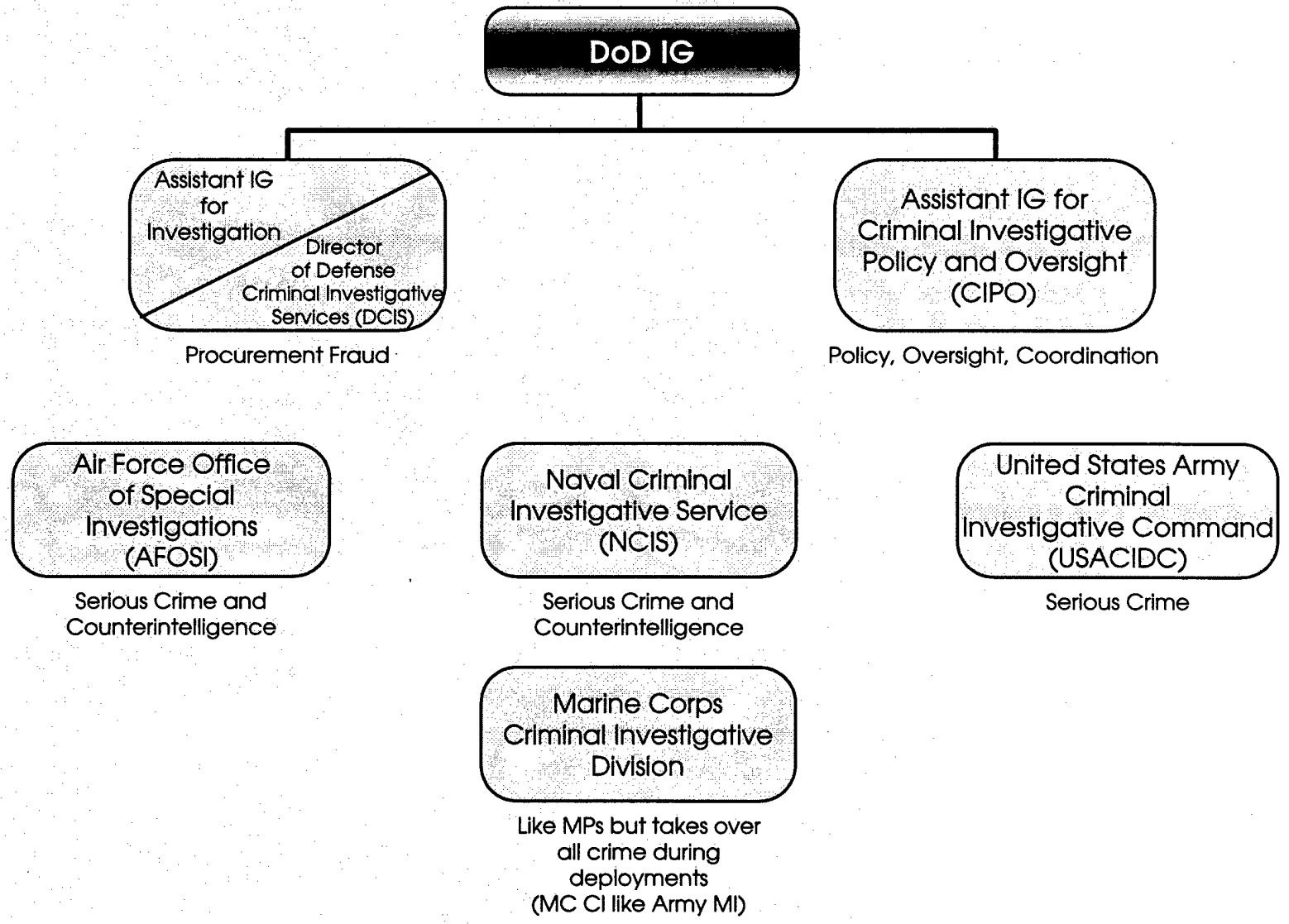
The "AS IS" Military Police Organization



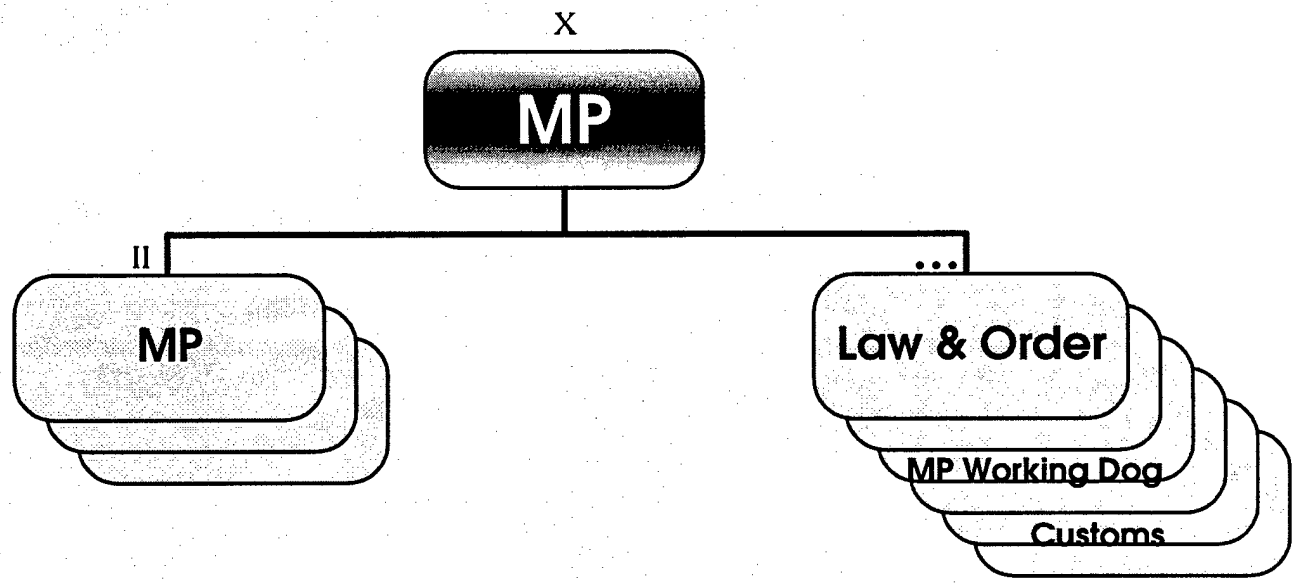
CIDC Organization



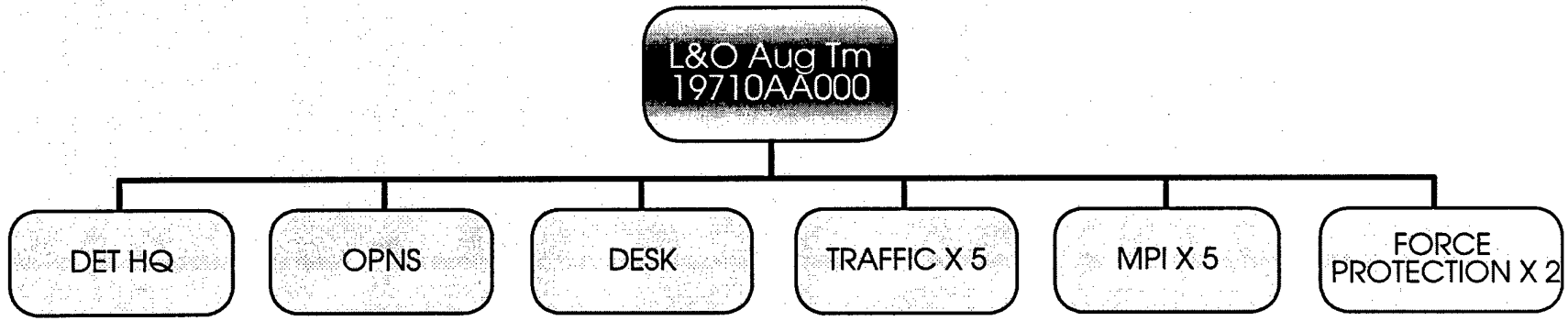
Defense Criminal Investigative Organizations



Provost Marshal Section Concept



Provost Marshal Section Design





MI[illegible] POLICE
INST[illegible]NAL FAA

THE SEARCH FOR A BE[illegible]TER WAY. . .

ASST SECRETARY OF THE ARMY (M & RA)
VICE CHIEF OF STAFF OF THE ARMY
19 AUGUST 1996
THE PENTAGON



PURPOSE

TO DEVELOP MILITARY POLICE AND USACIDC REENGINEERING CHANGES WHICH WILL:

- ENHANCE THE INSTITUTIONAL ARMY'S ABILITY TO PERFORM SERVICE TITLE 10 FUNCTIONS;

AND

- MORE EFFECTIVELY AND EFFICIENTLY SUPPORT THE OPERATIONAL ARMY'S WARFIGHTING ORGANIZATIONS IN THE 21ST CENTURY



AGENDA

US ARMY MILITARY POLICE (BG FOLEY; COMMANDANT, USAMPS)

- OVERVIEW
- ALTERNATIVE 1: SIGNIFICANTLY SMALLER
- ALTERNATIVE 2: REORGANIZATION
- ALTERNATIVE 3: DEALER'S CHOICE

US ARMY CRIMINAL INVESTIGATION CMD (BG DOHERTY; CG, USACIDC)

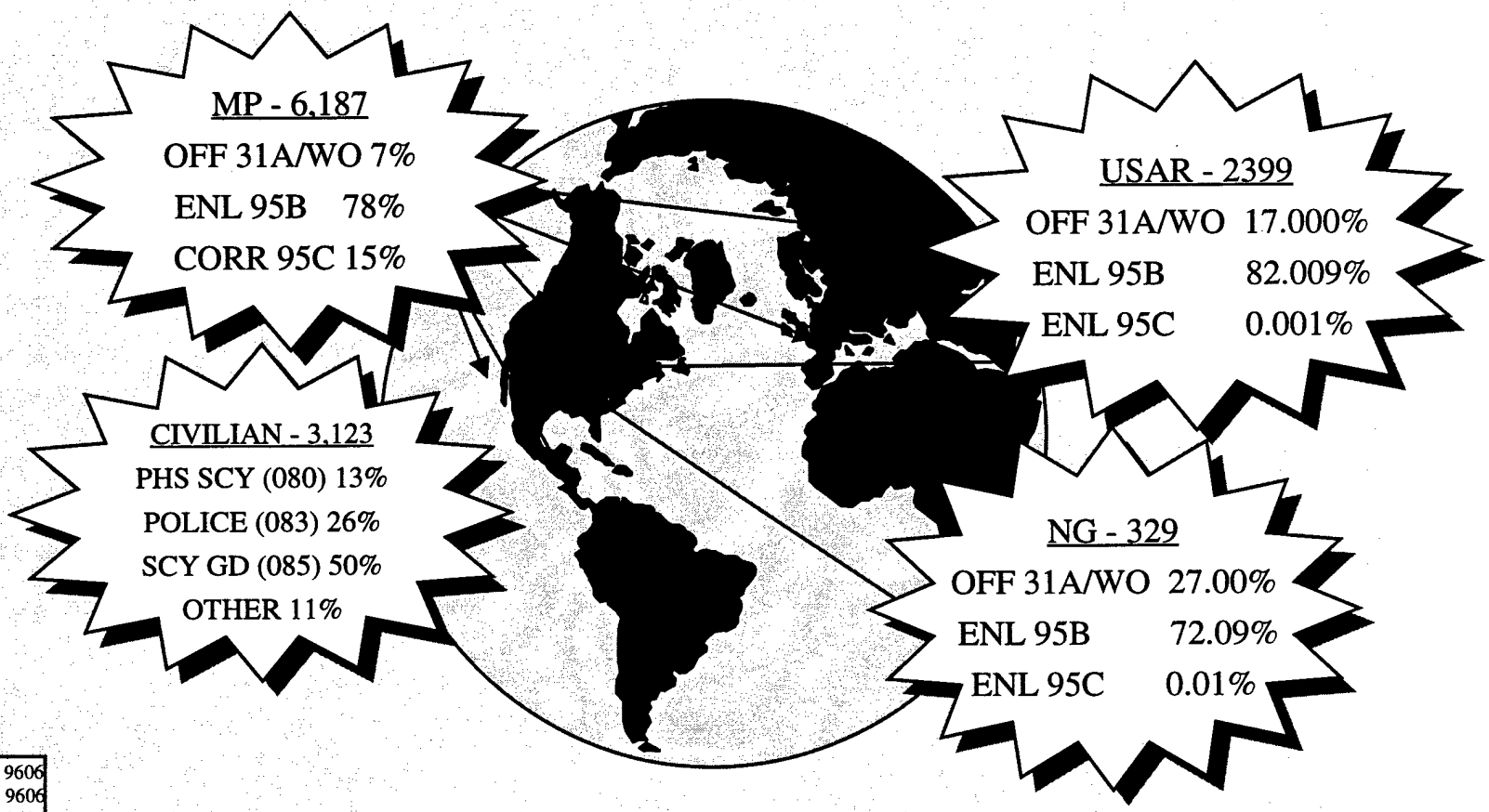
- OVERVIEW
- ALTERNATIVE 1: SIGNIFICANTLY SMALLER
- ALTERNATIVE 2: REORGANIZATION
- ALTERNATIVE 3: DEALER'S CHOICE

FAA WRAP-UP

GUIDANCE

MILITARY POLICE INSTITUTIONAL FORCE

TDA MILITARY POLICE AND CIVILIANS

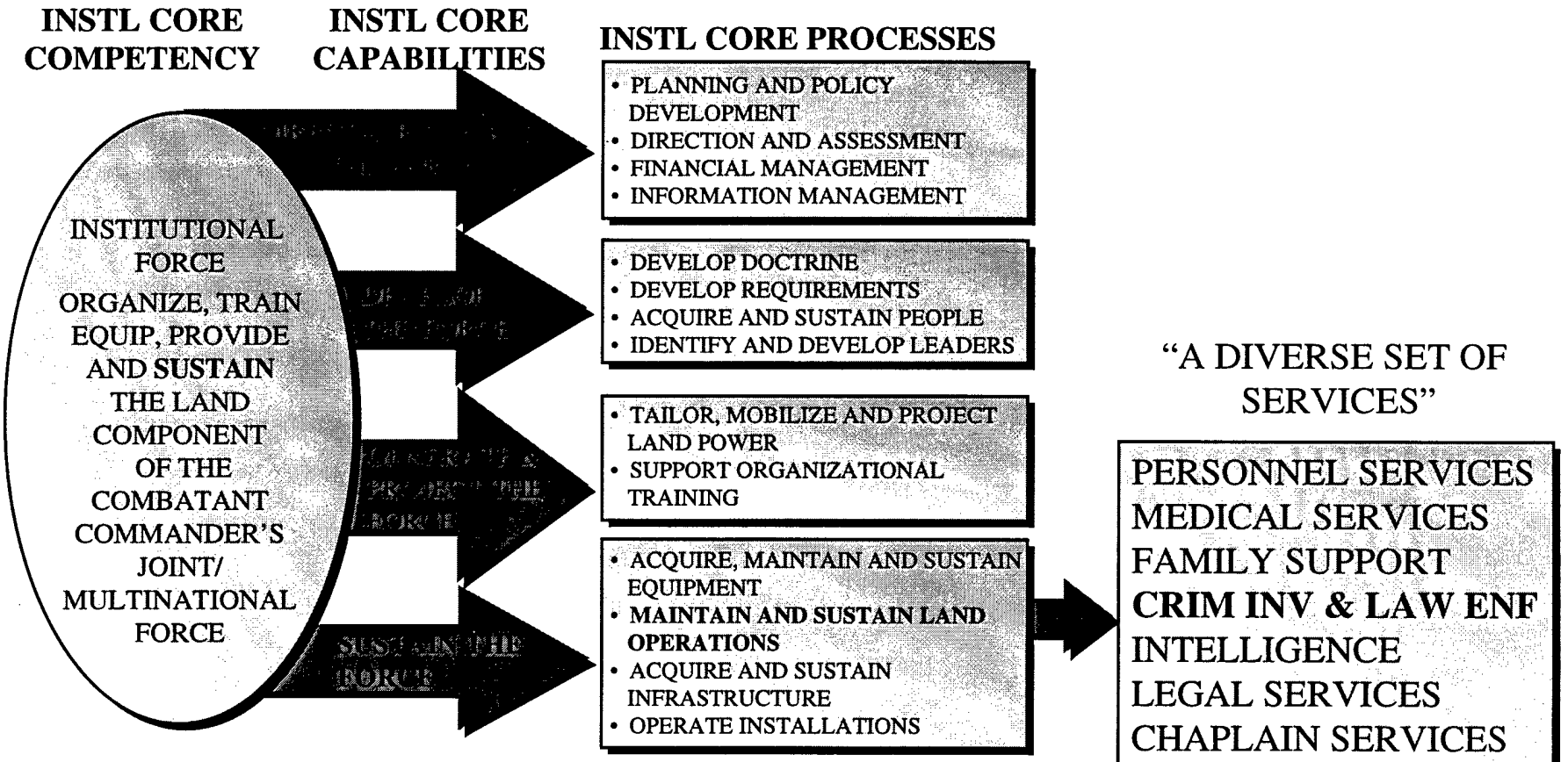


TAADS	9606
PMAD	9606
PERSACS	9604

DA PAM 100- XX COMPETENCY TRACE

ARMY CORE COMPETENCIES:

- OPERATIONAL FORCE - CONDUCTING MILITARY OPERATIONS
- INSTITUTIONAL FORCE - PREPARING FOR MILITARY OPERATIONS





CORE COMPETENCY

SUSTAINING THE FORCE BY PROVIDING MILITARY POLICE FORCE PROTECTION, POPULACE/MOVEMENT CONTROL AND CRIMINAL INVESTIGATIVE SUPPORT TO ARMY COMMANDERS ACROSS ALL STATES OF THE STRATEGIC ENVIRONMENT.

CORE CAPABILITIES

OPERATIONAL

1. MANEUVER AND MOBILITY SUPPORT OPERATIONS
2. AREA SECURITY
3. INTERNMENT/RESETTLEMENT OPERATIONS
4. LAW AND ORDER OPERATIONS
5. INDEPENDENT CRIMINAL INVESTIGATIONS

INSTITUTIONAL

1. TRAFFIC MANAGEMENT OPERATIONS
2. PHYSICAL SECURITY
3. CORRECTIONS
4. LAW ENFORCEMENT
5. INDEPENDENT CRIMINAL INVESTIGATIONS

CORE PROCESSES

CAPABILITIES ACTIONS THAT TRANSLATE CAPABILITIES INTO PRODUCTS . . .

PROCESSES

TRAFFIC MANAGEMENT OPNS	PHYSICAL SECURITY	CORRECTIONS	LAW ENFORCEMENT
* DEVELOP AND IMPLEMENT TRAFFIC CONTROL PROCEDURES * PERFORM TRAFFIC IAW ENFORCEMENT	* DEVELOP AND IMPLEMENT SECURITY PROCEDURES AND PROTECTIVE MEASURES * PROTECT SPECIFIC, DESIGNATED ASSETS AND RESOURCES	* EFFECT CUSTODY AND CONTROL OF US MILITARY PRISONERS * ADMINISTER CORRECTIONAL TREATMENT PROGRAMS * PERFORM CORRECTIONAL ADMINISTRATIVE PROCEDURES * PERFORM CORRECTIONAL FACILITY LOGISTICS OPERATIONS * ADMINISTER AND ENFORCE LEGAL REQUIREMENTS	* ADMINISTER LAW ENFORCEMENT PROGRAMS * CONDUCT PATROL OPERATIONS * CONDUCT SPECIAL OPERATIONS * CONDUCT MILITARY POLICE INVESTIGATIONS

PRODUCTS
- INSTALLATION SECURITY
- COMMUNITY SAFETY
- MILITARY ORDER AND DISCIPLINE

CUSTOMERS
- COMMANDERS
- SOLDIERS
- FAMILIES

FORCE SUSTAINMENT



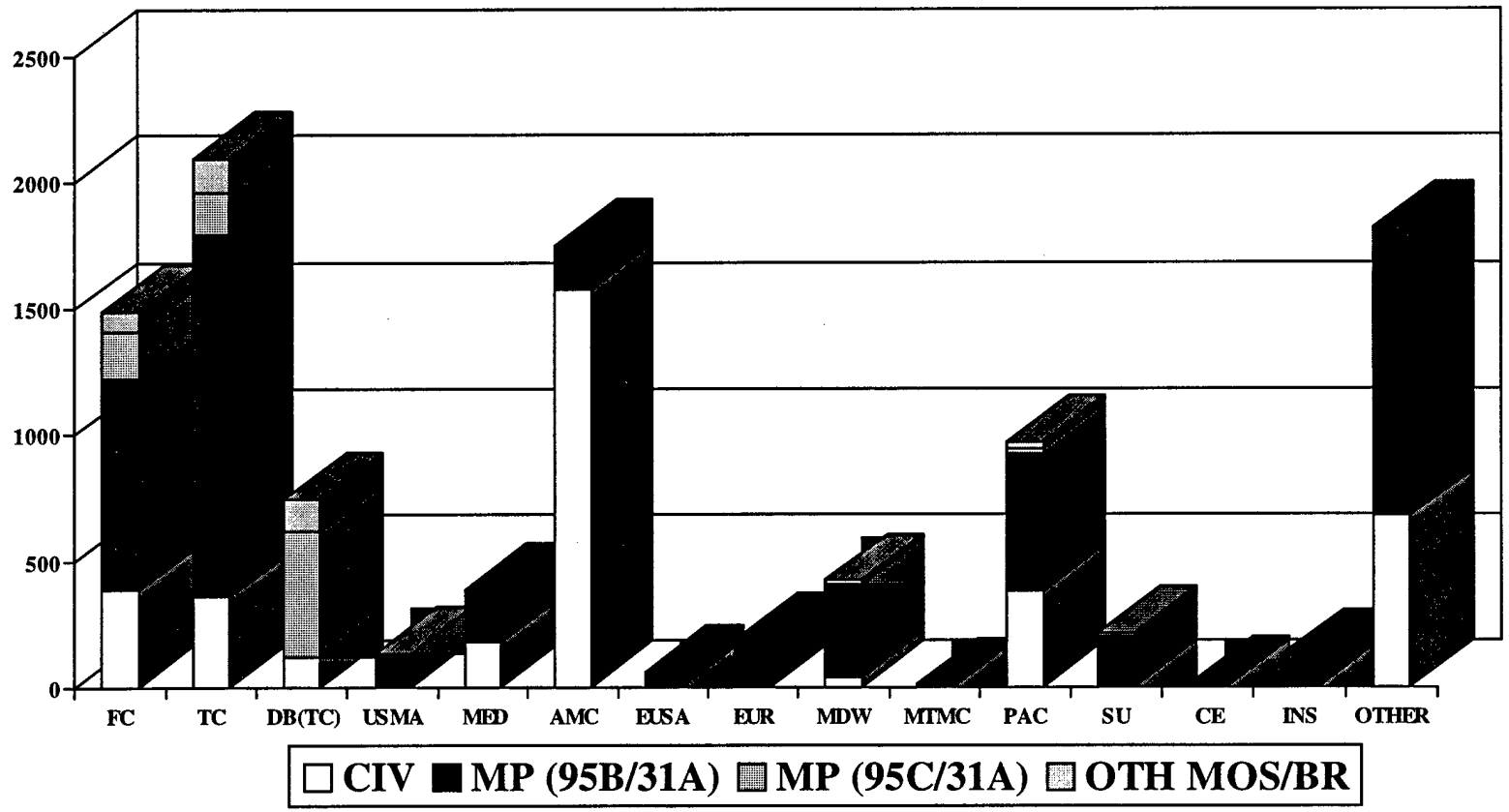
POTENTIAL INSTITUTIONAL FAA ISSUES (UMBRELLA GROUP - 10 APR 96)

- ✓ DIVESTITURE OF LONG-TERM CORRECTIONS
- ✓ REESTABLISHMENT OF A PROVOST MARSHAL GENERAL AS PART OF THE CSA SPECIAL STAFF
- ✓ ALTERNATIVE DELIVERY METHODS FOR CONUS (TDA) LAW ENFORCEMENT, PHYSICAL SECURITY AND TRAFFIC SERVICES

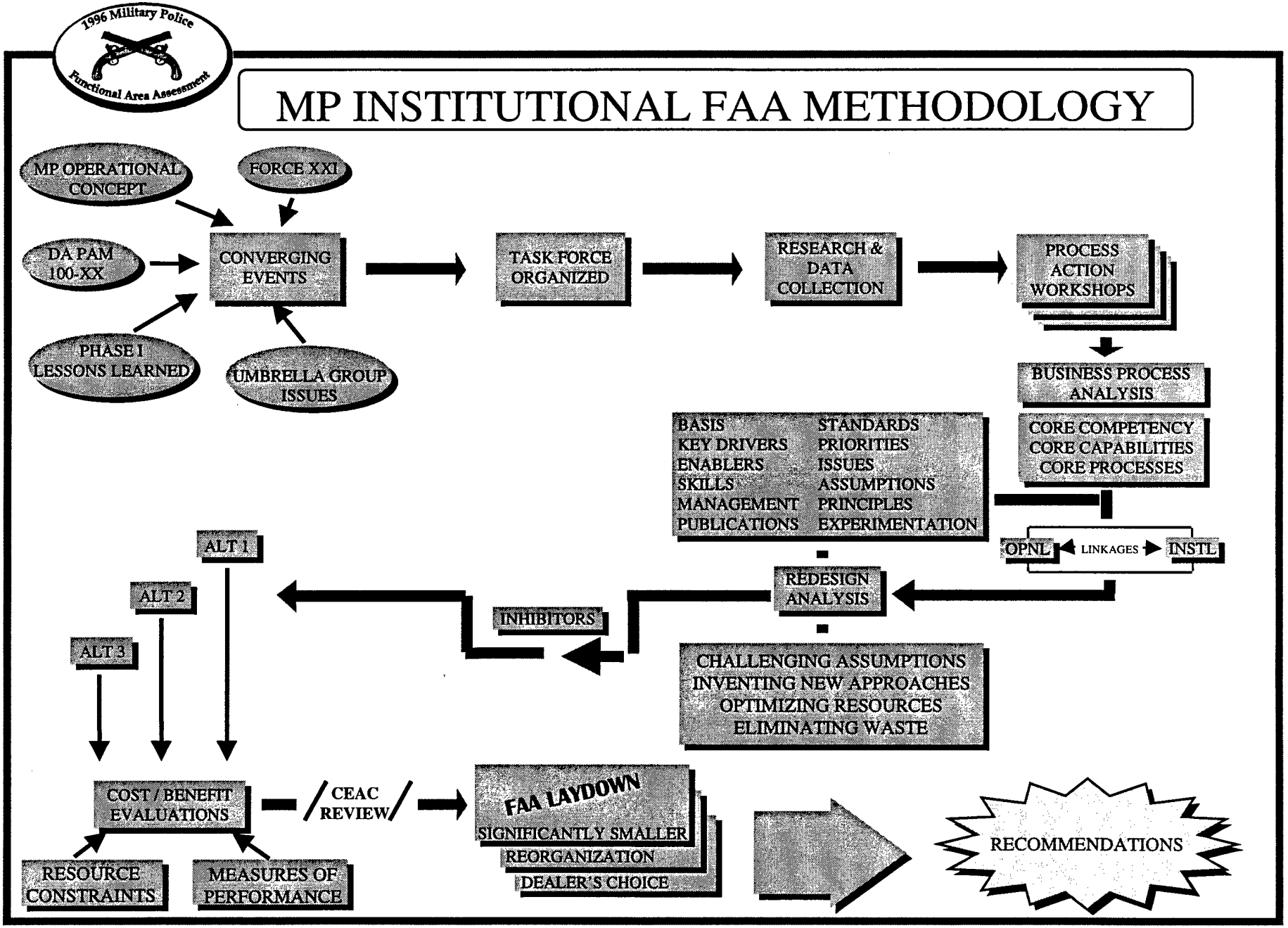
MP INSTITUTIONAL FORCE DISTRIBUTION

(LAW ENFORCEMENT, SECURITY, AND CORRECTIONS; BY MACOM)

THE CHALLENGE IN PULLING IT TOGETHER. . .



DOES NOT INCLUDE CID


1996 Military Police
Functional Area Assessment
MP INSTITUTIONAL FAA METHODOLOGY
MP OPERATIONAL CONCEPT
FORCE XXI
DA PAM 100-XX
CONVERGING EVENTS
TASK FORCE ORGANIZED
RESEARCH & DATA COLLECTION
PROCESS ACTION WORKSHOPS
PHASE I LESSONS LEARNED
UMBRELLA GROUP ISSUES
BUSINESS PROCESS ANALYSIS
BASIS
KEY DRIVERS
ENABLERS
SKILLS
MANAGEMENT
PUBLICATIONS
STANDARDS
PRIORITIES
ISSUES
ASSUMPTIONS
PRINCIPLES
EXPERIMENTATION
CORE COMPETENCY
CORE CAPABILITIES
CORE PROCESSES
OPNL
LINKAGES
INSTL
ALT 1
ALT 2
ALT 3
REDESIGN ANALYSIS
INHIBITORS
CHALLENGING ASSUMPTIONS
INVENTING NEW APPROACHES
OPTIMIZING RESOURCES
ELIMINATING WASTE
COST / BENEFIT EVALUATIONS
CEAC REVIEW
FAA LAYDOWN
SIGNIFICANTLY SMALLER
REORGANIZATION
DEALER'S CHOICE
RECOMMENDATIONS
RESOURCE CONSTRAINTS
MEASURES OF PERFORMANCE

MILITARY POLICE

OPERATIONAL FUNCTIONAL AREA ASSESSMENT

AND

INSTITUTIONAL FUNCTIONAL AREA ASSESSMENT

PURPOSE

INFORMATION BRIEF TO THE MILITARY POLICE CORPS LEADERSHIP ON THE RESULTS OF THE 1996 MP/CID FUNCTIONAL AREA ASSESSMENT (FAA).



AGENDA

- BACKGROUND
- ISSUES AND RESULTS
- FOLLOW ON ACTIONS
- LESSONS LEARNED
- SUMMARY
- CONCLUSION



BACKGROUND

FIRST "COMBINED FAA"

OPERATIONAL - TRADITIONAL "DTLOMS"

INSTITUTIONAL - REENGINEERING OF TDA

TASK FORCE ACTIVATED	27 MARCH 1996
PREBRIEF, ARSTAF COC	1 JULY 1996
PREBRIEF, ARSTAF GOSC	1 AUGUST 1996
BRIEF VCSA AND ASA (M&RA)	19 AUGUST 1996

OPERATIONAL FAA ISSUES



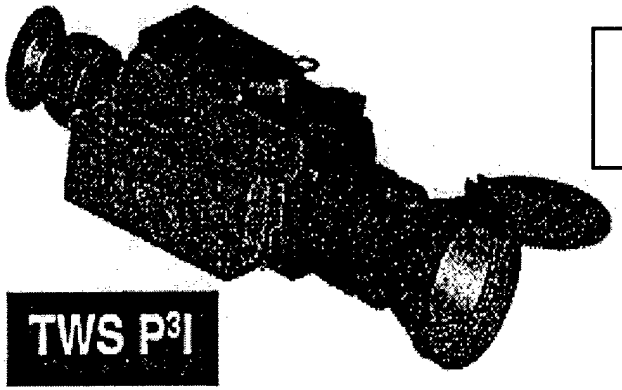
- HEAVY WEAPON THERMAL SIGHT (HWTS)
- USAMPS MOVE TO FORT LEONARD WOOD

1996 Military Police Functional Area Assessment

HWTS

[redacted]

LETHALITY



- NIGHT VISION SIGHT FOR THE MP PRIMARY WEAPON
- BOIP: ONE PER MK-19

TOTAL ARMY RQMTS	41,656
CURRENT BUY	5,831
PROJECTED BUY	8,463

	REQ	TOTAL ON HAND	% FILLED	PROJ TOTAL	PROJ %
FP 1	152	0	0	74	49
FSP 1	1182	0	0	0	0
FP 2	560	0	0	66	11
FSP 2	1189	0	0	0	0
FP 3	1498	0	0	42	12
FP 4	2820	0	0	0	0
MP TOTAL	7401	0	0	182	3

ISSUE

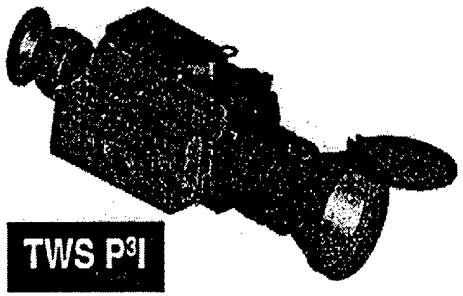
TOTAL MP REQ	7401
MP W/MK-19	3692
USAMPS PLAN	1062
TRADOC PLAN	350
HQDA PLAN	*229

* INCLUDES 47 FOR USAMPS

RESULT OF PROPONENT ISSUE: HWTS

✦ DA DCSOPS IS TO WORK WITH HQTRADOC TO ENSURE FIELDING OF 350 HEAVY WEAPONS THERMAL SIGHTS (HWTS) TO DESIGNATED UNITS.

✦ THIS INCREASES THE ORIGINAL HQDA DISTRIBUTION PLAN FROM 229 SYSTEMS TO THE TRADOC OBJECTIVE.





MANSCEN MILESTONES

CONSTRUCTION PROJECTS	DESIGN %	DESIGN COMPLETION	DESIGN STATUS	CONSTRUCTION * COMPLETION
GENERAL INSTRUCTION FACILITY	65%	MAR 97	ON TRACK	APR 99
APPLIED INSTRUCTION FACILITY	65%	MAR 97	ON TRACK	NOV 98
UNACCOMPANIED ENL PERS HOUSING	35%	MAR 97	ON TRACK	MAR 99
CHEM DECON TRAINING FACILITY	35%	MAR 97	ON TRACK	MAR 99
RENOVATION	35%	MAY 97	ON TRACK	MAR 99
RANGES	35%	OCT 97	ON TRACK	MAR 99
MOUT	95%	OCT 97	ON TRACK	JAN 99
GENERAL OFFICER QUARTERS	65%	JAN 97	ON TRACK	MAR 98

* CONSTRUCTION COMPLETION DEPENDENT ON ENVIRONMENTAL IMPACT STATEMENT SCHEDULE

DOCUMENTATION (TDA)	% TDA DESIGN	DUE HQ TRADOC	DUE HQDA	STATUS
SCHOOL	100%	JAN 97	AUG 97	ON TRACK
BDE	100%	JAN 97	AUG 97	ON TRACK
HQ MANSCEN	70%	JAN 97	AUG 97	ON TRACK
INSTALLATION	30%	JAN 97	AUG 97	ON TRACK

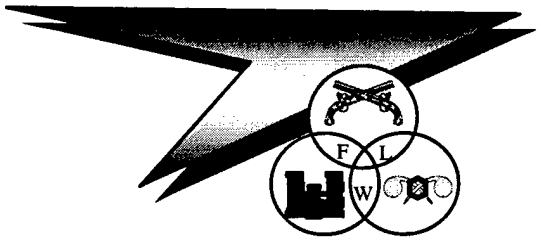
RELOCATION	START	COMPLETE	STATUS
ADV PARTY/CD/TD	JAN 99	MAR 99	ON TRACK
SCHOOLS(-) MOVE	APR 99	SEP 99	CONSTRUCTION DEPENDENT
TRN BDE MOVES	MAY 99	SEP 99	CONSTRUCTION DEPENDENT
CARETAKER STATUS	OCT 99		PROGRAM DEPENDENT
DISPOSAL ACTIONS		SEP 01	ON TRACK

GO BRAC IPR 20 AUG 96

RESULT OF VCSA ISSUE: RELOCATION TO FORT LEONARD WOOD

✦ THE RELOCATION OF USAMPS AND USACMLS TO FORT LEONARD WOOD SHOULD CONTINUE "ON TRACK" WITH EVERY EFFORT MADE TO AVOID IMPEDIMENTS.

✦ THE 20 AUGUST GENERAL OFFICER BRAC IPR WAS SEEN AS A POSITIVE AND IMPORTANT STEP FORWARD IN THIS PROCESS.



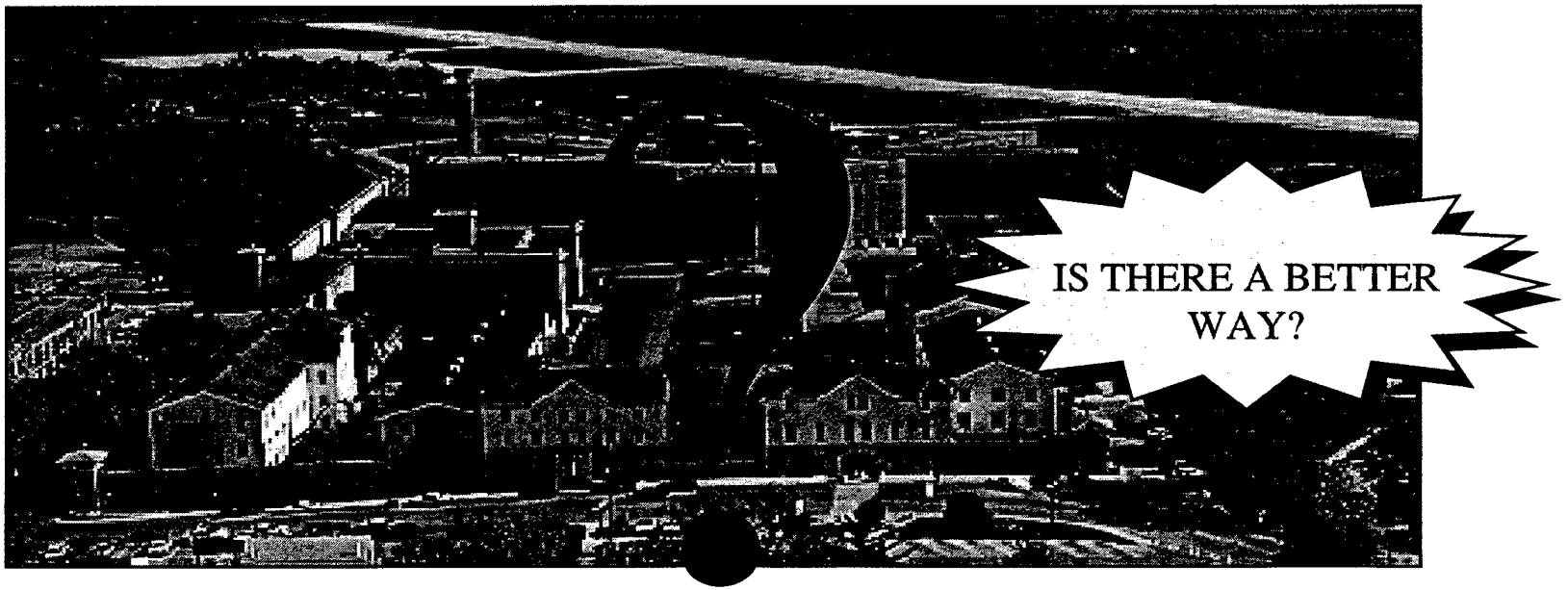
INSTITUTIONAL FAA ISSUES

- DIVESTITURE OF LONG-TERM CORRECTIONS
- REESTABLISHMENT OF A PMG
- ALTERNATIVE DELIVERY METHODS FOR CONUS TDA FUNCTIONS
- ELIMINATION OF CID HQ
- CONSOLIDATION OF MPI WITH CID

(UMBRELLA GROUP ISSUES)

ALTERNATIVE #1: SIGNIFICANTLY SMALLER

ARMY CORRECTIONS



DIVESTITURE

OUTSOURCING

CIVILIANIZATION

JOINT RESOURCING

DOD CONSOLIDATION

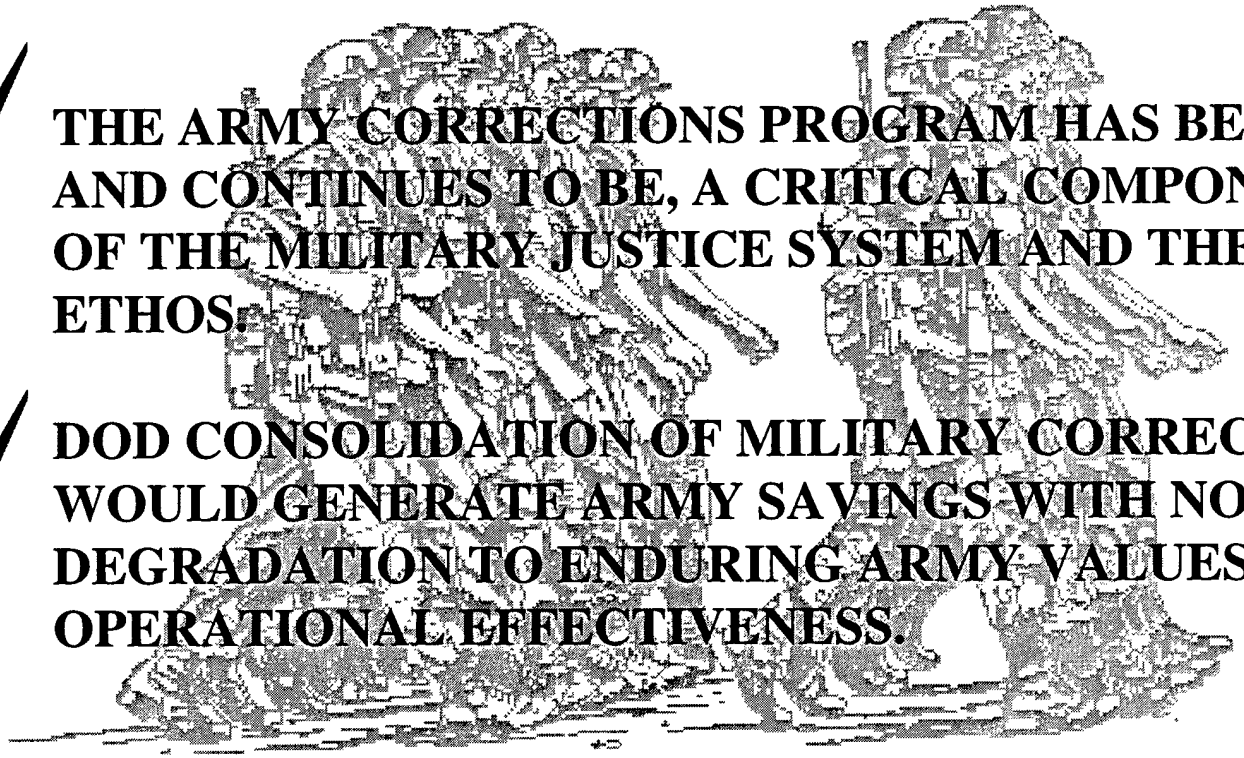
ALTERNATIVE DELIVERY SYSTEMS

	POTENTIAL SAVINGS (MILITARY MANPOWER)	POTENTIAL SAVINGS (DOLLARS)	FOLLOW-ON COSTS	POLICY DIRECTION	MISSION EFFECTIVENESS	LEGAL MANAGEMENT	OPERATIONAL IMPACT	FEASIBILITY	PROJECTED E-DATE	TOTAL
DIVESTITURE	+	±	+	−	−	±	−	±	−	1.8
OUTSOURCING	+	−	−	−	−	+	−	±	±	1.7
CIVILIANIZATION	+	−	±	±	−	+	±	+	±	2.1
JOINT RESOURCING	±	±	±	±	+	+	+	±	+	2.4
DOD CONSOLIDATION	±	±	+	+	+	+	+	+	±	2.7
RETENTION	−	−	±	+	+	+	+	N/A	N/A	2.3

RECOMMENDED COURSE OF ACTION

+	±	−
3	2	1

ALTERNATIVE #1 CONCLUSION



- ✓ **THE ARMY CORRECTIONS PROGRAM HAS BEEN, AND CONTINUES TO BE, A CRITICAL COMPONENT OF THE MILITARY JUSTICE SYSTEM AND THE ARMY ETHOS.**
- ✓ **DOD CONSOLIDATION OF MILITARY CORRECTIONS WOULD GENERATE ARMY SAVINGS WITH NO DEGRADATION TO ENDURING ARMY VALUES OR OPERATIONAL EFFECTIVENESS.**

RESULT: DIVESTITURE OF LONG-TERM CORRECTIONS

✦ THE PROPONENT RECOMMENDATION FOR THE ARMY TO PURSUE A DOD CONSOLIDATION OF MILITARY CORRECTIONS WAS APPROVED.

✦ IN ADDITION, THE VCSA WANTS EMPHASIS PLACED ON JOINT RESOURCING AND RENEWED FOCUS ON PRISONER LABOR OFFSETS.

✦ CONSTRUCTION OF NEW DISCIPLINARY BARRACKS REMAINS ON TRACK.

ALTERNATIVE #2: REORGANIZATION

REESTABLISHMENT OF A PROVOST MARSHAL GENERAL

". . . A TOTAL REVISION OF CURRENT MAJOR COMMAND/ MAJOR SUBORDINATE COMMAND ORGANIZATIONAL STRUCTURE . . ."

UMBRELLA GROUP ISSUE

REESTABLISHMENT OF A PROVOST MARSHAL GENERAL AS PART OF THE CSA SPECIAL STAFF



WITH REENGINEERING OBJECTIVES OF

- GREATER EFFECTIVENESS IN FORCE SUSTAINMENT
- INCREASED EFFICIENCIES OF PROCESSES
- CONSONANCE WITH FORCE XXI

ALTERNATIVE #2 CONCLUSION

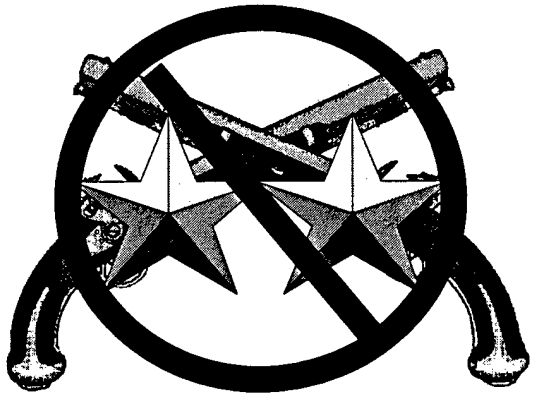
- ✓ THE "AS IS" MILITARY POLICE ORGANIZATIONAL DESIGN SERVES THE ARMY WELL, WITH GOOD CONNECTIVITY AMONG FUNCTIONAL COMPONENTS

- ✓ THE DISADVANTAGES OF REESTABLISHING A PROVOST MARSHAL GENERAL WOULD FAR OUTWEIGH THE ADVANTAGES . . . FOR BOTH THE ARMY AND THE MP CORPS.

1996 Military Police Functional Area Assessment

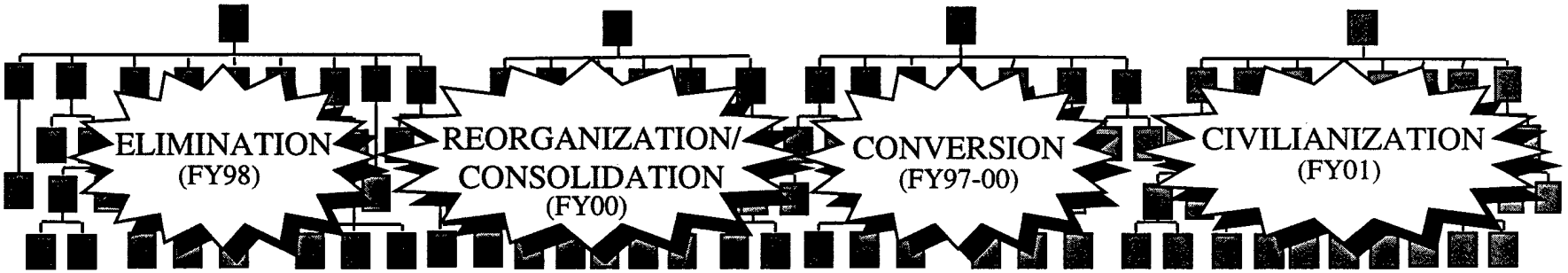
RESULT: PROVOST MARSHAL GENERAL ISSUE

THE VCSA CONCURRED WITH THE PROPONENT RECOMMENDATION **NOT** TO RE-ESTABLISH A PROVOST MARSHAL GENERAL.



ALTERNATIVE #3: DEALER'S CHOICE

AN ECLECTIC APPROACH . . .



16/43	434/36	1864/0 *	700/0
VEHICLE REGISTRATION AWOL APPREHENSION CRIME PREVENTION GATE GUARDS	USDB REORGANIZATION AND DOD CONSOLIDATION OF MIL CORRECTIONS	TDA → TOE PM SECTIONS - 1738 FT LEWIS RCF - 136	LAW ENFORCEMENT PHYSICAL SECURITY HOSPITAL SECURITY TRAFFIC MANAGEMENT GAME WARDENS LOW DENSITY MOSs

* NO SAVINGS; CONVERSION ONLY



ELIMINATION OF FUNCTIONS

AS RESOURCED WORKLOADS . . .

- ✓ VEHICLE REGISTRATION
- ✓ AWOL APPREHENSION
- ✓ CRIME PREVENTION
- ✓ GATE GUARDS

ALREADY 90% DONE . . .
(JUST POLICING UP THE BATTLEFIELD)

E-DATE: FY98
AUTHORIZATIONS: 16 MIL/43 CIV

BASIS:
- ✓ ARMY REGULATION
- ✓ MACOM POLICY
- ✓ INSTALLATION DIRECTIVES
- ✓ TRADITION/EXPECTATIONS

KEY DRIVERS:
- ✓ INSTALLATION SIZE/LOCATION
- ✓ TROOP POPULATION
- ✓ OFFENSE RATES
- ✓ THREAT
- ✓✓ NATIONAL DEFENSE
- ✓✓ INTERNATIONAL AGREEMENT

ENABLERS:
- ✓ MUTUAL DEPENDENCY
- ✓ (EG: GATE GDS & VEH REG)
- ✓ COMMAND EMPHASIS

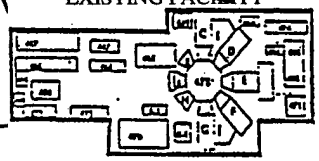
RESOURCES:
- ✓ MILITARY AUTHORIZATIONS
- ✓ CIVILIAN AUTHORIZATIONS
- ✓ BMM

SKILLS:
- ✓ NO IMPACT

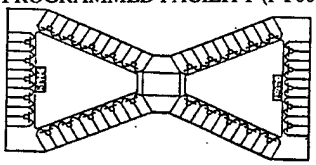
EXPERIMENTATION:
- ✓ NONE REQUIRED

REORGANIZATION OF THE USDB

EXISTING FACILITY

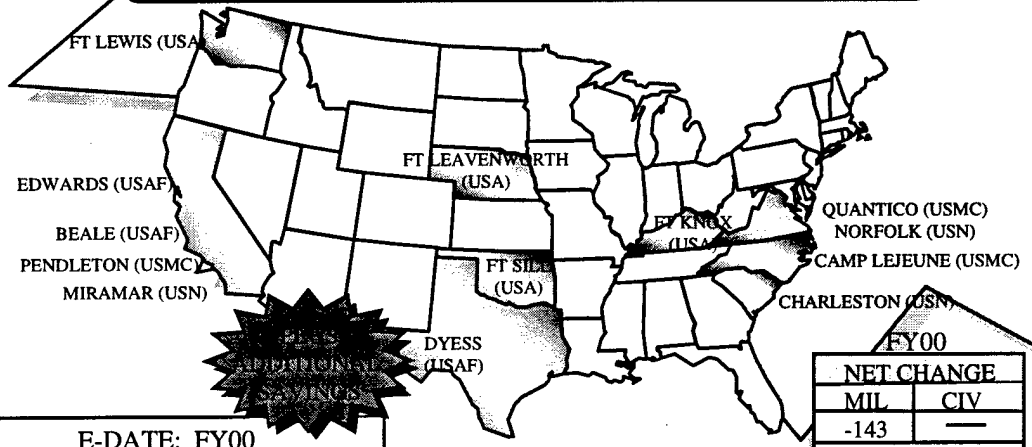


PROGRAMMED FACILITY (FY00)



	MIL	CIV
	649	123
	↓	↓
	358	87
	↓	↓
	-291	-36

DOD CONSOLIDATION



E-DATE: FY00
AUTHORIZATIONS: 434 MIL/36 CIV

FY00

NET CHANGE	
MIL	CIV
-143	—
-$1.7M	

BASIS:
- ✓ARMY/DOD DECISION
- ✓CONGRESSIONAL ACTION

KEY DRIVERS:
- ✓NEW USDB CAPACITY (662)
- ✓PRISONER POPULATION
- ✓WARTIME PLANNING FACTORS
- ✓ ENDURING ARMY VALUES

ENABLERS:
- ✓DESIGN EFFICIENCIES
- ✓CCTV TECHNOLOGIES
- ✓IMPROVED GUARD/INMATE RATIOS

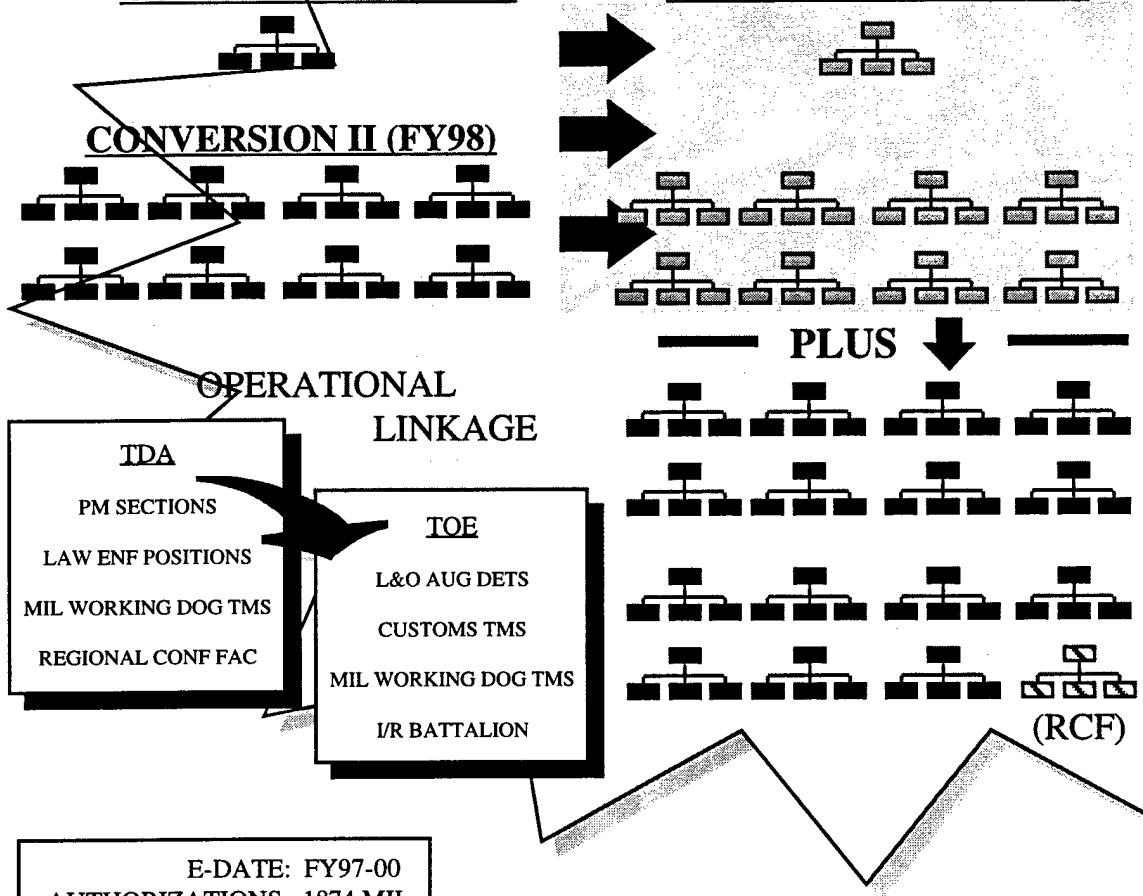
RESOURCES:

SAVINGS:	MIL	CIV
✓SPACES:	434	36
✓DOLLARS:	$1.7M	

SKILLS:
- ✓CONSOLIDATED TNG
- ✓UNIFORM DOD STANDARDS

EXPERIMENTATION:
- ✓NONE REQUIRED

TDA TO TOE CONVERSIONS



BASIS:
- ✓FDU 96-1
- ✓TAA 00-05

KEY DRIVERS:
- ✓WARFIGHT REQUIREMENTS

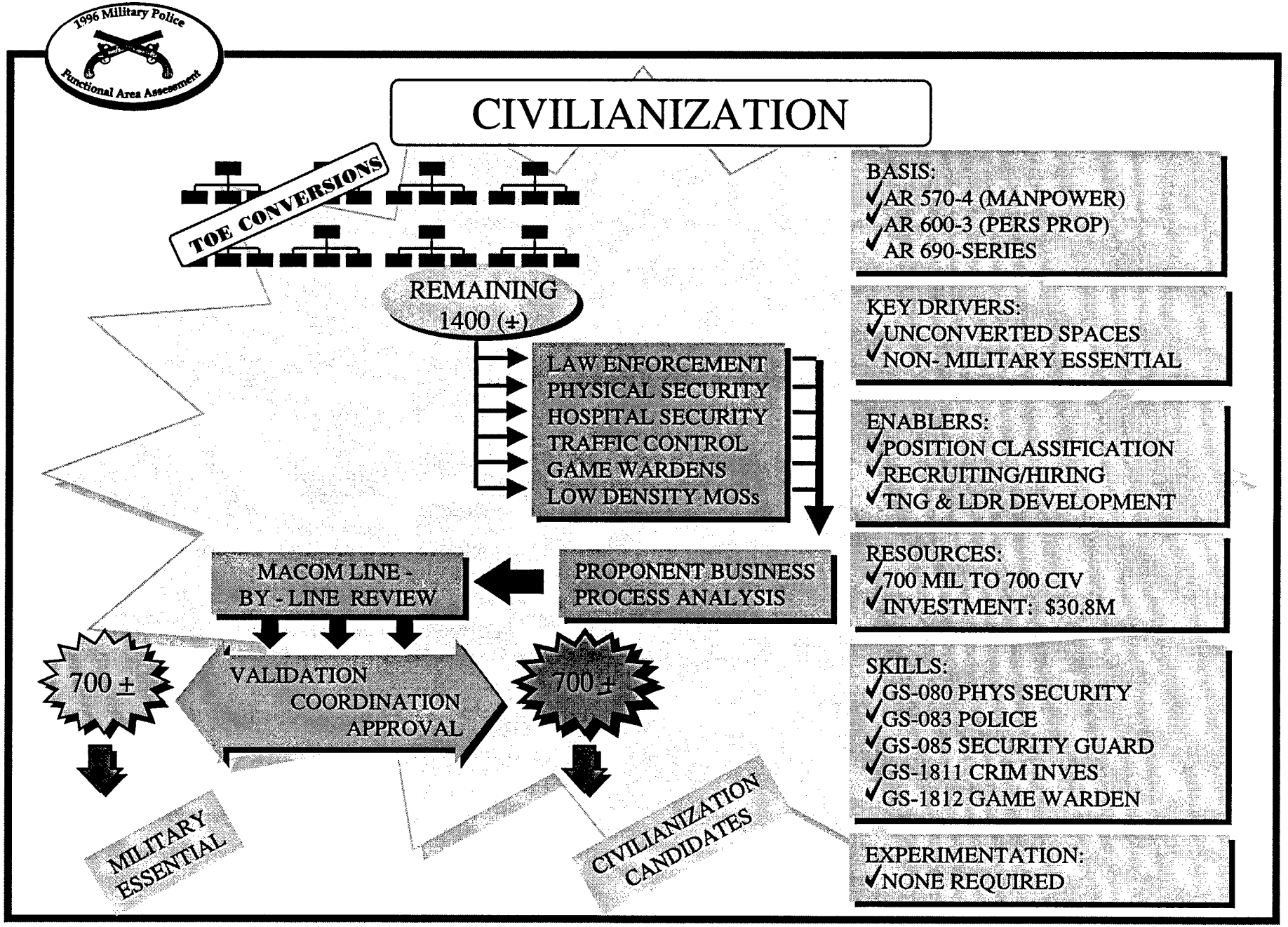
ENABLERS:
- ✓GSU BACKFILL
- ✓TDA AUTHORIZATIONS
- ✓MACOM SUPPORT (TBD)

RESOURCES:
- ✓CONVERSION I - 102
- ✓CONVERSION II - 557
- ✓CONVERSION III - 1215
- ✓NO END-STRENGTH IMPACT

SKILLS:
- ✓NO IMPACT

EXPERIMENTATION:
- ✓NONE REQUIRED

E-DATE: FY97-00
AUTHORIZATIONS: 1874 MIL


1996 Military Police
Functional Area Assessment
CIVILIANIZATION
TOE CONVERSIONS
REMAINING
1400 (±)
LAW ENFORCEMENT
PHYSICAL SECURITY
HOSPITAL SECURITY
TRAFFIC CONTROL
GAME WARDENS
LOW DENSITY MOSs
PROPONENT BUSINESS PROCESS ANALYSIS
MACOM LINE - BY - LINE REVIEW
VALIDATION
COORDINATION
APPROVAL
700 ±
700 ±
MILITARY ESSENTIAL
CIVILIANIZATION CANDIDATES
BASIS:
✓AR 570-4 (MANPOWER)
✓AR 600-3 (PERS PROP)
✓AR 690-SERIES
KEY DRIVERS:
✓UNCONVERTED SPACES
✓NON- MILITARY ESSENTIAL
ENABLERS:
✓POSITION CLASSIFICATION
✓RECRUITING/HIRING
✓TNG & LDR DEVELOPMENT
RESOURCES:
✓700 MIL TO 700 CIV
✓INVESTMENT: $30.8M
SKILLS:
✓GS-080 PHYS SECURITY
✓GS-083 POLICE
✓GS-085 SECURITY GUARD
✓GS-1811 CRIM INVES
✓GS-1812 GAME WARDEN
EXPERIMENTATION:
✓NONE REQUIRED

ALTERNATIVE #3 CONCLUSION

- ✓ THIS DEALER'S CHOICE REPRESENTS A COMBINATION OF THE BEST REENGINEERING OPTIONS AVAILABLE TO THE PROPONENT

- ✓ THAT WITH CONTINUED MACOM AND HQDA SUPPORT - AND TAA SUCCESS - THE MILITARY POLICE CORPS IS PREPARED TO MOVE FORWARD WITH THIS PROGRAM

RECOMMEND APPROVAL

RESULT: ALTERNATIVE METHODS FOR CONUS TDA FUNCTIONS

- VCSA ADVOCATES MORE TDA TO TOE CONVERSION.

- THE MP PROPONENT WAS DIRECTED TO HOLD IN ABEYANCE ANY FURTHER CIVILIANIZATION OF TDA LAW ENFORCEMENT POSITIONS.

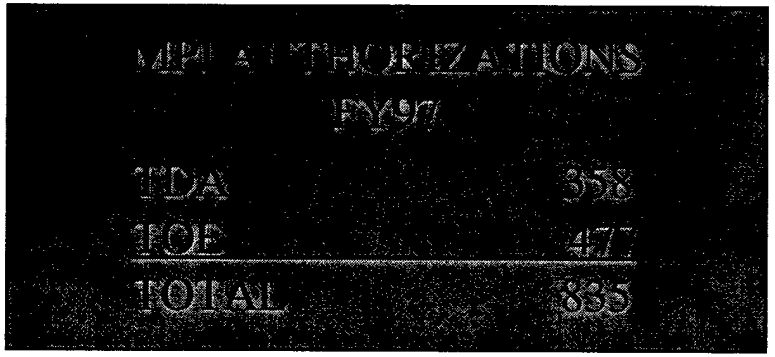
- SPEAKING OF CIVILIANIZATION, THE VCSA INDICATED THAT "WE ARE CERTAINLY NOT AT THE POINT TODAY WHERE WE NEED TO DO THIS. MAYBE WHEN WE GET TO A 400K ARMY."

- ALLOW THE POSITIONS FOR VEHICLE REGISTRATION, AWOL APPREHENSION, CRIME PREVENTION AND GATE GUARDS TO WORK THEMSELVES OUT.

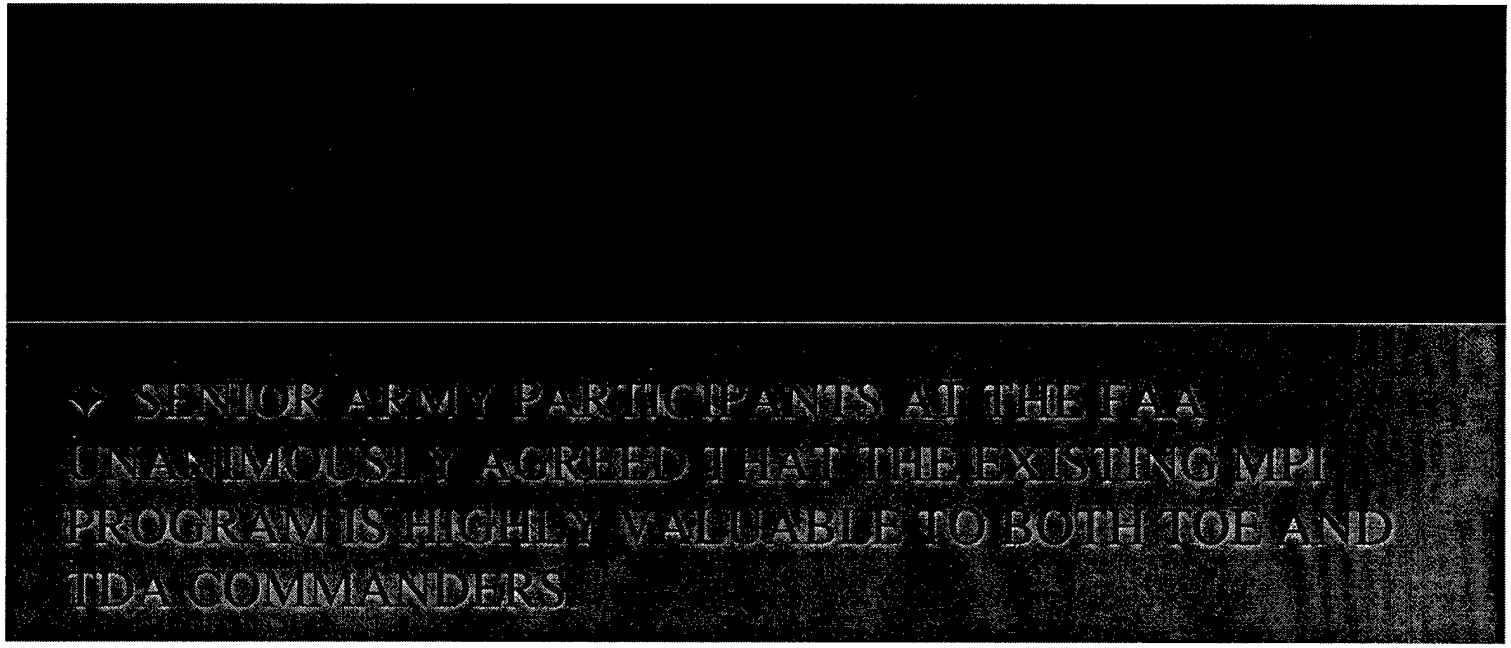
CID ALTERNATIVE #2: REORGANIZATION

[redacted]

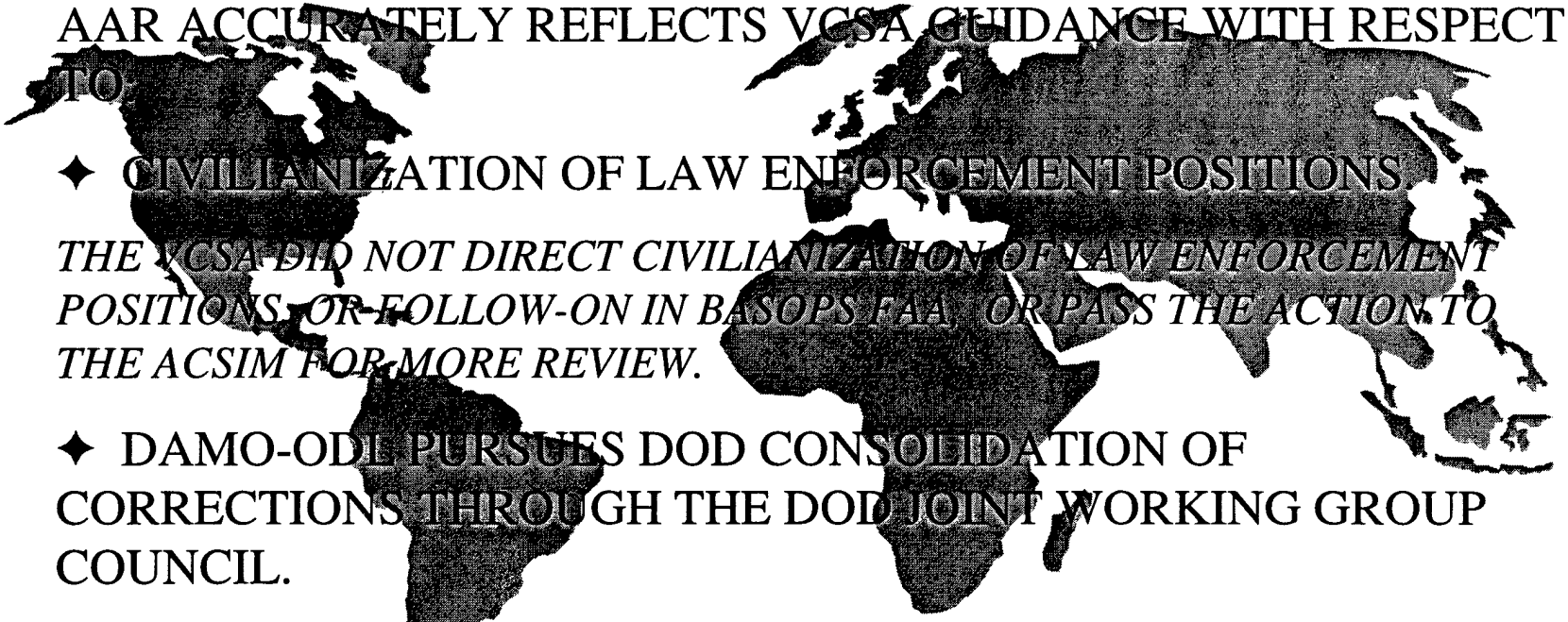
- MPI TO CID
- RE-STRUCTURE USACIDC INVESTIGATIVE MISSION
- LEAVE CID HQ UNCHANGED



RESULT: CONSOLIDATION OF MPI AND CID



FOLLOW-ON ACTIONS



- WORK THROUGH THE MP OI TO ENSURE THAT THE ARSTAF AAR ACCURATELY REFLECTS VCSA GUIDANCE WITH RESPECT TO:

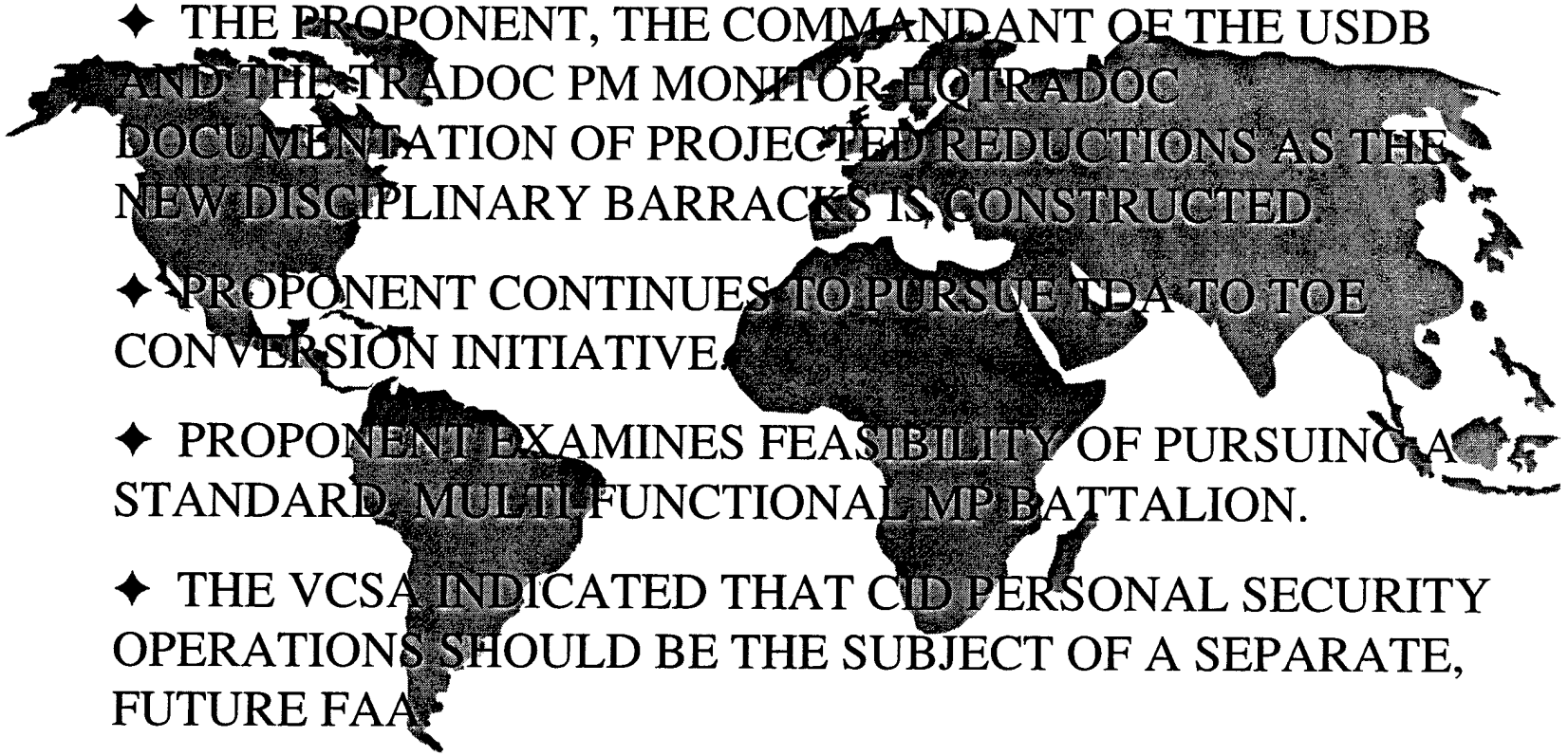
- CIVILIANIZATION OF LAW ENFORCEMENT POSITIONS.

THE VCSA DID NOT DIRECT CIVILIANIZATION OF LAW ENFORCEMENT POSITIONS, OR FOLLOW-ON IN BASOPS FAA, OR PASS THE ACTION TO THE ACSIM FOR MORE REVIEW.

- DAMO-ODL PURSUES DOD CONSOLIDATION OF CORRECTIONS THROUGH THE DOD JOINT WORKING GROUP COUNCIL.

- PROPONENT MONITORS DA AND TRADOC PROGRESS IN INCORPORATING A PRISONER LABOR ORIENTATION INTO THE GARRISON PRE-COMMAND COURSE.

FOLLOW-ON ACTIONS (CONTINUED)



- THE PROPONENT, THE COMMANDANT OF THE USDB AND THE TRADOC PM MONITOR HQTRADOC DOCUMENTATION OF PROJECTED REDUCTIONS AS THE NEW DISCIPLINARY BARRACKS IS CONSTRUCTED.
- PROPONENT CONTINUES TO PURSUE TDA TO TOE CONVERSION INITIATIVE.
- PROPONENT EXAMINES FEASIBILITY OF PURSUING A STANDARD, MULTI-FUNCTIONAL MP BATTALION.
- THE VCSA INDICATED THAT CID PERSONAL SECURITY OPERATIONS SHOULD BE THE SUBJECT OF A SEPARATE, FUTURE FAA.

LESSONS LEARNED

- EARLY AND EFFECTIVE NETWORKING WITH MACOM STAFFS AND ARSTAF IS CRITICAL.
- DAMO-ODL HAS AN ACTIVE ROLE AS SPONSOR FOR THE INSTITUTIONAL FAA.
- THE MP OI (DAMO-FDL) PROVIDES THE ESSENTIAL LINK WITH THE ARSTAF.
- THE MP PERSSO IS A CRITICAL LINK ON ALL MATTERS INVOLVING MANPOWER AND PERSONNEL POLICY ISSUES.



LESSONS LEARNED (CONTINUED)

✦ SCHEDULING AND PRESENTING INDIVIDUAL PREBRIEFS PRECEDING THE COC AND GOSC ARE MANDATORY FOR SUCCESS.

✦ CLOSE AND FREQUENT COORDINATION WITH USACIDC IS VERY IMPORTANT.

✦ CID DEVELOPS AND BRIEFS OWN INSTITUTIONAL FAA.

✦ COMMANDANT PERSONALLY PREBRIEFS ALL GENERAL OFFICERS AND SES EXECUTIVES.

✦ COMMANDANT BRIEFS THE INSTITUTIONAL FAA FOR THE GOSC AND VCSA/ASA(M&RA).



SUMMARY

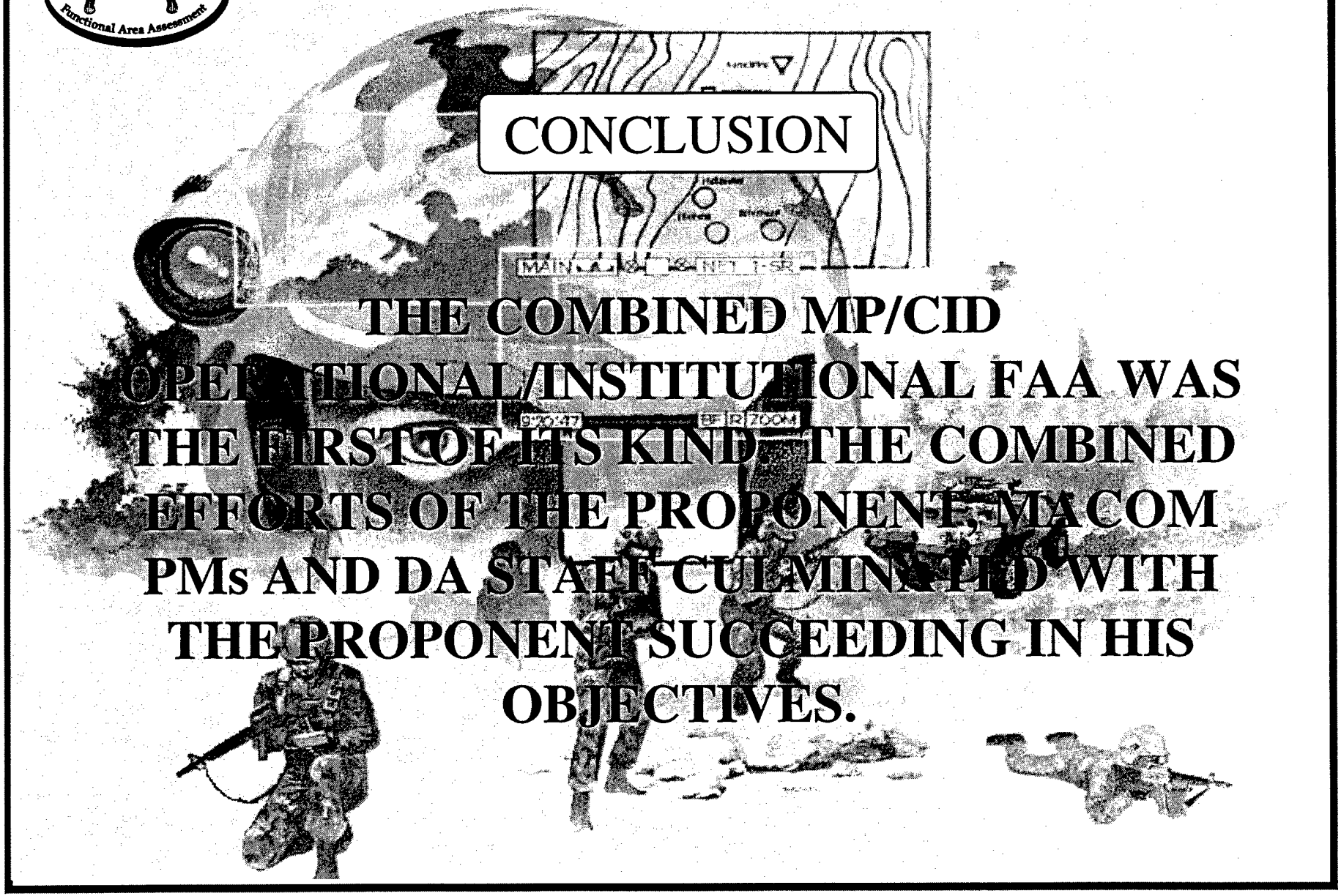
✦ THE RESULTS OF THE FAA WERE FAVORABLE TO THE PROPONENT.

✦ THE FOLLOW-ON ACTIONS ARE FEW & MANAGEABLE AND SHARED BY THE PROPONENT, CID, DAMO-ODL & DAMO-FDL.

✦ ATTENTION TO DETAIL AND COORDINATION PRIOR TO EACH OF THE PRIMARY MILESTONE BRIEFINGS (COC, GOSC, ETC.) PROVED CRITICAL.

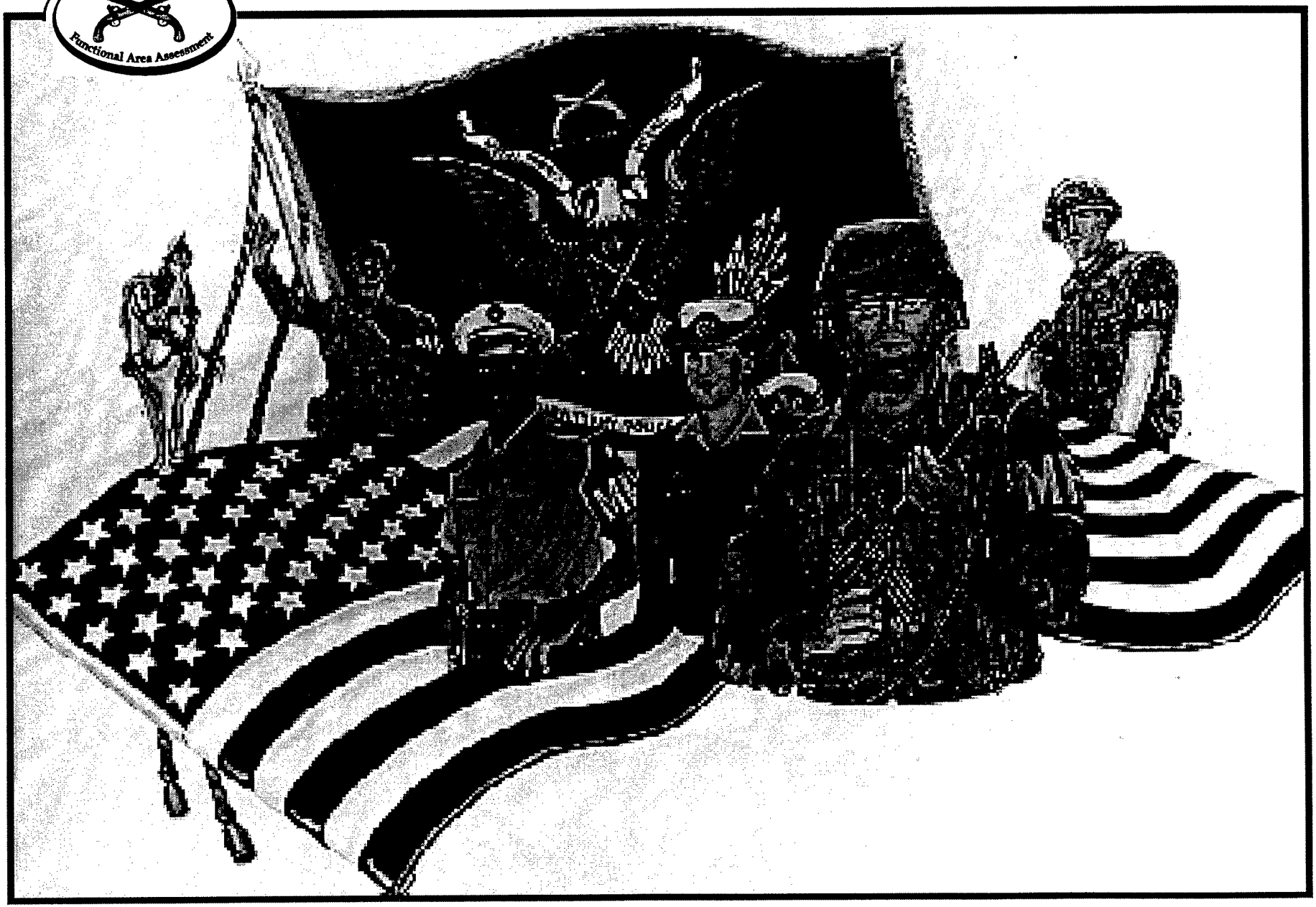
✦ FAA LESSONS LEARNED AND AFTER ACTION REPORTS ARE COMPLETED & DOCUMENTED.

✦ THE TOTAL TEAM EFFORT ACHIEVED AN OVERWHELMING SUCCESS.



CONCLUSION

THE COMBINED MP/CID OPERATIONAL/INSTITUTIONAL FAA WAS THE FIRST OF ITS KIND. THE COMBINED EFFORTS OF THE PROPONENT, MACOM PMs AND DA STAFF CULMINATED WITH THE PROPONENT SUCCEEDING IN HIS OBJECTIVES.


1996 Military Police
Functional Area Assessment

USACIDC INSTITUTIONAL FORCE

CID XXI

21ST CENTURY AND BEYOND

UNITED STATES ARMY CRIMINAL INVESTIGATION COMMAND



INSTITUTIONAL ARMY FUNCTIONAL AREA ASSESSMENT BRIEFING

AGENDA

CID XXI

21ST CENTURY AND BEYOND

★BACKGROUND

PROCESS

ANALYSIS

ALTERNATIVES

SUMMARY

HISTORICAL PERSPECTIVE

CID XXI
21ST CENTURY AND BEYOND

1995
Deputy SecDef approved consolidation of Fraud Mission

1964
HQDA study recommends CID autonomy

1991
Under SecArmy approved continued independence

INDEPENDENT CRIMINAL INVESTIGATIVE SUPPORT TO ARMY COMMANDERS ACROSS THE OPERATIONAL CONTINUUM

1970
CID Agency under PMG

1987
CSA study preserves OCONUS independence

1971
CID as an Independent Army Command

1986
DoD I 5505.3 mandates investigative independence

1986
Defense Auth Act mandates independence

1986
CID conforms to President's Council on Integrity & Efficiency

1980
DoD Task Force lauds CID organization

KEY CONSIDERATIONS

CID XXI
21ST CENTURY AND BEYOND

CID AGENTS
FY 90 = 1211 AUTH
FY 97 = 813 AUTH

CID AGENTS REDUCED 33%

REFOCUS OF CID RESOURCES

NEW MISSIONS
COMPUTER CRIMES
ENVIRONMENTAL CRIMES
WORKMAN'S COMPENSATION FRAUD

INCREASED MISSIONS
PROTECTIVE SERVICES
MULTIPLE DEPLOYMENTS
MAJOR PROCUREMENT FRAUD
LOGSEC

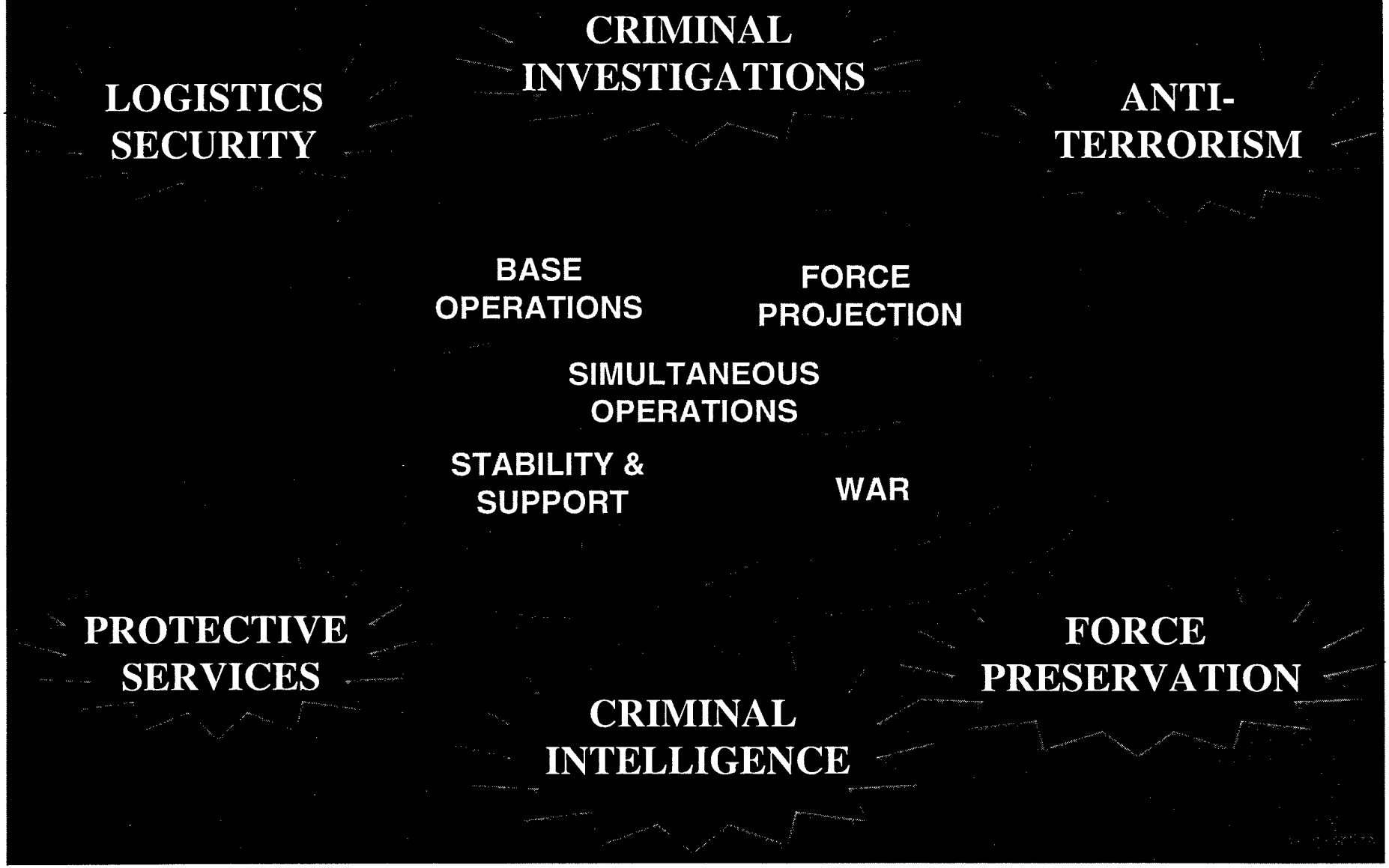
CID LOCATIONS
FY 90 = 132
FY 97 = 106

CID LOCATIONS REDUCED 20%

CID SUPPORT TO MILITARY OPERATIONS

CID XXI

21ST CENTURY AND BEYOND



USACIDC IN PERSPECTIVE

CID XXI

21ST CENTURY AND BEYOND

ARMY VS CID POPULATION
(ACTIVE MIL & CIV)

ACTIVE MIL & CIV

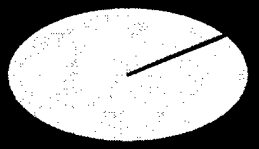


1,551

747,000

■ ARMY
CID

ACTIVE MIL



1,032

495,000

■ ARMY
CID

CID MIL TOE VS TDA
(ACTIVE MIL)

CID MIL TOE VS TDA
(AOE)



40%

60%

■ TOE
TDA

CID MIL TOE VS TDA
(CID XXI)



19%

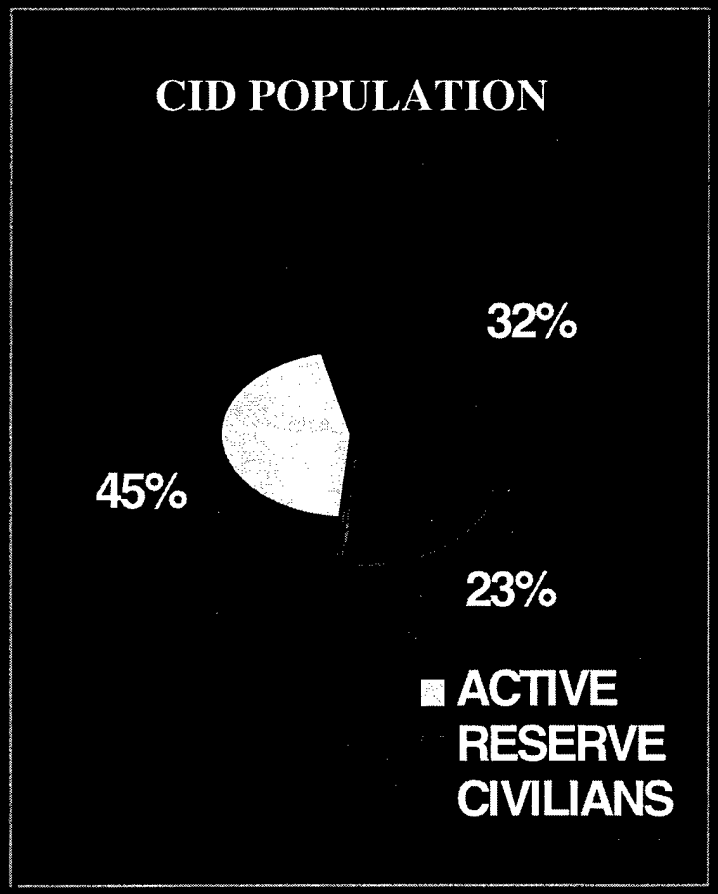
81%

■ TOE
TDA

USACIDC IN PERSPECTIVE

CID XXI

21ST CENTURY AND BEYOND



RESERVES AND CIVILIANS ARE VITAL TO OUR MISSION!

- FULLY ACCREDITED SPECIAL AGENTS
- PERFORMS FULL RANGE OF CRIMINAL INVESTIGATIVE MISSIONS
- SUPPORTS PROTECTIVE SERVICE MISSIONS WORLDWIDE
- CONTINUALLY ASSISTS AC INVESTIGATIVE FORCE
- HI-TECH SUPPORT

Reserve Agents:

- Expended 216 Mandays this FY for points only
- Activated for CONOPS
- Support current investigations during AT

AGENDA

CID XXI

21ST CENTURY AND BEYOND

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SUMMARY

USACIDC XXI VISION

CID XXI

21ST CENTURY AND BEYOND

AN
INDEPENDENT ARMY COMMAND,
SUPPORTING THE ARMY IN ANY
ENVIRONMENT WITH A HIGHLY SKILLED,
TRAINED AND READY FORCE, THAT WILL
CONTINUE TO DETER, DETECT AND SOLVE
CRIME INTO THE 21ST CENTURY AND
BEYOND.

CID CORE COMPETENCY

CID XXI

21ST CENTURY AND BEYOND

Provide timely and thorough independent criminal investigative support to the Army.

CORE CAPABILITIES AND PROCESSES

CID XXI

21ST CENTURY AND BEYOND

- **CORE CAPABILITIES**
  - Deter, Detect and Investigate Serious Felony Crimes
  - Integrity of Investigative Product
  - Rapid and Accurate Response to Army Commanders
  - Safeguard Army Resources
- **CORE PROCESSES**
  - Conduct Criminal Investigations
  - Process Criminal Intelligence
  - Perform Logistics Security
  - Conduct Protective Services
  - Conduct Force Preservation Operations
  - Operate the Army Crime Laboratory
  - Conduct Army Criminal Polygraph Operations
  - Manage the Army Crime Records Center
  - Manage Crime Deterrence Programs
  - Support Anti-terrorism Operations

METHODOLOGY

CID XXI
21ST CENTURY AND BEYOND

- ✓ Identify Core Competencies
  - Describe core capabilities and processes
- ✓ Business Process Analysis
  - Analyze processes in terms of competencies and capabilities
  - Review external studies (1992-1996) AAA, MARC, USAFISA & RUFF Commission
- ✓ Focus on Three Courses of Action and Institutional Army Issues

USACIDC FAA ASSESSMENT

CID XXI

21ST CENTURY AND BEYOND

Approach

- *Review re-engineering accomplishments*
- *Establish a baseline*
- *Input from commanders, staff principals and subject matter experts*

Re-engineering Assessment

- *Investigative independence is of paramount importance*
- *CID has continually re-engineered and downsized*
- *TDA & TOE fully integrated to support commanders in all environments*

Bottom Line - Up Front

- *Essential investigative operations are independent of changing environment & technology*
- *No redundancy*
- *Limited manpower efficiencies gained through technology*
- *Operational headquarters*

AGENDA

CID XXI

21ST CENTURY AND BEYOND

BACKGROUND

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★ ANALYSIS

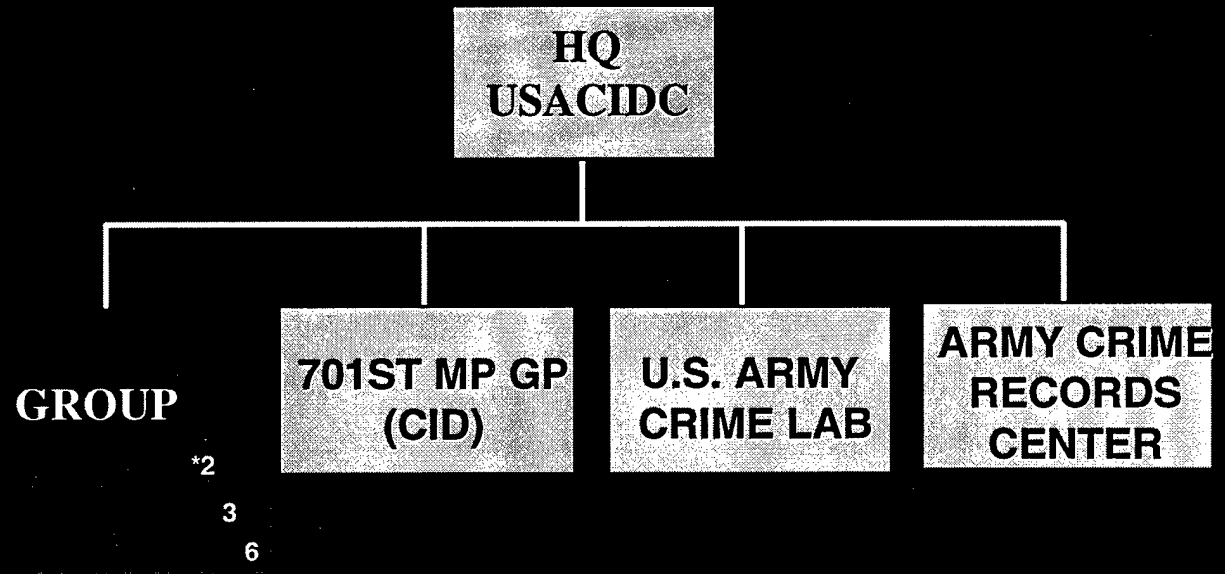
ALTERNATIVES

SUMMARY

USACIDC ORGANIZATION

CID XXI

21ST CENTURY AND BEYOND



* Proposed

HEADQUARTERS USACIDC

CID XXI

21ST CENTURY AND BEYOND

MISSION

SUPPORT THE DEPARTMENT OF THE ARMY, OTHER MACOMS AND CID INVESTIGATIVE FIELD ELEMENTS

- OPERATIONAL SUPPORT TO ALL CID FIELD ELEMENTS
  - Current Operations
  - Criminal Intelligence
  - Manpower and Plans
  - Reserve Affairs
  - Policy
  - Military and Civilian Personnel
  - IG
  - PAO
  - SJA
  - Information Management
  - Logistics
  - Internal Review

HQ AUTHORIZATIONS

Military: 53 Civilians: 61

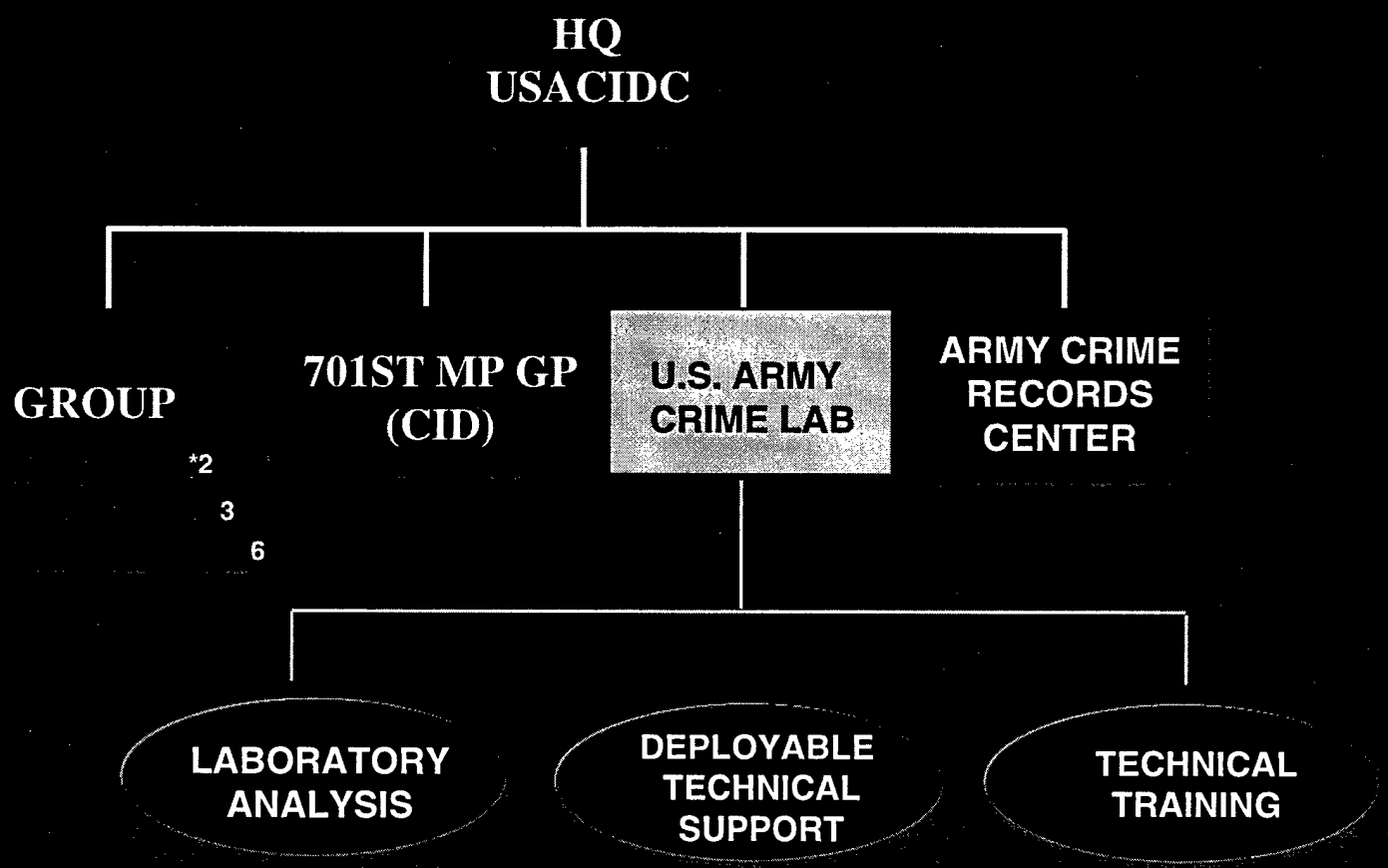
FUNCTIONAL ANALYSIS

- ✓ CONDUCTED IN-DEPTH ANALYSIS OF EACH STAFF FUNCTION GUIDED BY THE 1995 USAFISA FINDINGS
- ✓ RESULTS:
  - STAFF FUNCTIONS DIRECTLY SUPPORT INVESTIGATIONS
  - NO REDUNDANCIES - EACH FUNCTION IS ONE DEEP
  - REMOVING FUNCTION IMPACTS FIELD AND DA SUPPORT
  - ARBITRARY 'SALAMI SLICING' DRIVES ELIMINATION OF FUNCTIONS
    - 6 CIVILIAN POSITIONS CUT IN FY 96 (HQ)
    - TOTAL OBLIGATION AUTHORITY (TOA) ISSUE IMPACTS ABILITY TO FILL UNENCUMBERED CIVILIAN POSITIONS
- ✓ DECISION - NO FUNCTIONS TO TRANSFER OR DIVEST

USACIDC ORGANIZATION

CID XXI

21ST CENTURY AND BEYOND



* Proposed

ARMY CRIME LABORATORY

CID XXI

21ST CENTURY AND BEYOND

MISSION

TO PROVIDE WORLDWIDE FORENSIC LABORATORY SERVICES TO CID ELEMENTS AND OTHER DOD AND FEDERAL AGENCIES

- EFFICIENT MIX OF ACTIVE DUTY, RESERVE AND CIVILIAN EXAMINERS
  - MORE FLEXIBLE AND RESPONSIVE
  - FEWER LEGAL CHALLENGES TO EVIDENCE OR LAB RESULTS
  - TIGHTER CHAIN OF CUSTODY OF EVIDENCE
  - QUICK CRIME SCENE RESPONSE ANYWHERE IN THE WORLD
  - BEST BANG FOR OUR BUCK
  - OUTSOURCES UNUSUAL REQUIREMENTS

LAB AUTHORIZATIONS

Military: 14 Civilians: 75

USACIL FUNCTIONAL ANALYSIS

CID XXI

21ST CENTURY AND BEYOND

NEITHER OUTSOURCING NOR CIVILIANIZATION OF THE ARMY CRIME LABORATORY IS IN THE BEST INTEREST OF THE ARMY

- ✓ CONTINUOUS RE-ENGINEERING OF LAB FUNCTION
- ✓ 1992-1996: CLOSED 2 OCONUS LABS
  - ELIMINATED 31 POSITIONS
- ✓ USACIL NOW 85% CIVILIAN
- ✓ 1995 USAFISA STUDY

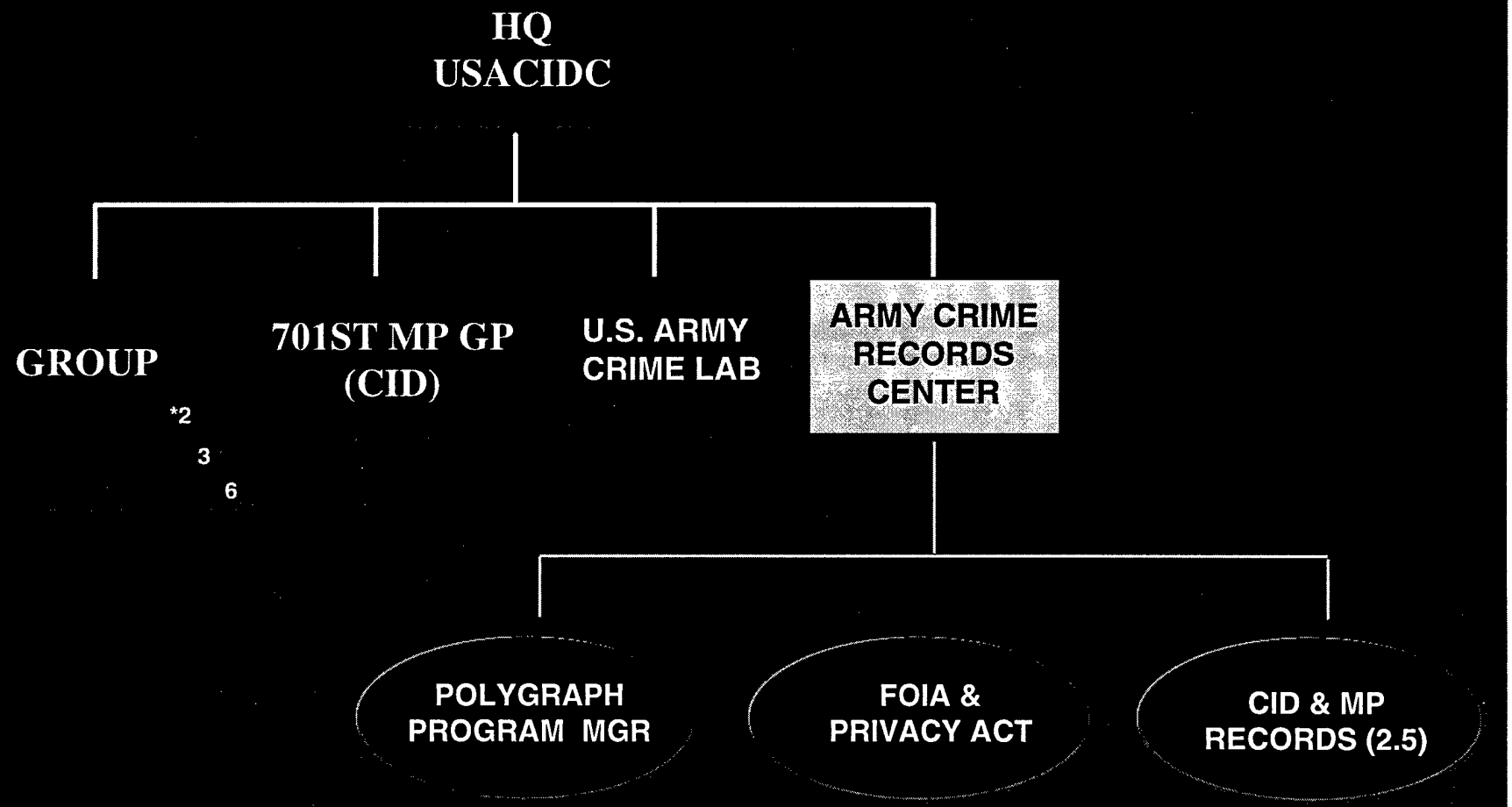
✓ DECISION - USACIL REMAINS INTACT

OUTSOURCING STUDIES
1981 1991
1996

USACIDC ORGANIZATION

CID XXI

21ST CENTURY AND BEYOND



* Proposed

ARMY CRIME RECORDS CENTER

CID XXI

21ST CENTURY AND BEYOND

MISSIONS

MANAGE ARMY CRIME RECORDS AND CRIMINAL INTELLIGENCE DATABASE

- INTERACTIVE CRIME RECORDS AND CRIMINAL INTELLIGENCE DATABASE
- 24 HOUR A DAY OPERATIONS - WORLDWIDE ACCESSIBILITY
- CRIMINAL INTELLIGENCE FUNCTIONS FOR U.S. AND ALLIED LAW ENFORCEMENT AGENCIES
- ARMY'S FREEDOM OF INFORMATION ACT AND PRIVACY ACT PROGRAMS FOR CRIMINAL INVESTIGATION RECORDS
- ARMY'S CRIMINAL POLYGRAPH PROGRAM
- RECORDS SCREENING PROCESS

CRC AUTHORIZATIONS

Military: 2 Civilians: 49

ARMY CRIME RECORDS CENTER FUNCTIONAL ANALYSIS

CID XXI

21ST CENTURY AND BEYOND

OUTSOURCING THE ARMY CRIME RECORDS CENTER IS NOT IN THE BEST INTEREST OF THE ARMY

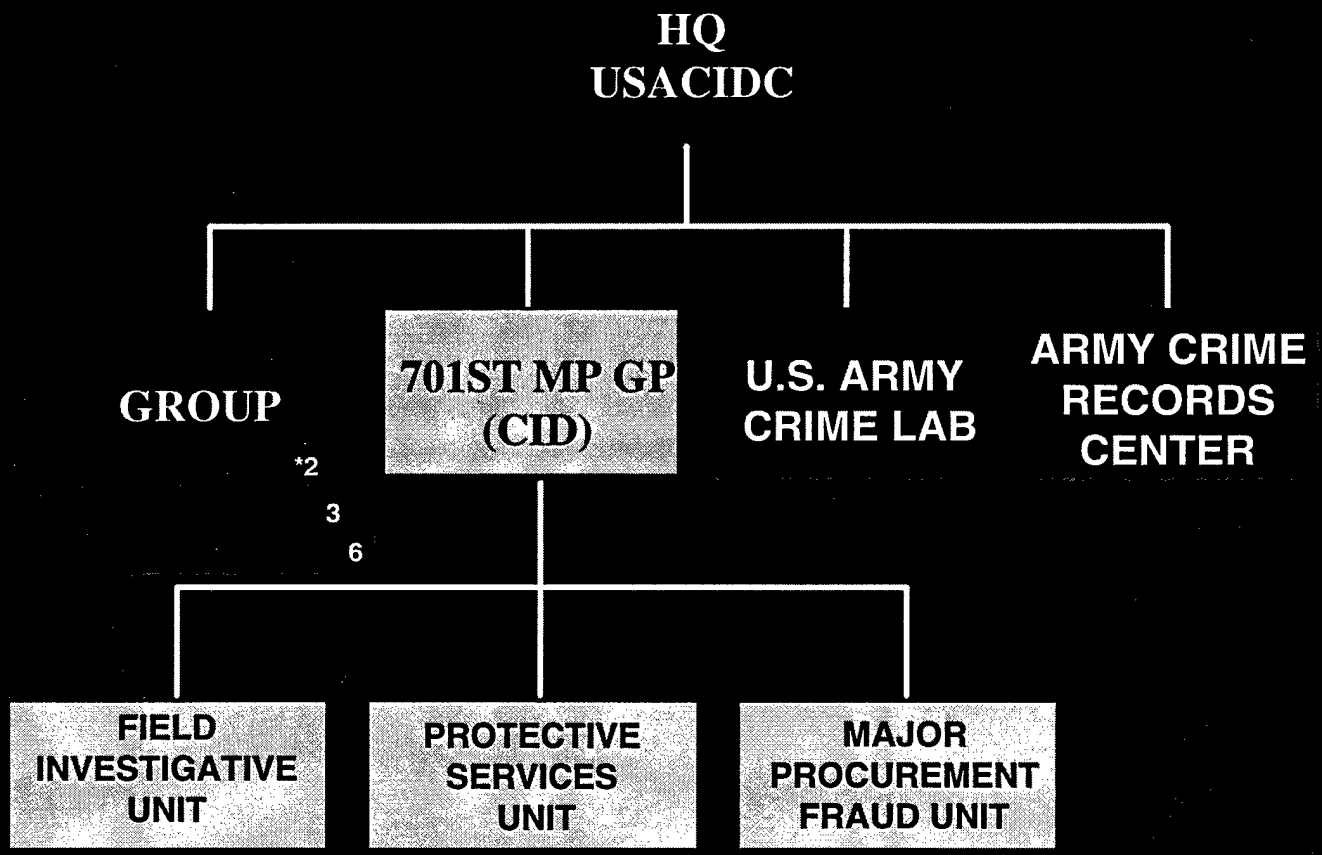
- ✓ CONSTANTLY RE-ENGINEERED FOR OPTIMAL EFFICIENCY
- ✓ CONSOLIDATION WITH OTHER RECORDS CENTERS NOT VIABLE / NO COST SAVINGS
- ✓ OUTSOURCING INCREASES SECURITY RISK
- ✓ NO FEDERAL LAW ENFORCEMENT AGENCY OUTSOURCES CRIMINAL RECORDS

- ✓ DECISION - USACRC REMAINS INTACT

701st MP GROUP (CID)

CID XXI

21ST CENTURY AND BEYOND



* Proposed

FIELD INVESTIGATIVE UNIT

CID XXI

21ST CENTURY AND BEYOND

MISSION

CONDUCT SENSITIVE AND CLASSIFIED INVESTIGATIONS

- CREATED IN 1984 AS A TASK FORCE AS DIRECTED BY CSA
- UNIQUE AND ESSENTIAL CAPABILITY

FIU AUTHORIZATIONS

Military: 10 Civilians: 4

FIU FUNCTIONAL ANALYSIS

CID XXI

21ST CENTURY AND BEYOND

NEITHER OUTSOURCING NOR CIVILIANIZATION OF THE FIU IS IN THE BEST INTEREST OF THE ARMY

- ✓ TITLE 10 FUNCTION
- ✓ ESSENTIAL FOR THE ARMY
- ✓ OPERATIONAL FLEXIBILITY
- ✓ CIVILIANS TOO RIGID

- ✓ DECISION - FIU REMAINS INTACT

PROTECTIVE SERVICES UNIT

CID XXI

21ST CENTURY AND BEYOND

MISSION

PROTECTIVE SERVICE OPERATIONS

SECDEF

DEP SECDEF

CJCS

OTHER DIGNITARIES AS DIRECTED

VICE CJCS

SEC ARMY

CS ARMY

ACTIVE COMPONENT TDY MANDAYS

5,343

PSU AUTHORIZATIONS

Military: 35 Civilians: 1

RESERVE COMPONENT TDY MANDAYS

251

PSU FUNCTIONAL ANALYSIS

CID XXI

21ST CENTURY AND BEYOND

NEITHER OUTSOURCING NOR CIVILIANIZATION OF PSU IS IN THE BEST INTEREST OF THE ARMY

- ✓ ACTIVE DUTY AND RESERVE COMPONENT INVESTIGATORS
- ✓ OUTSOURCING IS NOT A VIABLE OPTION
- ✓ CIVILIANS TOO RIGID
- ✓ ATTEMPTING TO OBTAIN 18 SPACES FROM OTHER SERVICES

- ✓ DECISION - PSU REMAINS INTACT

MAJOR PROCUREMENT FRAUD UNIT

CID XXI

21ST CENTURY AND BEYOND

MISSION

INVESTIGATE MAJOR FRAUD ARMY-WIDE

- PRESERVES SCARCE RESOURCES
- SAFETY
- PROTECTS THE DELIVERY OF ARMY GOODS & SERVICES
- VERY COST EFFECTIVE
  - RETURNS RESOURCES TO THE ARMY AND THE GOVERNMENT

MPFU AUTHORIZATIONS

Military: 0 **Civilians: 106**

PROCUREMENT FRAUD RECOVERIES

CID XXI

21ST CENTURY AND BEYOND

SINCE 1989

$1.187 BILLION

LAST 12 MONTHS

ARMY - $25 MILLION

TREASURY - $190.1 MILLION

USACIDC TOTAL FY95 BUDGET: $39 MILLION

AGENDA

CID XXI

21ST CENTURY AND BEYOND

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★ ALTERNATIVES

SUMMARY

ALTERNATIVE # 1
SIGNIFICANTLY SMALLER

CID XXI

21ST CENTURY AND BEYOND

RELINQUISH THE MAJOR PROCUREMENT FRAUD MISSION

- The Department of Defense Inspector General Assumes the Army Major Procurement Fraud Investigative Function

Returned
$1.187 Billion
to the DoD
since 1989

SAFETY

COST IMPACT
106 Civilian positions
$8.2 Million

Returned
$25 Million
to the Army
since May 1995

ALTERNATIVE # 1
SIGNIFICANTLY SMALLER

CID XXI
21ST CENTURY AND BEYOND

ADVANTAGES

☑ Results in a 15% reduction in the CID XXI TDA

NOTE:

- The 1995 DoD Advisory Board recommended consolidation of all DoD Major Procurement Fraud
- No Army savings - budget & spaces transferred to the DoDIG

DISADVANTAGES

☑ Eliminates the SECARMY & CSA ability to investigate Major Procurement Fraud
☑ Counters DEPSECDEF position on MPFU
☑ Counters Army position on support to the procurement fraud mission
☑ Revisits issue of Army commitment to fight procurement fraud
☑ Breaks Force XXI Principle
- MPFU mission is a substantial component of LOGSEC
- Eliminates the Army's ability to investigate fraud in all environments

☑ Removes safety concerns as basis for corporate investigations

ALTERNATIVE # 2
REORGANIZATION

CID XXI

21ST CENTURY AND BEYOND

ASSUME ALL ARMY CRIMINAL INVESTIGATIVE AUTHORIZATIONS AND POLICY FUNCTIONS

- MPI to CID
- Re-structure USACIDC investigative mission

MPI AUTH FY 97	
TDA	358
TOE	477
TOTAL	835

ALTERNATIVE # 2
REORGANIZATION

CID XXI

21ST CENTURY AND BEYOND

ADVANTAGES

- ☑ Establishes one investigative standard
- ☑ Centralizes the span of control
- ☑ Consolidates Title 10 Investigative Functions

DISADVANTAGES

- ☑ Supported commanders lose flexibility in use of criminal investigative assets
- ☑ Eliminates tiered response capability
- ☑ Dilutes focus of CID

ALTERNATIVE # 3
DEALER'S CHOICE

CID XXI

21ST CENTURY AND BEYOND

ORGANIZE FOR EXCELLENCE

- HQ staff functions directly support CID worldwide operations
- Complete conversion to CID XXI force
- Analysis did not identify redundant functions

  - ✓ RESERVE AFFAIRS OFFICE
  - ✓ PUBLIC AFFAIRS OFFICE
  - ✓ STAFF JUDGE ADVOCATE
  - ✓ INSPECTOR GENERAL
  - ✓ STAFF ENGINEER

ALTERNATIVE # 3
DEALER'S CHOICE

CID XXI

21ST CENTURY AND BEYOND

ADVANTAGES

- ☑ Reiterates Army commitment to independent and objective criminal investigations
- ☑ More responsive, tailorable support to operations in all environments
- ☑ Ensures continued success of CID support to Army operations
- ☑ Minimizes Army restructuring impact on an already austere organization
- ☑ Maintains headquarters staff critical to the continuation of CID operations worldwide
- ☑ Preserves Army pre-eminence in military criminal investigations

DISADVANTAGES

- ☑ No savings

FUTURE RE-ENGINEERING

CID XXI

21ST CENTURY AND BEYOND

ADDITIONAL SPACES FOR MPFU

- DEPSECDEF DIRECTED IMPROVEMENT OF PROGRAM
- 48 INVESTIGATORS
- 8 SUPPORT PERSONNEL
- COST $8.7M

NEW LABORATORY

- TECHNOLOGY LAG
- ACCREDITATION
- NEW LAB COST $17M

UPGRADE AUTOMATION

- ACIRS
- DOD REQUIREMENT
- ELECTRONIC IMAGING

AGENDA

CID XXI

21ST CENTURY AND BEYOND

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★ SUMMARY

SUMMARY

CID XXI

21ST CENTURY AND BEYOND

- ✓ (1) DIVEST MPFU - ARMY LOSES!
- ✓ (2) ASSUME MPI - COMMANDERS LOSE!
- ☞ (3) CID XXI - ALL WIN !

USACIDC INSTITUTIONAL FORCE

CID XXI

21ST CENTURY AND BEYOND

UNITED STATES ARMY CRIMINAL INVESTIGATION COMMAND

CONCLUSION

REDESIGN OF THE INSTITUTIONAL ARMY

Information Briefing

for

Vice Chief of Staff

F O R C E XXI

Security, Law Enforcement, Criminal Investigation FAA

14 August 1996



Purpose

This is an Information Briefing to set the stage for the Security/Law Enforcement/ Criminal Investigation FAA to be presented by the Commandant, Military Police School, and the Commander, U.S. Army Criminal Investigation Command, 19 August 1996.

The FAA combines an assessment of the Military Police Corps' capability to support the Force XXI Commander (Operational FAA) with MP and USACIDC reengineering to enhance the Institutional Army's ability to perform Service Title 10 functions (Security/Law Enforcement/Criminal Investigation FAA).

Agenda

- Background–organizations, issues, costs
- Corrections
- Provost Marshal General
- BASOPS FAA
- USACIDC Headquarters staffing
- Recommendations

Background

Organization, Issues, Costs

DA PAM 100-XX Concepts for Criminal Investigation and Law Enforcement

- **Criminal Investigation**: requires absolute objectivity and integrity both in the manner in which it is accomplished, and in the institutional oversight it receives. There is no apparent justification, however, for a separate command…conceptually, as a FOA of HQDA, the investigatory mission and oversight would remain the same.
- **Law Enforcement**: conceptually, the continued use of military police in law enforcement and in performing the installation security role should be discontinued…installation security should be deferred to contract guards and security services….

Security/Law Enforcement/Criminal Investigation Umbrella Issues

Issue	Status
1. Consolidation of law enforcement and criminal investigation	CID FAA
2. Divestiture of long-term corrections	MP FAA
3. A GO at HQDA for law enforcement policy	MP FAA
4. CONUS installation police support	combined in MP FAA
5. Physical security as a MP function	combined in MP FAA
6. CONUS installation MP Traffic functions	combined in MP FAA
7. Federal, state, local police organization information exchange	CID FAA
8. CIDC special relationship	not directly addressed

Security/Law Enforcement/Criminal Investigation

Other FAA Issues

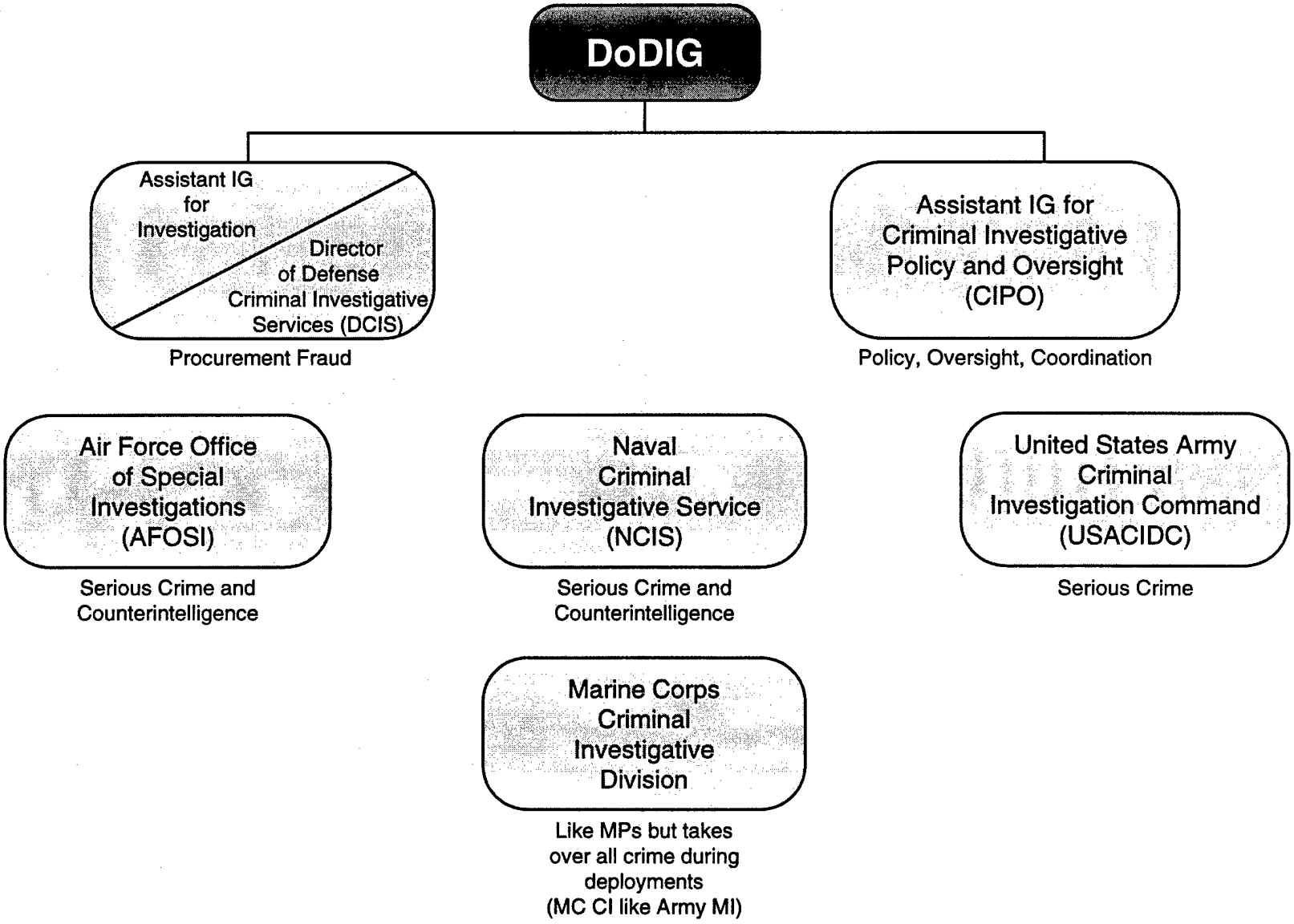
Issue	Savings
1. MP School Eclectic Approach–Dealer's Choice – eliminates remaining vehicle registration, AWOL apprehension, crime prevention, gate guard positions (FY98) – reorganizes USDB (FY00) – converts TDA to TOE (FY97-00) (1874 authorizations) – civilianizes law enforcement, physical security, hospital security, traffic management, game warden positions (FY01) 700 positions.	16 mil/43 civ 330 mil/34 civ

Umbrella Team–concur with TDA to TOE conversions but equip bill could be large; defer remaining issues. ACSIM tasked to develop BASOPS service standards, priorities and policies–a first step before additional changes. USDB should be studies for potential outsourcing.

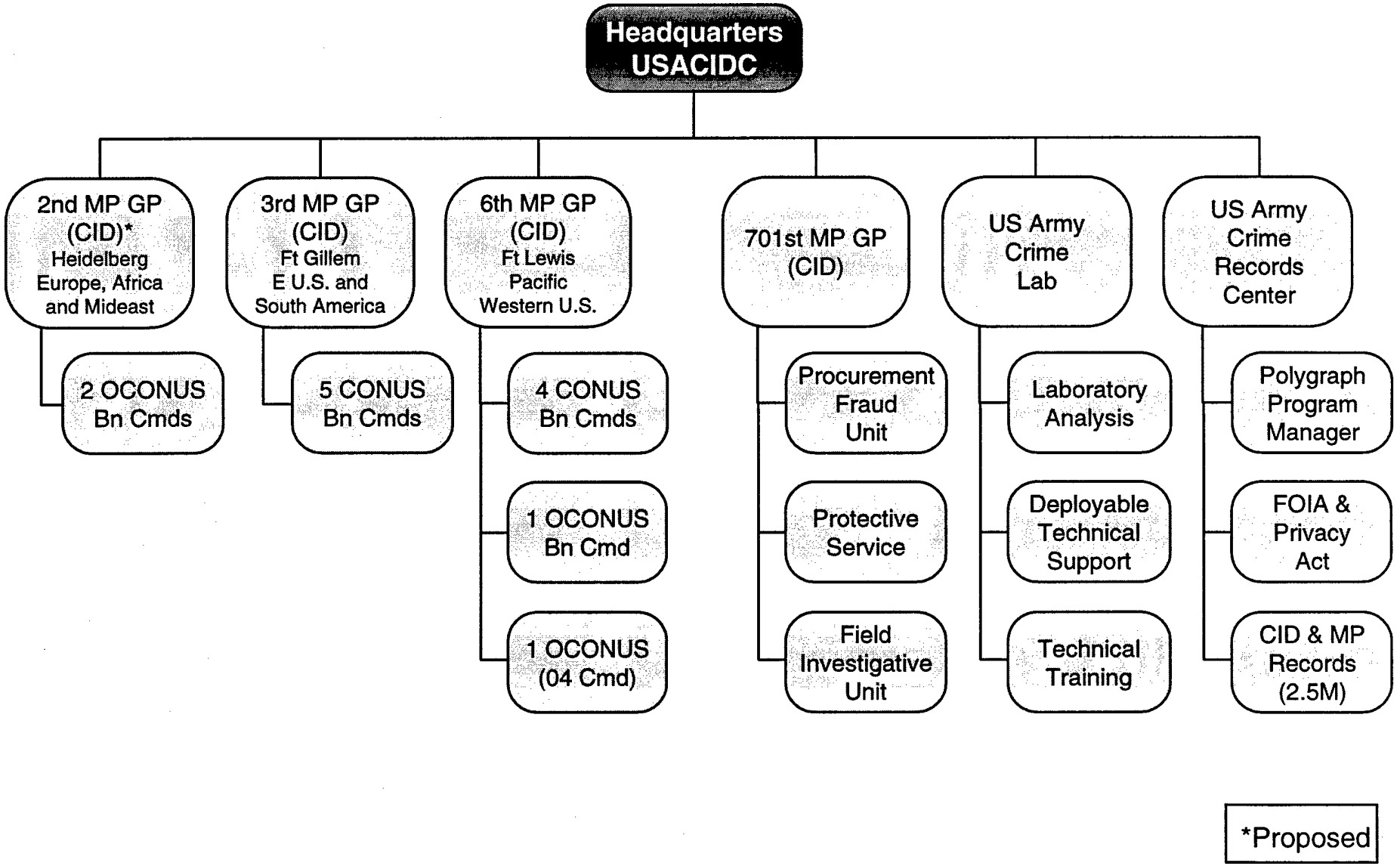
2. CID option–consider divesting procurement fraud mission to DCIS (a recommendation of the '94 OSD study on investigative capability) –transfer 106 civilian positions–USA CIDC recommendation is to retain.

Umbrella Team–concur; Army leadership would be unable to set investigation priorities especially for those small cases with high Army impact as safety or systems readiness.

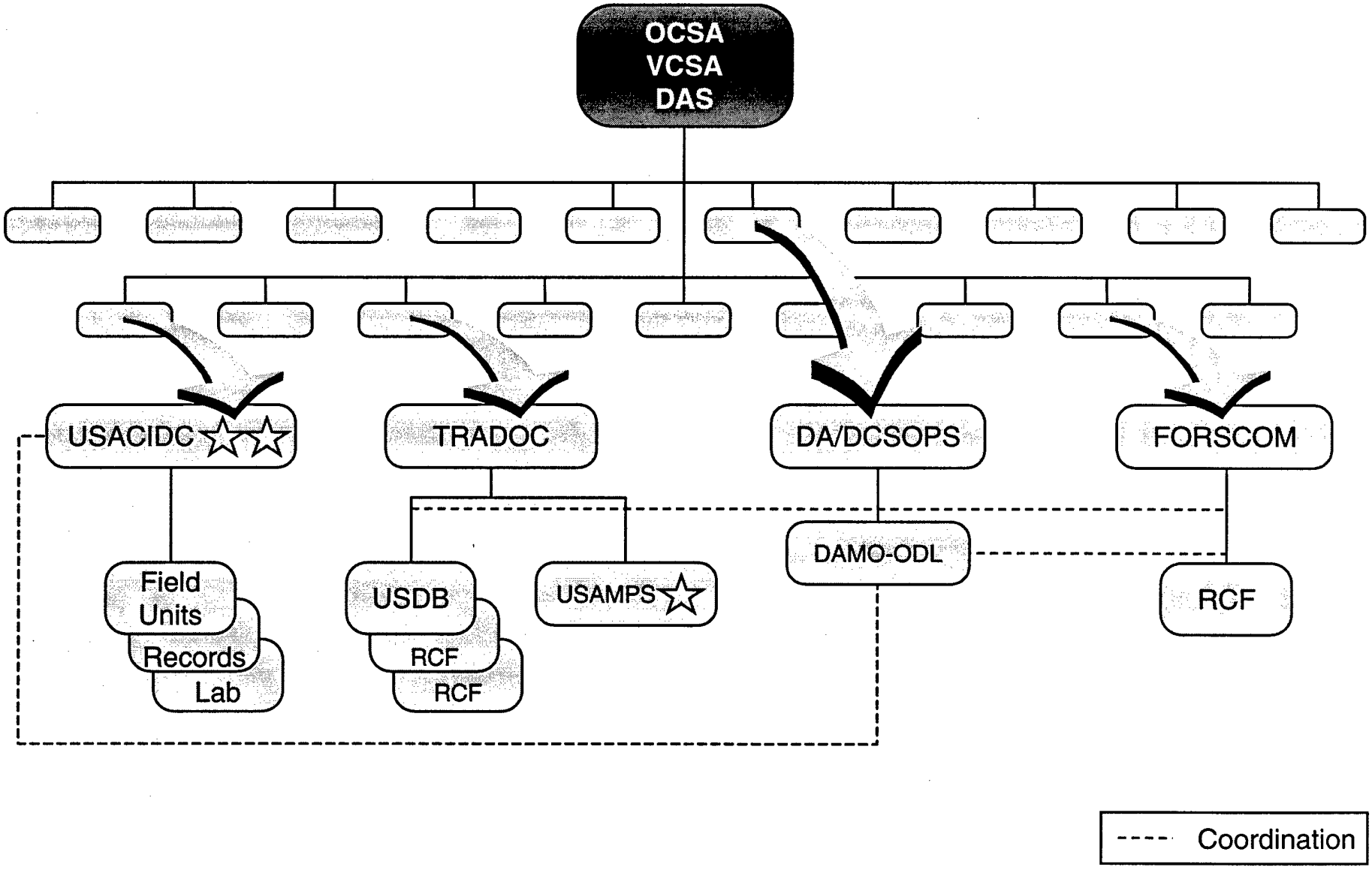
Defense Criminal Investigative Organizations



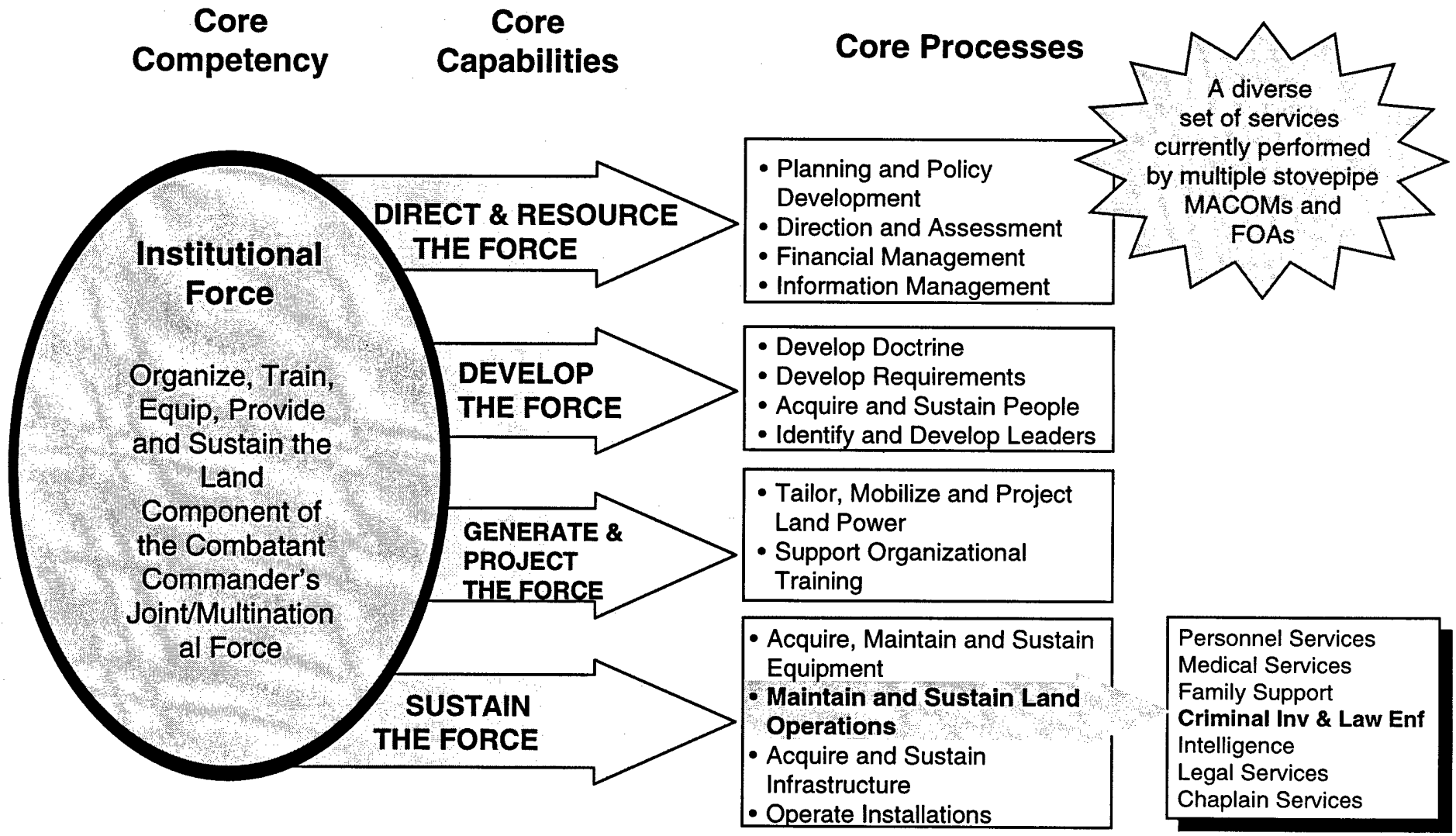
CID Organization



The "AS IS" Military Police Organization



DA PAM 100-XX Competency Trace



Core Competency

Sustaining the Force by providing military police force protection, populace/movement control and criminal investigative support to Army commanders across all states of the strategic environment.

Core Capabilities

Operational	Institutional
1. Maneuver and mobility support operations	1. Traffic management operations
2. Area security	2. Physical security
3. Internment/resettlement operations	3. Corrections
4. Law and order operations	4. Law enforcement
5. Independent criminal investigations	5. Independent criminal investigations

The Military Police Structure

Operational Force FY96

	OFF	WO	EN	Total
COMPO 1	581	236	10146	10963
COMPO 2	722	40	12934	13696
COMPO 3	743	157	6445	7345
				32004

Institutional Force FY96

All TDA (military)	6312
Total Military	38316
TDA % Total Force	16%
TDA % Active	37%

Law Enforcement Costs - FY96

Category	Personnel (mil/civ/total)	$ (millions)[A] (personnel, tng, BASOPS, other)
TDA Law Enforcement (CONUS)	3091/1027/4118	233
TDA Law Enforcement (OCONUS)[B]	1751/1351/3102	112
TDA Law Enforcement (NG and RC)	0/106/106	35
Confinement (CONUS & OCONUS)	1363/133/1469	70[C]
CID[D] (TDA and TOE)	1032/519/1551	91
Totals	7237/3136/10373	$541

A Excludes MDEP XMGH staffing at DA, MACOM, etc. Source: ODL

B OCONUS includes USAREUR, USARSO, EUSA, USARPAC, EUCOM.

C Total confinement costs of $78 million offset by $8 million assuming prisoner generated welfare funds offset need for appropriated funds and locally used prisoner labor offsets BASOPS–per USAA August 1993 audit. Source: ODL

D CID portions of FY96 MDEPs FPDQ, PAMP, PAOT, QBOS, VTER, VXOI, WIAC, XCID

Relationship to Other FAAs

Installation Management (BASOPS) FAA Service Delivery Method Recommendations	Umbrella Team Assessment
Law Enforcement Services: contract out	defer
Security Program Support: government in nature	defer
Criminal Law Service: government in nature	agree
Correctional Custody Service: no change	disagree

Law Enforcement service involve police powers–an Army leadership and control issue; just like in the Pentagon, security guards can be contracted out; correctional custody services require major relook. ACSIM should develop policy, standards, priorities for BASOPS functions before additional changes are made.

Intelligence/Law Enforcement Relations

TRADOC PAM 525-5:
These movements (nationalist movements based on religious, tribal, ethnic, historical, or territorial identity) can erode the power and legitimacy of states; in some cases, these movements are closely linked to criminal organizations.

The nonstate warrior poses a problem because he does not fight by the rules of conventional warfare: his targets are not force-oriented but are the political will of his opponents; his tactics include terrorism, ambushes, kidnapping, and criminal actions.

Relative to recent history, warfare is becoming less civilized...actions once regarded as criminal are accepted if performed by a state or an organized nonnation force.

Considerable, intersection exists between law enforcement and counterintelligence in the areas of espionage, terrorism, and low intensity conflict–especially in situations involving civil and political disturbances, peacekeeping and nation building.

Fusion of Police/Criminal Intelligence

TRADOC PAM 525-5 "A major challenge to intelligence analysis will lie in developing reliable, verifiable methodology for measuring nonnation forces' military capabilities. This is compounded by the profusion and mingling of criminal, as well as ethnic or subnationalist and supernationalist elements, within almost every nonnation force."

Force XXI Operations highlight the need for criminal intelligence operations–

- yet criminal intelligence and law and order stovepiped.
- no HQDA coordination point.
- USACIDC natural (and current) link to Federal, state, and local police organizations, as well as international bodies.

Establish Provost Marshal General as HQDA staff office focal point for criminal intelligence as well as law and order policy.

Corrections

Corrections

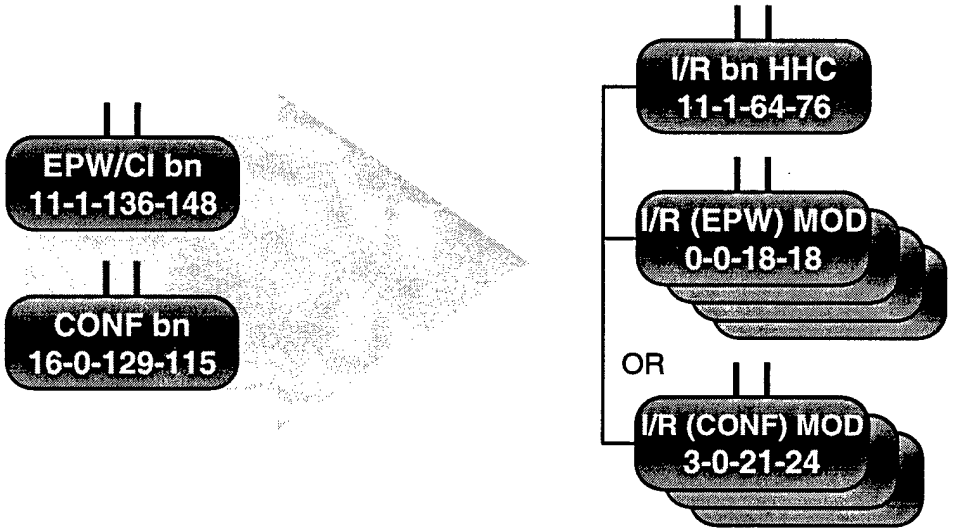
Alternative Service Delivery Methods

- Correctional Custody Service:
  - BASOPS FAA recommended no change–Army continue to operate.
  - MP Institutional FAA recommends retention–key link to good order and discipline.
- Another view–alternative:
  - correctional custody is a utility function which should be provided most efficiently if centrally managed.
  - oversight and control exercised by comparing rates (costs) to alternative public sector operations.
  - if rates are not or cannot be made competitive, transfer function to the competitive marketplace.

An activity not providing an appropriate quality service at a competitive price goes out of business

Internment/Resettlement (I/R) Concept

- The Army has separate special-purpose units for U.S. Military prisoner confinement and EPW/CI internment. Both perform similar functions: shelter, sustain, guard, protect and account for personnel.
- IR concept is to redesign EPW and confinement TOE into one I/R Bn to support U.S. prisoners, EPW/CI and dislocated civilian operations across the full range of operations.



USDB not required for wartime surge–current confinement bn (RC) and future I/R Bn handle surge if required.

FY96 Corrections - Personnel and Costs

Location	USDB	Carson*	Knox	Lewis	Sill	Hood*	Alaska	Hawaii	Panama	Korea	Germany	Total
Personnel												
Mil Assigned	686	59	131	141	98	43	18	5	11	67	104	1363
Civ Assigned	100	0	6	9	4	0	0	0	0	2	12	133
Costs ($1000s)												
Personnel	$31242	$2316	$5361	$6060	$4068	$1692	$717	$195	$444	$2702	$4598	$59395
Contracts	1398	71	111	187	117	29	37	84	71	61	220	2386
Equipment	348	18	28	47	29	7	9	21	18	15	56	596
Operations	9378	474	745	1257	781	193	249	560	474	408	1472	15991
Total	42366	2879	6245	7551	4995	1921	1012	860	1007	3186	6346	78368
Prisoners												
Capacity	1503	75	120	202	125	30	40	90	76	65	236	2562
End Strength	1103	75	120	123	88	21	3	6	2	12	35	1588
% Utilization	73	100	100	61	70	70	8	7	3	18	15	62
Cost/Prisoner/ Day	$93	$93	$128	$122	$131	$223	$924	$393	$1379	$727	$497	$120
Prisoner/Staff	1.4:1	1.3:1	0.9:1	0.8:1	0.9:1	0.5:1	0.2:1	1.2:1	0.2:1	0.2:1	0.3:1	1:1

*Carson and Hood facilities to close FY97

CONUS Cost/day = $102
OCONUS Cost/day = $586
Federal Bureau of Prisons Cost/day = $50 - $58 (1993); est 1996 $63/day

Wackenhut Corrections Service: $30-35/day estimate

Source: DAMO-ODL 5/23/96 and AAA report "Review of the U.S. Army Corrections System"

Corrections Bottom Line

- Force XXI law and order operations will emphasize internment/ resettlement functions supporting peace enforcement, nation assistance, support to civil authorities and humanitarian assistance, and de-emphasize confinement.
- If required RC confinement units (and internment/resettlement units of the future) can provide wartime surge capability.
- USDB is expensive in both rate/day and military manpower (1:1 ratio of personnel to prisoners). OCONUS extraordinarily expensive.

Outsource USDB or divest to Federal Bureau of Prisons; convert CONUS pretrial facilities to I/R Bn and confinement modules; investigate alternatives to OCONUS operations–transport prisoners to CONUS or outsource or I/R Bn module.

Corrections Implementation Approach

- Outsource USDB–saves $64K/day; $23m/year plus returns 686 soldiers to higher priority assignments.

  ☆ Consider private company to design new DB to maximize efficiency and keep costs in the $30-35 range.

- Convert pre-trial facilities at Knox, Lewis, Sill to internment/ resettlement bn.
  - confinement modules run facilities, Bn HQ to FORSCOM or TRADOC.
  - consider modules for Korea, Germany, Alaska and Hawaii if alternatives not feasible.

USDB outsourcing presents savings opportunity plus permits Army to posture itself for most likely Stability and Support Operations. IR Bn also retains a corrections warm base and prevents Army from being held hostage by private contractor.

Provost Marshal General

Office of the Provost Marshal General

Responsibilities:

- Criminal intelligence operations
- Law and order
- EPW/internment/resettlement operations
- Liaison with Federal, state, and international police agencies
- Liaison with Federal Bureau of Prisons (if corrections divested)
- Criminal Investigations
- Protective services

HQDA focal point for police and criminal matters

Office of the Provost Marshal General

ARSTAF or Secretariat

• Centralizes policy and management of Army law enforcement.	=	either
• Provides law enforcement planning, criminal intelligence and operational support including internment/resettlement operations.	=	ARSTAF
• Focal point for criminal investigations.	=	SEC
• Liaison with Federal, state, international agencies and Federal Bureau of Prisons.	=	SEC
• Focal point for protective services.	=	SEC

Criminal Investigations and intelligence focus, with continuing and active liaison with FBI, DEA, Customs, Secret Service, supports Provost Marshal General in the Secretariat.

Provost Marshal General

Implementation Approach

- Dual-hat CG USA CIDC as Provost Marshal General.
  - in Secretariat to preserve independence (like IG) and permit direct access to SEC Army, CSA.
  - realign ODCSOPS ODL and MP operations agency (HQDA redesign downsized MPOA from 16 to 11 and merged with ODL) to PMG; consolidate police and criminal investigations policy, procedures, oversight, etc. ODL becomes PMG staff.
  - PMG focal point for criminal intelligence–links MPI, CID, FBI, DEA, Customs, ATF, other field agencies.

Provost Marshal General focal point from criminal intelligence and investigations–increasingly important in today's environment and on future battlefields with terrorists, ethnic and religious groups, gangs, other groups outside uniformed military organizations.

BASOPS FAA

Related Issues

BASOPS FAA Service Delivery Method Recommendations

Alternatives

- Law Enforcement Services
  - BASOPS FAA recommended contract out
  - some considerations:
    - demands Army-wide, broad-based perspective in management issues.
    - law enforcement benefits Army community as a whole, not individuals or single installations (Army Crime Trend Analysis, for example).
    - centralized funding permits Army leadership to set direction.
    - Army oversight and control issue.
- Police powers remain an Army-wide leadership and control issue; some narrow activities as physical security and game wardens may be civilianized or possibly outsourced.

BASOPS FAA Recommendations and MP Institutional FAA Proposals

- BASOPS FAA recommended HQDA issue service delivery method policy guidance for installation services along with developing service standards and QOL prioritization.
- MP Institutional FAA proposed elimination of 4 functions (vehicle registration, AWOL apprehension, crime prevention, gate guard–16 mil/43 civ spaces) and civilianization of additional functions (700 spaces).

Probably a great idea, but…defer until policy, standards, and prioritization developed by ACSIM and allow installation commanders to work the issues for their unique circumstances.

USACIDC

Headquarters Staffing

USACIDC HQ Comparison to Major Command and Notional Specialized Command Staffing

MAJOR		SPECIALIZED	USACIDC HQ
●	Commander	●	√
●	Deputy Commander	●	√
●	IG	●	√
●	Chaplain	○	
●	Auditor	○	√ (2/2)
●	C of S	●	√
●	SGS	○	√ (1/1)
●	RC Advisor	○	√ (2/1)
●	PA	○	√ (6/4)
●	JAG	○	√ (8/7)
●	Protocol	○	√ (1/1)
●	Historian	○	
●	Surgeon	○	
●	Internal Review	○	(Auditor)
●	Safety	○	
●	EEO	●	√
●	Engineer	○	√ (1/1)
●	Provost	○	
●	MWR	○	
●	Personnel	●	√
●	Logistics	●	√
●	Operations	●	√
●	Intelligence	○	√ (15/14)
●	Information Management	●	√
●	Contract	○	
●	Resource Management	●	√
			(36/31)

Legend:

○ = TBD Req/Auth

USACIDC HQ: TDA EDATE 961101 Rqd: 133/Auth: 114

HQUSACIDC Staff Unique Functions

- Auditor: absolute integrity of CID operations world-wide in all matters
- SGS: in five person Cof S office–C of S, Det CDR/protocol, Admin NCO, Auto Asst
- Reserve Affairs: reserve CID recruitment, training and retention; coordinate reserve CID support
- Public Affairs: world-wide responsibility
- JAG: wiretap request coordination, counterdrug operations, DODIG subpoenas, criminal investigation report amendment reviews
- Protocol: HQ Det CDR primary duty
- Engineer: CID-unique building requirements
- Intelligence: criminal intelligence and analysis

HQ USACIDC Staff Analysis

- Small staff focused on CID unique requirements and operations.
  - ☆ Specialized knowledge, training/education, continuous working relationship essential for successful job performance.
  - ☆ High potential impact on Army for subpar performance.
- Traditional staff sections/personnel NOT requiring specialized knowledge NOT required/authorized and NOT on TDA: chaplain, historian, surgeon, safety, Provost, MWR, contract.
  - ☆ Matrix support appropriate for staff support.

HQ USACIDC staff reflects matrix support rather than organic staff when appropriate.

USA CIDC as a Separate Command

- World-wide focus, operations, and units.
- Command-to-command relationships during deployments.
- Command structure reinforces investigative independence.
- Command both executes policy (mission of a Field Operating Agency) and assists HQDA in formulating policy (rationale for a Staff Support Agency).

USA CIDC meets the definition of a specialized command: A unified command directly subordinate to HQDA with operational responsibilities for formulating and executing policies associates with its function.

Recommendations

- Outsource USDB; activate I/R Bn with confinement modules to run CONUS pre-trial facilities; investigate OCONUS alternatives.
- Reestablish Provost Marshal General in Secretariat and realign ODL.
- Defer recommendations impacting BASOPS until HQDA (ACSIM) develops policy, standards and prioritization of services.
- Retain USACIDC as a separate command with staff specialties as documented in current TDA. Dual-hat CIDC CG as Provost Marshal General.

THE UNITED STATES ARMY MEDICAL DEPARTMENT

Supporting Soldiers Into the 21st CENTURY...

ARMY MEDICINE
CARING BEYOND THE CALL OF DUTY

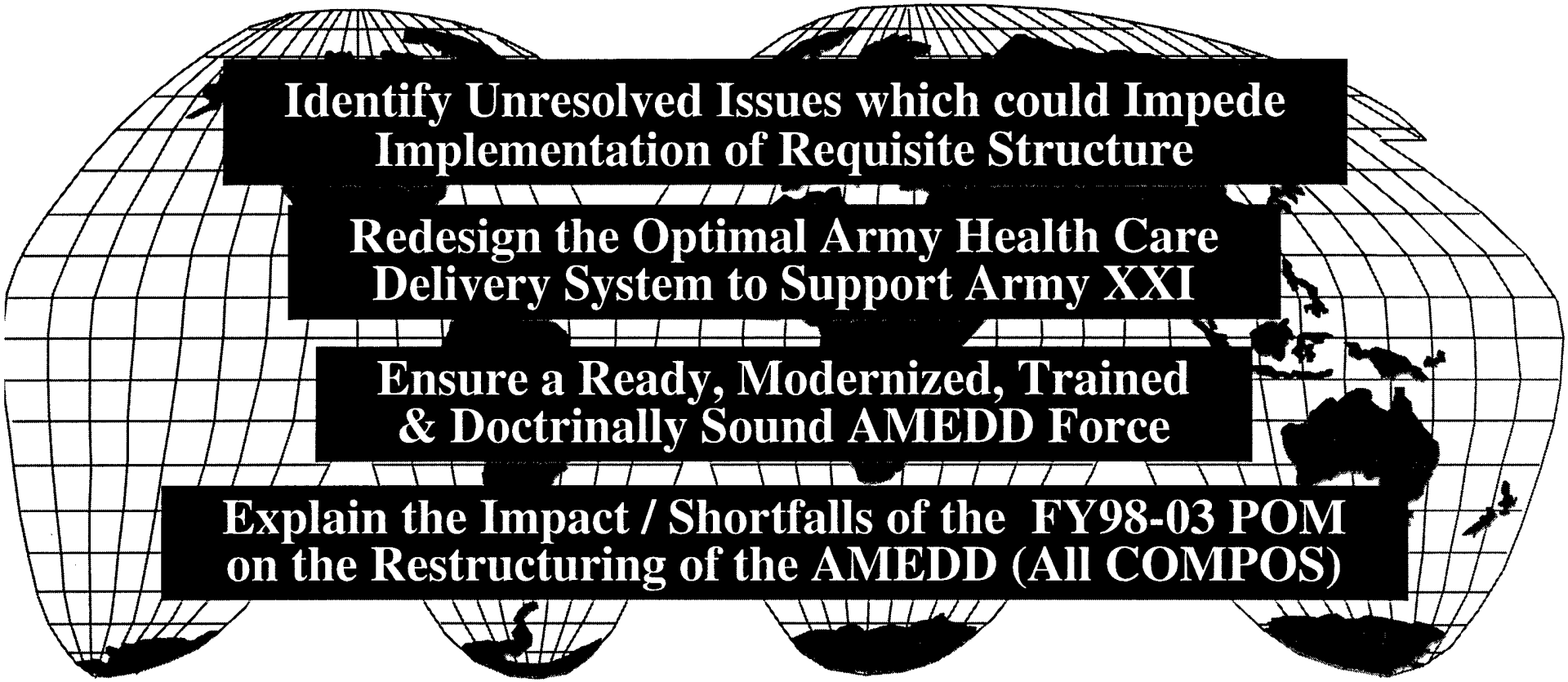
Presented to VCSA and ASA(M&RA)

The AMEDD Vision

A World Class System for Total Quality Health Care in Support of America's Army at Home and Abroad ... Accessible to the Total Army Family ... Accountable to the American People.

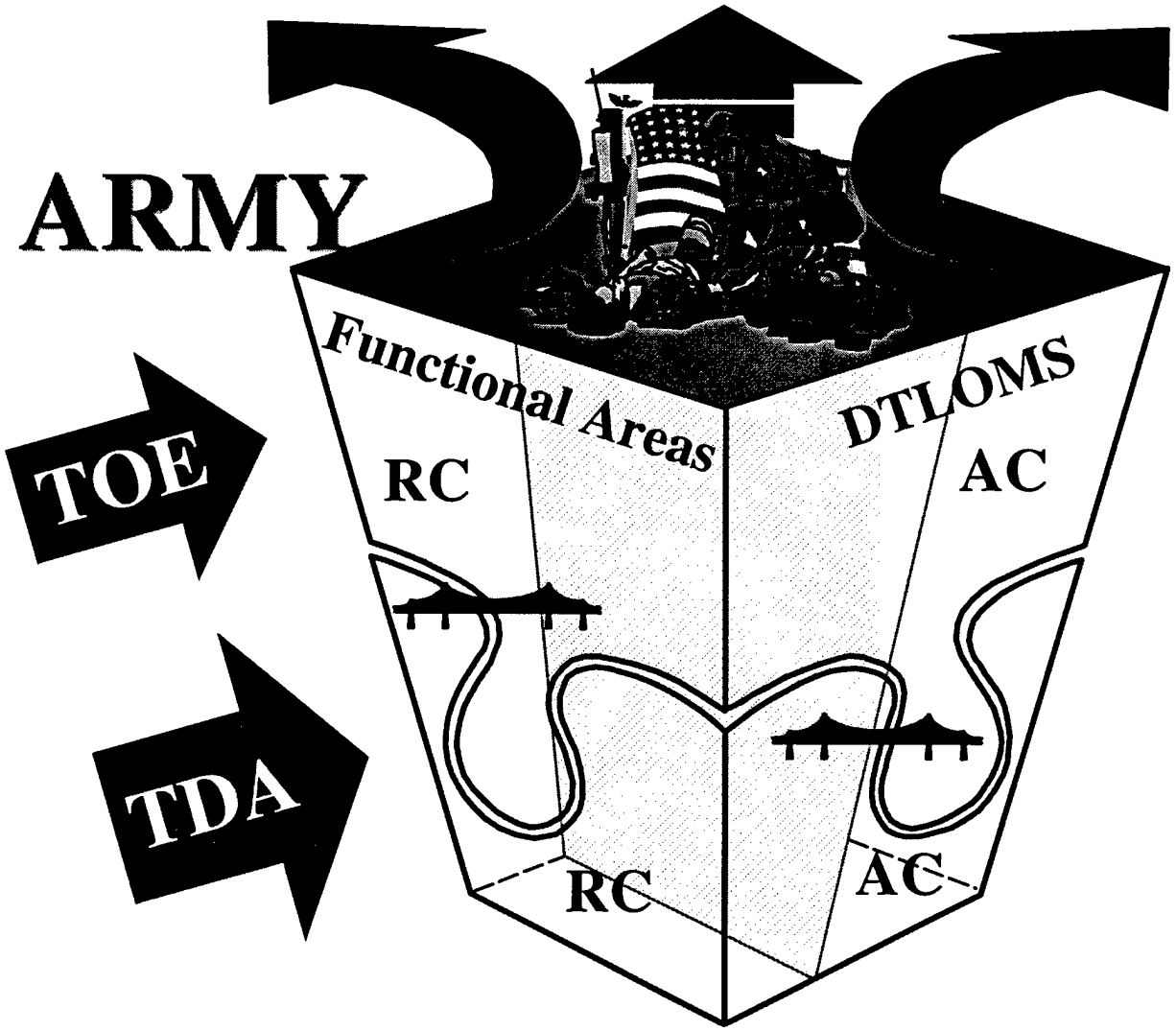


AMEDD FAA Objectives



Total AMEDD

Full Spectrum of Contingencies



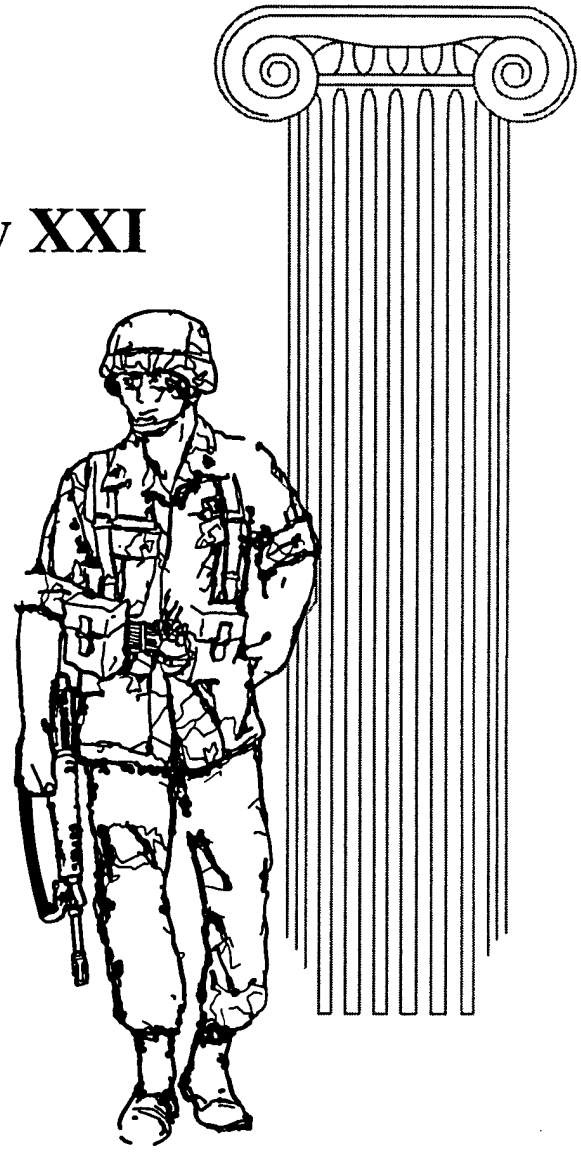
AMEDD FAA Assumptions

- **Force will be 495K and TAA-03 Results will be used**
- **Expansion of TRICARE**
- **Continuing Emphasis RC**
- **Continued Emphasis on Privatization/Civilianization**
- **Stability & Support Operations (SSO) Missions will Increase**
- **Dollars Decline into Next Century**
- **Continued Emphasis on Joint and Multinational Forces Interoperability**
- **Continued High OPTEMPO for the AMEDD**



FAA Study Principles

- **Army Imperatives are Prime Consideration**
- **Organize to Support Medical Needs of Army XXI**
- **Consider Phase 1 and POM 98-03 Decisions**
- **Organize IAW Medical Core Capabilities**
- **Eliminate Redundancies**
- **Establish Clear Accountability & Authority**
- **Privatize/Civilianize when it makes Economic Sense**



AMEDD Redesign Basis

Policy, Law, Directives

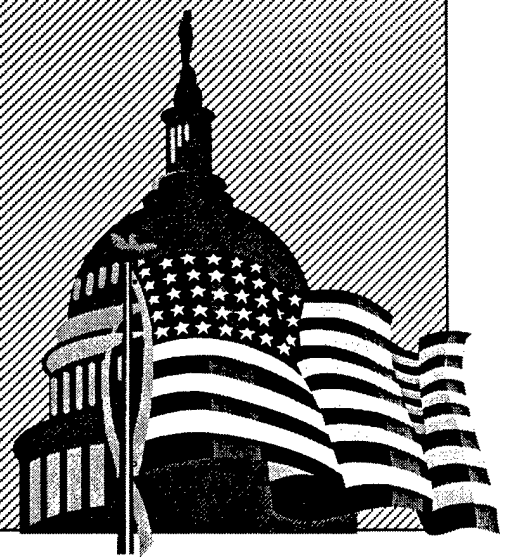
- United States Code
- Public Laws
- DOD Directive Instruction
- Joint Publications
- CINCs Needs
- Army Regulations
- Army Pamphlets
- MEDCOM Regulations
- MEDCOM Pamphlets
- State Practice Acts
- Mobilization Plans
- Memorandums of Understanding
- Custom/Tradition



AMEDD Redesign Basis

Other Government Agencies

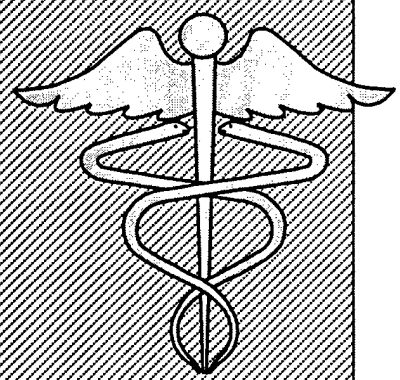
- National Institute for Occupational Safety & Health
- DOD/VA Resource Sharing Agreements
- Department of Transportation
- Centers for Disease Control and Prevention
- US Department of Agriculture
- OSHA
- Food and Drug Agency (FDA)
- Environmental Protection Agency
- National Disaster Management System
- Federal Emergency Management Agency
- National Institute of Health



AMEDD Redesign Basis

Accreditation & Governing Bodies

- American College of Surgeons (Tumor Registry)
- American Dietetic Association
- 25 Training Certification Bodies
- Universities
- Licensing Boards
- AMA, ANA, ADA, AVA, etc.
- National League for Nursing
- National Council for State Boards of Nursing
- American Association of Blood Banks
- National Accrediting Agency for Clinical Laboratory Science
- Accreditation Council for Continuing Medical Education (ACCME)
- Accreditation Council for Graduate Medical Education (ACGME)
- Joint Commission on the Accreditation of Health Care Organizations
- American Animal Hospital Association
- American Association for Accreditation of Laboratory Animal Care



Key Drivers for Medical Services & Products to Support Army XXI

KEY DRIVERS



National Military Strategy
Joint Vision 2010
Force XXI Campaign Plan
CINCs Plans & Priorities
Army Modernization Plan
The Army Plan
AMEDD Vision
Defense Medical Program Planning Guidance (HA)

Army Vision 2010
TRICARE
Beneficiary Expectations
Customer Needs
TROA/NCOA/AARP

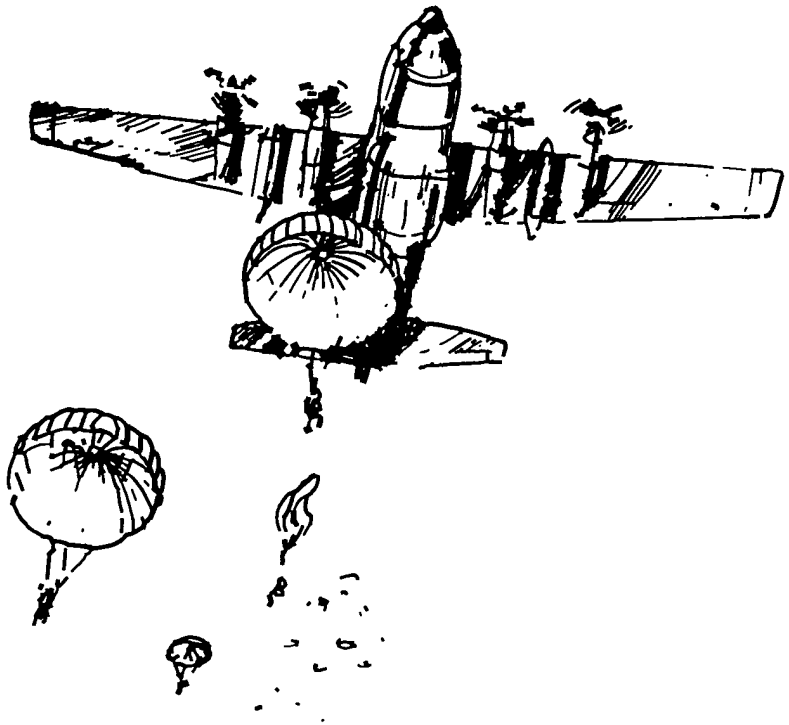
Key Enablers for Medical Services & Products to Support Army XXI

KEY ENABLERS



Quality Personnel
World Class System of Ed & Tng
Research, Development and Acquisition & Logistics to Protect the Force
Health Promotion/Disease Prevention Focus
Medical Reengineering Initiative
Leveraging Technology-i.e.,Telemedicine, Personal Status Monitor
RC Integration
State-of-the-Art Equipment-i.e., UH60Q, AMEV, ATV, COMMO
Synergistic Matrix Organization
Train to METL Daily
Prime Vendor
Medicare Subvention
Battle Lab Support Element
Pharmacoeconomic Center
Third Party Collection Program

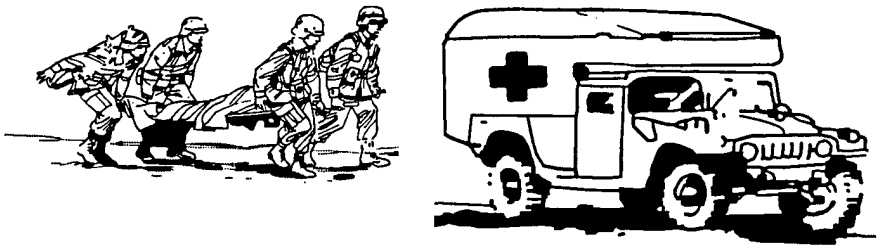
AMEDD Accountabilities



Project a Healthy and Protected Force



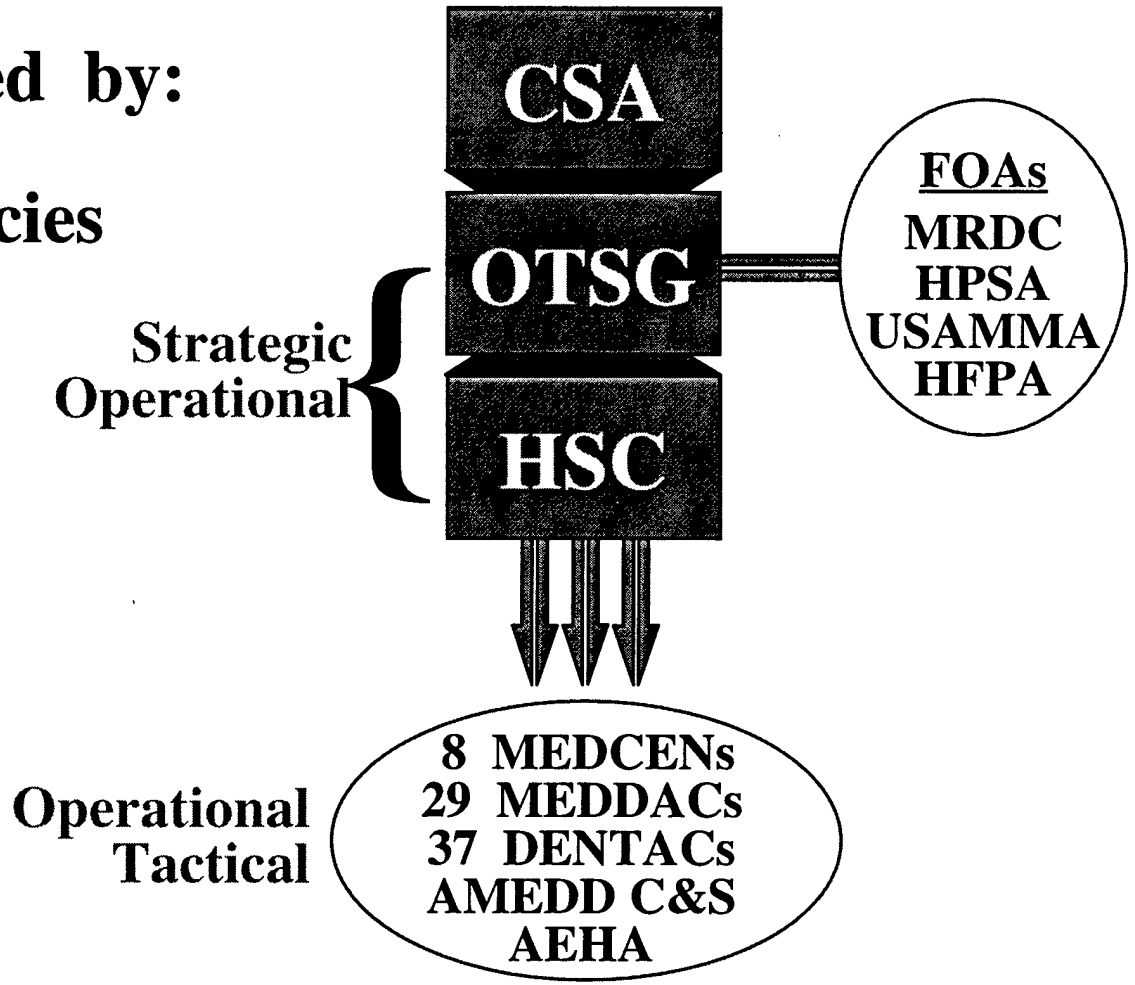
Manage the Care of Soldiers, Their Families, and the Extended Army Family



Deploy the Medical Force

AMEDD Reorganization Scheme

Characterized by:
- **-Overlap**
- **-Inefficiencies**
- **-Voids**



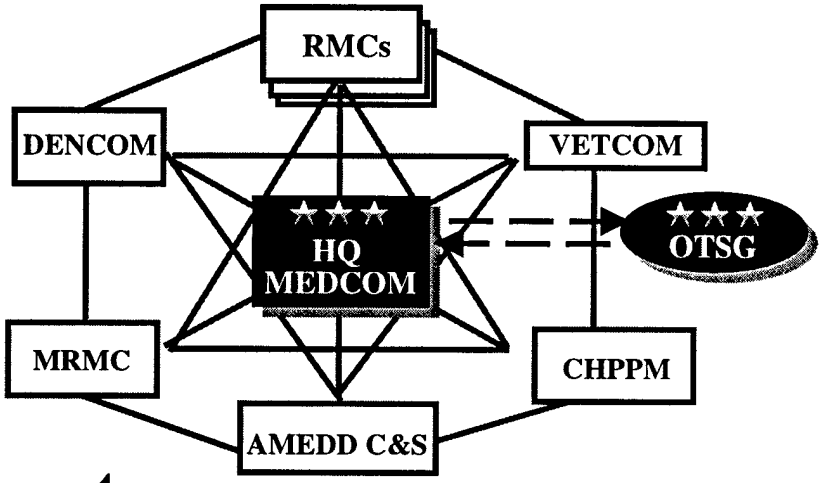
AMEDD Command & Control Structure



Authorizations

	1993	1997	
OTSG	128		
HPSA	297	425	96
HSC		420	0
MEDCOM		0	407
TOTAL		**845**	**503** **-40%**

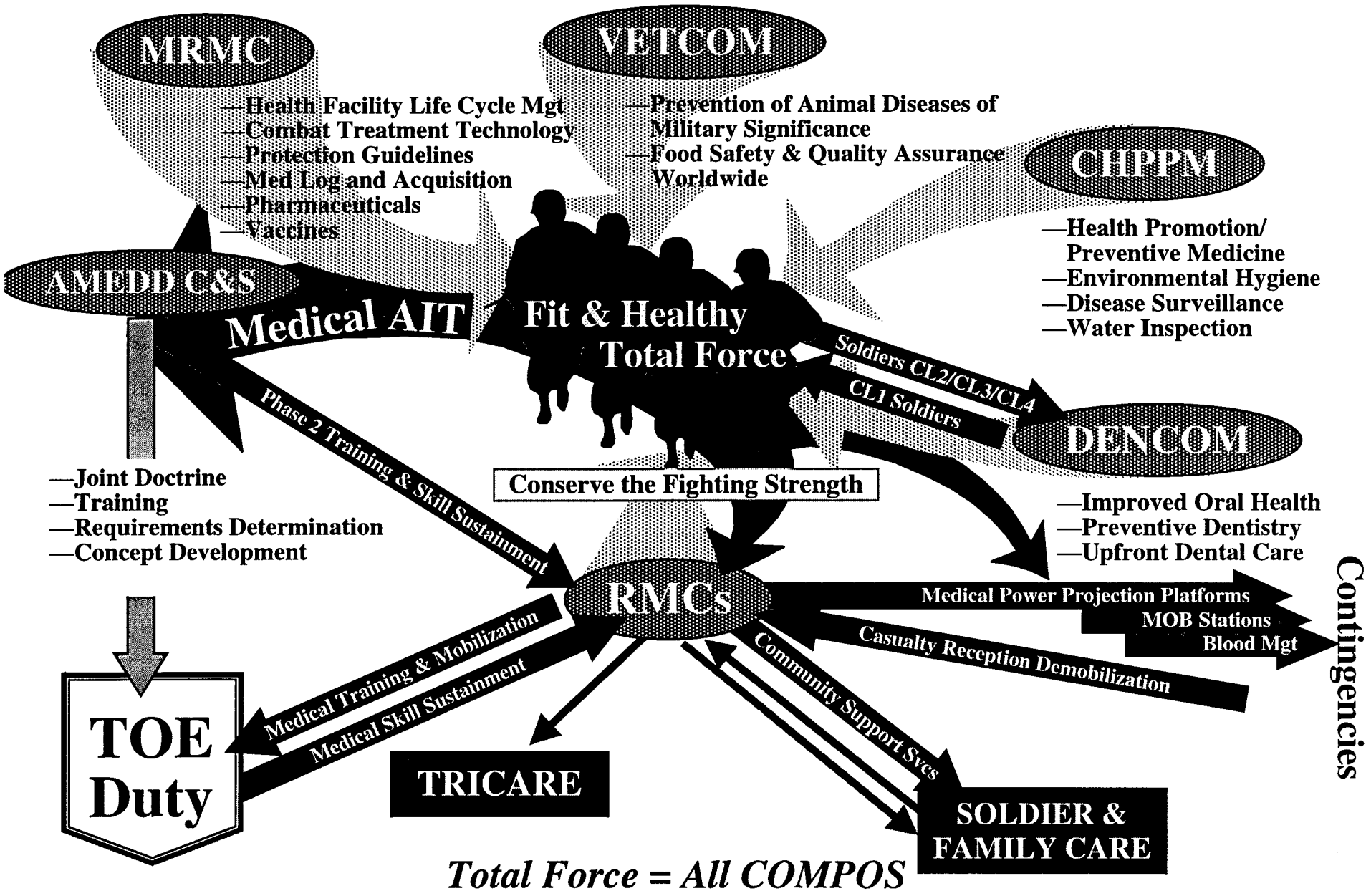
The AMEDD...



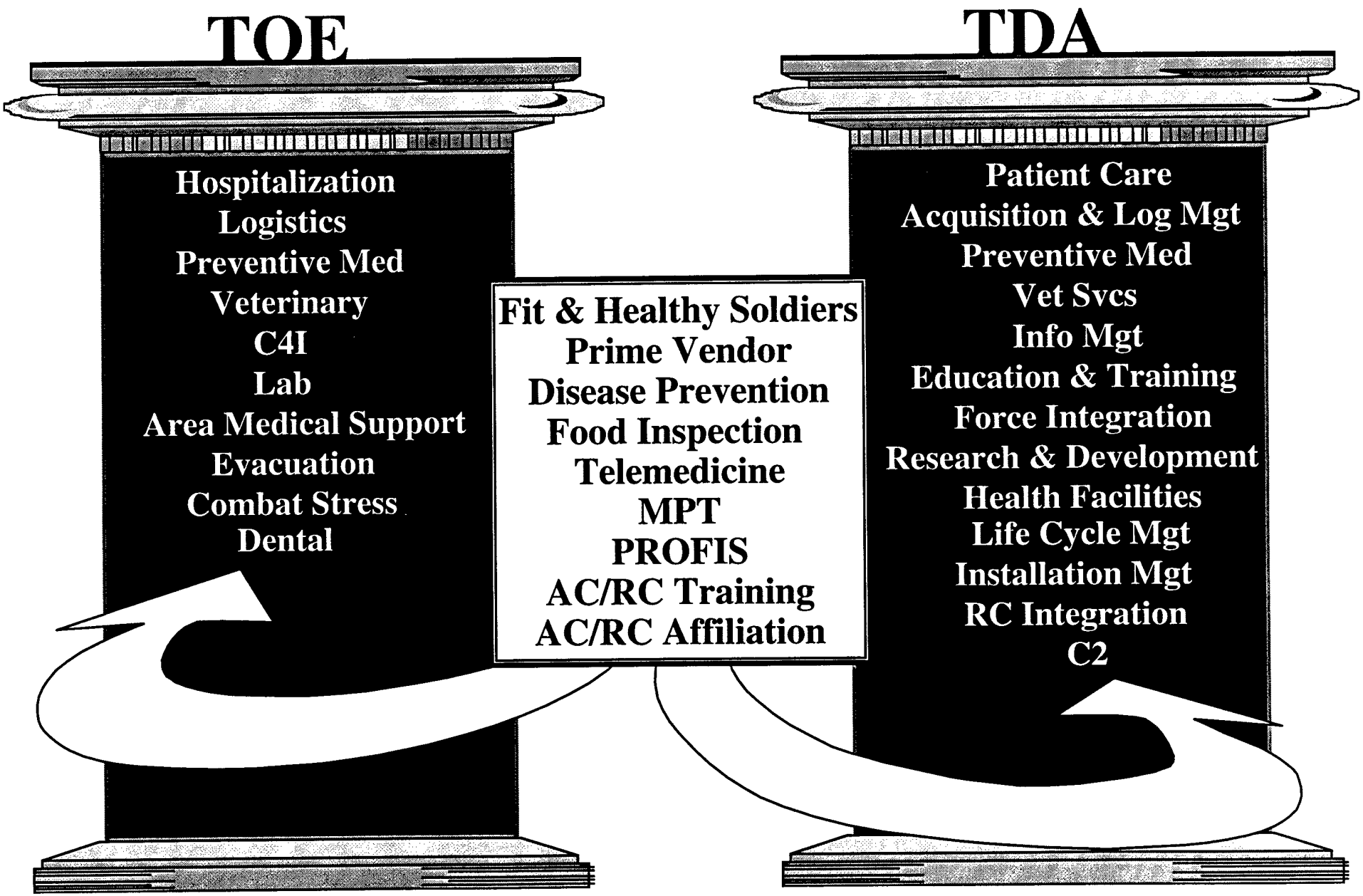
World's Best Military Health Service System Organized to Support Army XXI

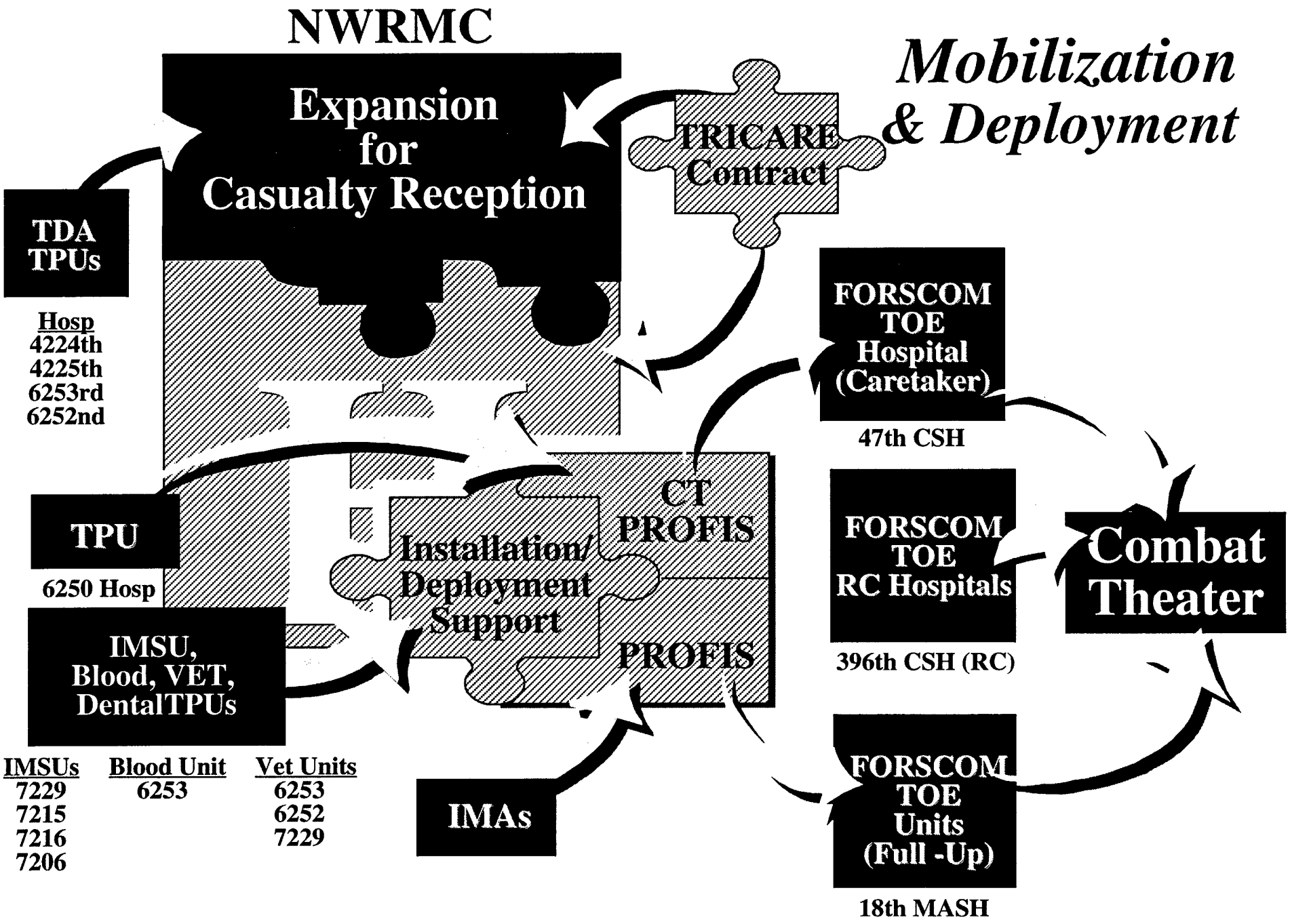
- Lean ARSTAF Element
- Readiness Focused Strategic Headquarters
- Subordinate Commands that:
  - Maintain Health of Soldiers and Family Members
  - Ensure Medical Readiness of Deploying Forces
  - Integrate TOE/TDA AC/RC Medical Unit Readiness
  - Provide Dental Care
  - Provide Veterinary Services
  - Promote Health and Prevent Disease
  - Conduct Medical Research, Development, Acquisition, and Logistics Activities
  - Provide Medical Training and Education, Leader Development, Doctrine and Combat Development

Current Process

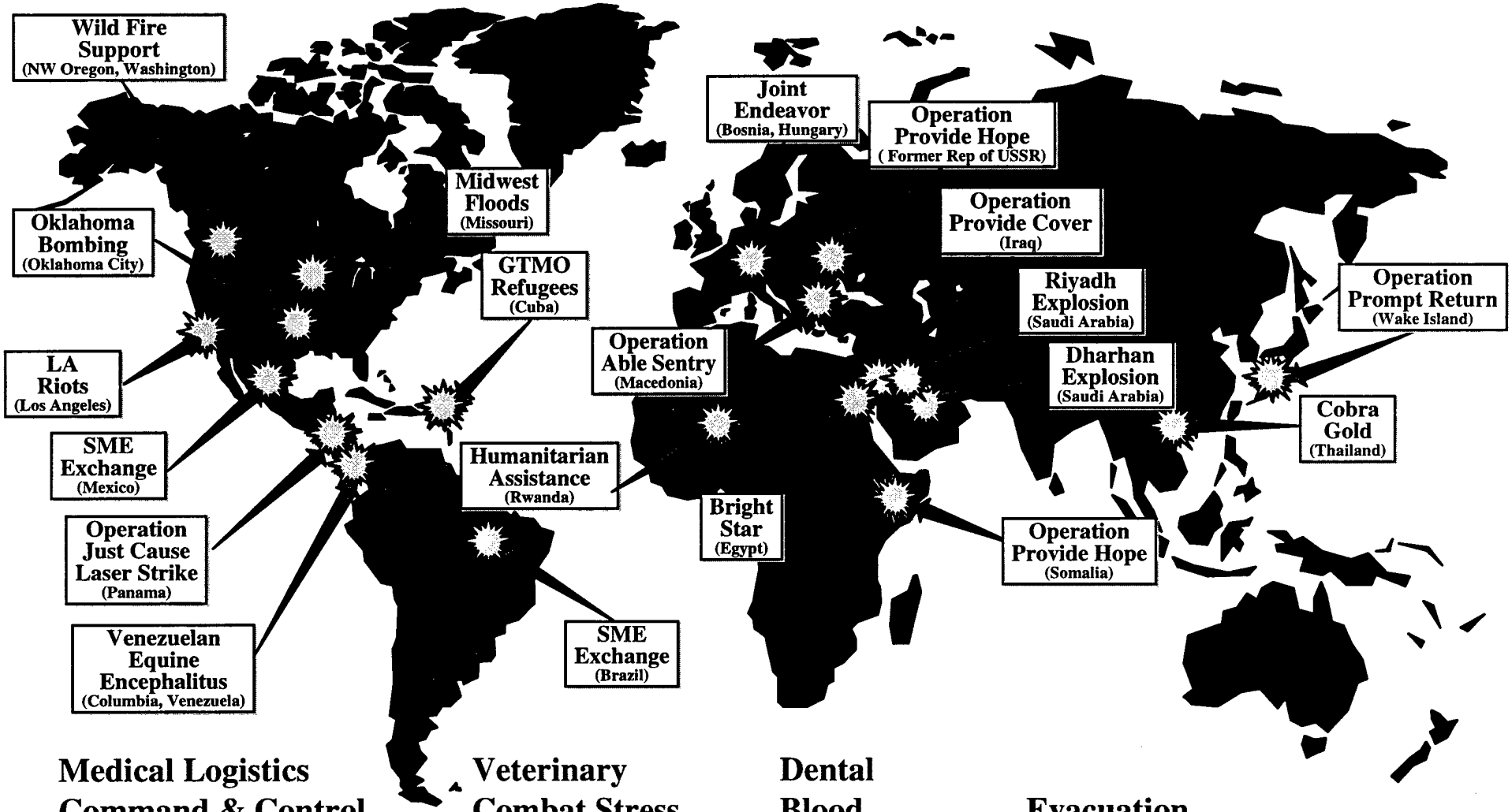


AMEDD Functional Areas




NWRMC
Mobilization & Deployment
Expansion for Casualty Reception
TRICARE Contract
TDA TPUs
Hosp
4224th
4225th
6253rd
6252nd
FORSCOM TOE Hospital (Caretaker)
47th CSH
TPU
6250 Hosp
CT PROFIS
Installation/ Deployment Support
PROFIS
FORSCOM TOE RC Hospitals
396th CSH (RC)
Combat Theater
IMSU, Blood, VET, DentalTPUs
IMSUs
7229
7215
7216
7206
Blood Unit
6253
Vet Units
6253
6252
7229
IMAs
FORSCOM TOE Units (Full -Up)
18th MASH

Supporting the Force Projection Army
Projecting from CONUS, Europe and Pacific



Medical Logistics
Command & Control
Area Medical Support

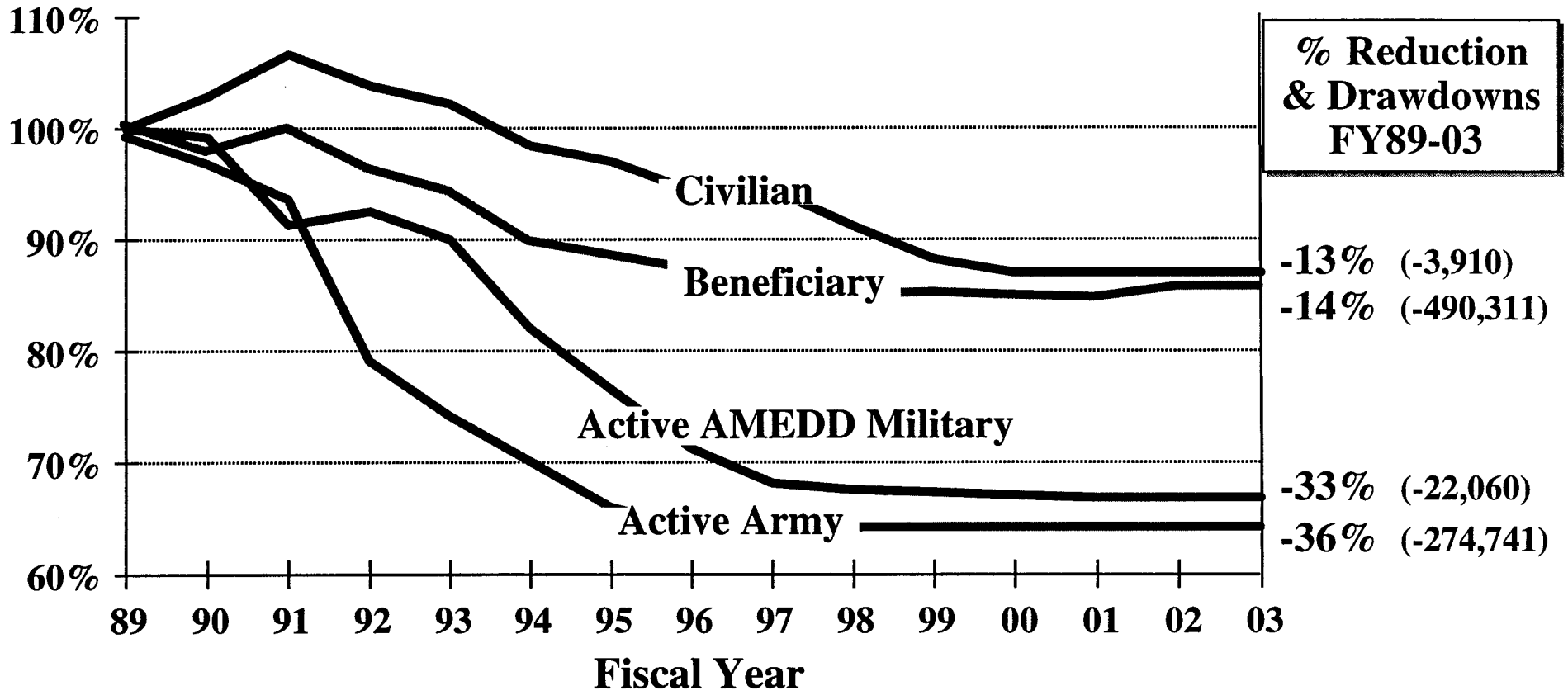
Veterinary
Combat Stress
Hospitalization

Dental
Blood
Laboratory

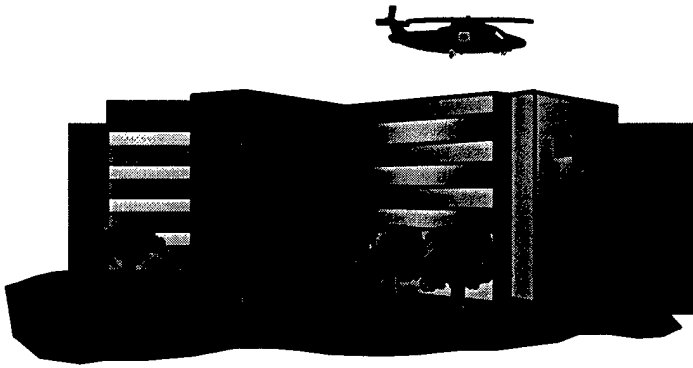
Evacuation
Preventive Medicine

Army Drawdown

AC Army vs AC AMEDD Military & Civilian vs Beneficiary Population

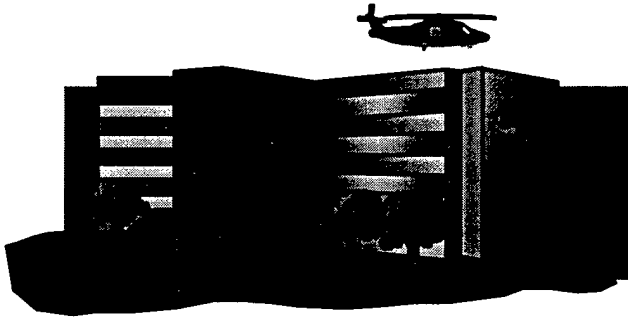


Medical Treatment Facilities
Infrastructure Reduction



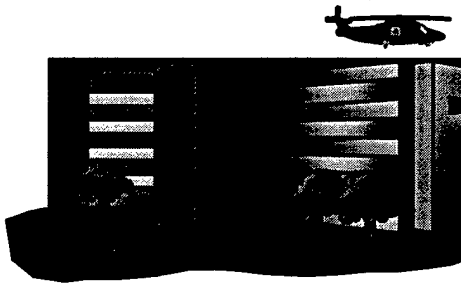
1988

14 OCONUS
33 CONUS
47 U.S. Army MTFs



1995

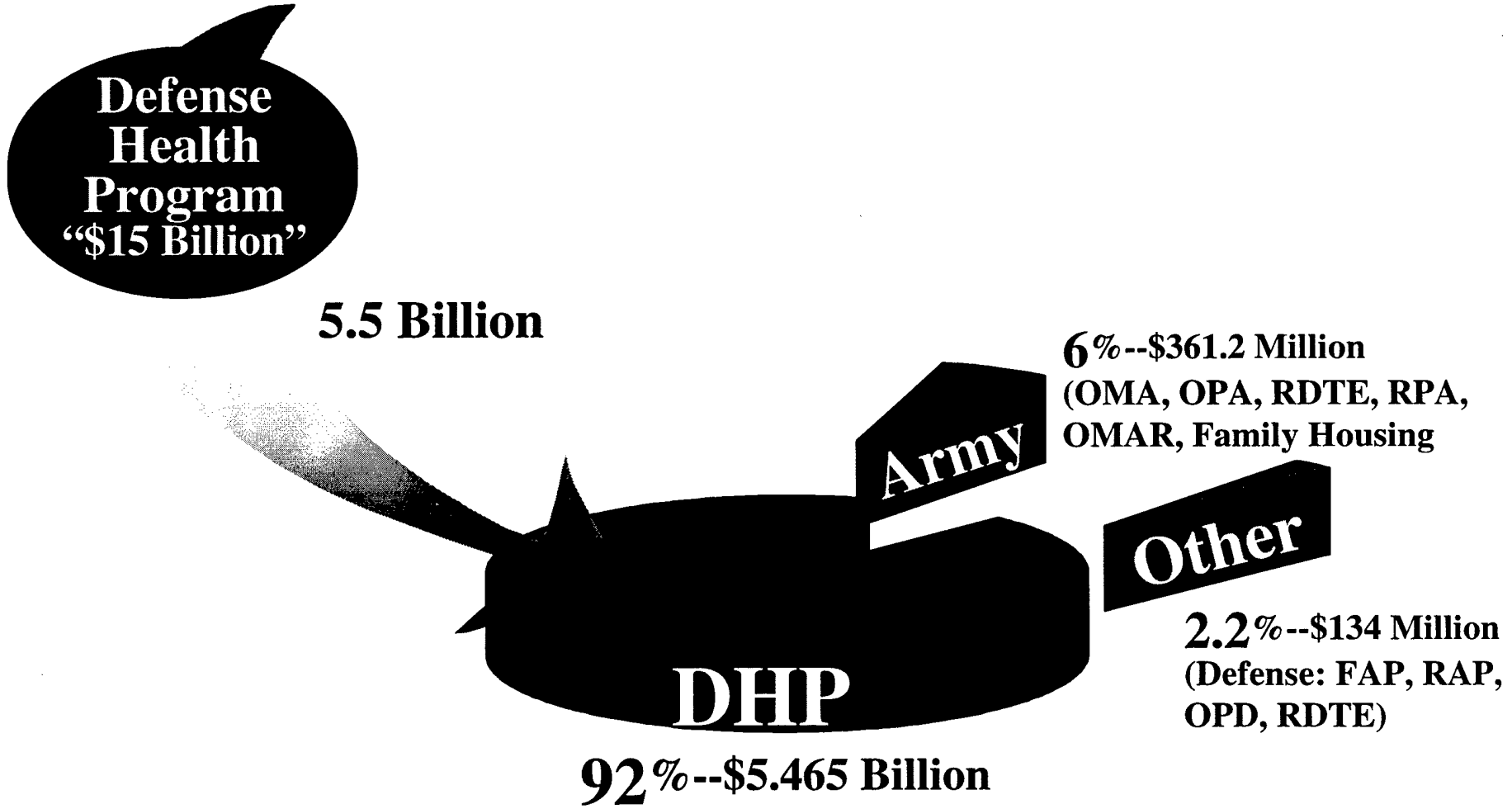
6 OCONUS
29 CONUS
35 U.S. Army MTFs



1999

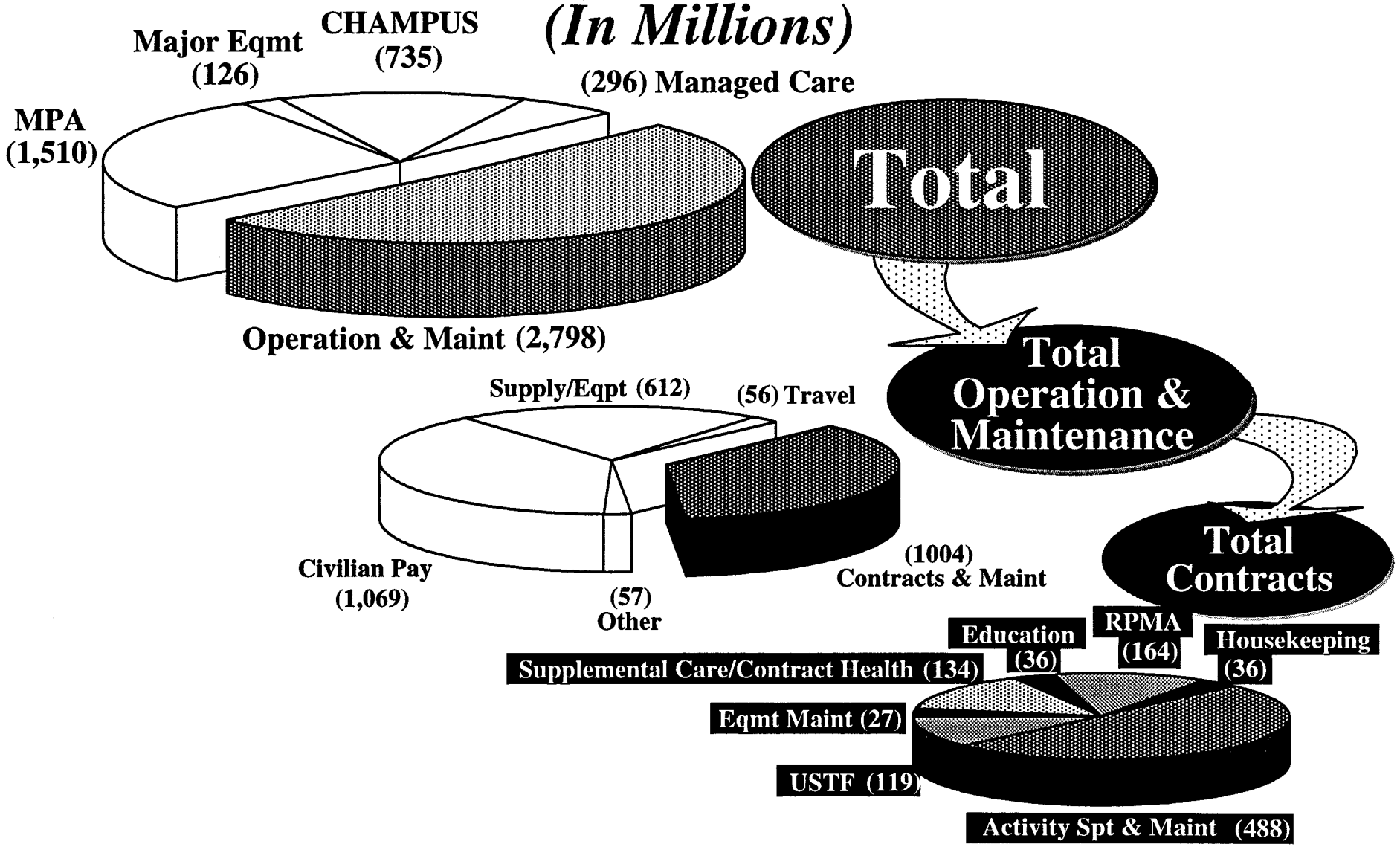
5 OCONUS
24 CONUS
29 U.S. Army MTFs

MEDCOM Resources
FY96=$5.9B

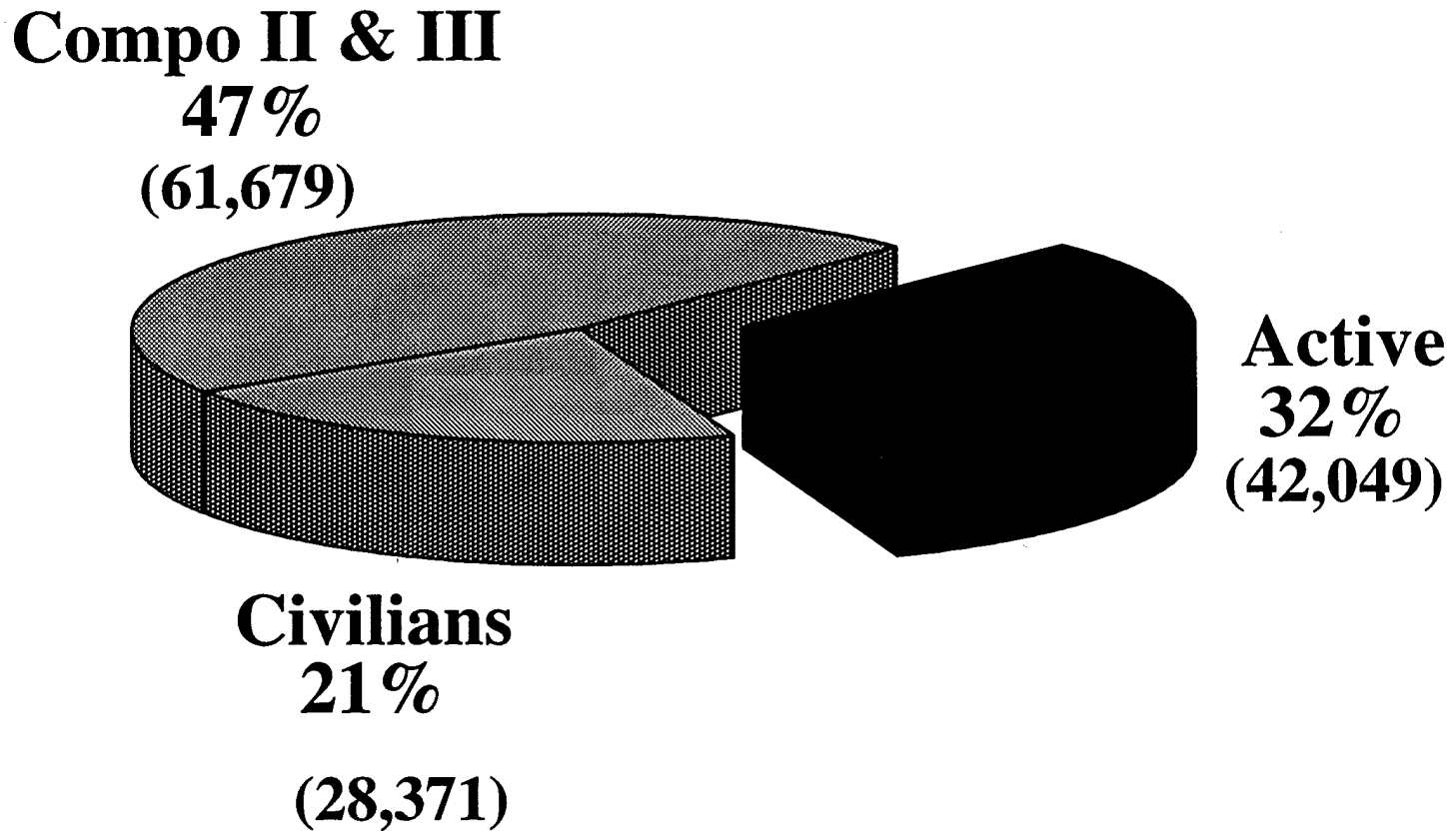


FY96 Defense Health Program

Army's Allocation (In Millions)

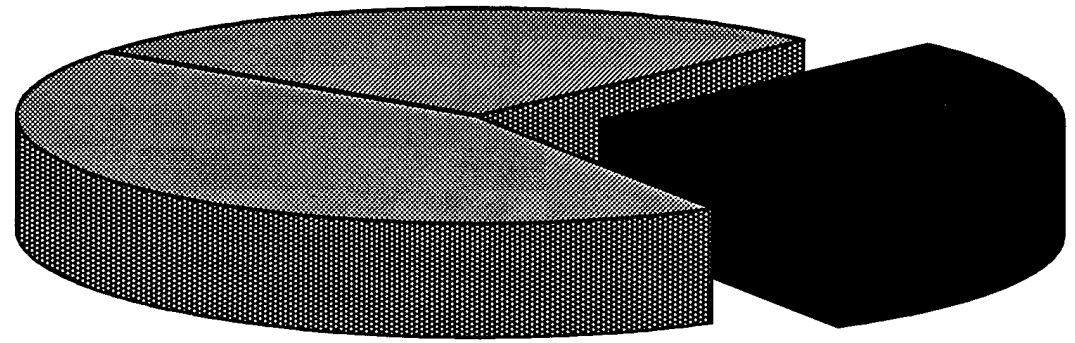


AMEDD Total Force Composition
FY97 Authorizations



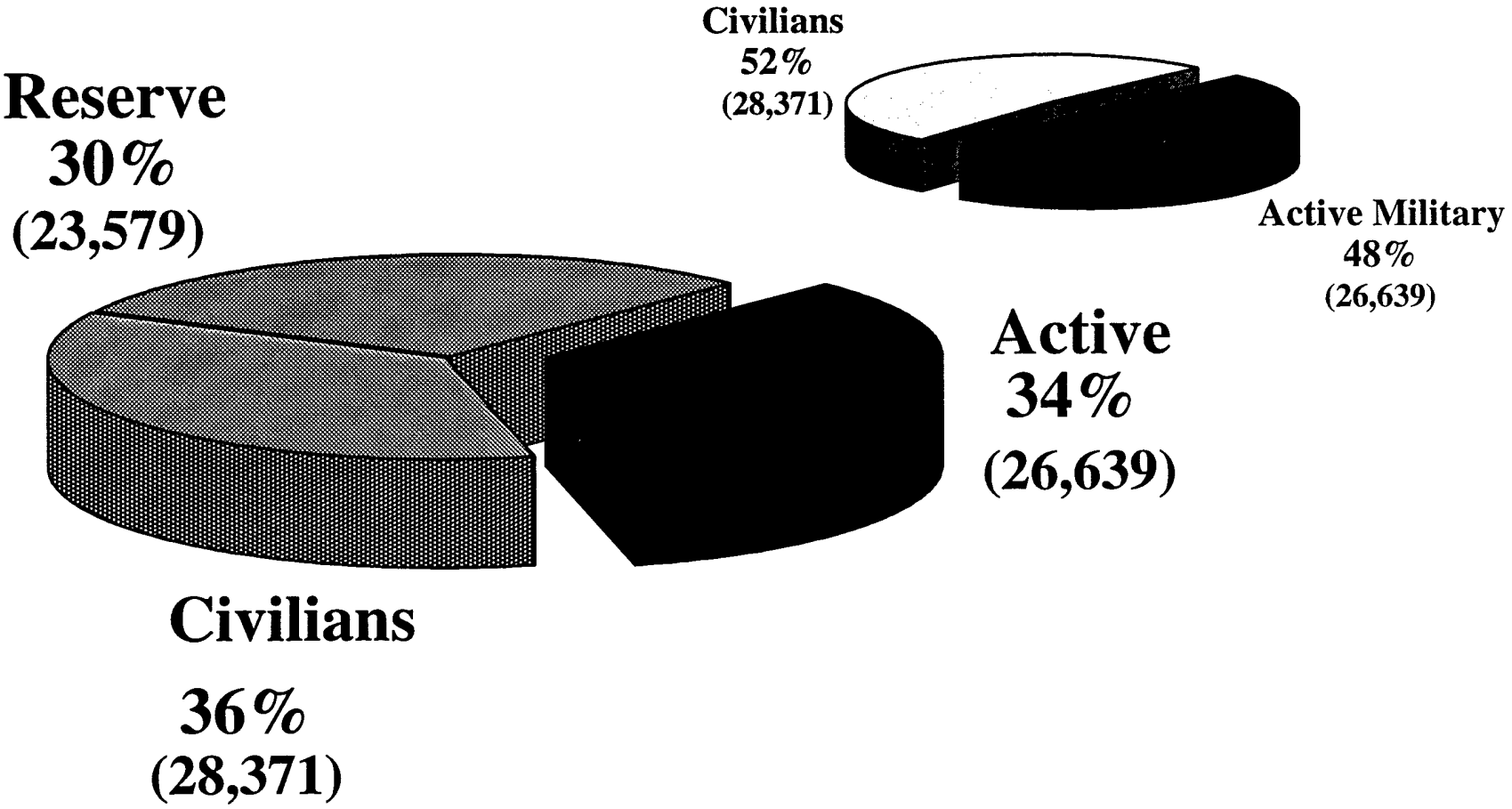
Source: PERSACS/TAADS/Force Builder
Note: Reflects Authorized Medical Structure, not BES

AMEDD TOE Force Composition
FY97 Authorizations



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

AMEDD TDA Force Composition
FY97 Authorizations



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

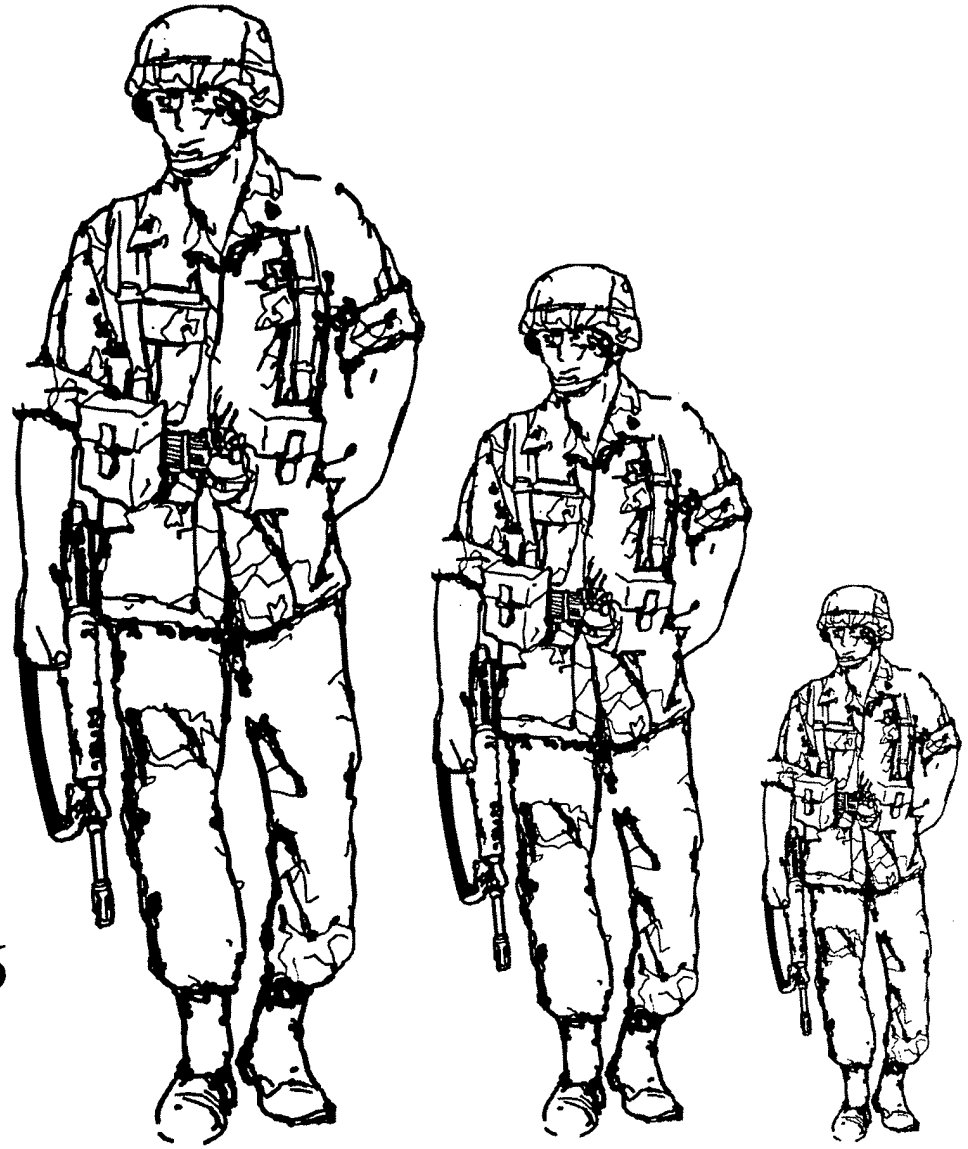
733 Study Update

Comprised of 3 Panels
- **Wartime**
- **Sustainment and Training**
- **TRICARE**

Wartime Panel Challenged
- **Army TAA Process and Casualty Rates**

Acceptance of Study Results
- **May Drive AMEDD Below Accepted Army Levels**

Findings Due Out Late Nov 96



DoD Sizing Model

Purpose:

Develop a Consistent Methodology to Determine the Minimum Essential Requirement for Military Medical Personnel needed to Support Readiness and Operational Missions

3 Components

Wartime,
Day to Day Operations,
Sustainment

Wartime

- **Uses 733 Requirement as Baseline**
- **Uses Service Accepted Force Structure and Theater Workload**

U

Day to Day Operations

- **Support to Operational Force (OCONUS, ICONUS)**
- **Rotation Base**

+

Sustainment

- **Continuous Flow of Qualified Personnel in to Operational Readiness Requirement Positions**

=

Total Readiness Requirement

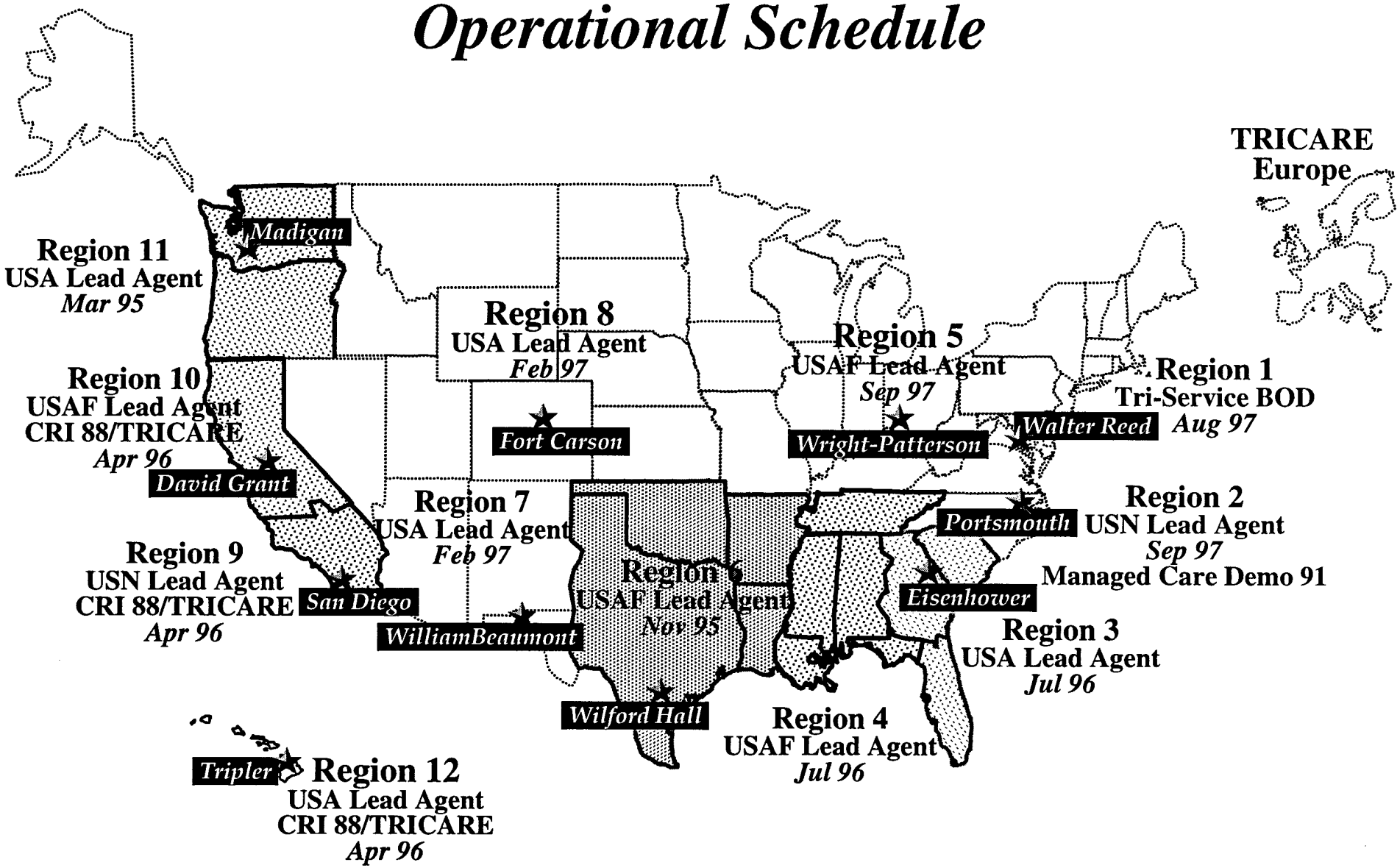
Status:

- **733 Update accepted DoD Sizing Model as Construct**
- **Using TAA03 and Original FY99 POM Position, DoD Medical Sizing Model justifies about 90% of AMEDD BES**
- **Will run Model again using TAA05 as Input**
- **Delta between Model Results and BES-Subject to Make-Buy Decision**

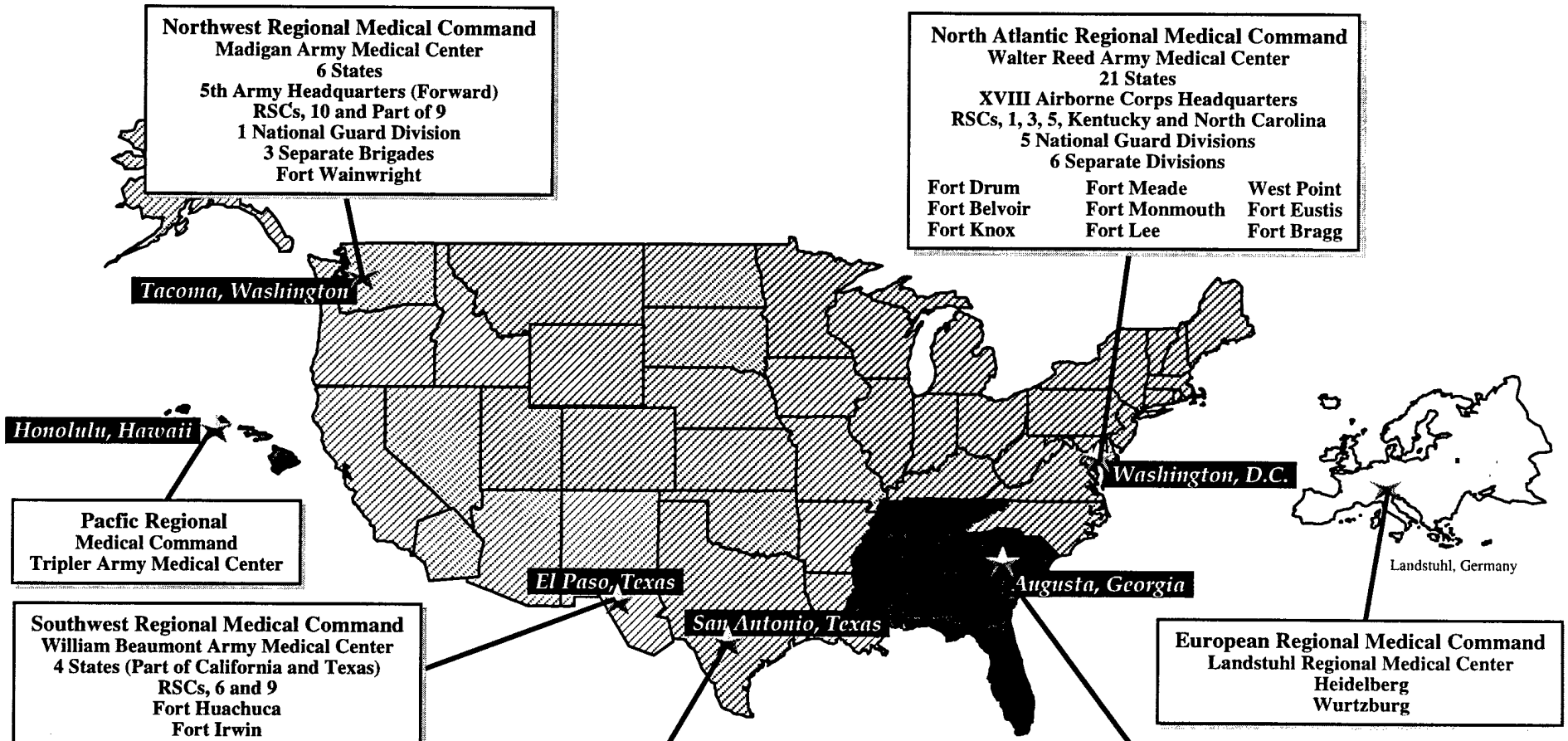
The Managed Care Environment



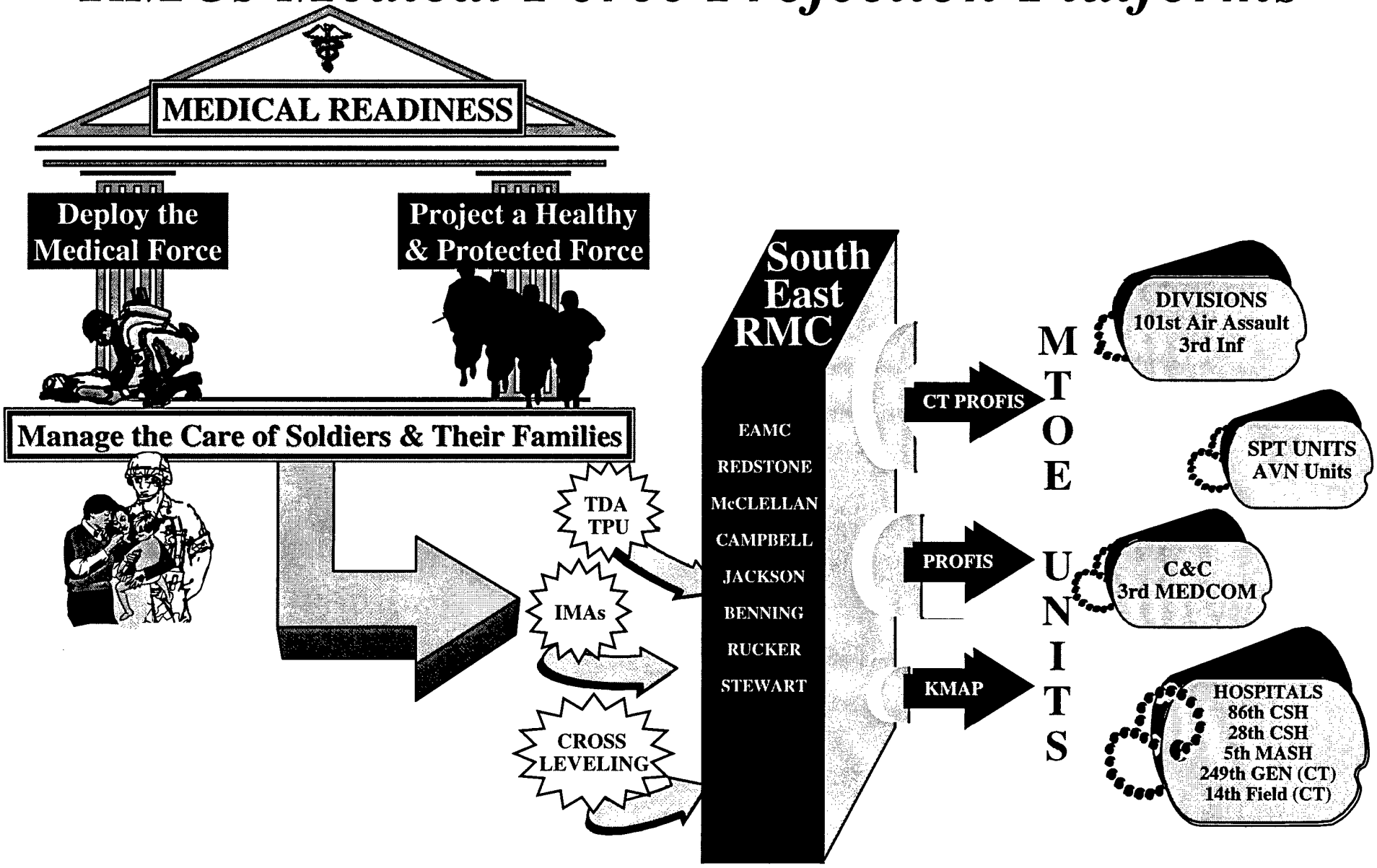
TRICARE Regions and Contract Operational Schedule



Regional Medical Commands



RMCs Medical Force Projection Platforms



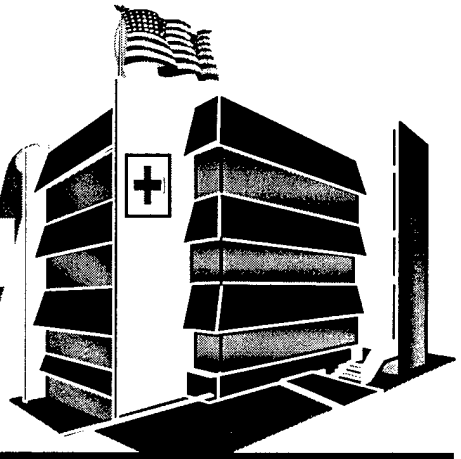
A World-Class Health Science Center Without Walls

Focused on Supporting America's Army



Darnall Army Hospital

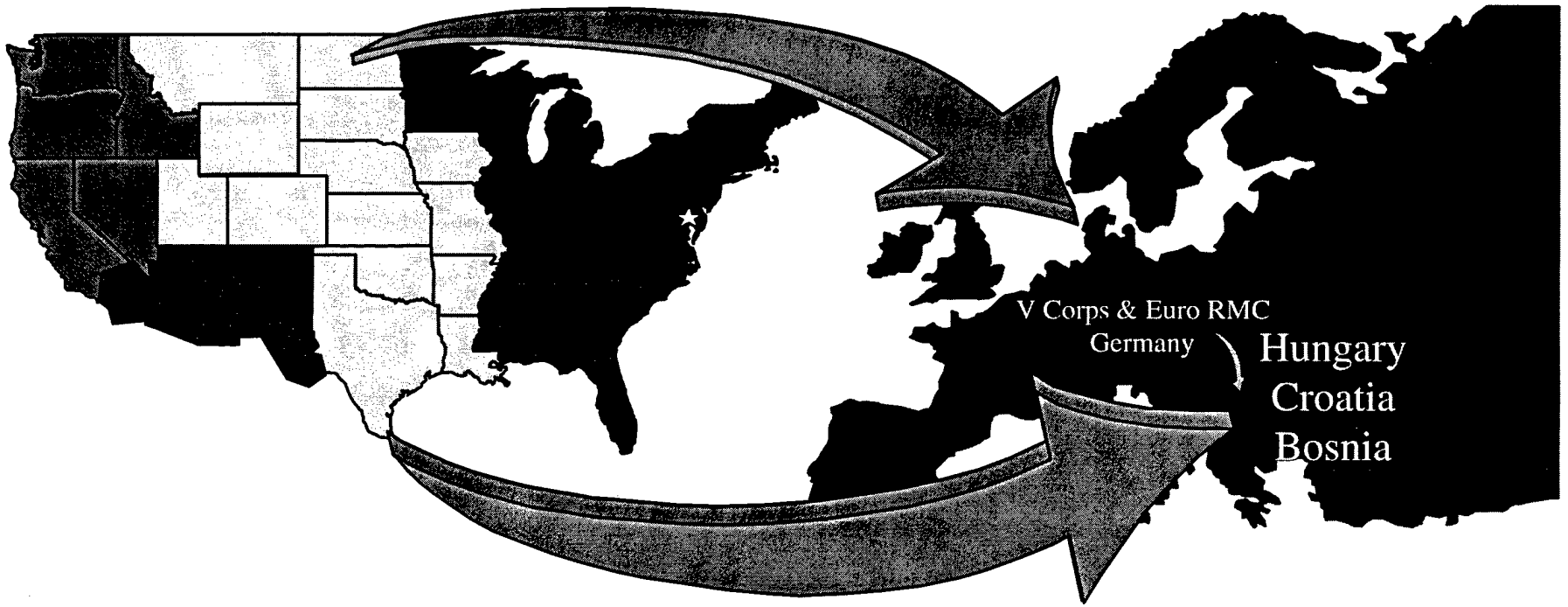
Bound Together by
INFORMATION TECHNOLOGY



Brooke Army Medical Center

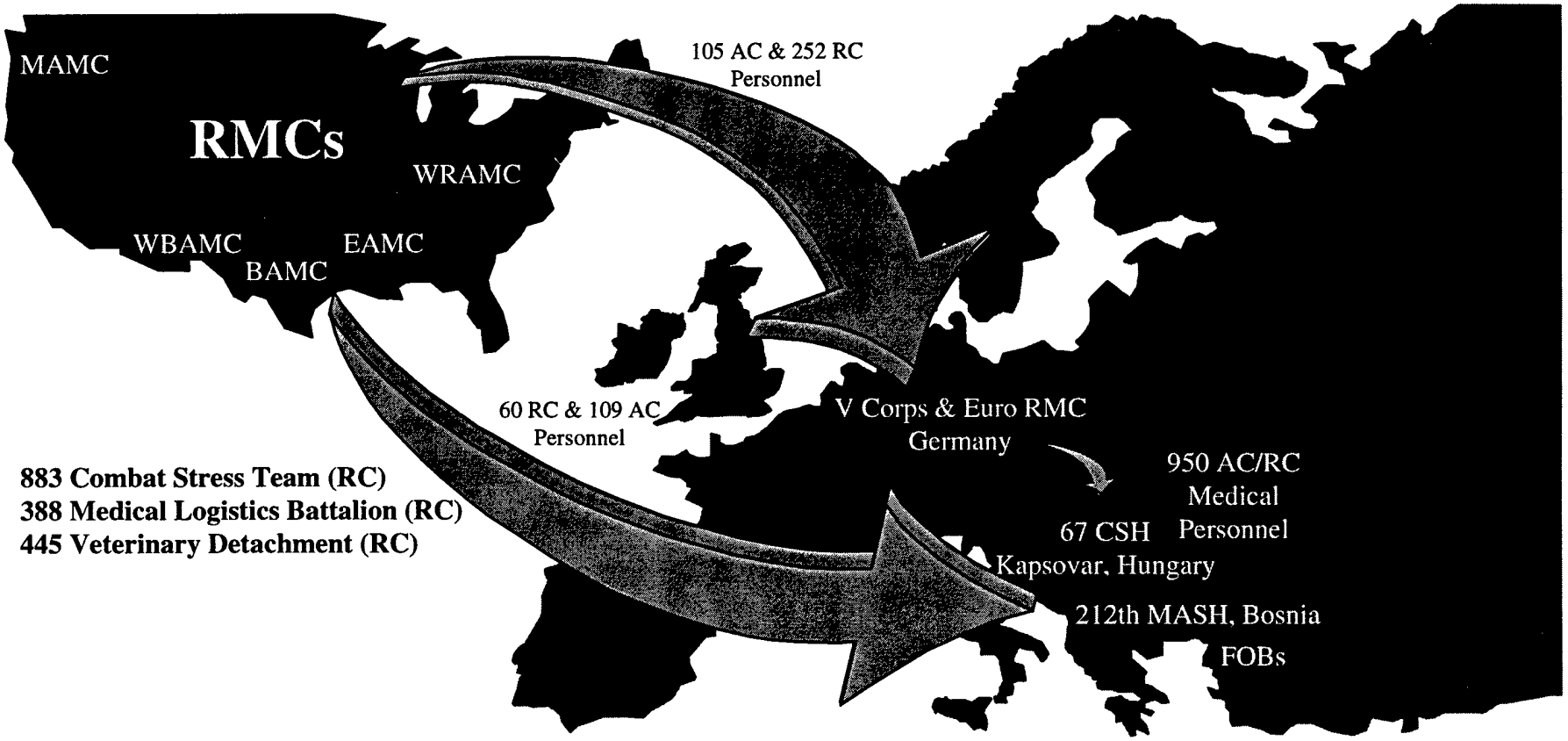
- **Joined Forces to Form a World-Class Medical Center**
- **Preferred as a Center for Health Care**
- **Renowned for Premier Education Programs**
- **Reduces Soldier Time Away from Unit**
- **3 Mil Savings at Darnall First Year**

AMEDD Health Service Support to the Total Army



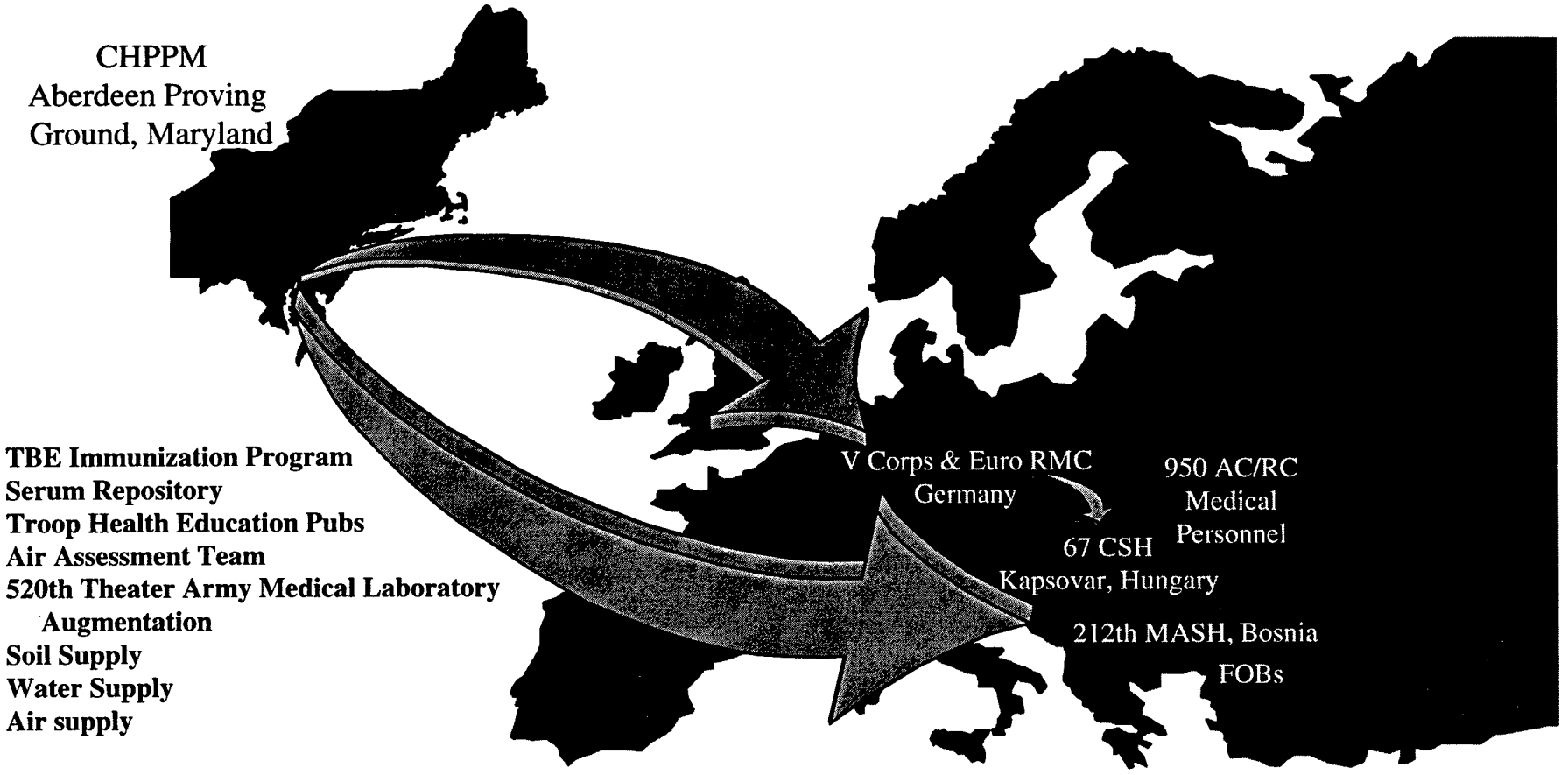
Force Projection

RMC and Reserve Component Support to the Deployed Medical Force

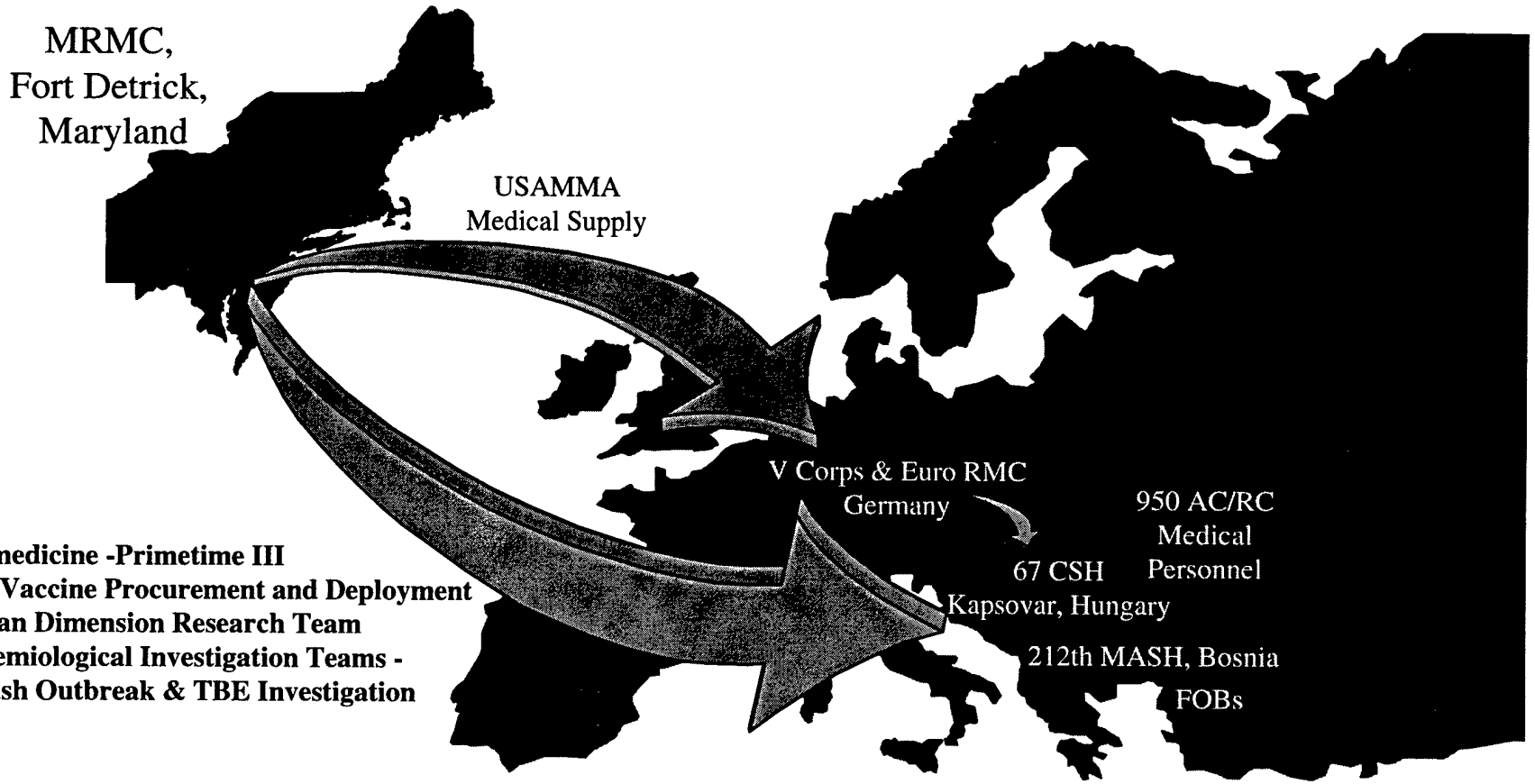


Plus...RMCs manage the care of soldiers, their families, and the extended Army family

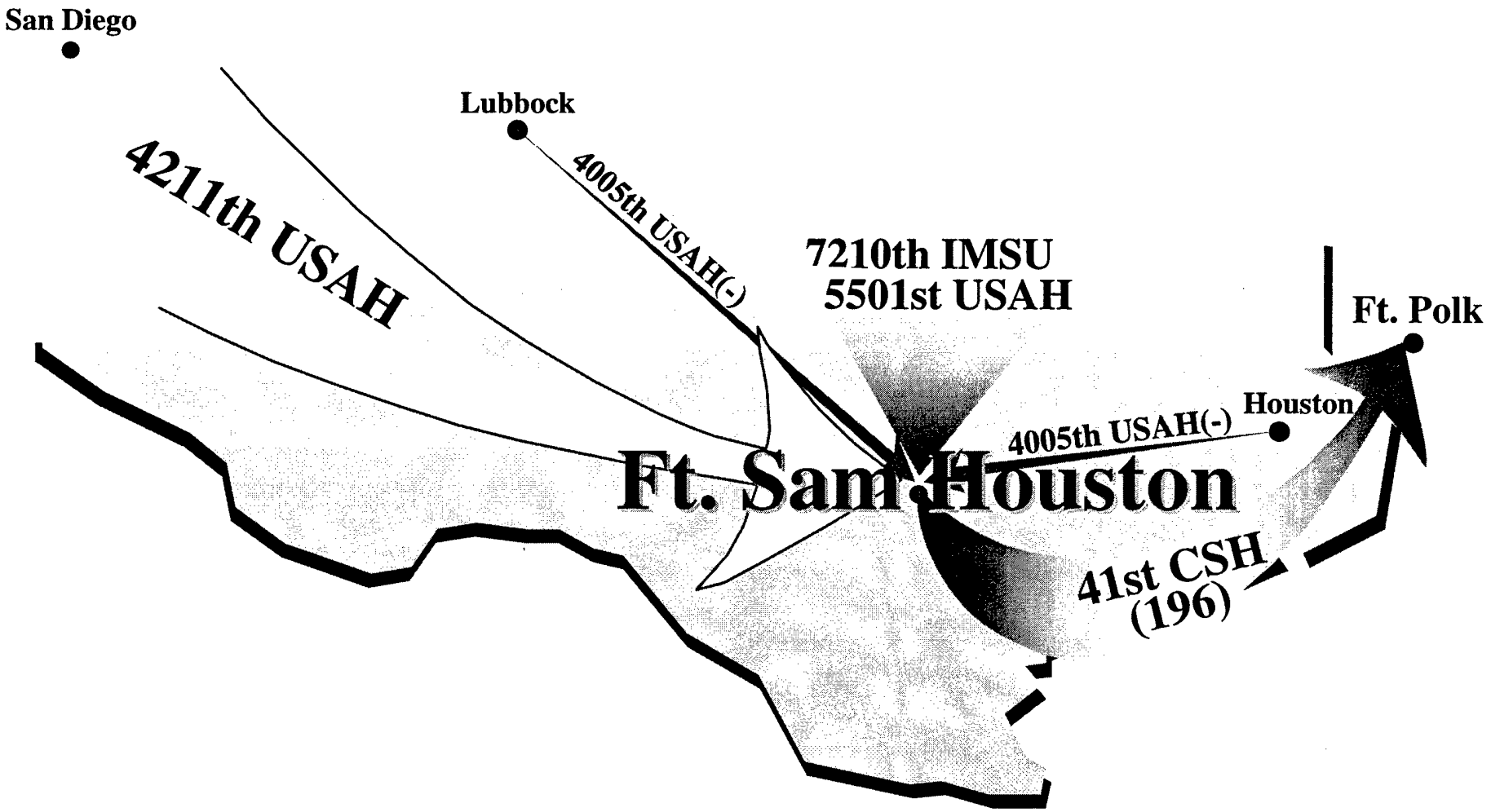
CHPPM-Preventive Medicine and Health Promotion to Project a Healthy & Protected Force



MRMC-Medical Research Development
Acquisition & Logistics to Support the FORCE XXI Soldier

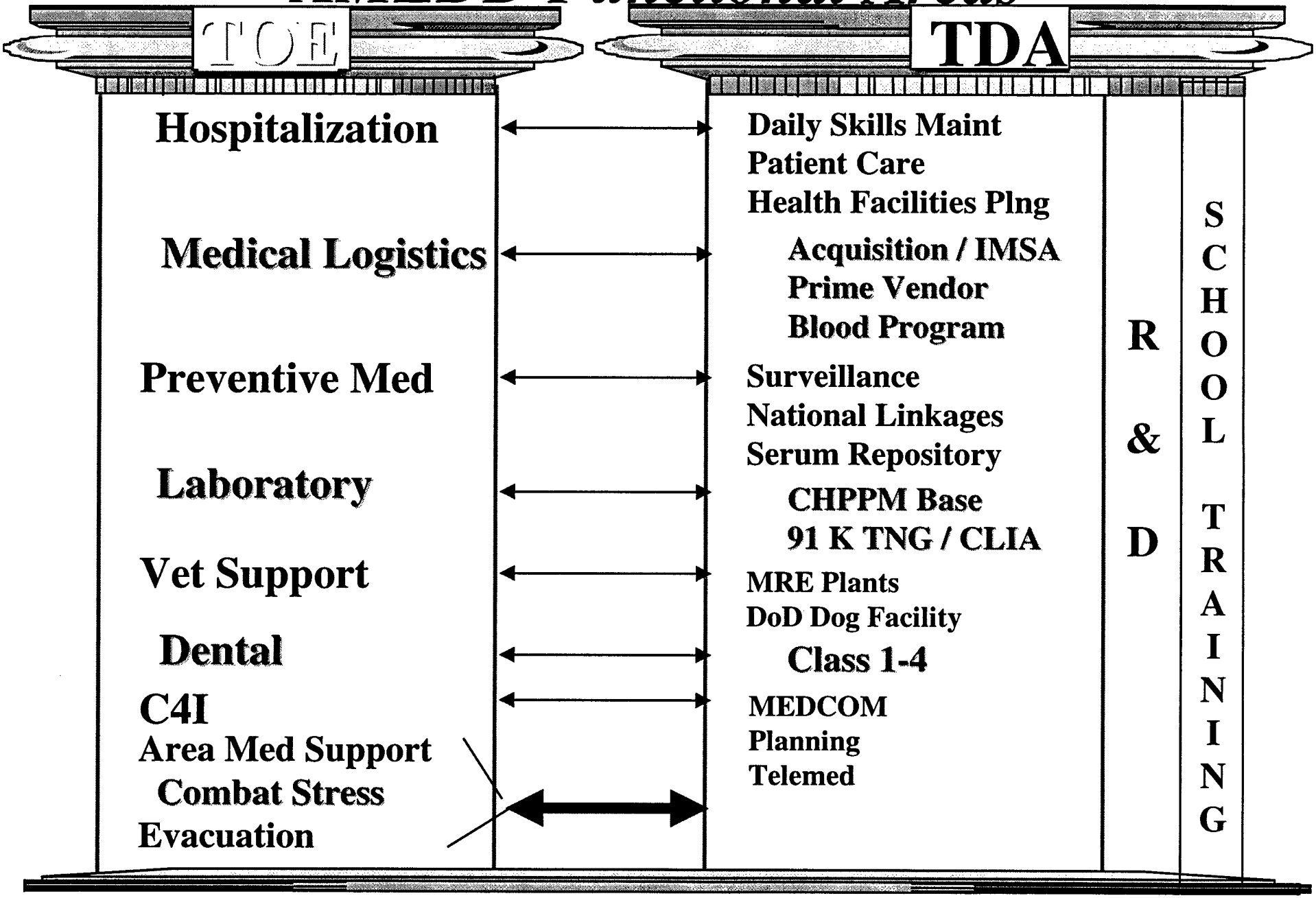


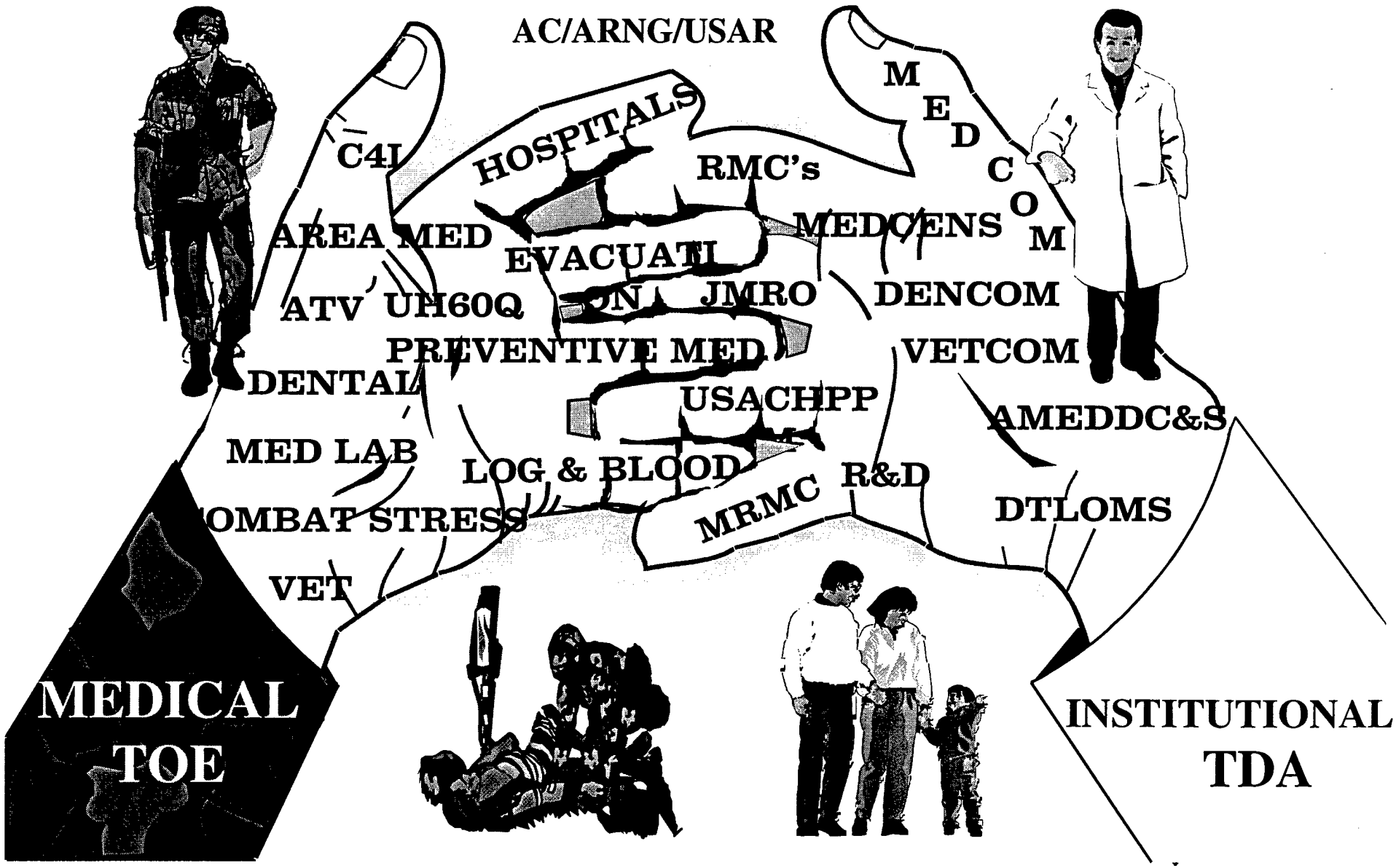
USAR/TDA/TOE Integration
June 1996 Training Support



Cost Avoidance = $290,416

AMEDD Functional Areas




AC/ARNG/USAR
HOSPITALS
C4I
RMC's
MEDCOM
AREA MED
EVACUATI
MEDCENS
ATV
UH60Q
JMRO
DENCOM
PREVENTIVE MED
VETCOM
DENTAL
USACHPP
AMEDDC&S
MED LAB
LOG & BLOOD
R&D
MRMC
DTLOMS
VET
MEDICAL
TOE
INSTITUTIONAL
TDA

PROGRAM ASSESSMENT CRITERIA

RED — NO CAPABILITY EXISTS OR IS INCAPABLE OF PERFORMING THE MISSION

AMBER — A LIMITED CAPABILITY OR QUANTITY EXISTS TO PERFORM THE MISSION

GREEN — ADEQUATE CAPABILITY OR QUANTITY EXISTS TO PERFORM THE MISSION

FUNCTIONAL AREA ASSESSMENT

TOP PRIORITIES

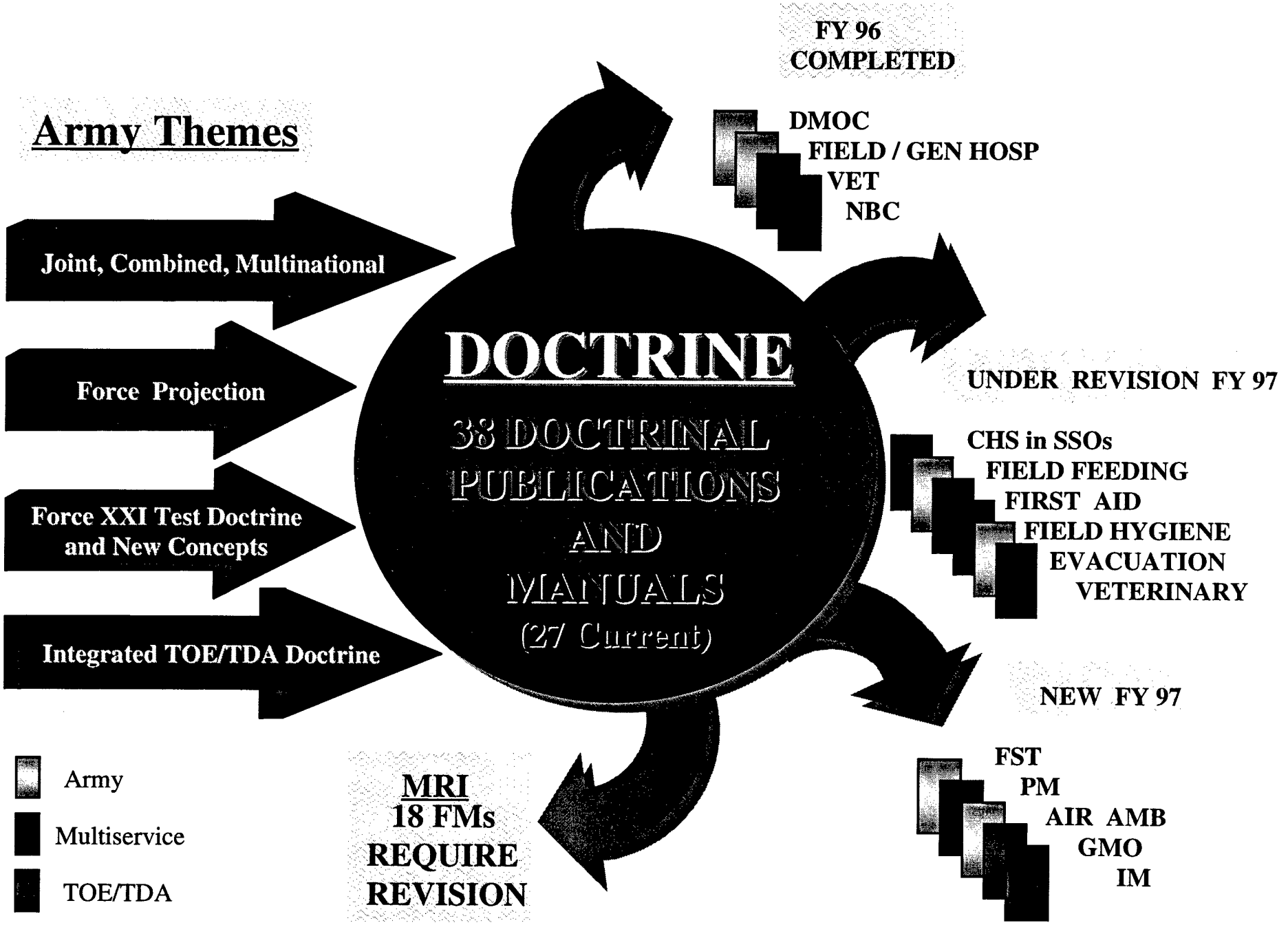
EVACUATION

C4I

LOGISTICS

DENTAL

D	T	L	O	M	S
Level II to Level III EVAC				UH60Q UH60A ATV/MEV	
				COMMO	
				AWR P & Ds DEPMED	
					DENTAL OFFICERS


FY 96
COMPLETED
DMOC
FIELD / GEN HOSP
VET
NBC
Army Themes
Joint, Combined, Multinational
Force Projection
Force XXI Test Doctrine
and New Concepts
Integrated TOE/TDA Doctrine
DOCTRINE
38 DOCTRINAL
PUBLICATIONS
AND
MANUALS
(27 Current)
UNDER REVISION FY 97
CHS in SSOs
FIELD FEEDING
FIRST AID
FIELD HYGIENE
EVACUATION
VETERINARY
NEW FY 97
FST
PM
AIR AMB
GMO
IM
MRI
18 FMs
REQUIRE
REVISION
Army
Multiservice
TOE/TDA

TRAINING

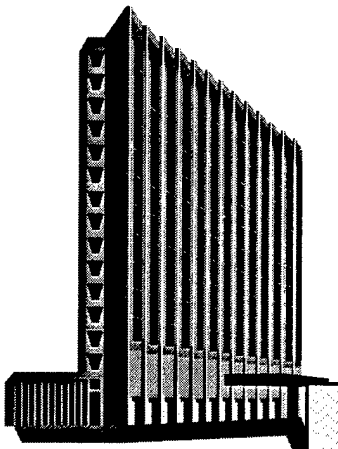


FY 96

30K Resident Students
63K Non-Resident Students
220 Foreign Students

MULTI-SERVICE

USAF	USN	USMC	USCG
451	563	3	8

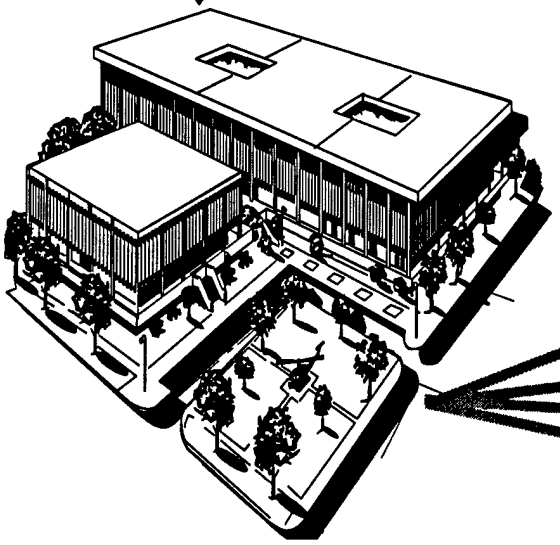




41 Phase II Training Sites

3 Accredited Master Degree Programs
- Health Care Administration
- Physical Therapy
- Anesthesia Nursing

1 Accredited Bachelor Degree Program
- Military Physician Assistant



5 AMEDD C&S Schools

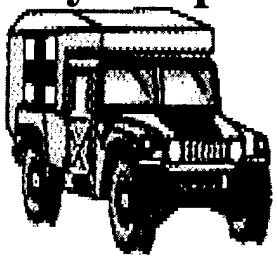
Academy of Health Sciences

- US Army Medical Equipment & Optical School
- US Army School of Aviation Medicine
- Joint Medical Readiness Training Center
- AMEDD NCO Academy

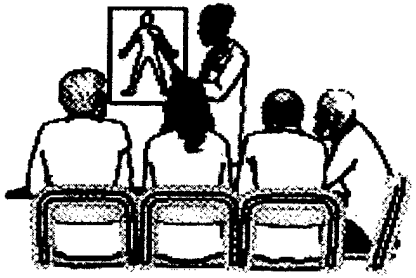
91K Medical Laboratory Specialist

The Complexity of AMEDD Enlisted Training

26 weeks at one of 18 Army Hospitals



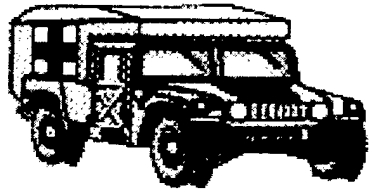
26 weeks at AMEDDC&S



Institution Training Phase I

Medical Treatment Facility Training Phase II

Utilization Tour (24-36) months



Unit Sustainment Training

To comply with the Clinical Laboratory Improvement Amendment (CLIA), PL 100-578, in 1994 DoD directed a minimum requirement of 50 weeks training and 60 equivalent college semester hours in Laboratory Sciences

RTS MEDICAL TRAINING

From TY 94 Through 96

AC UNITS	AC PERSONNEL	7 Regional Training Sites	RC UNITS	RC PERSONNEL
		DEPMEDS LEVEL III Training		
134	3,724	SERMC FT GORDON, GA	129	8,646
12	920	NWRMC CP PARKS, CA	78	8,223
0	0	NARMC FT DEVENS, MA	28	6,943
12	116	NARMC FT MCCOY, WI	235	11,049
2	268	GPRMC FT CHAFFEE, AR	43	4,824
8	576	SERMC CAMP SHELBY, MISS	145	7,725
21	1,542	NARMC FT INDIANTOWN GAP PA	102	6,322
189	7,164	USAR / NG	760	53,732

*NG Phasing out Level III training.
Transitioning to support Level I and II.

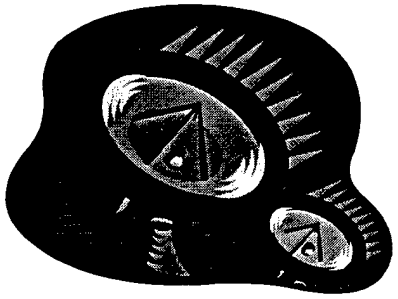
TRAINING INITIATIVES

Training Technology

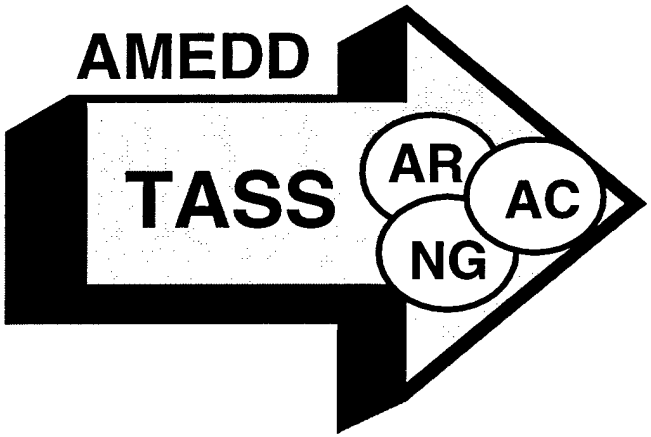


- 60 Computer Based Training Products
- 24 hr Training Bulletin Board

Distance Learning



- Aeromedical Officer Advance Course
- Teletraining Network to Sinai
- Center for Total Access to Bosnia



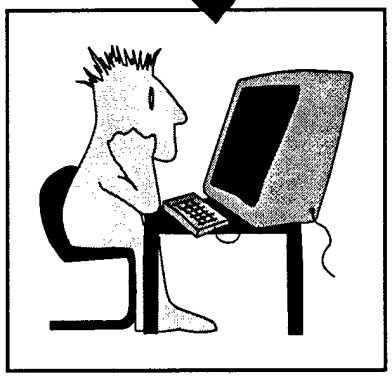
- 6 Course Conversions Completed
- 7 Course Conversions to be completed by 2 QTR FY97
- TRADOC Target is 4th QTR FY97

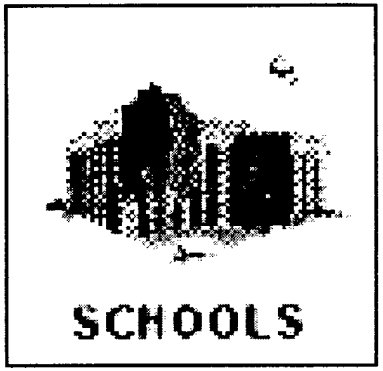
AMEDD TRAINING PRODUCTS ON THE INTERNET

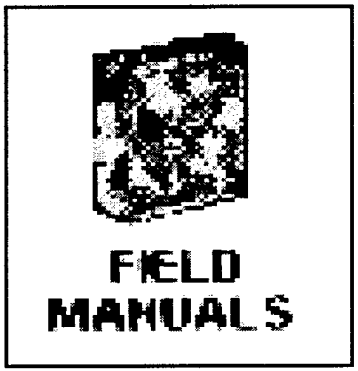
http://www.atsc-army.org



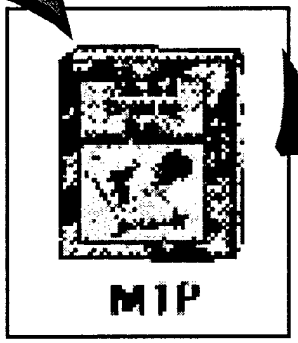
The Army Training Digital Library (ATDL)



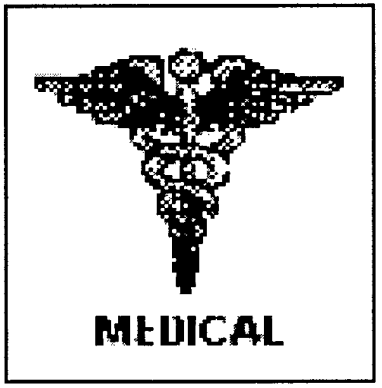




(4)

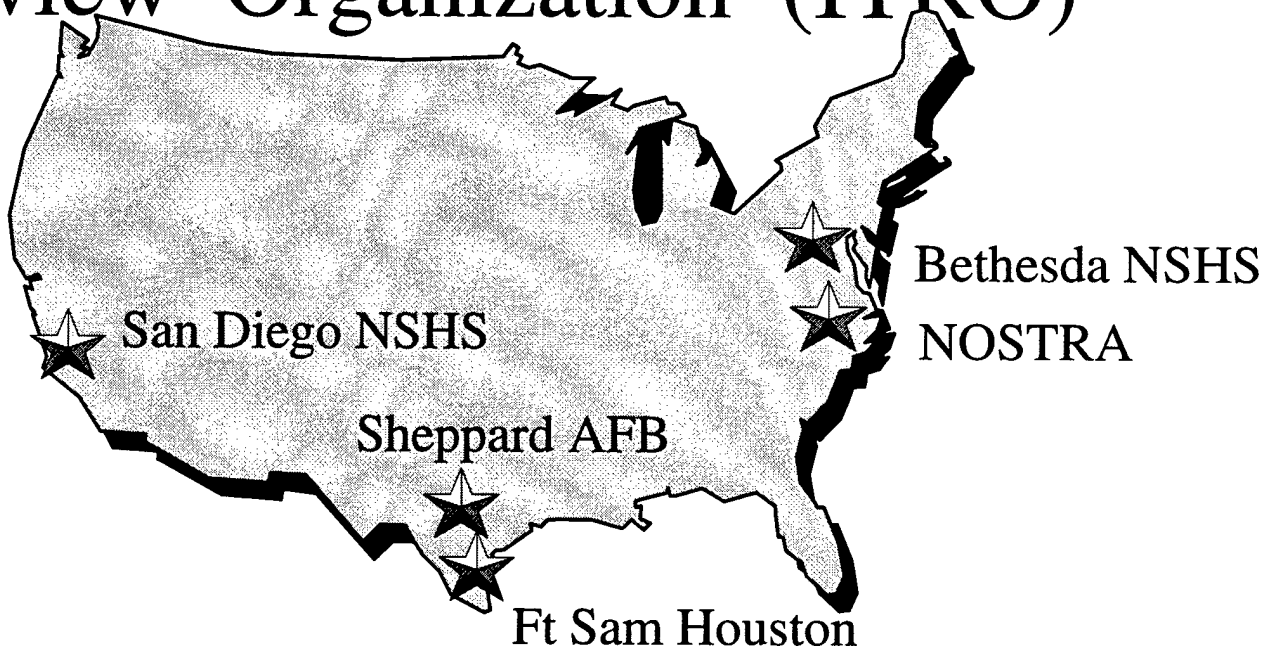


(32)



TRAINING INITIATIVE

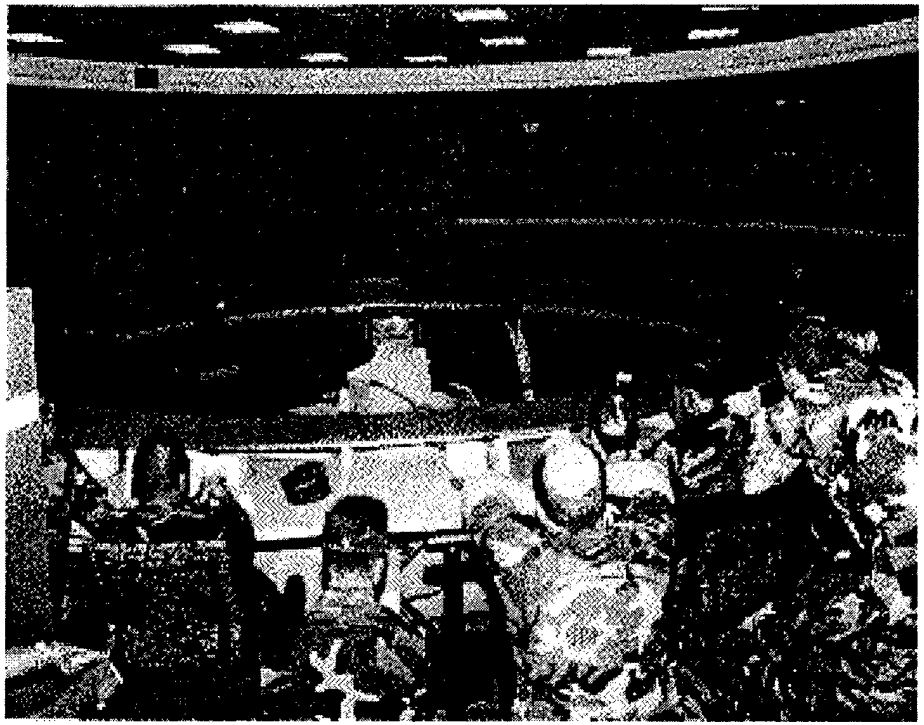
Health Care Interservice Training Review Organization (ITRO)



Tri - Service collaborative effort to consolidate military medical training. The ITRO Master Plan targets 25 distinct service school training programs.

LEADER DEVELOPMENT

The New AMEDD Officer Advanced Course



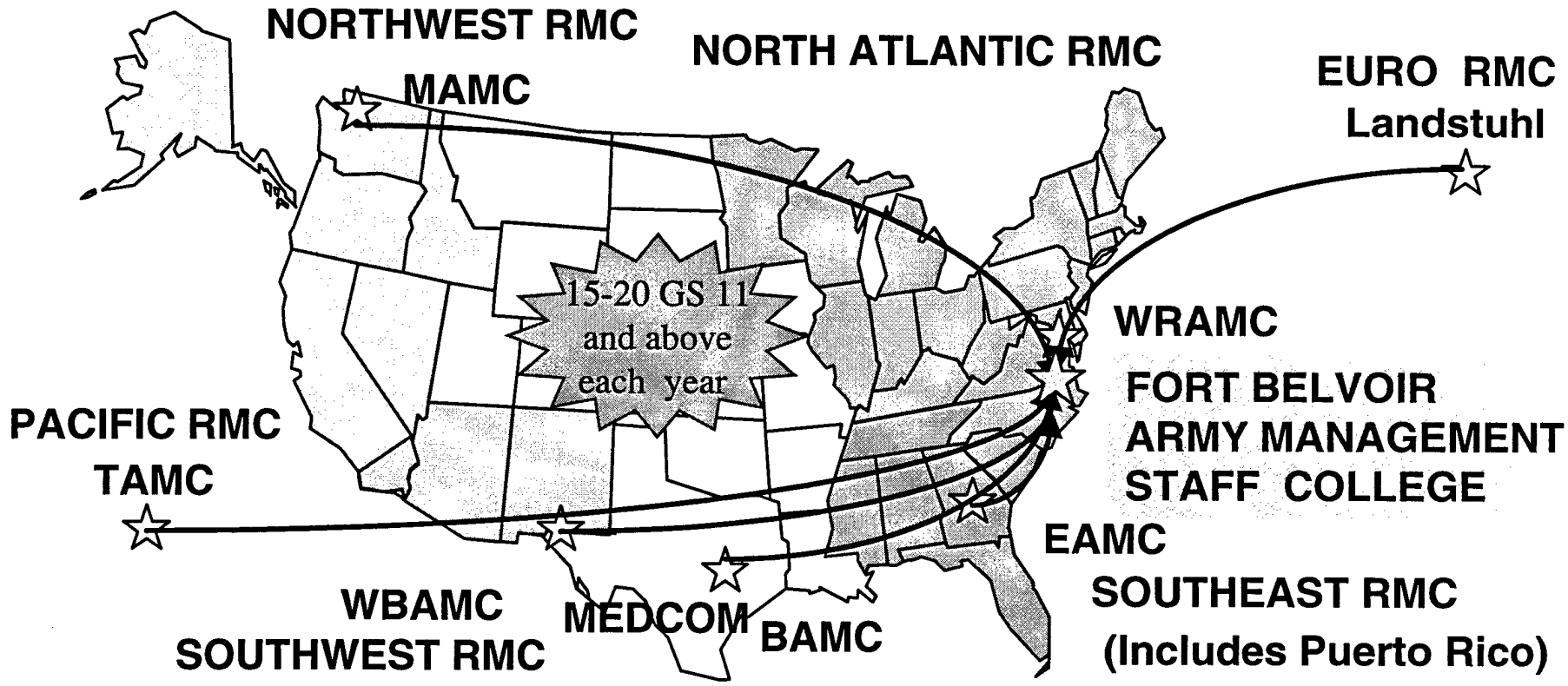
- **Starts January 1997**
- **Converts 20 wk PCS to 10 wk TDY**
- **Distributive Training Phase**
- **Saves 100 manyears in TTHS's account**

Beginning FY 98
$ 3.3 Million
Annual Savings

PLUS

Saves time / Expedites Return to Duty

LEADER DEVELOPMENT (Civilians)



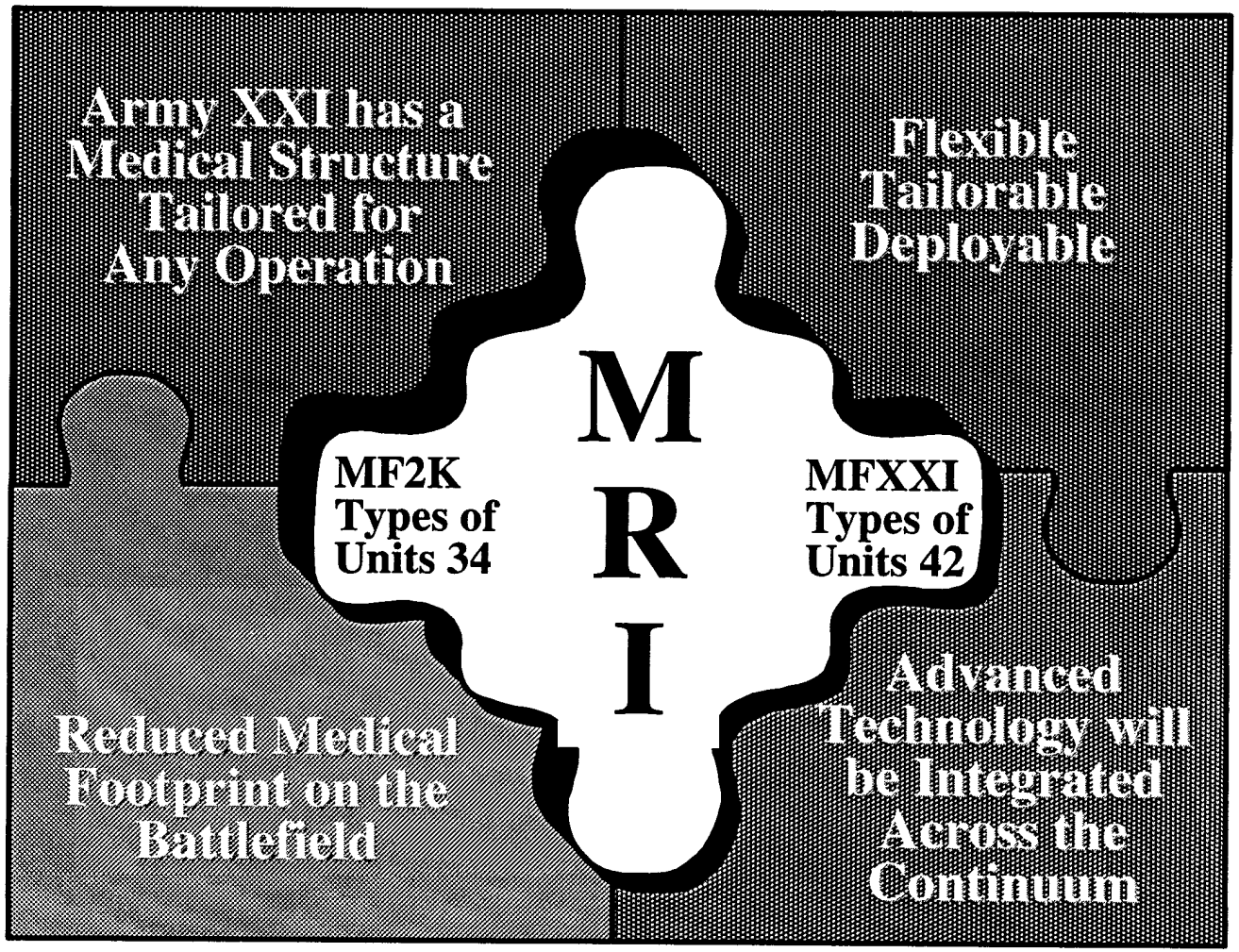
HOSPITAL FORCE STRUCTURE

	TAA 94 5 CORPS 28 DIVISIONS GLOBAL CONFLICT	TAA 99 4 CORPS 16 DIVISIONS MRC EUROPE	733 - TAA 01 3 CORPS 12 DIVISIONS CONCURRENT MRCs	TAA 03 3 CORPS 10 DIVISIONS NEARLY SIMULTANEOUS MRCs
REQUIREMENT	141	108	56	52
AC	33	31	18	15
NG	17	7	3	0
AR	82	50	35	37
RESOURCED	**132**	**88**	**56**	**52**



61% Smaller

Medical Reengineering Initiative



- Approved by VCSA on 9 Oct 96
- Will be Considered in TAA05

MRI

(Estimated Cost and Savings Based on TAA 03 Force)

AREA	CURRENT	PROPOSED	CHANGES
① C4I	Medical Command	MEDCOM Theater	+ 300 Personnel
	Medical Brigade Medical Group	MEDCOM Corps Medical Brigade	- 5 Units
	No split based cap	Split based capable	
② HOSP/ EVAC	EAC Hosp 10% Mob	No Change	- 6,200 Personnel
	Corps Hosp 35% Mob	No Change	+ 31 Units
	Difficult to task organize/large overhead	Modular/less overhead	
③ SUPPORT	Designed for NATO/ Soviet conflict	Precision support for specific operations	- 800 Personnel - 68 Units
TOTAL		ESTIMATES	- 6,700 Personnel (AC 2800/RC 3900) - 42 Units + $36.8M*

* Estimated to fully implement MRI, to include modernization path equipment not on-hand

MRI MOBILITY

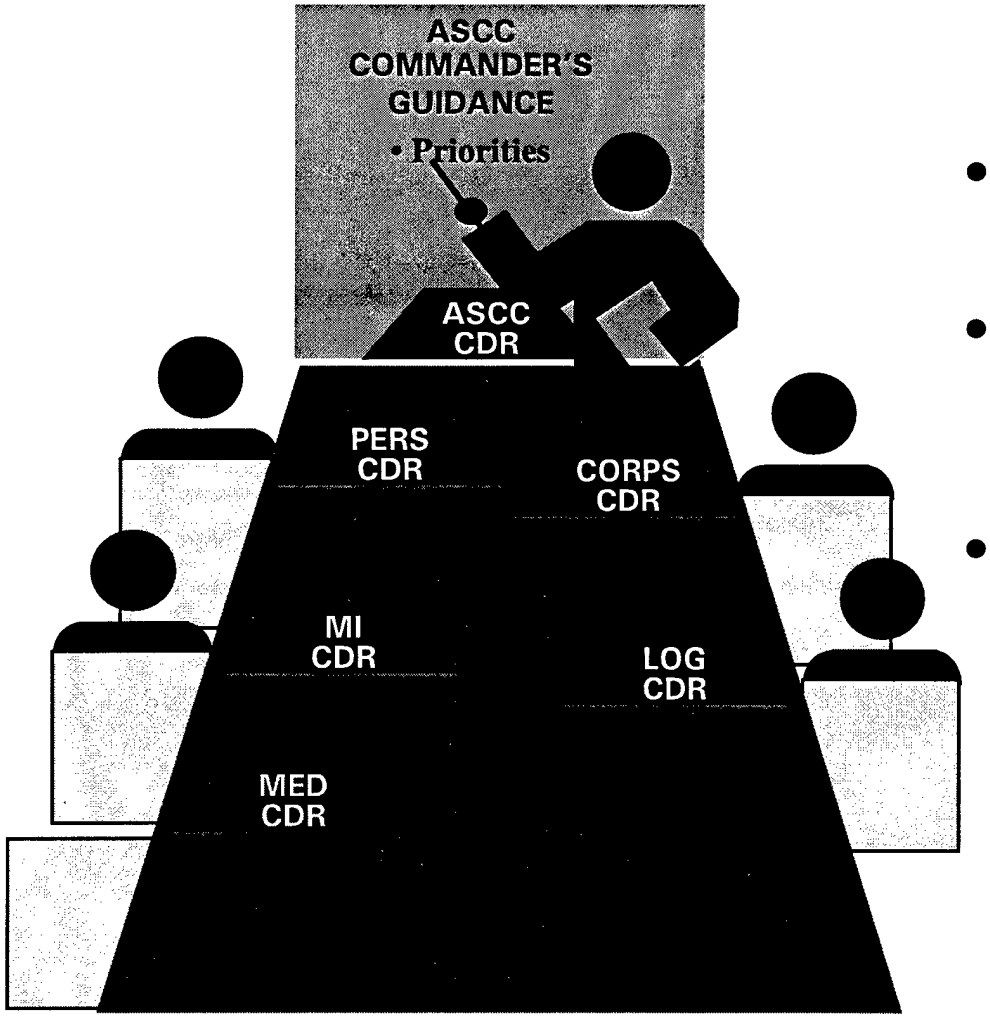
	STRATEGIC* (with vehicles/without vehicles)				TACTICAL*		
	C5	C17	C130	C141	M998	M932	
FST			3 / 1	2 / 1	6	N/A	100% Mobile
HOSPITAL							
84 Bed	12 / 5	17 / 7		32 / 14	5	32	100% Mobile
164 Bed**	7 / 6				1	0	0% Mobile
248 Bed	19 / 11	17 / 7		32 / 14	6	32	35% Mobile

+ 48 M932
100% Mobile

* All studies done using preliminary weights and cubes on the AALPS
** Normally deployed by Sealift

THEATER SUPPORT COMMAND

WHAT'S WRONG WITH THIS PICTURE?



TSC CONCEPT

- COMMANDER RESPONSIBLE FOR HEALTH OF COMMAND
- CRITICAL WEAR MISSIONS REQUIRE CENTRALIZED MEDICAL C2
- INCREASED RESPONSIBILITY AS MEDICAL FORCE INTEGRATOR FOR JOINT/COMBINED OPERATIONS

MATERIEL

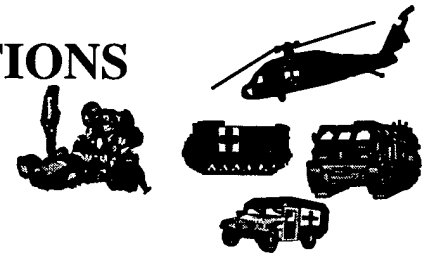
AMEDD

COMBAT DEVELOPMENT

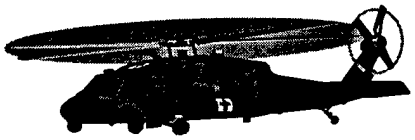
- **COMBAT CASUALTY CARE**
  (11 Products)
  - Low Temp Sterilizing System
  - Self Contained Ventilator
  - Field Anesthesia Machine
- **CHEMICAL DEFENSE**
  (4 Products)
  - Topical Skin Protectant
  - Nerve Agent Pre-treatment
  - Cyanide Pre-treatment
- **INFECTIOUS DISEASE**
  (20 Products)
  - Antimalarial Drugs
  - Tick-borne Encephalitis Vaccine

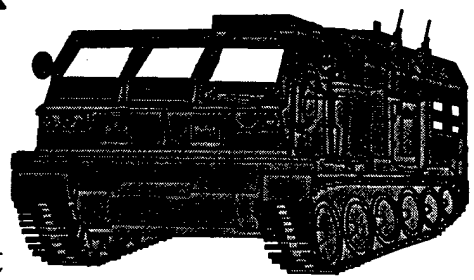
OTHER PROPONENTS

COMMUNICATIONS



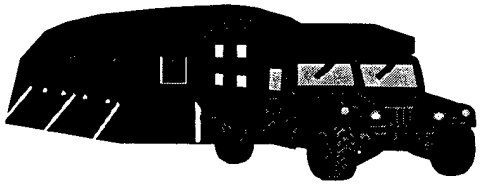
UH-60Q





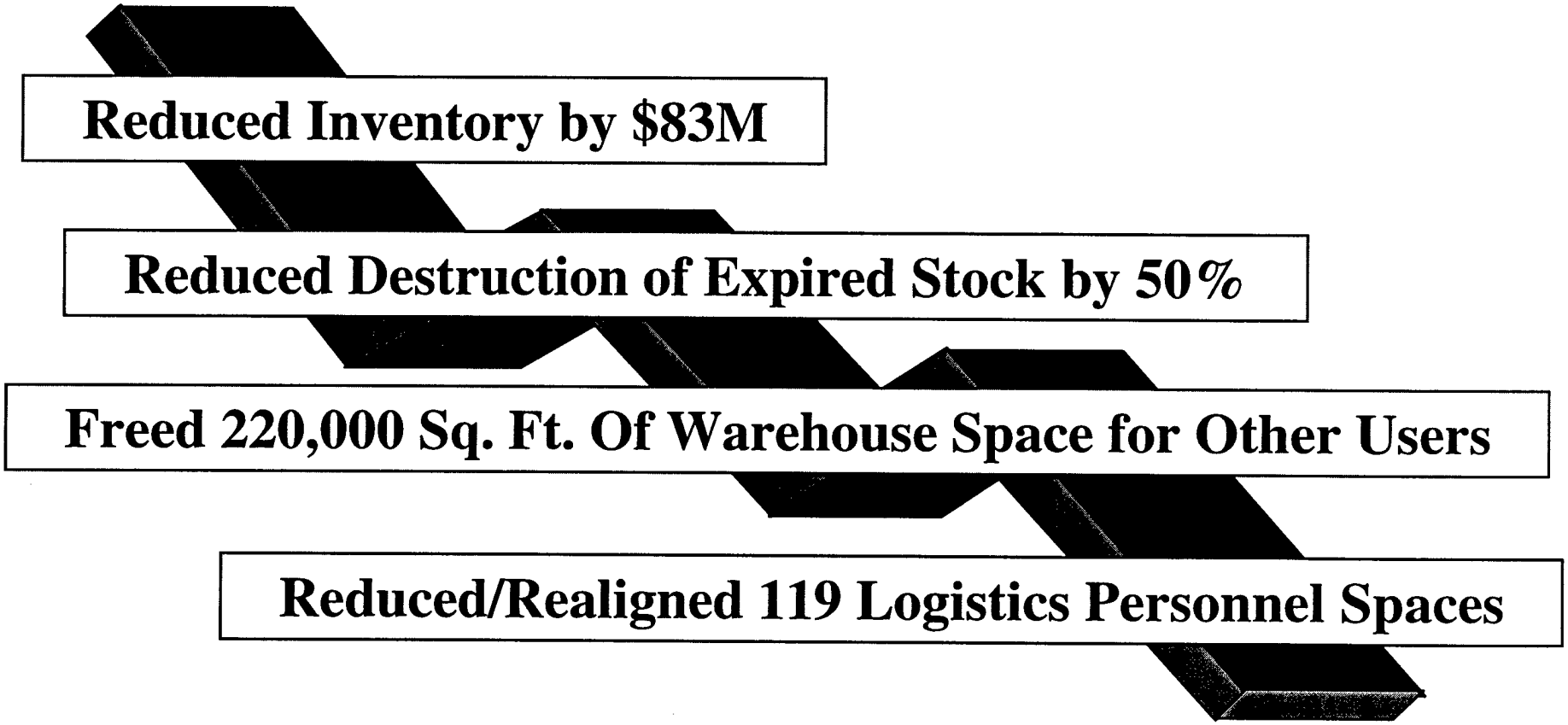
- **ARMORED TREATMENT & EVACUATION VEHICLES**

- **CHEMICAL, BIOLOGICAL PROTECTED SHELTER**

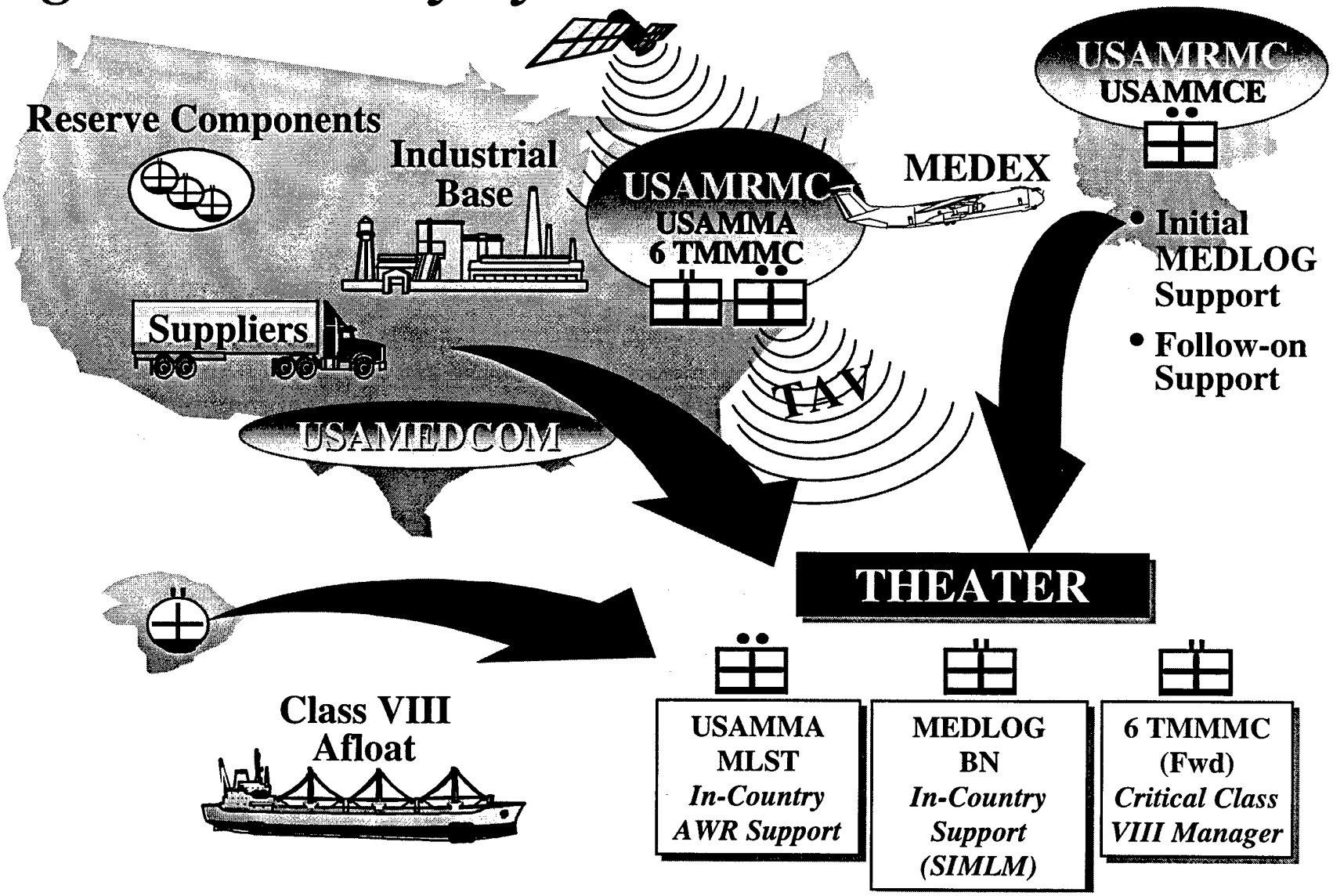


Prime Vendor Program

Long-Term Contracts with Competitive Prices and Reliable Delivery has:



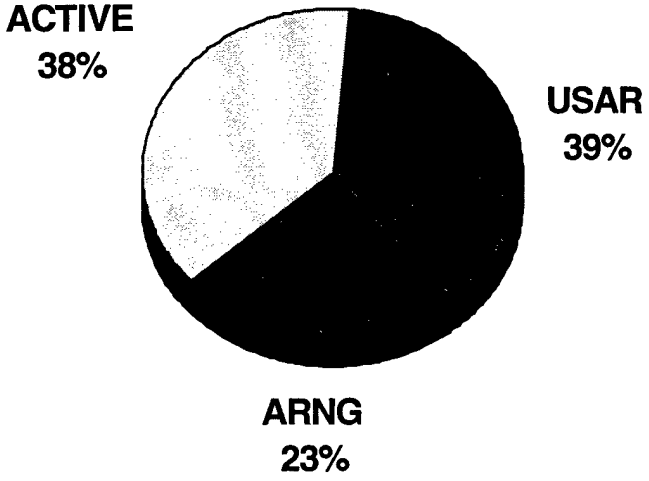
MRMC & AMEDD/MEDCOM
Integrated Delivery System with Total Asset Visibility



SOLDIERS

THE AMEDD COMPOSITION IS A COMPLEX SYSTEM

1996 AMEDD FORCE COMPOSITION



SOURCE: 9802 PERSACS/9603 UAD

87 Officers AOCs

2 Warrant Officers AOCs

17 Enlisted MOSs (16 ASIs)

66 Civilian Series

Non-Military Licensure
Credentialing
Accreditation

AMEDD TOP PRIORITIES

Modernization

1. EVACUATION

- UH60Q
- UH60A
- UH60A Conversion Kits
- Armored Treatment Vehicle (ATV)
- Armored Medical Evacuation Vehicle (AMEV)



2. C4I

- Communications



Sustainment

3. LOGISTICS

- CL VIII War Reserves
- Potency and Dated Materiel
- Sustainment of DEPMEDS

4. DENTAL

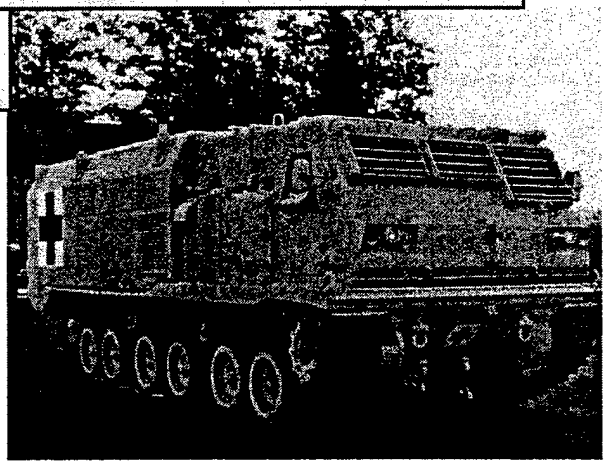
- Recruitment and Retention of Dental Officers

EVACUATION

- UH60Q
- UH60A
- UH60A MEDICAL CONVERSION KITS
- ATV
- AMEV



Materiel



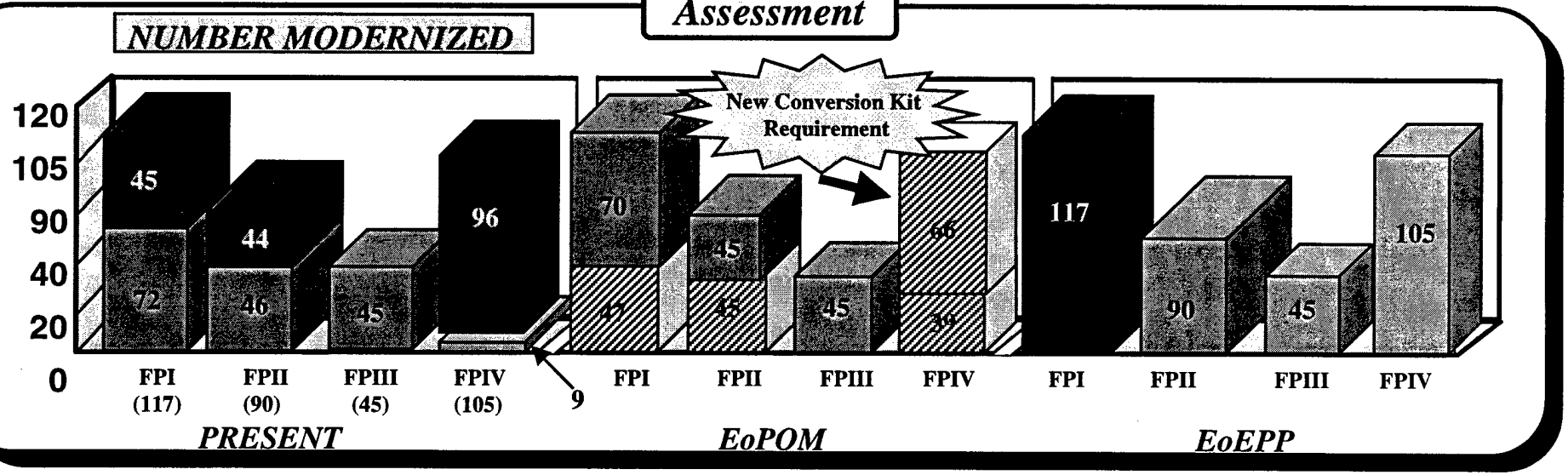
Near Term	Mid-Term	Far Term
97-99	00-03	04-12

MEDEVAC COMPANY MODERNIZATION

Strategy

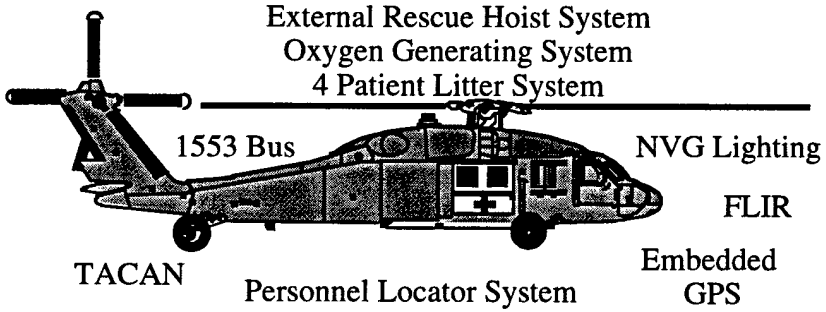


Assessment



UH-1V
UH-60A
UH-60A Kits
UH-60A
UH-60Q
UH-60A

UH60Q MODIFICATIONS FOR FIRST TO FIGHT MEDEVAC UNITS



DISCUSSION:

- **Significant Enroute Patient Care Enhancements**
- **Situational Awareness & Digital Communications**
- **Critical Need For 87 UH-60Qs In Contingency Corps**

	FY98	FY99	FY00	FY01	FY02	FY03	TOTAL
QTY	10	15	20	20	22	0	87
AMT($)	15.6	27.9	42.0	44.8	50.0	8.6	**188.9**

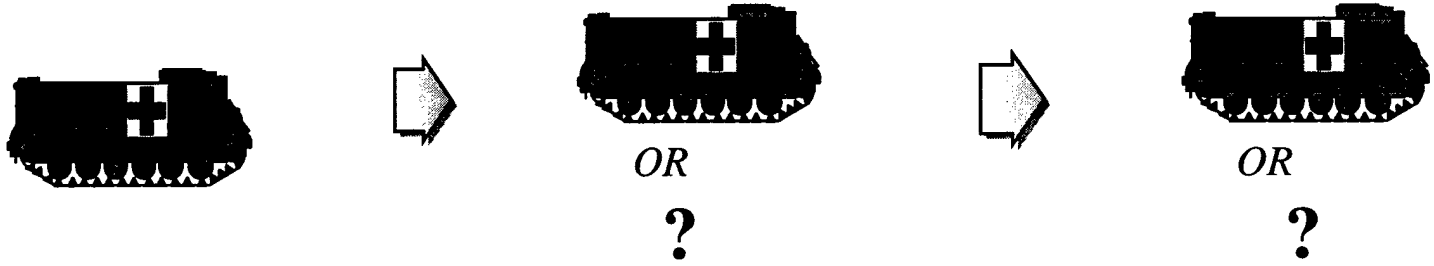
Recommendation:

Fund UH-60Q Modifications In POM

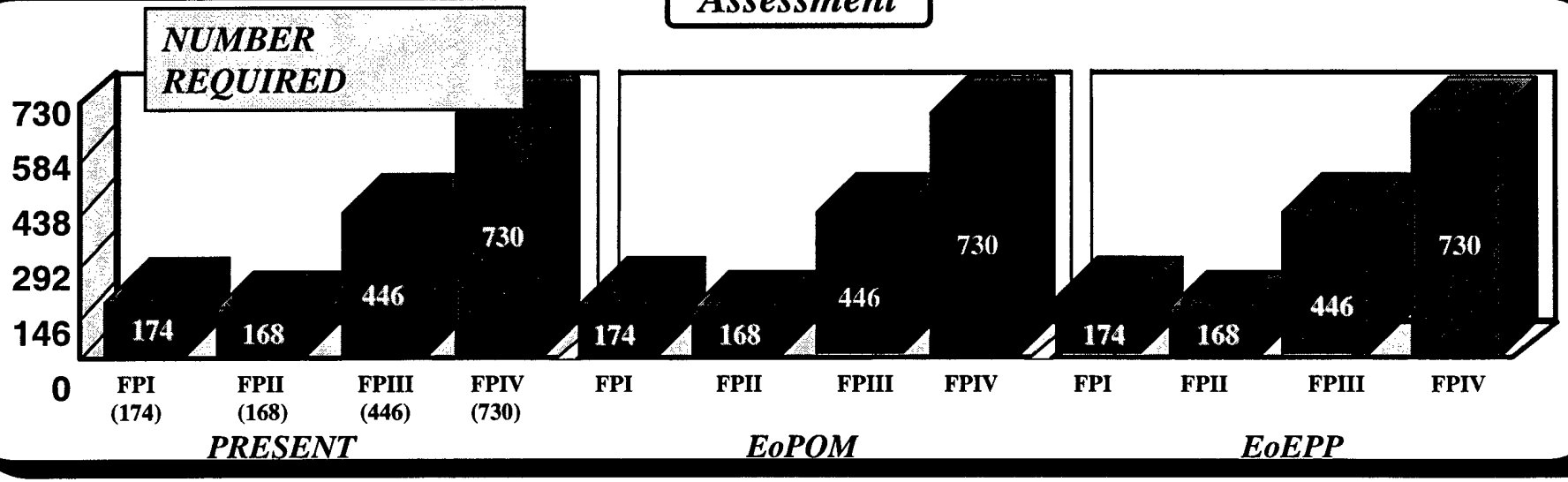
- **Requires Additional $188.9M FY99-03**

ARMORED MEDICAL EVACUATION VEHICLE MODERNIZATION

Strategy



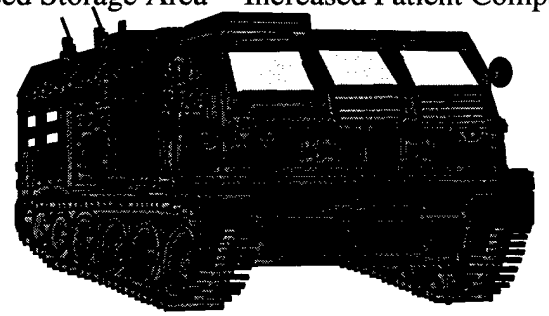
Assessment



ATV CONVERSION FOR FIRST TO FIGHT MEDICAL UNITS

Chemical Overpressure System

Increased Storage Area Increased Patient Compartment



GPS

Speed/Range

Enhanced Litter System

Enhanced Medical Interior

Environmental Control Unit Reduced Logistical Tail

DISCUSSION:

- **Significant Enroute Patient Care Enhancements**
- **Situational Awareness & Digital Communications**
- **IPT - 29 OCT 96**
- **FY99-04 Production Objective is 70 vehicles**

	FY98	FY99	FY00	FY01	FY02	FY03	TOTAL
QTY	6	6	17	20	21	0	70
AMT($)	29.2	34.9	55.9	58.1	61.5	1.0	**240.6**

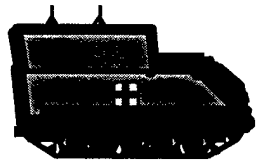
Recommendation:

Fund ATV Production in POM

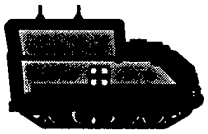
- **Requires Additional 240.6M FY99-03**

ARMORED TREATMENT VEHICLE MODERNIZATION

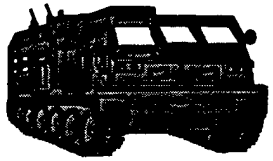
Strategy



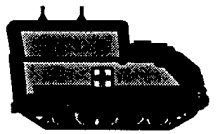
M577



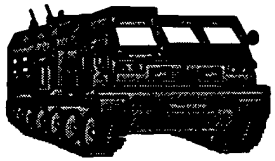
OR



TOTAL TOE FLEET = 530
(70 ATV + 460 M577)

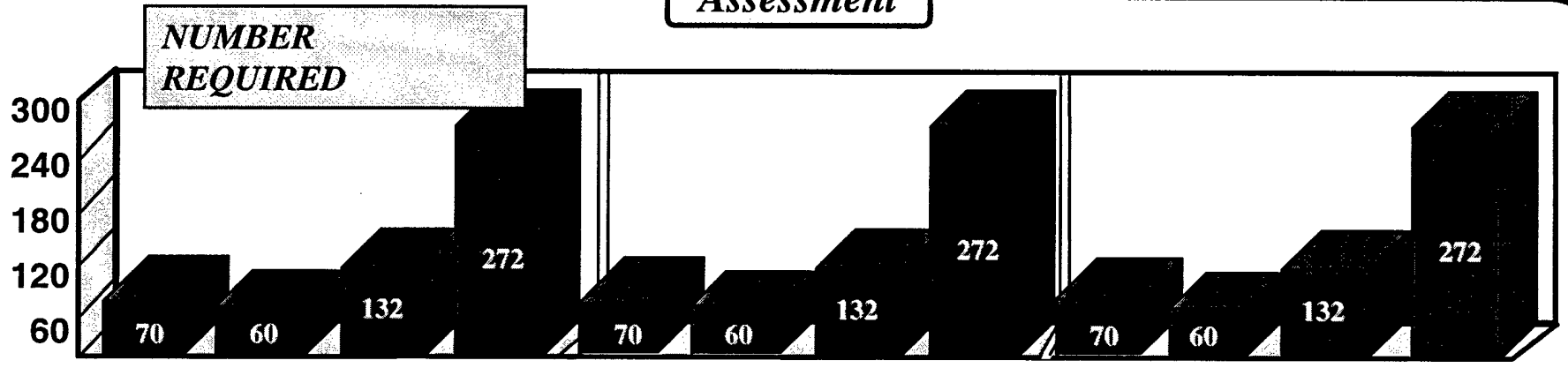


OR

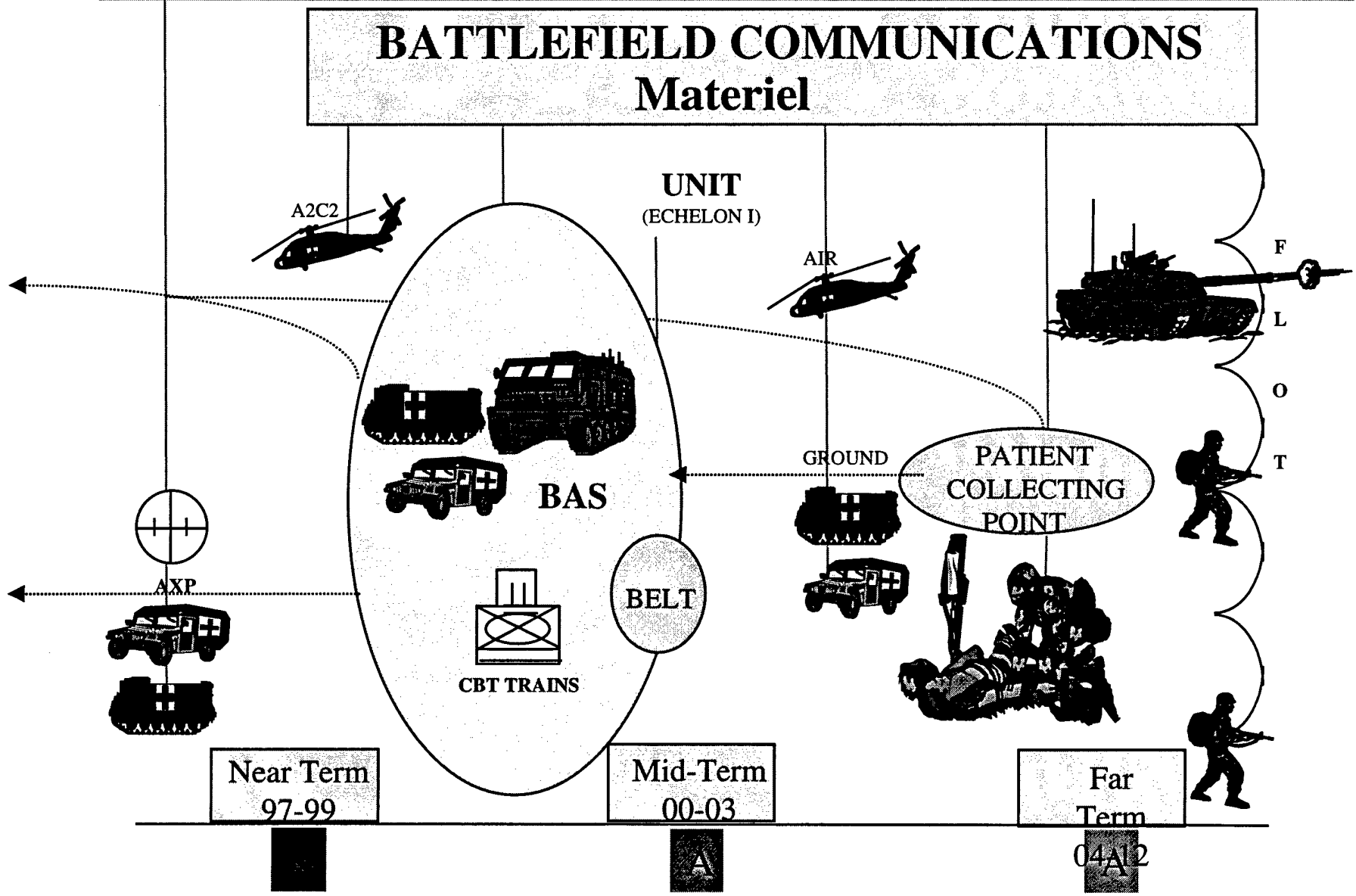


TOTAL TOE FLEET = 530
(70 ATV + 460 M577)

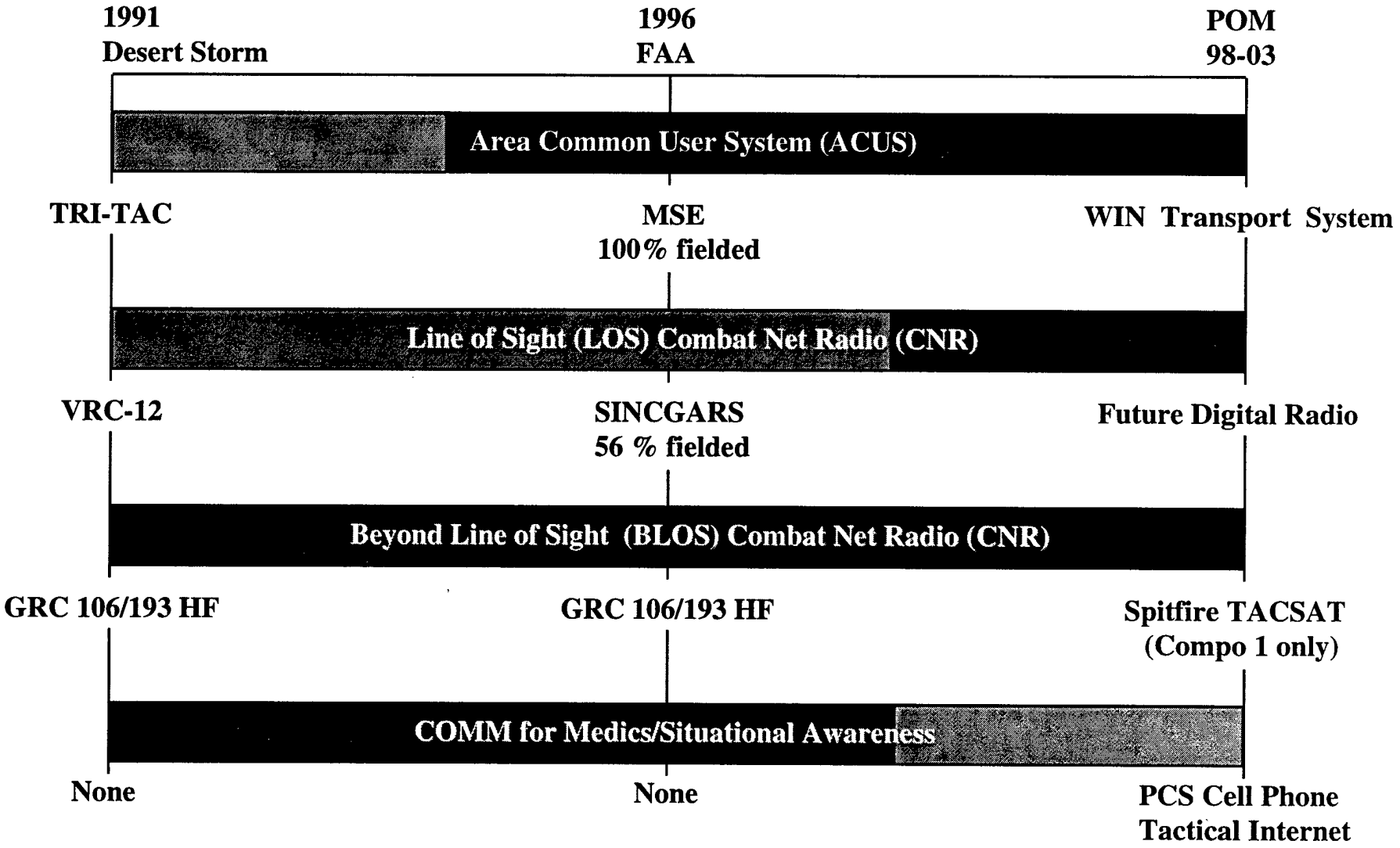
Assessment



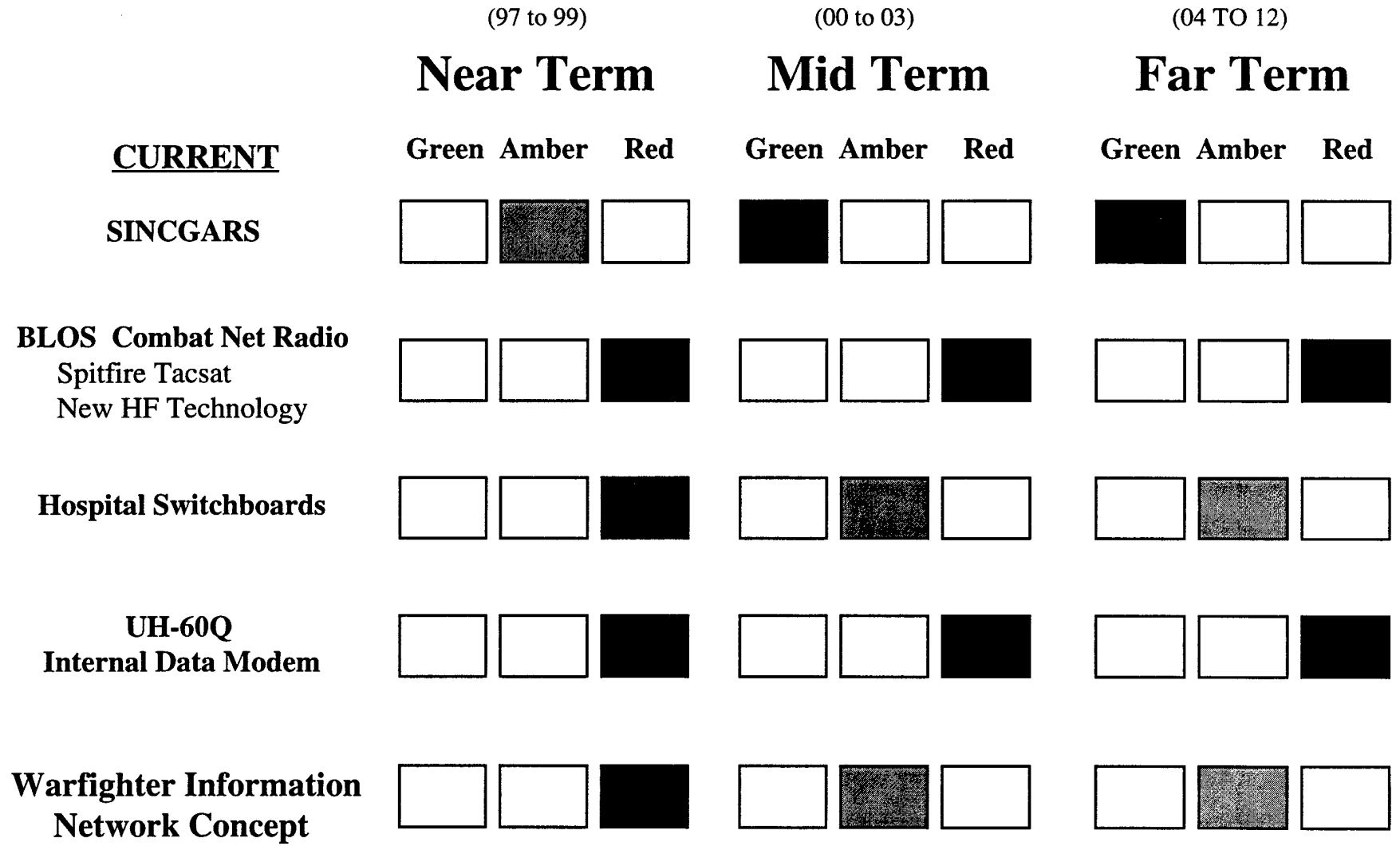
COMMAND, CONTROL, COMMUNICATION, COMPUTERS, AND INTELLIGENCE (C4I)



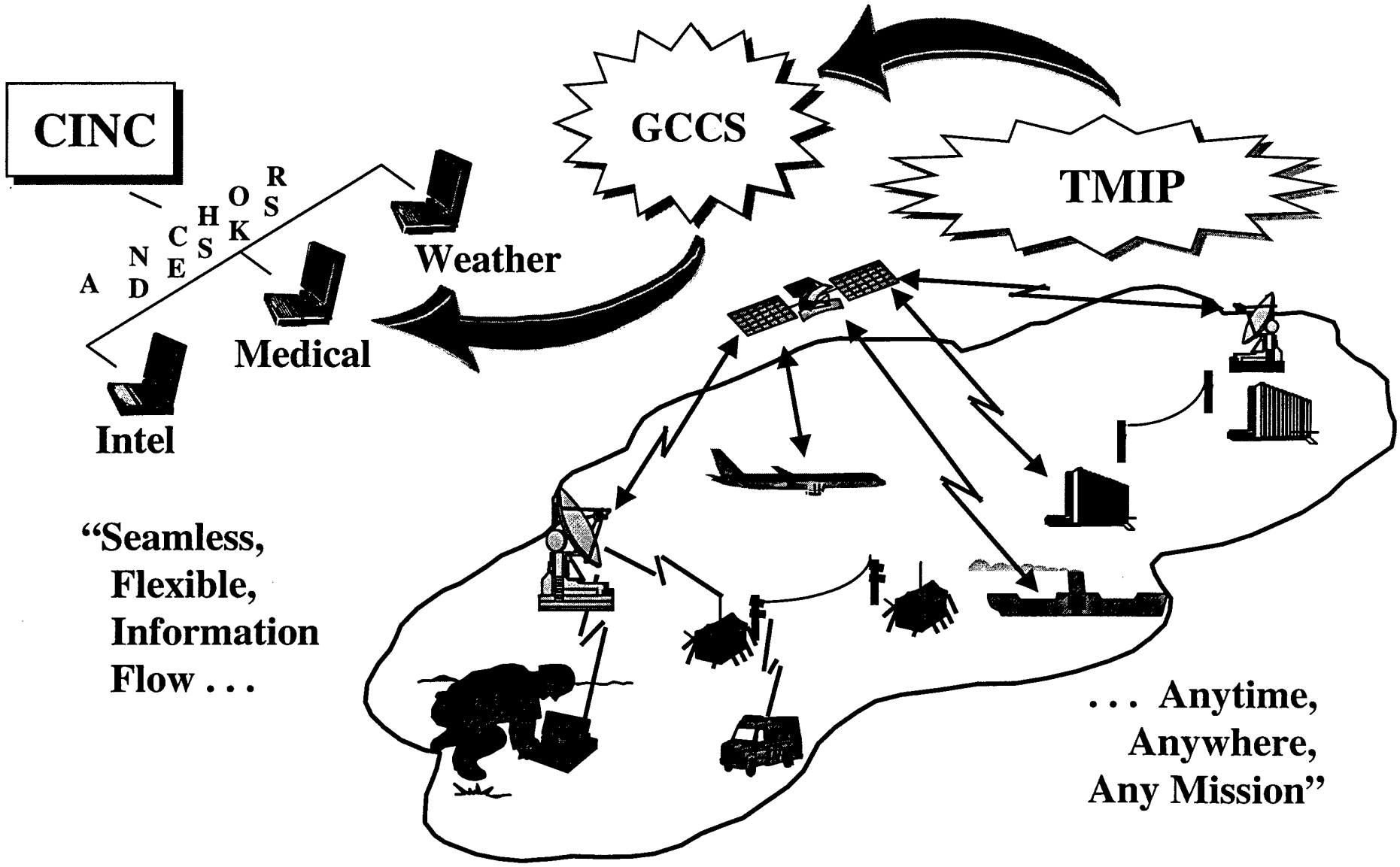
MEDICAL C4: Past, Present and Future



Medical Communication, 98-03 Assessment

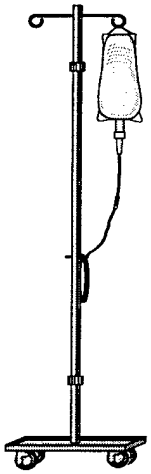


Theater Medical Information Program

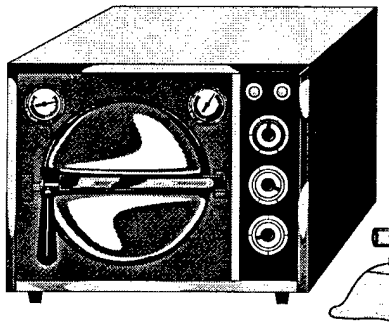


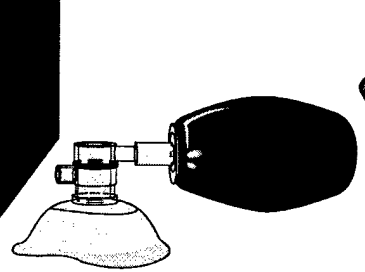
LOGISTICS

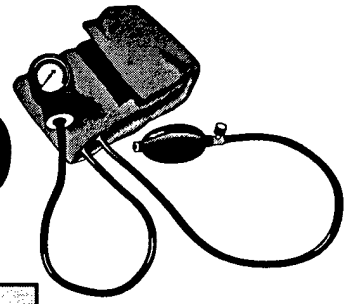
- LACK OF CLASS VIII WAR RESERVES
- LACK OF POTENCY AND DATED MATERIEL
- SUSTAINMENT OF DEPMEDS

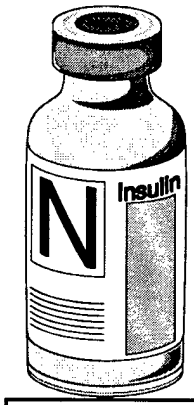


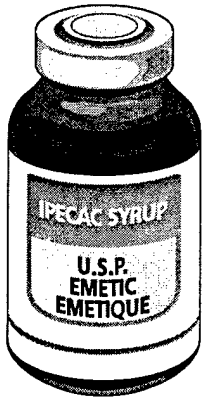
Materiel





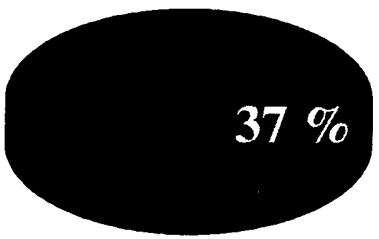




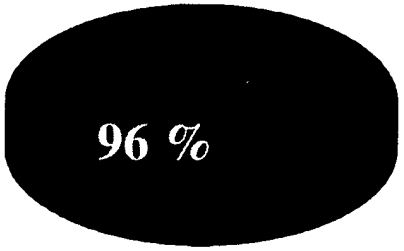


Near Term	Mid-Term	Far Term
97-99	00-03	04-12

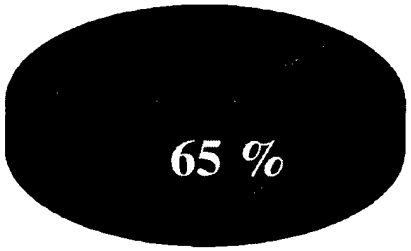
ARMY WAR RESERVES SUSTAINMENT (AWR-S) STOCKAGE LEVELS
(120 DOS FOR 2 MRC FORCE)



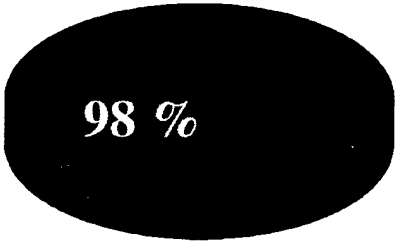
CL I



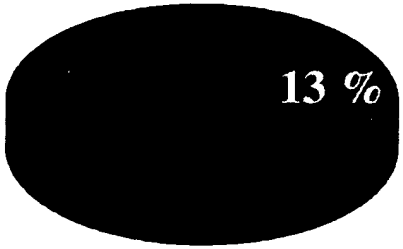
CL II



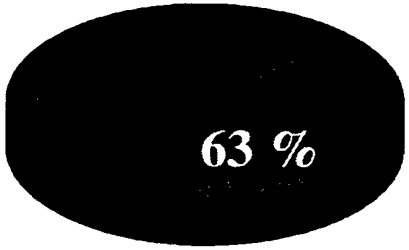
CL III P



CL IV



CL VIII



CL IX

Green Indicates % On Hand

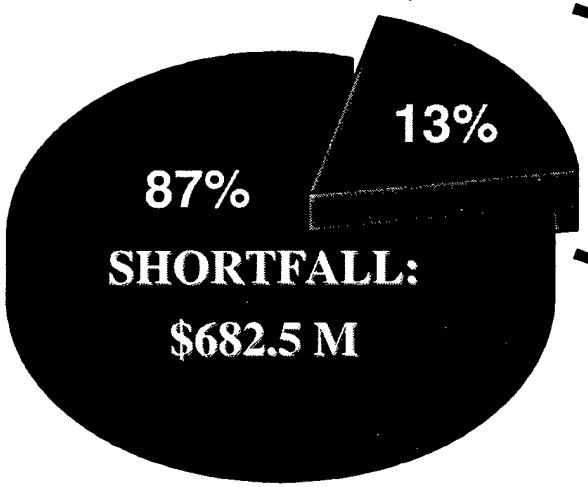
Note: Sustainment for Level I-IV
Source: Fiscal Year 1996 Army War Reserves Automated Process, DALO-SMW

CLASS VIII ARMY WAR RESERVES SUSTAINMENT (AWR-S) PROGRAM ASSETS

	INITIAL	SUSTAINMENT COST				
	FY98	FY99	FY00	FY01	FY02	FY03
REQUIREMENT ($)	782M	34M	34M	34M	34M	34M
PRE 1988 ASSETS ($)	99M					
CUM SHORTFALL ($)	683M					170M

Maintenance of Stocks
Warehouse Overhead
Rotation of Stocks

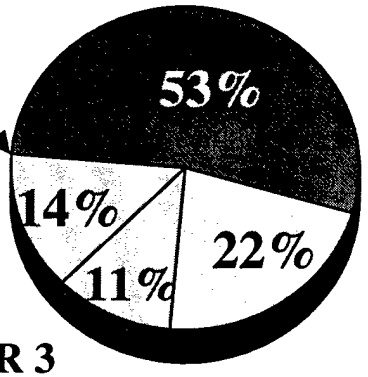
Army Strategic Mobility Plan
5 1/3 Divisions + CSS by C+75



2 MRC SCENARIO - 120 DAYS

ASSETS:
$99.2 M

AWR 5 (SWA) .1%



AWR 1 (CONUS)

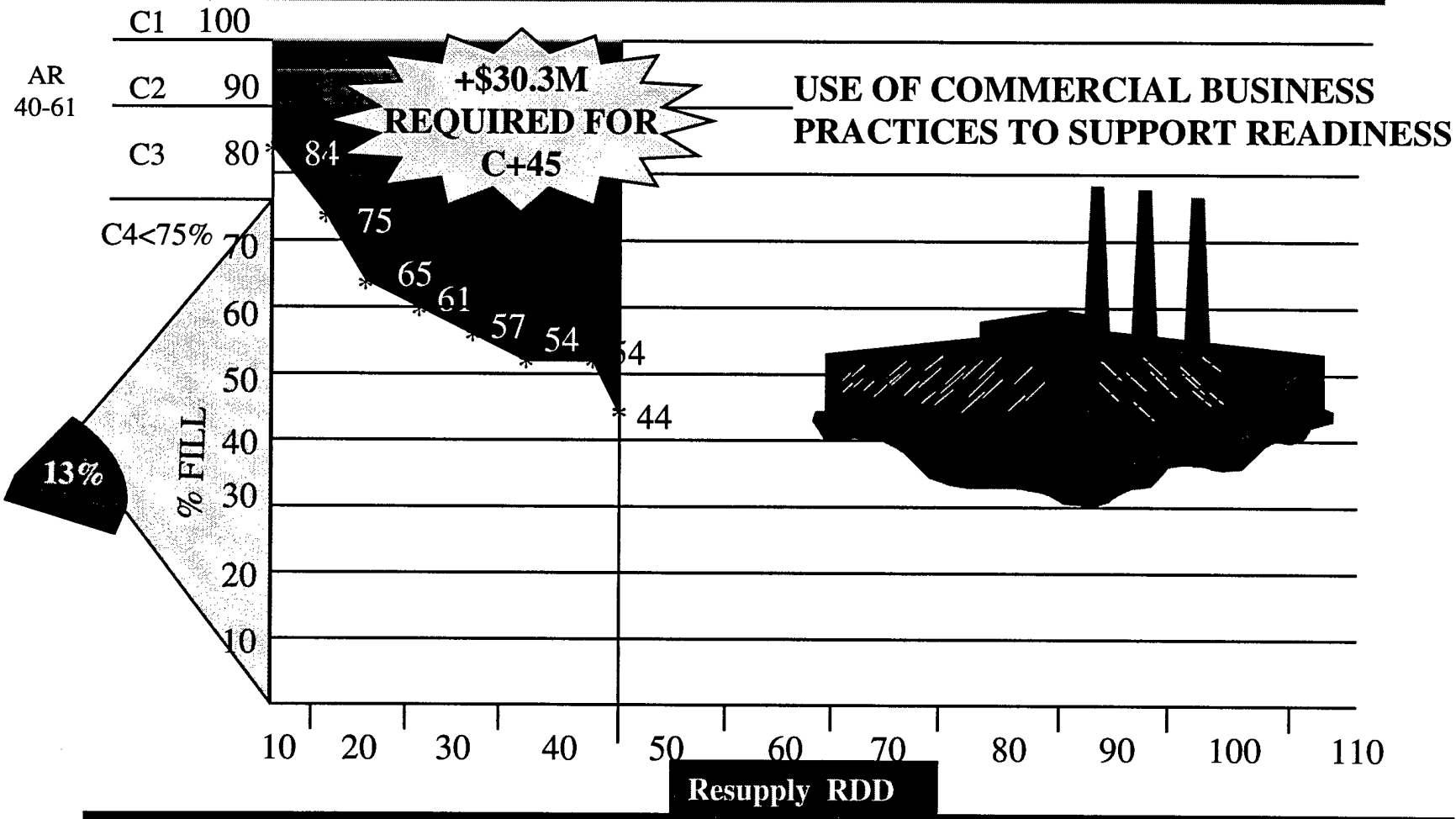
AWR 4 (PACIFIC)

AWR 2 (EUROPE)

AWR 3 (AFLOAT)

Note: Requirement to Support dual MRC scenario from day 11 through day 120

AMEDD ANALYSIS FOR CLASS VIII WAR RESERVE SUSTAINMENT



Hospitals	4	5	8	12	14	14	14	14	14	14	15	15	17	17	17	17	17	18
DMSOs	1	1	1	1	1	1	3	3	3	3	3	3	3	5	5	5	5	5

SOURCE: SUSTAINMENT FLOW BASED ON WAR RESERVE FORCES LIST, DAMPL & ASMP

DEPLOYMENT & INITIAL SUSTAINMENT
Echelon - Above - Division (FY 98-03)

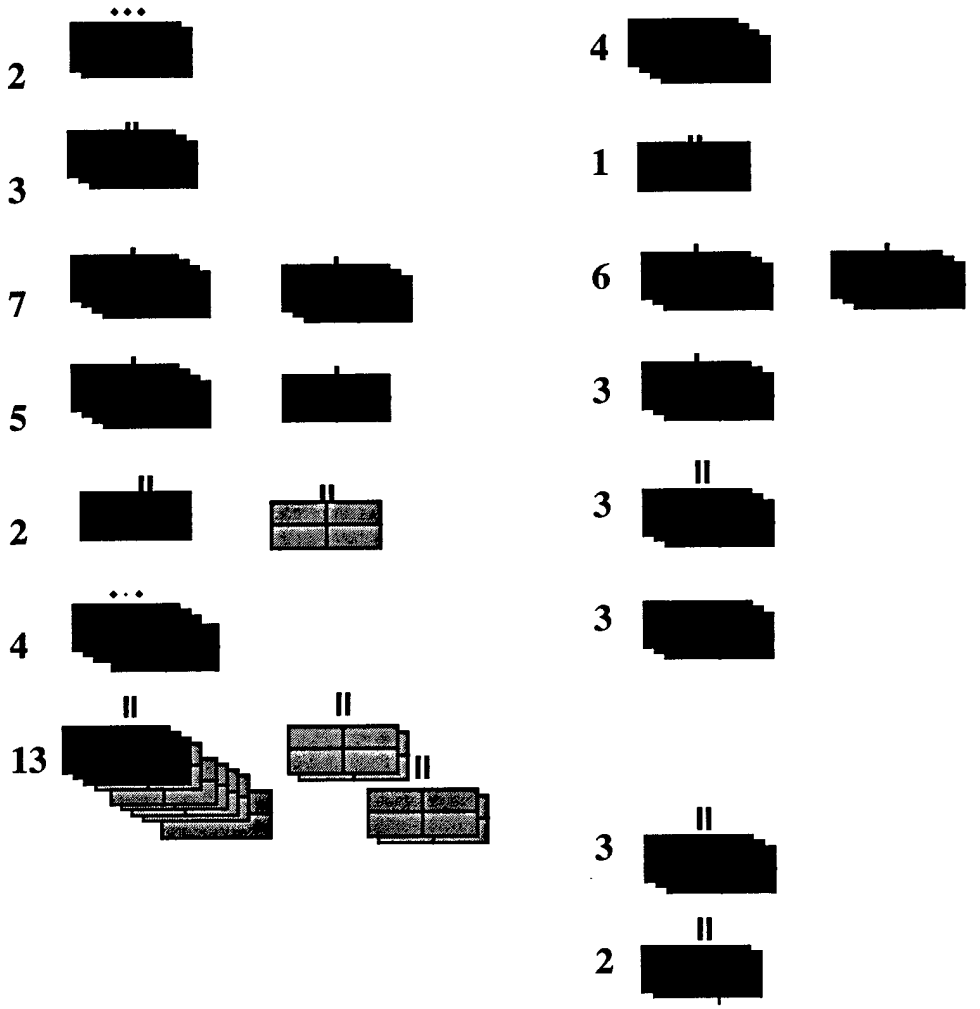
	TAA-03 POM						TOTAL	TOTAL INITIAL &
	FY 98	FY 99	FY 00	FY 01	FY 02	FY 03	SUSTAIN	SUSTAIN
30 DAY	5.78M	1.27M	1.27M	1.27M	1.27M	1.27M	6.32M	12.2M
45 DAY	14.43M	3.17M	3.17M	3.17M	3.17M	3.17M	15.87M	30.30M

RECOMMENDATION:

- Provide $12.2M in DBOF Obligation Authority to meet C+30 Class VIII sustainment requirements for FP I & II
- HQDA support Class VIII Vendor Managed Sustainment for FP I & II

POTENCY & DATED ECHELON-ABOVE-DIVISION (EAD) UNIT BASIC LOAD FORCE PACKAGES REQUIREMENTS

TYPE UNIT	FORCE PACKAGE 1	FORCE PACKAGE 2
VET DETACHMENT	2	4
EVAC BN	3	1
AIR AMB	7	6
GRND AMB	5	3
ASMB	2	3
FST	4	3
CSH	13	
FLD		3
GEN		2



FY 98 - 03 COST OF INITIAL PROCUREMENT

On Hand

On Order

< 100%/No Contract

DEPLOYMENT & CONTINGENCY RESUPPLY
Echelon-Above-Division (FY 98 - 03)

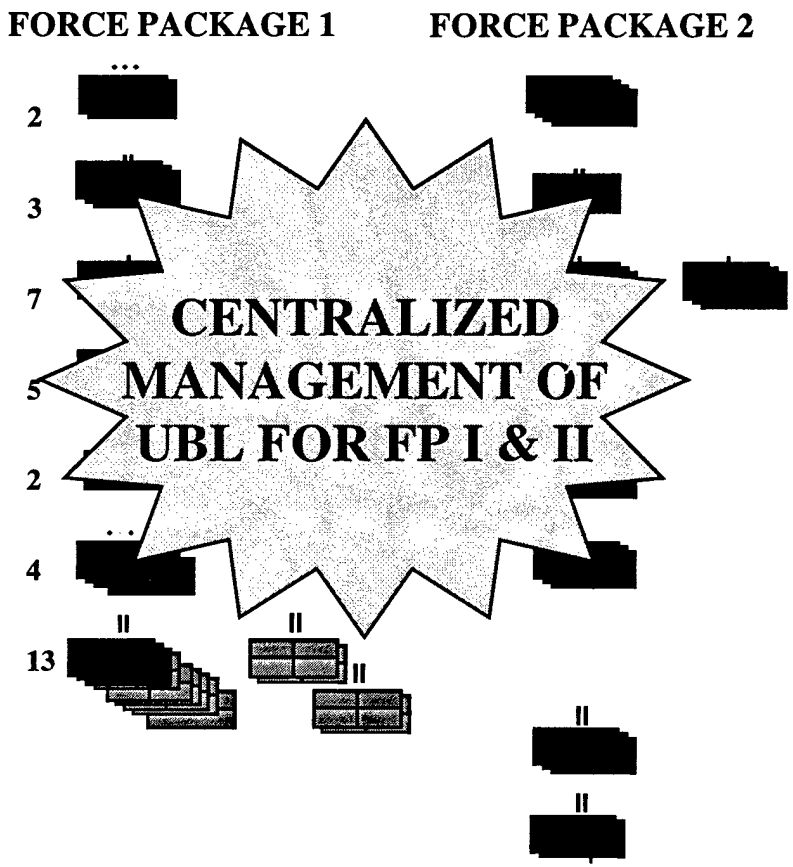
AMEDD PLAN

	UNIT BASIC LOAD (10 DOS)		CONTINGENCY RESUPPLY (30 DOS)	
FY 98-03 FUNDING LEVEL*	FP 1	FP2	FP1	FP2
$ 40.6 M	100%	100%	68%	0

* INCLUDES PROCUREMENT & ANNUAL MAINTENANCE

ISSUE:

LACK OF POTENCY AND DATED MATERIEL IN DEPLOYABLE UNIT BASIC LOADS



DISCUSSION:

- AR 40-61 tasks non-caretaker AC medical units to maintain complete UBLs for P&Ds
- Units cannot adequately fund, store, or rotate P&D's in UBLs
- USAMMA developing expanded central procurement and management program for P&D requirements for EAD units in Force Package I & II
- Failure to provide AWR Obligation Authority diverts UBL resources to sustainment

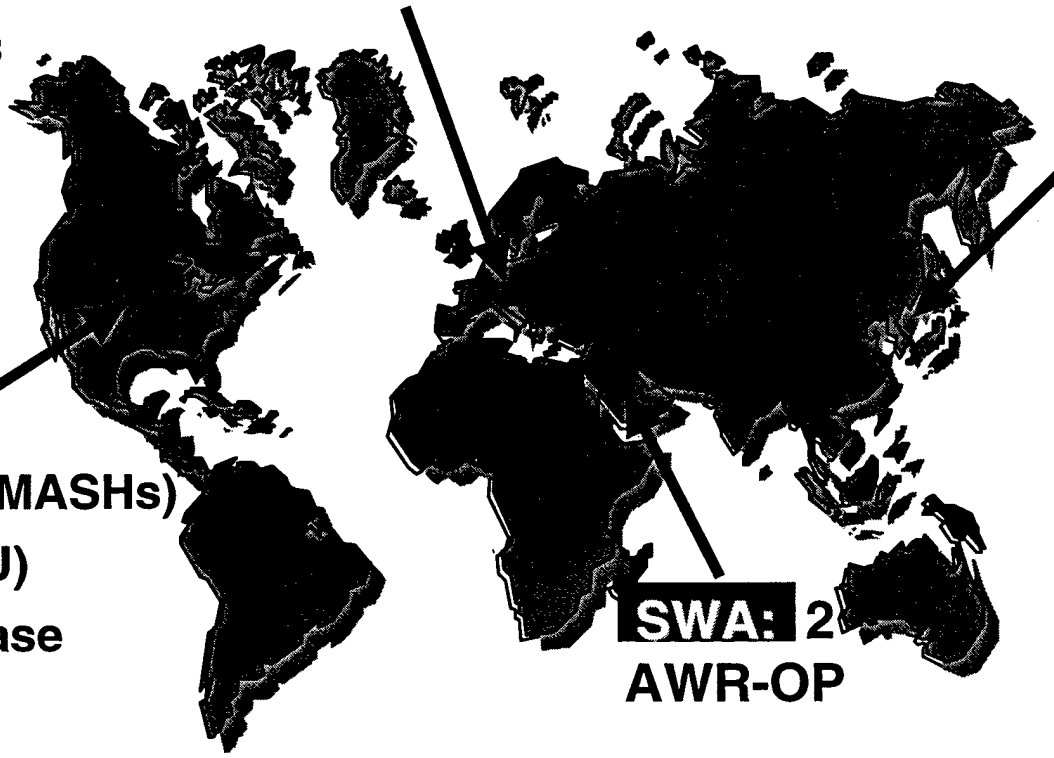
RECOMMENDATION:

- Support current POM funding level
- HQDA support centralized management of P&D requirement

NUMBER AND LOCATION OF ARMY DEPLOYABLE MEDICAL SYSTEMS (DEPMEDS) HOSPITALS

FP 1 - 13 CSHs
FP II - 3 FLDs
2 GENs

EUROPE: 2 AC (4 AWR-OP Requested)



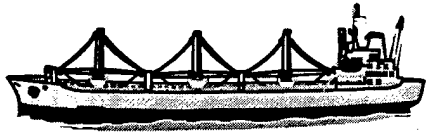
PACIFIC: 1 AC (Less MASH) & 5 AWR-OP

CONUS

- 12 AC (Less MASHs)
- 37 RC (DDOU)
- 6 Training Base

SWA: 2 AWR-OP

AFLOAT: 2 AWR-PS



Legend: - Defense Depot Ogden, Utah (DDOU)
- Army War Reserves - Operational Project (AWR-OP)
- Army War Reserves - Prepositioned Sets (AWR-PS)

52 End State (AC & RC)
6 Tng Base
13 AWR
71 TOTAL

DEPLOYABLE MEDICAL SYSTEMS SUSTAINMENT FUNDING
5-Year Regeneration Cycle of Hospitals (FY 98-03)

TAA-03 → MRI

	FY 98	FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05
REGENERATION REQUIRED	14	14	14	14	15	14	14	14
REGENERATION FUNDED (POM)	1.5	.75	.85	1.3	1.3	1.3		
REGENERATION BACKLOG	12.5	25.75	38.9	51.6	65.3	64.0		
REGENERATION REQUIRED ($ M)	$66.0	$68.0	$70.0	$72.1	$78.3	$76.6		
FUNDED ($ M)	$16.4	$13.2	$13.4	$15.1	$15.1	$15.1		
UFR ($ M)	$49.6	$54.8	$56.6	$57.0	$63.2	$61.5		
(CULM UFR)	($49.6)	($104.4)	($161.0)	($218.0)	($281.2)	($342.7)		

NOTE: - Med Mat Sets (MMS) Only
- $ 4.0 Million Per Hospital for Regeneration with Annual Inflation Based on POM Rates

DEPLOYABLE MEDICAL SYSTEMS (DEPMEDS) HOSPITALS FOR FP I & II PLUS

EUROPE: 4 AWR-OP (Requested)



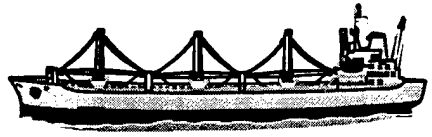
PACIFIC: 5 AWR-OP

CONUS

- FP 1 - 13 CSHs
- FP II - 3 FLDs
  2 GENs
- 6 Training Base

SWA: 2 AWR-OP

AFLOAT: 2 AWR-PS



Legend: - Army War Reserves - Operational Project (AWR-OP)
- Army War Reserves - Prepositioned Sets (AWR-PS)

18 FP I & II (AC & RC)
6 Tng Base
13 AWR
37 TOTAL

DEPLOYABLE MEDICAL SYSTEMS SUSTAINMENT FUNDING
8-Year Regeneration Cycle of Hospitals (FY 98-03): FP I & II Plus

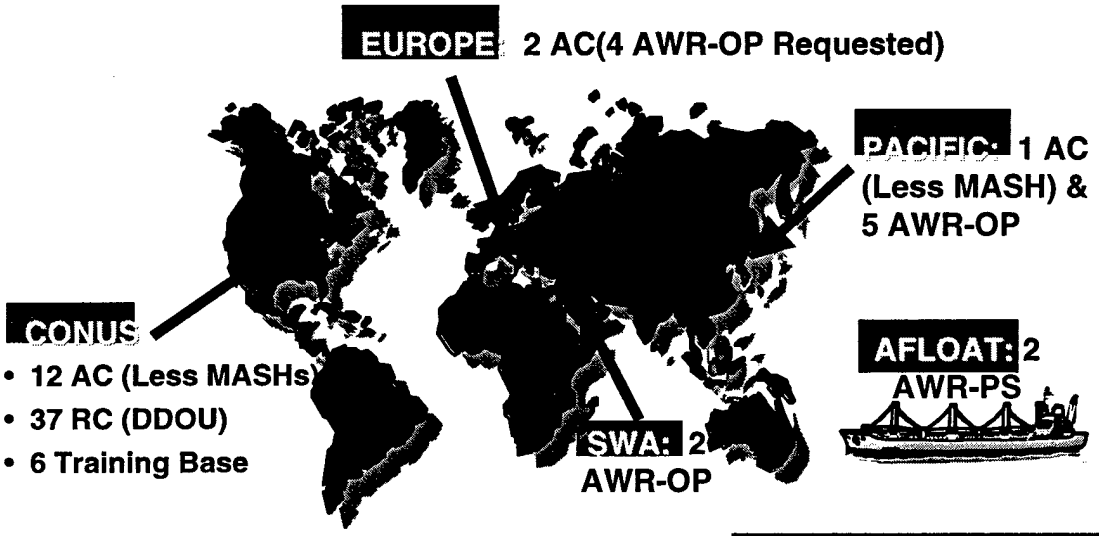
TAA-03 → MRI →

	FY 98	FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05
REGENERATION REQUIRED	5	5	5	5	5	4	4	4
REGENERATION FUNDED (POM)	1.5	.75	.85	1.3	1.3	1.3		
REGENERATION BACKLOG	3.5	7.75	11.9	15.6	19.3	23.0		
REGENERATION REQUIRED ($ M)	$60.0	$60.9	$61.8	$62.8	$63.8	$30.8		
FUNDED ($ M)	$16.4	$13.2	$13.4	$15.1	$15.1	$15.1		
UFR ($ M)	$13.6	$17.7	$18.4	$17.7	$18.7	$15.7		
(CULM UFR)	($13.6)	($31.3)	($49.7)	($67.4)	($86.1)	($101.8)		

NOTE: - Med Mat Sets (MMS) Only
- $ 4.0 Million Per Hospital for Regeneration with Annual Inflation Based on POM Rates

ISSUE:

SUSTAINMENT OF DEPMEDS



Legend:
- Defense Depot Ogden, Utah (DDOU)
- Army War Reserves - Operational Project (AWR-OP)
- Army War Reserves - Prepositioned Sets (AWR-PS)

52 End State (AC & RC)
6 Tng Base
13 AWR
71 TOTAL

DISCUSSION:

- Sustainment/Rebuild started after ODS as key medical readiness initiatives
- USAMMA and DOD/MRSP call for sustainment and modernization of DEPMEDS hospitals every 5 years
- Funding currently supports sustainment of approximately 2 DEPMEDS hospitals annually
- Funding shortage aggravated by DLA's cost increases

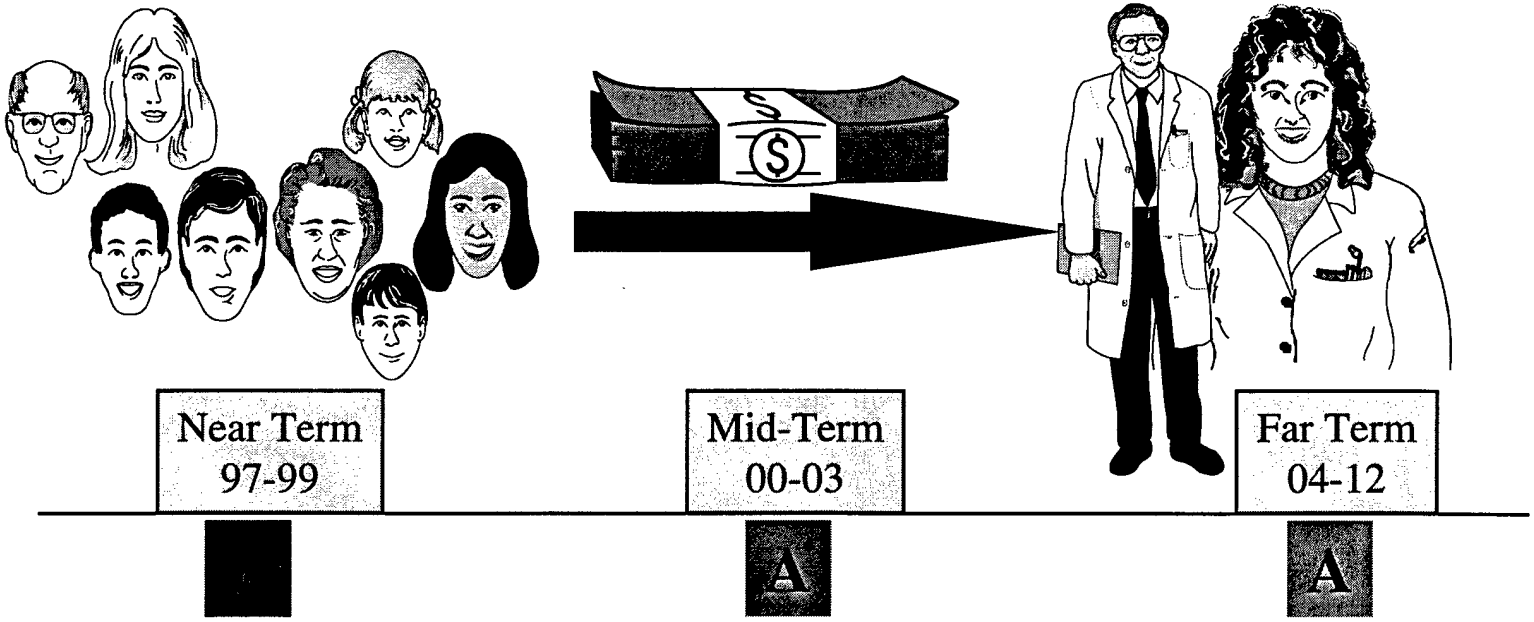
RECOMMENDATION:

- ARMY and DLA reengineer sustainment/modernization process
- Provide $101.8M to support the 8 year regeneration cycle for 37 hospitals in FP I & II Plus

DENTAL

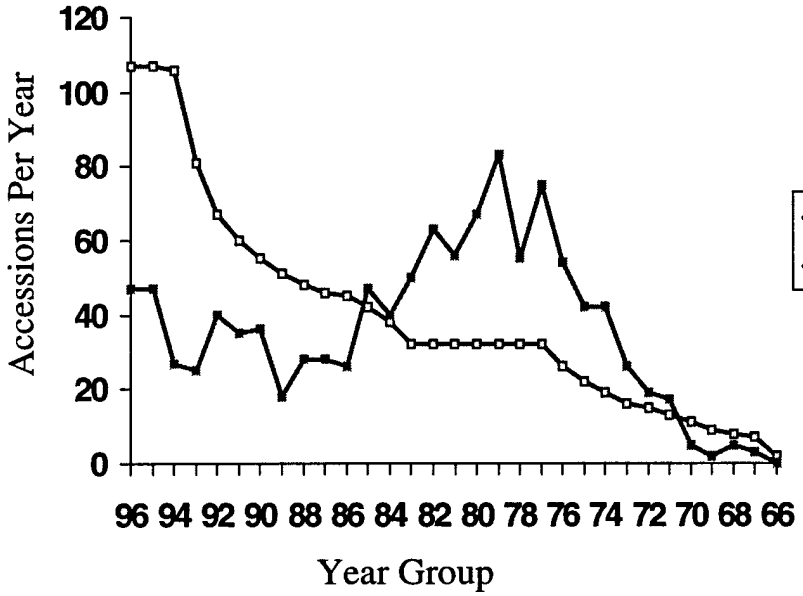
- RECRUITMENT AND RETENTION OF COMPANY GRADE DENTIST

Soldiers



ISSUE:

RECRUITMENT AND RETENTION OF COMPANY GRADE DENTAL OFFICERS



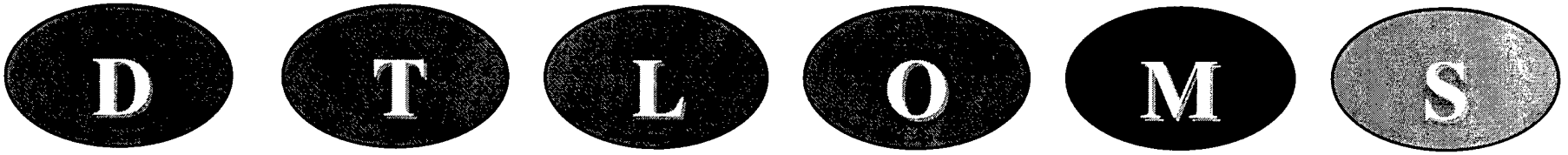
DISCUSSION:

- Increased attention to recruiting to include sending Dental Corps officers to school was ineffective.
- USAREC recruiting unsuccessful.
- HPSP successful but not enough
- $30K pay packages approved for 70 new accessions for one year, awaiting DOD instructions
- Current HPSP is 95 man-years
- Need to increase to 294 man-years
- Need 108 Accessions per year for 15 years

RECOMMENDATION:

- OCAR ($30.0M) and ASD (HA) ($56.6M) Fund 294 man years of HPSP for Army Dental Corps

EXECUTABILITY ANALYSIS SUMMARY



TOP PRIORITIES	CURRENT (FY97-99)	MID TERM (FY00-03)	FAR TERM (FY04-12)
EVACUATION	RED	RED	RED
C4I	RED	AMBER	AMBER
LOGISTICS	RED	RED	RED
DENTAL	RED	AMBER	AMBER

EXECUTABILITY ANALYSIS SUMMARY

($ in Millions)

	TOTAL ROMTI	FY 98-03 Unfinanced Requirement						
		FY 98	FY 99	FY 00	FY 01	FY 02	FY03	TOTAL
EVAC								
UH60Q	257.4	15.6	27.9	42.0	44.8	50.0	8.6	188.9
UH60A KITS	54.6	36.9	4.5					41.4
ATV	1.3B	29.2	34.9	55.9	58.1	61.5	1.0	240.6
LOG								
AWR	781.7	12.2 (INCREASE OBLIGATION AUTHORITY)						12.2
DEPMEDS	342.7	13.6	17.7	18.4	17.7	18.7	15.7	101.8
DENTAL								
OCAR	39.7	4.7	4.8	4.9	5.1	5.2	5.3	30.0
ASD (HA)	74.9	7.7	8.3	9.0	9.7	10.5	11.4	56.6
TOTAL	2.9B	107.7	98.1	130.2	135.4	145.9	42.0	659.3

WORKING CONCERNS TAKEN ON BY DCSOPS

CONCERN: DA System does not acknowledge derivative UICs for units split between installations

Current Status: DA DCSOPS seeking modification to Army Force Structure and Manpower Accounting System (SAMAS) and the Army Authorization Documentation System (TADDS)

CONCERN: The Army System does not permit a single authorization document for mixed (blended) unit (AC/RC) MTO&Es or TDAs

Current Status: DA DCSOPS developing concept plan for ARSTAF and MACOM review and subsequent HQDA approval by June 1997

INITIATIVE *Determine Disease, Non Battle Injury (DNBI), Combat Stress Rates in Context of TAA 05*

DNBI PANEL

ODS

HAITI

HEALTH INFRASTRUCTURE

BOSNIA

LOCATION OF THE AREA OF OPERATIONS

- U.S. MILITARY UNITS
- HOST NATION
- CIVILIAN CONTRACT

INITIAL HEALTH OF THE FORCE

5 YEAR DNBI AVERAGE FOR EUROPE

LOCAL RISK FACTORS

- DISEASES
- HEAT
- COLD

NEW RATES

DNBI COMBAT STRESS OPERATIONAL STRESS RATES

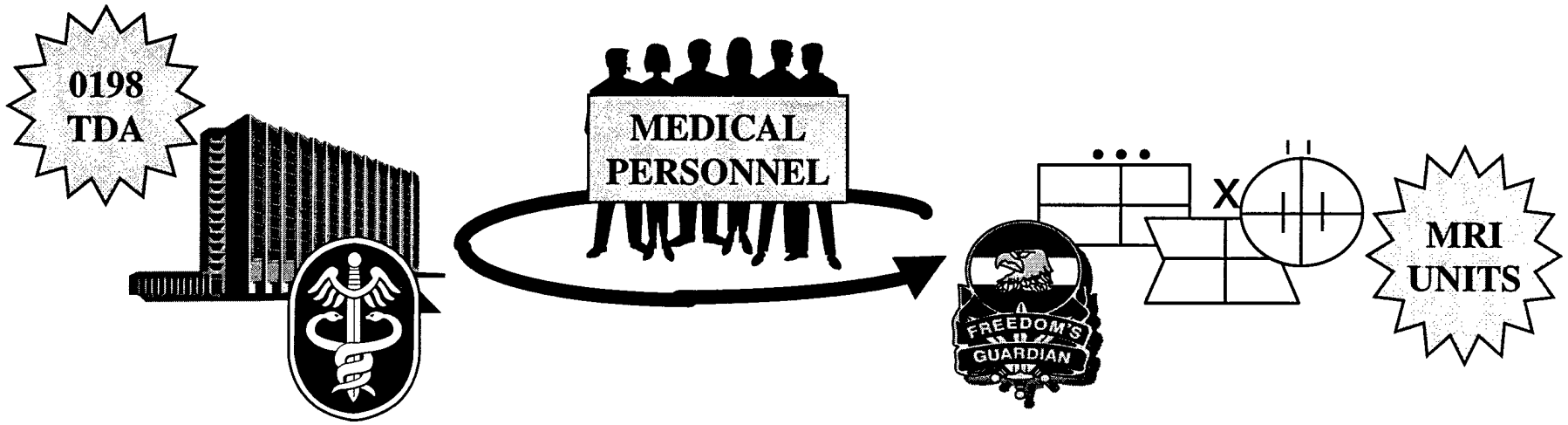
Current Status: AMEDDC&S study underway to update DNBI rates

INITIATIVE

Embedding MTOE Personnel into TDA Medical Structure To Optimize Medical Skills Training and Utilization of Medical Manpower

TDA UNITS - MISSION AND AUTHORIZATIONS DRIVEN BY SUPPORTED POPULATION

MTOE UNITS - MISSION AND AUTHORIZATIONS DRIVEN BY CINC REQUIREMENTS



Current Status: **MEDCOM PAT studying options**

TOE/TDA Integration

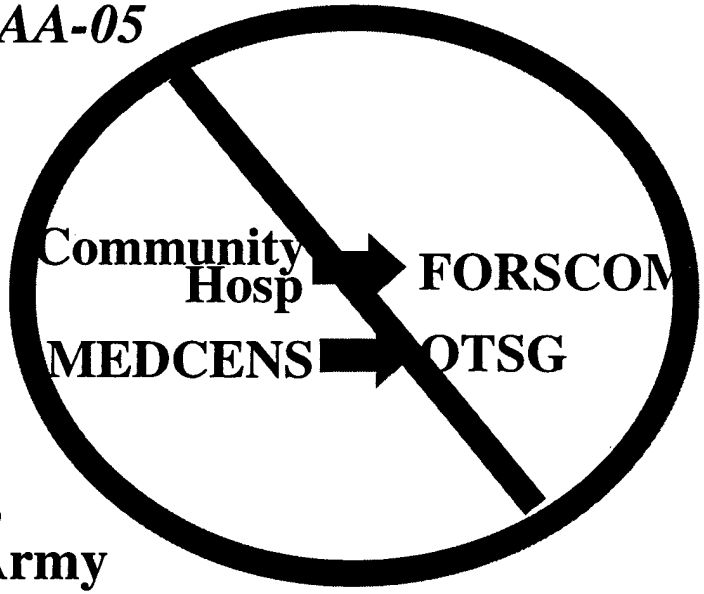
- **Concepts of TOE and TDA are Too Restrictive**
- **Need new Organization--neither TOE nor TDA**
- **Need a Modular Organization**

But...

- ***Must overcome Issues of Resourcing & C2***
- ***Must maintain access to Quality Health Care***
- ***Must consider Implications of MRI & TAA-05***
- ***Must consider Risk to Readiness***

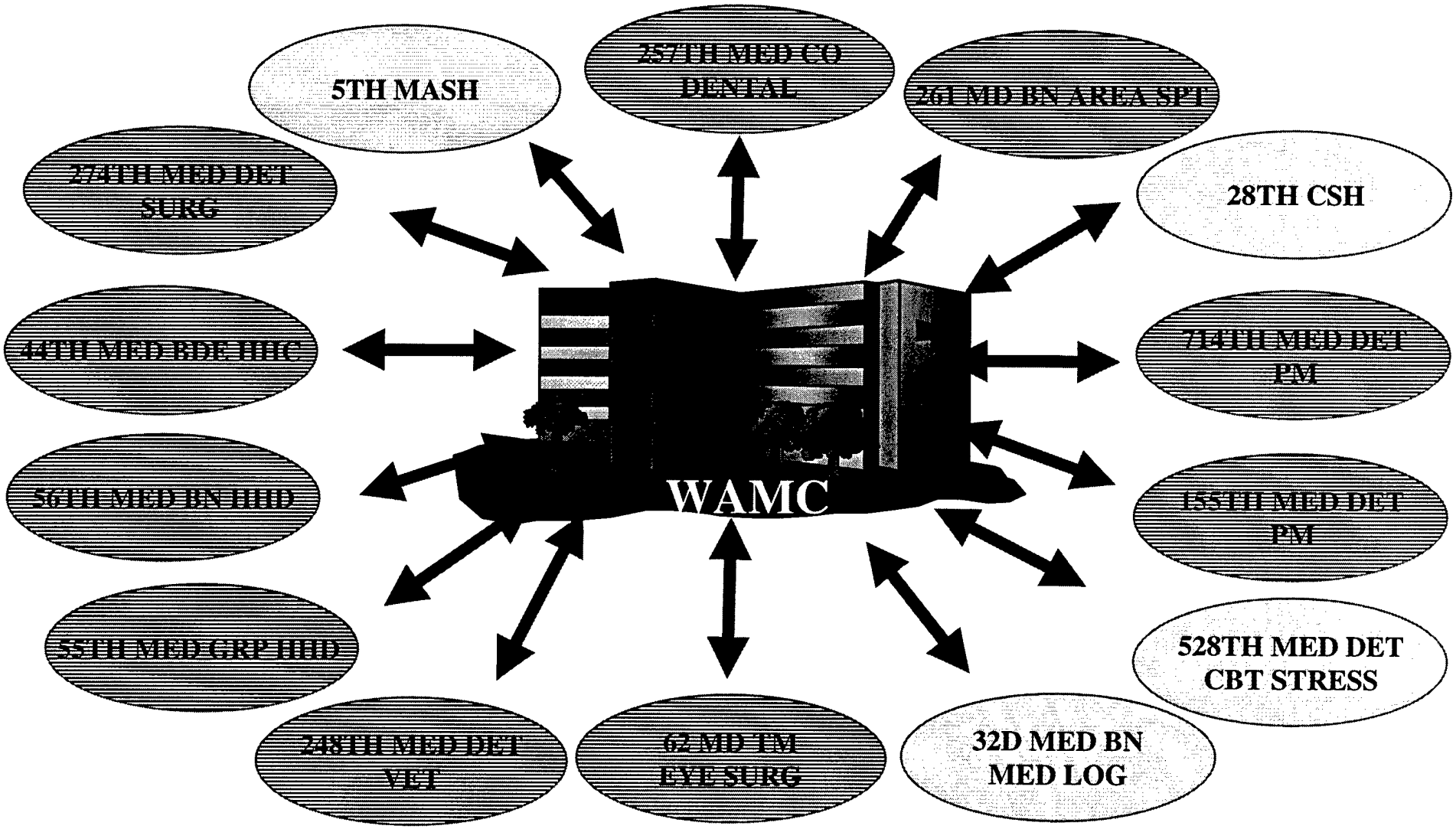
Who Pays?
Army or DHP

Who Commands?
FORSCOM or MEDCOM



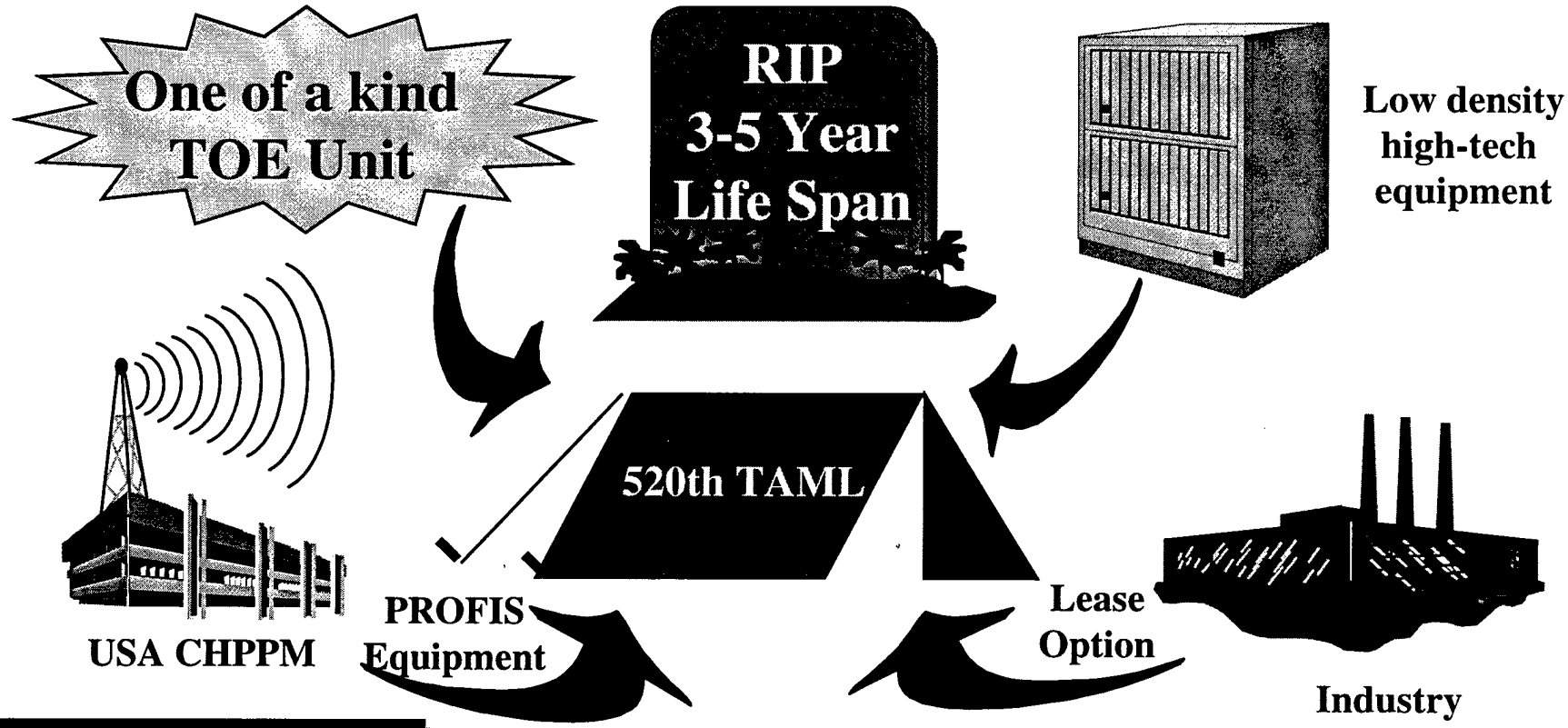
- **BOTTOM LINE: Too complex and too important to make quick decision**
- **Recommend further Study by DA DCSOPS, FORSCOM, MEDCOM, and others to get right answer for the Army**

WAMC/Fort Bragg MTOE Units



INITIATIVE

Acquisition, Use and Replacement of High Technology Equipment in Specialized Medical Units (520Th TAML)

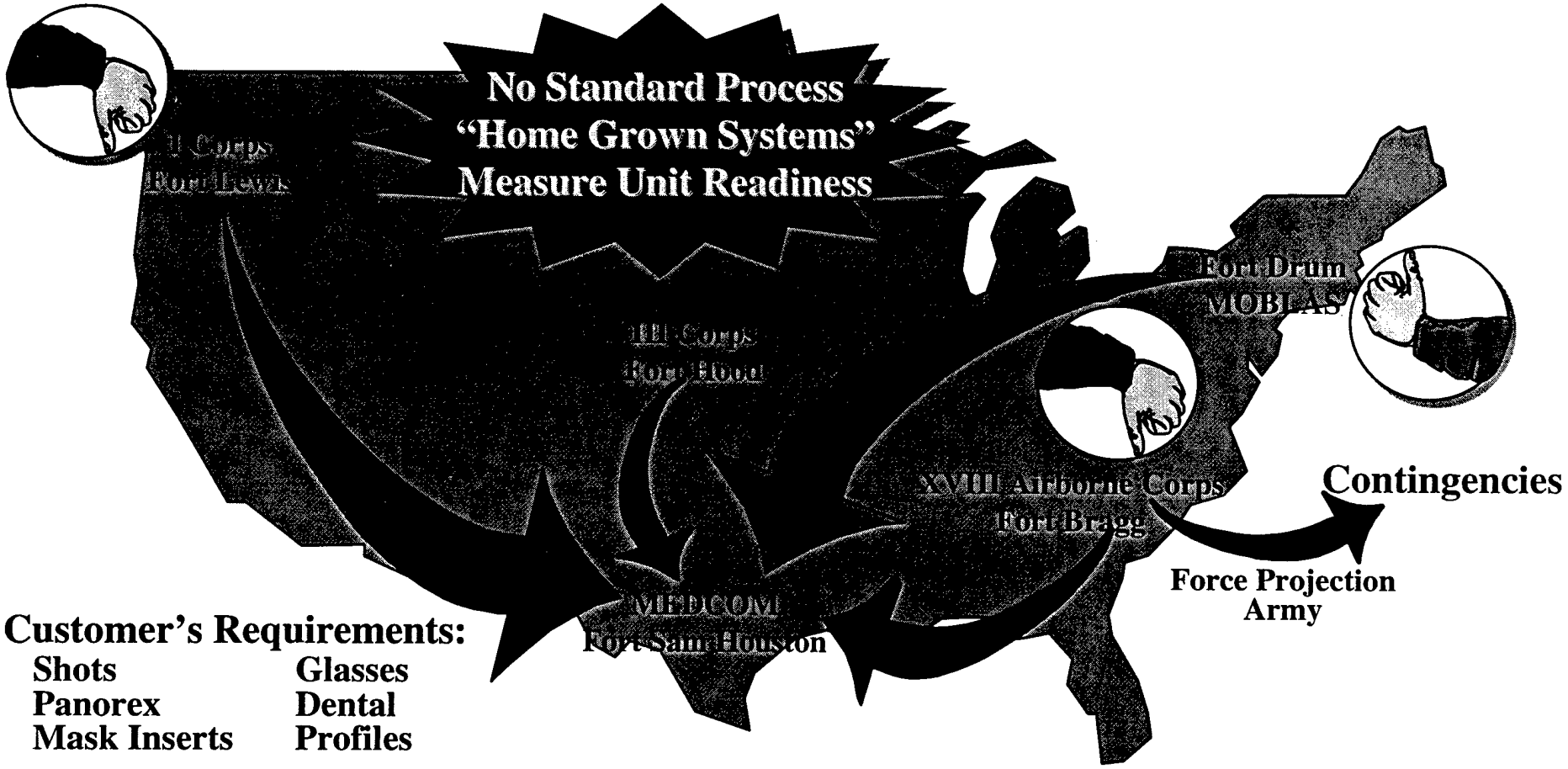


Current Status:

- Concept to Lease High Tech Equipment Under Review by MEDCOM DCSLOG
- Other Options Under Review Include "Profising" of Equipment

INITIATIVE

Development of Army Wide System to Standardize Report for Soldier's or Unit's Medical Readiness or Status for Deployment



Customer's Requirements:

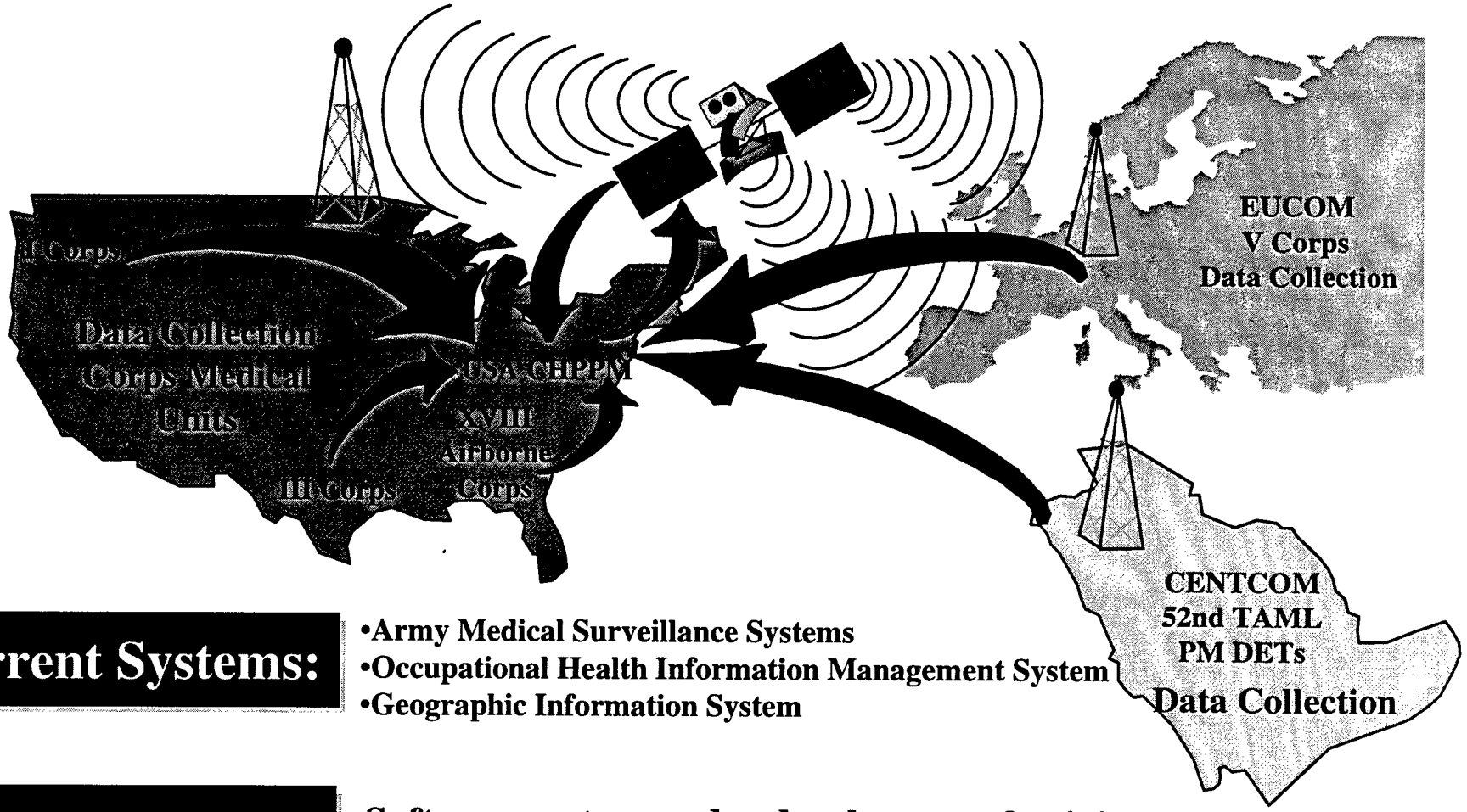
Shots	Glasses
Panorex	Dental
Mask Inserts	Profiles

Current Status:

MEDCOM PAT to find AMEDD solution to standardize soldier readiness

INITIATIVE

Develop Worldwide Near Term Medical Surveillance and Reporting Systems to Provide Commanders With Current Health Profiles



Current Systems:

- Army Medical Surveillance Systems
- Occupational Health Information Management System
- Geographic Information System

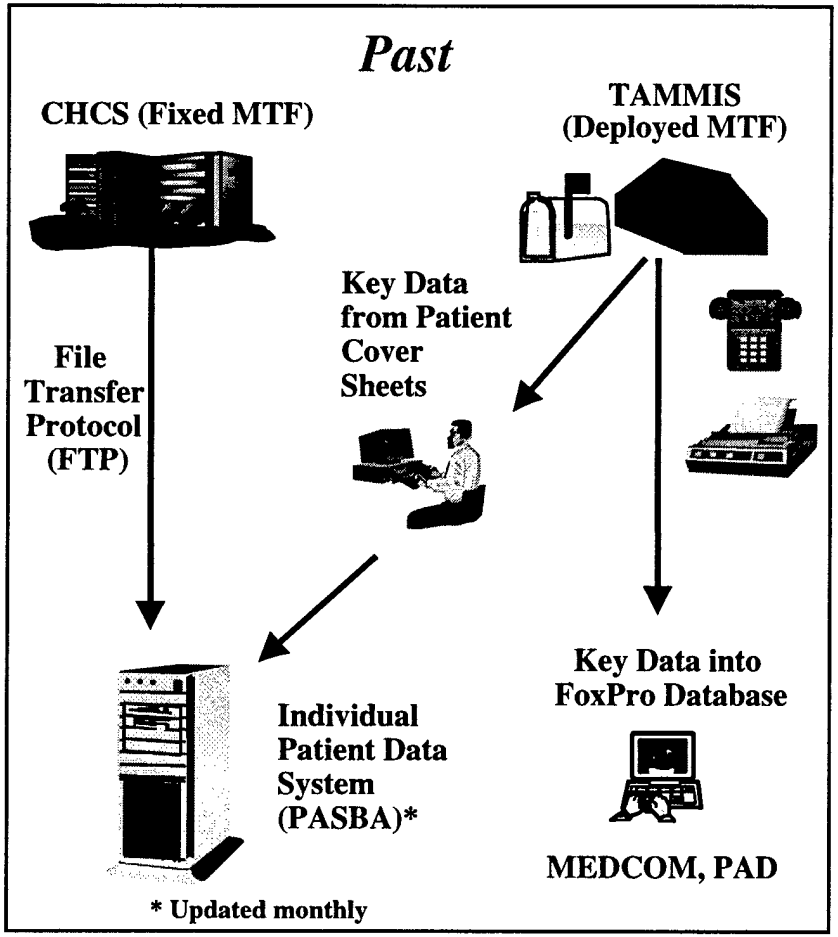
Current Status:

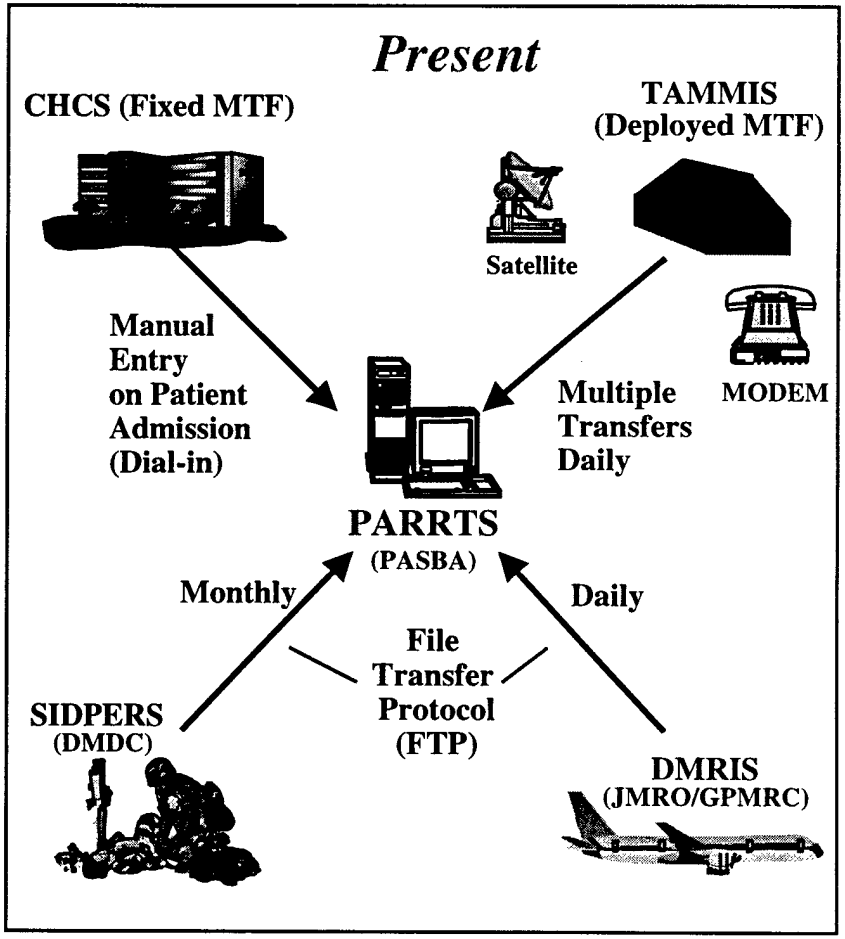
Software system under development for joint, pre-deployment, deployment, and post-deployment phases of an operation

INITIATIVE

Patient Accounting & Reporting Realtime Tracking System (PARRTS)

Patient Administration Systems and Biostatistics Activities (PASBA), Fort Sam Houston, Texas

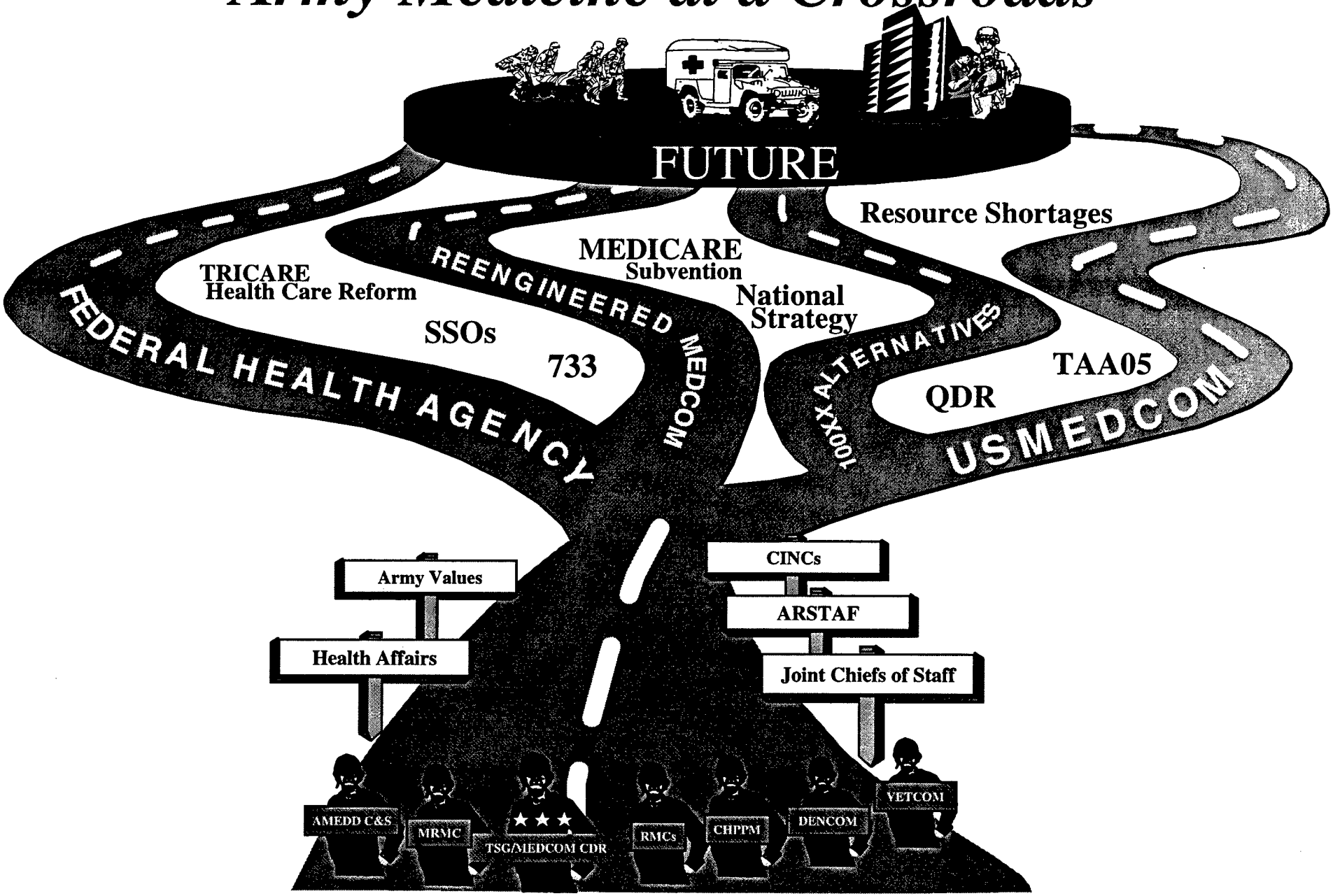




Current Status:

- **PASBA is Consolidating Data from Existing Inpatient Data Collection Systems**
- **DMRIS Data is Used to Obtain Advanced Notice of Target Destination for EVACs**

Army Medicine at a Crossroads



Extant Organization

TOTAL ARMY

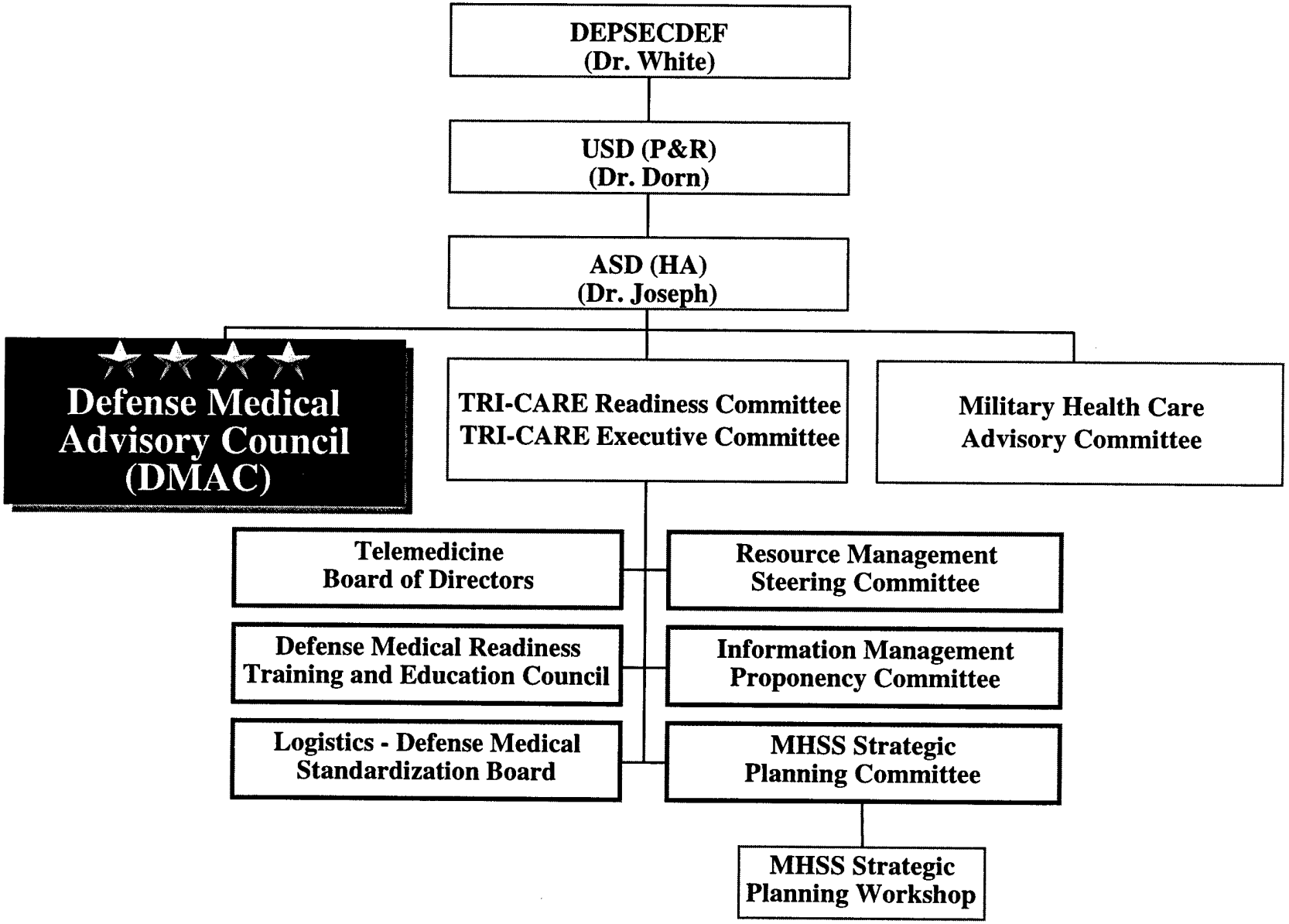




ISSUES

- DHP Fences
- Small Hospital Study
- TRICARE Contracts
- AFMRDA
- DMRTI
- Operational vs Policy
- Minimal Service Staffing of Actions

Perception of Command by Committee



FAA Requirements

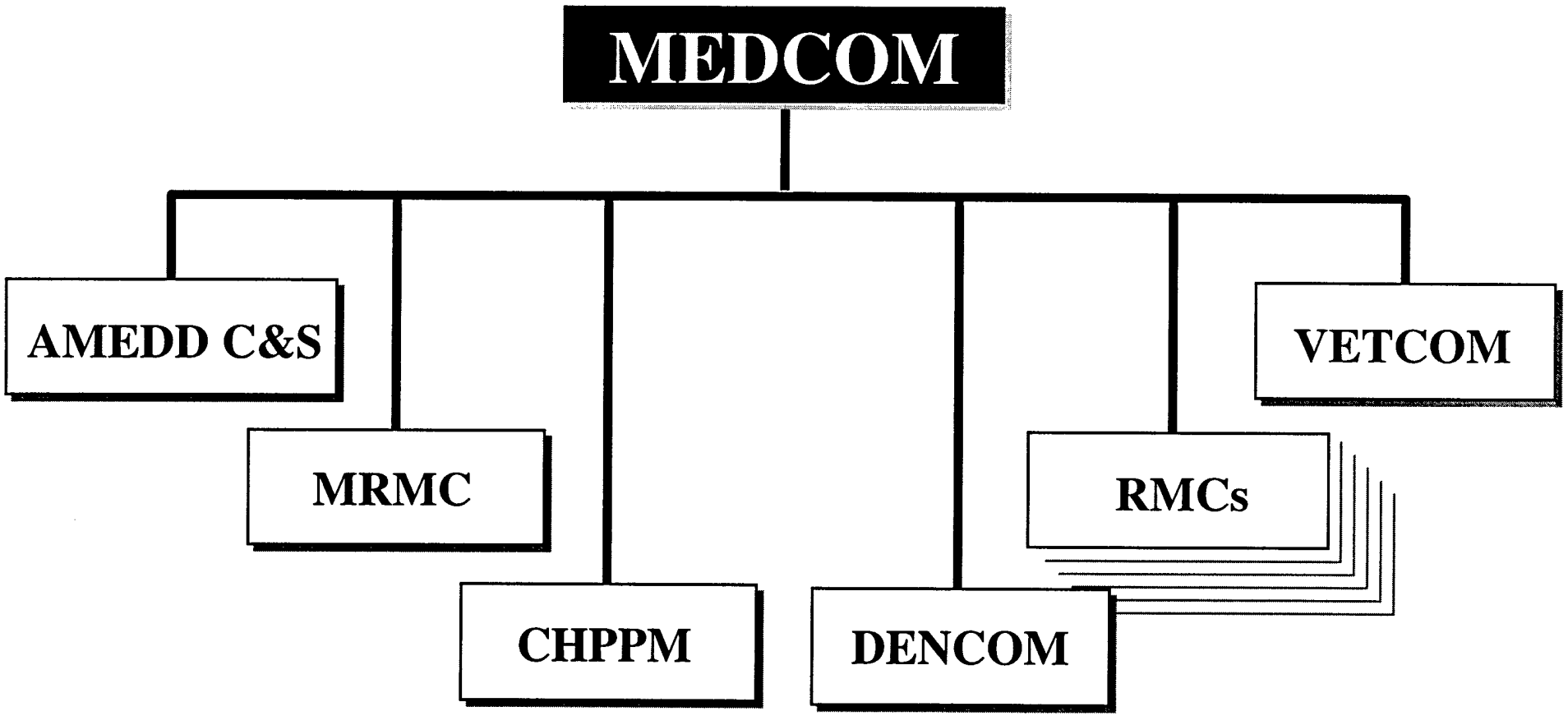
Intermediate Milestones for each Proposal

At least 3 Alt Organizations

- **One must be Significantly Smaller**
- **One must Represent a Total Revision**
- **Show Advantages, Disadvantages & Cost Analysis**

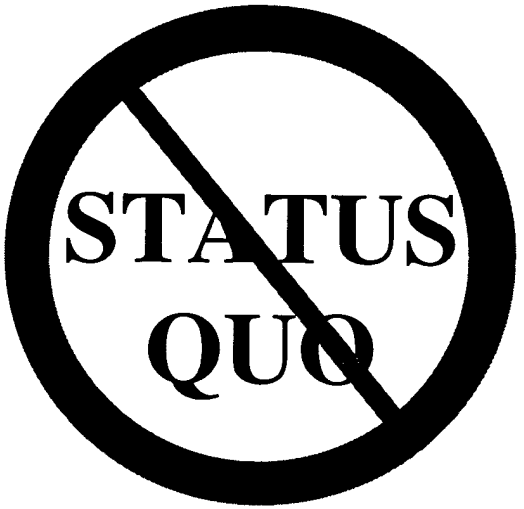
Experimentation Plan for each Proposal

Alternative #1-Specialized Command



MEDCOMs Ongoing Total Quality Improvement Efforts

- **Reengineer/Streamline MEDCOM HQs**
- **Reduce CONUS RMCs**
- **Align RMCs with Combat Corps**
- **Rightsize GME**
- **Privatize where Cost-Effective**
- **Study Small Hospitals for Downsizing to Clinics**
- **Stress Utilization Management/Quality Management**
- **Implement IM/IT Improvements**
- **Consider Integration of Field Units into MEDCOM Hospitals**
- **Pursue Medicare Subvention**
- **Continue Leveraging Technology**

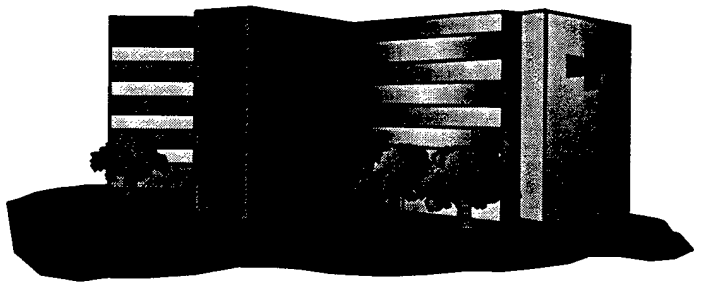


DoD(HA) Small Hospital Analysis

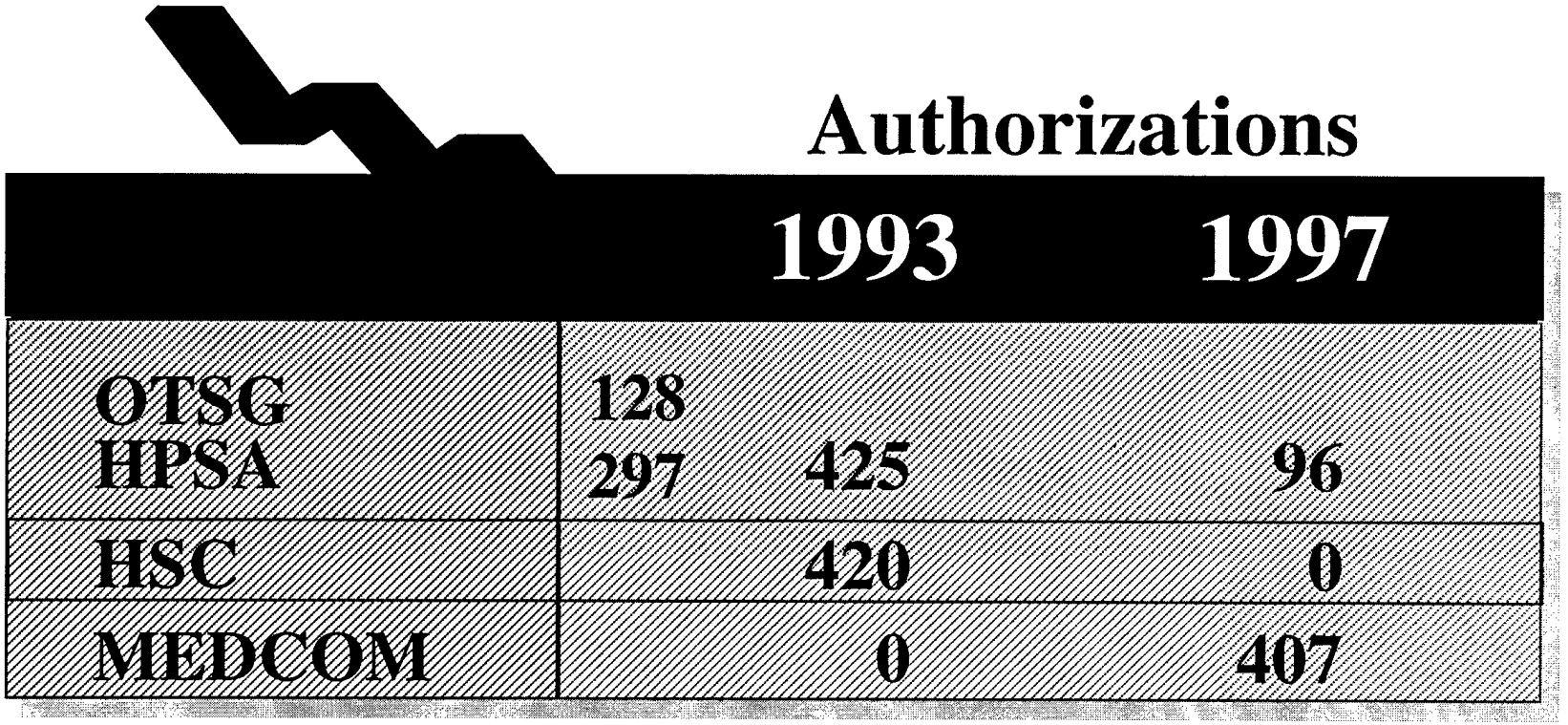
- **Eliminates Inpatient Services; Expands Clinic Hours and Capabilities**
- **ASD(HA) Proposal Ignored Readiness and Mission Needs, Geographic Remoteness and Quality of Life Impacts**
- **Facilities under Consideration:**

  FT Eustis, FT Huachuca, FT Irwin,
  FT Leavenworth, Redstone Arsenal, FT Riley,
  FT Rucker, FT Wainwright and West Point
- **ASD(HA) Estimated $12 Million Net Savings**
- **Concept Staffed thru Installations, MEDCOM, MACOMs and the ARSTAF**
- **PBD 041 converts Redstone & Leavenworth only**
- **Army non-concurred**
- **End Strength Savings Estimates**

  PBD 041 --34 Off, 69 Enl
  MEDCOM --7 Off, 40 Enl



AMEDD Command & Control Structure



TOTAL	**845**	**503**	**-40%**

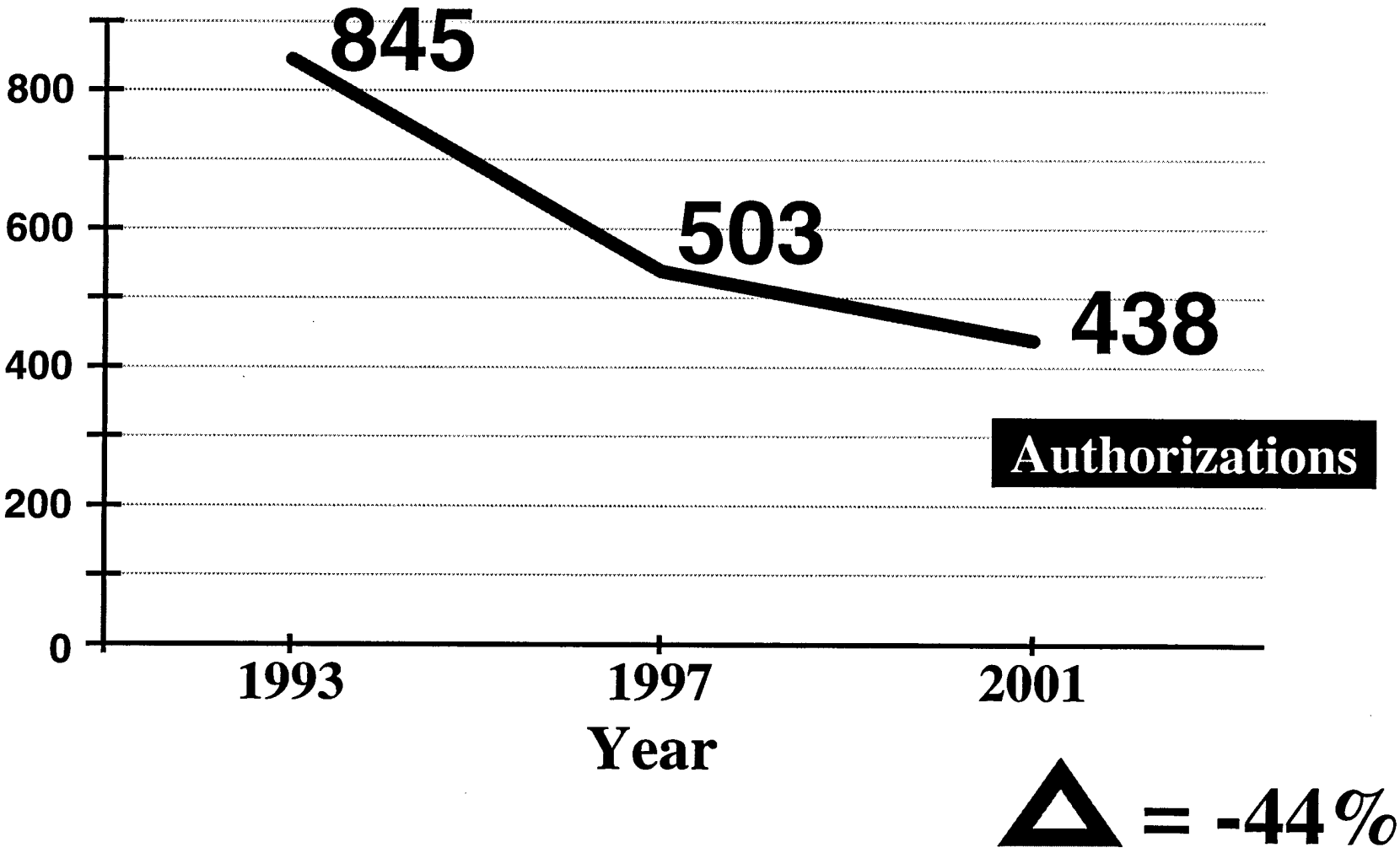
HQ MEDCOM Manpower

OTSG	1997	1998	1999	2000	2001
MIL	51	46	46	46	46
CIV	45	39	30	28	26
TOTAL	96	85	76	74	72
MEDCOM					
MIL	135	123	120	119	118*
CIV	272	258	254	251	248**
TOTAL	407	381	374	370	366
GRAND TOTAL	503	466	450	444	438

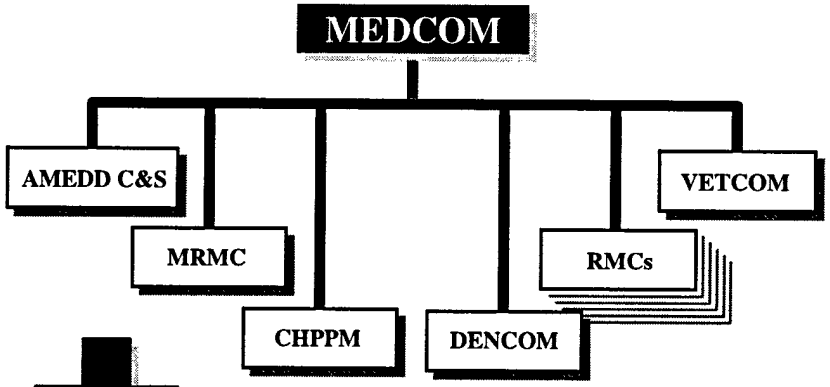
* 14 of 17 Mil are realignments; 3 of 17 Mil are reductions.
** 9 of 24 Civ are realignments, 15 of 24 Civ are reductions.

-13%

Command & Control Reductions



Alternative #1



Advantages

–Reduces MACOMS

–Unity of Command

–Senior AMEDD Officer in Charge

–Streamlined Command & Control

–Economies & Efficiencies Derived from Matrix Organization

–Single AMEDD Champion (SME ADVOCATE)

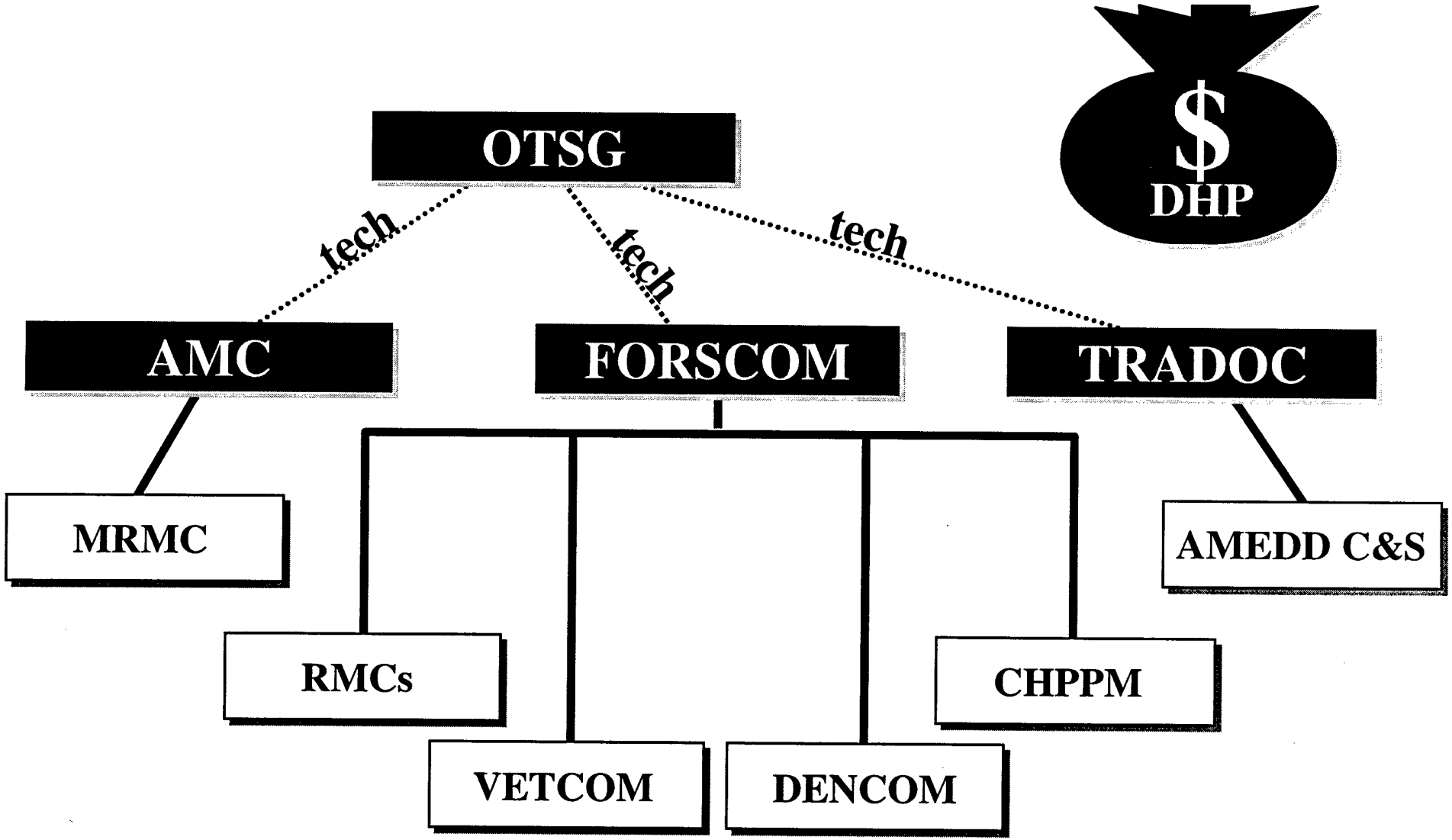
–Tried & Proven

Disadvantages

–Savings already Realized-Minimal Additional Manpower or Dollar Savings to Army

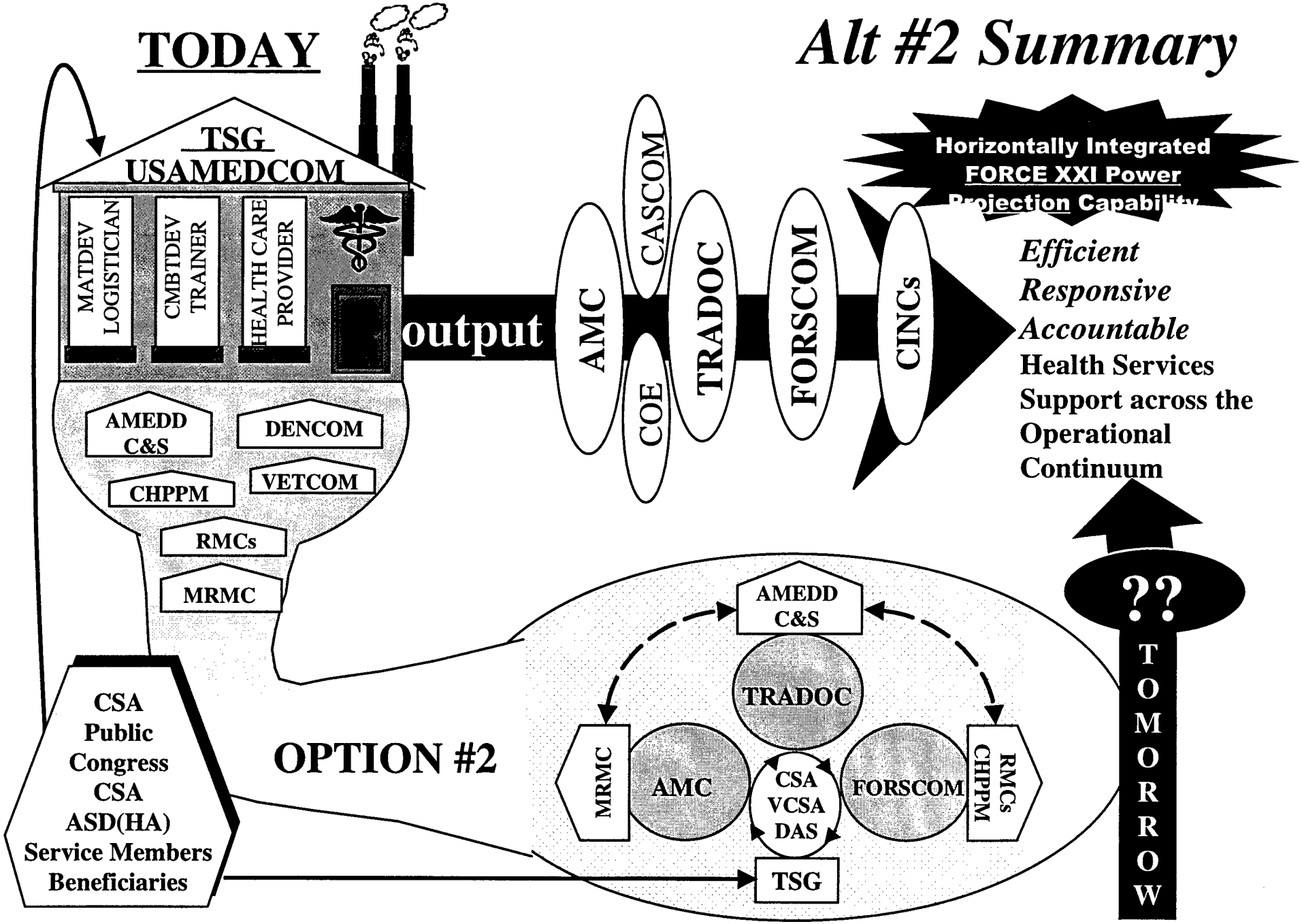
–AMEDD Product Lines not Aligned with Army Product Lines

Alternative #2- Disestablish MEDCOM

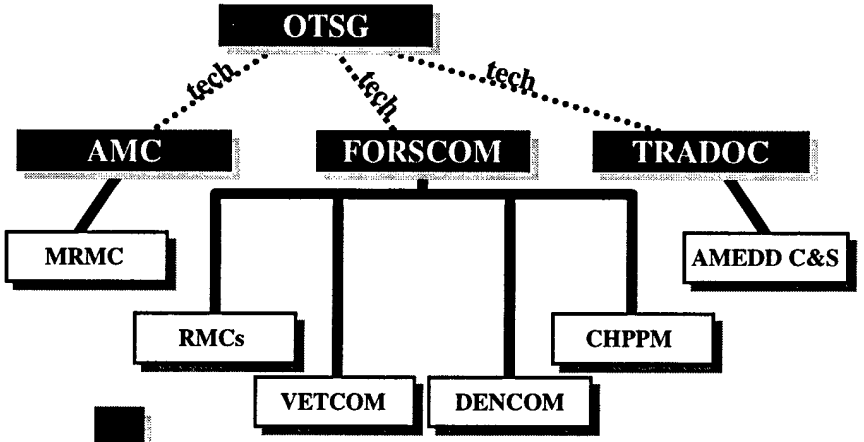


TODAY

Alt #2 Summary



Alternative #2



Advantages +

- –AMEDD Product Lines Aligned with Army Product Lines
- –Reduces MACOMs
- –Three-4 Star Advocates
- –In Line with 100-XX Approach

Disadvantages –

- –Breaks up Integrated System
- –No Unity of Command
- –Increased Need for Coordination
- –Would Require Growth of OTSG
- –No Savings-Possible Growth Required
- –Reduces Synergistic Effects

Historical Perspective



- Prior to 1973:
  - Army Community Hospitals with 2 separate MACOMs
  - Medical Centers C2 with OTSG
  - No centralized management
  - No clear oversight of practice standards
  - TSG held responsible with no authority
- Health Services Command was the result of the 1972 Comptroller of the Army study, "Analysis of CONUS Medical Facilities" (CONMED)
- CONMED Re-examined the results of the '69 HQDA Study, "World-wide Organizational Structure for Army Medical Support" (WORSAMS)
- Both studies called for a Consolidated Medical MACOM to reduce redundancies and repair a fragmented system
- TSG directed an in-depth study of the Army Medical Department (Task Force Aesculapius, 1992-94)
  - Reduced OTSG staff and FOAs
  - Transferred operational functions to MEDCOM
  - Reduced C2 overhead
  - Dual-hatted TSG as CG MEDCOM
  - Aligned authority with accountability
  - Reengineered business practices



MACOMs Can Do, but ...

AMC

- No apparent value added
- Disrupts integrated system
- Destroys single accountability for total medical mission
- Severs TSG's line of authority
- Complicates acquisition process
- Assigns medical materiel development to nonmedical GO
- Complicates DoD/AMEDD medical logistics relationships

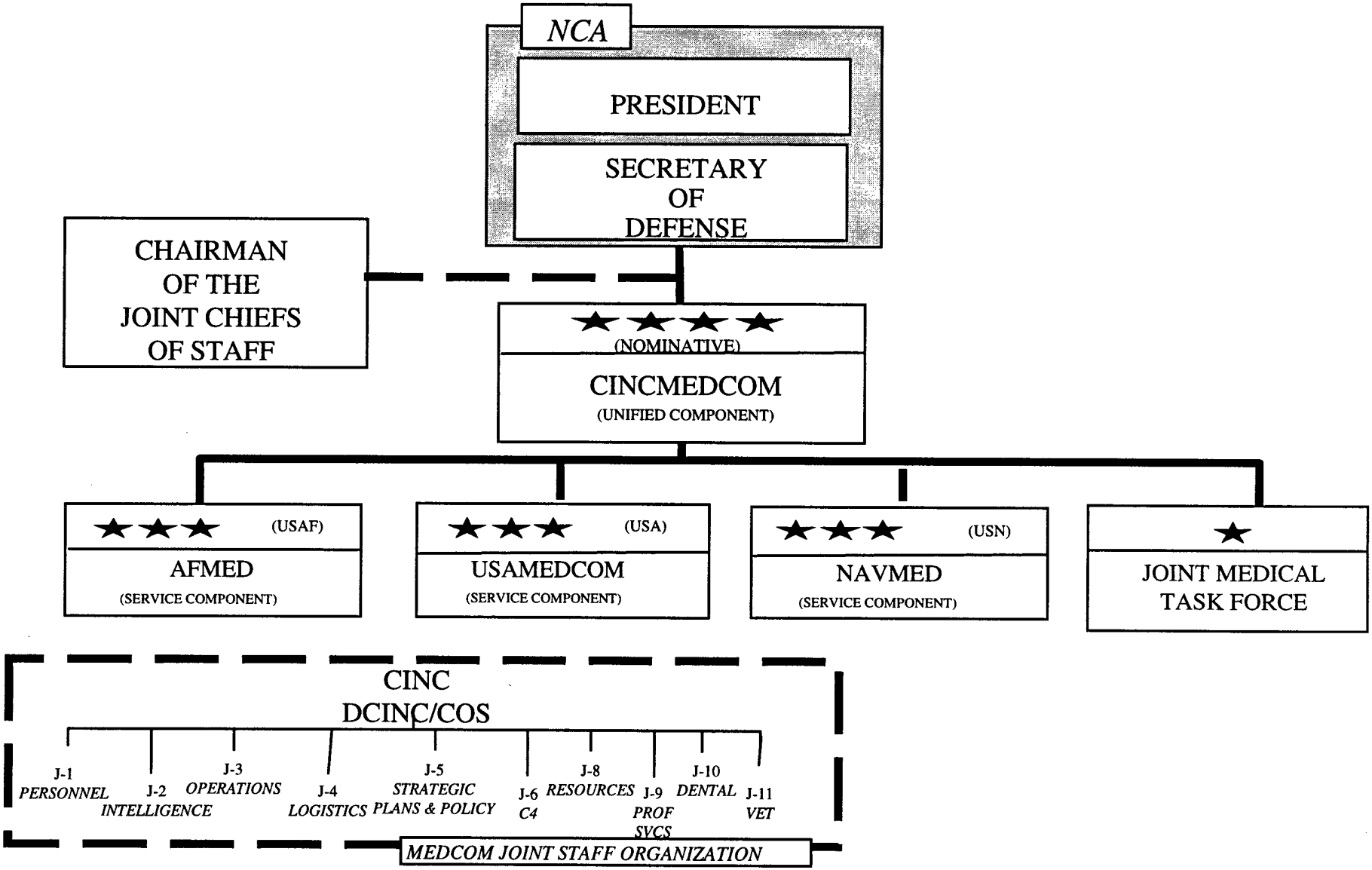
TRADOC

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

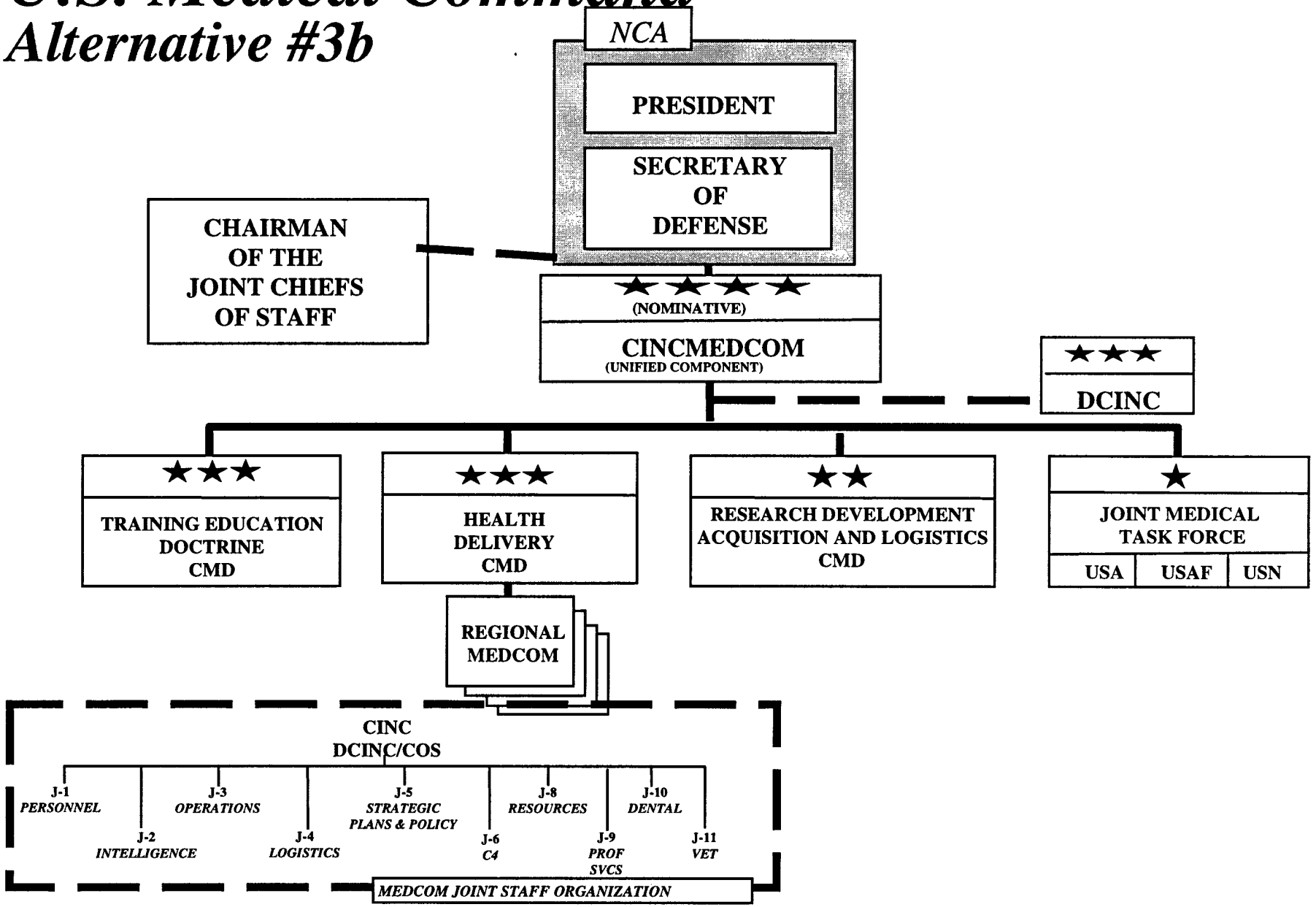
FORSCOM

- Dilutes FORSCOM Focus & Span of Control
- Fragments Existing Health Care System
- Requires MSC for Implementation
- Destroys Synergy of Technical Aspects of the Specialty

U.S. Medical Command
Alternative #3a



U.S. Medical Command
Alternative #3b



Alternative #3

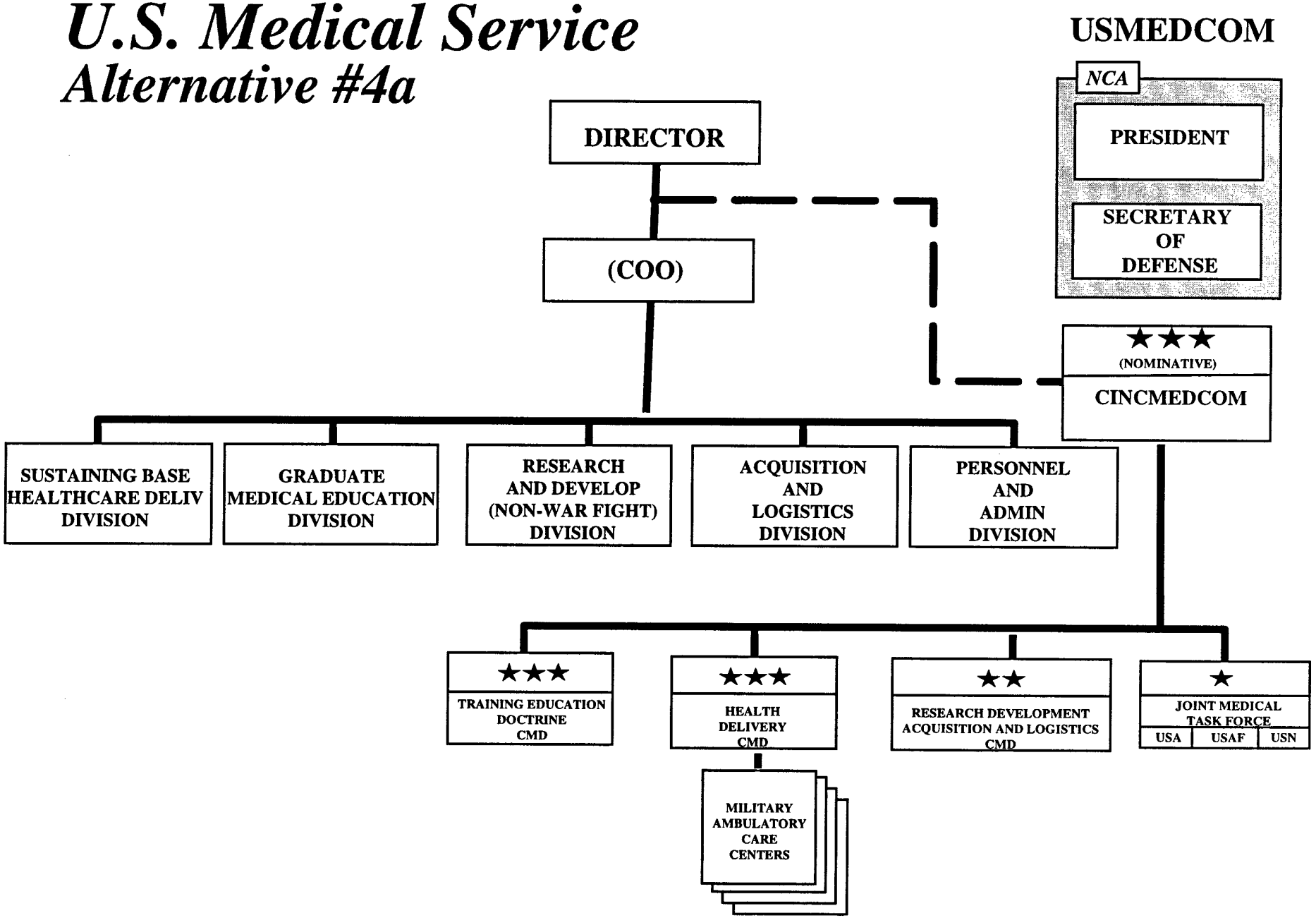
Advantages

- Enhances Jointness and Readiness in Health Care Arena
- Enhances Health Care response to SSO and support to Civilian Agencies
- Single Military Manager of Defense Health Care System
- Consolidates Service Medical Activities
- Consolidation will result in Economies of Scale Savings and enhance Cost Effectiveness
- Eliminates Redundant Functions
- Allows ASD(HA) to focus on Strategic Issues

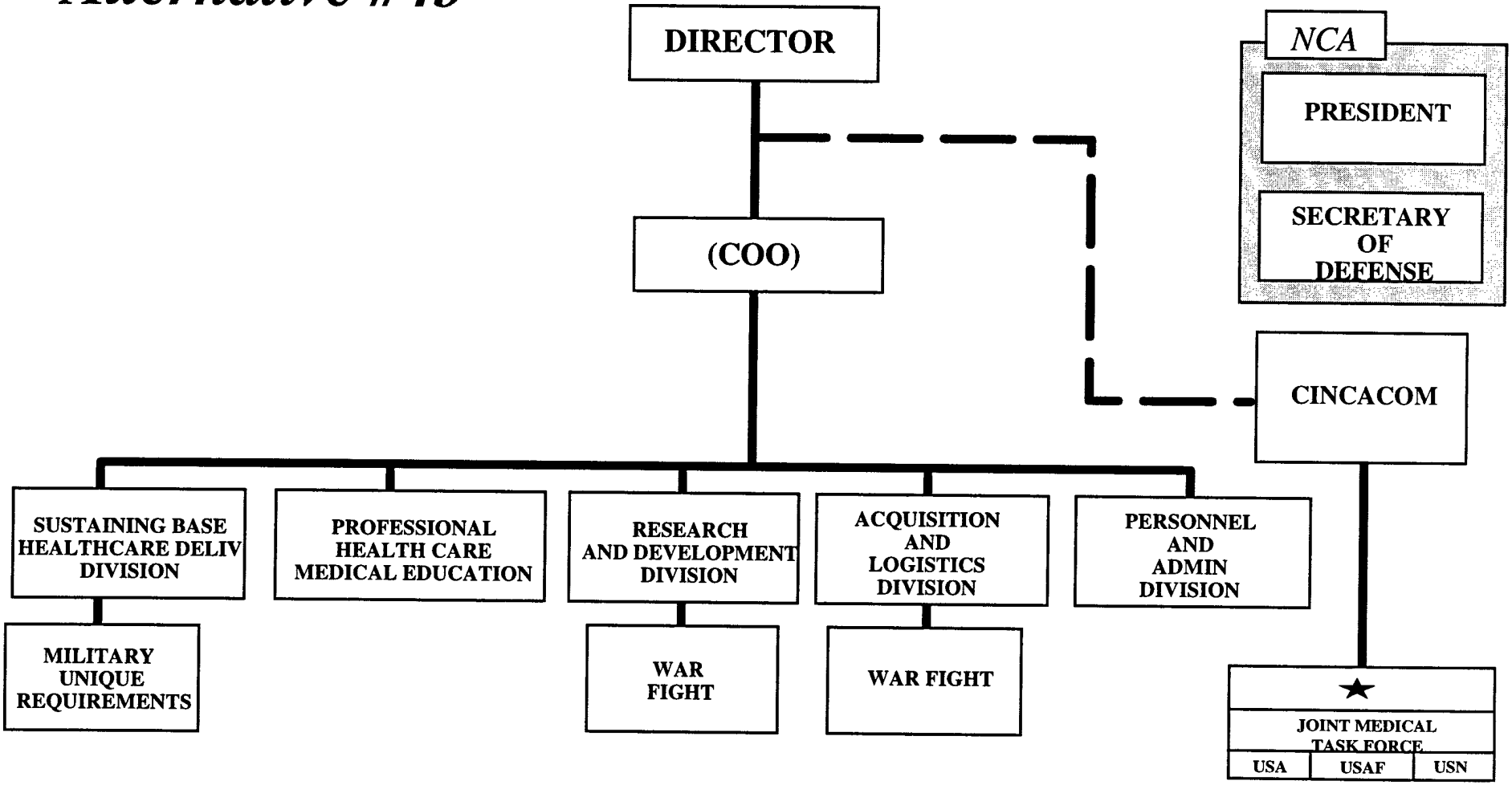
Disadvantages

- Counter to Oct 1991 SECDEF Memo assigning ASD(HA) the Mission of executing DoD's Medical Mission
- Other Services opposed to Unified Command

U.S. Medical Service
Alternative #4a



U.S. Medical Service
Alternative #4b



Alternative #4

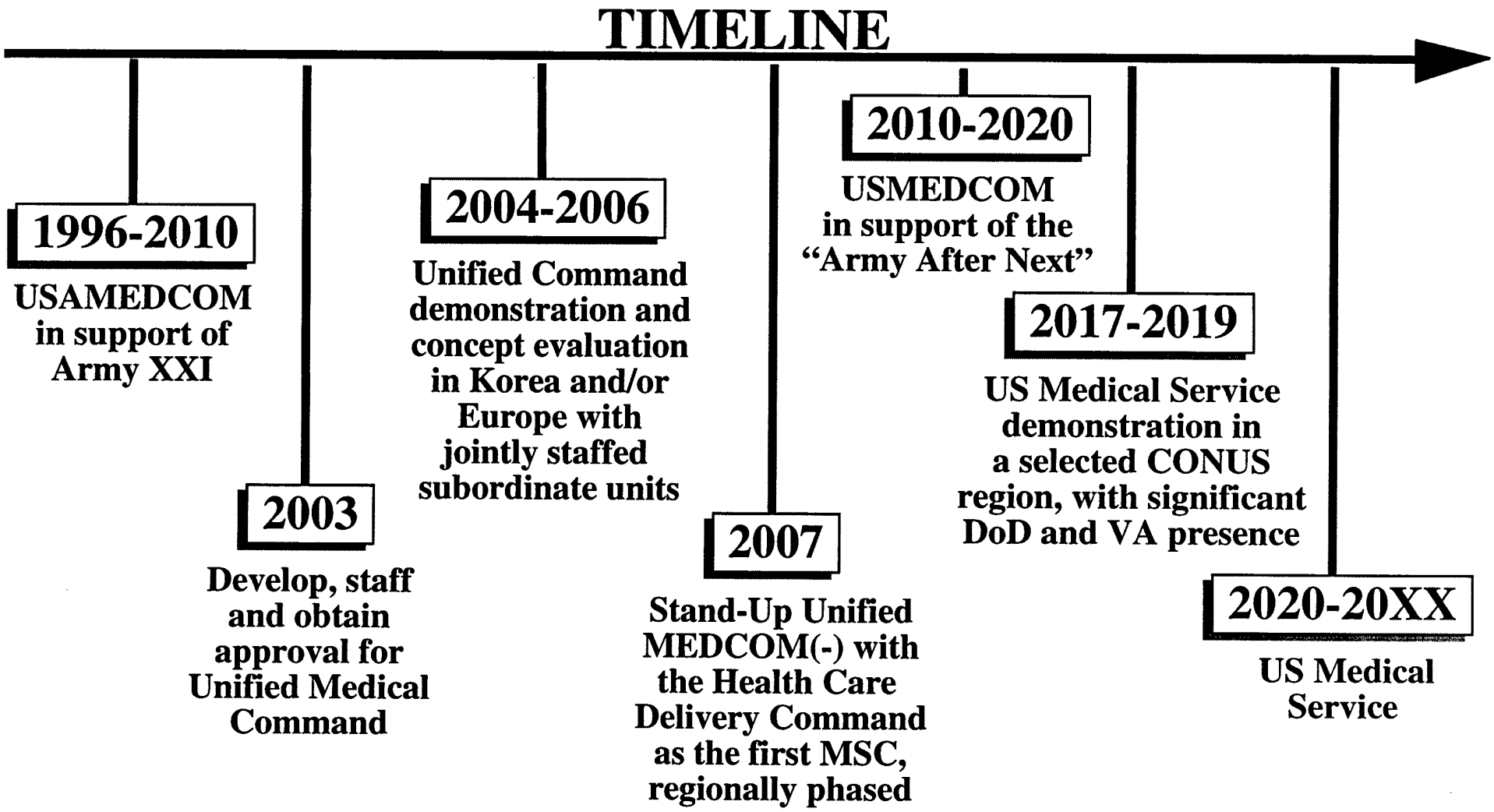
Advantages

- Consolidates DoD and DVA, reducing Excess Capacity, resulting in Cost Savings
- Consolidation produces more effective Single System
- Single Source Graduate Medical Education
- Reduces Size of Service Surgeon General Staffs
- Reduces Size and Scope of ASD(HA)
- Improves Cost Effectiveness of Federal Health Care Delivery

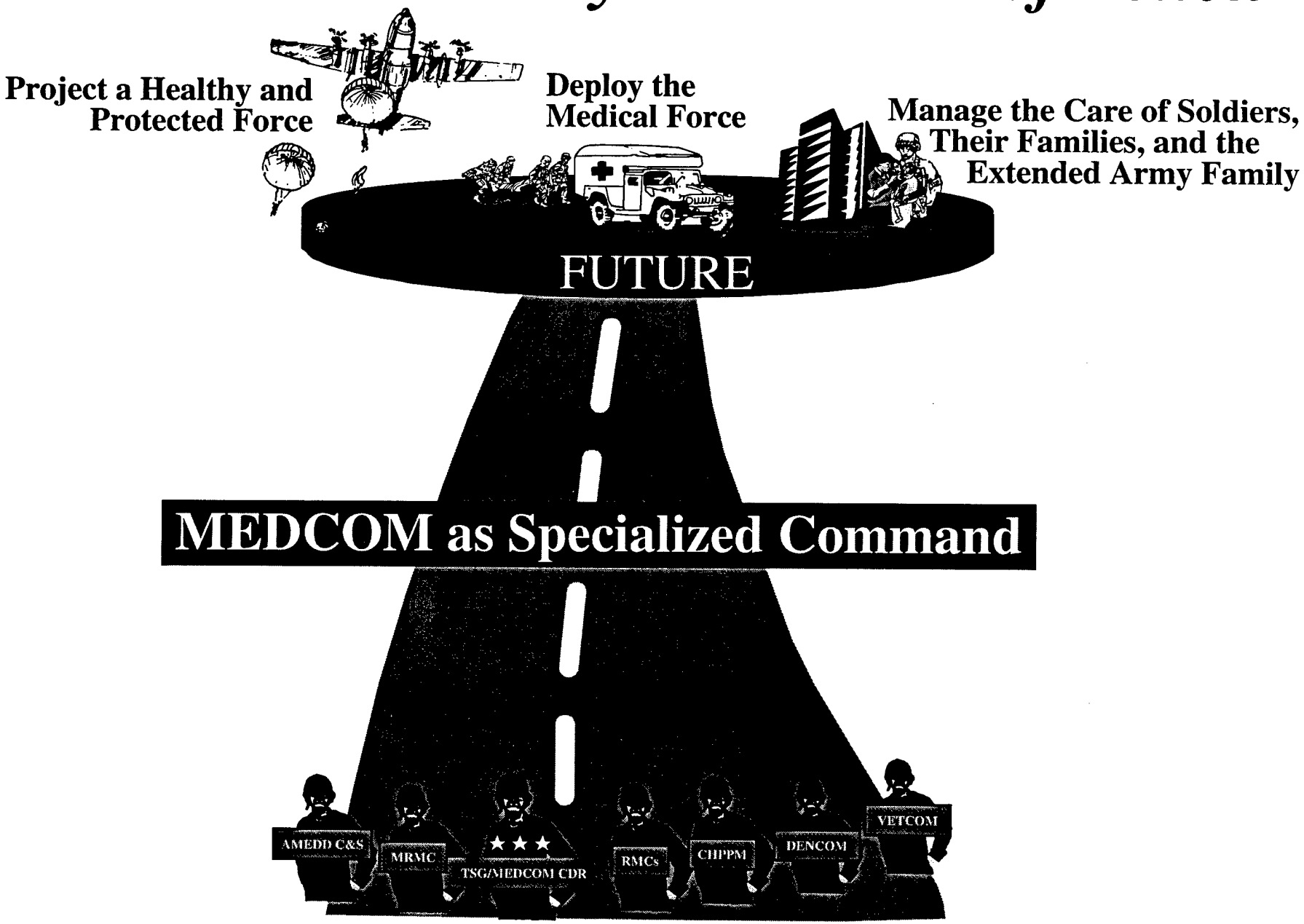
Disadvantages

- Combines Two Distinctly Different Cultures
- Would require specific Cabinet Oversight
- Could lead to significant outsourcing of Nonwarfight Requirements
- Military Assets in the Sustaining Base would be integrated into a Civilian-Military Structure
- Dual Delivery Systems still in Operation -- One for Retirees, VA Beneficiaries -- One for Active Duty Personnel
- Deployment of Forces could create a Health Care Delivery Void
- Separates Sustaining Base Health Care from War Fight Health Care

Implementation Plan: Evolution of Medical Support



Recommended Army XXI Course of Action

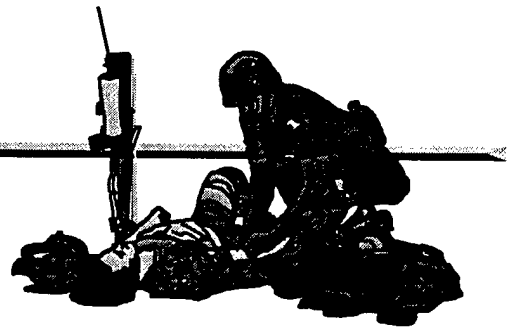


Recommended Actions

Support AMEDD Modernization & Sustainment

- Evacuation
- C4I
- Logistics
- Dental

Support MEDCOM as Specialized Command



"Healthy Soldiers and their Families are our Credentials"



LTG Ronald R. Blanck
The Surgeon General, USA